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SEND SIERRA LEONE
ANNUAL REPORT



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Engagement of community members during monitoring mission by the Communication Officer



To Our Stakeholders

We would like to take this moment to thank you for choosing SEND-Sierra Leone as your NGO partner and to wish you an inspiring and fulfilling 2018.
In the coming year, we hope to further strengthen the bond of shared trust and partnership to empower men and women to champion their own development.

STRATEGIC HIGHLIGHTS

2017 was an exciting year and SEND-Sierra Leone greatly appreciates the partnership and continuous support. We share with you here some of our joint achievements:

- We were nominated by the All Works of Life (AWOL) National Achievements Award together with three other national NGOs. We won the popular vote, meaning that more people voted for us than anyone else, although the Deciding Committee awarded first place to another organization, Focus 100.

- Our Country Program expanded to the Western Area, to add to our existing operations in the Eastern Province.
- SEND earned increased trust from government stakeholders as a dependable and collaborative partner in promoting communities' awareness, and in undertaking capacity building activities for community development.
- Our financial management and control system has substantially improved with support from our donor partners. This enables us to judiciously use resources in compliance with donor requirements and guidelines.

The benefits of our interventions to our principals remain substantial, as this report outlines below.

- Our staff strength increased from 50 to 64 to match increased donor income from Le 2,968,394,000 in 2016 to Le 10,564,723,000 in 2017. Our capacity to implement donor funds well is increasing every year.
- Staff capability for both program and administrative sectors improved in 2017 through monthly trainings. Opportunities have also been created for staff to pursue tertiary level education while working full time for the organization.
- Our Country Director featured on National Dialogue Series TV & Radio Program. He was among four panelists on the 8th Edition of the National Dialogue Series on the topic: 'Are we ready for a woman President?' The program took place live on Africa Young Voices Television and was simulcast on the Independent Radio Network across Sierra Leone.
- Our national level engagement and advocacy with political parties contributed to the elimination of candidature fees for women by the SLPP party. It also resulted in the subsidization of candidature fees for all political parties by the Government to enable more women participate in the 2018 elections as candidates

We dedicate these achievements to our principals, partners and stakeholders because you are the reason for our continued existence and success. Our commitment and passion to excel in our interventions keeps us striving to promote equality between women and men in Sierra Leone.

FINANCIAL HIGHLIGHTS

In 2017, SEND-Sierra Leone maintained its donor portfolio. Our grant income increased from Le 2,968,394,000 in 2016 to Le 10,564,723,000 in 2017. Of this income, Le 4,777,230,799.15 was spent on programs, staff salaries and benefits amounted to Le 1,989,389,463.91, and administrative costs amounted to Le 831,984,773.50 of total income. An additional Le 81,601,659.00 was used to acquire assets and the unspent funds will finance the program until April 2018. These figures highlight significant financial improvements from previous financial years.

OPERATING HIGHLIGHTS

Our Country Program focuses on three objectives, shown in the diagram below:

Accountable governance and women's participation in decision making

Gender and women's economic empowerment

Health education and systems strengthening

Accountable governance and women's participation in decision making

This objective focuses on three major areas:

- Women's political participation
- Sexual and reproductive rights of women and girls
- Strengthening accountability and building inclusion by engaging citizens and service providers in dialogue towards improved service delivery.

Our women's political participation activities centre on mobilizing and training grassroots women's groups and networking them to speak with one voice and advocate for equality between women and men. It also supports women to participate in local and national governance processes and involves collaboration with traditional authorities on power and gender issues to transform cultural practices that disempower women and limit their progress.

Our sexual and reproductive health rights work focuses on Gender Based Violence and works with elected female representatives to ensure that the perpetrators of violence against women are held accountable.

The strengthening accountability/ building inclusion aspect of the objective focuses on improving community-led accountability and increasing awareness of, and demand for, the delivery of basic services by building relationships between citizens and the state. This supports the effective delivery of policies and programs to benefit women and men equally by working to create a more informed and empowered citizenry who can hold effective dialogues with state service providers.

For the reporting period, SEND implemented five projects with grants from Christian Aid, Irish Aid, DFID, Amplify Change, KinderHilfswerk Global Care, and the Hamilton Family in the UK.



Rebecca Yei Kamara making a contribution during the leadership, advocacy and public speaking training in Kenema District

The projects are:

- Power to Women
- Kailahun Women in Governance Project
- Kailahun District Gender Equality Promotion Project
- Strengthening Accountability, Building Inclusion (SABI)
- Promoting Women's Participation in Governance

These projects were/are being implemented in Kailahun, Kenema, Kono and the Western Area Rural and Urban Districts.

