

# Programme Update



International Federation  
of Red Cross and Red Crescent Societies

## Sierra Leone

Appeal No. MAASL001

04/September/2008

This report covers the period 02 January 2008 to 30 June 2008..



First Aid post of the Sierra Leone Red Cross Society at the beach. **Sierra Leone Red Cross Society**

## In brief

**Programme purpose:** The national society programmes, in line with Federation's Global Agenda goals, aim to strengthen capacity at community, branch and headquarters levels.

**Programme summary:** The period under review saw the successful implementation of key Organizational Development (OD) activities that will ensure a "Strong Red Cross for a better Sierra Leone". The national society continued to strengthen its capacity to effectively carry out its work and to improve on its reporting and service delivery. The Finance Development Delegate continued to work with the finance department in strengthening his capacity in financial management and reporting, setting up operational accounting software systems for proper accounting controls. The Human Resource unit of the national society has been conducting training on Appraisals and Objective Settings for branch as well as headquarters staff in Freetown, Bo and Makeni. One of the key objectives of the training is to ensure that all staff is provided with the necessary skills to set up their own key result areas and set objectives to meet target deadlines for the implementation of the staff appraisal process. The process and training are being facilitated by the FJP Consultants, with support from the Governance Support and Human Resource Manager. Financial support is from the Canadian Red Cross through their decentralization and OD support for the SLRCS. To strengthen its fundraising activities, the SLRCS has developed a business plan and fundraising policy which will be presented to the Central Committee of the national society.

The pilot project of the West Africa Disaster Management Capacity Building (WADM CB) was launched in Sierra Leone in March 2008. It is a partnership project between the SLRCS, the Federation, the Swedish Rescue Services Agency (SRSA) and the Swedish Red Cross. The Humanitarian Values activities of the SLRCS continued to improve the lives of the vulnerable people mostly affected by the war. The SLRCS is planning to commence Operational Alliance from next year. Therefore, the national society is working on the modalities for the commencement of (OA).

The activities of the ICRC in the country have been scaled down. Notwithstanding, ICRC continued to provide technical and financial support to the national society in the areas of dissemination, restoring family link, first-aid training and assistance (CAR Project).

Partner coordination and reporting issues proved challenging but efforts were made to improve on the situation. Linked to this challenge was the limited information on funding gaps and the non completion of the 2006 audit process. This led to the withholding of funds pledged by partners. The report will be shared with partners after presentation to the Central Committee meeting during the third quarter of 2008. Two key management staff, the directors of programmes and finance resigned, leaving major gaps in management functions. While an acting director of finance has been recruited, the national society has commenced steps for the recruitment of a new director of programmes.

**Financial situation:** The total 2008 budget is CHF 4,424,524 (USD 4,022,295 or EUR 2,739,644), of which 60 per cent covered. Expenditure overall was CHF 3,146,772.

[Click here to go directly to the attached financial report.](#)

**See also:** <http://www.ifrc.org/docs/appeals/annual08/MAASL001app.pdf>

**No. of people we help:** About 28,200 male and 36,110 people including children benefited directly from secretariat-supported programme interventions during the reporting period. A total estimate of 68,600 people including children, staff and volunteers of the SLRCS are expected to benefit from activities planned for the rest of the year.

**Our partners:** The SLRCS has been working in partnership with national institutions like the Ministry of Health and Sanitation, the Ministry of Education Science and Technology, National AIDS Secretariat, Office of National Security, National Commission for Social Action and International Organizations like the World Health Organization, UNICEF, United Nations Office for the Coordination of Humanitarian Affairs, UNAIDS, MAMASNET; other partners such as British Red Cross, Canadian Red Cross, Danish Red Cross, the European Commission, Finnish Red Cross/Government, Icelandic Red Cross, the Global Fund, Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross (and their back donors), Swedish Red Cross/Government (including Swedish Rescue Services Agency); Swiss Red Cross/Solidarity Chain, and Private donors. The SLRCS also works in close partnership with Movement partners such as the Federation and the ICRC.

