



SEND SIERRA LEONE 2018 ANNUAL REPORT



TO OUR STAKEHOLDERS

We would like to thank you for choosing SEND as your partner. We're grateful for your support and wish you an inspiring, exciting and fulfilling 2019. This year, we hope to strengthen our bond of trust and partnership further to meet our shared goals of empowering women and men, and promoting good governance and self-reliance in Sierra Leone.

LAST YEAR'S HIGHLIGHTS

Together, we've made significant progress. Here are some of our key results from 2018:

With our projects, we improved the lives of over 144,000 women and men in our target communities in Sierra Leone. We continued to be recognised nationally for helping hard-to-reach communities in need, in the eastern, western and southern provinces of Sierra Leone.

Our country programme continued to expand beyond the eastern and western provinces. With funds from the German Federal Ministry for Economic Cooperation and Development (BMZ) through Welthungerhilfe (WHH), we now implement a nutrition-sensitive water, sanitation and hygiene (wash) project on Sherbro Island, Bonthe district – a success that marks us as one of the first development organisations to maintain a presence there.

We continue to enjoy a high level of trust from local government stakeholders, partners and communities. SEND Sierra Leone is regarded as a collaborative partner in promoting communities' awareness, economic empowerment and capacity-building activities for community development.

Joan Satta Benya, Kenema Women in Governance Network's vice president said: "I was incredibly excited to meet with the SEND staff and work together to promote my community's women and girls. They are very transparent with us." The Kailahun District Council Chairman, at a handing-over ceremony of eight health centres, constructed by SEND with support from UNDP and Christian Aid, said: "SEND Sierra Leone has been doing very well for the development of Kailahun District. The District Council as a body has great respect for the organisation and I hope they will continue in that direction."

Our financial management and control systems remain prudent, effective and compliant with international and national standards, enabling us to use resources effectively. Our expenditure budget increased from Le 8,028,055,000 (USD\$936,000) in 2018 to Le 11,811,102,000 (USD: 1,377,000.00) as we focused on consolidation, capacity-building and the development of policies to strengthen SEND as a reliable NGO.

Our capacity to create programmes to implement donor funds continued to be exemplary, thanks to capacity building support from WHH, Irish Aid and the SABI project. In 2018, we improved our staff's capability with regular training to meet programme requirements. Seven staff members are currently pursuing degree and masters courses at the Institute of Public Administration and Management and the Eastern Polytechnic in Sierra Leone while in full-time employment with us. SEND is the only national NGO promoting such a policy to develop staff capacity.

With our support, 27 women councillors and 4 female MPs were elected in the 2018 elections from the eastern province to represent their people. For the first time, a woman MP was elected in Kono District and a female independent candidate was elected in Kailahun district.

Our work on women's empowerment and participation in politics and governance was also exemplary and was cited in the EU observation mission report for the 2012 and 2018 general elections. We continue to be innovative and a lead promoter of women's participation in decision-making.

We remain accountable to our target communities, stakeholders, donors and government. This year, we have strengthened our accountability with our complaints response mechanism, which enables communities and stakeholders to give us feedback on our work.

For the first time, we have developed a Country Programme Strategic Plan (2019-2023) to guide our work in Sierra Leone over the next five years.

