



GOVERNMENT OF SIERRA LEONE

## NATIONAL COMMISSION FOR SOCIAL ACTION (NaCSA)



## ANNUAL REPORT 2015

# TABLE OF CONTENT

LIST OF ACRONYMS .....	4
FOREWORD .....	5
About NaCSA .....	6
Strategic Programme Focus .....	7
Key Highlights in 2015 .....	7
PART 1: .....	9
PROGRAMME IMPLEMENTATION PERFORMANCE .....	9
<b>1.0 HOPE FOR THE FUTURE – CREATING SOCIAL AND ECONOMIC OPPORTUNITIES.....</b>	<b>10</b>
<b>1.1 WOMEN’S EMPOWERMENT PROGRAMMES.....</b>	<b>10</b>
1.1.1 Self-Help Affinity Groups (SAGs) Scheme .....	10
1.1.2 Micro Enterprise Groups .....	10
<b>1.2 YOUTH EMPLOYMENT.....</b>	<b>11</b>
<b>1.3 DEVELOPING MARKET POTENTIALS .....</b>	<b>12</b>
<b>1.4 SUPPORT TO FOOD SECURITY ACTIVITIES .....</b>	<b>12</b>
2.0 Helping the Destabilised – Humanitarian Assistance .....	13
<b>2.1 PROVIDING INTERNATIONAL PROTECTION .....</b>	<b>13</b>
<b>2.2 COMBATING IRREGULAR MIGRATION .....</b>	<b>14</b>
<b>2.3 WAR REPARATIONS.....</b>	<b>15</b>
3.0 Social Protection .....	16
<b>3.1 SOCIAL SAFETY NET STRATEGY .....</b>	<b>16</b>
<b>3.2 SOCIAL SAFETY NET PROGRAMME .....</b>	<b>17</b>
<b>3.3 RAPID EBOLA SOCIAL SAFETY NET PROGRAMME.....</b>	<b>18</b>
4.0 Building Stronger .....	19
4.0 Communities – Community Development and Rural Infrastructure.....	19
<b>4.1 COMMUNITY DRIVEN DEVELOPMENT PROJECT – PHASE 2 (CDDP-II) .....</b>	<b>19</b>
<b>4.2 PRO-POOR GROWTH-FOR-PEACE CONSOLIDATION (GPC).....</b>	<b>20</b>
PART 2: .....	21
PROGRAMME ADMINISTRATION AND MANAGEMENT .....	21
5.0 Strategic Partnership Networking and Coordination .....	21
6.0 Administration and Human Resources.....	22
7.0 Sources and Application of Funds .....	23
<b>7.1 DONOR COMMITMENTS AND DISBURSEMENTS.....</b>	<b>23</b>
<b>7.2 GOSL COMMITMENTS AND DISBURSEMENTS.....</b>	<b>24</b>
<b>7.3 FUNDING FOR NEW VS CONTINUING PROGRAMMES IN 2015.....</b>	<b>25</b>

8.0 Procurement and Contract Management .....	25
<b>8.1 SUMMARY OF MAJOR PROCUREMENTS IN 2015</b> .....	<b>25</b>
<b>8.2 EVALUATION OF PROCUREMENT CAPACITY</b> .....	<b>26</b>
9.0 Monitoring and Evaluation.....	26
10.0 Information and Communication Technology (ICT) .....	27
<b>10.1 MANAGEMENT INFORMATION SYSTEM (MIS)</b> .....	<b>27</b>
11.0 Internal Audits and Risk Management .....	27
PART 3: FROM THE PAST TO THE FUTURE.....	29
12.0 Challenges in 2015 .....	29
13.0 Lessons Learnt .....	30
14.0 Outlook for 2016 .....	30
<b>ANNEX 1: GPC II PROJECT DISTRIBUTION BY DISTRICT</b> .....	<b>32</b>
<b>ANNEX 2: RELIEF AND RESETTLEMENT PROGRAMME ACTIVITIES IMPLEMENTATION STATUS</b> .....	<b>34</b>
<b>ANNEX 3: IRREGULAR MIGRATION UPDATES</b> .....	<b>34</b>
<b>ANNEX 4: WAR WOUNDED INTERIM GRANT PAYMENT BENEFICIARY BREAKDOWN BY DISTRICT</b> .....	<b>34</b>
<b>ANNEX 5: IMPLEMENTED LIPW REGIONAL SUB-PROJECTS DISTRIBUTION</b> .....	<b>35</b>

## LIST OF ACRONYMS

<b>ADB</b>	African Development Bank
<b>AfP</b>	Agenda for Prosperity
<b>CARE</b>	Cooperative for Assistance and Relief Everywhere
<b>CRS</b>	Catholic Relief Services
<b>DFID</b>	Department for International Development
<b>ECOWAS</b>	Economic Community of West African States
<b>GDP</b>	Gross Domestic Product
<b>GPC</b>	Growth for Peace Consolidation
<b>GoSL</b>	Government of Sierra Leone
<b>IDB</b>	Islamic Development Bank
<b>IS</b>	Immigration Service
<b>KfW</b>	German Development Bank
<b>LIPW</b>	Labour Intensive Public Works
<b>MEGs</b>	Micro Enterprise Groups
<b>NaCSA</b>	National Commission for Social Commission
<b>ONS</b>	Office of National Security
<b>PADCO</b>	Peace and Development Corps
<b>RSLAF</b>	Republic of Sierra Leone Armed Forces
<b>SAG</b>	Self Help Affinity Group
<b>SLP</b>	Sierra Leone Police
<b>SNAP</b>	Sustainable Nutrition Agricultural Project
<b>SSN</b>	Social Safety Net
<b>TRC</b>	Truth and Reconciliation Commission
<b>TOCU</b>	Transnational Organized Crime Unit
<b>UTB</b>	Union Trust Bank
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>WVI</b>	World Vision International
<b>WB</b>	World Bank

## FOREWORD



2015 proved to be a challenging, yet successful year for NaCSA. This report provides a general overview of activities undertaken by the Commission in its efforts to complement Government's stride in the attainment of the objectives of the Agenda for Prosperity (AfP). The report highlights some notable instances of the remarkable successes made in reducing poverty, community development and capacity building; as well as the Commission's

contributions in the containment of the Ebola Virus Disease outbreak.

The period under review was an important watershed in NaCSA's corporate aspirations. Amidst the challenges posed by the Ebola Virus epidemic, the Commission made fundamental achievements including but not limited to launching of the Social Safety Net (SSN) programme and National Social Protection Strategy (NSPS); executing a co-financing agreement with the Islamic Development Bank; implementing cash transfers to extremely poor households in 10 districts; establishing partnerships with reputable international non-governmental agencies like World Vision, DFID, CARE; re-negotiating the reduction of the microfinance interest rates levied by the Union Trust Bank (UTB) to micro and small businesses from 20% to 18%, as a means of improving women's access to financial services; and the payment of rehabilitation and interim cash grants to severely war wounded victims in compliance with the provisions of the Truth and Reconciliation Commission (TRC) report.

