

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعية الصليب الأحمر والهلال الأحمر

SIERRA LEONE

Appeal No. MAASL001
18 December 2006

The Federation's vision is to strive, through voluntary action, for a world of empowered communities, better able to address human suffering and crises with hope, respect for dignity and a concern for equity. Its mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 185 countries.

In Brief

Programme Update no. 2; Period covered: 1 July to 31 October 2006.

Appeal target: 7,830,621 (USD 6,487,672 or EUR 4,921,823).

Appeal coverage: 39.7%; Outstanding needs: CHF 4,718,210 (USD 3,909,038 or EUR 2,965,562).

Appeal 2006-2007: <http://www.ifrc.org/docs/appeals/annual06/MAASL001.pdf>

Programme Update no. 1: <http://www.ifrc.org/docs/appeals/annual06/MAASL00101>

[<Click here to go directly to the attached appeal budgets and here for the interim financial report>](#)

The programmes herein are aligned with the 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":

- *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.*

Programme summary: The Sierra Leone Red Cross Society (SLRCS) programmes have been constrained during the first half of the year by the shortage of resources. From January to July 2006, only few partners such as the Swedish Red Cross/government, Swiss Red Cross, Danish Red Cross and the European Commission (EC) contributed to the Appeal. The financial situation improved when the British, Irish, Austrian, Finnish and Icelandic governments provided funds, via their respective Red Cross societies for the projects.

In the same period, the Swedish Red Cross/government increased its support to the Appeal and other organizational development needs of the SLRCS. The Danish Red Cross provided additional funding to support the national society (NS) governance. The International Committee of the Red Cross (ICRC) and the Spanish Red Cross have also jointly funded projects such as the on-going external audit and the NS governance meetings. The EC is supporting the disaster management capacity building project, while the Irish government has provided support to the organizational development programme.

Apart from the technical assistance provided by the Federation regional delegation in Dakar, the Federation Secretariat in Geneva, the Nigeria sub-regional office and the in-country team, the Federation has provided significant funding for SLRCS disaster contingency planning through the European Commission Humanitarian Commission (ECHO) funds and the Disaster Relief Emergency Fund (DREF) for health emergencies. Red Cross programmes have received bilateral funding from the Canadian Red Cross (decentralization), the Spanish Red Cross (water and sanitation, cooperative reform and development, child advocacy and rehabilitation and community-based health programme) and the ICRC (dissemination, tracing and organizational development).

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Presently, the project that has received the least funding is HIV and AIDS. With increased capacity at the delegation and the NS, partners are encouraged to resume their support to NS programmes (such as Humanitarian Values) through the Federation. It is hoped that the existing and new partners will fully support the 2007 Appeal. On behalf of the SLRCS, the Federation is renewing its Appeal to donors to support the work of the NS so that it can tackle some of the pressing humanitarian challenges in Sierra Leone.

It has been agreed that the plan of action and budget for 2007 will remain unchanged for three reasons. First, the Appeal was revised in July. Secondly, the NS will be adopting a new strategic plan at the end of 2006 and the objectives in the 2007 Appeal and budget will depend on the priorities of the NS in the coming years. Finally, the Federation delegation in Freetown will be pursuing the integration process that started 18 months ago and which requires a new operating model, in line with the new strategic plan and priorities of the NS. Therefore, a review workshop has been planned for the first quarter of 2007 to review the Federation Appeal for 2007.

Operational developments

Despite the enormity of challenges, the new Federation team has been committed towards facing the challenges of turning things around by implementing the KPMG audit report and the risk management and audit findings/recommendations as well as re-establishing confidence with the key partners and the Sierra Leone Red Cross Society (SLRCS). During the past months, positive results have been achieved:

- The creation of an environment for change;
- Putting pressures on the national society (NS) governance to exert more control on management;
- The stimulation of a Movement platform that employs collaboration and transparency with the NS and all stakeholders.

Financial management controls have reduced the incidence of fraud and pilferage. There is more transparency in NS financial dealings. There are huge savings in fuel consumption as a result of the systems put in place. The confidence on the delegation from partners is gradually being restored. Governance is being provided with some degree of support to ensure effective management supervision. Apart from the improvements at the delegation in terms of financial management, there is a move towards developing closer working relations with the NS. This will also include the integration of the delegations administrative and logistics structures into that of the NS. This aims at avoiding duplication, reducing costs, building capacity and facilitating eventual phasing out of the delegation.

At NS level and guided by the delegation, there have been several achievements namely: the appointment of a deputy secretary general, a new finance team, adoption of a performance-oriented organizational structure and a drive towards decentralization of responsibility to the branches. The NS is also expected to improve programme implementation, monitoring, evaluation and reporting. The commitment of the NS governance to change and hold the management to task is a major move in the right direction. Despite these developments, the Federation delegation in Freetown has been struggling amidst inadequate funding and human resources. It is compounded by inadequate resources, especially for the recruitment and filling of critical positions.