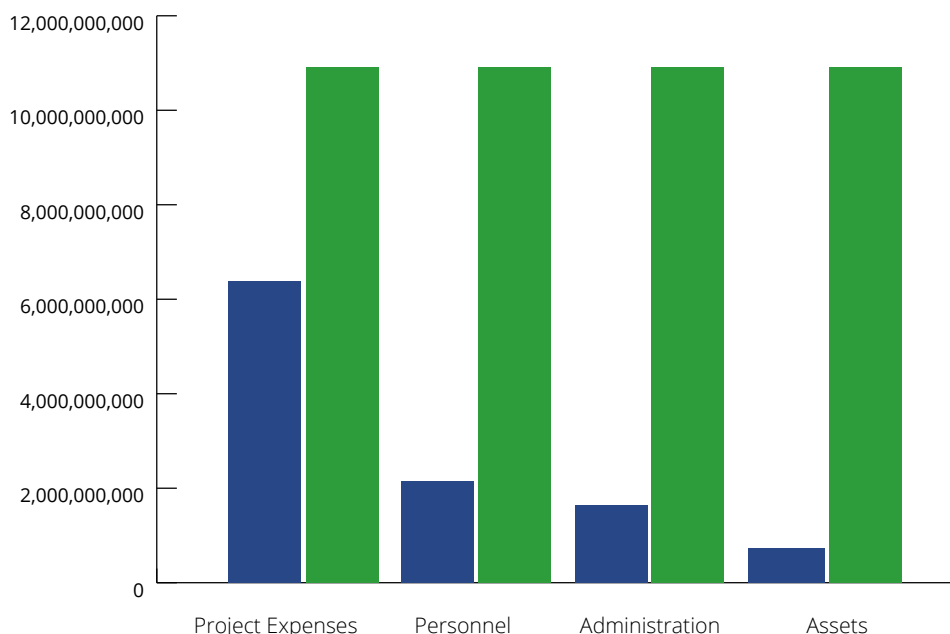
This document focuses on our main thematic areas, including promoting livelihoods and food security; strengthening access to education for girls and other marginalised groups; improving health facilities in difficult-to-reach areas; promoting women’s economic and political empowerment at national and district levels, and establishing a regional programme with other SEND offices in Ghana and Liberia.

We could not have managed any of this without your support. We remain passionate about and committed to reaching people living in poverty, and hope that we can continue working together to ensure that women and men in our communities can thrive and live dignified lives.

FINANCIAL HIGHLIGHTS

In 2018, SEND Sierra Leone retained all of our donors, and gained a new donor, Trocaire.

Our grant income increased from Le 10,730,812,000 (USD\$1,251,000) in 2017 to Le 10,908,291,000 (USD: 1,272,000) in 2018, as we focused more on consolidation, effectiveness, and the development of major policies, such as the review of our financial and human resources manuals, and the development of our Country Programme Strategic Plan 2019-2023, to guide our work as a viable national NGO. We will continue to improve on our financial management and leadership to stay as relevant and effective as possible.



PROGRAMME HIGHLIGHTS

1. ACCOUNTABLE GOVERNANCE AND WOMEN'S PARTICIPATION IN DECISION-MAKING

This objective encompasses four key areas:

- promoting women's participation in leadership
- improving women's participation as peace-building ambassadors
- awareness-raising and advocacy on the sexual and reproductive rights of women and girls
- strengthening accountability and building inclusion by engaging people and service providers in dialogue towards improved service delivery.

For the reporting period, SEND implemented eight projects to achieve this objective – with grants from Christian Aid, Irish Aid, UNDP, Trocaire, and AmplifyChange:

NAME OF PROJECT	DONOR
Improving women's political participation as peace-building ambassadors	UNDP
Promoting Kenema Women in Governance Network	Irish Aid
Kailahun Women in Governance Project	Irish Aid
Promoting Women's Participation in Governance	Irish Aid
Women Igniting the Spirit of Entrepreneurship	Trocaire
Kailahun District Gender Equality Promotion Project	AmplifyChange
Strengthening Accountability, Building Inclusion (SABI)	DFID, through Christian Aid
Power to Women	Christian Aid



SIGNIFICANT CONTRIBUTIONS AND ACHIEVEMENTS

In 2018, with these eight projects we supported 10,847 people – including 6,074 women and 4,773 men. Of the people reached, 587 had a disability, 326 of whom were women and 261 men. Together, the projects resulted in the following:

