



SECURITY RISK MITIGATION MEASURES FOR PAYMENT OF RESIDUAL CASELOAD OF EMERGENCY CASH TRANSFER

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1.0 Background

With the outbreak of the Covid-19, the Government of Sierra Leone instituted the Quick Action Economic Response Plan (QAERP). The World Bank and the GoSL through the Social Safety Nets Project (SSNP) provided US\$4m contingency fund for the National Commission for Social Action (NaCSA) to implement the first phase of the Emergency Cash Transfer (ECT 1). The objective was to cushion the economic impact of 29,000 vulnerable groups in four regional headquarters including Western Area Urban.

Following the successful implementation of ECT 1, On 28th August 2020, WB approved third additional finance (AF3) of EUR 4.9 million (US\$ 5.5 million equivalent) financed by the European Commission through the Rapid Social Response-Adaptive and Dynamic Social Protection (RSR-ADSP). The intervention represented the second phase of the Emergency Cash Transfer (ECT II) to cover 39,000 traders in the informal sector and low paid workers in the service and tourism industry exclusively in the Western Area Urban. In May-June, 2021, NaCSA and stakeholders targeted, enrolled and paid 37,047 (Thirty-Seven Thousand and forty-Seven) beneficiaries.

On Tuesday, May 11, 2021, there was a stampede at the RCB Bank facility at Murray Town Junction, used as one of the pay points for the ECT II. Sarah Kargbo, a petty trader, was among others who were on a queue to receive the benefit. Sarah was pushed to the ground; she suffered bleeding and lost her three-month old pregnancy. NaCSA was informed barely four months after the incident by a report of independent process evaluation team of consultants of the World Bank. Management followed-up on the incident and produced a report on the root cause of the incident including a safeguard corrective action plan.

The ECT II payment exercise was temporarily halted. NaCSA intends to resume the exercise to pay the residual cases of beneficiaries. After receiving report on the incident and the Root Cause Analysis (RCA), the World Bank requested NaCSA to provide further information on security measures in place prior to granting no objection to commencement of the final phase of the ECT II.

2.0 Stakeholder Engagement on Security Measures

As provided in the RCA, NaCSA engaged relevant stakeholders to ensure a beneficiary and vulnerable friendly environment during verification, targeting, enrolment and payment of the ECTII residual cases. NaCSA held meetings (see Annex 4 – minutes of meetings)¹ with Sierra Leone Police (SLP), Republic of Sierra Leone Armed Forces (RSLAF), Ministry of Health and

¹ On Tuesday, 18th January, 2022, the NaCSA team held individual meetings with the above-named institutions followed by two other meetings (20th and 27th January 2022) that brought together all the relevant institutions to further discuss the development of the SMP.

Sanitation (MoHS), Ministry of Social Welfare (MSW), Sierra Leone Red Cross Society (SLRCS), Anti-Corruption Commission (ACC), and Rokel Commercial Bank (RCB). The primary objective of the meetings is to develop a Security Management Plan (SMP) for implementation of the SSN project and the possibility of involving the public security personnel in the forthcoming ECT II and other future SSN exercises.

During the meetings, there was general consensus on having the selected stakeholders to participate in the forthcoming implementation of ECT II. In that regard, NaCSA confirmed engagement of the public security institutions (SLP and RSLAF) to provide security cover for the targeting, enrolment and payment residual caseload of about 4,400 beneficiaries of the ECTII. Also, the other stakeholders including ACC, SLRC, MSW and MoHS consented to provide health and safety measures, monitoring and oversight during the exercise.

3.0 Engagement of Public Security for the SSN

Documenting the role of the Public Security Personnel is crucial to their participation in the SSN exercise. The SLP and the RSLAF are also working on a joint operational order that will serve the purpose of a terms of reference and code of conduct for security personnel. Meanwhile, the roles and responsibilities (see Annex 3 – Roles and Responsibilities) of the stakeholders contained in the RCA were presented and discussed at the meeting. During the implementation, NaCSA and ACC will share existing Code of Conduct and Standard Procedures for Preventing Sexual Gender Based Violence. The code outlines standard principles and guidelines for prevention and mitigation of sexual exploitation and sexual harassment. The code will protect beneficiaries and provide directives on the conduct of officials in dealing with beneficiaries of the SSN. In the medium term, the Commission is working with the relevant institutions to draft and finalize a Memorandum of Understanding (MoU) on participation in the SSN project.