Significant contributions and achievements

In 2017, activities under this objective benefited 11,222 people. Of those, 6,074 were women and 4,773 were men, while 375 were people with disability (of which 204 were women). A range of activities were undertaken including gender training, leadership development, awareness raising activities on the rights of women and girls, voter education, GBV education, and celebrations of gender related international events. A long list of other activities included dialogue meetings with political actors and traditional leaders, the Eastern region women manifesto, advocacy meetings at district and national levels, health education and gender policies, gender and inclusion trainings for political parties, support for Ebola orphans, capacity building for community structures, service summits, coordination meetings with district stakeholders, data collection on citizens perception on service delivery, and a gender audit of political parties.

In the SABI project supported by Christian Aid with funds from DFID, some 2,933 people, of which 1,106 were women, were empowered to understand their rights and responsibilities and to engage duty bearers in dialogue for improved service delivery in Kailahun, Kenema, and Kono districts in the Eastern Province and Western rural and urban areas. Activities included: policy literacy sessions, capacity self-assessment from community structures and groups, ward level action planning, data collection and service summit meetings. In addition, policy literacy activities on health, education and social protection, and the development of action plans by community stakeholders at the ward, enabled SEND, as part of the SABI project, to identify and take action to address gaps in service delivery, and contributed to improved relationships between service providers and users in the Eastern and Western provinces of the country.

In October, traditional leaders were able to increase their support for women to engage in governance with funding from Irish Aid. Town hall meetings on the rights and capabilities of women were held in Njaluahun (Segbwema), Peje Bongre (Mamboma, Manowa), Malema (Jojoima and Njabama), Mandu (Mobai, Baiima), Peje West (Bunumbu), Yawie (Maaka and Malama) and Jahn (Gbeika) chiefdoms in Kailahun District. The engagement was among mammy queens, town chiefs, paramount chiefs, women groups, section chiefs and youth. Our staff encouraged the participation of these stakeholders to ensure greater women's participation in local decision making processes and in community meetings. As a result, some stakeholders now accompany women who aspire for leadership and encourage other men and women to support such women's leadership. In advance of the 2018 elections, stakeholders also banned secret society activities, which limit women participation in decision making, to enable women to participate without fear of violence against them. This ban represents a shift in behavior: Previously, traditional leaders would not openly support women's leadership in community meetings for cultural reasons.

In October 2017, all political parties in Kailahun district established, for the first time, a Political Parties Union for Peace and Solidarity to promote non-violence and peace and women's participation in governance, comprising of representatives of all political parties. Violence during elections is often caused by political actors and their allies, especially the youth, preventing women from participating. SEND made efforts to include women in gender trainings, including on gender laws and in gender audits of political parties, leadership and advocacy, all aimed at improving understanding of the importance of women's participation in local development. The following political parties form the Union: All People's Congress (APC), Sierra Leone People's Party (SLPP), Unity Movement Party (UMP), National Grand Coalition (NGC), United Democratic Movement (UDM), Alliance Democratic Party (ADP), Peoples' Movement for Democratic Change (PMDC), Revolutionary United Front Party (RUFP), and Coalition for Change (C4C). Since its formation, the Political Parties Union has travelled from chiefdom to chiefdom to hold town hall meetings to promote non-violent elections, also using the radio to promote political

tolerance among the political parties.

In November 2017, two cases in Malema and Luawa chiefdoms provided evidence of women increasing their confidence in airing their views in community meetings and mobilizing to engage with the police.

A woman in Jojoima was reported to the police by her husband for allegedly stealing money and other items in the home. The police arrested her without conducting any investigation. Women's groups mobilized and successfully demanded her release, and she was found to be innocent of the alleged crime.

" The second case was of a 28-year-old woman who suffered ongoing violence from her husband by constant biting, use of abusive language, and throwing her properties out of the house. During a community meeting on the four gender laws, the woman's case was discussed and micro-finance women leaders took the matter to the police; the man was subsequently arrested and put in jail. Similar interventions have been undertaken elsewhere through engagement of community stakeholders on the four gender laws of Sierra Leone.

There was an increase in 2017 in women accessing medical facilities and services in health centres in six communities: Pendembu, Koindu, Sandeyalu, Golahun, Buedu and Jojoima. In the past, some women preferred to give birth at home with traditional birth attendants (TBAs). Others leave the Peripheral Health Unit (PHU) in their communities, due to lack of trust in health workers, to visit other communities for medical attention. Through community dialogue meetings with stakeholders and medical personnel, gaps in health service delivery were discussed and actions taken to address them. As result, women and children can now more easily access drugs and pre-natal and anti-natal care. Figures below highlight this increased access during 2017 for the peripheral health units listed:

No	Details	Jan-Aug 2017	Sept-Dec 2017
11	Pregnant women accessing health centers	6,380	9,133
22	Lactating mothers	5,204	7,583
33	Under five children	3,200	4,513

There has been an increase in awareness of Sierra Leone's four gender laws shown in a rise in the registration of marriages, reporting on GBV, parents' participation in school meetings, and pregnant girls returning to school. During the reporting period, the number of children who previously dropped out of school who have returned to school has also increased, from 5 to 26 in Gboworbu Gao and Jojoima in Kailahun district. There has been an increase in the registration of marriages from 3 to 8.