- **5,536** instances of people taking action – in 38 wards across 5 districts, in the Eastern and Western provinces of Sierra Leone to call for better public services, such as advocating for the allocation of teachers and nurses in remote rural areas, and launching their own initiatives to provide services, including clean water and safer health centres. This has strengthened accountability, and improved the relationship between people and service providers at ward, district and national levels, thus substantially improving governance and responsible citizenship in Sierra Leone.
- **171** women received support to stand as candidates in the 2018 general elections.
- **26** women from 3 districts were supported by SEND to be elected as local councillors.
- **4** women were elected as female MPs. History was made when, for the first time, Kono District elected its first female MP, and in Kailahun District, the first ever independent female MP was elected.
- SEND was recognised in the EU Observation Mission report 2018, which cited a previous recommendation that: “Programmes offering capacity-building and material support to women, enabling them to be selected as electoral candidates, could be considered for funding by donors. The SEND programme with the Kailahun Women in Governance Network would be used as a model.”
- **13** paramount chiefs (the highest-level of political leader in Sierra Leone’s chieftaincy system) from 15 chiefdoms and some key stakeholders from Kenema, Kailahun and Kono were trained in leadership. The training was aimed at addressing gaps identified by the paramount chiefs’ leadership self-assessment, previously organised by SEND.
- **132** people, of whom 71 were women – comprising representatives from the District Councils, Ministry of Social Welfare, Gender and Children’s Affairs, civil society organisations (CSOs), women’s groups and political parties – received training in gender and inclusion. The training was aimed at helping them to understand gender issues and ensure their respective institutions are gender-inclusive. These stakeholders, especially those from political parties and district councils in Kailahun and Kenema Districts, have now developed gender action plans to promote gender inclusion in their respective institutions.
- With the support of Irish Aid, Christian Aid and the Hamilton Family, we were able to develop the Eastern Region Women’s Manifesto, which is the only one of its kind addressing women’s rights in Sierra Leone thus far. This manifesto was the first attempt by women of Kono, Kenema and Kailahun to speak with one voice to electorates, political parties, district councils, traditional leaders, Ward Development Committees (WDCs), the National Election Commission and CSOs. With their manifesto, the women of Kailahun, Kenema and Kono challenged everyone to exercise their vote in favour of inclusive political governance that fosters women’s and girls’ rights – and particularly to vote for women in the Eastern Province Councillorship and to become Members of Parliament in the general elections.
- With support from Christian Aid, Trocaire, Irish Aid Embassy, United Nations Development Programme (UNDP) and WHH, **4,292** households became ‘Gender Model Families’, with participants giving such positive feedback that they have already inspired others to join. Our Gender Model Families project worked with **930** families, nurturing them over a three-year period, to encourage positive gender behaviour patterns such as empowering women, sharing responsibilities, respecting children and treating them well, setting up joint businesses, and sharing resources fairly between family members.
- According to feedback received from families, gathered through monitoring visits and focus discussions, households now have greater income and resources (as the men no longer spend money on girlfriends), domestic chores are shared, children receive a greater share of nutritious food and conflict has reduced in households.

- According to information gathered as part of our BMZ-funded health project across **181** rural communities in Kenema and Kailahun Districts, the Gender Model Families work has had a spillover effect and these positive behaviour patterns have now been observed among an additional **2,340** families.
- Similar trends have been observed in relation to our Irish Aid Project Grant funded work in Kailahun District, our Trocaire funded work in Western Rural District, as well as in other areas such as the chiefdoms of Gaura, Tunkia, Nomo (in Kenema District) and Barri (in Kailahun District).

Additional activities we undertook to achieve this objective included:

- gender training, gender-based violence education and awareness-raising about the rights of women and girls
- creation of, and awareness-raising about, a database for Kailahun and Kenema Women's Networks
- supporting the economic self-reliance of the most socially disadvantaged women in the Western Urban Areas
- establishing a monthly Kenema Women's SABI forum, which uses radios to spread policy messages
- adopting the Gender Model Family approach as a wider peace-building concept
- holding public service summits and coordination meetings with district stakeholders
- conducting voter education and leadership development
- holding monthly district and zonal network meetings, learning and exchange visits by councillors and network members, and gender audits of political parties.

2. STRENGTHENING OF HEALTH EDUCATION AND SYSTEMS

With this objective, we contributed to the government's priority of building resilience in Sierra Leone's health system to reduce the possibility and limit the impact of future Ebola, cholera or diarrhea outbreaks in Kailahun and Kenema Districts.

We implemented four projects in partnership with, and with funding support, from BMZ through WHH, UNDP and the Zochonis Charitable Trust Fund. These projects included:

NAME OF PROJECT	DONOR
Prevention of Zoonotic Caused Health Epidemics in Sierra Leone	BMZ/WHH
Improvement of Healthcare through Infrastructure Development and Capacity-Building Measures	BMZ/WHH
Strengthening Health Sector Governance for Effective Service Delivery in Kailahun District	Zochonis Charitable Trust
Building a Resilient Community Health System Project	UNDP

SIGNIFICANT CONTRIBUTIONS AND ACHIEVEMENTS

During this reporting period, with support from BMZ through WHH, SEND Sierra Leone helped increase understanding of how hygiene and nutrition impacts health (among both clinic staff and the public) for 48,966 people – 24,390 women and 24,576 men – throughout 179 communities, across 14 chiefdoms, in Kenema and Kailahun Districts.