While developing the MoU or agreement, the following points are suggested as risk reduction measures at the stakeholder meetings:

- a) Joint stakeholder assessment of targeting and enrolment centres.
- b) NaCSA to develop and share a comprehensive and inclusive public and media information on the ECT II using variety of communication mechanisms including PA System, radio discussions, mega phones, SMS and Phone-in-call. The Message dissemination should be done in various local languages.
- c) Sharing list with the security institutions and other relevant stakeholders and publication of names of beneficiaries per centre; this should happen a day before commencement of targeting and enrolment.
- d) A standby ambulance and contact to be provided by MoHS and/or SLRCS to respond to emergency situations and in the medium term train the implementation team on first aid,

health tips and providing first aid kits and safe havens to treat emergency situation that may arise at the pay points.

- e) The Sierra Leone Police and the Republic of Sierra Leone Armed Forces to jointly ensure a peaceful queue management at centres.
- f) The SLP and RSLAF to customise existing Operational Order to suit the ECT II exercise with emphasis that use of force will be avoided as best as possible but to be applied only for preventive and defensive purposes in proportion to the nature and extent of the threat.
- g) The RSLAF to make available facilities at the respective barracks earmarked for the point of payments by the RCB.
- h) The Sierra Leone Red Cross Society to position trained emergency response personnel as first aid responders during emergency.
- i) Agreed on daily beneficiary quota allocation across targeting and enrolment centres not exceeding 300, whereas payment centre not exceeding 200 per day.
- j) High-Level oversight monitoring will comprise representatives including senior management from all relevant institutions including SLP, RSLAF, SLRCS, MoHS, ACC, MSW.
- k) Rokel Commercial Bank to ensure availability and apprise the stakeholder on daily basis of level of preparedness and availability of sufficient cash before commencement of payment across all points of payment.
- l) NaCSA will collaborate with professional health and safety institutions such as Sierra Leone Red Cross to train the implementation team as first responders to health emergencies at the pay points.
- m) The Ministry of Social Welfare to provide psychosocial training and support to the implementation team at the pay points.

Provision and composition of the security personnel is an important step in engaging the service of public security cover for the SSN project. Before commencement of payment, the Sierra Leone Police and the Republic of Sierra Leone Armed Forces will provide list of personnel to be deployed to a centre. The security forces covering activities of the SSN project will comprise a significant number of female personnel with appropriate briefing in keeping peace and crowd control applying minimum force as and when necessary. The list should include all relevant information of the personnel including contact details, summary of assigned roles and responsibilities of the deployed personnel and contact of supervisors.

During the implementation of the ECT II, there will be a high-level oversight monitoring team including representatives of SLP and RSLAF, senior management staff of NaCSA, ACC and the SLP². Similar representation will also come from the Ministry of Health and Sanitation, the Ministry of Social Welfare and the Sierra Leone Red Cross Society. The high-level monitoring

² Deputy Inspector General of Police and two Assistant Inspector General of Police have consented to join the oversight monitoring team.

team assisted with social media engagement³ will be visiting the centres to assess the security performance and provide further instructions where necessary.

Monitor security performance on an ongoing basis. There is going to be a high-level oversight monitoring team. The team includes representatives of SLP and RSLAF management including the Deputy Inspector General of Police and two Assistant Inspector General of Police. Similar representation will also come from the Ministry of Health and Sanitation, the Ministry of Social Welfare and the Sierra Leone Red Cross Society. The high-level monitoring team will conduct site visit to assess the security performance and provide further instructions where necessary.