With support and partnership from Irish Aid, Christian Aid and the Hamilton Family in the UK, SEND was able to support 170 women (56 in Kono, 36 in Kailahun and 78 in Kenema) who are now candidates from 17 political parties contesting the 2018 national and local elections. This results from interventions such as gender trainings, gender audits of political parties, leadership development, weekly radio activities and community awareness raising activities; these empowered people in networks to champion the needs and aspirations of women in Sierra Leone. Advocacy activities by women's networks and the various



Group picture during the leadership and public speaking training in Kenema district 2

position papers written and shared with political parties at local and national levels contributed to the SLPP Party eliminating candidature fees for women and the government's intervention to reduce the fees paid by political parties to the Political Parties Registration Commission (PPRC).

From the 6th-8th November 2017, SEND-Sierra Leone organized leadership, advocacy and community management training for women aspirants for the forthcoming 2018 elections. Some 125 participants were brought together for three days and educated on the challenges women face in their attempts to seek leadership positions. Those challenges were discussed to help women overcome challenges to succeed in their bids to become councillors and MPs. Participants were also helped to understand that leadership can add value to life. As leaders, women can shape positive attitudes and processes ensuring that development is inclusive for everyone. Their responsibility is to enable the people they lead to understand themselves and use their own or shared resources for the advancement of all people and inspire them to take action to promote wider development. Overall, they were helped to understand that good thoughts, words and deeds lead to successful leadership. Participants were also informed on the role women can play to promote community leadership for local development and the roles that councillors are supposed to play if elected. This enables them to understand their roles before they seek leadership. As a result, they were informed of the 2004 Local Government Act, especially on the roles and responsibilities it prescribes for councillors and MPs. As part of efforts to encourage councillors and MPs to mobilize community resources to support community development, the participants were also educated on how to mobilize community resources to support community development and on techniques to include community initiatives, self-help projects, community farming, ward level savings, lobbying and advocacy, development of proposals,



community hospitality, community festivals, community self-taxation etc.

The participants were also allowed to understand that the kind of leadership they are seeking should be an act of service to their people. As result, the training covered servant leadership, expanded on its role in promoting community development and emphasizes that it places the good of those being led over the self-interest of the leader, valuing and developing people, and building the community. It also highlights the practice of authenticity, promoting shared power, by seeking excellence in management through an organizational culture of civility.

Key to leadership success, but little understood in Sierra Leone, is 'emotional intelligence' - the capacity of individuals in leadership positions to recognize their and others' feelings and motivations. This concept asserts that we are seldom in adequate touch with our own feelings and typically only become aware of emotions when they build up and boil over. However, if we are attentive, we can experience emotions at subtler levels long before they emerge so strongly. SEND-Sierra Leone incorporated emotional intelligence into training programmes for women to help them become successful leaders, with a focus on developing self-confidence, empathy, self-control, and influence. This helped participants understand and manage their emotions to achieve objectives and to manage the pressures that come with politics.

With support from Kindershilfswerk, SEND-Sierra Leone contributed to increasing access to education for 40 children (18 boys and 22 girls) who were made orphans by the Ebola outbreak in 2014. School materials and school fees were provided to the 40 children, alongside social and creative art and radio activities, and counselling sessions.



With the Staff Scholarship Scheme introduced by SEND-Sierra Leone, four girls who are Ebola orphans are able to continue their education in Kailahun District. Of the four, two are sisters currently living in Pendembu town in the Upper Bambara Chiefdom; the elder girl receives Senior Secondary education at the Handmade Catholic Senior Secondary School in Pendembu and her sister, who is in the Roman Catholic Primary School in Pendembu, has already shown interest in leadership as

she is currently the Education Secretary of the school. Another girl attends the Kissi Tongi Senior Secondary School in Buedu in Kissi Tongi Chiefdom and another receives training at the Red Rose Vocational School in Kailahun town. SEND staff remain committed to contributing 5% of their salaries each year to these girls to enable them to receive tertiary level education in various fields. In 2018, the Scheme will benefit two additional girls from vulnerable backgrounds.



Our AmplifyChange intervention led to 1,128 people - of whom there were 537 women, 580 men and 11 people with disability - being made aware of and taking practical actions to address GBV issues in 12 school communities in Kailahun District. This intervention also contributed to reducing GBV cases in the 12 school communities from 96 in 2016 to 71 in 2017; this resulted from community engagement activities, gender education, awareness raising of the four gender laws of Sierra Leone, weekly health talks in schools, and accountability sessions held at community and district levels with responsible stakeholders.

