

# ANNUAL REPORT



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 لجمعيات الصليب الأحمر والهلال الأحمر

## SIERRA LEONE

30 April 2005

### In Brief

**Appeal No.:** 01.26/2004 – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual04/012604.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/012604.pdf)

**Appeal target:** CHF 4,233,599 (USD 3,179,571 or EUR 2,725,201)

**Appeal coverage:** 67.2% ([Click here to access the final financial report](#))

**Appeal 2005:** Sierra Leone no. 05AA023 – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA023.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA023.pdf)

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>*

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### Overall analysis of the programme

Sierra Leone's 11-year conflict caused immense suffering and devastation to the country. Still, there is renewed hope that peace has finally returned with the stabilization of the political situation although regional instability in Liberia, Côte d'Ivoire and Guinea remains a cause for concern.

The Truth and Reconciliation Commission (TRC) provided a forum for healing and reconciliation to the country. A final report was formally presented in October 2004. Sierra Leone is now making the transition from peace keeping to peace building and from relief to sustainable development. Although progress made in peace and recovery in Sierra Leone is encouraging, there remains much to be done to improve the lives of the most vulnerable and achieve sustainable development.

According to the UN Human Development Index (2004), Sierra Leone continues to rank lowest of 177 countries:

- maternal mortality rate is 2,000 per 100,000 live births,
- under-five mortality rate is 284 per 1,000 live births,
- infant mortality is 165 per 1,000 live births, and
- life expectancy is 34.2 years (35.6 for women and 33.1 for men).

## Health and care

**Goal: The Sierra Leone Red Cross Society<sup>1</sup> and its operational communities' capacities are strengthened and poverty is reduced through effective community-based programmes in the four core areas of Strategy 2010.**

**Objective: The morbidity and mortality rate of under-fives and women of child bearing age has been reduced and the health status and well-being of the most vulnerable improved while the STI/HIV/AIDS prevalence has been stabilized and voluntary blood donor recruitment intensified.**

**Expected Result 1: The morbidity and mortality rate of under-fives and women of childbearing age has been reduced and the health status and well being of the most vulnerable improved.**

### Achievements

- Volunteer management is strengthened with each of the 10 branches having Health Officers coordinating activities and a coach working with the health volunteers.
- The volunteer networks continued to sensitise the communities on health issues and promote immunization, growth monitoring, malaria control, use of insecticide-treated mosquito bed nets (ITN), nutrition, weaning foods, HIV/AIDS, and water and sanitation (WatSan) among others.
- The national society organized an emergency cholera preparedness and response meeting both at the headquarters and branches to update the volunteers and staff knowledge and skills of cholera in response to a cholera outbreak in August.
- All the branches observed the UNICEF-supported World Breastfeeding week in August. The Kono and Bombali branches reached 3,342 lactating women in 30 communities with messages on the importance of exclusive breastfeeding for six months.
- All the branches marked the World First Aid Day 11 September with the marketing of First Aid through float parades, march pasts and speeches on the theme "First Aid: A gesture of humanity which makes the difference".
- The Sierra Leone Red Cross trained 20 Lassa fever volunteers who assisted in carrying out community sensitisation campaigns in Largo refugee camp, Panguma, Tongo field and Kenema town.
- The national society organized quarterly mobilisation campaigns on malaria prevention and control, use of ITN in all the programme communities.

### Impact

- The Sierra Leone Red Cross reached 113,045 people with health talks in the communities.
- In the clinics, it reached 126,200 people with health talks.
- There is an improved community health through the volunteer networks' home visitation. A total of 44,150 homes were visited.
- During the cholera outbreak, volunteers visited 4,650 homes and provided 580 victims with oral rehydration solutions (ORS) and 24 referred cases were successfully managed.
- More people received messages on the importance of first aid through the celebration of the World First Aid Day.
- Communities' recognition of Red Cross volunteers as resource persons increased.
- More volunteers have a better understanding of their roles and participated more actively in community meetings.
- Positive behavioural changes and good health practices are now seen in 146 communities.
- In Kono, Bombali and Bo, 850 women and their babies and 415 pregnant women use ITN.
- About 65,343 beneficiaries received the health messages on Lassa fever.

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<sup>1</sup> Sierra Leone Red Cross Society – <http://www.ifrc.org/where/country/check.asp?countryid=152>

## **Sierra Leone; Annual Appeal no. 01.26/2004; Annual Report**

### **Constraints**

- Transportation problems for the branch health officers in Port Loko and Kenema.
- Difficulty in supervising and coordinating community activities due to the large coverage areas.
- Increasing demand from the beneficiaries.

### **Improved and quality primary health care services provided for the most vulnerable in Sierra Leone Red Cross branches by end of 2004.**

In April, the programme reactivated three maternal child health (MCH) clinics in collaboration with the Federation. The Netherlands Red Cross supports two of the total 12 clinics: Western Area 1, Bo 1, Kenema 2, Bonthe 2, (one on the main land - Mattru and one on the Island), Moyamba 1, Kono 1, Tonkolili 1, Bombali 1, Port Loko (Lungi) 1, and Kambia 1.

Bonthe conducts weekly mobile clinic services to villages along the river using a boat. A total of 130,367 beneficiaries were served:

- 62,942 children under-five,
- 19,216 pregnant women,
- 5,195 lactating women, and
- 38,014 children over-five and adults.

Reproductive health services including family planning were intensified: 5,195 women were counselled, of which 649 accepted family planning methods

### **Immunization**

During the routine clinic immunization sessions, 31,250 children were immunized against tuberculosis (TB), tetanus, diphtheria, whooping cough, poliomyelitis, measles and yellow fever. Vitamin A supplement was also given.