Security Personnel Background Screening will be undertaken prior to deployment for the ECT II exercise. NaCSA and stakeholders will further discuss and agree on how individuals assigned to the project will be properly vetted on ethical and other issues including free from allegations of past abuses, inappropriate use of force. Records on other criminal activity and wrongdoing will be taken into account prior to allowing an individual to be assigned to participate in the project.

Maintaining crowd control involving peaceful and vulnerable population of the society will require assurance that the appropriate security personnel equipment is utilized. During the pre-deployment engagement with the security institutions, the Commission and other stakeholders will continue discussions to emphasize the point that no use will be made of fire arms or ammunition or any lethal weapons. However, useful equipment including radio, telephone, vehicles will be used for efficient operations of the security.

Security use of force has been widely considered as paramount to the involvement of the public security personnel in the ECTII exercise and other SSN activities. During meetings with the security force, the stakeholders underscored the point that the use of force will be strictly prohibited considering the fact that the categories of people involved in the project are the vulnerable and extremely poor. Discussion was also established around avoidance of treat, molestation and marginalization of beneficiaries. Most Importantly, the stakeholders have discussed and agreed that there will be minimal contact of security personnel with beneficiaries. The frontline staff will rather deal directly with the beneficiaries. The security personnel will only be involved at instance when necessary to maintain queue and crowd control. Further

³ The contacts of the senior management of both forces have been shared with the team at NaCSA. There is currently an established WhatsApp group that comprises of the Commissioner and deputy Commissioner of NaCSA, Deputy Inspector General of Police, two Assistants Inspector General of Police, the Deputy Chief of Defence of the RSLAF, the permanent Secretary of the Ministry of Health and Sanitation, the Secretary General and Director of Communication of the Sierra Leone Red Cross Society, the director of National Social Protection Secretariat and other middle level staff.

sensitization on the SSN project's principles will be delivered to security personnel on pre-deployment talks.

Security personnel training is considered of crucial importance to participation in the SSN activities. Considering the period of engagement, NaCSA has not have a role in deciding on the appropriate training of security for participation in the SSN project. However, it has been suggested that in the medium to long run, the security forces will position personnel trained with the relevant skills to manage and control crowd in peaceful atmosphere. It further empathized at the meetings that health and safety of the beneficiaries will be well protected and the project grievance mechanism will be activated to limit the role of the security personnel in dealing with arising matters at the centres. Other stakeholders including SLRCS, MSWGCA, MOHS and NaCSA staff will ensure personal health and safety of the beneficiaries is upheld during payment exercise.

Allegations of misconduct is rife in past involvement of security personnel in the ECT exercise. NaCSA and stakeholders including the ACC are suspicious of tendency of corrupt practices in the conduct of Security Forces. A situation occasioned by the ad hoc method of engagement of the personnel. With the current constructive engagement process employed by the Commission, it is very unlikely that there will be a recurrence. However, during the meetings, the security forces and the other personnel have been reminded about the presence and roles of the ACC with the mandate to arrest, investigate and prosecute alleged corrupt practices. This measure is intended to serve as a mitigating factor to security personnel and any other staff involved in payment exercise.

4.0 Measures to Identify and Support Vulnerable and Marginalized People

NaCSA have engaged and sensitised stakeholders on the importance of prelisting marginalised and vulnerable people who are traders for the ECT benefit. The various Market Chair ladies/men have been engaged on sensitizing the petty traders on compliance with orders relating to crowd comportment and ensuring that the most vulnerable and marginalised are giving priorities.

During the refresher training of targeting and enrolment and payment teams, emphasis will be placed on identification and support to vulnerable and marginalise potential. Giving priority to such people will be emphasized. The Commission, through the National Social Protection Secretariat (NSPS) already held meetings with representatives of the Traders Councils, the National Market Women Secretariat, Petty Traders Union and other trade Association to emphasize the rules at the centres.

The Commission has identified Sign Language Interpreters who would also be part of the IEC team to disseminate information to hearing impaired and mute beneficiaries. Each of the interpreters will be assigned to a targeting and enrolment centres and payment points. There are also a working and collaborative relationships between NaCSA and the National Commission for Persons with Disabilities (NCPD), the Sierra Leone Union of Disabilities Issues (SLUDI) and other Disable Persons Organisations (DPOs) to participate in the ECT. The representatives

of these institutions are part of the high-level monitoring team and they will provide the supports needed to further identify and support vulnerable and marginalise persons especially Persons with Disabilities.