In 2016, the Board and Management of the Commission shall continue to leverage these achievements, to ensure sustained effectiveness in service delivery and helping communities become more resilient and self-reliant for lasting and sustained transformation of their communities. The Commission will therefore strengthen its coordination role in the implementation and delivery of social protection programmes; facilitation of women's empowerment through greater linkage to financial services; creation of job opportunities for youths in rural and peri-urban areas through labour intensive public works scheme; implementation of rural growth poles projects in selected districts; placement of young graduates into internship programme for job experience; and protection of asylum seekers and refugees.

We register our appreciation to the NaCSA Board, donors (World Bank, German Development Bank, Islamic Development Bank, UNHCR etc), strategic and operational partners and all other stakeholders, for their involvement and valuable contribution in reaching the milestones crossed in 2015.

**Alie Badara MANSARAY**  
**COMMISSIONER**  
**NaCSA**

## **About NaCSA**

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### **Mandate**

To promote community-based, demand-driven and sustainable development activities; leading to the alleviation of poverty, reduction in the threat of renewed conflict; and improvement in the speed, quality and impact of development initiatives in cooperation with non-governmental organizations, relevant line ministries, private sector partners and interested parties.

### **Mission**

To promote the efficient and effective delivery of social and economic services; capacity building and humanitarian assistance programmes for alleviation of poverty; reduction in the risk of renewed conflicts and improvement in the wellbeing of Sierra Leoneans

### **Vision**

To operate as a viable and exemplary institution for efficient and effective pro-poor service delivery and good project governance that ensures meaningful engagement and personalization of the benefits of development by citizens, especially vulnerable groups

## Creating Social and Economic Opportunities

- Human Capital Development
- Physical Capital Development
- Micro Enterprise Development and Support
- Capacity building for livelihoods
- Short-term employment and income generation measures

## Providing Humanitarian Assistance

- Asylum seekers' status determination
- Protection and assistance to refugees and asylum seekers
- War Reparations
- Relief and Resettlement for IDPs and Returnees.
- Intervention on migration

## Delivering Social Protection

- Systems Building for Delivery of Social Protection ( MIS, GRM , Targeting etc)
- Cash Transfers to extremely poor households

## Key Highlights in 2015

1. Social Safety Net Scheme and Social Protection Strategy launched by His Excellency the President
2. 51,886 extremely poor households in ten districts received cash transfers
3. Short-term employment created for about 6,000 youths through the Labour Intensive Public Works
4. USD 51 M Partnership Agreement signed with the Islamic Development Bank for Rural Growth Poles project in seven (7) chiefdoms
5. Partnership agreements signed with SNAP, Save the Children, World Vision International and a host of other INGOs
6. African Development Bank re-engaged for establishment of long-term strategic partnerships
7. Multi-stakeholder stock-take on programme implementation, with focus on adherence to accountability and transparency principles.

8. Payment of Rehabilitation and Interim cash grants to severely war wounded victims through the Reparations Programme in line with the TRC recommendations.

**PART 1:**

**PROGRAMME IMPLEMENTATION PERFORMANCE**



## 1.0 Hope for the Future – Creating Social and Economic Opportunities

The Social and Economic Opportunities aspect of NaCSA's programmes focused on four (4) thematic areas: (i) promoting women's empowerment; (ii) contributing to youth employment; (iii) developing market potentials and (iv) enhancing food security. The Commission made significant achievements in attaining the 2015 targets, especially for those programmes with multi-year implementation horizons. The achievements in 2015 are explained in greater detail in the following sections.

### 1.1 Women's Empowerment Programmes

The empowerment of women is the prime objective of Pillar 8 of the Government's Agenda for Prosperity (AfP). The achievement of this goal should be pursued through a strategy that combines efforts to improve the business environment, access to finance for women-owned businesses and capacity development. In pursuit of these objectives, the Commission through its advocacy interventions created a platform for women's empowerment and economic development. With funding support from the IDB, NaCSA established women business groups, which benefited from the services and opportunities provided by financial institutions across the country. Two categories of beneficiary groups were established; these are Self Help Affinity Groups (SAGs) and Micro Enterprise Groups (MEGs); both of which are distinctly different in terms of characteristics and operational tenets.

#### 1.1.1 Self-Help Affinity Groups (SAGs) Scheme

Two years ago, the SAGs scheme supported the establishment of groups in Kenema, Kono, Bombali, Kambia, Port Loko, Tonkolili, Bo, Bonthe, Moyamba, Pujehun and Western Area; with a total membership of 2,360 women. Through mentorship and coaching provided by NaCSA, these groups have built strong cohesion amongst themselves. The capacity building support has enhanced economic self-reliance and participation in business activities. In the early part of 2015, when the Ebola outbreak was still at its peak, the activities of these groups were severely disrupted, which had implications on their livelihoods. NaCSA commenced support to these groups after the outbreak. In 2016, the support will be substantially enhanced to strengthen the affinity principle of the groups.

#### 1.1.2 Micro Enterprise Groups

In 2013, thirty-two (32) groups with a total of 640 women were formed. Micro enterprise groupings are located in the following districts; Bombali, Tonkolili, Kambia, Moyamba, Kenema and Western Area. During the period under review, these groups benefited from a second cycle of loan disbursements from the Union Trust Bank's microfinance scheme. Even

though the group’s activities were gravely affected during the Ebola Virus epidemic, they performed remarkably well by ensuring prompt repayment of previous loan disbursements, which precipitated the disbursement of second loan cycle. To help reduce the repayment burden on the beneficiaries, the Commission re-negotiated the financing terms with the bank, reducing the interest rate by 2 percentage points from 20% to 18%.

The MEGs scheme will continue its advocacy for the banks to increase the size of their loans and further reduce interest rates as a way forward in promoting women’s development and gender equality in private sector development. NaCSA will continue to facilitate access to finance and provide mentorship to women to complement efforts of Government and other international and local partners involved in the economic and social empowerment of women in Sierra Leone.

***Box 1: Changing the Life of a Single Parent  
Mother Through Micro-Loans***

*Madam Hawa Ngobeh is a 42-year old single parent living in Moyamba Junction, a small town in Moyamba District in Southern Sierra Leone. She was offered a soft loan by NaCSA, which transformed her life from an unemployed woman who depended on relatives for her survival, to business owner who was able to take care of her livelihood issues. “I am now a proud single mother able to take care of my family’s responsibilities”, she proudly remarked.*

## 1.2 Youth Employment

The Peace and Development Corps (PADCO) programme of the Commission seeks to equip new and unemployed tertiary-level graduates, with technical skills and practical experiences in various aspects of service delivery, by recruiting them into various administrative units and programmes of the Commission. The objectives of the PADCO scheme align with Pillar 5 of the AfP, which promotes the design of employment-friendly institutional frameworks.



