

Appeal 2006-2007



International Federation
of Red Cross and Red Crescent Societies

SIERRA LEONE

Appeal no. MAASL001

This appeal seeks CHF 7,519,996¹ to fund programmes and activities to be implemented in 2006 and 2007. These programmes are aligned with the International Federation's 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:

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

The International Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 183 countries. Our aim is to build safer communities, able to prevent and respond to human suffering in times of crises and distress, and where people work together to promote hope, dignity and equity. We work to support vulnerable communities through neutral, impartial, independent humanitarian action, in accordance with our Fundamental Principles and in line with the Red Cross and Red Crescent Code of Conduct, the Humanitarian Charter and Minimum Standards in Disaster Response, and the SPHERE Project.

[Click here to visit the Federation's website for Sierra Leone, with links to the national society's profile and directory.](#)

[Click here to access the appeal budget summary.](#)

[Click here to access the 2006-2007 support strategy for Sierra Leone.](#)

Programmes	2006 Budget in CHF	2007 Budget in CHF	Total Budget in CHF
Health and Care	1,056,850	825,063	1,881,913
Disaster Management	712,979	725,735	1,438,714
Humanitarian Values	1,560,378	1,817,501	3,377,879
Organizational Development	417,398	404,092	821,490
Totals	3,747,605	3,772,391	7,519,996

The following programme is included in this Appeal narrative; however, its associated budgets are integrated within other programme budgets. Click on the title to go to the text: [Implementation and Coordination](#).

¹ USD 5,731,704 or EUR 4,859,448

Country context

Sierra Leone's eleven-year conflict was officially declared over in January 2002. Since that time considerable progress has been made towards rehabilitation and reconstruction, with peace now largely consolidated within the country. In many areas, however, people still suffer from lack of adequate access to basic services, and continue to face difficult challenges in re-establishing their livelihoods. Health concerns remain a significant issue, with malaria, tuberculosis and HIV/AIDS ranking high among the health issues threatening the vulnerable population of the country. Community-based interventions, targeting primary needs in vulnerable communities remain the priority of UN agencies and the humanitarian community.

The sub-regional situation has stabilized with the consolidation of peace in Liberia and recovery in Sierra Leone. The UN's presence in Liberia and the establishment of the interim government has diminished the potential threat of border instability and allowed for the repatriation of Liberian refugees which began in late 2004.



A degree of uncertainty still remains, however, as Liberians voted in October 2005, and the outcome (as well as the reaction to it) will influence the reconciliation process. The United Nations Mission in Sierra Leone (UNAMSIL) continues its mandate with approximately 3,250 troops. As the UNAMSIL draw-down continues, a residual presence will remain in Sierra Leone until the end of December 2005 in order to safeguard stability within the country. In anticipation of its end of mission, UNAMSIL is gradually handing over its security responsibilities to the Sierra Leone Security and Police Forces. Efforts continue to build up the strength of both the Sierra Leone Armed Forces and the Police Force, to enable them to assume the current responsibilities of UNAMSIL.

Focus in 2006

The International Federation's delegation support to the Sierra Leone Red Cross Society (Sierra Leone Red Cross Society) will focus on building capacity to support the Sierra Leone Red Cross Society to become a well-functioning national society. The Federation's delegation will support the national society in developing a four-year Strategic Plan and overall strategic vision, laying the basis for the development of a Cooperation Agreement Strategy (CAS) for Sierra Leone that will set the framework for cooperation among Movement partners to support the Sierra Leone Red Cross Society's capacity building objectives. The delegation will also provide assistance in addressing management weaknesses. The Sierra Leone Red Cross Society has recently undergone an NGO benchmarking exercise, and the results have highlighted several areas in which the Sierra Leone Red Cross Society needs further strengthening and capacity building. The delegation intends to fully support the national society in addressing areas of weakness identified through both of these processes, through capacity building and technical input.

Strengthening the national society

Health and care

Responding to the significant health needs in Sierra Leone, the programme will focus on three core areas: community-based health care, HIV/AIDS, and blood services. Under community-based health care, the national society's priority is to strengthen its commitments through Strategy 2010, ARCHI 2010, and the Ouagadougou Declaration, and intensify its community social mobilization activities. Efforts will be targeted towards the reduction of mortality rates in under-fives and women of child bearing age through the provision of primary health care services, and improvement of water and sanitation in 170 communities and 11 clinics.

Building on an ongoing programme, STI/HIV/AIDS activities will also be intensified, with coverage extended from 10 to all 13 districts across the country. Interventions are aimed at increasing knowledge and awareness among

targeted communities, reducing stigma and discrimination, and providing quality support for people living with HIV/AIDS (PLWHA). Community social mobilization is key in this area.

With the demand for safe blood far outstripping supply in the country, the national society is also seeking to support the Ministry of Health in its efforts to boost supply through the introduction of a system of voluntary non-remunerated blood donation. The existing country-wide network of volunteers will be utilized to mobilise the general public to donate blood. In all three focus areas, efforts are also directed at strengthening both national society and Federation collaboration with relevant government bodies, UN agencies, and local and international NGOs.