To achieve this, we delivered a comprehensive training module on food and nutrition in the first quarter of 2017. We also supported training of 358 “multipliers” in basic hygiene, infectious diseases and gender roles and responsibilities in both districts. The multipliers – people selected by their communities and trained by SEND to disseminate health and nutrition messages in remote rural areas – have gone on to train others. Awareness-raising on basic hygiene and health was also conducted in 181 catchment communities targeting the same population.

Evidence, including anecdotes, observations and a midterm participatory community review of activities in the last quarter of 2018, indicates that training participants came away with a good understanding of health, hygiene and nutrition, and were highly motivated to apply their new knowledge. For example, frequency of hand-washing rose by at least 35%.

A second midterm evaluation, in August 2018, found the work to be successful, with sufficient knowledge passed from those who took part in the training to others in their community. It also found that families’ diets had diversified to meet their members’ varying nutritional needs. Following food and nutrition training, families have increased their consumption of cereals, dark green and root vegetables, condiments and seafood – none of which was previously consumed in large quantities.

Our work also contributed to strengthening the role and responsibility of state institutions in the health sector in Kailahun and Kenema Districts. By providing training, SEND helped the government set up monitoring teams with local health authorities in our target communities. The capacity of Health Development Committees has been increased in 15 peripheral health unit (PHU) locations. These committees are now involved in project monitoring as well as monitoring health and service delivery more broadly in their communities.

In Kailahun and Kenema Districts, 28 health centres were either constructed or rehabilitated, and equipped with waste management systems and accommodation for health workers assigned to those PHUs, serving a total population of 84,000 people.

In 114 villages, 7,815 women and 4,728 men are now aware of how Ebola, and other infections such as Lassa fever and cholera, are spread. They are taking practical steps to prevent future outbreaks through activities such as engaging with health and hygiene awareness sessions in communities and over community radio, and attending nutrition training. They are also investing in goats and groundnut as alternative protein sources to game meat, following extensive training from SEND on business and investment.

Practical steps for preventing those diseases can now be seen across most of our target communities. Many of them now have plate racks, cloth lines, waste disposal sites, ‘tippy-taps’, adequate protection of drinking-water, hand-washing, proper care for sick relatives, and food hygiene, as well as community byelaws on hygiene and sanitation.

SEND helped ensure that adults in the 114 villages in Kenema District now know that eating game meat carries a risk of Ebola infection and have taken practical steps to reduce their consumption of this. Villagers now see the benefits of small animal husbandry and growing leguminous plants to provide safer alternative sources of protein.

In Kenema and Kailahun Districts, 379 households in 47 communities now enjoy better sanitation after receiving support from SEND to establish hygiene infrastructure, such as toilets and wells.

3. GENDER AND WOMEN'S ECONOMIC EMPOWERMENT



The achievement of this objective involved employing the Gender Model Families concept and making micro-finance available in Kailahun and Kenema Districts. The main donors were Christian Aid, Irish Aid, Terra Tech Germany, Trocaire and BMZ through WHH.

With this work, we have aimed to help increase our communities' economic self-reliance, while promoting gender equality, using our Gender Model Family concept. This innovative approach encourages men to support gender equality by giving help to farmers, petty traders, and women's groups. It also gives women access to platforms, such as forums and groups, and helps them develop practical skills to increase their confidence, skills and independence.

Our approach helped women with fewer financial resources to access micro-credit, allowing them to start or expand their businesses. As a result, farmers were able to increase the food they produce to eat and sell. The work promoted women and men's access to and involvement in activities such as crop production, farm maintenance and livestock management. It has encouraged them to share responsibilities equitably and use modern family planning to improve their standard of living.