In addition, to break the transmission of the wild poliovirus in Sierra Leone, the national society joined the MOH and other partners in October and November to sensitise the communities. Consequently, 643,275 children were immunized in the Sierra Leone Red Cross operational areas and 334,792 received the vitamin A supplement.

### **Impact**

- Through mothers clubs' health education talks in the clinics and community sensitization, more children were brought to the clinics for immunization and growth monitoring.
- The incidence of vaccine preventable diseases was reduced greatly in the communities.
- The growing number of beneficiaries is an indication of quality service and confidence by the communities in the Red Cross clinic staff.
- There were more healthy babies attending the clinics than sick babies mainly for immunization and growth monitoring.
- The relationship between the Sierra Leone Red Cross clinics, the district health management teams and other partners continued to improve. Referred cases were properly managed in the hospitals.
- All the communities with backyard gardens improved on food security in their homes as seen in the reduced cost of local foodstuff that are grown in the communities.

### **Safe drinking water and sanitary latrines are available and in use in 58 Sierra Leone Red Cross operational areas by end of 2004.**

In collaboration with MOH, MSF family and other partners, the Sierra Leone Red Cross trained volunteers trained to chlorinate wells during the cholera outbreak in the country in August. Thus, 2,109 wells were chlorinated weekly, especially in the slums in Freetown.

## Sierra Leone; Annual Appeal no. 01.26/2004; Annual Report

The national society reproduced and distributed 3,000 handbills on cholera sensitization with emphasis on keeping food and water clean as well as maintaining personal hygiene. Weekly radio discussion programmes were intensified using the mass media to reach a wider audience.

Under the community reintegration and development programme, 12 communities were prepared for the construction of 75 ventilated improved pit (VIP) latrines and rehabilitation of 12 traditional wells to improve on human waste disposal and provide safe drinking water.

### Impact

- The cholera outbreak was quickly contained and controlled throughout the branches.
- About 2,109 wells were chlorinated.
- Sanitation and community understanding of well chlorination and hygiene is improved.
- Water related and water-borne diseases are reduced as 88 communities in the Sierra Leone Red Cross operational areas have more access to safe drinking water and sanitary latrines.

### Constraints

- Shortage of chlorine in the country for well chlorination.
- Difficulties in getting safe and clean water to enhance sanitation in the Kambia clinic, especially during the dry season.

### Collaboration and coordination with Ministry of Health, UN Agencies, NGOs and International NGOs.

- **DOTS (directly-observed short course)** - In collaboration with the TB and Leprosy programme and the district health management teams, 200 volunteers in Port Loko, Kambia, Tonkolili and Kailahun participated in the DOTS for the prevention, control and cure of TB.
- **NID (national immunization day)**- The Sierra Leone Red Cross collaborated with MOH and partners, to successfully plan and organize the NID. Volunteers were attached to teams for the centres and house-to-house visits.
- **UNICEF support** - In collaboration with UNICEF and MOH, the national society signed an agreement in June for a community project from 1 June 2004 – 31 May 2005 to increase coverage/utilization of appropriate health interventions for pregnant women and under-fives. In July, the programme started in five chiefdoms in Bombali district and six chiefdoms in Kono district with UNICEF-supported child survival activities to reduce morbidity and mortality rates of the most vulnerable. Fifty four women groups were formed around 18 peripheral health units with 1,080 members for community sensitization on health, nutrition and community growth weighing.
- **WHO, Technical Support** - The Coordinator attended a two-day intentional meeting on Lassa Fever control within the Mano River Union zone including Sierra Leone, Guinea and Liberia.
- **Liberian Internees** - In collaboration with ICRC and the government's National Commission for Social Action (NaCSA), the Port Loko and Tonkolili branches provided basic paramedical services for 330 and 95 Liberian Internees in the Mape and Mafanta facilities respectively. The ICRC provided medication while the NaCSA provided the funds. The three-month contract started in December 2003 and completed in March 2004. Another 12-month Agreement which started in June has been made with the Government and European Union through NaCSA to provide paramedical services for 425 Liberian internees in the same facilities
- **Liberian Refugees** - In collaboration with UNHCR, the Bo and Western Area branches continued to provide health care services for Liberian refugees in the camps, urban caseloads and their host communities.
- **Global Fund for the Fight against AIDS, Tuberculosis and Malaria (GFATM)** -The programme involves the scaling up of malaria control activities in the Sierra Leone Red Cross operational areas in collaboration with GFATM. These activities include community sensitization, trainings, distribution of ITN, case management and intermittent presumptive treatment for pregnant women.

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- **CRDP (community reintegration development project)** - Through a bilateral donor support from the Netherlands, the programme is actively involved in CRDP in 12 communities in Kono, Tonkolili and Bombali. The two clinics in Kono and Tonkolili were refurbished, reactivated and provide quality health care services to women and under fives in their areas.
- **Togolese Red Cross exchange** – The Sierra Leone Red Cross coordinator visited the Togolese Red Cross to learn about the former's handing-over of its clinics to their own Ministry of Health. This allowed that national society to scale down on clinics and to upgrade social mobilization through volunteer networks.

### **Expected Result 2: STI/HIVAIDS prevalence rate is stabilized, stigma and discrimination is reduced and support to people infected and affected by HIV/AIDS is provided in Sierra Leone Red Cross targeted communities.**

The Sierra Leone Red Cross capacity to create awareness on STI and HIV/AIDS have been increased with more volunteer groups advocating on HIV/AIDS prevention anti-discrimination and stigma through drama performances, peer education, condom distribution and media messages in Bo, Kenema, Bombali, Kono, Mile and Freetown.