Goal: The morbidity and mortality rates of children under five years of age and women in childbearing age (WCBA) have been reduced and health status of the most vulnerable improved.

Community-based health care.

Project background: the Community Based Health Care Programme is focusing on prevention, control, First Aid and rehabilitation through community social mobilisation in line with strategy 2010, ARCHI 2010, Ouagadougou Declaration, other Red Cross policy documents and the Primary Health Care concept. The programme is well integrated with the other four core areas using the same platform to further enhance the community development aspect and to keep facilitating the interest of Red Cross volunteers.

The programme has intensified community social mobilisation activities, empowered volunteers in 170 communities to mobilise their communities for positive health behavioural changes with less emphasis on clinical and curative activities. The eleven clinics have been using their minimal clinic fees to sustain themselves.

The programme, in collaboration with the District Health management Teams of the Ministry of Health, is providing PHC services in 170 communities and 11 clinics in 10 District branches for women of child bearing age (WCBA) and under-fives. The current national health problems are: Malaria, Sexually Transmitted Infections (STIs) including HIV/AIDS; unsatisfactory reproductive health, including maternal and neonatal mortality; acute respiratory infection; childhood immunizable disease; nutrition related diseases; water, food and sanitation – borne diseases; and disability and mental illness. Additionally, Tuberculosis, Lassa fever, Yellow Fever, and Meningitis are endemic in Sierra Leone, and are specific health problems that differ in their prevalence and incidence between districts.

Objective: The morbidity and mortality rates of under fives and women of child bearing age has been reduced and the health status of the most vulnerable improved in 170 Sierra Leone Red Cross Society community by December 2006.

Expected results:

1. Community social mobilization activities intensified and volunteer capacity improved to operate within the ARCHI 2010 frame work.
2. Sustainable Primary Health Care (PHC) services are provided to the most vulnerable in 13 Sierra Leone Red Cross Society branches.
3. Access to Safe drinking water and sanitary latrines improved in 170 communities using the PHAST principle.
4. Collaboration and coordination with the Ministry of Health (MoH), UN Agencies, and NGO's is strengthened.

<Refer to the Logical Framework: Community-Based Health Care>

http://www.ifrc.org/cgi/pdf_appeals.pl?/annual06/logframes/africa/MAASL001HC1.pdf

HIV/AIDS

Background: the current HIV/AIDS situation in Sierra Leone remains somewhat obscure as no authentic data on the prevalence rate existed until 2002. In 2002 a prevalence survey conducted gave a prevalence rate of 4.9% at national level, and 6.1% in Freetown. However as these results were controversial, samples were taken to Atlanta for verification. Based on this a prevalence rate of 1% was estimated nationally while the rate estimated for Freetown remained at 6.1%. Further survey was conducted in June 2005, with sentinel surveys of pregnant women indicating 6% in Freetown. Currently, the National AIDS Secretariat is facilitating a more in-depth analysis of the HIV/AIDS situation in Sierra Leone. Additionally, ad-hoc studies carried out by NAS shows low knowledge (20%)

on HIV/AIDS in the communities and low use of condoms. Also services to people living with HIV and AIDS (PLWHA) are at best very minimal, and absent in the rural areas.

The National AIDS Secretariat (NAS) is the coordinating body for all HIV/AIDS activities, and in collaboration with UNAIDS and other International/National partners a National Strategic Plan has been revised, validated and is being finalized and ratified by Parliament. The SLRC has linked up with UNAIDS and other partnership building programmes. The project lays emphasis on building partnerships with PLWHA, GNP+ and HACSA.

The Sierra Leone Red Cross Society's STI/HIV/AIDS Programme was established in 1993 and was initially implemented in four districts. To date ten districts participate in the project and plans are underway to cover the remaining three districts. It is being implemented through community social mobilisation in line with Red Cross policy documents. Advantage is being taken of Sierra Leone Red Cross Society' network of trained volunteers for a community-based approach, and through mobilizing the power of humanity, networking, and in collaboration and in partnership with PLWHA and other partners for policy making, and in scaling-up prevention, de-stigmatization, advocacy activities. The HIV/AIDS activities are integrated into health and care, humanitarian values and disaster management activities. Prevention activities will continue to be carried out while focus will be on building capacities to increase sustainability, self-reliance and motivation of community volunteers, commercial sex workers and caregivers to PLWHA. To achieve this, communities will be supported with small-scale income generating activities. The programme has been supported and coordinated through the Federation's regional programme known as RAN-WAC, which is no longer very active due to financial constraints in the region.

The SLRC is in the Principal Recipient (PR) of Global Funds covering TB, Malaria and HIV/AIDS. This position further strengthens the Sierra Leone Red Cross Society relationship with National AIDS Secretariat (NAS) and as a public relations tool to access funds for homecare for PLWHA in the Bombali district. It has therefore become a high priority and urgent need to provide a frame for these activities in the form of a national society policy and subsequently strategies to be approved and implemented during 2005.