With the support of Irish Aid, SEND-Sierra Leone expanded its women's empowerment activities to Kenema and Kono Districts, where the Kono Women in Governance Network has been continuously strengthened to function as a more unified network to champion women's rights and advocacy. In Kenema, SEND supported the formation of the Kenema Women's Coordination Forum which has partnered with SEND to establish the Eastern Women in Governance Network. This body was responsible for the advocacy successes of SEND-Sierra Leone in influencing political parties and the government to take action in support of women's participation in governance through reductions in, and subsidization of, fees paid by women to contest the elections as candidates.

Around 132 people, of whom 71 were women representatives from district councils, the Ministry of Social Welfare, Gender and Children's Affairs, CSOs, women's groups and political parties, were trained on gender and inclusion to enable them to improve their understanding of gender issues and ensure their respective institutions are gender inclusive. These stakeholders, especially the political parties and district councils in Kailahun and Kenema districts, have developed gender action plans to address gender gaps in their institutions.

With the support of Irish Aid, Christian Aid and the Hamilton Family, SEND-Sierra Leone was able to develop the Eastern Region Women's Manifesto, which is the only women's manifesto so far in Sierra Leone. This is the first effort by women of Kono, Kenema and Kailahun to speak with one voice to the electorate, political parties, district councils and traditional leaders, ward development committees (WDCs), National Election Commission and CSOs. With this manifesto, women are

challenging every voter to exercise their vote in favour of inclusive political governance that fosters women's and girls' rights in the Eastern Province and encouraging voters to cast their vote for women candidates standing as councillors or Mps.

Health education and systems strengthening

Under this objective, we contribute to a thriving and robust health system in Sierra Leone that prevents future epidemics by improving access to basic health services in the target areas through health infrastructure development, solar energy installation and improving WASH facilities. The objective also promotes: participatory awareness-raising measures on health, hygiene and nutrition in the catchment villages; training of local multipliers to disseminate messages that benefit the rural population; and building the capacity of key actors in the health system in regards to outreach, M&E, planning and facility maintenance. Due to the recent Ebola outbreak, our work also focusses on: establishing information, control and response mechanisms to prevent the transmission of infectious diseases such as Ebola, Lassa Fever and Cholera; initiating early responses by local authorities; organizing awareness campaigns towards disease prevention; and developing early warning systems to curb the early spread of infectious diseases through simulation exercises.



Four projects are implemented under this objective with funding and partnership from the German Federal Ministry for Economic Cooperation (BMZ) through WelthungerHilfe, UNDP and the Zochonis Charitable Trust Fund. The projects, which are implemented in Kailahun and Kenema districts, include:

- Prevention of Zoonotic-caused Health Epidemics in Sierra Leone
- Improvement of Health Care through Infrastructure Development and Capacity Building Measures
- Strengthening health sector governance for effective service delivery in Kailahun District
- Building a Resilient Community Health System Project.

Significant contributions and achievements

Under the Prevention of Zoonotic Caused Diseases Prevention project supported by WelthungerHilfe through funds from BMZ, SEND's activities reached 7,815 women and 4,728 men in 114 villages who are now aware of the main transmission paths of Ebola and other infections (Lassa fever and cholera). During this reporting period, a series of activities contributed to this increased awareness:

- Information, Education and Communication (IEC) materials were developed with the support of the District Health Management Team and Lassa Fever unit in Kenema
- Training of Trainers for SEND staff on Ebola, Lassa Fever, Cholera and Environmental Sanitation was undertaken
- Training modules on Ebola, Lassa fever and cholera were developed
  Training of Trainers for health workers and multipliers was undertaken
- Community sensitization meetings were held by SEND staff, multipliers, and health workers using IEC materials and DVDs
- Radio discussions were held on Ebola, Lassa fever and cholera.

Thus there is increased awareness in the target communities about the causes, signs/symptoms, effects, prevention and control measures of the diseases, and people have undertaken a number of measures such as: practical steps in the construction of plate racks, cloth lines, waste disposal sites, embarked on community hygiene, constructed tippy-taps in some communities, promoted protection of drinking water sources, handwashing, proper care for sick relatives, food hygiene and community bye-laws on hygiene and sanitation etc. This has contributed to improving health seeking behaviour, good nutrition and consumption of healthy food.



