

# Programme Update 2007



International Federation  
of Red Cross and Red Crescent Societies

## SIERRA LEONE

Appeal NO. MAASL001

Programme Update no. 3

This report covers the period of 01/01/2007 to 01/06/2007 of the 2006-2007 Appeal.

In a world of global challenges, continued poverty, inequity, and increasing vulnerability to disasters and disease, the International Federation with its global network, works to accomplish its Global Agenda, partnering with local community and civil society to prevent and alleviate human suffering from disasters, diseases and public health emergencies.



The graduates of the Kaillahun Child Advocacy and Rehabilitation Centre (CAR) receiving sewing, Carpentry and building construction materials as start up kits"

### In brief

**Programme summary:** The Sierra Leone Red Cross Society (SLRCS) continues to focus on the objectives set out in the 2006-2007 Appeal. Various programmes reviewed the current state of their activities measuring successes and failures; drawing up proposals and making projections for funding and support for activities that are not being implemented due to difficulties. The planning workshop is in line with the National Society's overall strategic plan as well as to the decentralization and gender plans which was developed with the help of a consultant.

The Finance Department continues to strengthen its financial management systems: establishing effective internal control mechanisms on the accounts system, developing the capacities of and increasing the knowledge of budget holders both at headquarters and in the branches on proper financial management system in order to enhance overall financial management. A financial management procedures manual is being prepared by the Finance Department.

In an attempt to reduce the degree of dependency on donor funding for operational and personnel cost in the National Society, a new Director of communications and Fundraising has been employed by the Sierra Leone Red Cross Society. Consequently, guidelines for fundraising within the Sierra Leone Red Cross Society on how income generating activities can be scaled up, properly monitored and transparently reported on are being reviewed.

Total 2006-2007 budget CHF 8,125,998 (USD 6,749,167 or EUR 4,924,847) (out of which about 74 percent covered). Outstanding Needs which are CHF 2,077,164 (USD 1,725,219 or EUR 1,255,250 [Click here to go directly to the attached financial report.](#)

**No. of people we help:** About 36,005 – This number fluctuates based on seasonal factors (holidays for

CAR centres, the rainy season disasters etc).  
 Estimated number of people we help

Programme	Male	Female
Child Advocacy and Rehabilitation.	270	480
War Amputees Reintegration and Empowerment.	1,230	783
Community Animation and Peace. Support/Community Reintegration and Peace Support and Food Security.	4,500	6,750
Community-Based Health Programme.	15,000	19,000
Disaster Management.	458	137
Organizational Development and Volunteer Management.	6,795	8,905
<b>Total</b>	<b>28,198</b>	<b>36,005</b>

### Our partners

<b>Movement partners</b>	Cooperation with SLRCS
ICRC	The ICRC continues to work on the protection of the victims of the conflict and concentrates on developing the capacity in International Humanitarian Law (IHL) and a strong and competent SLRCS. Accompanying Sierra Leone's transition to peace and stability, the ICRC offers its expertise to support the reform of the penitentiary administration, to translate IHL into national legislation and ensure its dissemination to the armed and police forces. The Code of Conduct for the army is being finalized with the Republic of Sierra Leone Armed Forces and will be distributed to all soldiers and officers. Together with the SLRCS, the ICRC continues to guarantee the exchange of family news and the reunification of families separated during the conflicts in the region - with particular attention to the needs of children. The SLRCS was encouraged to take the full ownership of the tracing project.
Participating NS	British, Danish, Finnish RC/Govt, Icelandic, Netherlands, Norwegian, Swedish, Spanish RC/Government, Swiss, Spanish RC/Solidarity Chain.
Global Fund	The SLRCS is the Principal Recipient of the Global Fund to fight AIDS, Malaria and Tuberculosis.
European Commission	Supports the Disaster management capacity building programme, A water and Sanitation programme. Community reintegration and empowerment programme.
National Disaster Management office (office of national security)	Collaborates with the SLRCS/Federation on disaster coordination.
UN agencies	World Health Organization, UNICEF and UNAIDS.
Govt units	Ministry of Health and Sanitation, the Ministry of Education Science and Technology, National AIDS Secretariat, National Commission for Social Action.

## Progress towards objectives-by sector

### Health and Care

#### Community-based health and care

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

The programme continues to conduct training in participatory hygiene and sanitation transformation in all the 13 Red Cross branches in the country. The programme also concluded a ten-day training on participatory hygiene and sanitation transformation in Kono, Kabala, Magburaka and Makeni, where 100 people were trained on hygiene promotion, including environmental and personal hygiene. Training on

case management for Peripheral Health Units (PHUs) in the eight Global Funds supported districts (Western Area, Bombali, Koinadugu, Pujehun, Kambia, Kono, Tonkolili and Kailahun) was held in May.

The HIV/AIDS target communities continue to benefit from psycho-social support from peer educators and link teachers. This department continues to do its routine awareness raising on the most acute health issues such as Malaria, HIV/AIDS and Tuberculosis (TB) through its network of trained volunteers, engaging the local population in public health talks and social mobilization, and sensitization on good hygiene practices and on the prevention and control of diseases. The importance of breastfeeding, immunization, personal and environmental hygiene is also promoted by the programme's hygiene promoters.