## Context

The socio-political situation in Sierra Leone was relatively stable during the first half of the year. However, with local council elections coming up in July 2008, tensions between the two main political parties in the country, the ruling All Peoples Congress (APC) and the opposition Sierra Leone Peoples Party (SLPP) are risen. The elections characterized by UN officials as another step towards enhancing the country's democratic process, have witnessed some violent clashes between political parties during the first half of the year. Corruption and abject poverty still constitute a major problem in the country with high rate of unemployment among young people. The increase in the prices of staple commodities and fuel has contributed to the high cost of living among the population. Despite cases of theft in some of its vocational and rehabilitation centres coupled with the bad state of roads in the country, the Sierra Leone Red Cross Society continued to carry out its humanitarian activities to the vulnerable population across the country. The national society continued to assist war affected people including children in the areas of rehabilitation and self sustainability.

# Progress towards outcomes

## Disaster Management

### Programme component 1: Disaster response capacity building

#### Outcome(s)/Expected result(s)

- A disaster management information system (DMIS) is developed and maintained;
- Quality control and minimum standards for better disaster management are in place and respected;
- Development of first-aid training curriculum and manual to be used as a guide to motivate and improve trainers' knowledge, skills and attitudes through first-aid training workshops;
- Capacities of hospital out-patients departments (OPD), Public Health Units (PHU), Red Cross personnel, community volunteers and Blue Flag volunteers to respond to emergencies are improved through adequate emergency first-aid training, provision of 270 first-aid and four complete cholera kits;
- The SLRCS disaster management (DM) training tools are developed to adequately equip trainers with the necessary knowledge, skills and attitudes;
- Sufficient and appropriate logistics, IT and telecommunications systems exist and properly used in DM activities;
- A national disaster plan is produced by the Government of Sierra Leone (GoSL) with support from the Red Cross, and key stakeholders at central level are sensitized about disaster management preparedness;
- The capacity of the SLRCS for timely disaster response and disaster reporting is improved;
- The DM programme ensures that financial and technical dependence by communities, districts and national HQ on external support is reduced in the long term.

#### Achievements

During the second quarter of this reporting year, Action Teams of the SLRCS responded to the windstorm and fire disaster that occurred in some communities in Tonkolili, PortLoko and Bonthe districts. The teams in the respective branches responded by conducting initial assessments and re-assessments in disaster areas and provided non-food items to the victims.

Volunteers of the Western Area branch in Freetown worked in collaboration with the National Tourist Board, Beach Wardens and Life Guards, in providing first-aid services on beaches.

Assessment of tracing needs was done and as part of the agreed phasing out plan of the ICRC, capacity is being built for work in Restoring Family Links (RFL), which is now integrated into disaster management. A tracing manual with disaster management module as an integral part has been produced by the national society.

Since 2006, with support from the European Commission funding through the Federation, the Sierra Leone Red Cross Society (SLRCS) has been implementing a disaster management capacity building project in nine districts – Pujehun, Kambia, Kailahun, Western Area, Kenema, Bo, Bombali, Bonthe and Moyamba.

#### Constraints

Transportation has been a major constraint particularly in synchronizing rescue operation at different locations.

## **Programme component 2: Community based disaster risk reduction and preparedness**

### **Outcomes**

- Vulnerabilities and capacities of target communities are known and measures taken to prevent, mitigate and respond to them in the most appropriate ways;
- Community-based disaster management committees (CBDMC) have been established at community level and a national disaster response team (NDRT) is formed at national level;
- The capacity of CBDMC, NDRT, SLRCS volunteers/staff and blue flag volunteers to manage disasters is improved through adequate DM training;
- Risk reduction activities are sustained through CBDMC empowerment, as identification and mapping of the main disaster risks have been carried out at chiefdom level. Corresponding contingency plans (at district level) and risk-mitigating activities are expected to be designed and communities are sensitized about those risks.

### **Achievements**

The SLRCS has set up Community Based Disaster Management Committees (CBDMCs) with a total of 210 members trained in disaster mapping and risk reduction activities. In addition to the trained members of the CBDMCs, 2,253 other persons received emergency first aid training. They included government personnel in district referral hospitals and primary health units. Others were drawn from the Blue Flag and community volunteers as well as volunteers and staff of the SLRCS. The national society has also commenced the process of procuring and distributing first aid kits to the beneficiaries. The project activities were designed to build upon and complement the cooperation between the SLRCS and the Ministry of Health & Sanitation with regard to first aid services and disaster management issues.

In preparation for the local council elections across the country in July 2008, the national society has conducted emergency first aid training in Moyamba, Bonthe, Pujehun and Kailahun branches. This is part of the elections contingency planning supported by the ICRC.

