

Hope 4 Ebola Orphans Sierra Leone

Activity Plan 2017-19

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Children, orphaned by Ebola, thriving in our kinship fostering programme

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- ii. providing annual scholarships [uniform, school bags, school kit]
- iii. supporting children with disabilities into education
- iv. delivering monthly support and welfare visits
- v. recording and monitoring children's health and education outcomes
- vi. Extend programme as resources allow [on-going] extended to 17 additional children first Q 2018
- e) Review care standards with children [Sept 18]
- f) Identify skills development programmes and placements for 15+ youths in kinship fostering [Nov 18]
- g) Extend kinship fostering programme to 19 child-led families [89 children] in partnership with CoDWelA, as resources allow [from Jan 17-Dec 18] *lack of finance impacting target*



Children in our kinship fostering programme spending quality time with volunteer Miss Constance

4 2017-19 Activity Plan

Our 2017-19 activity plan is aligned with the Ministry of Social Welfare, Gender and Children's Affairs alternative care policy and the United Nations sustainable development goals and is refreshed quarterly using traffic light monitoring to identify slippage in projects or targets.

A Delivering Alternative Care

I Kinship fostering

- a) Reconfigure feeding programme to meet national alternative care policy [Feb 17] completed
- b) Introduce monthly welfare visits [Mar 17] completed
- c) Collect baseline information [Apr 17] completed
- d) Continue Moya Wharf kinship fostering programme [on-going]:
 - i. Delivering monthly or bi-monthly food support





Celebrating Independence day with Sierra Leone beauty queens and reuniting a child with their family



2 High Quality Interim Care

- 1. Ensure smooth move to new premises minimizing disruption to the children. Completed [Feb 17]
- 2. Ensure annual registration with MSWGCA and FCC [on-going]
- 3. provide regular management reports to MSWG [on-going]
- 4. Meet MSWGCA and FCC ICC quality standards [on-going]
- 5. Maintain excellent 3:1 child : care-giver ratio [on-going]
- 6. Ensure all children registered with Emergency's or Aberdeen Womens clinic [Mar 17]
- 7. Review and reconcile medical diagnosis with medicine list. [Apr 17] Completed
- 8. Maintain child health records [May 17 onwards]
- 9. Fundraise to connect centre to Electricity [Jan 18]
- 10. Receive vulnerable children from the MSW and Freetown City Council. [On-going] *more sponsorship required to support additional children*
- 11. Decide option for future premises [dependent on fundraising [Dec 17]
- 12. Fundraise for 2019 Lease [Aug-Dec 18]
- 13. Pursue land at John Obey for permanent premises [on site 2019]



3 Resettlement and Foster care

- 1. Ensure a 2 year maximum stay for children in interim care by:
- 2. Continue to identify and train suitable foster care-givers to resettle ICC children, in partnership with CoDWelA. [Oct 17] lack of funding for training and on-going support
- 3. Identifying 4 potential foster carers for training [Oct 18]
- 4. Continue to provide family tracing and reunification services for vulnerable children. [On-going]
- 5. Resettle all ICC children where surviving parents identified and no child protection issues [Jan 17 onwards] completed [Aug 17]
- 6. Carry out welfare checks on resettled and fostered children [on-going]
- 7. Continue to work with the MSWGCA to support in-country fostering and adoptions. [On-going]
- 8. Continue to support overseas medical visa fostering and adoption for children with health problems that cannot be addressed adequately in-country and disabled children who would benefit from care provided by more developed health systems. [On-going]
- 9. Continue to support legacy adoption cases the MSWGCA deems eligible and carry out related investigations [as required and resources allow]
- 10. Support any new MSWGCA policy coming into effect.



Manays school children benefiting from new school kit and 2 children supported at the National Deaf School



Campaigning for child and girl rights in Sierra Leone

B Education Support

1 Interim care

- a) Ensure all school age children are enrolled at rising academy and have support during home study [On-going]
- b) Continue to track educational attainment [On-going]
- c) Provide study support and constructive learning activities[On-going]

2 Kinship fostering

- a) Support 35 school age children orphaned by the Ebola pandemic attend school [On-going]
- b) Continue collecting attainment tracking information to measure impact [On-going]
- c) Continue education support for children with disabilities [On-going]
- d) Identify skills training and placement opportunities for youths 15+ in kinship fostering [Sep 18]