SEND has been able to ensure that more than 90% of the adult population in the 114 villages know and take action on the infectious paths and causes of Ebola, Lassa fever and cholera, and ensure that they know the dangers of game meat consumption for Ebola infection and are



Distribution of grounduts to gender model families at Ngiewahun in Tunkia Chiefdom

taking practical steps to reduce their overreliance on game meat. As a result, the population in 114 communities now recognize the advantages of small animal husbandry and gardens (leguminous plants) for a protein rich diet as a replacement for game meat. During this reporting period, 200 Gender Model Families (GMFs) were sensitized on the importance of cultivating and conserving leguminous plants, of whom 75 were trained on cultivating, preparing and consuming groundnuts and who recognize the advantages of backyard cultivation of leguminous plants (particularly bush pea and varieties of bean) for a protein rich diet as a replacement for game meat.

Around 128 Gender Model Families received 304 goats and have started rearing them for protein and income purposes. Twenty-one goats died during the transportation processes to the various villages. Currently, 342 goats are reared by 125 GMFs who have begun to share the goats with other beneficiary farmers identified by the project.



About 128 Gender Model Families received 304 goats



SEND staff explaining the importance of some of the food items in communities to nutrition

There is an improved sanitation infrastructure in 40 communities in the Malema, Tunkia, Nomo, Guara and Koya chiefdoms in Kenema and Kailahun Districts. SEND worked with the District Health Management Teams in Kailahun and Kenema and conducted a WASH scoring method survey that identified 40 villages targeted with smaller WASH interventions so far. The data obtained from the mapping exercise was analyzed and shared with target communities following which a report was compiled and used as the baseline for the 40 communities selected. Some 510 women from 40 women groups were identified, trained and supported to lead on self-help WASH projects. They were sensitized to undertake small infrastructural projects in 40 villages. Some 40 wells and toilet facilities are currently under construction in the 40 communities, which are taking the lead in digging, mobilizing local materials and using community labour; SEND is providing imported materials to support the process.

With support from the BMZ through WelthungerHilfe, SEND-Sierra Leone contributed to ensuring that there was a better understanding of hygiene and the nutritional factors for health (among the clinic personnel and population) for 24,472 people (of whom 11,280 were women) in 181 communities in 14 chiefdoms in Kenema and Kailahun Districts. Contributing to this, 382 people acting as 'multipliers' have so far been trained in basic hygiene, infectious diseases and gender responsibilities in the two districts. A comprehensive training module on food & nutrition was rolled out through the multipliers in the first quarter of 2017. Further cascading of the same training content from the multipliers to other beneficiaries (Gender Model Families) has been undertaken in all the communities.

Awareness raising on basic hygiene and health has been conducted in 181 catchment communities targeting 24,472 people. Anecdotal evidence, observations and a mid-term participatory community review in the last quarter of 2017 indicated that the target group achieved a good understanding and was highly motivated to apply the new knowledge. The frequency of hand washing rose by at least 35%. FGDs held with over 4,000 participants in 143 communities show that knowledge from nutrition training in particular has spilled over to indirect project beneficiaries in every community. Subsequently, diets are now more diversified and take more account of various family members' nutritional needs.



Having rolled out the food & nutrition training in 2017 for 2,516 GMFs, multipliers and people - of whom 1,262 were women and 1,314 were men - mid-term quantitative reviews show a significant diversification of dietary intake: 73% of 127 female respondents have diversified their dietary intake. The food mainly eaten by communities includes cereals, dark green vegetables, white roots/tubers and fish/sea foods, which were not previously consumed in large quantities. The involvement of health workers in, for example, awareness raising, is contributing to better relationships between them and the communities they serve, according to observations.

Quantitative mid-term review results show that 44% of 261 beneficiary respondents do not remember when they last visited a health facility. Of those who visited in previous six months (before November 2017), 92% said they "very much" trust the health services. Our intervention in this project also contributed to strengthening the role and responsibility of state institutions in the health sector in Kailahun and Kenema Districts. Monitoring teams are set up with local health authorities in our target communities. The capacities of Health Development Committees have been increased in 15 PHUs locations. These committees are now involved in project monitoring as well as monitoring of health and service delivery more broadly in their communities. Facility Management Committee (FMC) trainings were organized for 170 people (of whom 48 were women) for 15 peripheral health units in Kailahun and Kenema districts. FMC trainings are yet to be organized for five other PHUs in Kenema district to complete the 20 PHUs targeted.

Under the Improvement of Health Care through infrastructure development and Capacity Building measures project funded by the Zochonis Charitable Trust Fund, SEND-Sierra Leone was able to complete the building of staff quarters for nurses in Jeneh village in Upper Bambara Chiefdom in Kailahun District. This project started as a community initiative, but with the intervention of this project, SEND was able to bring it up

to an acceptable standard for nurses' lodging. The Maternal and Child Health Post in Sengema village of Luawa Chiefdom in Kailahun District, which also started as a community initiative, was also completed, being equipped with improved water, toilet, incinerator and placenta pit facilities. The project also involved providing an improved water facility and a placenta pit for a new Community Health Centre in Dodokortuma village in Luawa Chiefdom. However, facilities such as medical beds, tables and chairs are yet to be provided by the District Health Management Team (DHMT) to provide a better service to a catchment population of 5,565.