Forty-five communities in the nine DM capacity building branches carried out risk reduction activities through the construction of river banks and fire belts, after completing the Vulnerability and Capacity Assessment (VCA) in their various communities.

### **Constraints**

The department continued to face the challenge of late reporting (narrative and financial) from the field.

## **Programme component 3: Coordination and partnerships in disaster management**

### **Outcomes**

- Efficient coordination in disaster planning and response;
- Sustainable partnerships are established and maintained.

### **Achievements**

A Regional DM capacity building project was launched in Freetown in March. The Swedish Rescue Services Agency (SRSA), the Swedish Red Cross and the Federation are partnering with Red Cross national societies of Liberia, Nigeria and Sierra Leone to implement the project. The pilot project planned to be implemented over three years is expected to focus on improving national relations and cooperation as well as disaster management policies, structure and strategies. In May 2008, a DM consultant, visited Sierra Leone in pursuance of the objective to learn more about other partners' expectations on disaster management initiatives of the SLRCS

and possible interface for future enhanced collaboration. A training workshop is scheduled in Liberia in August with participants expected from the three national societies.

The Spanish Red Cross has finalized plans with the national society for the implementation of a DM project – DISAO (Regional Disaster Management Programme). The Spanish Red Cross focal person for the project in the region has visited the SLRCS in this regard during the second quarter of this year. The project which is for 16 months will be implemented in the Kono, Koinadugu and Bombali districts of the country.

## Health and Care

### **Programme component 1: HIV and AIDS**

#### **Outcomes**

- Knowledge on STI and HIV and AIDS through social mobilization of communities in 13 branches is increased;
- Stigma and discrimination of people living with HIV (PLWH) is reduced in SLRCS operational areas;
- Improved quality support to PLWHIV;
- Strengthening collaboration with PLWH, MoH, NAS, UN Agencies and other NGOs including women and youth groups.

#### **Achievements**

Home based care for people living with AIDS (PLWA) in Bombali District was part of the HIV/AIDS project supported by the National Aids Secretariat (NAS). Youth peer-educators continued to organize weekly health talks on HIV/AIDS in their communities. About 582 youth peer-educators in 62 schools and five out of school youths in all 13 branches were engaged. These activities have increased positive living conditions among PLWHA. With its HIV/AIDS messages, the national society recorded an increased demand for condoms during this period.

### **Programme component 2: Voluntary non-remunerated blood donation**

#### **Outcomes**

- The general public is well sensitized and are donating safe blood at the various centres.
- By the end of 2009 voluntary blood donation is increased by 10 percent in the operational areas.

### **Programme component 3: Community based health care**

#### **Outcomes**

- Community social mobilization activities are intensified and volunteer capacity is improved to operate within the ARCHI 2010 framework;
- Sustainable primary health care (PHC) services are provided to the most vulnerable in 13 SLRCS branches;
- Collaboration and coordination with the Ministry of Health (MoH), UN agencies, and NGOs are strengthened.

#### **Achievements**

The national society continued to implement its public health in emergency programme during the first half of 2008. Social mobilisation for awareness creation continued in operational communities in all the 13 administrative districts. The social mobilisation, through health talks have been focusing on personal hygiene, diarrhoea, malaria and the use of insecticides treated nets (ITN) as well as STI/HIV/AIDS. The branch health and operations coordinators continued

to monitor the use of ITN in communities where mosquito nets were distributed. Quarterly community sensitization campaign was done on Measles, TB, Tetanus, Diphtheria, Whooping cough, Polio Vitamin A deficiency. The community volunteers continued to carry out house-to-house visits for health promotional education. Mothers' clubs formed in all the 13 branches were also engaged in house-to-house visits for follow up and health promotional talks. Primary Health care clinics continued to provide health care services to children less than five years, pregnant women and lactating mothers.

The SLRCS CBHP coordinators have been monitoring and assessing programme implementation in the branches. During this period, they have also been providing support and encouragement to staff and volunteers of the Red Cross in the field. In strengthening the capacity of the SLRCS staff in CBFA, the national society organized a training of trainers' workshop in Freetown in March 2008. About 46 participants attended the training.

#### **Programme component 4: Water and sanitation (Watsan)**

##### **Outcome**

Access to safe drinking water and sanitary latrines improved in 170 communities using the Participatory Hygiene and Sanitation Transformation (PHAST) approach.