**KATUMU AN INTERN VOLUNTEER**

In 2015, 80 young graduates were enrolled and placed into different programmes in the Commission for a period of 6 months, to enable them acquire practical work experience that will strategically position them in the competitive job market and employment service. The Commission

provided monthly stipends to these young graduates during the course of their internship to cushion their transportation burdens. This number represented about 50% increase in the number of Interns from 38 in 2014.

The effectiveness and broadening of the internship scheme faced hiccups, largely due to challenges in securing funding for its smooth implementation. In order to ensure continuation and sustainability of the youth empowerment drive of NaCSA, additional funding sources will be explored in 2016 to ensure a continuation of the programme, taking into cognizance the opportunities and impact created in the lives of young and inexperienced graduates in their search for employment.

### 1.3 Developing Market Potentials

Though the country is endowed with substantial natural, high quality vegetation and vast areas of arable land, crop production is still largely subsistent in nature, while the availability of local agricultural produce in the market remains a challenge. The transportation of produce to the markets has also been limited primarily by the poor road network; which has further implications on the prices of locally produced food stuff particularly rice, which is the staple food.

The Commission, in its contribution to the economic growth diversification objective of the AfP, embarked on the construction of bridges, culverts and spot improvements of feeder roads in three (3) Districts; Kailahun, Kono and Koinadugu. The thrust of the German funded GPC project is to enhance crop production, increase value chains and drive access to markets for agricultural products. The feeder roads rehabilitated and bridges and culverts constructed by NaCSA in the nine chiefdoms considerably enhanced transportation of large volume of goods from farm gates to markets and consumers.

Some challenges limited the overall impact created in this area, primary among them is the limited geographic scope of the intervention. The Commission will pursue with donors through advocacy for expansion of the project to other districts and chiefdoms particularly those within high agricultural potentials, as a means of promoting a quantum leap in the development of agricultural markets.

### 1.4 Support to Food Security Activities

Pillar 1 of the AfP puts premium on increased agricultural productivity and attainment of food security as a strategy for reducing poverty, given the agriculture sector's contribution of about 50% to the country's economy and its employment of about 70% of the population. Through funding assistance from the World Bank, NaCSA's Labour Intensive Public Works (LIPW) supported over 5,600 youths in 70 communities in agricultural productivity activities; this brought the cumulative total number of youths supported by the LIPW to 10,347 from 4,747

in 2014, representing 45.9% increase. The LIPW activities invariably resulted in increased incomes for the youths and helped them manage their natural resources in sustainable ways that prevent environmental degradation. Part of the proceeds of the harvests was used as seed bank for future cultivation.



Cultivation of 10 acres of Cassava farm through LIPW in Timdale -Moyamba District



Sweet Potato Vines Cultivation at Bathurst Village in Freetown

In 2016, the Commission will continue to provide additional support to more youth organisations in various communities for the realization of food self-sufficiency vision of Government and Ministry of Agriculture.

## 2.0 Helping the Destabilised – Humanitarian Assistance

NaCSA has the statutory responsibility to provide humanitarian assistance to various categories of persons affected by wars and conflicts as well as those seeking asylum from political and other forms of threats. These include asylum seekers, refugees, irregular migrants, war victims and other displaced persons<sup>1</sup>. The mandate of providing protection and assistance to persons of concern as described in relevant international conventions have, to date, been executed by the Commission with utmost sincerity and due diligence.

### 2.1 Providing International Protection

This programme aims at assisting the residual caseload of exempted refugees and refugees of other nationalities living in Sierra Leone, with a view to enhance their physical and legal protection. During the period under review, with funding from the UNHCR, NaCSA provided protection and assistance to asylum seekers and refugees in the areas of (i) conduct of asylum procedures; (ii) access to health services; (iii) primary and secondary education; (iv) profiling; and (v) birth registration and issuance of birth certificates.

The following summarises NaCSA's performance<sup>2</sup> in the above areas:

<sup>1</sup>The Truth and Reconciliation Report and RPA of 2007.

<sup>2</sup> The detailed analysis is provided in Annex 1 of this Report.

- Provided educational support to 120 out of a target 130 primary and secondary school going refugee pupils in 2015
- Conducted Refugee Status Determination (RSD) for 3 applications and processed asylum claims for all 3 claimants
- Conducted enhanced registration and issuance of birth certificates to all 50 new born refugee children in the officially designated refugee locations
- Rehabilitated 80 makeshift refugee structures
- Provided legal literacy training for 55 participants for enhancement of peaceful coexistence between refugees and host members



UNHCR & NaCSA Engagement with Exempted Refugees at Jimmi Gbagbo

Refugees are located in the following Districts (towns and villages) across the country: Moyamba (Taiama), Bo (Ngelehun, Jembe, Gerihun, Jimmi Gbagbo and Gondama), Kenema (Largo, Hanga, Blama, Tobanda and Gbenderu), Western Area (Urban and Rural) and Pujehun (Bandajuma). The protection of asylum seekers and refugees is challenging driven largely by the limited funding support provided by UNHCR, which has been the sole funder of refugee activities; as well as the disproportionately high expectations of refugees for both material assistance and third country resettlement availability.

In 2016, the Commission, in collaboration with UNHCR, will vigorously intensify information campaigns targeting media institutions and refugees on the challenges facing the availability of particularly resettlement to third country opportunities and guiding principles on refugee protection. Furthermore, livelihood interventions will be implemented both at family based and group/community level to increase self-reliance.

## 2.2 Combating Irregular Migration

The objective of this project is to build the capacity of Government institutions to curb irregular migration. It is co-funded by ECOWAS and GoSL and implemented nationwide. The primary beneficiaries of the project are the returning migrants and victims of trafficking, who received reintegration package, in addition to family tracing and re-unification services for the victims of trafficking.

In 2015, NaCSA conducted a series of sensitization campaigns across the country, with the aim of raising awareness, particularly among youths, on the consequences of migrating

irregularly. This activity was executed in close collaboration and with technical support of the Office of National Security (ONS), Immigration Services (IS), Sierra Leonean Police (SLP), Trans-National Organised Crime Unit (TOCU) and the Republic of Sierra Leone Armed Forces (RSLAF).