Health and care

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

Community-based health project (CBHP)

Objective: The morbidity and mortality rates of children aged under five years and women of child-bearing age have been reduced and the health status of the most vulnerable improved in 170 communities by December 2006.

Progress, impact and constraints

The project received poor funding during the first part of 2006, meaning that only a marginal part of the planned work has been done during this period. However, funding for the programme has improved with support coming from the British, Canadian and Swedish Red Cross societies as well as the Federation. The coverage as at end of October 2006 was 43%. This resulted in the revision of the activity and spending plans.

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The project comprises of curative and preventive components. An important element of the project is empowering local communities to take care of their own health and well-being. Through a network of trained volunteers, the Red Cross engages with the local population to raise awareness of the most acute health issues such as malaria, tuberculosis (TB), HIV and AIDS.

The importance of breastfeeding, immunization, personal and environmental hygiene has also been promoted. During the reporting period, some 2,679 pregnant women, 531 lactating women, 6,352 children aged under five years, 3,774 children aged above five years and adults were reached. 4,794 children had their growth monitored, 7,567 people, including 2,806 pregnant women and 4,761 children aged under five years, have been immunized against measles. Traditional birth attendants (TBAs), overseen by the Red Cross, assisted in 708 deliveries.

Additional funds are urgently needed to continue with the project. The project intends to expand the network of peer educators. However, the planned training could not be held because of inadequate resources. Red Cross clinics that were previously supported by the SLRCS partner organizations have been working on a cost-recovery basis, offering medical consultations, treatment, essential drugs, immunization and growth monitoring services.

A malaria and measles campaign has been launched in 149 Chiefdoms in Sierra Leone. SLRCS volunteers and the Ministry of Health and Sanitation (MoHS) staff and other collaborating partners are actively involved in the distribution of 875,000 insecticide-treated bed nets (ITNs) and administering vaccinations to children aged between 9 to 59 months. The campaign has been implemented by the SLRCS, with funding provided by the Canadian International Development Agency (CIDA) through the Canadian Red Cross, United Nations Children's Fund (UNICEF), the World Health Organization (WHO), Church of Jesus Christ and the MoHS. The Federation is providing technical support and funding for sustainability of activities. The Canadian Red Cross and SLRCS teams have conducted field visits to put the distribution and financial management systems in place in the target branches.

Waterborne diseases such as diarrhea and vomiting are due to overcrowded living conditions in capital city endemic in Sierra Leone. The situation has been exacerbated by the poor sanitary conditions, shortage of safe drinking water and contaminated food and dirty fruits. This has been compounded with the problem of inadequate medical facilities in many parts of the country.

Heavy rains have brought serious flooding to many low lands and river communities, leading to contamination of streams and wells by eroded rubbish and uncollected sewage. This increases disease outbreaks every year. The government of Sierra Leone issued a press release in October 2006 confirming cholera cases in Freetown with the main affected areas being the East and Center of Freetown. Cholera-like watery diarrhea cases have been reported to be on the increase in the Kambia District, mainly originating from the Samo Chiefdom.

With support from the Federation delegation, a regional resource person as well as an allocation from the Disaster Relief Emergency Fund (DREF), the SLRCS deployed 380 volunteers to identify suspected cases and report to health authorities, to transport sick persons to and from health facilities, to set up emergency points in the communities for oral rehydration salts (ORS) treatment as well as to sensitize the community on handling or disinfecting beddings, clothes and other materials. The Red Cross volunteers have also been distributing disinfectants to households and educating the community about the signs of the disease and how it is spread. The sensitization campaigns were carried out in markets, churches, mosques, schools and special public gatherings.

A major constraint is the CBHP outreach programme in Bonthe and other islands. Transportation of volunteers and goods to the islands has been halted following the breakdown of the Red Cross boat and engine. The Red Cross boat has been the only reliable and safe means of transport to reach remote communities in the various islands. Response to disasters in the area had become easier with the availability of this crucial and urgently needed transportation.

HIV and AIDS

Objective: Sexually transmitted infections (STIs) and HIV prevalence have been stabilized, stigma and discrimination are reduced and support to people infected and affected by HIV is provided in SLRCS operational areas.

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Progress, impact and constraints

At the moment the project has received 4% of the total funding requested mainly from the Danish Red Cross and the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM). This project has been extended to 11 districts and the Western area, with support from the Federation. The objectives of the project include:

- To increase knowledge and promote behavioural change amongst community beneficiaries;
- To prevent and manage STIs especially among the youths;
- To provide palliative care and support to people living with HIV (PLWHIV);
- To provide support to orphans and vulnerable children (OVC) in these communities.

These programmes are ongoing in the respective branches, with support from the Red Cross district staff. The SLRCS has drafted an HIV and AIDS workplace policy which is yet to be finalized. The draft policy pledges to combat stigmatization and discrimination of staff, clients and volunteers in the workplace on the basis of their sero status in all operational areas. The project is mainly funded by the Danish Red Cross, the Global Fund and the Federation.

Blood services

Objective: Mobilization activities increase the availability of safe blood for the needy population in Sierra Leone.