Branches are working to improving and adopting proper management and accountability systems to be able to maintain their branch clinics through the cost recovery system. The CBHC programme has concluded a ten-day training in participatory hygiene and sanitation transformation for more than 100 people drawn from at least 35 communities in Kono, Koinadugu, Tonkolili and Bombali districts. In these training sessions, community members were educated on disease prevention and control hygienic practices as well as disease transmission.

A brochure on the prevention and control of HIV and AIDS has been produced and is being shared with communities and branches. The department has also been monitoring the use of the distributed insecticide-treated mosquito nets (ITNs) through the Malaria Keep Up activity. Some communities have been trained on the Malaria keep-up. The malaria keep-up is a relatively new initiative in Africa designed to reduce the burden of malaria on the continent. For the success of the programme, it must be supported by the government and other health oriented NGOs. The Finnish Red Cross is providing financial and moral support to the programme. The Federation is facilitating the implementation of the programme through technical support. The Sierra Leone Red Cross Health department is implementing and reporting on the activities.

The last in a series of training of personnel for the Malaria Keep-up program was done in May, 2007. 1,920 Red Cross volunteers in the eight districts implementing keep-up activities received a five-day training in CBFA Communication skills, Social mobilization as well as how to conduct house-to-house visit to promote long lasting insecticide-treated mosquito nets (LLITNs) use. The training is seen as crucial to the implementation of the programme since trained volunteers will embark on house-to-house visits.

Logistic items for both coaches and volunteers have been procured and distributed to all eight branches. The items include:

- Bicycles – 26 instead of 40 (due to inflation) have been purchased and distributed to coaches in the eight branches. The bicycles will ease the transport problem faced by the coaches in performing their duties, one of which includes the supervision of volunteers.
- 1,920 volunteer visit booklets (18 pages each) have been printed, laminated and distributed to the eight branches).
- 40 calculators, 40 back packs, stationery including pens, A4 packet papers, pencils and plastic folders have been procured for the coaches. Money for the procurement of these items was taken from the material incentive budget line for coaches.
- 40 coaches have also received booklets for monitoring volunteer output.

House-to-house visits by Red Cross volunteers to ensure proper nets hanging and use, encourage environmental sanitation as well as ensure that new born and pregnant women receive inoculation against vaccine preventable diseases commenced in June. A total of 12,111 households were reportedly visited by 985 volunteers in five of the eight branches involved with the program.

### Contributing to longer-term impact

Trained hygiene promoters and teachers now act as peers to their colleagues and work in their communities to raise awareness thereby contributing to the reduction of the incidence of Malaria, HIV/AIDS

and Tuberculosis (TB).

There is a sustained awareness on the importance of breastfeeding, immunization and personal as well as environmental hygiene in the target communities.

There is a better understanding of the prevailing community hazards and a drastic reduction in number of Cholera cases reported. The Sierra Leone Red Cross Society's intervention is appreciated by affected communities and the Ministry of Health and Sanitation which the Red Cross has been complementing in responding to humanitarian situations. Cholera endemic communities have begun environmental clearing and good health and hygienic practices such as washing hands after using the toilets and the use of oral rehydration salt.

Visit by Red Cross volunteers during the malaria keep-up programme implementation to households in their neighbourhood has improved the EPI coverage for both UFC and pregnant women. Environmental sanitation has also been stepped up by community members to reduce breeding sites for mosquitoes. This will translate into a reduction in the number of malaria cases reported at various health facilities in the longer time.

- % of under fives who slept under LLITNs night before visit = 81 percent
- % of UFC completed vaccine series = 89 percent
- Not completed vaccine series = 11 percent
- Total no. of pregnant women in household visited this period = 1,154
- % of pregnant women who slept under ITN night before visit = 84.2 percent

The Sierra Leone Red Cross Society will provide better interventions in combating HIV/AIDS, by focusing on specific branches with a view to enhancing intervention relevance and effectiveness, and to assist in the design of the overall strategic direction for 2007-2010. The HIV/AIDS public sensitization brochure will help increase the awareness raised on the disease. The malaria keep up programme translates into a reduction in the number of malaria cases reported at various health facilities in the longer time.

### **Blood services project**

**Goal:** Safe blood is available, accessed and used in Sierra Leone blood donation and transfusion centres for the general public.

**Objective:** To prevent HIV/AIDS transmission by ensuring the availability of safe blood nationwide.

### **Progress towards objectives**

The blood services project depends on replacement donors. The voluntary donation in the Western Area currently stands at 15 percent of the total donation. In the other 12 districts, it varies from one percent to seven percent. The blood services department is still using the multi-channel approach to motivate and recruit blood donors.

It strives to achieve this by training and motivating Red Cross blood donor volunteers and by establishing Red Cross Blood Donor Clubs in 12 branches including Freetown. The Sierra Leone Red Cross uses this opportunity to renew the appeal to donors to support the Sierra Leone Red Cross work so that it can achieve its objective and benefit thousands of people in need.