The Federation will continue to support the national society to implement its policies in the provision of health care and other services related to HIV/AIDS. Particular emphasis will be put on promotion of human rights and the importance of involving PLWHA in the fight against AIDS.

Objective: Objective: STI/HIV/AIDS prevalence has been stabilized, stigma and discrimination are reduced and support to people infected by and affected with HIV/AIDS is provided in Sierra Leone Red Cross Society operational areas.

Expected results:

1. Knowledge increased on STI/HIV/AIDS through social mobilization of communities in 13 Sierra Leone Red Cross Society branches.
2. Stigma and discrimination of PLWHA is minimized in Sierra Leone Red Cross Society operational areas and open dialogue can facilitate the vulnerable groups.
3. Quality support to people living with HIV/AIDS is improved.
4. Strengthening collaboration with PLWHA, MOHS, NAS, UN Agencies, INGO/NGO, RAN-WAC, Youth and Women's groups and other partners.

<Refer to the Logical Framework: HIV/AIDS>

http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/logframes/africa/MAASL001HC2.pdf

Blood services

Project background: every day, thousands of victims of accidents, anaemia, obstetrics and other factors require blood at the various hospitals and major health centres in Sierra Leone. Due to several factors, this demand cannot be met. Some of the constraints include local taboos, unwillingness due to ignorance, and in most cases, the fear that people have in having their donated blood tested.

As an auxiliary to public authority, the Sierra Leone Red Cross Society started a project of assisting the government in the mobilization of blood donors and collection of blood. The project started in 1994 as a tripartite project funded by the German Red Cross. While the Ministry of Health provided the personnel on secondment, the Sierra Leone Red Cross Society implemented the project. The German Red Cross withdrew support in 2000 and the

Federation took over. From 2001 to the second half of 2002, the Swiss Red Cross provided funds and stopped at the end of June 2002. The project is currently faced with funding problems.

Since the running of a blood transfusion centre is very complicated, with a higher incidence and prevalence of transfusion-transmissible infections, the national society has opted to support the health ministry through the introduction of a system of voluntary, regular non-remunerated blood donation. The national society will therefore utilise its network of volunteers all over the country to mobilise the general public to donate blood.

Goal: Safe blood is available, accessed and used in Sierra Leone blood donation and transfusion centres.

Objective: Mobilisation activities increase the availability of safe blood for the needy populations in Sierra Leone.

Expected results:

1. The general public is well sensitised and are donating safe blood at the various centres.
2. By the end of 2006 voluntary blood donation is increased by 10 % in the operational areas.

<Refer to the Logical Framework: Blood Service>

http://www.ifrc.org/cgi/pdf_appeals.pl?/annual06/logframes/africa/MAASL001HC3.pdf

Disaster management

The primary focus for the disaster management programme is encapsulated in the Disaster Management capacity building project, to be implemented by the national society under an agreement signed between the Federation and European Union in 2005. The main objective of this project will be to mitigate the effects of disasters in nine districts identified as most at risk, through both national society interventions as well as support to the establishment of a National Disaster Management Plan (NDMP) for Sierra Leone. The latter will be achieved through the provision of support to both the Ministry of Health and Sanitation, and the Office of National Security (ONS), an agency created in 2002 through an Act of Parliament, and tasked with the role of coordinating the establishment of the NDMP. In fulfilling this function the national society will continue to strengthen its own capacity in terms of developing its network of volunteers, its logistics and communications functions, as well as its emergency procedures. Key activities will also include provision of training in first aid and disaster management, community-based disaster preparedness activities, as well as developing disaster management training and monitoring tools at headquarter and branch level. Capacity building will be an integral component of the project and it is expected that managerial capacity will be enhanced at the community level, as well as at both headquarters and branch level within the national society. Efforts will also be directed towards developing capacity to respond to potential political violence associated with the upcoming national general elections, to be held in 2007. A project aimed at improving the nutritional status of 20 communities will also be initiated in four districts, with a special emphasis on addressing the needs of families living with HIV/AIDS.

Goal: The effects of disasters in districts most at risk in Sierra Leone are mitigated through efficient interventions of Sierra Leone Red Cross Society (Sierra Leone Red Cross Society) and enhanced capacities of the MoH&S and the Office of National Security (ONS) at district and national level.

Objective: The Sierra Leone Red Cross Society, MoH&S and the Office of National Security and selected communities at chiefdom, district and national levels are actively saving lives through disaster prevention, mitigation and response.

Expected results:

1. First Aid Training Curriculum and Manual developed to be used as guides to motivate and improve Trainers' Knowledge, Skills and Attitudes through First Aid training workshops, and trainers trained in their use.
2. The capacities of Hospital Out-Patients Departments (OPDs), PHUs, 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 4 complete cholera kits
3. Sierra Leone Red Cross Society- Disaster Management (DM) Training tools are developed to adequately equip Trainers with the necessary Knowledge, Skills and Attitudes through DM trainings and trainers are trained in their use.