Progress, impact and constraints

The blood services project has been doing a lot of sensitization campaigns to increase the availability of safe blood for the needy population of Sierra Leone. Training and motivating Red Cross blood donor volunteers as well as establishing Red Cross blood donor clubs in 12 branches including Freetown have been achieved. However, activities in this department are being carried out under very constrained circumstances due to lack of modern equipment and means of transportation needed at the various blood banks in the country.

At the moment, a total of 31 blood donor clubs have been established and 135 blood donors registered in 12 communities in the SLRC operational areas. People in different clinics and hospitals requiring blood transfusion have been benefiting from blood donated by Red Cross blood donors. The national society is therefore appealing to donors to support its work so that it can achieve its objective.

Focus in 2007

The Federation has applied for funds from the European Union (EU) to support the SLRCS in implementing a project aimed at providing sexual reproductive health (SRH), clinical and community-based services. This project aims at promoting the rights of all people, especially the marginalized and under-served people, to make free and informed choices about their reproductive health and have access to SRH information, sex education and quality services. The project is designed with the aim of providing access to affordable safe motherhood services to adolescents in 10 districts so as to contribute towards the reduction in the persistent high incidence of maternal and infant mortality rates in the country.

In order to improve its health programme in 2007 and beyond, the SLRCS intends to carry out a review of its current health and care programme. The findings are expected to be used in the finalization of the strategic plan. It is expected that this review will be carried out by an external consultant with the participation of the national society. The Federation delegation will facilitate the review.

The regional delegation in Dakar has recently concluded negotiations with the Finnish Red Cross for a project aimed at strengthening public health emergency preparedness and response capacities of Red Cross Societies in the West and Central Africa region. This project initially targets Central African Republic (CAR), Ghana, Ivory Coast, Mali and Sierra Leone Red Cross societies. The purpose of this proposal is to assure coverage for non-recurring costs at the beginning of the project thus guaranteeing a quick start of activities. An upgrading of hardware (communication equipment) and software (training) of the five national societies is deemed necessary to allow for this quick start and to ensure that proper implementation and follow-up through the project period is possible. At the same time, some basic training materials and the participation in planned training courses at the regional level would give the national societies a head-start for the project.

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One priority for the project is Avian Influenza. The purchase of specific personal protective equipment, as recommended by WHO, is a priority for the five national societies at the start of the project. This equipment will protect volunteers and essential staff in case of an outbreak so as to assure continuity of work and programmes and hence contribute in the reduction of morbidity and mortality from the disease.

With a view to providing better interventions in combating HIV and AIDS, the SLRCS appointed a consulting group to assess its STI, HIV and AIDS projects, focusing on specific branches. This was with a view to enhance its relevance and effectiveness as well as to assist in the design of the overall strategic direction for 2007-2010 in relation to the mission's policy and strategic plans. The main findings of this study revealed that promotion of condom use and HIV and AIDS awareness are the most common activities undertaken in all 12 district branches. 8 out of the 12 branches undertake ante-natal, prevention of parent-to-child transmission (PPTCT) and STI management services. Four branches have blood safety programmes but only one branch undertakes care and support services for the PLWHIV and OVC. Six branches undertake counselling services, while seven of the centres with clinics have clinical waste management facilities in place.

Even though denial of the existence of HIV and AIDS is very common amongst the Sierra Leone population, it is important to note that the 18 PLWHIV who participated in the focus group discussion (FGD) exercise admitted to their positive status in a very confident manner and believe strongly on the existence of the disease. 34 women and 6 men have been enrolled in the programme. Most of these women have lost their husbands or partners through AIDS-related complications. This gender imbalance may not necessarily reflect the proportion of male/female prevalence in the community. It may be due to the fact that more women, especially pregnant women, visit these clinics for medical care than men.

When informed about their HIV status, clients tend to confide in only one close family member or friend and keep it a secret from the rest of the community members and family for fear of being molested or stigmatized. PLWHIV that have come to terms with their status have made several attempts to convince or teach their partners and family members about the existence of HIV and the issues surrounding it. However, they are usually met with stiff resistance and denial. As a result, PLWHIV are sometimes inclined to continue keeping silent about their sero-status.

According to findings from the survey, it can be concluded that, through the interventions of various players, the people in SLRCS operational communities are aware that HIV and AIDS exist and that majority of them know the means of contracting this disease and its related consequences. This is an indication that the sensitization and education programmes on HIV and AIDS by SLRCS are having a positive impact in these communities. However, there are still some significant areas that need further sensitization on issues related to sexual behaviour – especially with multiple partners – and promotion of the use of condoms. The survey revealed that a significant level of awareness of SLRCS activities on HIV/AIDS nationwide.

The findings indicated that the majority of respondents surveyed were impressed with the quality of service provided by SLRCS. The beneficiaries mentioned services such as HIV and AIDS sensitization, ante-natal and blood donation and treatment of sick persons as services where SLRCS have performed very well. However, while the quality of service provided may have impressed the beneficiaries, the national society needs to intensify its HIV and AIDS services to reach more people within and without the current communities of operation as a significant proportion of respondents have not been reached by SLRCS HIV and AIDS activities nationwide. The team recommended that the types and quality of services should be enhanced in all operational areas. The services and facilities in all the branches need to be standardized. For optimal output, SLRCS should be provided with all necessary support materials and equipments required to enable them to function effectively and on a timely basis.