### **Contributing to longer-term impact**

The voluntary blood donation has been principal to saving lives in Public Health Units and other health centres.

### **Constraints and solutions planned to increase the volume of work**

The cost recovery scheme which was implemented to support clinic staff salaries and cover other programme and branch operational costs is still far from being achieved due to ineffective financial management and reporting systems.

As envisaged in the strategic plan of the SLRCS, the branches will be training more volunteers and expanding their activities with a view to scaling-up the volume of health interventions to address the constant threats to the lives of hundreds of women and children in the 13 districts of the country.

### Looking ahead

Implementation of the Malaria keep-up programme will go on. It is recommended that the evaluation exercise to be conducted by CDC is postponement to August/September this year. This is because the actual house-to-house visits only started in June. There is too little time to assess the impact of a good programme like the malaria keep-up.

The Department of Programmes is strengthening modalities to restructure the clinic activities, ensuring that clinic user fees are properly utilized to reduce dependence on external support for programme implementation.

Branch Health Officers will be holding more participatory hygiene and sanitation transformation training in communities that were not involved in the previous training. Follow-up on the report on the National Society HIV/AIDS programmes continues. The Project is embarking on creating more Blood Donor Clubs and recruiting of more Voluntary Blood Donors in other communities.

## Disaster Management

### Preparedness and response

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

**Objective:** The Sierra Leone Red Cross Society, at chiefdom, district and national levels are actively saving lives through disaster prevention, mitigation and response.

### Progress towards objectives

The programme has been engaged in the implementation of a two-year disaster management capacity building project which is fully funded by the European Commission in nine districts of the country. During the reporting period, the programme completed training on vulnerability and capacity assessment in 25 communities in five districts, taking the total number of districts that have gone through the training to nine. During such assessment missions, the communities have been encouraged and trained on simple disaster preparedness mechanisms, learning from previous disaster situations they have survived, thereby increasing their response capacities.

The programme is preoccupied with contingency plans for first aid action teams ahead of the August 11 Presidential and Parliamentary elections. However, the process is in its final stage for the training on first aid for volunteers and positioning of materials for first-aid delivery in all the 13 branches in 48 locations in the country.

The programme also continues to implement the two-year disaster management capacity building project plan which is fully funded by the European Commission in nine districts of the country, which are considered more vulnerable to disasters following an assessment carried out in these communities. The programme has been conducting disaster prevention, preparedness and mitigation training for 50 community-based disaster management committees, and for 10 communities in Moyamba and Bonthe. These committees, and will constitute the local disaster management volunteers that will be capacitated by the Sierra Leone Red Cross for them to handle their own disaster situations before external interventions can be sought. Some of these Committees have now designed income generating activities which would serve as a basis for strengthening their required material resource base to forestall or mitigate disasters in

their immediate localities. Volunteers in the Western Area continue to provide routine rescues and apply first-aid services to persons with injuries along the Lumley beach.

### Contributing to longer-term impact

There is increased community awareness on prevailing hazards in the communities that have caused serious disasters or have the potential of causing disasters in the future. Communities can now replicate simple disaster prevention, preparedness and response procedures, using locally available resources. Those living fire risks areas are now aware about the need for practicing simple procedures such as the construction of fire belts. A system of project multiplication will ensure shared learning and multiplication of successes in a sustainable way.

### Looking ahead

The community-based disaster management committees will initiate income generating activities to strengthen capacities in relation to their logistic and material needs for disaster preparedness and response.

There are plans to position first-aid kits in the 48 locations as part of the National Society's contingency plans to keep volunteers ready for first-aid delivery in case of any upheaval at the upcoming general and presidential elections.

## Humanitarian Values

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

### Progress towards objectives

The Swiss Red Cross has supported the training in animation, social mobilization and participatory rural appraisal techniques for 15 trainees drawn from five communities to build the capacity of Programme Staff of SLRCS to acquire basic skills to enable them to stimulate project beneficiaries to actively participate in the implementation and monitoring of programmes.

The Child Advocacy and Rehabilitation (CAR) project budget is 96 percent covered with funds from the British Red Cross, the Finnish Red Cross/government, Icelandic Red Cross, Swedish Red Cross/government and the Swiss Red Cross/Solidarity Chain. The programme for the final set of beneficiaries in the Waterloo CAR centre has been concluded. The centre is piloting the Youth Advocacy and Empowerment Project. The Child Advocacy and Rehabilitation centres in Kambia, Port Loko, Kabala and Kailahun, continue to work with child ex-combatants between 10 and 18 years of age by helping them to come to terms with their experiences during the war; catch up on basic schooling; acquire some new skills such as traditional gara tie and dyeing, catering, soapmaking, construction and tailoring and resume normal life in their communities. The construction of the Kailahun CAR centre is still in progress. The programme is supporting the monitoring on past participatory rural appraisal where communities are capacitated to take ownership of their development in preparation for the phasing out period of the diversification.