##### **Achievements**

Two refresher training sessions for sixty community volunteers in PHAST were held. The community volunteers did follow up home visits to ensure that PHAST methodology was implemented.

During this reporting period, ICRC supported watsan activities were completed with the construction of nine latrines and five lined water wells. The Canadian Red Cross funded watsan activities have commenced in the Bo and Moyamba Districts in June 2008. The main project is focusing on the provision of water wells and latrines for the target population.

## Capacity Building

#### **Programme component 1: NS leadership capacities improvement**

##### **Outcomes**

- Governance and operational structures are consistent with the law;
- The profile and standing of the SLRCS with the Government of Sierra Leone (GoSL) is strengthened.

##### **Achievements**

The funding cycle as provided by CIDA through the Canadian Red Cross (CRC) for the decentralisation project ended in the first quarter after three years of implementation. Structures and systems were developed and strengthened in branches and at headquarters. Input from the project is reflected in most of organizational development activities during this reporting period. CIDA did an end of project evaluation and the CRC issued final narrative and financial reports on the project. The CRC submitted a new OD proposal that has received approval and implementation is expected to start in September this year. This will further complement and fill gaps from the decentralisation project.

The SLRCS is starting a project to develop leadership training manual (LTM) with the aim of strengthening leadership at all levels in the SLRCS. This is to promote good governance and management for effective service delivery. The project is funded by the Netherlands Red Cross Society (NLRCS).

## **Programme component 2: NS systems, procedures and staff sustainability**

### **Outcome**

The SLRCS finance department is restructured and strengthened to carry out financial management in an accountable, timely and transparent manner.

### **Achievements**

The Finance Development Delegate continued to train the Finance team of the SLRCS in reviewing and building finance management structures and systems. The national society has developed a new chart of accounts data entry from 2007 and beyond. The Great Plains accounting software is now upgraded on the new chart of accounts with data entry completed in May 2008. The draft financial report is expected to be produced by August 2008 after proper checking and reconciliations. The data entry for 2008 is up to date into the Great Plains. Financial reports have been shared with partners as total facilities were yet to be developed as at the end of June 2008. A new bookkeeping system has been developed for branches and implementation is in progress.

The SLRCS continued to review its old finance manual and develop a draft comprehensive financial and accounting manual with forms, books and registers. The draft manual has been approved by the Finance Commission. The Central Committee is expected to endorse the manual in August 2008 for future implementation. The national society also organized several training courses on draft financial and accounting manual at headquarters and in some branches for better implementation. All senior managers, coordinators, branch operations coordinators, branch treasurers, field finance officers and others attended the courses. The implementation of the financial and accounting manual when approved will commence from September 2008 both at headquarters and in the branches.

The national society has reviewed its finance structure, job descriptions, skills and experience of its finance team with a report submitted to the Finance Commission. The SLRCS has developed its finance department organization chart. The SLRCS has also decided to increase the salaries of its staff by 50% from July 2008. The national society has also carried out its 2006 audit through an external audit firm with the final report expected from the audit firm.

Following the resignation of the director of finance, an acting director of finance was appointed effective from June. The contract of the Finance Development Delegate was therefore extended for another three months. This is to facilitate the process of smooth transfer of accounts and providing additional time for the new acting director of finance to better understand the system. The Director of Programmes has also resigned because of a prolonged ailment in May. A new director of programmes is expected to be on board in the third quarter of this year.

## **Programme component 3: NS financial sustainability**

### **Outcome**

Income generation for sustainability is enhanced.

### **Achievements**

The SLRCS engaged the services of a consultant to produce a business plan. The Canadian Red Cross funded the consultancy service from the decentralisation project. The national society is sourcing for funding to implement the plan in the second half of the year.

The SLRCS has employed a national commercial first-aid officer as part of the plan in reorganizing commercial first aid to maximize potentials. The British Red Cross supported the

SLRCS with 14 first-aid training mannequins while its coaching/mentoring support to the director of communications and fundraising has been formulated.

#### **Programme component 4: NS programme development and management capacity**

##### **Outcomes**

- Enhanced staff performance and expanded quality membership and volunteer base are in place.
- Project design, planning, controlling, monitoring, evaluation, reporting and feedback are enhanced;
- SLRCS has settled its liabilities and built capacity to prevent reoccurrence;
- Logistics management capacity of headquarters, regions and branches is improved.