4. Community Based Disaster Management Committees (CBDMCs) are established at community level and a National Disaster Response Team (NDRT) is formed at national level. The capacities of CBDMCs, NDRT, Sierra Leone Red Cross Society volunteers/staff and blue flag volunteers to manage disasters is improved through adequate DM training.
5. An identification and mapping of the main disaster risks is carried out with CBDMCs at chiefdom level, corresponding contingency plans (district level) and risk-mitigating activities are designed and communities are sensitized about those risks. Risk reduction activities are sustained throughout CBDMCs empowerment.
6. A National Disaster Plan is produced by GOSL with support from the Red Cross and key stakeholders at central level are sensitized about Disaster Management Preparedness.
7. The capacity of the Sierra Leone Red Cross Society for timely disaster response and disaster reporting is improved.
8. The capacity of the Sierra Leone Red Cross Society to respond nation wide to political related violence during 2006/ 2007 General Elections is strengthened
9. The nutritional status of the Sierra Leonean population is improved thereby contributing to the economic recovery and long term social development of Sierra Leone with special consideration for families with PLWHA
10. The Sierra Leone Red Cross Society' DM Programme has been monitored and evaluated and the findings have contributed to the improvement of the DM programming.

<Refer to the Logical Framework: Disaster Management>

http://www.ifrc.org/cgi/pdf_appeals.pl?/annual06/logframes/africa/MAASL001DM.pdf

Organizational development

With the transition from war to peace and stability in the country, the national society has become very much aware of the need for its own organisational transition from a relief-oriented organization to one oriented to development. This transition brings with it the need for rebuilding of infrastructure, capacity building, and moving towards self-sustainability.

To this end, organizational development will be concentrated in several key areas. First, following the adoption of a decentralization and regionalization policy in 2004, a fourth and final regional office will be established and the regional finance function will be strengthened. Strengthening of the regional network is expected to improve implementation, monitoring and reporting capacities of management at all levels.

Second, the national society will be supported by the Federation to improve its financial management through strengthening internal control mechanisms, integrating an effective manual accounts system, implementing management reporting, and increasing the capacity of budget holders and branches for effective and responsible financial management of project funds.

Third, in an effort to increase financial autonomy, a plan of action for fundraising will be developed and implemented. This will be supported by the development of policies and guidelines and the establishment of a fundraising and resource development office within the national society.

Finally, volunteer management and performance will be improved, including orienting members of governance towards the principles of good governance, and ensuring that statutory and technical structures are maintained and meeting regularly.

Goal: The Sierra Leone Red Cross Society is a well functioning Red Cross Society.

Objective: The Sierra Leone Red Cross Society becomes a more efficient, credible and transparent national society, with strong and durable partnerships making available the needed human, material and financial resources at its headquarters and the branches levels to provide quality services to the most vulnerable populations of Sierra Leone.

Expected results:

1. Improved volunteer management and performance.
2. Improved management implementation, monitoring and reporting capacities.

3. Increased financial autonomy of the Sierra Leone Red Cross Society and the Sierra Leone Red Cross Society is implementing viable fundraising and resource development activities.
4. Increased transparency, accountability, and efficiency of Sierra Leone Red Cross Society financial management system.
5. Improved material and physical resources management.
6. The Sierra Leone Red Cross Society is well promoted.

<Refer to the Logical Framework: Organizational Development>

http://www.ifrc.org/cgi/pdf_appeals.pl?/annual06/logframes/africa/MAASL001OD.pdf

Humanitarian values

The Humanitarian Values programme is focussed on assisting children, amputees, and communities driven by conflict, to address and cope with the aftermaths of war. The programme has therefore concentrated its activities for these three beneficiary groups into three distinct projects.

In response to the needs of war amputees to transition from passive receivers of aid to self-supporting members of society, a project was established in 2000 to assist amputees with job placement or to engage in income generating activities. In line with its initial focus, this project has carried the title of Job Aid for War Amputees (JAWA). In order to more accurately reflect the current context, however, the focus for 2006 will be to reshape this programme under the guise of War Amputees Reintegration and Empowerment (WARE). The project will be expanded to incorporate public awareness raising and advocacy, psychosocial support, and educational support to school-going children of amputees.

The Community Animation and Peace Support (CAPS) project is aimed at assisting communities to rebuild their lives following the 11-year conflict, not only in terms of access to social services and infrastructure but in dealing with the severe damage sustained to family and community relationships, social systems, livelihoods, and to the individuals' psyche. Activities will include sensitisation programmes on human rights issues, as well as the participation of women and youth in community development.

Five centres have now been established in various districts under the Child Advocacy and Rehabilitation (CAR) project, to influence the process of de-traumatizing war-affected children (10-18yrs), and reintegrate them back into their communities through providing them with education and skills training, and also conducting community sensitization to facilitate their reintegration. Efforts are also concentrated on promotion and advocacy for child and human rights in the target communities.