### War amputee's reintegration and empowerment

The training for 10 amputees each in Pujehun and Bombali in tailoring is in progress. Other amputees are being trained in Pujehun, Port Loko, and Moyamba on soap making, animal husbandry and agricultural activities and on inland, valley and swamp vegetable garden, such as groundnuts, cassava, potatoes and pepper.

### Community animation and peace support

The Community Animators in the CAPS project continue to support farmers in 24 communities in two chiefdoms in Pujehun district to improve harvest management and minimize loss. The people in these communities in Pujehun continue to be mobilized to undertake sustainable development programmes such as farming and petty trading from which income is generated to improve their living standards. These

communities underwent training in participatory hygiene and sanitation transformation (PHAST), cleaning their compounds, using latrines and hanging their clothes on lines instead of drying laundry on the ground. About 48 people, two from each community from the 24 target CAPS communities in Pujehun have been trained in first aid and were supplied with first-aid kits. The project also continues to hold Adult literacy programmes for community people. Also, the programme has procured six motor bikes for five CAPS animators and one project supervisor in Pujehun and two bikes for activists in the Waterloo youth advocacy and empowerment project.

### Contributing to longer-term impact

Children affected by the war in Sierra Leone have been given hope for their future. The graduates have become more self reliant and productive in their own communities. The youth have been able to change their social behaviours, making the Fundamental Principles of the Red Cross and Red Crescent Movement part of everybody's life. Field staff now engage community members in identifying and ranking their needs and these communities realize their strength and capacities and material resources.

The communities have improved hygiene practices and are promoting backyard clearing. Farming activities are alleviating their economic hardship and they now earn an income by this activity. There is an increase in income generating activities in the target communities; eight communities, Massao, Fullawahun, Gibina, Fayama, Semabu, Salema, Manjama Fofana and Banaleh are increasing their income generating activities, producing soap and gara, and the proceeds are being saved for community development. The income generated is used to purchase bowls and dishes where food is now served which was not their common practice.

### Constraints and solutions planned to increase the volume of work.

Limited funding means that only a limited number of war amputees can be supported. Many more are in dire need of assistance to strengthen their set of reliance.

### Looking ahead

The programme is following -up on the retention of the skills by beneficiaries (Children in the centres as well as war amputees and amputee children) in the coming month. The Programme is also making a follow-up on the progress made so far by the amputees who were supplied with garden tools and seeds. It is considering piloting a Youth Advocacy and Empowerment project in the former Waterloo CAR centre in July 2007.

The project will continue to promote agriculture activities in target communities particularly now that we are in the crop growing season.

### Community reintegration and development project (CRDP)

**Objective:** Sustained improvement of the living conditions and peace and justice in selected priority districts of Sierra Leone are enhanced.

### Progress towards objectives

The Project is in its second and final stage of implementing the European Commission supported projects in the Koinadugu, Bombali, Tonkolili and Kono districts, helping those communities in their peace consolidation and economic development through agricultural support for improved harvests. The project has distributed vegetable seeds and tools to 40 farming groups in the Rowala, Makrabai, Mabaripoli, Kumrabai, Robkankan in the Gbonkolenken chiefdom; Magbankoh, Rothunk, Mange, Maraka, Rothawa, Makoblo and Macamp in the Kholifa Rowalla chiefdom and to 20 communities in Kono. All CRDP communities have been engaged in income generating activities such as soap making and selling of agro-products. The Project has supplied construction materials to the communities to construct training centre which is already in progress. In Kono, the construction of peace huts in 20 communities – Mbaoma, Kangahun Foindu, Ngeihun, Yihuma, Nyawoh, among others is nearly completed. In an effort to continue helping the farmers control their harvest management, a Memorandum of Understanding has been signed by the project and the community tribal heads for the construction of drying floors for newly harvested cereals and other grains. Distribution of cement for the construction of drying floors has been completed.

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Also, the project has begun the implementation of preliminaries following the employment of the Water and Sanitation Officer. The Bankolia and Gbawuria communities have cleared their spring box sites.

### Contributing to longer-term impact

The Communities now inculcate best practices and are promoting tolerance and public dialogue between former hostile communities. Community farms have increased harvest in vegetables such as okra, pepper, cassava and have been making profits out of their sales.

### Constraints and solutions planned to increase the volume of work.

The collaboration and integration of project planning, implementation and mode of reporting has been a key problem facing this project.

### Looking ahead

The project is stocking materials in Kabala for the rehabilitation of 10 hand pumps and re-sinking of 12 wells, re-watering the spring box sites, and to construct the 50 latrines in the five communities Koinadugu district.

## Organizational Development

**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 branch levels to provide quality services to the most vulnerable populations of Sierra Leone.

### Progress towards objectives

The organizational development and volunteer management programme continues to explore the possibility of modifying the volunteer recruitment and retention strategies through programmes implementation and coordination of management across the country. The organizational development and volunteer management coordinator has also been coordinating and monitoring the administrative, financial, logistic and management systems ensuring that efficiency, accountability and communication are improved in all branches in line with the decentralization plan. More financial support and technical assistance will be provided by the Canadian Red Cross.