Disaster management

Goal: The effects of disasters in the districts most at risk in Sierra Leone are mitigated through efficient interventions from SLRCS and enhanced capacities of the Ministry of Health and Sanitation (MoHS) and the Office of National Security (ONS) at district and national levels.

Objective: The SLRCS, the MoHS, the ONS and selected communities at chiefdom, district and national levels are actively saving lives through disaster prevention, mitigation and response.

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Progress, impact and constraints

Disasters have caused untold suffering for thousands of populations in Sierra Leone. Storms and heavy rains have led to flooding which has resulted to loss of human lives, destruction of properties and shelters. Most of the times, a lot of these disasters have been dealt with at local level without external support. Through the disaster management programme, the SLRCS – in complementing government efforts to meet the demands of the needy population in Sierra Leone – has been closely collaborating with the Federation through its delegation in Freetown, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the Office of National Security (ONS), the National Commission for Social Action (NCSA) and MoHS, in coordinating a series of disaster response operations and carrying out a series of Vulnerability Capacity Assessments (VCAs) in identified high-risk areas.

During the assessment missions, members of the community people were encouraged and trained in simple disaster preparedness mechanisms, learning from previous disaster situations that they have survived, thus increasing their response capacities. Consequently, communities are now able to replicate simple response procedures using locally available resources. Volunteers have also been involved in rescue operations to save people affected by floods and storms using simple procedures such as building of banks along lowlands and other flood-prone communities in Pujehun and Bonthe.

A mission comprising the SLRCS disaster management coordinator, the deputy director of the government of Sierra Leone Office for Disaster Management, the field director of NACSA and the Federation head of delegation visited Bonthe Island on 19 September 2006 to assess the damage caused by storms in early September. Following the submission of the final report, the Red Cross provided non-food items (NFIs) for the victims while other institutions are considering supporting the rehabilitation of the schools and hospitals destroyed by the storm.

Additionally, due to widespread fears and concerns by the Pujehun community of a recurrence a flooding disaster in the district, a joint VCA has been done by the SLRCS and its partners. The purpose of this VCA exercise included:

- To better understand the main risks and hazards in disaster-prone communities;
- To identify the main vulnerabilities and capacities of the people most at risk;
- To recognize the capacities existing within the communities as well as the external resources needed to cope with and recover from disasters.

It is expected that this VCA exercise will be replicated in Kambia and in the Kailahun District as well as the Western area. These districts have been earmarked as the most vulnerable to disasters following a baseline survey that was done by the statistics officer of the national society.

This programme has been fully funded by the European Commission (EC) under the auspices of the linking relief, rehabilitation and development (LRRD). Through ECHO, the regional delegation has provided funds for the SLRCS contingency plans. Technical assistance has come from the country delegation in Freetown and the regional disaster team in Dakar.

Focus in 2007

The disaster management project will be evaluated in December 2006. The lessons learned from the first year of implementation will be used to improve implementation of the EC-funded disaster management project in 2007.

A new initiative to improve disaster management in West Africa is being spearheaded by the Federation, the Swedish Red Cross and the Swedish Rescue Services Agency (SRSA). The project aims at establishing a long-term cross-border disaster management structure in the region by building on the existing disaster management efforts. The objective of the project is to establish a sustainable regional disaster management structure, which will involve cross-border cooperation. It will also support the NS to work towards prevention and management of potential disasters. A first meeting has been held at the regional delegation in Dakar, with the attendance of representatives from the Swedish Red Cross, Federation and SRSA. The disaster management office at the regional delegation had, prior to the meeting, made a report on the current status of the disaster management handled by the Movement in the region. At the country level, Sierra Leone, Liberia and Nigeria have been identified as pilot countries for the project. The project management group and the steering committee are expected to meet again soon.

Organization development

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

Objective: The SLRCS becomes a more efficient, credible and transparent NS, with strong and durable partnerships making available the needed human, material and financial resources at its headquarters and branch levels to provide quality services to the most vulnerable populations in Sierra Leone.

Progress, impact and constraints

The organizational development and volunteer management (ODVM) programme has been scaling up volunteer recruitment, management and retention strategies across the country. The ODVM coordinator has also been coordinating and monitoring the administrative, financial, logistic and management systems, ensuring that efficiency, accountability and communication are improved in all the branches. This programme has also been engaged in strengthening the capacities of people in Red Cross operational communities by encouraging them to engage in income generating activities (IGAs) such as farming, skill work and petty trading for sustainability and improved living. This has yielded positive results as all branches are now gradually designing fundraising drives or improving on the activities where these already exist.