In the selection of centres, it is ensured that the access is disable friendly with wash facilities to adhere to the Covid-19 precautionary measures. There will be a joint assessment of the centres and points of payment to ensure that the centres are properly positioned to accommodate all categories of beneficiaries including PwDs and pregnant and lactating women. The IEC team will further provide sensitisation messages on dealing with vulnerable and marginalise persons.

During implementation, the Commission has established two queueing system which will focus on two groups of people, one for the Marginalised/Vulnerable group and one for the rest of the beneficiaries. Additional information will be disseminated at various targeting and enrolment centres and points of payment. Also, some arrangements with nearby community stakeholders have been in place to provide basic seating accommodation especially for the Vulnerable groups like the ill, elderly, pregnant/lactating women and persons with disabilities.

5.0 Targeting, Enrolment and Payment Plan

In conducting the targeting, enrolment and payment of the 4400 residual cases of ECT II, NaCSA and stakeholders including Sierra Leone Police, Sierra Leone Armed Forces, Sierra Leone Red Cross Society, Anti-Corruption Commission, and Rokel Commercial Bank have held couple of meetings (see minutes of meetings below).

At one of those meetings, the team formation was discussed with security, health and safety considerations. Guided by the separate roles and responsibilities of the various stakeholders, it was decided that the entire targeting, enrolment and payment exercise will last for a period of seven (7) days.

While Stats SL will perform the traditional role of conducting the Proxy Means Test and NaCSA handling the enrolment of beneficiaries, the ACC will be in charge of calling the beneficiaries according to prelist provided. This will assist with strategy to sequence beneficiaries according to date of targeting and enrolment or issuance of e-voucher to collect benefits at the pay points. A beneficiary will only show up at a centre after receiving a call from the ACC; and this point is emphasized on the messaging during the communication campaign of the ECT.

During implementation, the following actions recommended on the RCA have been followed to rectify some of the failures that led to the incident of stampede at pay points:

- a) The team has established six (6) targeting and enrolment centres to cover a total 6746 potential beneficiaries with an average of 161 beneficiaries processed per centre per day. In a day, not more than 161 beneficiaries will be present at a centre. Each team will conduct a Proxy Means Test on a minimum of 45 and maximum of 50 beneficiaries in a day.
- b) The PSP has committed to improve on payment delivery time by establishing similar number of six (6) Point of Presence (PoP) mostly in military barracks. A PoP is aligned to serve a targeting and enrolment centre. On average, a PoP will service 107 beneficiaries. The PSP has assured the

team that there will be adequate cash and timely presence of staff at the pay point to minimize crowd at the pay points.

- c) There will be varying number of teams per centre depending on the caseload. In all, there will be twenty (20) teams each comprising NaCSA (1), Stats SL (1), ACC (1) RCB (1).
- d) There will be SLRC (12) shared between targeting and enrolment centres (6) and pay points (6), MSW (6) all will be deployed at targeting and enrolment centres and MoHS (6) nurses all deployed at the pay points.
- e) According to the understanding, there will be 40 public security personnel comprising equal number of police and military personnel; 20 police personnel will cover the targeting and enrolment centres, while, the payment centres almost all located in the military barracks will be covered by the 20 military personnel.
- f) NaCSA in agreement with the PSP has relaxed the grace period for expiration of e-vouchers; this will help reduce the haste and rush to pay points. However, beneficiaries will be encouraged to cash e-vouchers in not later than one-month period.
- g) Understanding has been reached with the SLP and RSLAF for timely deployment of security personnel at centres during ECTII targeting, enrolment and payment exercise and use of minimum force to deal with vulnerable people. Also, there has been understanding to continue assistance of military for housing the PoPs and/or increase security presence at the pay points.