The programme has been able to coordinate training for all the branches as well as headquarter budget holders on fundraising and financial management. Various activities of the decentralization and gender process such as the reassessment of communications sets by the Information Technology officer, training on human resource development, financial management, communications and on reporting and the various types of reports have been done. The regions have made some inputs in the revision of the human resources policy. Interviews for recruitment will now be conducted by the branches.

### Contributing to longer-term impact

There is a clear understanding of what priority actions are needed in building capacities for SLRCS. Governance members are getting more support in their work and this has resulted in better performance of the National Society senior management.

There is a general consensus on the strategic priorities of the Sierra Leone Red Cross Society when it comes to the transformation process and integration. There is increased knowledge on raising funds/record keeping and management of resources.

### Constraints and solutions planned to increase the volume of work

The NS has now settled its outstanding retrenchment benefits for ex staff, the outstanding income tax payments, creditors' bank loans/interest and very soon the social security contributions (NASSIT) thanks to the support of the British and Swedish Red Cross. The ICRC has written its old aged NS debts off while the

Federation has also written off over 70 percent of the debts and deficits owed by the SLRCS. What remains to be paid by the NS are the benefits of the current staff. This is estimated at 300,000,000 million Leones (approx: 100,000 USD).

### Looking ahead

It is expected that this process will improve on implementation, monitoring and reporting within the Sierra Leone Red Cross Society. It will complement the decentralization process and the implementation of activities within the NS. Priority actions listed under the Community Based project will be followed up.

## Implementation and coordination

### Communications Programme

**Goal:** The Identity and image of SLRCS is improved through sustained dissemination of the ideals and principles of the Red Cross and Red Crescent Movement to the government and general public.

**Objective:** The professional skills of staff and volunteers to carry out dissemination improved; ownership of communication programme by governance and/or management and staff has increased.

### Progress towards objectives

An alliance has been formed between the department and a group of media practitioners through which the Sierra Leone Red Cross can publicize all its important activities. The department also held combined dissemination sessions with the Western Area Branch and the ICRC on 19 May 2007 at the Western Area Branch and on 27 May 2007 at the Lumley beach first-aid post after a sponsored work that same day. Both sessions were held for primary and secondary school pupils, youths, adult members and patron teachers.

The programme coordinator and the ICRC communication field officer carried out a dissemination session at the Milton Margai College of Education and Technology in June 2007 to students of International Relations and those studying international humanitarian law and human rights as modules. The Coordinator made presentations on: the differences between International Humanitarian Law and Human Rights and media relations.

All the branches carried out dissemination activities targeting different groups, including educational institutions, communities, volunteers, opinion leaders, women and youth groups. The dissemination sessions were mainly on the history of the movement, Fundamental Principles, emblem, the Movement's components mandates, the history and activities of the SLRCS and aspects of International Humanitarian Law (IHL).

The regional branches — Bo, Kenema and Makeni organized dissemination activities through drama performances where communities were educated on the history of the SLRCS and the Red Cross and Red Crescent Movement; the Fundamental Principles and the emblems of the Red Cross.

The department has completed the first edition of the National Society's newsletter that is with the management, ICRC and the Federation for their input before a final copy will be ready for publication. The department is also planning to hold the national youth and dissemination camp in Kenema from 15-21 July 2007.

In an attempt to increase the level of information flow with partners and target audience, the department is designing a website for the Sierra Leone Red Cross Society. The department has been able to develop an effective monitoring mechanism to be able to track funds disbursement and turning in of returns. Five-day training for CTAs and volunteers on the dissemination handbook was postponed until a review of the handbook has been conducted.

### Contributing to longer-term impact

Improvement on the professional skills of communication staff and volunteers to carry out dissemination activities is recorded, and in the profiling of the National Society in the country. There is integration of dissemination on the Movement into other programmes.

### Looking ahead

Adherence to the communication policy and proper supervision at all levels should be enhanced. The programme intends to expand the territorial coverage in the dissemination of Values and Principles of the Red Cross Movement

### Coordination within the Red Cross/Red Crescent Movement

The Federation is coordinating the work of the movement's partners in the country in support of the National Society's priorities. They have also been participating in a number of meetings with the United Nations and other national as well as international organizations to represent the Sierra Leone Red Cross, and have also been soliciting funds on behalf of the National Society.

### Progress towards objectives

Support to implementation and coordination has been provided by the Federation Delegation in close collaboration with other in-country partners. The Federation has prioritized the integration process in line with the 10 areas for improvement of the Federation of the Future over the next few months. The integrated approach has improved effective use of partner funding, cost reduction, avoiding duplication of efforts and paves the way for a more structured capacity building programme. The Federation delegation has also been engaging the NS in a cohesive transformation process with key activities such as strategic planning, supporting governance, working with partners and coaching the National Society through the eight NS initiative and accompanying the management in the implementation of their various activities.