The major challenges faced in the implementation of these activities were: (i) limited funding for sustained awareness raising and (ii) relatively short duration of the project. Together, these challenges reduced the impact created in terms of adherence and reduction of irregular movement of youths to affluent continents, sometimes using high risk travel methods. Considering the unabated migration trends and rates by youths via dangerous channels who sometimes lose their lives in the process, NaCSA, in partnership with other agencies will in 2016, explore potential funding both locally and internationally for continuation of the awareness promotion programmes, provision of livelihood engagement opportunities as a means of attracting and discouraging youths from venturing abroad through illegal means and improving migration management systems.

### 2.3 War Reparations

The objective of this programme is to restore the dignity of particularly needy severely war wounded victims by providing reparations to them in the form of rehabilitation grants complemented with training in income generation and financial literacy. The War Reparations Programme is funded from the Government of Sierra Leone revenues.

In 2015, 2,622 severely war wounded victims and other categories of beneficiaries were medically evaluated, verified to ascertain their eligibility for rehabilitation and interim cash grant payment. Of these, and largely driven by the availability of funds, rehabilitation and interim cash grants as well as financial literacy and income generation training was provided to 1,004 beneficiaries<sup>3</sup>, to facilitate their engagement in productive income generation activities for restoration of their dignity. The beneficiaries of the project were drawn from all the 14 Districts in the country. In addition to the reintegration support provided to victims, the Commission will in 2016 embark on the production of a comprehensive documentary on the Reparations programme, titled “The Sierra Leone Experience”.

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<sup>3</sup> Annex 2 to this Report provides detailed analysis of the regional distribution of beneficiaries of the WR Programme



**Jeneba Tarawalie - Kono District**

**Box 2: Gara Trading and Training Centre**

*Jeneba a war victim, having received live skill training and counselling she no longer feels stigmatized, but proud of herself. She established a gara trading and training centre with the funds she received. She is very grateful to NaCSA and the donors for the intervention which has transformed her and the lives of street girls.*

The unavailability of expected funds gravely undermined the accomplishment of the programme’s targets, which implied that certain categories of potential beneficiaries did not have access to basic interventions of the programme.

### 3.0 Social Protection

A strong premise for Pillar 6 of the AfP is that the implementation of social protection services is crucially important in addressing poverty issues; and that the implementation of sound social protection policies, the provision of social insurance interventions and basic social protection packages for the extremely vulnerable population will help build social and economic resilience.

#### 3.1 Social Safety Net Strategy

Prior to 2015, the implementation of Social Safety Net schemes and other social protection programmes was fragmented and done in *ad hoc* formats and by various actors. In keeping with Government’s drive to provide resilient societies, NaCSA led the process of developing a comprehensive and coherent strategy for the delivery of social safety net programmes in Sierra Leone. In 2015, the President officially launched the Social Protection Strategy and Social Safety Net (SSN) programme



**His Excellency President Ernest Bai Koroma, World Bank Senior Social Protection Director Arup Banerji and cross section of SSN beneficiaries**

in Magburaka, Tonkolili District as core instruments for managing all interventions aimed at reducing poverty, addressing inequality, improving nutrition, health services and access to

education in helping poor and vulnerable households to manage risk more effectively. The strategy is expected to help change the poverty dynamics, especially following the outbreak of the EVD in the country.

The programme was graced by the World Bank Senior Director for Social Protection, Arup Banerji who stated that, Sierra Leone is now better placed to effectively eradicate poverty and ensure better living standards for its people. The document is described as “a road map for realistic poverty reduction” and assistance should be regarded as investment in human capital and not as mere hand-outs.



Arup Banerji, Senior Director Social Protection World Bank

### 3.2 Social Safety Net Programme

NaCSA, in its contribution to the ideals of building a socio-economically resilient country, designed and implemented a variety of Social Safety Net (SSN) schemes ranging from unconditional to conditional cash transfers. Funded by the World Bank, UNICEF and GoSL, the SSN Project is intended to provide unconditional quarterly cash transfers to extremely poor households in vulnerable communities to help them meet their basic needs.

This project, which started in 2014, was implemented in four districts (*Kono, Bombali, Moyamba and Western Area Rural*). Of the 20,000 households determined to be extremely poor in targeted localities in the four Districts, NaCSA disbursed quarterly packages of cash transfers to 13,547, or 67.7% of target eligible beneficiaries. The project is being implemented with the support of the Anti-Corruption Commission, whose responsibility is to monitor implementation processes to ensure resources reach the intended beneficiaries.



Deputy Commissioner Haja Isatu Kamara admonishing SSN beneficiaries at Kabatha Junction in Port Loko

Eligibility was determined using predefined poverty metrics such as community-led poverty indicators, Light Proxy Means Tests (LPMTs), Proxy Means Tests (PMTs) and other scientific poverty verification indicators agreed between NaCSA and Statistics Sierra Leone; and beneficiaries were

identified through a combination of rigorous targeting tools

including the preparation of preliminary lists by community identification committee; and a comprehensive citizens' verification and registration process carried out by the National Registration Secretariat (NRS), with the supervision of the Anti-Corruption Commission. Over 150,000 households (about one million people) will benefit from the cash transfer scheme as part of the Ebola recovery and transition plan.

### 3.3 Rapid Ebola Social Safety Net Programme

The Ebola Virus disease had devastating impacts on vulnerable citizens that were under the threat of extreme poverty prior to the outbreak. This emergency situation unavoidably demanded an emergency response that prevented the poverty situation from worsening. As part of the Emergency Response, NaCSA secured a grant from the World Bank to implement the Rapid Ebola Safety Net (RE-SSN) programme. The objective was to provide a safety net to extremely poor households, including those who were directly or indirectly affected by the Ebola Virus Disease (EVD).

The WB funded project targeted 9,000 households in 6 severely Ebola Virus affected districts including Kenema, Kailahun, Bo, Tonkolili, Port Loko and Western Urban. The Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA) provided psychosocial support to affected communities and households as measures to reintegrate survivors into mainstream community. A total of 8,972 beneficiary households received quarterly cash transfers of Le 370,000 per household for a period of 9 months (January – September 2015). With support from other donors, the Commission coordinated the targeting and payment of 29,367 households (SNAP 13,552; SCF 6,445; DFID 9,370)

The major challenge during the implementation was the unexpected spiral increase in the number of the extremely poor households caused by the Ebola Virus epidemic, which invariably created an overwhelming burden on the available resources and project targets. Going forward, NaCSA intends to conduct a Proxy Mean Test (PMT) exercise to establish the eligibility and inclusion of future beneficiaries into the SSN programme.