Annex 1: Targeting, Enrolment and Payment Plan

Market	LPMT Quota	Proportion	Enrolment Quota	Targeting Centre	Total Popn /Centre	Team/ Centre	Popn/Targeting Centre/dy	Pay Point	Popn. Per PoP per Day
Bombay	83	1.2	55	Brima Attouga	1462	4	209	Police Barracks Ross Rd	138
Bottom Mango	40	0.6	27	Brima Attouga					
Cow Yard	40	0.6	27	Brima Attouga					
Earl Street	1	0.0	1	Brima Attouga					
East Brook Street	50	0.7	33	Brima Attouga					
Eastern Police	42	0.6	28	Brima Attouga					
Elba Street	38	0.6	25	Brima Attouga					
Ferry Terminal	76	1.1	50	Brima Attouga					
Fire Burn	111	1.6	73	Brima Attouga					
Fourahbay Road	104	1.5	68	Brima Attouga					
Goree Street	43	0.6	29	Brima Attouga					
Guard Street	131	1.9	86	Brima Attouga					
Hagan Street	64	0.9	42	Brima Attouga					
Kenedy Street	38	0.6	25	Brima Attouga					
Kissy Black Hall Rd	40	0.6	27	Brima Attouga					
Kissy Road	48	0.7	32	Brima Attouga					
Looking Town	39	0.6	26	Brima Attouga					
Magazine Cut	38	0.6	25	Brima Attouga					
Peace	42	0.6	28	Brima Attouga					
Rusia	168	2.5	110	Brima Attouga					
Shell New Road	73	1.1	48	Brima Attouga					
Shell Old Road	92	1.4	61	Brima Attouga					
Thunder Hill	61	0.9	40	Brima Attouga					
Aberdeen Road	173	2.6	113	Cassablanca	544	2	78		52

Aberdeen Village	126	1.9	83	Cassablanca				Murray Town Rd Barracks	
Crab Town	79	1.2	52	Cassablanca					
Dorkoty	48	0.7	32	Cassablanca					
Murray Town Bks	38	0.6	25	Cassablanca					
Murray Town	80	1.2	53	Cassablanca					
Black Tank	60	0.9	40	Maffa Field	663	2	95	Juba Barracks	63
Congo Town	83	1.2	55	Maffa Field					
Funkia	140	2.1	92	Maffa Field					
Juba Barracks	37	0.5	25	Maffa Field					
Kamayama	39	0.6	26	Maffa Field					
Kaningo	42	0.6	28	Maffa Field					
Kolleh Town	89	1.3	59	Maffa Field					
Lumley	173	2.6	113	Maffa Field					
Brass Street	38	0.6	25	Old School	1134	3	162	Wilberfor ce Barracks	107
Congo	81	1.2	53	Old School					
Dwarzak	197	2.9	129	Old School					
Hill Station	120	1.8	79	Old School					
Kingtom	78	1.2	51	Old School					
MLSS	289	4.3	189	Old School					
MTCA	153	2.3	100	Old School					
Tengbeh Town	58	0.9	38	Old School					
Tree Planting	38	0.6	25	Old School					
Wilberforce	42	0.6	28	Old School					
Wilberforce	40	0.6	27	Old School					
Abacha Street	99	1.5	65	Sewa Ground	2034	6	291	Victoria Park	193
Abacha Street	50	0.7	33	Sewa Ground					
Back Street	45	0.7	30	Sewa Ground					
Big Market	38	0.6	25	Sewa Ground					
Charlotte Street	38	0.6	25	Sewa Ground					
Circular Road	41	0.6	27	Sewa Ground					
Ecowas St	46	0.7	31	Sewa Ground					