### Contributing to longer-term impact

Currently, there are two Partner National Societies (PNSs) – the Spanish Red Cross and the Canadian Red Cross – running bilateral projects with the Sierra Leone Red Cross Society. A good working relationship has been developed and maintained between all components of the societies. Also, a good number of partners have been convinced or encouraged to develop partnerships and to coordinate and support NS's programmes. Our partners include British, Danish, Finnish RC/Govt, Icelandic, Netherlands, Norwegian, Spanish RC, Swedish RC/Government, Swiss RC/Solidarity Chain, ICRC, Federation (Freetown, Dakar, Lagos and Geneva), the Global Fund and European Commission.

### Constraints and solutions planned to increase the volume of work

Even though there has been a lot of progress in reporting, outstanding working advances with ICRC and the Federation is still a major issue. The Federation finance and admin delegate is working closely with the director of finance to address the constraints in reconciling working advances. A new finance development delegate is being recruited to assist the NS improve its financial management processes, systems and procedures, reporting, budget control functions; accounting systems and practices; and banking and cash management regulations. Funding for the mission costs of the finance admin delegate whose role is critical at this time of the NS transformation is still problematic. For the Head of Delegation, 40 percent of his mission costs are funded by the Swedish and Icelandic Red Cross. Partners should consider supporting both the FAD and the HoD.

### Looking ahead

The integration process will continue to be implemented. The Federation submitted an application to write off the remaining four-year old deficits. The NS is being requested to make undertakings to avoid a recurrence of this situation. The next step for the Federation Delegation over the next 18 months will therefore be to agree on a model and timeline on how the administrative and financial units will be integrated taking into account existing capacities at both levels. The delegation will continue to play an active role in the Movement coordination mechanism.

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International Federation of Red Cross and Red Crescent Societies

MAASL001 - SIERRA LEONE

Interim Financial Report

Selected Parameters	
Reporting Timeframe	2006/1-2007/12
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
<b>A. Budget</b>	<b>1,993,244</b>	<b>1,291,359</b>	<b>3,217,588</b>	<b>944,485</b>	<b>679,322</b>	<b>8,125,998</b>
<b>B. Opening Balance</b>	<b>143,013</b>	<b>3,329</b>	<b>208,346</b>	<b>-127,025</b>	<b>61,263</b>	<b>288,926</b>
<b>Income</b>						
<u>Cash contributions</u>						
<i>Austrian Red Cross</i>			5,779			5,779
<i>British Red Cross</i>	493,568		735,611	261,064	142,648	1,632,891
<i>Canadian Red Cross</i>				188		188
<i>Danish Red Cross</i>	127,143					127,143
<i>European Commission</i>		428,181				428,181
<i>Finnish Red Cross</i>			127,980			127,980
<i>Icelandic Red Cross</i>			345,748	34,345		380,094
<i>Irish Government</i>				63,380		63,380
<i>Norwegian Red Cross</i>				18,722		18,722
<i>Swedish Red Cross</i>	344,539		1,103,130	225,478	154,651	1,827,798
<i>Swiss Red Cross</i>			172,732			172,732
<b>C1. Cash contributions</b>	<b>965,250</b>	<b>428,181</b>	<b>2,490,980</b>	<b>603,178</b>	<b>297,299</b>	<b>4,784,887</b>
<u>Outstanding pledges (Revalued)</u>						
<i>British Red Cross</i>			40,260			40,260
<i>Danish Red Cross</i>	50,394					50,394
<i>European Commission</i>		504,377				504,377
<i>Icelandic Red Cross</i>			78,400	29,400	29,400	137,200
<i>Netherlands Red Cross</i>				334		334
<i>Norwegian Red Cross</i>				18,722		18,722
<i>Swiss Red Cross</i>			91,560			91,560
<b>C2. Outstanding pledges (Revalued)</b>	<b>50,394</b>	<b>504,377</b>	<b>210,220</b>	<b>48,456</b>	<b>29,400</b>	<b>842,846</b>
<u>Reallocations (within appeal or from/to another appeal)</u>						
<i>British Red Cross</i>				48,321	-48,321	0
<i>European Commission</i>		0				0
<i>Swedish Red Cross</i>				0		0
<b>C3. Reallocations (within appeal or</b>		<b>0</b>		<b>48,321</b>	<b>-48,321</b>	<b>0</b>
<u>Inkind Personnel</u>						
<i>British Red Cross</i>				23,147		23,147
<i>Danish Red Cross</i>	70,400					70,400
<b>C5. Inkind Personnel</b>	<b>70,400</b>			<b>23,147</b>		<b>93,547</b>
<u>Other Income</u>						
<i>Deficit Write-off</i>				21,909		21,909
<i>Miscellaneous Income</i>					942	942
<i>Services &amp; Recoveries</i>					15,778	15,778
<b>C6. Other Income</b>				<b>21,909</b>	<b>16,719</b>	<b>38,628</b>
<b>C. Total Income = SUM(C1..C6)</b>	<b>1,086,043</b>	<b>932,558</b>	<b>2,701,200</b>	<b>745,010</b>	<b>295,097</b>	<b>5,759,908</b>
<b>D. Total Funding = B + C</b>	<b>1,229,056</b>	<b>935,887</b>	<b>2,909,546</b>	<b>617,985</b>	<b>356,360</b>	<b>6,048,834</b>