3 Launch Education Fund [Aug 18] to:

- a) Provide school fees for unsponsored children in interim care [Sep 18]
- b) Provide school kit and bags to children in kinship fostering and Manays [Sep 18]
- c) Fund 3 annual essay competitions [Dec 18]
- d) Support skills training for youths [Jan 19]
- e) Build additional class room in Manays school [Mar 19]

C Campaigning for Girl and Child Rights

- 1. Continue campaigning support for African Union campaign to end child and early marriage [On-going]
- 2. Continue campaigning with Not in My Name Coalition to value traditional coming of age ceremonies but to end FGM [Female Genital Mutilation] [On-going]
- 3. Continue campaigning support for EBAFOSA, sustainable agriculture and food security. [On-going]
- 4. Continue campaigning support for SDGs and climate action. [On-going]



D Team Development for Delivery

- 1. Ensure gender balance and pay parity at all levels in the team (on-going)
- 2. Improve operational effectiveness by:
 - a) Introducing standardized volunteer agreements, setting out terms, conditions and service expectations and id cards [May 17]
Developing new policies and procedures with volunteers [July 17]
 - b) Developing annual schedule of policy & procedure review [Dec 17]
 - c) Carrying out review according to schedule [July 18 – July 19]
 - d) Developing training programme to build capacity in finance, administration and training [Aug 17]
 - e) Introducing technology e.g. laptops, tablets, digital child files, management system. *Finance dependant* [Oct 17]
- 3. Improve team professionalism and goal delivery with:
 - a) Role and goal orientated training, delivered on a programmed basis [on-going]
 - b) Team enrolment on-line Lynda courses [Oct 17].
 - c) Monthly team meetings [from Feb 17]
 - d) Staff Development and Appraisal programme to discuss successes and challenges; identify training needs and set goals for the year ahead. [Oct 17]
 - e) Carry out quarterly and annual reviews [Jan 18 – Dec 19]
- 4. Identify Hope Sakuma volunteers for agricultural training [Aug 17]
- 5. Undertake annual quality surveys [from Oct 18]
- 6. Develop an effective management team that can train colleagues in the sector [by Dec 18]
- 7. Help build capacity in the sector by developing modular training with ICC colleagues for child protection, care standards, child abuse, finance and budgetary controls, administration and electronic file management, in partnership with CoDWelA [Mar 19 onwards]



E Partnerships

- 5. Continue to develop partnerships with communities and community based organizations. [Ongoing]
 - a) Continue to provide practical help to sector as fundraising allows
 - b) identify what levels of support can be provided to the interim care and fostering sector [Sep 17] slipped to Dec 17
 - c) develop interim care reform proposal with Interim Care Centres to professionalize the sector, improve child protection standards, promote financial independence, pool resources and build capacity [by Oct 18],
 - d) develop partnership offer and timetable [Nov 18]
 - e) develop web and social media presence [Dec 19]



The Ladies of Hope Sakuma celebrating harvesting groundnut

F Empowering Rural Women for Food Security

To promote sustainable agriculture and improve food security for rural communities and our interim care and kinship fostering programmes we will:

1. Commission wholesale food arrangements direct from small-holder and subsistence farmers in the Western District – improving our children’s nutrition, helping the local economy by improving farm gate prices and reducing our programmes’ food costs. [Mar 17] *Partially successful [4 deliveries in 2017] but not yet fully realized due to lack of transport*
2. Pilot a food producer, processing and marketing co-op [July 17] aiming to:
 - a. identify a location [Jan 17] Sanda Magbolonto Chiefdom, Port Loko District identified
 - b. work with community to develop self-governing structure and rules with volunteers ensuring gender parity [Feb 17]
 - c. apply sustainable climate-smart techniques to grow crops
 - d. reduce post-harvest losses by providing improved community storage facilities [Sept 17]
 - e. 1/3 harvest to increase acreage planted each season [Sept 17] – all harvest replanted doubling acreage planted 2018
 - f. 1/3 harvest to supply interim care and fostering programmes [Nov 18] *deferred from Sep 17 as all 2017 harvest replanted*
 - g. 1/3 harvest to improve market access and farm gate prices for small holders and subsistence farmers by using ICT and developing logistics to transport food, initially by road and then by river [Jan 19]