In 2006, the programme organized workshops for the training of budget holders on budgeting, planning, project writing, financial reporting and branch management in Makeni (July) and at the Manjama Agricultural Institute Bo (6-8 August). This training was part of the capacity building efforts for its staff and volunteers on proper financial management strategies countrywide. At the end of the workshop, participants were able to correctly design sketches of projects and budgets during a group work on project and budget writing. It is intended that the knowledge acquired at the workshop will be replicated by the various budget holders in their branches and improve on the standards of their financial management systems and financial reporting. In addition, with the support of the Danish Red Cross, a consultancy team – together with the ODVM coordinator – carried out an assessment on STIs, HIV and AIDS in Bo, Bombali, Tonkolili, Kenema and Koinadugu districts.

The NS's major challenge is financial sustainability. As of January 2006, international partners had stopped supporting salaries of the SLRCS field officers in an effort to encourage local responsibility. The latter was not an easy task, given the limited capacities of the SLRCS to raise funds locally as well as the difficult socio-economic conditions in the country. This led to a number of the field officers resigning in protest as the NS was unable to pay all salaries.

The inability to retain trained volunteers is another challenge that needs to be tackled by the NS. Volunteers are the driving force of the Red Cross and need better support, acknowledgment and guidance. The Federation Secretariat, through its country delegation, continues to engage with the SLRCS to help address these issues. The Federation delegation will continue to support the NS to pursue the decentralization and regionalization policy that was started in 2004. This project is largely funded by the Canadian Red Cross. Strengthening of the regional network is expected to improve implementation, monitoring and reporting capacities of management at all levels.

The British Red Cross, the Danish Red Cross, the Swedish Red Cross/government and the Irish government have provided funds for the organizational development project. On a bilateral basis, the Canadian Red Cross is supporting the decentralization process.

Focus in 2007

Under the umbrella of the eight national societies Africa Initiative, which aims at building on commitments made in Algiers in 2005, the SLRCS organized a partnership meeting on 18-20 July 2006 in collaboration with the British Red Cross. Prior to this meeting, a British Red Cross consultant had carried out a study on the capacity of the SLRCS using the characteristics of a well-functioning national society (WFNS). Consultations were made with the SLRCS and Movement partners. The objective of the partnership meeting was to create a synergetic capacity building process, increasing the SLRCS sustainability and decreasing dependency, improving coordination among the PNSs and demonstrating learning within the Movement by putting identified lessons into practice.

The British Red Cross and SLRCS have been appointed as country focal points. The delegation will be actively involved in providing an advisory role guiding the national society and reporting on this new partnership. The interests of the non-members of the Africa Initiative will continue to be looked into.

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In 2003, the SLRCS began a process of developing a long-term National Strategic Plan. The plan was considered necessary in light of the needs of Sierra Leone as well as the SLRCS's plan to move from emergency relief activities to sustainable development. Another reason was that the needs of populations have dramatically changed since the cessation of hostilities in 2002. Similarly, donor funding for Sierra Leone has drastically decreased since 2002. The draft plan prepared towards the end of 2003 has undergone many changes and another draft was produced in late 2005. In 2006, it was felt that a consulting firm/facilitator (FJP) needed to be engaged to support the SLRCS to finalize the plan by the end of 2006.

The purpose of engaging a facilitator is to involve the SLRCS in restarting the process by:

- Working out a plan of action;
- Providing technical support and guidance to the strategic planning process;
- Providing support to the SLRCS in drafting the strategic plan;
- Providing a written report, with recommendations, at the end of the exercise.

The process will have two phases. Phase A will involve the drafting of the primary strategy plan, identifying the key strategic objectives and their related sub-strategies. It will also include a high level identification of the related implementation process, critical activities and related restructuring. Phase B will involve the drafting of separate documents for each sub-strategy, complete with detailed implementation plans consistent with FJP's "*Making Strategies Work*" process.

With the revised approach, 2007 will be a transition year in which SLRCS will seek to secure the resources required for the implementation of its transformation vision. It will also start the necessary preliminary actions for a full-scale implementation process which is expected to commence by January 2008. The transformation plan will thus cover the period 2008-2013, allowing for a full five-year period of revitalization to December 2012 that will be realised in 2013.

The strategies of the Movement, including Strategy 2010, ARCHI 2010, the ICRC Avenir Plan and the Federation of the Future (FoF), are inter-related strategies that will enable the Movement to meet the humanitarian challenges of the first ten years in the 21st century. These strategies address key issues such as vulnerabilities, developing well-functioning national societies through new capacity building efforts, building cooperation and long-term partnerships.

Humanitarian Values and Principles

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

War Amputees Reintegration and Empowerment (WARE)

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

Progress, impact and constraints

The WARE project has received full funding for 2006 from the British Red Cross and the Swedish Red Cross/government. At the moment, focus is on assisting war amputees to achieve a very high level of economic self-sufficiency. However, some of these amputees are still being cared for as they are benefiting from training in tailoring. A total of 40 amputees, 20 from each centre, have graduated from the Kailahun and Kabala centres. Amputees trained by the SLRCS have been able to sustain themselves in their communities from the income they generate from the skills they have learned as well as from petty trading. Some of them have been employed by institutions as gardeners, herders of livestock and as security guards. The project has also made it a priority to help these amputees maintain an average level of economic self-sufficiency in their various communities by constantly monitoring their skills and supporting them for a period of six months after graduation.