**International Federation of Red Cross and Red Crescent Societies**

MAASL001 - SIERRA LEONE

Interim Financial Report

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

All figures are in Swiss Francs (CHF)

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>B. Opening Balance</b>	143,013	3,329	208,346	-127,025	61,263	<b>288,926</b>
<b>C. Income</b>	1,086,043	932,558	2,701,200	745,010	295,097	<b>5,759,908</b>
<b>E. Expenditure</b>	-654,051	-352,971	-1,459,244	-253,522	-159,305	<b>-2,879,093</b>
<b>F. Closing Balance = (B + C + E)</b>	575,005	582,916	1,450,303	364,463	197,055	<b>3,169,741</b>

# International Federation of Red Cross and Red Crescent Societies

MAASL001 - SIERRA LEONE

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## III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance A - B
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
<b>BUDGET (C)</b>		<b>1,993,244</b>	<b>1,291,359</b>	<b>3,217,588</b>	<b>944,485</b>	<b>679,322</b>	<b>8,125,998</b>	
<b>Supplies</b>								
Shelter - Relief	57,200		12,875				12,875	44,325
Construction - Housing				51,991			51,991	-51,991
Construction Materials	634,545			28,482			28,482	606,064
Clothing & textiles	1,204		-23,049	989			-22,060	23,264
Food	113,520	5,476	5,919	109,787	90		121,271	-7,751
Seeds,Plants	213,818	1,326		27,654			28,980	184,838
Water & Sanitation	88,846							88,846
Medical & First Aid	457,194	3,036	7,184	5,500			15,719	441,475
Teaching Materials	830,604			367,331			367,331	463,273
Utensils & Tools	243,229	150	150	8,988	68		9,355	233,874
Other Supplies & Services				-1,582			-1,582	1,582
<b>Total Supplies</b>	<b>2,640,160</b>	<b>9,987</b>	<b>3,079</b>	<b>599,138</b>	<b>158</b>		<b>612,362</b>	<b>2,027,798</b>
<b>Land, vehicles &amp; equipment</b>								
Vehicles	137,496		37,604	58,440			96,044	41,452
Computers & Telecom	165,131	17,343	14,947	461	1,521	13,183	47,455	117,677
Office/Household Furniture & Equipm.		493	1,551	8,117		25,650	35,811	-35,811
Others Machinery & Equipment		22,200		45,657		-54,971	12,886	-12,886
<b>Total Land, vehicles &amp; equipment</b>	<b>302,627</b>	<b>40,036</b>	<b>54,102</b>	<b>112,675</b>	<b>1,521</b>	<b>-16,138</b>	<b>192,196</b>	<b>110,432</b>
<b>Transport &amp; Storage</b>								
Storage	9,626	4,609	5,164			4,682	14,455	-4,829
Distribution & Monitoring		4,111	4,916			10,183	19,210	-19,210
Transport & Vehicle Costs	616,278	34,720	43,078	151,853	6,090	4,926	240,666	375,612
<b>Total Transport &amp; Storage</b>	<b>625,904</b>	<b>43,440</b>	<b>53,158</b>	<b>151,853</b>	<b>6,090</b>	<b>19,790</b>	<b>274,331</b>	<b>351,573</b>
<b>Personnel Expenditures</b>								
International Staff Payroll Benefits	542,840	110,172	73	17,466	23,270	260,967	411,948	130,892
Delegate Benefits	336,392							336,392
Regionally Deployed Staff						2,796	2,796	-2,796
National Staff	165,758	25,207	5,159	77,580	-3,032	-8,022	96,892	68,866
National Society Staff	854,777	168,467	54,536	127,986	117,632	-829	467,791	386,986
Consultants	30,608	25,618		5,968	-280		31,306	-698
<b>Total Personnel Expenditures</b>	<b>1,930,375</b>	<b>329,462</b>	<b>59,768</b>	<b>229,000</b>	<b>137,591</b>	<b>254,912</b>	<b>1,010,733</b>	<b>919,642</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	1,000,529	61,823	134,412	54,771	35,069	8,829	294,904	705,625
<b>Total Workshops &amp; Training</b>	<b>1,000,529</b>	<b>61,823</b>	<b>134,412</b>	<b>54,771</b>	<b>35,069</b>	<b>8,829</b>	<b>294,904</b>	<b>705,625</b>
<b>General Expenditure</b>								
Travel	306,047	9,549	6,071	17,378	15,197	30,083	78,277	227,771
Information & Public Relation	316,364	7,882	754	29,324		716	38,676	277,689
Office Costs	258,372	36,825	22,832	60,924	13,841	47,316	181,738	76,634
Communications	104,940	8,345	1,860	361	12,835	58,146	81,547	23,393
Professional Fees	76,483	43,200	6,523	9,721	15,139	21,971	96,554	-20,071
Financial Charges	26,758	18,723		16,793	-3	-150,111	-114,598	141,356
Other General Expenses		19,379	82	77,716	46	-143,651	-46,427	46,427
<b>Total General Expenditure</b>	<b>1,088,964</b>	<b>143,904</b>	<b>38,121</b>	<b>212,216</b>	<b>57,056</b>	<b>-135,531</b>	<b>315,766</b>	<b>773,198</b>
<b>Depreciation</b>								
Depreciation	9,248					13,924	13,924	-4,675
<b>Total Depreciation</b>	<b>9,248</b>					<b>13,924</b>	<b>13,924</b>	<b>-4,675</b>
<b>Program Support</b>								
Program Support	528,190	40,933	24,786	100,761	16,037	13,521	196,038	332,152
<b>Total Program Support</b>	<b>528,190</b>	<b>40,933</b>	<b>24,786</b>	<b>100,761</b>	<b>16,037</b>	<b>13,521</b>	<b>196,038</b>	<b>332,152</b>
<b>Operational Provisions</b>								