Significant contributions and achievements

- In 2018, 7,303 people benefited from Le 1,327,415,772 in micro-credit from SEND. An additional 3,469 took part in a village savings and loans scheme aimed at increasing their financial independence. Thus, a total of 10,802 people received financial support.
- Those households given microfinance can not only invest in their businesses, but can also support their children to grow and learn, as they are now able to afford healthcare, education, and other household needs.
- The village savings and loans scheme is also supporting political activism among target communities as female councillors from the Women in Governance Network are slowly rolling it out to women's groups in various wards in the Eastern Province.
- With more than 60% of people reporting that they are better able to manage household problems, the project strengthened communities, increasing the confidence of those taking part and enhancing their ability to contribute to their own and their community's development.
- During the reporting period, more than 60% of women (some 6,481 of the target population) were able to grow cash crops through micro-savings and use resources effectively to improve their prospects and meet the needs of themselves and their families. Our support helped stabilise the income of the target households, while increasing people's confidence and sense of agency.

4 NUTRITION INTERVENTION

Our work in this area, which was mainly supported by BMZ/WHH, was geared towards two goals:

- diversification of agricultural productivity to create more diverse diets and greater income opportunities
- improvement of health through safe drinking water, better sanitation and hygiene practices.

In 2018, nutrition education activities benefited 3,488 families, with an average size of seven members. Three main crops – orange sweet potato, broad beans and banana/plantain – were promoted in communities.

This resulted in 387 families cultivating only orange sweet potato on their farms for the first time. Families grew an average of 3.3 50kg bags each – 93 metric tonnes in total. A further 584 families were able to cultivate and harvest a total of 8,918kg of broad beans, while banana and plantain were also promoted as a supplement for popular rice-based diets.

Growing these nutritious crops could tackle malnutrition in the target communities, and if successful, it is likely that other families in the area will follow suit and start to grow them, too. Their cultivation has increased the availability of food in the region, giving people a more varied diet. The first harvest of orange sweet potato came during the peak of last year's rainy season, a time when communities normally go hungry.

The project promoted small animal husbandry in all 61 communities as a way of producing enough meat to give households a sufficient amount of high-value protein. At December 2018, all communities had identified animals to be reared mainly for consumption. Chickens were the most popular choice, followed by ducks. Five of the 61 communities chose snails. Although a small number, we took this as a sign of success in breaking taboos around nutritious, easily accessible food in communities where eating snails would previously have been considered an abomination.

ADMINISTRATIVE AND FINANCE

Our key achievements in the last year were as follows:

- We published strategic organisational policies on finance, administration and programmes, and made staff aware of their content, to ensure that SEND Sierra Leone remains effective, efficient and reliable in delivering development work.
- We remained consistent in our communication with partners, donors and communities. We published and used several resources, including a food and nutrition training manual, nutrition and WASH counselling cards and DVDs, Gender Model Family posters, an Eastern Women Manifesto, Female Political Aspirants posters, monthly newsletters, gender law sensitisation DVDs and a five-year strategic plan.
- Our staff numbers dropped from 64 to 61. We supported staff to develop skills and capacity, retaining those whose contribution supported the achievement of our vision and dismissing those whose performance fell below standard.
- Our donor base reached its highest peak this reporting period and so did our financial strength. Welthungerhilfe remained our strongest donor partner, leading on capacity building and financial compliance.
- During this reporting year, we promoted our Admin and HR Officer to a management position, and the Senior Account Officer was promoted to Finance Officer to support the Finance Director.

- We reviewed our salary scale and all staff received a salary increase. Those employees who performed exceptionally well enjoyed a 15% increase, while all other employees' salaries rose by 10%.
- A comprehensive payroll system was developed with technical support from financial experts from Ghana. The package is now used to generate the different types of payroll information needed for management information. The system generates staff payroll at the end of each month. It can be used to run queries and create reports on past monthly or yearly payroll data. The system, which allows multiple users, is securely protected and only staff with user accounts can access it.
- Our office space in Kenema was expanded, with the construction of four more rooms.

PUBLICATIONS

- During this reporting period, we published a health and hygiene manual used to train Gender Model Families supported by our health work on improved nutrition practices. Overall, 700 copies of the manual were produced to support community-level training activities.
- Six volumes of newsletters were produced on women's empowerment, nutrition, health and Gender Model Families. These materials have greatly contributed to our reputation as an effective, reliable national NGO.
- Our five-year Country Programme Strategic Plan was published to create a roadmap for development work from 2019-2023. The Strategic Plan now guides our proposal developments and response to donor calls, while also containing clear success indicators to allow us to assess our work annually and at the end of the five-year period.

