



GOVERNMENT OF SIERRA LEONE  
NATIONAL COMMISSION FOR SOCIAL ACTION  
(NaCSA)

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15<sup>th</sup> March, 2017

The Development Secretary  
Ministry of Finance and Economic Development  
Treasury Building  
George Street  
Freetown

Dear Sir,

**NaCSA's Progress Report on the Implementation of 'Agenda for Prosperity' for the period January – December, 2016**

Referenced to your memorandum of 17<sup>th</sup> February 2017, I hereby submit as enclosed herewith, NaCSA's Progress Report on the implementation of the 'Agenda for Prosperity' for the period January to December, 2016, for your attention and necessary action.

Yours sincerely

Ali Badara Mansaray  
**COMMISSIONER**

**Cc:**

Hon. Minister of Finance and Economic Development  
Minister of State – MOFED

# **NaCSA's Progress Report on the Implementation of the Agenda for Prosperity for the Period January – December 2016.**

## **1. Introduction**

NaCSA's statutory mandate remains 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 organization, relevant line ministries, private sector partners and other interested parties.

### **a) Sectoral Policy Objective**

The Commission's principal sectoral policy objective is to promote the efficient and effective delivery of social and economic services, leading to the alleviation of poverty, in line with government's overall development objectives as outlined in the "Agenda for Prosperity". Our achievements in the implementation of the Agenda for Prosperity traverse a number of sectors, which are grouped under the following pillars; Social Protection, International Competitiveness, Accelerating Human Development, Economic Diversification for the Promotion of Inclusive Growth and Labour and Employment

**b) Pillar I: Economic Diversification to promote Inclusive Growth**

Indicators/Strategic Output	Baseline			Targets	
	2014	2015	2016	2017	2018
1. Access to inputs ( chemicals, seeds, tools)	70 communities in 4 targeted districts were provided with varieties of seeds, tools and fertilizers under the YESP/CfW project. Youths were directly involved in agriculture in the production of cassava, rice, potatoes, etc.	70 communities in 4 targeted districts were provided with varieties of seeds, tools and fertilizers under the LIPW project. Youths were directly involved in agriculture in the production of cassava, rice, potatoes, etc.	145 LIPW sub- projects implemented in 4 districts and provided agricultural inputs including seeds, tools and fertilizers under the LIPW project. Youths engaged in the Project cultivated short duration crops such as vegetables, sweet potatoes and cassava.	Project folded up in December 2016. NaCSA is currently preparing the Project Completion Report (PCR) for submission to the World Bank by April 2017	To be determined