- h) Develop off-grid solar charging point to provide access to electricity, phone charging and power cold storage and irrigation [Oct 18] finance dependant
3. Develop farm plan with farmers [Jan 18]. *Plan agreed [Feb 18]:*
 - a. increasing groundnut acreage by 100% [May 18]
 - b. Increasing wetland rice acreage by 30% [Aug 18] diversifying into:
 - c. boli land rice [finance dependant] [Apr 18]
 - i. finance tractor repairs
 - ii. finance seed
 - iii. seek fertilizer [application made on time but none available]



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- d) drought-resistant crops, including cassava [May 18]
 - iv. Land preparation
 - v. Obtain Cassava sticks
 - vi. Plant & weed
- e. cashew nut trees subject to acceptance on WFP programme
- f. sustainable palm oil [Oct 18]
 - i. identify co-op heritage trees [Mar 18]
 - ii. Harvest to market [Mar 19]
 - iii. extend to neighbouring small-holders and communities [Oct 19]
- g) peppers, tomatoes, squash and binch
 - vii. seed variety testing Mile 6 [Jun -Dec 17]
 - viii. soil preparation – transfer to Manays was during unseasonal dry season and seedlings didn't take
 - ix. revised planting Dec 18
- h. process and preserve by solar drying, par boiling, foo-foo, semolina, gari, flour etc. to generate an income for participating farmers and Hope ICC [Sept 18 onwards] finance dependant
- i. develop bio-diversity audit indicators [Oct 18]



- 4. Extend a successful pilot to at least 3 other districts during the life-time of this plan, in partnership with EBAFOSA-SL, SLAAHM and CoDWelA, to provide food support for up to additional 600 children orphaned by Ebola or otherwise vulnerable. [Dec 17 onwards] *subject to finance replaced with revised targets below*
- 5. Extend co-op to neighbouring communities in Sanda Magbolonto chiefdom as resources allow [on-going] 6 additional communities in 2017; 5 communities 2018 waiting list



Wetland rice nursed by hand, planted by hand and harvested by hand

- 6. Establish seed multiplication and produce farm [Dec 17]
- 7. Work with Hamilton community [Mar 18] to establish small holders co-op with a gender balanced team [Nov 18]
- 8. Launch Farm Fund to support farm development and enable adding value by processing:
 - a. Solar charging point [Oct 18]
 - b. rice mil [Dec 18]
 - c. Tractor [Jan 19]
 - d. cold oil press [Mar 19]
 - e. flour mill [Sept 19]
- 9. Ensure annual registration with MAFF, DAO, NFU [Aug]



G Income Generation for Financial Sustainability

To ensure our programmes are financially sustainable, over the life-time of this plan, we will:

1. Maintain budgetary controls and ensure continuous improvement savings are identified throughout the year
2. identify suitable business opportunities and develop social purpose business plans with partners::
 - a) Wholesale Food to partner ICCs to generate a income to reinvest in further food production. Revised target [Dec 18] , restaurants, ngos [Dec 19]
 - b) Process groundnut to add value [Oct 17]
 - c) Process sustainable palm oil
 - d) Process cassava into foo-foo, gari [Nov 18] flour [Nov 19]
 - e) Upcycle and sell secondhand clothing and footwear donations to provide: Free children's clothes and footwear for 200 children in 2017 and 2018 - Hope ICC [41], Moa Wharf [61], 3 partner ICCs [140]; [Dec 17] *container arrived Jan 20th 2018*
 - f) Secure income for child-led families from selling donated adult clothing and footwear generating sufficient income to pay for the shipping cost; the balance being shared between the child-led family and Hope. [Jan 18] *target deleted cost of shipping donated clothing uneconomic new target*
 - g) Identify suitable child-led families with CODwela for enterprise training and support [Dec 18] support 10 enterprise initiatives [Oct 19]



Hope Sakuma celebrating the donation of a groundnut sheller and roaster to add value to their groundnut

- h) Source and develop market bio fertilizers. *Finance dependant*
 - i. Identify partners and processes [Dec 17]
 - ii. Resource supply and collection [Aug 18]
 - iii. Product prototype processing and testing [Sept 18]
 - iv. Infrastructure [Mar 19] *finance dependant*
 - v. Marketing [Oct 19] *finance dependant*
3. Produce and market heritage condiments [Oct 18] *Finance dependant*
4. Produce and market natural cosmetics [Aug 19] *Finance dependant*





5 ORGANIZATIONAL CHART

- HUB SERVICES – RESETTLEMENT, FOSTERING, KINSHIP FOSTERING, FARMING
- ICC SERVICES – REGISTRATION AND CHILD CARE
- DELEGATED BUDGET HOLDER