#### **Achievements**

- Social mobilisation activities intensified to ensure reaching the rural communities with information on STI/HIV/AIDS to effect positive behavioural changes and prevent infection, as well as reduce stigma and discrimination towards people living with HIV/AIDS (PLWHA).
- Social mobilisation was carried out using different techniques such as drama performances, peer education, condom distribution and house to house visitation.
- The Sierra Leone Red Cross organized trainings to build the communities' capacity to disseminate standard and accurate information on STI/HIV/AIDS-related issues to enhance the community members' knowledge and reduce stigma and discrimination among PLWHA and their families.
- The national society trained 220 adult male peer educators, including teachers, religious leaders, community leaders, farmers and bar owners on STI/HIV/AIDS in the operational branches
- During the fourth quarter, 300 Community Resource Persons received training on STI/HIV/AIDS related issues in the 10 operational branches.
- In Pujehun district, 100 youth peer educators comprising 50 in-school youths and 50 out of school youths were trained on STI/HIV/AIDS in May and June.
- Condom use is promoted through social marketing in collaboration with CARE International. In the third quarter, sales dropped due to parallel free condoms distributed by the Health and Sanitation Ministry.
- Fifty home care kits were prepared and distributed to PLWHA and dry ration food was provided by the WFP.
- The Ministry of Health and Sanitation supplied each PLWHA with Insecticide Treated bed nets as part of the malaria control programme.
- Three PLWHA received plastic sheeting for their houses from the Sierra Leone Red Cross. Free anti-retroviral therapy is now available for 200 PLWHA from the National AIDS Secretariat.
- The Sierra Leone Red Cross conducted three baseline and one monitoring survey on STI/HIV/AIDS in Port Loko, Bonthe and Kambia branches. IN- and out-of-school youth were the target population; the sample size was 100 youth from each branch.

#### **Impact**

- The social mobilisation activities have increased beneficiaries' knowledge on issues related to HIV/AIDS/STI.
- They have also effected positive behavioural changes among different target groups and increased the number of people using condom and going for voluntary confidential counselling and testing.
- The trained volunteers' sensitisation activities increase knowledge of HIV/AIDS/STI and enhance positive behavioural changes.
- The sexually transmitted infection and stigma towards PLWHA is reduced.
- More people have accepted the existence of AIDS and use condoms.
- The improved support and care to PLWHA increase the number of beneficiaries reached and the quality of their lives.

## Sierra Leone; Annual Appeal no. 01.26/2004; Annual Report

- More family members provide home-based care for PLWHA.
- These surveys provided valuable information on project activities' implementation and their national impact.
- The project strengthened the Sierra Leone Red Cross' collaboration with Plan-Sierra Leone resulting in the signing of an MOU and a contract agreement on the HIV/AIDS activities' implementation in two chiefdoms in the Bombali district.

**Table 1: Health talks in and out of school, 2004**

<b>BRANCHES/GROUPS</b>	<b>IN SCHOOL</b>	<b>OUT OF SCHOOL</b>	<b>TOTAL</b>
Bo	16,201	31,333	47,534
Bombali	18,702	32,428	51,130
Bonthe	7,728	11,721	19,449
Kambia	17,202	27,227	44,429
Kenema	22,484	44,682	67,166
Kono	9,783	30,101	39,884
Lungu	10,828	21,200	32,028
Mattru	7,828	12,606	20,434
Moyamba	222	695	917
Tonkolili	8,664	17,281	25,945
Western Area	17,605	22,251	39,856
<b>Total</b>	<b>137,247</b>	<b>251,525</b>	<b>388,772</b>
<b>Percent of total</b>	<b>35.3</b>	<b>64.7</b>	<b>100.0</b>

### **Constraints**

Late funding of activities.

### **Expected Result 3: Promotion of voluntary, non-remunerated blood donations in five Sierra Leone Red Cross branches is intensified.**

No progress was made on this expected result.

### **Disaster Management**

**Goal: The Sierra Leone Red Cross and its operational communities' capacities are strengthened and poverty is reduced through effective community-basic programmes in the four core areas of Strategy 2010.**

**Objective: The effect of disasters in Sierra Leone are mitigated through the intervention of Sierra Leone Red Cross Society.**

**Expected Result 1: The capacity of the Sierra Leone Red Cross to provide timely and effective response to disaster victims has been strengthened.**

**Expected Result 2: The impact of disasters and related vulnerabilities on Sierra Leonean are reduced.**

**Expected Result 3: Community collaboration and partnership with government, other agencies and the Movement are strengthened.**