ASSETS ACQUIRED

In 2018, we procured the following assets:

- eight new TVS motorbikes
- twelve computers
- a Toyota Land Cruiser Prado
- a six-panel solar system
- a digital camera
- a printer
- nine executive desk sets
- one public address (PA) system
- four Samsung tablets
- a Toyota Hilux Pick-up vehicle, donated by Christian Aid for use in the SABI project.



ORGANISATIONAL STAFFING CAPACITY

From 2017-2018, SEND staff numbers dropped from 64 to 61 (18 of whom are women and 43 men). This reduction in numbers is due to the strict performance measures that saw underperforming staff leave the organisation.

During the reporting period, 46 staff had their contracts renewed, 3 had their contract terminated and 15 new staff were recruited. The new staff include a Communications Officer, Finance Clerks, a WASH Coordinator and a Monitoring and Evaluation (M&E) Manager. SEND now has a Human Resource and Administrative Manager, who is supported by an Administrative Officer, and the Finance Director is supported by a Finance Officer. In addition, we now have Programme Officers on Governance and Health, as well as two Programme Officers for the Kailahun and Freetown offices.

In 2018, SEND provided work experience for 10 interns from Njala University and the Eastern Polytechnic, who, in turn, gave support with programmes, finance and administration. One of the interns who performed particularly well now works as an Administrative Assistant in the Kenema office.

During the year, eight Finance staff took refresher training on voucher, or receipt, quality; an Accounts Clerk attended a short course on Public Procurement at the Institute of Public Administration and Management, and seven senior staff benefited from project management, report writing, and Excel and PowerPoint training, provided by Think Africa.

We supported a further seven staff to continue with their tertiary education, by studying for Bachelors of Science in Business Administration and in Community Development, and Certificates in Education at the Eastern Polytechnic. We anticipate that with their new experience and knowledge, our staff will contribute even more to the growth of the organisation.

OUR DONORS AND PARTNERS

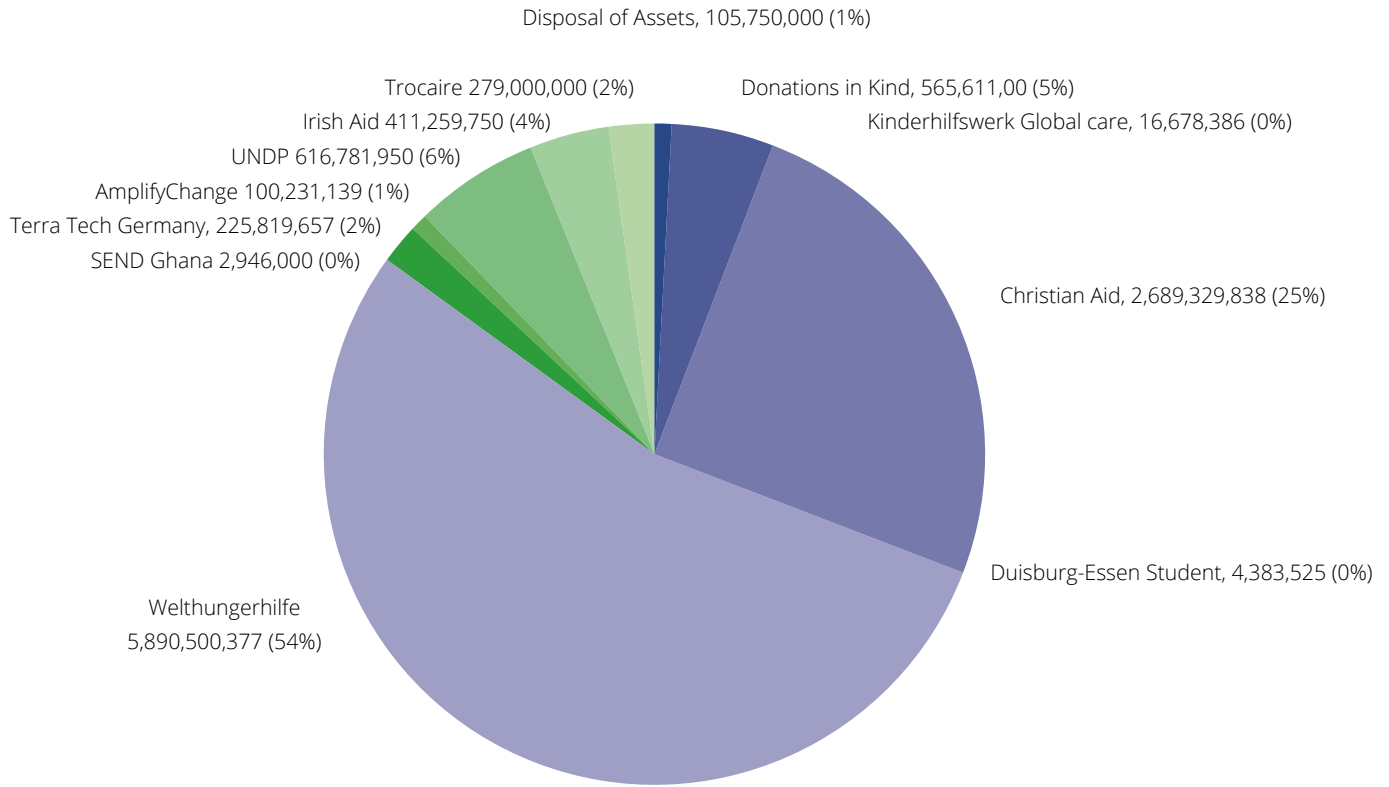
- BMZ through Welthungerhilfe (WHH)
- Irish Aid
- Christian Aid
- Trocaire
- Terra Tech, Germany
- AmplifyChange
- UNDP
- SEND Ghana
- Kinderhilfswerk Germany
- Weitblick Duisburg-Essen, Germany