##### **Achievements**

With support from the NLRCS, the SLRCS has created and launched its own website. The website is expected to help in bridging communication gap to ensure profile and partner links and enhance the visibility of the Red Cross. Prospective volunteers/members will have access to information on volunteering and membership and it is expected that the site will help in resource mobilization and fundraising.

The project for the development of structures for monitoring, evaluation and reporting has commenced. The project is funded by the NLRCS and aim at enhancing quality service delivery by the SLRCS to the vulnerable population in the country.

The logistics unit continued to provide services for all programmes and operations. The SLRCS has updated its logistics manual and distributed copies to staff at headquarters and in the branches. The unit has also processed the custom clearance of cholera kits and HF radio equipment. The unit received one used vehicle as donation from the ICRC. The logistics unit has installed a new HF radio in the Bonthe branch and has also undertaken routine maintenance of other HF and electronic equipment in the branches.

##### **Constraints**

Many of the motorbikes used for field operations are no more in good condition. They always break down and repairing costs keep increasing.

## Principles and values

#### **Programme component 1: Promotion of humanitarian principles and values**

##### **Outcomes**

- The skills, knowledge and performance of staff and volunteers in dissemination have improved and there is territorial expansion in the dissemination of principles and values of the Movement;
- The dissemination of the Movement principles and values are integrated into other programmes;
- Staff and volunteers of the SLRCS are adhering to the communication policy and proper supervision at all levels;
- Government, public and donors recognize and support SLRCS as auxiliary to public authorities in humanitarian issues.

##### **Achievements**

In keeping with its mandate to disseminate International Humanitarian Law (IHL) and humanitarian principles, the Sierra Leone Red Cross Society (SLRCS) hosted this year's National IHL Moot Court competition for students in university colleges and tertiary institutions of

Sierra Leone. The IHL Moot Court competition is a training event on IHL intended for students. During the competition, students were placed in a mock armed conflict situation. The exercise allowed students to acquire knowledge of law and in same time appreciating its practical relevance. The preliminaries began on 05-06 May, 2008 at the SLRCS headquarters with the grand finale at Trial Chamber II of the Special Court for Sierra Leone on 7 May, 2008 between the Njala University College and the Fourah Bay College. The Njala University College emerged as winner and will be representing Sierra Leone at the 8<sup>th</sup> IHL Moot Court Competition to be held in Arusha (Tanzania) in November 2008.

A half day workshop was conducted in Freetown on the emblem for professional bodies, including members of the health sector, community people and pressmen, police and military personnel. Forty people participated. The objective of the workshop was to create awareness on the use and/or misuse of the emblem.

An ICRC Communication Specialist worked with the SLRCS communication team in assessing the communication capacity of the SLRCS. A SLRCS profile was developed from the assessment. In April 2008, the Communication Coordinator participated in a communication seminar jointly organised by the American Red Cross and the Federation in Washington. His participation was sponsored by the Canadian Red Cross. As part of the recommendation in enhancing the image of the SLRCS, a production support training workshop, funded by ICRC, is scheduled for early August 2008.

### **Constraints**

Transportation is one of the major constraints to the effective implementation of activities planned. The only vehicle available is used together with DM/Tracing project. There is the need to hire more staff and increase the allowance of staff.

## **Programme component 2: Anti-discrimination and violence prevention/reduction – Child Advocacy and Rehabilitation (CAR)**

### **Outcomes**

- Child and human rights are promoted and advocated for project communities;
- The process of de-traumatising war-affected children, fostering participation in healthy peer youth relationships is enhanced;
- Self reliance and development capacity of registered children at the centres is increased;
- Income generation and development awareness capacity of their own communities are initiated.

### **Achievements**

The four CAR centres of Kambia, Portloko, Kabala and Kailahun continued their activities with the active participation of the enrolled youths. The centres were half-way through the ten-month centre based training programme and marked progress was recorded in psychosocial and vocational skills areas.

Interfacing activities with the project communities continued to deepen, creating a sense of communal ownership of the project and willingness on the part of parents, guardians, community leaders and indeed the community as a whole to support the reintegration of youths and generally promote child protection and welfare. During this reporting period, six additional communities, three each in Kambia and Kailahun were supported with farm tools and seeds to boost food production. The lack of food impacts seriously on children. The SLRCS also acquired three acres of land at Moyamba for the extension of the CAR project to that district. An assessment report earlier conducted in the first quarter found out a high concentration of street children and other marginalised children not attending school.