## **Sierra Leone; Annual Appeal no. 01.26/2004; Annual Report**

### **Achievements**

- The national society conducted a four-day first aid emergency preparedness (FAEP) training for 15 staff members drawn from Kenema and Freetown Delegations, including tracing staff and drivers.
- In collaboration with the ICRC, 100 Sierra Leone Red Cross volunteers of the Koinadugu branch, Pujehun and Zimmi Town Groups received three FAEP trainings.
- The DM Coordinator attended a three-day Sports Medicine Course organized by the National Olympic Committee at the National Stadium Hostels-Atlantic Hall in Freetown.
- Twelve participants including two external resource persons from the Ministry of Health Curriculum Development and five resource persons from the Sierra Leone Red Cross headquarters participated in a three-day curriculum development workshop in Freetown.
- The Sierra Leone Red Cross DM Coordinator attended a regional disaster management planning workshop held in Côte d'Ivoire (28 June to 2 July 2004).
- Thirty three participants from the branches and headquarters attended the two ToT workshops on Disaster Management held in August and November at the National Stadium in Freetown.
- The programme replenished 11 Sierra Leone Red Cross vehicles with first aid materials including dressing kits, aprons and flags after a one-hour briefing session with the drivers of the respective vehicles on the proper management of the kits.
- The ICRC Freetown Delegation provided funds for the procurement of emergency first aid materials to replenish stocks in seven Sierra Leone Red Cross first aid posts: Mile 91, Moyamba, Gbangbatoke, Mattru, Bo, Kenema, and Kabala.
- Thirty persons from the Bombali, Tonkolili and Kono branches participated in a 10-day planning workshop which included a vulnerability and capacity assessment (VCA). The programme was organized with support from headquarters, Federation and the Netherlands Red Cross.
- The Western Area Branch Action Teams continued the weekly standby activity at the Lumley Beach first aid post on weekends and public holidays. For this period, 192 casualties were reached and provided with first aid services for injuries sustained during football games, water sports and motor vehicle accidents.
- The national society has established the basis for strengthening its DM capacities both at national and branch levels. The national society formed a DM committee at its headquarters; the committee aims at creating an appropriate forum for programmes heads to discuss issues related to the society's role and responsibilities in DM and develop strategies.
- The Sierra Leone Red Cross held regular TPCG meetings on DM. Representatives from the Federation, ICRC, and core DM programme staff attended. The essence of the meetings was to share vital information to members of the movement and discuss technical issues.
- The World Disasters Report 2004 was launched 28 October 2004 in Freetown and a well-established working group/task force is operational with expertise in all aspects of disaster management. Weekly meetings have been held to deliberate on activities geared towards the realization of the National DM Plan and National DM Committee.

### **Impact**

- The Sierra Leone Red Cross DM programme is well represented and active in the national coordinating body for the development of a DM Plan and policy for Sierra Leone.
- The national society has an existing DM committee formed at headquarters with clearly defined terms of reference (ToR) and policy recognised by governance and management staff which reflects its vision and capacity.
- The projects implemented in the Bombali, Tonkolili and Kono districts reflect community needs through the VCA carried out in these areas.
- The Sierra Leone Red Cross staff understand disaster preparedness better, and produce regular progress reports on its activities and achievements.
- The public recognition of the national society is enhanced.
- The presence of the Sierra Leone Red Cross in the National DM Working Group has raised the Secretariat profile in the field of disaster risk assessment.

### **Constraints**

- The Sierra Leone Red Cross DM programme has a limited number of trained staff and volunteers in all key aspects of disaster management due to uncontrolled movement of personnel in and out of the country.
- It has a weak representation and participation of women volunteers.
- It has very limited, pre-positioned emergency stocks of non-food items in its regional branches, and there is no appropriate replenishment plan.
- Lack of DM contact persons in the branches who will be responsible for proper implementation of activities and liaise with headquarters as part of the national network of DM action teams.

### **Humanitarian Values**

**Goal: The Sierra Leone Red Cross and its operational communities' capacities are strengthened and poverty is reduced through effective community-based programmes in the four core areas of Strategy 2010.**

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

**Project: Community Animation and Peace Support (CAPS)**

**Expected Result 1: War torn communities' capacities are strengthened for poverty reduction and post-war reconstruction and development.**

There are 48 communities in Bo, Moyamba and Kono districts served through the CAPS project.

### **Achievements**

- Sporting activities were done in operational communities in the Bo and Moyamba Districts. These activities brought together the community and created forums for reconciliation.
- The Community Peace and Consolidation Committees (CPCC) continued successful mediation in family conflicts. The meetings, which had 90% participation, reflected on conflict transformation tools as used in the communities.
- The CPCC and the animator facilitated the reintegration of process an ex-RUF combatant was reintegrated into the Yonnie community.
- Animators and CPCC members held focus group discussions in six communities in the Moyamba District, on gender-based violence and reconciliation of ex-combatants.
- The Sierra Leone Red Cross supported 102 work groups with 220 bushels of IVS (Inland Valley Swamp) rice seed, 300 bushels of groundnut and 500 kg of corn. The national society also distributed Farm tools: 423 pieces of swamp hoes and 561 pieces of curved cutlasses.
- The Sierra Leone Red Cross started a piggery in Fallu community, Bo District. A group of 20 community beneficiaries (mostly ex-combatants) were involved in the piggery project. It is expected that the piggery will raise income that will contribute to the sustainable resettlement and reintegration of ex-combatants in the community.
- The national society started sensitisation meetings on government planned countrywide Housing and population census in December 2004. Participants at these meetings included women, men, the aged, and youths.
- Radio listening continued to be encouraged which enhanced awareness on topical social and political issues. HIV/AIDS sensitization programmes were frequent on local radios. Animators held follow up sensitisation meetings on HIV/AIDS to clarify issues and address concerns. The young and sexually active request free condoms and ways are been sought to assist.
- The Sierra Leone Red Cross formed peace clubs in primary schools in 10 communities. Tolerance, respect for human rights, gender and children issues was promoted.
- Community drama groups performed skits on several themes including early marriages for the girls, child labour, reconciliation and unity in diversity.
- § The national society distributed community kits (shovels, wheelbarrows, head pans and pickaxes) in operational communities in Bo and Moyamba Districts and used in cleaning and rehabilitation work.