Goal: A culture of non-violence and sustainable development is promoted in war torn communities.

War Amputees Reintegration and Empowerment (WARE)

Project background: the Job Aid for War Amputees (JAWA) project was started in February 2000 in response to the needs of amputees to move from being passive receivers of aid and assistance to being reintegrated into their communities and becoming active and self-supporting members of society. The initial focus was on finding permanent jobs for the amputees with an initial target of 100 amputees placed in jobs within the first year. Due to the insecurity in the country, the expected upturn in the economy did not materialize thereby severely reducing the number of jobs available.

Nevertheless, by mid-2001, a total of 56 amputees had been placed in various jobs such as motor mechanic, tally clerk, security guard, gardener, sales clerk, bottle sorter, hairdresser, receptionist, radio operator, teacher and lottery vendor. This led to the incorporation of two more aspects into the project. Firstly, the micro-credit loan scheme which allows amputees to start self-employment initiatives mostly in the retail and small-trade sector, such as vendors for food, oil, wood, cloths, shoes and vegetables. Secondly, a skills training sponsorship programme was introduced with amputees being trained in tailoring, and gara tie dying. The training is conducted by existing skills training institutes. After completion of the one-year course, the amputees are given a sewing machine or other tools to start their own business or to use at their new place of employment.

Of the estimated seven thousand (7,000) amputees scattered all over the country, eighty five percent (85%) of these are household heads and are without jobs. They find it difficult to take care of their homes. Since the job placement was going on at a slow pace, the society decided to add other components in the form skills training (tailoring and

fabric making), micro-credit revolving loan schemes, animal rearing, and backyard gardening so as to help alleviate the sufferings of the amputees. Initially, the project started in Freetown but it has spread to Lungi, Port Loko, and Makeni in the Northern Province, Bo and Pujehun in the Southern Province, and Kenema and Kono in the Eastern Province.

Objective: War amputees are empowered for sustainable reintegration and resettlement.

Expected results:

1. War Amputees capacity is enhanced for sustainable livelihood
2. School going children of war amputees are supported to continue/begin schooling:
3. Awareness and support is raised in the public on war amputee issues:
4. War amputees have received psychosocial support.

<Refer to the Logical Framework: War Amputees Reintegration and Empowerment>
[*<http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/logframes/africa/MAASL001HV1.pdf>*](http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/logframes/africa/MAASL001HV1.pdf)

Community Animation and Peace Support (CAPS)

Project background: the CAPS project was conceived to address the aftermath of war-related violence that not only destroyed homes and infrastructure, but also inflicted severe damage on family and community relationships, social systems, livelihoods and the psyche of individuals. Since June 2000, 96 communities have been targeted in four chiefdoms in the Moyamba and Bo Districts. These communities were selected because of the level of violence experienced, the extent of destruction and the limited ability of the community to cope on their own with their circumstances upon return. People relied on subsistence living before the war. Poverty and its associated factors of illiteracy, high infant mortality and low life expectancy were characteristics of these areas.

In the last quarter of 2004, the project was externally evaluated. The evaluation report showed overall that the project was effective and achieved its objectives. It also showed that the project could be adapted for implementation in similar post conflict settings. The 96 communities in Bo and Moyamba will be exited by the end of 2005. Assessment was done in Pujehun District, where the project will be extended. The CAPS component of the CRDP in Kono District will be maintained in the overall CAPS Strategy

Objective: War-torn communities' capacity is strengthened for poverty reduction and post war reconstruction and development

Expected results:

1. Community cohesion and family ties and the ability of communities to resolve conflict and strengthen structures for post conflict reconstruction and social action are strengthened.
2. Rice and other staple food cultivation, household and farm incomes and sustainable living standards are increased.
3. Awareness and respect for human rights and participation of women and youth in community development is increased.
4. Access to social services including shelter is increased.
5. The capacity of Sierra Leone Red Cross Society to address needs of war torn communities and profile the project is increased.
6. Collaboration and coordination with internal and external partners.

<Refer to the Logical Framework: Community Animation and Peace Support>
[*<http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/logframes/africa/MAASL001HV2.pdf>*](http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/logframes/africa/MAASL001HV2.pdf)

Child Advocacy and Rehabilitation (CAR)

Project background: the CAR project was initiated to respond to the needs of children affected by the war. As disarmament and demobilization of the fighting forces continued, alternatives for the reintegration and reconciliation of child ex-combatants and those children who had experienced war related violence became critical. These children or youths have difficulties in living a 'normal' life with peers, family and the community. As a result of their traumatic experiences, they struggle with mixed emotions, encounter provocation from community members, and in some cases, retaliation. The end result is that many find refuge with former peers for a sense of belonging, and have few or no options for self reliance.