The Youth Empowerment Project (YEP) as an upgrade of the CAR project has commenced in Waterloo. Some 60 young people aged 18–30 years were enrolled; 15 each in carpentry,

masonry, tailoring and welding. Youth employment is still a major problem in Sierra Leone. The focus of the project is to strengthen capacity both in skills and attitude for employment. To retain beneficiaries at the centre, the national society began providing food as an incentive during the second quarter of this year. The oldest bottling company in Sierra Leone, the Freetown Cold Storage funded the construction of one hut for masonry training.

### **Community Animation and Peace Support (CAPS)**

#### **Outcomes**

- Community cohesion, family ties and the ability of communities to resolve conflict and strengthen structures for post-conflict reconstruction and social action are strengthened;
- Food cultivation, household and farm incomes and sustainable living standards are increased;
- Awareness and respect for human rights and participation of women and youth in community development is increased;
- Access to social services including shelter is increased;
- The capacity of SLRCS to address needs of war-torn communities and profile the project is increased;
- Collaboration and coordination with internal and external partners are effective.

#### **Achievements**

The CAPS project continued in 24 more communities in Pujehun. The project which assists post war rehabilitation in rural communities focused on access to safe drinking water during the period under review. The SLRCS constructed nine latrines and 10 lined water wells. This is expected to reduce the suffering of populations during the dry season and reduce perennial outbreak of water related diseases. The national society organized 142 peace building and animation sessions. About 48 community peace consolidation committees (CPCCs) were formed and animators, supported by the CPCCs, facilitated 100 focus group discussions on community development issues. The national society engaged 72 farm groups in the communities; 100 bushels of inland valley swamp (IVS) rice seed, 100 bushels of upland rice seed and 80 bushels of groundnut were distributed to these farm groups. The SLRCS also procured and distributed assorted construction tool packages of shovels, head pans, pickaxes, rakes and wheelbarrows to the communities. The Community Based Health Programme (CBHP) of the SLRCS conducted complimentary training in hygiene promotion and campaigns as part of the integrated approach in service delivery in the communities.

### **War Amputees Reintegration Empowerment (WARE)**

#### **Outcomes**

- Capacity of war amputees is enhanced for sustainable livelihood;
- School going children of war amputees are supported to begin/continue schooling;
- Awareness and support is raised in the public on war amputee issues;
- War amputees receive psychosocial support.

#### **Achievements**

Monitoring was done on the progress of 20 war amputees who were targeted in the first quarter with support in tailoring, soap making and vegetable gardening. All of them continued their vocational activities. Before their engagement, 40% of them were begging on the streets.

### **Community Reintegration and Development Project (CRDP)**

#### **Outcomes**

- 50 target communities increase their community cohesion and their ability to resolve conflicts;

- 50 target communities increase their food production, household and farm income and sustainable living standards;
- Increase awareness and respect for human rights in community development in 50 targeted communities;
- 20 communities have access to clean potable water and sanitation facilities and practice improved hygiene behaviours;
- Improved awareness and knowledge on STI and HIV/AIDS in 50 target communities;
- Self reliance capacity and income generation capacity of 150 selected children is increased in Koinadugu District.

### Achievement

Funding for the project ended in the last quarter of 2007.

### Constraints

There is lack of adequate accommodation for beneficiaries coming from far away communities. Theft of start up kits for beneficiaries is a big challenge but collaboration with security forces and the communities is helping in this regard. The bad state of roads and the bad condition the motorcycles used for operation hampered activities during this reporting period. There is the need for water well in the Kailahun centre. Beneficiaries trek long distance to fetch water. The Lack of nanny centres to keep and take care of babies is affecting the productivity of child mothers in the centres. Late submission of reports to the headquarters is another major challenge during this period.

## Coordination

The Federation delegation in Sierra Leone phased out in March 2008. However, the finance development delegate stayed in the country to support the national society in developing its financial systems and procedures. Federation supported programmes of the national society is being coordinated from the West Coast regional office in Lagos, Nigeria. A team led by the Secretary General of the national society was on a mission to the West Coast regional office during the first week of June 2008. During the visit, the team and the management of the regional office discussed issues concerning programme implementation, partnership cooperation, fund transfer as well as reporting (narrative and financial). The SLRCS continued to hold its monthly movement coordination meeting with ICRC and other partners in the country.