Elk Street	40	0.6	27	Sewa Ground					
Fisher Street	39	0.6	26	Sewa Ground					
Free Street	94	1.4	62	Sewa Ground					
Gloucester Street	31	0.5	21	Sewa Ground					
Goderich Street	90	1.3	59	Sewa Ground					
Government Wharf	85	1.3	56	Sewa Ground					
Hill Street	7	0.1	5	Sewa Ground					
Howe Street	81	1.2	53	Sewa Ground					
Kabia-Lot	98	1.5	64	Sewa Ground					
King Jimmy	41	0.6	27	Sewa Ground					
Kroo Town Road	88	1.3	58	Sewa Ground					
Lower Garrison St	83	1.2	55	Sewa Ground					
Siaka Stevens St	39	0.6	26	Sewa Ground					
Lumley Street	37	0.5	25	Sewa Ground					
Macauley Street	31	0.5	21	Sewa Ground					
Malama Thomas St	54	0.8	36	Sewa Ground					
Mehuex Street	45	0.7	30	Sewa Ground					
Model	41	0.6	27	Sewa Ground					
Peterson Street	37	0.5	25	Sewa Ground					
Rawdon Street	43	0.6	29	Sewa Ground					
Regent Street	49	0.7	32	Sewa Ground					
Rock Street	40	0.6	27	Sewa Ground					
Sackville Street	48	0.7	32	Sewa Ground					
Salad Ground	40	0.6	27	Sewa Ground					
Sewa Ground	40	0.6	27	Sewa Ground					
Short Street	42	0.6	28	Sewa Ground					
Upper East Street	54	0.8	36	Sewa Ground					
Upper Garrison St	146	2.2	96	Sewa Ground					
Upper Rawdon St	38	0.6	25	Sewa Ground					
Upper Regent Road	38	0.6	25	Sewa Ground					

Wilberforce St	38	0.6	25	Sewa Ground					
Allen Town	211	3.1	138	Wellington Comm	909	3	130	ATC Barracks	86
Blackhall Road	2	0.0	2	Wellington Comm					
Calaba Town Fomex	97	1.4	64	Wellington Comm					
Calaba Town 1	107	1.6	70	Wellington Comm					
Calaba Town 2	38	0.6	25	Wellington Comm					
Clay Factory	78	1.2	51	Wellington Comm					
Congo Water	39	0.6	26	Wellington Comm					
Low Cost	122	1.8	80	Wellington Comm					
Palm Bridge	38	0.6	25	Wellington Comm					
PMB New Road	42	0.6	28	Wellington Comm					
Portee - ApproveSch	52	0.8	34	Wellington Comm					
Rokupa - Portee	71	1.1	47	Wellington Comm					
Morton Street	12	0.2	8	Wellington Comm					
Grand Totals	6746	100.0	4400			20	161		107

Annex 2: Communication plan and Key Messages on ECTII Residual Caseload

1.0 Introduction

With funding from the Government of Sierra Leone, the World Bank and UNICEF, the National Commission for Social Action (NaCSA) has completed the implementation of the pilot phase of the Covid-19 Emergency Cash Transfer (ECT).

The project targeted twenty-nine Thousand beneficiaries across the provincial headquarter towns of Bo, Portloko, Makeni, Kenema and Freetown. The project was implemented in partnership with the Anti-Corruption Commission (ACC), Statistics Sierra Leone (Stats-SL), Sierra Leone Traders' Council and other traders' Associations.

During the implementation period, the Information, Education and Communication unit was round the clock; sensitising, clarifying, disseminating and providing the relevant information to potential beneficiaries, beneficiaries and beneficiaries community. The unit served as a liaison between NaCSA, other Government Ministries, Department and Agencies (MDAs), implementing and donor partners. The Information, Education and Communications Unit played a pivotal role in providing public sensitisation, community engagement and Media visibility, distribution and display of printed materials and nationwide radio discussion.

Following the success implementation of the ECT Pilot, the European Union has ushered in Five Million, Five Hundred Thousand dollars (\$ 5.5m) to target thirty-six Thousand (36k) additional beneficiaries. The objective of the emergency cash transfers (ECTs) is to: Protect the wellbeing of households that are expected to be vulnerable to the impacts of COVID-19. The ECT will provide these targeted households with financial support to help them cope with the immediate negative impact on their wellbeing, smoothing consumption and supplementing lost or reduced income.⁴

The emergency cash transfers target vulnerable informal sector workers for financial support. The ECTs target households with vulnerable informal sector workers including those working in micro and small enterprises (MSEs) and low paid workers in the service sector in five regional headquarters. These households are expected to be among those that are especially vulnerable to the immediate and indirect impacts resulting from social distancing and a reduction in employment and income. Concurrently, extreme poor households in predominantly rural areas are being targeted for support by the separate "COVID-19 Ep Fet Po" program.