To address these concerns, the CAR Project began in February 2001 in the Waterloo area and has expanded to include four additional centres in Kambia, Port Loko, Kabala and Kailahun. The project aims at assisting these war affected youths, and their families and communities to address and better cope with traumatic experiences and generate the ability to reintegrate and move forward in life. The CAR project has been able to take on board both “perpetrator” as well as “victims”. The planned activities focus on providing basic education and skills training so that these youths may experience a sense of achievement and have a means of livelihood and making a contribution to their families and communities or for continuing their education. For many, it is their first opportunity to read and write. Individual and group sessions are organized with the youth to address their traumatic experience and emerging issues and concerns. Home visits and family meetings take place to engage all the concerned in understanding each other’s perspectives and find resolutions to problems. Regular meetings are held with community leaders to formulate strategies for reconciliation. Community sensitization activities are organized to address issues such as the root cause of the war, human rights, and gender issues so as to assist communities in discussing, envisioning and implementing a way forward.

Objective: War-affected children are rehabilitated and reintegrated into child friendly communities.

Expected results:

1. The process of de-traumatizing war-affected children, fostering participation in healthy peer youth relationships is enhanced.
2. Child and human rights are promoted and advocated for in project communities.
3. Self reliance and development capacity of registered children at the centres is increased and income generation and development awareness capacity of home communities they originate from.
4. The capacity of the Sierra Leone Red Cross Society to address the needs of war affected children and their communities is increased and profiling of capacity is enhanced.

<Refer to the Logical Framework: Child Advocacy and Rehabilitation>
http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/logframes/africa/MAASL001HV3.pdf

Implementation and coordination

Coordination, Cooperation and Strategic Partnerships

The first objective of the delegation will be to support the national society in continuing to develop a comprehensive Strategic Plan for the coming three years. This process will be guided by Strategy 2010, ARCHI 2010, The Movement Strategy, and the Federation of the Future documents. It is intended that the Strategic Plan will pave the way for the subsequent development of a Cooperation Agreement Strategy (CAS), which will provide a framework within which the Federation, ICRC, Participating National Societies, and the government can support the capacity building of the Sierra Leone Red Cross Society to meet the humanitarian needs of vulnerable communities in Sierra Leone. The delegation will also continue to support the national society to participate effectively in Federation activities, at both regional and global level, and promote human resource exchange with other national societies in line with the institutional development needs of Sierra Leone Red Cross Society.

With regard to representation and advocacy, the delegation will continue to build upon its image, promote knowledge of the Red Cross, and ensure its visibility within government circles, as well as with partners and the public in general, through its presence in coordination groups, and attendance at events and functions, both locally and regionally.

The final report from the audit currently being facilitated through the Risk Management Department of the Secretariat in Geneva, will provide a basis for initiating a process of strengthening of internal control mechanisms, and improving delegation management of resources in general, including that of human resources. The delegation will also be seeking to improve its services to Participating National Societies through improved coordination, and an evaluation of current services provided. The delegation will continue to provide support to the national society in its financial procedures and management, reporting and IT/Telecom.

Goal: The Red Cross and Red Crescent Movement and partners demonstrate a common will and commitment to support the Sierra Leone Red Cross Society to deliver humanitarian services to the vulnerable people of Sierra Leone.

Objective: Through its Strategic Plan, Cooperation Agreement Strategy (CAS) and other coordination mechanisms (such as the Movement Coordination Group) the Sierra Leone Red Cross Society takes the lead in managing its partnership with all stakeholders with Federation support.

Expected results:

1. The current humanitarian challenges facing the Sierra Leone Red Cross Society are known, scenarios developed for the future and within means available, the Sierra Leone Red Cross Society has developed appropriate action plans to address those needs.
2. The Sierra Leone Red Cross Society and International Federation staff participate actively in Red Cross/Crescent activities at the global, regional and sub regional levels.
3. The Cooperation Agreement Strategy (CAS) is developed, promoted and managed by the Sierra Leone RC with Federation support.
4. The audit of both the SLRC and IFRC Delegation helped the national society and Federation Delegation in Sierra Leone to address key internal capacity building issues.

<Refer to the Logical Framework: Coordination, Cooperation and Strategic Partnerships>

<http://www.ifrc.org/cgi/pdf_appeals.pl?/annual06/logframes/africa/MAASL001IC1.pdf>

Effective Representation and Advocacy

The Federation will carry out activities to improve its image, promote knowledge of the Red Cross and ensure visibility among Government circles, the general public, and partners. The humanitarian standards will be disseminated to NGOs. Following commitments to combat discrimination and reduce HIV/AIDS related stigma, the Federation will focus on advocacy on behalf of vulnerable groups.

Over the next two years, the delegation will participate in Federation meetings and regional conferences to offer the delegation opportunities to promote Strategy 2010, the Africa review, the Ouagadougou Declaration and the change strategy.

The Federation and the SLCRS will advocate in favour of the most vulnerable within the four core areas of Strategy 2010, which the Federation secretariat considers part of the basis on which to build advocacy initiatives at regional and international levels.

Goal: Stakeholders in Sierra Leone are familiar with Federation values and programmes.