In 2018, our partnership strength surged to its highest level since our establishment. Our donor partners are mainly international development organisations working in various sectors including WASH, health, education, human rights (especially women's rights), political participation, women's economic development, community resource mobilisation and utilisation, and access to finance.

Nationally, the Government of Sierra Leone remained our most important partner, recognising that all our project work supports national development drives. Our collaboration with government ministries, departments and agencies (MDAs) – including District Councils in all our operational areas, District Health Management Teams, Ministries of Agriculture, Social Welfare, Health, and so on – have been very strong and the exchange of support between us remains highly positive.

FINANCE

Income for 2018 (le)



Our income increased from 10,730,812,000 (USD\$ 1,251,000) in 2017 to 10,908,292 (SUD\$ 1,272,000) in 2018

We spent it as follows:

Direct Activities	SLL 6,377,969,108.02	USD\$805,000
Staff Salaries & Benefits	SLL 2,149,887,511.87	USD\$271,000
Administrative costs	SLL 1,645,908,641.13	USD\$208,000
Acquisition of assets	SLL 734,526,360.49	USD\$93,000

The capacity to manage and implement donor funds is a key requirement for us and handling funding from multiple sources prepared us for similar assignments in future. We are continually developing and adapting our internal and external financial management skills to fit within the changing world of development, and will continue to improve each year.

LOOKING AHEAD



Country Director of SEND Sierra Leone facilitating a session on Emotional Intelligence during leadership, public speaking and advocacy training in Kenema

For 12 years, we have been committed to delivering effective, innovative projects to help people live dignified lives, while playing a vital role in Sierra Leone's growth and development.

With your support, we are now evolving into a unique national NGO, capable of designing groundbreaking programmes to lead the way for African NGOs in promoting sustainable growth and development, and creating effective platforms that allow us to serve our communities well.

We are determined to continue pursuing inclusive development, promoting self-reliance among our target communities. We will also keep strengthening our organisational culture to match the capacity of international NGOs, and our commitment to accountability will remain exemplary to the sector in Sierra Leone.

We have laid a strong foundation that will enable our work in Sierra Leone to become even more successful and relevant to the communities we support. We will not rest until their dignity is guaranteed. As your NGO partner, we look forward to working together to achieve our vision.

Joseph Ayamga
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May 18, 2019

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