

BANDAMA CHARITY FOUNDATION SIERRA LEONE

BCF PROGRAMME STANDARDS

Minimum Standards for Design, Delivery, Quality and Accountability

BCF Sierra Leone | 2026 – 2027

Document Type:	BCF Programme Standards Framework — Binding on All Staff & Partners
Effective Date:	January 2026
Review Cycle:	Annual — Due December each year
Approved By:	BCF-SL Governing Board and Executive Director
Parent Policy:	BCF-SL Strategic Plan 2026–2027 BCF M&E Framework BFCM Framework

SECTION 1: PURPOSE, MANDATE AND SCOPE

The BCF Programme Standards establish the mandatory minimum quality benchmarks, operational principles, and accountability obligations that govern all programmes delivered by Bandama Charity Foundation Sierra Leone (BCF-SL). These Standards provide a unified reference point ensuring that BCF-SL's work is consistent, ethical, evidence-based, and aligned with the rights and dignity of every person BCF-SL serves regardless of programme type, geographic location, funding source, or implementing partner.

These Standards are binding on all BCF-SL staff (permanent, contract, and volunteer), all implementing and sub-contracted partners, and any representative acting on behalf of BCF-SL. Non-compliance is addressed through BCF-SL's Corrective Action Process and, where relevant, the staff disciplinary or partner termination procedures.

1.1 Core Guiding Principles

- **Do No Harm:** BCF-SL programmes must not cause harm physical, psychological, social, or economic to beneficiaries, communities, staff, or the natural environment.
- **Community Ownership:** Communities are co-designers, co-implementers, and co-evaluators of BCF-SL programmes. Their voice is not a consultation formality — it is a programme quality requirement.
- **Accountability Downwards and Upwards:** BCF-SL is accountable first to its beneficiaries and communities, and also to donors, government, and the public.
- **Inclusion, Equity and Leave No One Behind:** BCF-SL programmes actively reach the most marginalised — women, children, persons with disabilities, elderly persons, and those in the most remote and underserved locations.
- **Evidence-Based Adaptive Programming:** Programme design, adaptation, and scale-up are guided by data, community feedback, and evaluation findings not by assumptions.
- **Transparency and Integrity:** BCF-SL communicates openly about its objectives, methods, results, challenges, and use of funds.
- **Sustainability:** BCF-SL programmes are designed with exit strategies and local capacity transfer so that results outlast BCF-SL's direct involvement.

SECTION 2: PROGRAMME DESIGN STANDARDS

2.1 Needs Assessment and Context Analysis

No BCF-SL programme shall be designed or launched without a documented, participatory needs assessment. The assessment must provide verified evidence that the proposed intervention addresses a real and current community need.

- Needs assessments must include the direct participation of beneficiary groups particularly women, youth, and persons with disabilities and must not rely solely on secondary data or staff assumptions.
- Data must be sex-disaggregated, age-disaggregated, and disability-disaggregated to identify equity gaps and ensure targeted programming.
- A formal Needs Assessment Report must be approved by the Programs Director before programme design begins.
- Context analysis must include a review of relevant national policies, the Sierra Leone National Development Plan, the SDGs, and the AfCFTA framework where applicable.

2.2 Programme Logic and Results Framework

Every BCF-SL programme must have a clearly documented Theory of Change (ToC) and a Logical Framework (Log frame) or equivalent Results Framework approved before implementation begins.

Required Design Documents

- Theory of Change with assumptions
- Logical Framework / Results Framework
- SMART indicators with measurable baselines
- Programme implementation plan and timeline
- Detailed budget with narrative justification
- Stakeholder and partner mapping
- Risk register with mitigation measures
- GESI (Gender Equality and Social Inclusion) analysis and action plan
- Environmental impact consideration and safeguards

Design Quality Assurance Steps

- Independent review by the Programs Director
- Community validation meeting — documented
- Gender and disability inclusion assessment completed
- Legal and regulatory compliance verified
- Partner capacity assessment conducted
- Sustainability and exit strategy documented
- M&E plan attached and approved
- Beneficiary targeting criteria defined and agreed
- Community consent documentation filed

2.3 Beneficiary Targeting and Registration

- Beneficiary selection criteria must be transparent, objective, publicly communicated to communities, and applied consistently.
- Targeting criteria must prioritise equity ensuring that the poorest, most marginalised, and most vulnerable are reached first.
- A Beneficiary Registration System capturing sex, age, disability status, location, and programme enrolment must be maintained for every programme.
- Any changes to targeting criteria mid-programme must be approved by the Programs Director and communicated to affected communities.