### **Box 3: From Begging to Petty Trading**

*Abie John, 69, was a beggar before the Ebola broke out in Sierra Leone. When she became a beneficiary of the Rapid-Ebola Safety Net unconditional cash transfers as the head of her household of five, she stopped begging and now sells kolanuts.*

*She said she is also now able to put food on the table and supports the schooling of her three grandchildren.*



## **4.0 Communities – Community Development and Rural Infrastructure**

Infrastructure investments are essential and critical catalysts in rural communities' development; they also help the burden of socio-economic hardships and reverse the rural-urban migratory flow. Since the incremental changes in human development index ranking and prosperity of citizens are measured by the levels of access to reasonable social facilities and community development, the Commission has a strategic objective to contribute to the acceleration of human development efforts of government mentioned in Pillar 3 of the AfP through the implementation of the rural growth poles project.

### **4.1 Community Driven Development Project – Phase 2 (CDDP-II)**

In keeping with its commitment to enhancing community development, the Government of Sierra Leone signed a five-year co-financing agreement with the IDB totalling USD 51 Million for the implementation of the rural growth poles project fondly called “**Gietrenk**”. The development objective of the SLCDD-II project is to build the livelihoods of rural poor by providing them access to socio-economic opportunities and capacity building. The thrust of this project is to reverse the rural-urban migration flows of



particularly youthful populations seeking opportunities and social services, through sustainable development and provision of amenities within the targeted chiefdoms. This

demand driven project adopted the bottom-top approach in its design to foster sustainable development and ownership. NaCSA conducted a participatory rural appraisal exercise which formed the core basis of the project design and was also a pre-requisite for the approval and effectiveness of the project.

The geographic coverage of the project is in 4 districts and 7 chiefdoms as follows: Kenema (Lower Bambara); Port Loko (Dibia and Bureh Kasseh Maconteh); Tonkolili (Kholifa Mabang and Kunike Sanda), and Moyamba (Bagruwa and Ribbi). The selection criteria took into account the food vulnerability and security levels, choosing only medium to high food insecure chiefdoms, high population and high potential to stimulate economic growth in neighbouring high food insecure chiefdoms.

It is envisaged that in 2016, this project shall be ramped up to full implementation status.

#### 4.2 Pro-Poor Growth-for-Peace Consolidation (GPC)

The objective of the GPC project is employment promotion and income generation, with the view of deepening the peace consolidation process. It especially focuses on employment creation and income generation for vulnerable groups (youths and women) in selected rural and semi-urban areas. In 2015, the GPC project generated 29 approved projects which included 189 Km stretch of feeder roads with bridges and culverts in the three operational Districts of Kailahun, Kono and Koinadugu. In addition, constructed 6 water wells fitted with hand pumps in Kailahun District. This level of outputs represent 85 and 90 percent of planned outputs of 189 Km and 6 water wells respectively.(See Annex 5). The implementation of works turned out quite impressive given the lull in several activities due to the Ebola outbreak and intensity of the rains.



In 2016, the procurement process for the award of contracts and execution of 131.5 km of feeder road, construction of 6 grain stores and 10 hand dug water wells within the same districts will commence.

**Spot improvement of Siam Junction to Ngondama Road**  
Kailahun District

## PART 2:

### PROGRAMME ADMINISTRATION AND MANAGEMENT



#### 5.0 Strategic Partnership Networking and Coordination

Partnership is a core principle of NaCSA's approach to developing its strategic directions in programming. It is also considered fundamental in ensuring successful implementation of programmes. In pursuance of this principle, NaCSA has fostered strong partnerships and collaborations with reputable development institutions across the country to leverage investments and create synergies in the design and implementation of projects. This approach will also help the Commission secure increased funding for its programmes and increase the scope of interventions that have proven to have high positive impacts on beneficiaries.

In 2015, the following notable achievements were made by NaCSA in establishing collaborative partnerships with Government Ministries, Departments and Agencies; bilateral and multilateral donor partners; and international NGO implementing partners.

<b>Donors</b>	<b>Bilateral and Multilateral Funding Partnerships</b>
<ul style="list-style-type: none"> <li>• Re-affirmation of strategic partnerships with the German Diplomatic and Development mission in rural infrastructure growth programmes</li> <li>• Discussions with African Development Bank for collaboration and partnership on the Mano River Union Post Ebola Recovery support and youth employment interventions</li> </ul>	
<b>MDAs</b>	<b>Programme Implementation Partnerships</b>
<ul style="list-style-type: none"> <li>• Anti Corruption Commission for the operationalization of the Grievance Redress Mechanism (GRM) project monitoring tool</li> <li>• MSWGCA for the development of a Psychosocial Support Manual on Ebola Survivors</li> <li>• Statistics Sierra Leone and Local Councils for development of standardised and transparent methods of selecting social safety net beneficiaries</li> </ul>	
<b>NGOs</b>	<b>Programme Design and Implementation Partnerships</b>
<ul style="list-style-type: none"> <li>• CRS, Save the Children, CARE, World Vision, DfID and SNAP for Development of Standard Operating Procedures (SOPs) for beneficiary targeting and payment of cash benefits to EVD survivors</li> <li>• Broad Memorandum of Understanding for programme implementation partnership</li> <li>• SPLASH Mobile money for the delivery of mobile money transfers to beneficiaries of various safety net schemes</li> </ul>	

## 6.0 Administration and Human Resources

In 2015, NaCSA operated with a total of 143 staff; of these, 41.3% were technical and professional programme staff excluding PADCO interns. NaCSA is an equal opportunities employer and continues to encourage the recruitment and retention of female members of staff. As at end 2015, approximately 18.2% of NaCSA's total work force were women. The following Table provides a functional and gender classification of NaCSA's work force in 2015.

Staffing Category	Male		Female		Total
	No.	(%)	No.	(%)	
Executive Management	1	0.7	1	0.7	2
Programmes/Projects	47	32.9	12	8.4	59
Administration and HR	61	42.6	11	7.7	72
Finance	2	1.4	1	0.7	3
Procurement and Contracts	3	2.1	1	0.7	4
Internal Audit and Risk Management	3	2.1	0	0.0	3
<b>Totals</b>	<b>117</b>	<b>81.8</b>	<b>26</b>	<b>18.2</b>	<b>143</b>

Source: NaCSA Administration and HR Unit

NaCSA's organisational structure<sup>4</sup> has an Administration and Human Resource Unit (A&HR), which provides administrative, human resources and logistical support to the Commission's project and programmes. It supports staff recruitment, deployment and promotion as well as renewal of employment contracts to deserving staff. It develops and manages lease contracts and protects both physical and intellectual properties of the Commission for and on behalf of the Government of Sierra Leone.

Some of the major achievements of the A&HR Unit in 2015 include facilitation of amendment and signing of the revised NaCSA Act 2015 by His Excellency the President; disposal of several depreciated assets such as motorbikes, vehicles and generators in accordance with the established rules of assets disposal, in furtherance to NaCSA Board endorsement; Facilitation of the conduct of two statutory Board meetings; Refurbishment of NaCSA head quarter building; Relocation of some district offices to attractive and conducive premises; and conduct of rigorous and objective staff appraisal exercise.