## **Sierra Leone; Annual Appeal no. 01.26/2004; Annual Report**

- § The Sierra Leone Red Cross protected 10 wells and constructed 33 latrines in 10 communities (5 in Bo and 5 in Moyamba District).
- The British Red Cross sponsored a three-month conflict transformation training course at in the UK. A leader in the Moyamba District participated in the course.
  - A team of journalists from the Spanish Red Cross visited one CAPS Community, Ngeyehun in the Bo District to profile CAPS activities.
  - The Secretary General, the Communications Director and a journalist from the Icelandic Red Cross visited one CAPS community in the Bo district.
  - The Sierra Leone Red Cross Vice President, the Secretary General, and the Social Welfare Coordinator, participated in a week's course on Policy and Practice Strengthening in the UK. The British Red Cross sponsored their participation.
  - The social welfare coordinator and the British Red Cross desk officer for west and central Africa co-facilitated a better programming initiative (BPI) workshop for the Nigerian Red Cross.
  - The social welfare coordinator participated in an expert meeting on promoting respect for diversity and fighting discrimination and intolerance. The Federation and the ICRC jointly organized the meeting, held in Geneva.

### **Impact**

- Project activities continued to build capacity and to strengthen community resolve for peace, stability and sustainable growth.

### **Project: Child advocacy and Rehabilitation (CAR)**

**Expected Result 2: War affected children are rehabilitated and reintegrated into child friendly communities.**

#### **Achievements**

**The process of de-traumatizing war affected children, fostering participation in healthy peer youth relationship is enhanced and child and human rights are promoted and advocated for in communities.**

- Four hundred and fifty children were enrolled at four centres during the period - Waterloo, Kambia, Port Loko and Kabala. 300 graduated from Kambia and Waterloo. 150 will graduate from Port Loko in February 2005.
- Staff and their allocated beneficiaries completed eight months of bi-weekly counselling sessions which helped the children overcome the effects of the trauma.
- Activists paid regular visits to the homes of beneficiaries to observe and dialogue with parents/guardians on ways of helping their children. Parents/guardians were appreciative and cooperative with the staff.
- The Sierra Leone Red Cross held community / staff association (CSA) meetings at all the centres which provided a forum for the discussion of issues pertaining to the children.
- The centres engaged the children in regular indoor and outdoor games with the goal of developing confidence, assertiveness, game spirit and inclusion.
- The national society organized a female inter-centre football competition in which all the centres participated.
- The centres organized weekly drama and dance sessions, involving all the children at the centre with the objective of reducing trauma and stress as well as affording the children the right to participate.
- The centres organized films twice weekly for the beneficiaries. These films featured HIV/AIDS, Red Cross activities, child welfare, peace building and the special courts; they were very entertaining and educational.

**Self-reliant and development capacity of registered children at the centre is increased as well as the income generation and development capacity of their communities.**

- A total of 55% registered into the programme never went to school. After nine months of literacy programme, they were able to identify numbers and 60% of them started reading and writing.
- Children aged 10-13 years were enrolled in various primary schools in the project communities.

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- Livestock restocking was supported in 10 communities. Cashew nuts and cassava cultivation was also supported in those communities.
- A part-time nurse conducted weekly sessions on STI/HIV/AIDS prevention, reproductive health, family life education, health and hygiene. These sessions increased the beneficiaries' awareness and knowledge on sexual behaviour and care for babies of the Child mothers.
- The sexually active children received condoms from the ICRC.
- At least 65% of the beneficiaries were able to name the Movement's components, roles and mandate.
- Regular follow-up on past beneficiaries was done:
  - 80% of beneficiaries are practicing their skills in the communities.
  - All of the past beneficiaries visited have their start up kits intact.
  - Some have even added to the tools and materials in the start up kits received.

### **The capacity of Sierra Leone Red Cross to address the needs of war-affected children and their communities is increased and profiling of capacity is enhanced.**

- The Social Welfare Coordinator facilitated two sets of CAR planning and review workshops. The first set was with all the centres' supervisory staff. The beneficiaries in turn coached the rest of the staff on the reviewed project tools, strategies and standards.
- A delegation from the Liberian Red Cross, comprising the Secretary General, the Vice President, Youth Director and the Federation's Social Welfare delegate made a study visit to the project. They visited Port Loko and Kambia centres. Their overall assessment was good and they expressed the desire to replicate the project in Liberia.
- The West African Representative in the Federation at Geneva, visited Port Loko centre and expressed satisfaction with the project design and implementation.
- A team of Spanish journalists visited the Port Loko Centre and filmed activities and interviewed some beneficiaries.
- The Secretary General, Communications Director and a journalist from the Icelandic Red Cross visited two centres: Waterloo and Port Loko and did promotional video. The Icelandic Red Cross, which was making the first visit to the national society, was impressed with the Project and it is hoped the visit will be translated into a strong relationship between the Sierra Leone Red Cross and Icelandic Red Cross.
- Construction of the Waterloo centre building started with funds provided by the Danish Red Cross. Waterloo was the only centre without an owned building.
- The CAR project supervisor in Port Loko attended a Federation-organized gender training course in the UK.
- A team of UEFA<sup>2</sup> referees, in collaboration with the ICRC visited the Waterloo Centre on a campaign to protect children in war.
- The CAR Project Supervisor in Port Loko and one past beneficiary went on a Spanish Red Cross-sponsored mission to Spain to launch a book on the war experience of the centres' beneficiaries.

### **Impact**

- The lives of young children that went through the centres were positively transformed as they gained life-long skills and coping mechanisms in the face of stressful events.
- The centres created mass awareness was on child protection issues and ways to support war-affected children's reintegration in project communities.