Community Animation and Peace Support (CAPS)

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

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Progress, impact and constraints

This project is 71%-funded by the Austrian Red Cross, British Red Cross and Swedish Red Cross/government. The NS has been working hard using locally available resources to help the community to turn fear, bitterness and hate into tolerance, non-discrimination and respect for human dignity through public dialogue, cultural activities and community partnerships. The community members, particularly the youth, have been able to change social behaviours, making the Fundamental Principles part of everybody's life.

Despite funding difficulties facing the implementation of the project, the SLRCS, through the community animators in the CAPS project has been continuing to help farmers from 24 communities in two chiefdoms in Pujehun District to improve their harvest management and minimize losses. The communities in Pujehun have also been mobilized to undertake sustainable development programmes such as farming. These communities have also been helped to identify and analyze their own hygiene and sanitation problems and address them through their own appropriately chosen methods. As a result, most of these communities have now been cleaning their compounds, using latrines and hanging their clothes on lines instead of drying laundry on the ground, which used to be their common practice.

In addition, the construction of three water wells in the Masao, Bengie and Tulahun in the Pujehun District has been completed, with the exception of one which is being delayed due to a bed rock that is hindering the construction. The recruitment of staff, building of toilets and digging of wells in the Community Reintegration and Development Project (CRDP) communities has been completed in Koinadugu.

The CAPS programme created considerable interest amongst other Red Cross societies working in countries affected by conflicts. The British Red Cross has contracted a researcher to document the history and development of the CAPS programme in Sierra Leone. The initiative allowed the voices of those who have contributed to the programme to be heard and provided valuable insights for those involved in peace-building.

Learning from this programme contributed to the debate within the Red Cross/Red Crescent Movement on its role in the peace-building process for countries in transition. Additional funding is urgently required to enable the Red Cross to continue with the project. Funds for the project will be channelled through the Federation Appeal for SLRCS.

Child Advocacy and Rehabilitation (CAR)

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

Progress, impact and constraints

The CAR project is 96%-funded. Contributions have come from the British Red Cross, the Finnish Red Cross/government, the Icelandic Red Cross, the Swedish Red Cross/government and the Swiss Red Cross Solidarity Chain.

Through its CAR centres in Kambia, Waterloo, Port Loko, Kabala and Kailahun, the SLRCS continues to work with child ex-combatants (between 10 and 18 years of age) by helping them to come into terms with their experiences during the war, to catch up on basic schooling, to learn some new skills (such as traditional gara tie and dyeing, soap making, construction and tailoring) and resume to normal life in their communities. Funds for the construction of a new CAR centre in Kaillahun have been provided by the Finnish Red Cross/government. The Red Cross continues to rent the premises where the centre is situated.

The 14-18 year olds have also been trained in specific trades. The acquisition of skills is crucial for their future self-reliance and recovery of their self-esteem. Children have been engaged in moral and civic education, environmental studies, health and hygiene as well as basic arithmetic programmes. The teaching of core curriculum has been incorporated in all the centres, while welding has been incorporated into the brick and block laying and construction unit.

All the levels made progress in reading, writing and basic arithmetic. Revision exercises were done before the final assessment was conducted. Regular home visits have been made to discuss punctuality and truancy with parents/guardians of the children. Children with weaker learning abilities are being given extra classes in order to cope with the others. In some centres, children have started playing indoor games in order to keep them active and alert for learning. While the centres in Port Loko, Kambia and Waterloo are preparing for their graduation

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ceremonies, the Kailahun and Kabala centres have already completed their assessments and graduation ceremonies. A total of 750 children are expected to be graduating in all the centres. Through this same project, drama activities have been organized where talents have been displayed. Relevant social problems such as HIV and AIDS, teenage pregnancy and drug abuse have also been discussed.

Focus in 2007

A review session was held during the third quarter of 2006 primarily to determine the current Humanitarian Values programme. It was resolved that the three projects (WARE, CAPS and CAR) in Kambia, Kabala, Port Loko and Kaillahun will, for the next three years, continue focusing on assisting children, amputees and communities driven by conflict to address and cope with the aftermaths of the war. However, the Waterloo centres (the oldest of the five centres) will focus on addressing issues of youth between the ages of 18 and 35 years.

Implementation and coordination

Support to implementation and coordination has been provided by various partners. The position of head of delegation has for the second year been funded by the British and Swedish Red Cross societies, while the recently filled position of finance and administration delegate is being funded by the British Red Cross. The mission of the capacity building delegate is being supported by the Danish Red Cross. Local staff and field management costs are mainly covered by specific projects. This cost has been drastically reduced since the commencement of the integration process.