**International Federation of Red Cross and Red Crescent Societies**

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**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
<b>BUDGET (C)</b>		<b>1,993,244</b>	<b>1,291,359</b>	<b>3,217,588</b>	<b>944,485</b>	<b>679,322</b>	<b>8,125,998</b>	
Operational Provisions		-15,535	-14,455	-1,172			-31,161	31,161
<b>Total Operational Provisions</b>		<b>-15,535</b>	<b>-14,455</b>	<b>-1,172</b>			<b>-31,161</b>	<b>31,161</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>8,125,998</b>	<b>654,051</b>	<b>352,971</b>	<b>1,459,244</b>	<b>253,522</b>	<b>159,305</b>	<b>2,879,093</b>	<b>5,246,905</b>
<b>VARIANCE (C - D)</b>		<b>1,339,193</b>	<b>938,388</b>	<b>1,758,345</b>	<b>690,963</b>	<b>520,017</b>	<b>5,246,905</b>	

# International Federation of Red Cross and Red Crescent Societies

MAASL001 - SIERRA LEONE

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## IV. Project Details

Project	Name	Opening Balance	Income	Expenditure	Closing Balance	Budget	Variance
		A	B	C	A + B + C	D	D - C
<b>Health &amp; Care</b>							
PSL401	Community Based Heal	616	838,107	-298,812	539,911	1,280,651	981,840
PSL410	HIV/AIDS	6,013	0	97	6,110	338,987	339,085
PSL413	CB & STI/HIV/AIDS	136,384	247,936	-355,337	28,984	373,605	18,268
<b>Sub-Total Health &amp; Care</b>		<b>143,013</b>	<b>1,086,043</b>	<b>-654,051</b>	<b>575,005</b>	<b>1,993,244</b>	<b>1,339,193</b>
<b>Disaster Management</b>							
PSL161	FirstAid Emergency P	3,329	932,558	-352,971	582,916	871,878	518,907
PSL162	Disaster Management	0	0		0	419,481	419,481
PSL201	Intern. Representati	0	0		0		0
PSL511	Emergency Assistance	0	0		0		0
<b>Sub-Total Disaster Management</b>		<b>3,329</b>	<b>932,558</b>	<b>-352,971</b>	<b>582,916</b>	<b>1,291,359</b>	<b>938,388</b>
<b>Humanitarian Values</b>							
PSL301	CAPS Humanitarian Va	0	437,471	-248,269	189,203	618,005	369,736
PSL302	CAR Humanitarian Val	185,786	2,085,186	-1,099,539	1,171,433	2,368,528	1,268,990
PSL303	JAWA Humanitarian Va	22,560	178,543	-111,436	89,667	231,055	119,618
<b>Sub-Total Humanitarian Values</b>		<b>208,346</b>	<b>2,701,200</b>	<b>-1,459,244</b>	<b>1,450,303</b>	<b>3,217,588</b>	<b>1,758,345</b>
<b>Organisational Development</b>							
PSL011	OD	-104,934	561,267	-194,243	262,090	748,763	554,520
PSL012	Community Integratio	-22,091	22,243	0	152		0
PSL015	Sierra Leone Red Cross Liabilities	0	161,500	-59,279	102,221	195,722	136,443
<b>Sub-Total Organisational Development</b>		<b>-127,025</b>	<b>745,010</b>	<b>-253,522</b>	<b>364,463</b>	<b>944,485</b>	<b>690,963</b>
<b>Coordination &amp; Implement</b>							
PSL101	Coordination&Managem	61,263	295,097	-159,305	197,055	679,322	520,017
<b>Sub-Total Coordination &amp; Implement</b>		<b>61,263</b>	<b>295,097</b>	<b>-159,305</b>	<b>197,055</b>	<b>679,322</b>	<b>520,017</b>
<b>Total</b>	<b>SIERRA LEONE</b>	<b>288,926</b>	<b>5,759,908</b>	<b>-2,879,093</b>	<b>3,169,741</b>	<b>8,125,998</b>	<b>5,246,905</b>