### **Coordination**

- Collaboration and networking was done with other agencies, including WFP, UNAMSIL, Right to Play and Save the Children - UK

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<sup>2</sup> Union of European Football Association

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### Project: Job aid For War Amputees (JAWA)

**Expected Result 3: The capacity for 300 war-affected amputees in 8 of 11 Sierra Leone Red Cross branches to be self-reliant is improved.**

#### Achievement:

- Skills training continued only in Bo, Pujehun and Kono.
- The Sierra Leone Red Cross started a countrywide assessment of amputee situation to provide working figures in reprogramming. The focus for the future is expected to target children of amputees as well.
- The national society organized amputees' counselling in all operational areas and followed up on amputees in jobs were to ascertain progress and discuss any problems they might be facing. Many appreciated staff and volunteers for the caring and expressed their delight
- The Sierra Leone Red Cross advocated for the employment of amputees. Agencies contacted included Horse Import and Export (Kissy Dock Yard) and Diesel Manufacturing Company (Rokel), Pentagon Security Agency, Gray Security Agency. Only three jobs were secured.

#### Impact

- Past beneficiaries trained in skills were engaged in their skills and living independent lives.
- The JAWA project is known and more amputees approached staff and volunteers to benefit from it.
- The Sierra Leone Red Cross made a public appeal for funding which yielded an income of 5,000,000 Leones.
- The Icelandic and Spanish Red Cross filming and interviews of past beneficiaries is hoped to inspire partner/donor support.

**Table 2: JAWA project assistance, 2004**

LOCATION	JOB PLACEMENT	SKILLS TRAINING	ANIMAL HUSBANDRY	TOTAL
FREETOWN	3	-	-	3
BO	-	10	-	10
KENEMA	-	-	-	-
MAKENI	-	-	-	-
BUMBUNA	-	-	10	10
PUJEHUN	-	10	-	10
KONO	-	10	-	10
TOTAL	3	30	10	43

#### Constraints

- The JAWA project continued to face funding problems and 90% of the planned activities were not implemented.

#### Coordination

- Collaboration and networking was made with other agencies including Norwegian Refugee Council, Cause Canada, and Handicap International.

## **Organizational Development and Volunteer Management**

**Goal: The Sierra Leone Red Cross and its operational communities' capacities are strengthened and poverty is reduced through effective community-based programmes in the four core areas of Strategy 2010.**

**Objective: The capacity of the national society to deliver sustainable and effective programmes that support the most vulnerable population is increased.**

**Expected Result 1: Standardized human resource policies and procedures are instituted. The Sierra Leone Red Cross trained, qualified and committed staff and volunteers are motivated and quality service to the beneficiaries is provided.**

### **Achievements**

- The conditions of service of staff were improved towards the end of the year.
- A revised staff manual is made to include policies and procedures that adhere to Sierra Leone Labour Laws.
- The 11 branches and groups in Kailahun and Pujehun recruited a combined total of 4,092 volunteers in 2004.
- Trained and qualified clinic staff was employed for the Bombali, Kambia and Moyamba clinics.
- The management and governance of Sierra Leone Red Cross approved a new staff structure. Several new positions were developed and other jobs redesigned – some of the positions have been filled.

**Expected Result 2: Diverse fundraising strategies are implemented to maximize the partnership and revenue base, including international support as well as local initiatives and the programmes are sustained.**

### **Achievements**

- The Bo, Kenema, Bonthe, Kambia, Moyamba, Port Loko, Kono and Pujehun Branches and Red Cross Groups raised a total of Le. 16, 848,500; an equivalent of approximately CHF 6, 300 through local fundraising.
- The British Red Cross sent a consultant to assess the fundraising capacity of the Sierra Leone Red Cross.
- The Sierra Leone Red Cross capacity to profile its work and maintain linkages with current and potential donors is strengthened. Most programmes profiled their activities in the Sierra Leone Red Cross Newsletter.
- An MOU coordination mechanism is implemented and many PNS have signed the MOU.
- Quality proposals were submitted to the German Red Cross, Danish Red Cross, European Union and others.
- The Sierra Leone Red Cross guidelines and policies for partnership development are developed and implemented and a memorandum of understanding/Cooperation agreement was signed with partners.
- The partnership with GFATM continued with the Sierra Leone Red Cross as principal recipient in the country. This partnership was developed through the country coordinating mechanism and the Sierra Leone Red Cross was chosen among many other agencies.
- The national society also has partnership with UNICEF, UNHCR, and PLAN Sierra Leone.

### **Impact:**

- The Sierra Leone Red Cross' success in fundraising activities not only enhanced its coordination capacity but strengthened its partnerships.

### **Constraints:**

- Inadequate funding had a significant impact on the ability of the Sierra Leone Red Cross to implement activities. Reduced operational budgets were prepared in order to get operational budgets approved by Geneva Secretariat.
- Many community activities had to be postponed because of insufficient funds
- Payment of monthly membership dues was very difficult for a majority of members due to unemployment and high cost of living
- Lack of training in fundraising and related strategies.