The Secretariat aims at empowering the NS so that it can deliver quality and sustainable services to the most vulnerable population in Sierra Leone. The regional delegation in Dakar has been coordinating the work of Movement partners in the country, in support of the national society's priorities. Currently, there are two PNSs running bilateral projects with the SLRCS; the Spanish Red Cross and the Canadian Red Cross. A good working relationship has been maintained between all components of the Movement.

The delegation has been representing the SLRCS in a number of meetings with the UN and other national as well as international organizations, encouraging partnerships with the national society and coordinating programmes while maintaining its neutral and independent role. It offers guidance and on-the-job training on management as well as operational issues. The delegation has also been soliciting funds on behalf of the national society. Its aims include:

- Putting emphasis on integration of programmes and programme activities;
- Building capacities within the SLRCS;
- Enabling people to develop human and financial resources to respond strategically to their social, economic and health needs.

Focus in 2007

One of the main priorities of the regional delegation, and in line with the ten areas for improvement in the FoF, has been to integrate certain services over the next few months. The delegation's logistics unit has been merged with that of the NS. The counterpart system was introduced in mid-2005 following an agreement with the NS.

Opting for integration has several merits. Firstly, the risk of duplication of services will be minimized while the use of scarce resources will be optimized, promoting a cost-effective utilization of human resources. Secondly, the SLRCS must be prepared to take the responsibility for its own development for meaningful capacity building efforts to succeed.

For the next 12 months, the key tasks of the delegation will be:

- To train the SLRCS in implementing the management change process and the decentralization process;
- To support the national society in finalizing its five-year strategic plan and CAS;
- To follow-up on the new partnership on capacity building involving eight national societies (Africa Initiative);
- To facilitate and audit the 2005 accounts;
- To strengthen the SLRCS and delegation internal control mechanisms;
- To improve management of resources, financial procedures as well as reporting and IT/Telecom;
- To support internal (in-country) fundraising;
- To offer programme support so as to facilitate the work of the management and central committees;
- To continue playing an active role in the Movement coordination mechanism.

Sierra Leone: Appeal 2006-2007; Appeal no. MAASL001; Programme Update no. 2

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[Budgets and interim financial report below;](#)
[Click here to return to the title](#)

BUDGET 2006

PROGRAMME BUDGETS SUMMARY

Appeal no.: MAASL001

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	47,519	34,816	121,475	66,486	40,768	0	311,064
TRANSPORT & STORAGE	50,846	36,302	121,475	66,486	40,768	0	315,877
International Staff	85,600	0	29,220	67,408	292,198	0	474,425
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	122,903	80,949	83,095	61,662	0	0	348,609
Consultants	30,608	0	0	0	0	0	30,608
PERSONNEL	272,263	97,525	137,179	137,358	292,198	0	936,521
Workshops & Training	199,827	105,226	152,090	56,499	0	0	513,641
WORKSHOPS & TRAINING	199,827	105,226	152,090	56,499	0	0	513,641
Travel & related expenses	90,441	20,097	38,556	6,552	10,000	0	165,645
Information & Public Rela	55,142	6,711	59,726	27,197	0	0	148,776
Office Running Costs	36,193	20,672	70,486	9,589	0	0	136,939
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	216,687	61,180	208,754	51,081	10,000	0	547,701
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	76,962	41,576	96,657	24,747	23,843	0	263,785
PROGRAMME SUPPORT	76,962	41,576	96,657	24,747	23,843	0	263,785
TOTAL BUDGET:	1,184,037	639,631	1,487,031	380,725	366,809	0	4,058,232

BUDGET 200

PROGRAMME BUDGETS SUMMARY

Appeal no.: MAASL001

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

International Federation of Red Cross and Red Crescent Societies

MAASL001 - SIERRA LEONE

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/10
Budget Timeframe	2006/1-2007/12
Appeal	MAAsl001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget	2'009'099	1'365'367	3'304'533	784'814	366'809	7'830'622
B. Opening Balance	143'013	3'329	208'346	-127'025	61'263	288'926
Income						
Cash contributions						
British Red Cross	106'468		201'681	24'944	93'598	426'691
Danish Red Cross	83'170					83'170
European Commission		428'181				428'181
Finnish Red Cross			127'980			127'980
Icelandic Red Cross			123'675	0		123'675
Irish Government				31'560		31'560
Swedish Red Cross	185'729		584'536	28'631	84'603	883'499
Swiss Red Cross			160'071			160'071
C1. Cash contributions	375'366	428'181	1'197'943	85'136	178'201	2'264'826
Outstanding pledges (Revalued)						
Danish Red Cross	30'229					30'229
European Commission		482'979				482'979
Netherlands Red Cross				84		84
Swiss Red Cross			-21'779			-21'779
C2. Outstanding pledges (Revalued)	30'229	482'979	-21'779	84		491'513
Reallocations (within appeal or from/to another appeal)						
British Red Cross				48'321	-48'321	0
C3. Reallocations (within appeal)				48'321	-48'321	0
Inkind Personnel						
British Red Cross				23'147		23'147
Danish Red Cross	44'000					44'000
C5. Inkind Personnel	44'000			23'147		67'147
C. Total Income = SUM(C1..C6)	449'595	911'160	1'176'164	156'687	129'880	2'823'486
D. Total Funding = B + C	592'608	914'489	1'384'510	29'662	191'142	3'112'412