The major challenge facing the unit is difficulty in accessing government counterpart funding gravely affected administrative activities and procurement of quality vehicles from open market for replacement of an aged fleet.

## 7.0 Sources and Application of Funds

The medium-term budget framework for NaCSA's programmes includes funding sources from donor agencies and the Government of Sierra Leone through counterpart funding arrangements.

### 7.1 Donor Commitments and Disbursements

For the 5-year period ending 2020, total donor commitments to NaCSA projects are estimated at US\$ 147 Million. The total disbursed by donors as at 31<sup>st</sup> December 2015 is US\$ 23.725 Million. The resources received from donors for the period is 12.5 US\$ Million. Total resources received from donors for the past three years ending 2015 amounted to US\$32 Million, with

<sup>4</sup> Annex 8 provides the 2015 organisational structure of NaCSA

WB, IDB and KfW contributing the bulk of these resources. Annex 6 of this report provides detailed analysis of donor funding during the three years ending December 2015.

The Table below gives a summary of donor funding for the various programmes and projects implemented by NaCSA for the period 2013-2015.

<b>Donor Disbursements of Programme and Project Implementation – 3 Years Cumulative</b>					
<b>Programme/Project</b>	<b>DONOR</b>	<b>2013 US\$M</b>	<b>2014 US\$'M</b>	<b>2015 US\$'M</b>	<b>Cumulative</b>
SSN	WB	0	0.519	5.544	6.062
SLCDD/IDB	IDB	6.83	1.310	0	8.14
PPG I/GPC	KfW	2.082	1.506	0.221	3.809
PPG II /GPC/KfW	KfW	0	0.538	2.260	2.798
R&R	UNHCR	0.256	0.107	0.081	0.444
REPARATIONUN/WOMEN	UN	1.978	0.138	0.025	2.141
IRREGULAR/MIGRATION	ECOWAS	0.160	0	0.128	0.288
HABOPE	WB	2.015	0.428	-	2.443
YESP	WB	1.733	0.438	0.282	2.453
RE-SSN	WB	0	0	4.00	4.00
<b>TOTAL</b>		<b>15.054</b>	<b>4.983</b>	<b>12.541</b>	<b>32.29</b>

Source: NaCSA Finance Unit

## 7.2 GoSL Commitments and Disbursements

Government of Sierra Leone counterpart contributions to development projects, recurrent expenditures and Salary Grants were lower than expected budget amounts. The total resources allocated for the period was Le 10.396 billion; of this amount, approximately Le 4.062 billion was disbursed by end December 2015, leaving an undisbursed balance was Le 6.334 billion. Total resources received from GoSL over the 3-year period ending December 2015 is Le14.87 billion, with funding of the War Reparation Programme and Staff salary grants accounting for the bulk of these resources, while contributions to the various development projects remained minimal. The Table below summarises GoSL funding contributions to NaCSA for the period 2013 to 2015.

<b>Donor Disbursements to NaCSA – 3 Years Cumulative</b>				
<b>PROG</b>	<b>2013 Le Million</b>	<b>2014 Le Million</b>	<b>2015 Le Million</b>	<b>Cumulative Le Million</b>
SLCDD/IDB	400,000	280,000	56,300	736,300
SASP/ADB	950,000	250,000	56,300	1,256,300
RECURRENT/ GoSL	322,000	475,000	93,000	890,000
SALARY GRANT	684,000	929,000	1,706,000	3,319,000
REPARATIONS	300,000	6,218,500	2,060,000	8,578,500
IRREGULAR/MIGRATION	0	0	0	-
SSN	0	0	90,000	90,000
<b>TOTAL</b>	<b>2,656,000</b>	<b>8,152,500</b>	<b>4,061,600</b>	<b>14,870,100</b>

Source: NaCSA Finance Unit

### 7.3 Funding for New vs Continuing Programmes in 2015

A total of nine (9) programmes were implemented in 2015, five of which were carried forward from 2014 and 4 new ones commencing in 2015. The new programmes are: the RE-SSN, SSN, SLCDD II and GPC II. Access to Government Counterpart allocations for Fiscal Year 2015 started in April. For counterpart funds allocated to all development programmes, only the 1<sup>st</sup> Semester allocation was honored, while both semester payments were made for the recurrent expenditures. The status of donor funding as at 31<sup>st</sup> December 2015 is presented in Annex 6. The statement of income and expenditure for all donor and GoSL funded projects is shown in Annex 7.

## 8.0 Procurement and Contract Management

In compliance with Part XI of the Public Procurement Regulations, 2006 which stipulates measures to promote transparency and accountability, the objective of the unit is to execute procurement of goods, works, non-consulting services, selection and employment of consultancy for the implementation of projects in accordance with the procurement guidelines, rules and procedures of the respective programmes and projects and as defined and stipulated in their financing agreement.

### 8.1 Summary of Major Procurements in 2015

The slow-down in 2015 affected a number of planned procurement activities. The following were some of the accomplishments by the Unit as shown in the matrix below.

Programme/Project	Type	Description
GPC	Civil Works	Rehabilitation and spot improvement of 189 Km of feeder roads in Kailahun, Kono and Koinadugu Construction of 6 Water Wells in Kailahun
GPC-II	Consultancy	Programme Baseline Survey, Mid-Term Review and Final Impact Evaluation
SSN	Goods and Service	Mobile Money Transfer services for SSN, RE-SSN and LIPW beneficiaries; Procurement of 2 hardtop land cruiser vehicles Recruitment of one Director, Social Protection
RE-SSN	Goods and services	Procurement of 2 hardtop land cruiser vehicles (with support from UNOPS) Recruitment of one Monitoring and Evaluation Officer
Combating Irregular Migration	Service	Financial audit of project

Source: NaCSA Procurement and Contracts Unit

## 8.2 Evaluation of Procurement Capacity

The World Bank's draft report on the last Post Procurement Review (PPR) exercise on NaCSA's procurement and contract management activities revealed satisfactory performance of the Unit and rated the procurement risk "moderate". Low levels of in-country capacity in preparation of competitive bids especially for specialized consultancies and contracts, was determined as one of the factors for low selection levels of local consulting firms in programme procurement tenders. In this regard, and based on the recommendations of the Unit, NaCSA shall initiate capacity building for contractors and consultants in the areas of bid preparation to enable compliance with the requirements and standards, especially for donor funded procurements.

## 9.0 Monitoring and Evaluation

Monitoring and Evaluation (M&E) is an important unit within the Commission's operational framework. It provides focused, comprehensive monitoring and evaluation, both in the implementation and outcomes of interventions, as stipulated in the Agenda for Prosperity.