Objective: The delegation represents the Federation at national, regional and international levels in order to promote Red Cross values and have its programmes appreciated.

Expected results:

1. Through the promotion of Federation Strategy 2010, ARCHI 2010, the Ouagadougou Declaration, The Algiers Plan of Action, the Movement Strategy and Federation of the Future, the profile of the Federation in Sierra Leone is established.

<Refer to the Logical Framework: Effective Representation and Advocacy>

<http://www.ifrc.org/cgi/pdf_appeals.pl?/annual06/logframes/africa/MAASL001IC2.pdf>

Delegation Management

The Federation will continue to promote knowledge sharing, human resource exchanges between the Sierra Leone Red Cross Society, ICRC, and other national societies in country and in the region. Such areas will include DP, Disaster Response and Health taking into account, the development of institutional capacities of the national society.

The Delegation is committed to providing longer-term human resource development support to ensure that the Federation staff is sufficiently motivated, thereby ensuring that the services provided to the Sierra Leone Red Cross Society and delegates are professional. Regular evaluations will be carried out to determine and address the HR, financial management and service delivery gaps in the Delegation. The Delegation will adopt a practice of making the best use of available local human resources and where unavailable, resort to regional and global options.

However, for 2006 and 2007, the Federation would still require a head of delegation (who also performs DM and OD duties), a finance development delegate (serving both Liberia and Freetown), the capacity building and HIV/AIDS delegate, and a regionally recruited person or staff on loan to address specific finance and accounting duties. The number of local staff (whose jobs will be reviewed at the end of 2005 to better service the national society) will be set at 17. A new programme manager will be appointed in August to help manage the EU project. The table attached details the human resource requirements over the next two years.

Because of its status agreement and under the auspices of Service Agreements, the Federation delegation has been facilitating the work and operations of a number of national societies such as the Spanish, Netherlands, Swiss and Danish. The services provided include registering delegates, opening bank accounts, hiring local staff, assuring VAT exemption, sharing office space, and warehouse facilities. The agreements, which will continue in 2006, are being reviewed to ensure better service delivery to the partners signing up to these agreements.

Goal: There is a strong and well coordinated Red Cross and Red Crescent Movement in Sierra Leone.

Objective: Improved services provided to the Sierra Leone Red Cross Society, delegates, partners and other Federation public.

Expected results:

1. There is resource sharing between the Sierra Leone Red Cross Society, the Federation, the ICRC and other national societies in country.
2. A highly professional and motivated Federation Delegation staff and delegates provide essential services to the Sierra Leone Red Cross Society, Partners and other Federation public.
3. Participating Red Cross and Red Crescent Societies' work in Sierra Leone is made easier.

<Refer to the Logical Framework: Delegation Management>

http://www.ifrc.org/cgi/pdf_appeals.pl?/annual06/logframes/africa/MAASL001IC3.pdf

For further information please contact:

- **In Sierra Leone:** Arthur de Winton Cummings, Secretary General, Sierra Leone Red Cross Society, Freetown; Email: slrcs@sierratel.sl; Phone: +232. 22.22.23.84; Fax: +232.22.22.90.83
- **In Sierra Leone:** Momodou Lamin Fye, Federation Head of Sierra Leone Delegation, Freetown; Email: ifrcsl01@ifrc.org; Phone: +232.22.22.77.72; Fax: +232.22.22.81.80
- **In Senegal:** Alasan Senghore, Federation Head of West and Central Africa Regional Delegation, Dakar; Email: alasan.senghore@ifrc.org; Phone. +221.869.36.41; Fax +221. 860.20.02.
- **In Geneva:** Madeleine Lundberg, Federation Regional Officer for West and Central Africa, Africa Dept; Email: madeleine.lundberg@ifrc.org; Phone +41.22.730.43.35; Fax +41.22.733.03.95

[<Appeal budgets below – click here to return to title page>](#)