**Pillar III: Accelerating Human Development**

1. Strengthening Infrastructural Development for Service Delivery	25 Community Health Facilities completed nationwide and 39 schools (26 primary & 13 JSS) completed in various part of the country	51m USD secured from IDB and GoSL for scale up of the SLCDD I.	Implementation of SLCDD II Project in the four districts (Tonkolili, Port Loko, Moyamba, and Kenema) did not start in 2016 as planned due to delays in disbursement of funds by IDB. However, the first disbursement has been received and physical implementation is to commence in the second quarter of 2017.	Start of implementation of SLCDD II Project in 4 districts (Tonkolili, Port Loko, Moyamba, and Kenema) and 7 chiefdoms. Complete construction of Quick win subprojects (8 Primary Schools, 3 Junior Secondary Schools, 9 Community Health posts and VIP Toilets).	Continue implementation of the project in the four districts( Tonkolili, Port Loko, Moyamba , Kenema)
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Indicators/Strategic Output	Baseline			Targets	
	2014	2015	2016	2017	2018
2. Improve access to water supply with focus on low income households especially in rural areas	43 Hand dug water wells constructed across the country in 2014 with from IDB &KFW	19 Hand dug water wells fitted with hand pumps constructed in 8 Districts with funds from IDB and KFW	Implementation of SLCDD II Project in the four districts (Tonkolili, Port Loko, Moyamba, and Kenema) did not start in 2016 as planned due to delays in disbursement of funds by IDB. However, the first disbursement has been received and physical implementation is to commence in the second quarter of 2017 alongside the quick wins subprojects.	Commence Implementation of IDB funded SLCDD II project in four (4) districts (Tonkolili, Port Loko, Moyamba, and Kenema).	Continue implementation of IDB funded SLCDD II project in four (4) districts (Tonkolili, Port Loko, Moyamba, Kenema)
<b>Pillar IV: <u>International Competitiveness</u></b>					
1. Develop Small and Medium Enterprises	2014- 2016 Strategic Plan 118 SAGs and 32 MEGs serviced in entrepreneurship development and financial literacy training  Provided a revolving fund of USD 1,000,000 continued to be managed by UTBank	2014- 2016 Strategic Plan 118 SAGs and 32 MEGs serviced in entrepreneurship development and financial literacy training  UTBank continued to manage the Fund	Modalities for 80 Micro enterprise Groups have been concluded with UTB and the identification in performing districts (Western Rural, Moyamba, Bombali, Tonkolili and Kambia).  New 400 SAGs and 352 MEGs were to be developed, approved and implemented. However, this activity will now commence in April 2017	Assessment of performance of 32 MEGs in 12 districts has been completed to determine the level of impact of financial support to them through the UTBank.	Continue mentoring of groups on financial literacy and entrepreneurship
2. SME Strategy developed, approved and implemented				Form of 400 new SAGs and 352 new MEGs	
3. Establish an SME Fund				Continue mentoring of groups on financial literacy and entrepreneurship	

Indicators/Strategic Output	Baseline			Targets	
	2014	2015	2016	2017	2018
4. Km of feeder roads constructed or rehabilitated to increase access to markets	NaCSA rehabilitated 151.5 Km of Feeder Roads in Koinadugu & Kailahun Districts with funds from KFW as part of the drivers of food security	Rehabilitated 189.5 km of spot improvement of feeder roads in 3 districts( Kono, Kailahun and Koinadugu) as part of the drivers of food security	Completed Spot improvement of 131.5 Km of Feeder Roads was completed in Kono, Kailahun and Koinadugu districts as part of the drives of Food security.  Increase access to market centre through spot improvement in the same districts	Spot improvement of 131.5 Km of Feeder Roads was completed in Kono, Kailahun and Koinadugu districts as part of the drives of Food security.	Spot improvement of Feeder Roads was completed in Kono, Kailahun Koinadugu, Bombali and Pujehun districts as part of the drives of Food security.
<b>Pillar V: Labour and Employment</b>					
1. Establish a National Volunteer Service Corps as a Mechanism for Enhancing Employment Opportunities for Inexperienced Youths	In 2014, 40 young graduates were enrolled into an internship programme for 3 months to enable them acquire the pre-requisite experience that would give them the advantage in the job market.	In 2015, 80 young graduates were enrolled 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.	In 2016, 82 young graduates were enrolled 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	Continue the internship programme	Continue the internship programme
2. Labour Intensive Public Works that include productive assets employ an increasing number of beneficiaries	In 2014, NaCSA created temporary employment lasting for 2 months for 4960 youths under the YESP/CFW Project	Provided 5,600 unemployed youth with short-term employment through the Labour Intensive Public Works (LIPW) in targeted	145 LIPW sub- project were implemented created temporal employment for over 11,000 youths	Prepare Project Completion Report  Engage in resource mobilization for scale up of the LIPW with a view	To be determined based on availability of funds