With the support of UNDP and the Japanese Government, SEND-Sierra Leone is currently helping to build a resilient community health system to prevent infectious disease in Kailahun district. As a result, basic health for 3,000 people from six Maternal and Child Health Post catchment villages (Sandia, Gbandiwulo, Talia, Sengema, Bandajuma and Mendekelema) will be improved and sustainably secured through infrastructural enhancement of the six health facilities, livelihood and economic recovery and capacity building activities for community health actors such as VDCs, FMCs, gender monitoring groups, DHMT and district council health actors.

Gender and women's economic empowerment

Micro-finance and Gender Model Families are the focus areas of this result, with the major donors being Christian Aid, Irish Aid and the German Federal Ministry for Economic Cooperation (BMZ) through WelthungerHilfe (WHH). The intervention districts are Kailahun and Kenema.

This objective adopts an integrated approach towards institutional building and gender mainstreaming. It mobilizes financial resources for investment in local enterprises. It also mobilizes men to support gender equality through support to farmers, petty traders and women groups, and empowers women through networks, accompaniment and the provision of practical skills to expand activities that promote gender equality. Women with less access to financial resources are also supported with micro-credit to enable them to start or expand their businesses. The objective ensures that farmers can increase food production for consumption and increased income. The project also promotes women's and men's access to productive resources, encouraging them to share responsibilities equitably and use modern family planning to improve their standard of living.

Significant contributions and achievements

With support from Christian Aid and WHH, SEND has been able to reach 3,817 households from 140 groups in 13 chiefdoms in Kailahun district with



micro-credit services. In Kenema District, 1,610 households benefited from micro-credit services in two chiefdoms.

In Kailahun, the micro-credit scheme has provided loans for rural women to the tune of Le 547,549,500 and a going bad debt of Le 161,094,900 during 2013-2016. In Kenema, the fund provided Le 674,686,881 in small loans for rural women.

A total of 5,427 households benefited from Le 1,222,236,381 worth of micro-credit from SEND. These households are now able to support the growth and education of children while saving financial resources for investment in family health. More than 30% of the women are able to develop cash crops through micro-savings and use resources effectively to support their and their family's aspirations and needs. This contributes to social cohesion in communities where social security is absent, and increases their sense of self-worth and potential for personal and community development.

With support from Christian Aid and WHH, 2,554 households have become Gender Model Families and gave very positive feedback to such extent that they had already inspired others to join the process. The feedback noted improvements such as: increased resources for family matters (as men were no longer spending money on "girls in the street"), sharing of household chores and family income, agreement that a good share of protein-rich foods is for children, and reduced conflict in households.

Organizational Staff Capacity

With the expansion to Western urban and rural areas, and an increased funding portfolio, our staff capacity rose from 50 in 2016 to 64 in 2017. Women occupied 18 of these staff positions. Program staff number 36 and the rest are administrative and finance positions.

Monthly staff capacity building activities include ensuring voucher quality (referring to the quality of the supporting documents we provide with our financial expenditure to ensure

compliance with donor requirements), procurement and inventory management, administrative management, quick books trainings, critical consciousness and mobilization, good human relationship building skills, orientation of staff on the finance and human resource manuals, participatory project planning, implementation and management skills, facilitation and training skills for change, basic IT training on Excel and Microsoft Word, and psychosocial training and stress management (Complaints and Response Mechanism, Participatory Vulnerability and Community Assessment).

Policy Development

In 2017, we reviewed two organizational policies - the Finance and Operations Manual and the Human Resource Manual - with assistance from WHH. Policies on vehicles/motorbikes and on Bribery and Anti-corruption were also developed. These policies are awaiting approval from SEND's National Executive Council to become operational. We also expect to share the Human Resource Manual with the Ministry of Labour.

Publications

For this reporting period, we published the food and nutrition training manual and nutrition counselling cards. These were used to train Gender Model Families, supported by our health interventions on improved nutrition practices. Overall, 700 copies of the manual and 1,000 posters were produced to support community level training activities.

Some 500 copies of the Eastern Region Women's Manifesto have been produced to support the campaign activities of 171 candidates for the 2018 elections. They will be used by the 10,000 women participating in the women networks in Eastern Province to advocate for political parties to pay attention to the concerns and demands of women in policy planning and implementation. A total of 8,000 posters have been produced for the 171 women candidates from all political parties in Kailahun, Kenema and Kono districts to support their campaign activities toward winning the 2018 elections as councilors and Mps.