**Table 4: Funds raised by national society branches / groups, in Sierra Leone Leones (SLL)**

Branches/ Group	Membership/ enrolment and monthly due	Clinic users fees	Others	Total SLL
Bo	263,000	3,224,500	4,624,000	<b>8,111,500</b>
Kenema	126,000	4,773,000	328,000	<b>5,227,000</b>
Moyamba	34,000	829,000	-	<b>863,000</b>
Pujehun Group	70,000	-	190,000	<b>260,000</b>
Bonthe	62,000	516,500	43,500	<b>622,000</b>
Port Loko	54,000	669,500	339,500	<b>1,063,000</b>
Kambia	30,000	592,000	-	<b>622,000</b>
Kono	-	-	80,000	<b>80,000</b>
<b>Totals SLL</b>	<b>639,000</b>	<b>10,604,500</b>	<b>5,605,000</b>	<b>16,848,500</b>
<b>Exchange rates: SLL 2,500 = CHF 1</b>		<b>Equivalent CHF</b>		<b>6,740</b>

**Expected Result 3: Core Sierra Leone Red Cross programmed activities are delivered in existing and future branches that are strengthened by an effective and strong volunteer/membership base throughout the country.**

#### **Achievements**

- The Sierra Leone Red Cross forms four new RC groups in the Pujehun and Kailahun district respectively.
- Construction work was completed on the Pujehun and Kailahun branches with the support of the ICRC. The Bonthe building was also completed with funds given through CBHP, as it is intended to serve as a clinic and branch office.
- The branches continued with membership recruitment drive. Visits were made to schools, communities, institution etc. Over 1000 people were sensitized on the ideals, principles and activities of the Movement.

**Table 3: Membership statistics – 2004**

Branch or group	Adult Male	Adult Female	Youth Male	Youth Female	Total
Kenema	339	296	69	102	806
Kono	73	192	150	205	620
Kailahun group	154	122	188	89	553
Bo	22	28	12	27	89
Moyamba	-	-	2	-	2
Pujehun group	16	11	29	23	79
Bonthe	27	21	32	31	111
Koinadugu	47	65	50	20	182
Kambia	-	-	-	-	227
Port Loko	-	-	-	-	503
Western Area	-	-	-	-	920

#### **Impact**

Community awareness of the Movement's ideals, principles and activities was raised. Acceptance of the society's activities, the willingness to become members and the formation of clubs and groups increased.

- Improved ways of running branch activities were adopted by staff and volunteers.
- The various logistics provided by UNHCR for the Bo and Western Area Branches is a capacity building venture to enable them to deliver services to beneficiaries on a timely manner
- The overboard engine provided for the Bonthe branch will facilitate movement of the mobile team to provide services to the communities

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### Constraints

- The constant breakdown of the motorbikes for the Kenema, Port Loko and Kenema field officers due to the age of the motorbikes and bad roads.
- Initial difficulty in getting the co-operation of parents and husbands to allow their dependants to join society.

**Expected Result 4: The national society's unique role as auxiliary to government is effectively fulfilled and it is ensured that every level of government is knowledgeable about the Red Cross principles and its work and the responsibilities of government are followed.**

### Achievements

- Dissemination sessions were held for various target groups, including government officials in the 13 operational districts.
- Key officials in government line ministries understand the auxiliary status of Sierra Leone Red Cross.
- All the programmes implemented in the areas of Health and Care, Disaster management, Promotion of the Fundamental Principles and IHL are complementary to government's strategies of improving the lives of the people of Sierra Leone and spreading knowledge about the ideals and principles of the RC/RC Movement.

### Coordination

- There was general co-ordination and information sharing among staff of the various branches. They attended monthly sectorial and inter agency meetings with NaCSA, UNAMSIL, UNHCR and other agencies.

**Expected Result 5: Timely, informative and quality results-based planning, implementing, monitoring and reporting are improved and the needs of the most vulnerable are met and capacities are strengthened.**

No progress on this result is reported at this time.

**Expected Result 6: The administrative, financial, logistical and management systems that enhance coordination, efficiency, accountability, monitoring and communication are improved.**

### Achievements

- The existing manual on financial management system was improved with an on-the-job consultant from PCL International and the accounting procedures manual was revised and manual systems redesigned.
- The manual was produced and given to the Federation, governance members and staff for input and feedback. The final version was put in use later in the year.
- The finance personnel were given on-the-job training through the PCL consultant who worked daily in the office with the staff for four months.
- Coordinators and Managers from headquarters attended a financial management course at IPAM in March
- The finance personnel, management, coordinators and staff who have input or authorities over budgets were given basic computer skills training to facilitate their ability to work in a computerized environment.
- Available software packages that can be adapted for use were bought and installed at the society's headquarters. .

### Impact

- The various logistics provided by UNHCR was a capacity building venture for the Bo and Western Area Branches. This will enable them to deliver services to the beneficiaries on a timely manner.
- The outboard engine donated to the Bonthe branch will facilitate movement of the mobile clinic to provide services to their communities.

[Final financial report below; click here to return to title page and contact information.](#)

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA026
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
Budget (A)	1'654'354	364'442	1'717'289	497'515		4'233'599
Opening Balance (B)	117'753	-13'386	252'467	-11'710		345'123
<b>Income</b>						
Cash contributions						
British Red Cross	457'094		228'408	8'656		694'157
Canadian Red Cross Society	2'652	663	163'073			166'388
Finnish Red Cross		308'900				308'900
Netherlands Red Cross		45'413		300'217		345'630
Swedish Red Cross	129'382		379'118	84'750		593'250
Swiss Red Cross		67'500	109'018			176'518
Cash contributions (C1)	589'127	422'476	879'617	393'623		2'284'844
Inkind Goods & Transport						
Netherlands Red Cross				85'800		85'800
Swedish Red Cross				46'736		46'736
Inkind Goods & Transport (C3)				132'536		132'536
Inkind Personnel						
Canadian Red Cross Society	40'800	10'200	51'000			102'000
Inkind Personnel (C4)	40'800	10'200	51'000			102'000
Other Income						
Bank Interest-Current Acc-Fed	17			38		54
Miscellaneous Income				5'641		5'641
Other Income (C5)	17			5'679		5'696
Total Income (C) = SUM(C1..C5)	629'944	432'676	930'617	531'838		2'525'075
Total Funding (B + C)	747'697	419'290	1'183'084	520'128		2'870'198