The M&E exercises were conducted routinely and jointly on a quarterly basis and in a participatory manner. Conducting an independent monitoring and evaluation exercise has been very challenging due to the limited funding situation in some programmes. The unit will

ensure that M&E activities are infused in initial programme designs and planning; in addition, strengthen the enforcement of the established or designed monitoring tools.

## **10.0 Information and Communication Technology (ICT)**

The Information and Communication Technology Unit (ICT) of NaCSA is responsible for the production and dissemination of information on NaCSA's activities through the media and related channels. The unit provided adequate media coverage on all interventions undertaken by the commission across the country. These included launching of projects, monitoring and supervision, commissioning/handing over of completed facilities to beneficiaries, donor missions, etc. Reports on these activities have been published in the Local tabloids, NaCSA's Quarterly Newsletters, national and community radio stations and the Sierra Leone Broadcasting Corporation Television (SLBC-TV).

The unit also produced photos and audio-visual materials for reporting as well as production of documentaries on the programmes implemented by the commission. A significant challenge is adequately planning and financing the use of ICT in development programs.

### **10.1 Management Information System (MIS)**

The objective of the MIS is to increase impact of information processing for the Commission decision making and also automate and streamline reporting process. During the year under review, the Commission strengthened its MIS operations. Updates on NaCSA activities can be sourced by visiting our following web page: [www.nacsa.gov.sl](http://www.nacsa.gov.sl). However, erratic internet connectivity has been a major challenge in promptly populating and disseminating information on the website.

## **11.0 Internal Audits and Risk Management**

The main objective of the Internal Audit Unit is to assist management in ensuring fiscal discipline that result in effective and efficient service delivery and to also ensure that internal control measures and policies are adhered to both pre and post projects implementation.

NaCSA management will strengthen the Internal Audit Unit for the enforcement of the risks indicators identified in the external audit reports to ensure a healthy financial standing and fiscal discipline that will result in effective and efficient service delivery. In executing their responsibilities, the Internal Audit Unit conducted the following:

- Tracking and verification of all stocks and assets belonging or entrusted to the Commission

- Auditing of the various donor funded programmes and projects such as SSNP, RE-SSN, LIPW, GPC, War Reparation, Relief and Resettlement and Irregular Migration.
- Systems review of monthly pay roll and imprest management.

By and large, the audits were very satisfactory and with a few disallowances to certain expenditures, but have no significant effect on the financial position, cash flow, changes to the partnership and donor support in the implementation of projects.

The inaccessibility to SUN accounting software for prudent financial management was a challenge. As a way forward, key account and internal audit staff should be adequately trained on the operations of the SUN software to ensure standard accounting.

## PART 3:

### FROM THE PAST TO THE FUTURE



#### 12.0 Challenges in 2015

2015 was a challenging year in terms of the increasingly difficult external environment and the attendant consequences of the ravaging Ebola virus epidemic in the accomplishment of

NaCSA's strategic objectives and planned outcomes. Some of the key challenges faced in the period include but are not limited to:

- Downward trends in economic growth performance partly due to Ebola and partly due to adverse international market conditions for mineral commodities such as iron ore, which led to contractions in Government's fiscal allocations for promotion and activities implementation
- Limitations on logistical inputs to support effective project implementation across wide geographical areas
- Changes in vulnerability dynamics of beneficiaries, which increased expectations posed by the consequences of the Ebola Epidemic.
- Comparatively low staff capacity to implement project activities in a timely manner
- Non-cooperation of some MDA's in terms of interface and coordination in the delivery of services

NaCSA's targets remain undoubtedly ambitious, and require stepping up our work to help strengthen alliances and partnerships with like-minded organizations to foster synergy and garner resources for community development.

### **13.0 Lessons Learnt**

NaCSA is committed to learn from its successes and failures and to apply the lessons learnt to future interventions, to ensure greater impact on the lives of our beneficiaries. Some of the lessons learnt during the period under review are stated below:

- |   |
|---|
| <ul style="list-style-type: none"><li>• Women's economic and social empowerment is enhanced by collective action.</li><li>• Coordination with MDAs - Team partnership approach fostered greater understanding and cooperation among partners that averted compromising outcomes</li><li>• The implementation strategy adopted which included involvement of community stakeholders and targeting tools used largely promoted community cooperation, participation and satisfaction.</li></ul> |
|---|

### **14.0 Outlook for 2016**

The Commission will undertake the following projects and activities in 2016:

- Implementation of SLCD II – Rural Growth Poles project in four districts in seven chiefdoms.
- Intensify implementation of GPC II project interventions in three districts

- Payment of quarterly Social Safety Net cash transfers to registered and enrolled extremely poor households and absorption of the RE-SSN beneficiaries into the regular Social Safety Net Scheme.
- Provision of international protection to residual caseload of refugees and facilitation of access to livelihood support.
- Production of the Sierra Leone War Reparation Programme Report and Documentary
- Recruitment of 3 Director positions
- Empowerment of Women and communities through linkages to Financial Service Associations at local levels.
- Strengthening of the Youth Internship Volunteerism Programme
- Strengthening of partnerships with reputable agencies.
- Completion of the Institutional Assessment to position NaCSA beyond 2018 when its current mandate is to end.