Indicators/Strategic Output	Baseline			Targets	
	2014	2015	2016	2017	2018
		project districts of Moyamba, Bombali, Kono and Western Rural		to increasing the area of coverage	
<b>Pillar VI: Social Protection</b>					
1. Social Protection Policy and Action Point developed and implemented	Social Protection Secretariat established in 2013; project appraisal completed by World Bank.  Conducted a geographical and community targeting survey	Draft Social Protection Bill enacted by Parliament as the Sierra Leone Social Protection Act  Start of registration and enrolment of beneficiary into the SSN scheme  Start of quarterly payments to extremely poor households	Made quarterly cash transfer disbursement to 21,083 extremely poor beneficiary households  Conducted PMT to 7,000 RE-SSN beneficiaries into the regular SSN programme	Continue quarterly cash transfer disbursement to 21,083 extremely poor beneficiary households  Continue quarterly payment to all SSN beneficiaries	Continue quarterly cash transfer disbursement to 22,927 extremely poor beneficiary households  Continue quarterly payment to all SSN beneficiaries
2. Labour Intensive Public Works that include productive assets employ an increasing number of beneficiaries	1760 youths temporarily employed for 3 months and 4960 commenced employment under the YESP/CFW project in 2013	In 2014, NaCSA created temporary employment lasting for 3 months for 4960 youths under the YESP/CFW Project  In 2015, implemented 70 LIPW SPs which created temporal employment for 4747 youths in 4 districts; Moyamba, Bombali, Kono and Western Rural	145 LIPW sub- project were implemented created temporal employment for 11,500 youths	Prepare Project Completion Report	To be determined
3. Provide basic social protection packages for disadvantaged women and the disabled	Provided rehabilitation grant of Three Million Leones (Le 3,000,000) each to 1,469 out of the 1,618 targeted beneficiaries paid.	With funds from GoSL, a residual caseload of 1004 SWW victims was paid rehabilitation grant	Re-verified residual caseload of 5,106 war widows and severely war wounded nationwide.	Secure funds from GoSL and pay rehabilitation grant to re-verified War Widows nationwide	Monitoring beneficiaries of Rehabilitation Grant on the use of the grant.

Indicators/Strategic Output	Baseline			Targets	
	2014	2015	2016	2017	2018
			Completed procurement process for engagement of consultant for production of documentary and report on the Sierra Leone War Reparations Programme (SLRP).	Monitoring beneficiaries of Rehabilitation Grant on the use of the grant.	

### c. Achievement of NaCSA

#### **Pillar 1: Economic Diversification for the Promotion of Inclusive Growth- Access to inputs (chemicals, seeds, tools)**

As part of the contribution towards the diversification of economic growth, the Commission recorded the following progress:

- **Promote the attainment of food security** – The Commission contributed to improving access between Food Production areas and Markets through spot improvement of 131.5 Km of feeder roads as part of the drivers of food security.
- **Promote and Increase value-added activities for agricultural goods-** Funds have been secured for the production of requisite infrastructure on 6 selected value chains and other agro processing facilities.

#### **Pillar 3: Accelerating Human Development- Strengthening Infrastructural Development for Service Delivery**

As part of the Commission's contribution to accelerating Human Development efforts, the following achievements were recorded;

- **Reduction in morbidity and mortality rates among vulnerable** –Funds have been secured for the provision of Model Health facilities in four Districts under the Growth Poles Project.
- **Improvement in access to basic education facilities** –Funds have also been sourced for the provision of Model Schools in four Districts under the Growth Poles Project.
- **Promotion of youth employment opportunities** –11,500 unemployed youths provided with short term employment under labour intensive public works.
- **Enhance secured livelihood activities** – NaCSA provided support for engagement of 132 Micro Enterprise Groups (MEGs) and 118 Self Help Affinity Groups in livelihood activities.

#### **Pillar 4: International Competitiveness- Develop Small and Medium Enterprises and number of Rehabilitated Feeder Roads**

To improve the country's ranking on global competitiveness platforms, NaCSA contributed to the following:

- **Promotion of Medium and Small Micro Enterprises** - NaCSA provided micro grants, access to loans and mentorship support to 2,360 vulnerable women in 118 Self Help Affinity Groups (SAGs) across the country. 132 Micro Enterprise Groups (MEGs) were also supported and provided with grants and handholding support in financial literacy. Additionally, NaCSA secured funds to support the formation of 400 new SAGs and 320 new MEGs across the country.
- **Improving access to Finance for Private sector** – NaCSA provided funds totaling (USD\$ 1,400,000 ) as revolving fund meant for improving access to capital for MEGs to capital for enterprise development.
- **Improving Road Networks** – Spot improvement was done to a total stretch of 131.5km of Feeder Roads in Kailahun, Kono and Koinadugu Districts