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	117'753	-13'386	252'467	-11'710		345'123
Income (C)	629'944	432'676	930'617	531'838		2'525'075
Expenditure (D)	-729'353	-436'321	-1'207'718	-570'930		-2'944'322
Closing Balance (B + C + D)	18'344	-17'031	-24'634	-50'803		-74'124

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA026
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	
<b>BUDGET (C)</b>		1'654'354	364'442	1'717'289	497'515		4'233'599	
<b>Supplies</b>								
Shelter	37'331		17'764				17'764	19'567
Construction		12'257		96'014	-159		108'113	-108'113
Clothing & textiles	37'933		52'447	15'633	29'594		97'673	-59'740
Food	191'026			25'493			25'493	165'533
Seeds,Plants	28'000			21'808			21'808	6'192
Water & Sanitation	194'187				207		207	193'980
Medical & First Aid	136'821	80'241	3'911		8'025		92'177	44'644
Teaching Materials	384'617		4'068	251'685	470		256'223	128'394
Utensils & Tools	75'333		11'532		50'034		61'567	13'766
Other Supplies & Services	8'524		3'305	5'211			8'516	8
<b>Total Supplies</b>	<b>1'093'772</b>	<b>92'498</b>	<b>93'028</b>	<b>415'843</b>	<b>88'171</b>		<b>689'540</b>	<b>404'232</b>
<b>Land, vehicles &amp; equipment</b>								
Land & Buildings	40'000							40'000
Vehicles	28'433	9'110	42'422	612	74'398		126'541	-98'108
Computers & Telecom	62'768	1'123	27'172	5'781	113'709		147'785	-85'017
Office/Household Furniture & Eq		7'637		26'103	2'250		35'991	-35'991
<b>Total Land, vehicles &amp; equipme</b>	<b>131'201</b>	<b>17'870</b>	<b>69'595</b>	<b>32'496</b>	<b>190'357</b>		<b>310'317</b>	<b>-179'116</b>
<b>Transport &amp; Storage</b>								
Storage	26'766	3'931	12'600	634	512		17'677	9'089
Distribution & Monitoring		7'741	4'624	8'645	30'517		51'527	-51'527
Transport & Vehicle Costs	296'066	100'017	14'842	117'770	19'481		252'110	43'956
<b>Total Transport &amp; Storage</b>	<b>322'832</b>	<b>111'689</b>	<b>32'066</b>	<b>127'049</b>	<b>50'510</b>		<b>321'314</b>	<b>1'518</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	347'523	-716	60'984	59'245			119'513	228'010
Delegate Benefits		68'211	50'317	140'500	2'612		261'639	-261'639
Regionally Deployed Staff	1'059'825			7'320			7'320	1'052'505
National & National Society Stal		207'513	18'264	121'838	84'562		432'177	-432'177
Consultants	13'050				6'750		6'750	6'300
<b>Total Personnel Expenditures</b>	<b>1'420'398</b>	<b>275'007</b>	<b>129'566</b>	<b>328'903</b>	<b>93'924</b>		<b>827'400</b>	<b>592'997</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	459'241	39'795	29'633	67'233	41'264		177'924	281'317
<b>Total Workshops &amp; Training</b>	<b>459'241</b>	<b>39'795</b>	<b>29'633</b>	<b>67'233</b>	<b>41'264</b>		<b>177'924</b>	<b>281'317</b>
<b>General Expenditure</b>								
Travel	89'365	26'352	3'133	14'496	15'874		59'855	29'510
Information & Public Relation	105'464	11'230	2'246	2'206	5'146		20'827	84'637
Office Costs	336'142	36'634	10'913	63'130	20'051		130'728	205'414
Communications		19'243	3'688	28'054	2'118		53'104	-53'104
Professional Fees		1'982	234	15'017	888		18'122	-18'122
Financial Charges		6'460	-247	17'750	-10'572		13'391	-13'391
Other General Expenses		12'393	240	19'999	974		33'606	-33'606
<b>Total General Expenditure</b>	<b>530'971</b>	<b>114'294</b>	<b>20'208</b>	<b>160'653</b>	<b>34'479</b>		<b>329'633</b>	<b>201'338</b>
<b>Program Support</b>								
Program Support	275'184	47'236	28'318	78'286	34'709		188'549	86'635
<b>Total Program Support</b>	<b>275'184</b>	<b>47'236</b>	<b>28'318</b>	<b>78'286</b>	<b>34'709</b>		<b>188'549</b>	<b>86'635</b>
<b>Operational Provisions</b>								
Operational Provisions		30'964	33'908	-2'744	37'516		99'644	-99'644
<b>Total Operational Provisions</b>		<b>30'964</b>	<b>33'908</b>	<b>-2'744</b>	<b>37'516</b>		<b>99'644</b>	<b>-99'644</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>4'233'599</b>	<b>729'353</b>	<b>436'321</b>	<b>1'207'718</b>	<b>570'930</b>		<b>2'944'322</b>	<b>1'289'277</b>
<b>VARIANCE (C - D)</b>		<b>925'001</b>	<b>-71'879</b>	<b>509'571</b>	<b>-73'416</b>		<b>1'289'277</b>	