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	143'013	3'329	208'346	-127'025	61'263	288'926
C. Income	449'595	911'160	1'176'164	156'687	129'880	2'823'486
E. Expenditure	-373'246	-105'480	-600'525	-64'406	-5'305	-1'148'963
F. Closing Balance = (B + C + E)	219'362	809'009	783'985	-34'744	185'837	1'963'449

International Federation of Red Cross and Red Crescent Societies

MAASL001 - SIERRA LEONE

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/10
Budget Timeframe	2006/1-2007/12
Appeal	MAAsl001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
BUDGET (C)		2'009'099	1'365'367	3'304'533	784'814	366'809	7'830'622	
Supplies								
Shelter - Relief	57'200		12'875				12'875	44'325
Construction Materials	634'545			22'273			22'273	612'272
Clothing & textiles	1'204		-25'709	57			-25'652	26'856
Food	113'520	280		73'780			74'060	39'460
Seeds,Plants	213'818			9'520			9'520	204'298
Water & Sanitation	88'846							88'846
Medical & First Aid	457'194		4'620				4'620	452'574
Teaching Materials	830'604			133'752			133'752	696'852
Utensils & Tools	243'229	150	150	4'208			4'508	238'721
Other Supplies & Services				-1'582			-1'582	1'582
Total Supplies	2'640'160	430	-8'065	242'009			234'375	2'405'786
Land, vehicles & equipment								
Vehicles	137'496			14'190			14'190	123'306
Computers & Telecom	161'631	7'566	10'095			9'772	27'434	134'197
Office/Household Furniture & Ec		493	1'110			44'400	46'003	-46'003
Others Machinery & Equipment		8'664		40'647		-49'310	0	0
Total Land, vehicles & equipment	299'127	16'723	11'206	54'837		4'862	87'627	211'500
Transport & Storage								
Storage	9'626	3'109	169			4'545	7'823	1'803
Distribution & Monitoring		4'010	4'010			4'473	12'493	-12'493
Transport & Vehicle Costs	614'027	19'896	13'090	83'695		3'316	119'996	494'031
Total Transport & Storage	623'653	27'015	17'269	83'695		12'334	140'312	483'340
Personnel Expenditures								
Delegates Payroll	497'640					73'827	73'827	423'813
Delegate Benefits	336'392	65'193		1'762	23'213	23'679	113'848	222'544
Regionally Deployed Staff						2'796	2'796	-2'796
National Staff	165'758	9'164	390	34'444	-6'284	-5'620	32'095	133'663
National Society Staff	667'919	79'008	18'503	21'459	30'822	-536	149'257	518'663
Consultants	30'608	4'648		5'866			10'513	20'095
Total Personnel Expenditures	1'698'317	158'013	18'893	63'531	47'751	94'148	382'336	1'315'981
Workshops & Training								
Workshops & Training	984'029	20'265	-6'099	907	8'148	2'561	25'781	958'248
Total Workshops & Training	984'029	20'265	-6'099	907	8'148	2'561	25'781	958'248
General Expenditure								
Travel	303'746	6'184	2'224	10'817	349	12'958	32'531	271'215
Information & Public Relation	311'147	1'037	21	8'112		302	9'472	301'675
Office Costs	259'523	9'873	5'736	11'121	336	25'740	52'805	206'718
Communications	104'940	5'415	914	299		40'767	47'395	57'545
Professional Fees	60'983	20'363				7'924	28'288	32'695
Financial Charges	26'758	18'551		16'778		-129'344	-94'014	120'772
Other General Expenses		11'059		52'049		-72'103	-8'995	8'995
Total General Expenditure	1'067'097	72'482	8'895	99'176	685	-113'755	67'483	999'614
Depreciation								
Depreciation	9'248					4'624	4'624	4'624
Total Depreciation	9'248					4'624	4'624	4'624
Program Support								
Program Support	508'990	24'075	6'856	39'034	4'089	345	74'399	434'592
Total Program Support	508'990	24'075	6'856	39'034	4'089	345	74'399	434'592
Operational Provisions								
Operational Provisions		54'243	56'525	17'337	3'734	188	132'026	-132'026

International Federation of Red Cross and Red Crescent Societies

MAASL001 - SIERRA LEONE

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/1-2006/10
Budget Timeframe	2006/1-2007/12
Appeal	MAASL001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A							B	A - B
BUDGET (C)		2'009'099	1'365'367	3'304'533	784'814	366'809	7'830'622	
Total Operational Provisions		54'243	56'525	17'337	3'734	188	132'026	-132'026
TOTAL EXPENDITURE (D)	7'830'622	373'246	105'480	600'525	64'406	5'305	1'148'963	6'681'659
VARIANCE (C - D)		1'635'853	1'259'887	2'704'007	720'407	361'504	6'681'659	