## Working in partnership

SLRCS continued to work in close collaboration with partners both in-country and outside. The national society continued to receive the support of its bilateral and multilateral partners in implementing its core programmes. SLRCS is also strengthening its local partnership with corporate organizations and government agencies in improved service delivery to the vulnerable people in the country. A partnership meeting was held in March 2008 in Freetown with representatives of British, Swedish, Canadian, Icelandic, Finnish, Netherlands, Spanish Red Cross Societies, ICRC and the Federation. It was decided at the meeting that the national society needed to improve on its activities especially in the area of finance management, reporting and partnership cooperation since the Federation delegation was phasing out during that period. In this regard, the Swedish Red Cross engaged the services of a consultant to work with the national society in developing structures, systems and approaches in enhancing partner cooperation. Officials of the national society participated in the 8 National Societies Africa Initiative meeting in Abidjan during the month of April 2008. The SLRCS made presentation on its OD work.

The Management Committee of the SLRCS met and endorsed Operation Alliances as a viable option for partnership coordination. The Committee agreed to roll out Operation Alliance in two

Programmes – OD and Humanitarian Values (with project like CAR, CAPS, YEP and WARE). A two-day workshop on “Improving partner cooperation – the concept of Cooperation Agreement Strategy and Operational Alliance” was held with broad based participation from governance and management from the field and Headquarters. The national society is working on the issue of Operational Alliance (OA) and a generic MoU as the basis for cooperation with the SLRCS. The Transformation Plan 2013 also provided a clear path for the SLRCS, which could form the wheel upon which an operational alliance could work.

## Contributing to longer-term impact

Programme coordinators ensure regular visits to the field to assess progress made and give support as well as encouragement to staff and volunteers. This effort has contributed to the improvement of service delivery in the communities. Field visits carried out by some partners during this reporting period have also encouraged staff and volunteers of the national society. These visits have also encouraged beneficiaries who see the visits as an appreciation of their efforts to rebuild their communities. Seeing the positive impact of SLRCS programmes on the communities, other sister national societies whose countries have gone through the Sierra Leone experience are now soliciting the technical support of the SLRCS in replicating same in their respective countries.

The various activities of the SLRCS to improve the lives of war affected vulnerable communities are impacting positively on the beneficiaries and the communities in general. Many of the war affected people who are beneficiaries of the Red Cross programmes are now practising their acquired skills and sustain themselves. Most communities now peacefully settle conflicts even without resorting to the court of law. Women now participate more in community meetings and decision making. Cases of violence among youths and against women are reducing. Beneficiaries working in group now assist in promoting peace in their communities. The health related activities have assisted in reducing cases of water borne diseases which in the long term are also increasing the income level of households as they are now spending less on treatment. There is increase in the number of people interested in Red Cross activities thereby increasing the enrolment rate of volunteers. Increased awareness of staff on proper management systems has been effectively contributing to service delivery to the communities.

## Looking ahead

The SLRCS will continue to scale up its activities and reach more target beneficiaries as success recorded during the first half of the year need to be sustained. The SLRCS will adopt the concept of Operational Alliance (OA) as its main vehicle for streamlining partner cooperation. Activities planned for the realization of this is planned to run over four months and the commencement of the OA is expected to take effect from January 2009. A revised Memorandum of Understanding (MoU) is expected to be endorsed by the Central Committee and will be distributed to partners for comments. A final version is expected to be ready before the next partnership meeting. Programmes and projects in DM, health, communication and fundraising should be covered by Programme Agreement, if not already in place. The SLRCS will demand that Movement partners operating in the country enter into Service Agreements. The national society shall continue to improve on its financial management systems, reporting and communication. Monthly reports shall henceforth be sent not only to the Federation but also to partners of the SLRCS. The national society will endeavour to make the 2006 audit report available to partners while another audit firm will be contracted for the 2007 audit. The national society hopes to share the 2007 audit report with partners during the partnership meeting in November 2008. The recruitment of a new director of programmes is one of the priorities of the SLRCS. The General Assembly of the SLRCS is expected to meet in December 2008 to elect a new governing board. With new members expected on board, the national society is developing a new leadership training manual that would be used during trainings for the new incoming members. The SLRCS will continue to coordinate activities of Movement partners in the country in close collaboration with the West Coast regional representation of the Federation in Nigeria.

## How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

### Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

## Contact information

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