**ANNEX 1: GPC II PROJECT DISTRIBUTION BY DISTRICT**

No	Project Name	Location	Contractor	Duration	% Completion	Male Beneficiaries	Female Beneficiaries	Total
<b>KOINADUGU DISTRICT</b>								
1	Spot improvement of Kamasoriejn- Kasimpon road	Kasunko	Marakaya Const. & Gen. Services	4-6 months	50.91%	36	9	45
2	Spot Improvement of Heremakonokosaymongofe(6.2km) feeder road	WarawaraBa fodia	Team of Three	4-6 months	98.85%	45	10	55
3	Spot Improvement of Thala- Mongofe (20.2km) feeder road	WarawaraBa fodia	Samda Investment and Gen Services	4-6 months	68.03%	45	5	50
4	Spot Improvement Kakarimajn.- Kakoya road	Kasunko	Sanu Const. & Gen. Services	4-6 months	98.56%	40	5	45
5	Spot Improvement of Ismaia Jn.- Kondeya road(5.2km)	WarawaraYa gala	Floa Const. Ent	4-6 months	53.67%	40	5	45
6	Const. of a twin 4m span box culvert and a 10m span bridge along fadugujn. – madina road	Kasunko	DIDs Ventures	4-6 months	77.99%	45	5	50
7	Spot Improvement of Fadugujn- Madina road	Kasunko	Gbindi Construction.	4-6 months	66.25%	40	5	45
8	Spot improvment of Bafodia- Kadanso road	WarawaraBa fodia	Norlam Construction	4-6 months	89.57%	40	8	48
9	Spot improvement of KakoyaBafodia road	WaraWaraBa fodia	Pabsam Construction	4-6 months	70%	40	5	45
10	Spot improvement of Mamande-Kapentaya feeder road	WaraWaraBa fodia	Bullom Construction	4-6 months	88%	40	5	45
11	Mamnde-Kapentaya feeder road (seg 2) 12 m span bridge	WaraWaraBa fodia	Bullom	4-6 months	83.57%	40	5	45
12	Const. Of grain store & Ancillary facilities at Duguray	Koinaguge	Waindu	4-6 months	52%	40	5	45
<b>KONO DISTRICT</b>								
13	Construction of a 10 m span bridge along Njagbwema	Kono	Hajj Fan Ent	4-6 months	87%	45	5	50
14	Spot improvement of Njagbwemafoar (6.5km) feeder road	Kono	SANITA Ventures	4-6 months	80%	45	5	50
15	Spot Improvement of Tuiyor- meidu(6.4km)feeder road (seg 1)	Kono	Yorma Engineering	4-6 months	33%	35	10	45
16	Spot Improvement of Tuiyor- meidu (6.4km)feeder road (seg 11)	Kono	Taamag Construction	4-6 months	69%	40	10	50
17	Spot Improvement of DambaduJU- Gbamadu	Kono	Falag Store	4-6 months	87%	40	10	50
18	Spot Improvement of Kainkordu-sandema (6,7km) feeder road	Kono	Janlus Enterprises	4-6 months	84%	45	8	53
19	Spot Improvement of Dugbu- Nyandehun (13.9km)	Kono	Sebamo Engineering & const. Services	4-6 months	97%	35	2	3
20	Const. of Twin 4m x 5 mx6m bridge and maintenance of 2 bridge along Dugbu- Nyandehun (13.9km)	Kono	MAC & Sons	4-6 months	71%	45	8	53

No	Project Name	Location	Contractor	Duration	% Completion	Male Beneficiaries	Female Beneficiaries	Total
<b>KAILAHUN DISTRICT</b>								
21	Spot Improvement of Sandia KpekeleduKangama (12.5km) feeder road	Kailuhun	PandarEntyerprises	4-6 months	71%	45	5	50
22	Spot Improvement of Buedu- crossing point seg 1 (8.7 span) feeder road	Kailuhun	PITA MORAY Enterprises	4-6 months	63%	40	10	50
23	Spot Improvement of Buedu- crossing point seg 2 (3.4km) feeder road	Kailuhun	Mohamed Bah Enterprises	4-6 months	64%	35	10	45
24	Spot Improvement of TindoniBandama (5.5m)feeder road	Kailuhun	Wallidern Development Association	4-6 months	43%	45	5	50
25	Spot improvement of Kojo junction – Yelendu (6.6) feeder road	Kailuhun	Global Investment	4-6 months	18%	45	5	50
26	Spot improvement of Dambo junction sanga(6,1km) feeder road	Kailuhun	Afkan Construction	4-6 months	52%	45	5	50
27	Spot improvement of Gblama junc. Dambala- seg.1 (6.0km) feeder road	Kailuhun	CAM Agro link Limited	4-6 months	58%	45	10	55
28	Spot improvement of Gblama junc. Dambala- seg.2 (5.7km) feeder road	Kailuhun	A.B. Ninka Enterprises	4-6 months	79%	45	5	50
29	Spot improvement of Saibu Junction Kolobengu (5.7km) feeder road	Kailuhun	ATAK Engineering	4-6 months	89	45	5	50

*Annex 2: Relief and Resettlement Programme Activities Implementation Status*

Sn.	Output Target	Achievements
1.	Provided educational support to 130 Primary and Secondary School pupils	120 pupils provided education support
2.	Medical bills for 100 emergency cases among refugees paid	15 Emergency medical Cases supported
3.	Conduct of all individual Refugee Status Determination (RSD) procedures facilitated	3 cases new asylum claims processed
4.	One annual staff induction session on the approved project activities conducted	01 undertaken
5.	Enhanced registration and issuance of birth certificates to new born refugee children	50
6.	80 Refugees makeshift structures rehabilitated	80
7.	1 Legal literacy training for the enhancement of peaceful co-existence between refugees and host members conducted	1 session comprising 55 participants conducted

*Annex 3: Irregular Migration Updates*

Sn	Output Target	Achievements
1.	Registration/Identification of 66 Returning Migrants undertaken	Registered 54 returning migrants as on reporting.
2.	Registration/ Identification of 100 Victims of trafficking	Registered 98 victims of trafficking
3.	Reintegration Allowance for 66 Returning Irregular Migrants provided	48 returning migrants supported for a period of 2 months
4.	Reintegration support provided to 100 Victims of Trafficking	91 victims of trafficking provided reintegration support for a period of 2 months
5.	Payment of Secondary Transportation Allowance to 87 Returning Irregular Migrants to Return to Place of Choice facilitated	Supported 47 returning migrants
6.	Family Tracing and Reunification of 150 Unaccompanied Minors facilitated	44 unaccompanied minors biological parents traced and unified
7	Disbursement of Micro Grant to 16 Returning Migrants conducted	16 returning migrants provided micro grants.
8	Disbursement of Micro Grant to 100 Victims of trafficking facilitated	91 victims of trafficking received micro grants

*Annex 4: War Wounded Interim Grant Payment Beneficiary Breakdown by District*

NO.	DISTRICT	REMAINING CASELOAD TO BE PAID
1	Bombali	53
2	Tonkolili	141
3	Koinadugu	84
4	Kambia	53
5	Port Loko	64
	North	395
6	Kenema	168

7	Kono	156
8	Kailahun	114
	East	438
9	Bo	37
10	Bonthe	12
11	Moyamba	9
12	Pujehun	18
	South	76
13	Western Rural	57
14	Western Urban	38
	Western Area	95
<b>Grand Total</b>		<b>1004</b>

*Annex 5: Implemented LIPW Regional Sub-projects Distribution*

Region	District	Completed	Total SPs	% of Total SPs
<b>EASTERN</b>	Kailahun	0	0	0.0
	Kenema	0	0	0.0
	Kono	15	15	21.4
		15	15	21.4
<b>NORTHERN</b>	Bombali	31	31	44.3
	Kambia	0	0	0.0
	Koinadugu	0	0	0.0
	Port Loko	0	0	0.0
	Tonkolili	0	0	0.0
		31	31	44.3
<b>SOUTHERN</b>	Bo	0	0	0.0
	Bonthe	0	0	0.0
	Moyamba	14	14	20.0
	Pujehun	0	0	0.0
		14	14	20.0
<b>WESTERN</b>	W/Area	10	10	14.3
		10	10	14.3
	<b>Total</b>	<b>70</b>	<b>70</b>	<b>100</b>