A Leadership and Advocacy training manual was developed by SEND and NMJD staff. This manual was used to train 125 women aspirants for leadership from Kailahun, Kenema and Kono districts, some of whom are now candidates contesting the 2018 elections. A training DVD on how the four gender laws of Sierra Leone can be applied to benefit women and girls was produced and used to educate 816 people in 36 communities in the Kailahun District.

Six volumes of newsletters were produced on women's empowerment, nutrition, health and Gender Model Families. These materials greatly contributed to the profile of SEND-Sierra Leone.

Assets Acquired in 2017

In 2017, six new motorbikes were procured from different projects: two in Kailahun and four in Kenema. Five motorbikes, one land cruiser and five computers were received as donations from Christian Aid-SABI and WHH to support the organization's growing need for logistical support. Nine new computers, a printer, an intercom, a projector and two air conditioning units were also acquired in 2017.

LOOKING AHEAD

In the past nine years of empowering women and men in our operational areas, we have been committed to delivering excellent and innovative interventions to help our principals live dignified lives, while playing a vital role in Sierra Leone's economic progress. With the support of our donors and partners, we have led the national NGO sector with programming innovations and created platforms enabling us serve our principals well.

As your dependable NGO partner, we look forward to many years of partnership with you to promote equality between women and men in Sierra Leone. We have laid a strong foundation that will enable our interventions in Sierra Leone become even more successful and relevant to our principals.

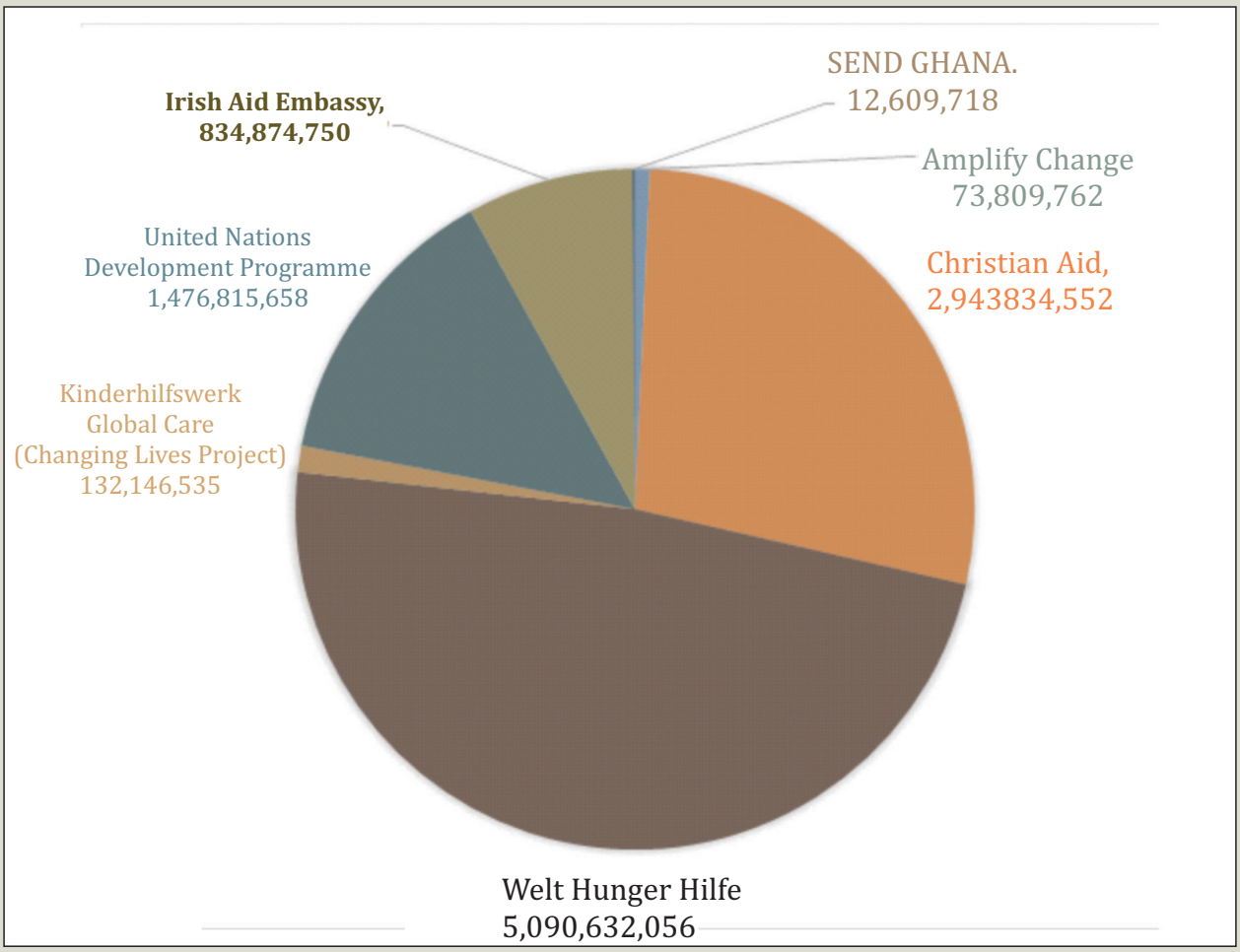
We are evolving into a national NGO, capable of programming and innovating further as a leading African NGO that supports peoples' self-reliance for growth and development. We will further develop the organizational culture to realize our ambition. Our commitment to accountability remains exemplary in the sector in Sierra Leone.