SECTION 3: PROGRAMME IMPLEMENTATION STANDARDS

3.1 Staffing, Roles and Capacity

- Every programme must have a designated Programme Officer or Unit Manager accountable for its day-to-day delivery.
- All programme staff must have role-specific job descriptions and key performance indicators reviewed before deployment.
- Staff must complete BCF-SL induction training—including safeguarding, GESI, community engagement, and programme quality modules before any direct community contact.
- Capacity gaps identified during performance reviews must be addressed through a formal training or mentoring plan.

3.2 Community Engagement and Consent Standards

- Formal community entry must follow BCF-SL's Community Consent Protocol before any programme activity begins.
- Programme information objectives, beneficiary selection criteria, expected outputs, feedback channels must be communicated in accessible local languages and formats.
- Community governance structures including local leaders, women's groups, disability organisations, and youth bodies must be engaged at every stage: design, implementation, review, and closure.
- BCF-SL must establish and communicate a community feedback mechanism before the first programme activity.

3.3 Financial and Resource Management Standards

- All programme expenditure must comply with BCF-SL's Financial Management Policy and applicable donor requirements.
- Programme assets must be registered, physically verified, and accounted for throughout the programme lifecycle.
- Any instance of fraud, misuse, or misappropriation of programme resources must be reported to the Internal Risk & Audits Director within 24 hours.
- Cost efficiency must be assessed programmes must demonstrate value for money in the use of all resources.

SECTION 4: SAFEGUARDING STANDARDS

BCF-SL maintains a zero-tolerance policy towards abuse, exploitation, harassment, and discrimination. The following safeguarding standards are non-negotiable across all programmes, partners, and locations.

4.1 Child Safeguarding

- All staff and volunteers working with children must complete BCF-SL child safeguarding training before any child-facing deployment.
- No child shall be photographed, interviewed, or included in any BCF-SL communication without written informed consent from a parent or legal guardian.
- Suspected or actual child safeguarding incidents must be reported to the designated Safeguarding Focal Point within 24 hours.

4.2 Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH)

- Every BCF-SL staff member and partner must sign the Code of Conduct including explicit PSEAH provisions before any programme engagement.
- PSEAH awareness sessions must be conducted with programme beneficiaries in every community.
- A confidential, survivor-centred reporting and response mechanism for PSEAH incidents must be in place and communicated to beneficiaries.

SECTION 5: PROGRAMME REPORTING AND DOCUMENTATION STANDARDS

Report Type	Content Required	Due Date	Recipient
Monthly Activity Report	Activity completion, beneficiaries reached (disaggregated), budget utilization, issues and risks	5th of following month	Unit Manager → Programs Director
Quarterly Progress Report	Indicator progress vs. targets, community feedback summary, financial accountability	10th after quarter end	Programs Director → Governing Board
Annual Programme Report	Full results vs. targets, lessons learned, evaluation summary, budget performance	31 January each year	Executive Director → All Stakeholders
Incident / Safeguarding Report	Nature of incident, immediate response, persons involved, recommended action	Within 24 hours	Safeguarding Focal Point → ED

5.2 Documentation and Record-Keeping

- All programme records attendance sheets, consent forms, distribution lists, assessments must be retained for a minimum of 7 years.
- Beneficiary data must be stored securely and handled in compliance with the Sierra Leone Data Protection Act 2022.

- All significant programme decisions must be documented in writing and filed in BCF-SL's programme management system.

SECTION 6: PROGRAMME CLOSURE STANDARDS

Programme closure is a critical stage in the programme lifecycle. BCF-SL's closure standards ensure that communities are not left exposed, assets are properly transferred, and lessons are captured for future programming.

- A formal programme exit plan must be developed at least 3 months before anticipated programme closure.
- Community exit consultations must be conducted and documented before closure.
- All programme assets must be transferred or disposed of according to BCF-SL's asset disposal policy and donor requirements.
- A Programme Closure Report, including a final evaluation summary, must be submitted to the Programs Director within 30 days of closure.
- Lessons learned must be documented in the BCF-SL Lessons Learned Register before file archiving.

Executive Director

Signature & Date

Programs Director

Signature & Date

Chairman, Governing Board

Signature & Date

Covenant Chancellor

Signature & Date

**BANDAMA
CHARITY
FOUNDATION**