## **Pillar v: Labour and Employment**

- 82 young graduates were enrolled 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.
- Provided 11,500 unemployed youth with short-term employment through the LIPW in targeted project districts of Moyamba, Bombali, Kono and Western Rural

## **Pillar 6: Social Protection –Social Protection Policy and Action Point developed and implemented**

As part of its contribution to the Social protection pillar, NaCSA for the period under review recorded the following achievements:

- Ensured the operation of the Social Protection Secretariat housed within the Commission, with the key mandate to bring all social protection players together for efficient, cost-effective and unified system of delivery of social protection services in the country – This is in line with global best practices.
- Cash Transfer disbursed to 21,083 SSN extremely poor beneficiary households in four districts (Moyamba, Bombali, Kono and Western Rural).
- As part of government’s commitment to the recommendations of the Truth and Reconciliation Commission’s (TRC) report, 9,654 female war victims have been physically re-verified across the country for a one-off rehabilitation grant from GoSL.
- Through the Relief and Resettlement Programme, trained 84 Refugee supported families residing in NaCSA manned Refugee Settlements in Taiama, Jimmi Gbargbo, Bandajuma Sowa, Gerihun, Jembeh, Largo Tobanda and Gondama in Financial Literacy and Business Management and provided each family with cash of one million Leones.
- In collaboration with UNHCR, NaCSA issued 394 National Identity Cards to reintegrated refugees residing in NaCSA manned Refugee Settlements in Taiama, Jimmi Gbargbo, Bandajuma Sowa, Gerihun, Jembeh, Largo Tobanda and Gondama.

### **d) Trend of Programme Implementation**

From the commencement of the implementation of the Agenda for Prosperity, NaCSA continues to contribute to the target of 6 pillars in the Agenda for Prosperity.

Overall we have observed an upward trend in the attainment of target under the various pillars such as: Diversified Economic Growth in the area of feeder roads rehabilitation to improve access to agriculture. Also in the area of accelerating human development NaCSA provided short term employment opportunity in Labour Intensive Public Works for rural unemployment youths. The Social Safety Nets intervention has also provided regular income for thousands of households in the target districts. However, due to lack of funds the internship placement opportunities for unemployed university graduates has not expanded despite the huge demand from potential candidates.

Under the International Competitiveness Pillar NaCSA also contributed in promoting medium and small Micro Enterprise through access to finance for MEGs and SAGs through a Revolving Fund managed by UTB and also improving road networks through the spot improvement of feeder roads.

Under the Social Protection Pillar, we have maintained an impressive upward trend for the delivery of Social Protection in Sierra Leone established by the Coordinating Platforms including the following: Inter Agency Forum (IAF), Technical Steering Committee (TSC) etc. Under the Social Safety Net Project 21,083 extremely poor and vulnerable households have benefitted from cash transfers.

**e) Challenges/Obstacles 2014-2015**

- Difficulty in mobilizing enough funding to reach more vulnerable communities since our intervention are likely funded by donors or development partners.
- Geographical coverage of some programmes as per design (GPC, SSN, SLCDD II).
- Managing expectations of communities – excessive demand over limited resources

**f) Lesson Learnt**

1. Women’s Economic and Social Empowerment is enhanced by collective action.
2. Coordination with MDAs-Team partnership approach fostered greater understanding and cooperation among partners that averted compromising outcomes.
3. The implementation strategy adopted which included involvement of community stakeholders and targeting tools used largely promoted community cooperation, participation and satisfaction.

**g) Recommendations**

1. Government to ensure prompt payment of counterpart funding
2. Timely disbursement of funds by donors for project implementation within agreed timelines
3. Donors/Government to increase logistical inputs to the Commission to support project implementation across the country.