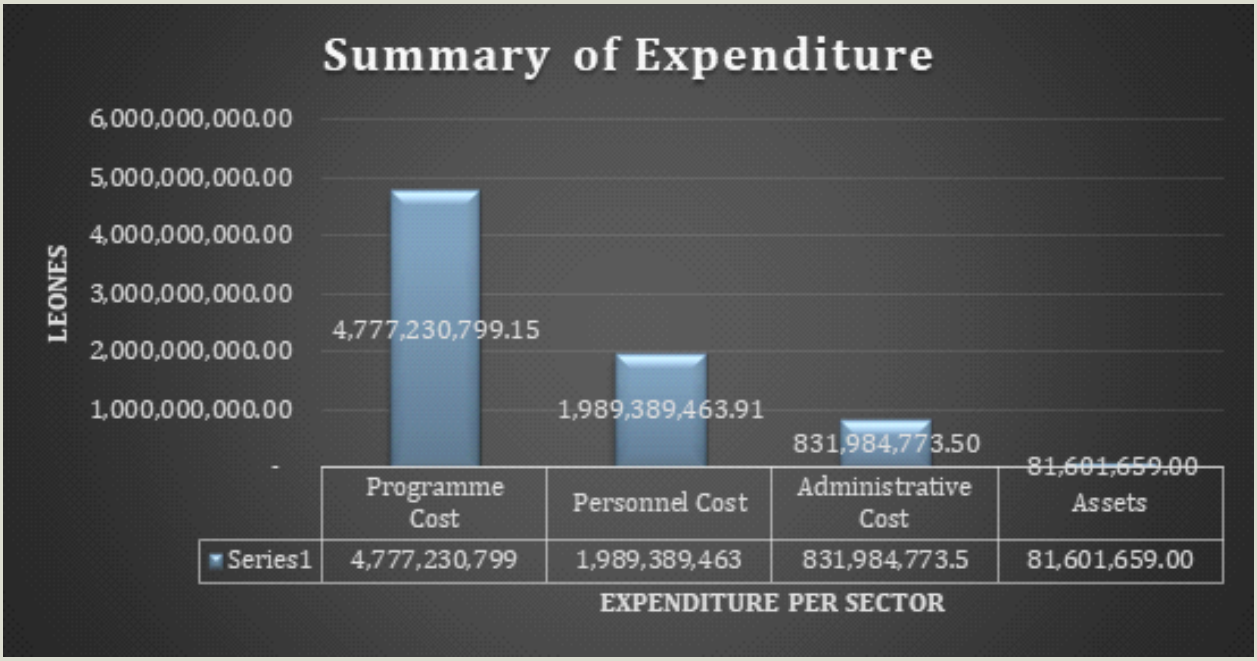
Joseph Ayamga
Country Director SEND Sierra Leone
February 2, 2018



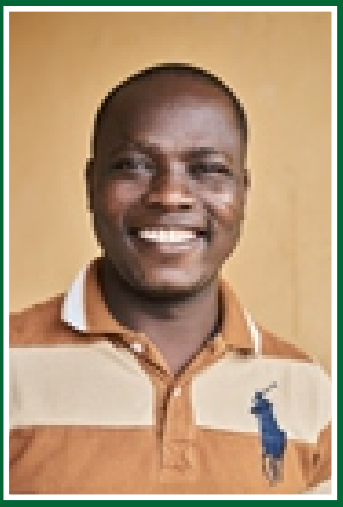
Joseph Ayamga facilitating leadership, advocacy and public speaking training for women aspirants in Kenema

Financial Summary





Contact Information



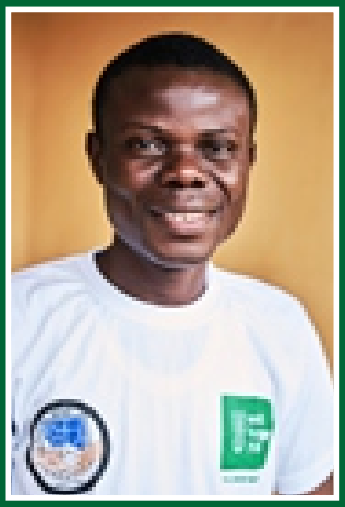
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SEND SIERRA LEONE
2018