BUDGET 2006

PROGRAMME BUDGETS SUMMARY

Appeal no.: 06AASL

Name: SIERRA LEONE

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	27,200	0	0	0	0	27,200
Construction	0	0	230,909	0	0	0	230,909
Clothing & Textiles	0	0	602	0	0	0	602
Food	0	0	51,600	0	0	0	51,600
Seeds & Plants	0	67,045	25,772	0	0	0	92,817
Water & Sanitation	64,091	0	3,455	0	0	0	67,546
Medical & First Aid	280,455	24,480	10,000	0	0	0	314,935
Teaching Materials	10,341	32,388	335,953	0	0	0	378,682
Utensils & tools	0	100,000	29,229	0	0	0	129,229
Other Supplies & Services	0	0	0	0	0	0	0
SUPPLIES	354,887	251,113	687,520	0	0	0	1,293,521
Land & Buildings	0	0	0	0	0	0	0
Vehicles	6,450	19,913	67,140	0	0	0	93,503
Computers & Telecom	6,115	26,796	10,667	44,554	0	0	88,131
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
LAND, VEHICLES & EQUIPMEN	12,565	46,709	77,807	44,554	0	0	181,634
Storage	3,327	1,486	0	0	0	0	4,812
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	56,299	42,956	129,615	70,555	0	0	299,425
TRANSPORT & STORAGE	59,626	44,442	129,615	70,555	0	0	304,237
International Staff	116,879	58,440	87,659	96,628	0	0	359,606
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	33,152	16,576	24,864	8,288	0	0	82,879
National Society Staff	91,798	80,949	83,095	61,662	0	0	317,504
Consultants	0	0	0	0	0	0	0
PERSONNEL	241,829	155,965	195,618	166,578	0	0	759,989
Workshops & Training	137,567	105,226	152,090	56,499	0	0	451,381
WORKSHOPS & TRAINING	137,567	105,226	152,090	56,499	0	0	451,381
Travel & related expenses	59,435	22,097	40,556	7,552	0	0	129,639
Information & Public Rela	53,642	6,711	59,726	27,197	0	0	147,276
Office Running Costs	33,693	20,672	70,486	9,589	0	0	134,439
Communication Costs	20,407	8,020	19,160	4,883	0	0	52,469
Professional Fees	9,135	2,584	16,686	2,086	0	0	30,491
Other General Expenses	5,369	3,096	4,140	774	0	0	13,378
GENERAL EXPENDITURE	181,681	63,180	210,754	52,081	0	0	507,695
Asset Depreciation	0	0	5,549	0	0	0	5,549
DEPRECIATION	0	0	5,549	0	0	0	5,549
Contributions & Transfers	0	0	0	0	0	0	0
CONTRIBUTIONS & TRANSFERS	0	0	0	0	0	0	0
Programme Support	68,695	46,344	101,425	27,131	0	0	243,594
PROGRAMME SUPPORT	68,695	46,344	101,425	27,131	0	0	243,594
TOTAL BUDGET:	1,056,850	712,979	1,560,378	417,398	0	0	3,747,603

BUDGET 2007

PROGRAMME BUDGETS SUMMARY

Appeal no.: 06AASL

Name: SIERRA LEONE

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	30,000	0	0	0	0	30,000
Construction	0	0	403,636	0	0	0	403,636
Clothing & Textiles	0	0	602	0	0	0	602
Food	0	0	61,920	0	0	0	61,920
Seeds & Plants	0	70,000	51,000	0	0	0	121,000
Water & Sanitation	18,500	0	2,800	0	0	0	21,300
Medical & First Aid	106,500	25,759	10,000	0	0	0	142,258
Teaching Materials	0	37,357	414,564	0	0	0	451,921
Utensils & tools	0	110,000	4,000	0	0	0	114,000
Other Supplies & Services	0	0	0	0	0	0	0
SUPPLIES	125,000	273,116	948,522	0	0	0	1,346,638
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	19,913	24,080	0	0	0	43,993
Computers & Telecom	6,115	22,553	9,304	35,529	0	0	73,500
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
LAND, VEHICLES & EQUIPMEN	6,115	42,466	33,384	35,529	0	0	117,493
Storage	3,327	1,486	0	0	0	0	4,812
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	59,837	42,956	129,615	70,555	0	0	302,962
TRANSPORT & STORAGE	63,164	44,442	129,615	70,555	0	0	307,775
International Staff	116,879	58,440	87,659	96,628	0	0	359,606
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	33,152	16,576	24,864	8,288	0	0	82,879
National Society Staff	91,798	80,949	83,095	63,468	0	0	319,310
Consultants	0	0	0	0	0	0	0
PERSONNEL	241,829	155,965	195,618	168,384	0	0	761,795
Workshops & Training	140,313	99,393	173,795	56,886	0	0	470,387
WORKSHOPS & TRAINING	140,313	99,393	173,795	56,886	0	0	470,387
Travel & related expenses	68,551	22,097	40,554	6,899	0	0	138,100
Information & Public Rela	58,677	6,711	74,613	22,370	0	0	162,371
Office Running Costs	32,874	20,672	59,577	9,460	0	0	122,583
Communication Costs	20,407	8,020	19,160	4,883	0	0	52,469
Professional Fees	9,135	2,584	16,686	2,086	0	0	30,491
Other General Expenses	5,369	3,096	4,140	774	0	0	13,378
GENERAL EXPENDITURE	195,013	63,180	214,730	46,472	0	0	519,395
Asset Depreciation	0	0	3,699	0	0	0	3,699
DEPRECIATION	0	0	3,699	0	0	0	3,699
Contributions & Transfers	0	0	0	0	0	0	0
CONTRIBUTIONS & TRANSFERS	0	0	0	0	0	0	0
Programme Support	53,629	47,173	118,138	26,266	0	0	245,205
PROGRAMME SUPPORT	53,629	47,173	118,138	26,266	0	0	245,205
TOTAL BUDGET:	825,063	725,735	1,817,501	404,092	0	0	3,772,389