Following the successful implementation of the COVID-19 ECT (Pilot), NaCSA, through the World Bank, received the sum of Five Million, Two Hundred Thousand United States Dollars (\$5.2m) from the European Union to commence implementation of phase II of

⁴ NaCSA has developed a draft Emergency Response Manual which is geared towards providing clarity on the implementation of an emergency cash transfer pilot the ECT program – its objective, design parameters and key implementation arrangements - in response to the COVID-19 outbreak. Some portion of this introduction paragraphs are from the draft ERM.

the COVID-19 ECT. The COVID-19 ECT II provided one-off income support to Thirty-six thousand (39,000) households to help them cope the immediate negative impact of COVID-19. This second phase also targeted households with vulnerable informal sector workers including those working in micro and small enterprises (MSEs) and low paid workers in the service sector in Western Urban Area **only**.

In 2020 to 2021, NaCSA and its partners started verification of potential beneficiaries in all markets and street settlements across Western Urban Area. After the verification exercise, Statistics Sierra Leone, ACC and NaCSA conducted assessment of the most vulnerable to decide on who receives the benefit. Successful beneficiaries were enrolled for the Emergency Cash Transfer (ECT) phase II. A total of Thirty-five thousand four hundred and thirty-seven (35437) verified, targeted and enrolled beneficiaries have been paid by the payment service provider - Roker Commercial Bank.

To pay the remaining case load and having received further financial supports from both the World Bank and the European Union, NaCSA is at advanced preparation stage to verify, target, enrol and pay additional four thousand and four hundred (4400) beneficiaries from ninety-nine market and street settlement.

In such previous and future interventions, the communication and information strategy provided and will further provide the accepted mechanisms to enhance an effective and efficient ⁵community, ⁶media and beneficiary relations; focusing on citizens engagement, crowd control, dissemination of information on processes and procedures and donor visibility.

2.0 Key Messages on ECT II Residual Caseload

Dear Users,

These key messages were developed to primarily target the Covid-19 Emergency Cash Transfer beneficiaries. It covers key messages on the project, payment procedures, corruption and Grievance Redress Mechanisms. These messages are to be delivered by the PR Committee⁷ and any other authorized personnel before, during and after verification, targeting, enrolment and payment.

⁵ Community relations is back in style, helping organizations grow meaningful roots deep into their local communities. (sowa;2017)

⁶ Media relations is defined as a process that involves working with the media and with journalists to inform the common man about the policies, mission, vision, and practice of an organization in a credible manner. (Tom: 1998) It involves coordinating with the right people to bring forth consistent and positive news coverage.

⁷ The PR Committee comprises of representatives from partnering institutions: ACC, MLSS, FCC, TC etc.

Communications Tips

To ensure effective communication with the beneficiaries and other people, the following rule of engagement⁸ has been tried and tested as effective elements of personal communication: 7% Spoken words; 38% voice or tone and 5% body language.

To communicate effectively, your body language is as important as the context of what you say to a beneficiary who seeks additional information, clarification or may want to express dissatisfaction. Even on phone conversation, your body has an impact on the feedback you get from the beneficiaries. The standard is to be meticulous in what you say and how to say it.

What is the Covid-19 Emergency cash transfer:

Following the successful implementation of the Covid-19 ECT Pilot, the Government of Sierra Leone through the World Bank has received funding from the European Union to protect the wellbeing of households that are vulnerable to the impacts of Covid-19. The ECT II will be targeting households with vulnerable informal sector workers including those working in micro and small enterprises (MSEs) and low paid workers in the service sector in Freetown.

The ECT will cover 36,000 (thirty-six thousand) households with financial supports to help them cope with the immediate negative impact on their wellbeing, smoothing consumption and supplementing lost or reduced income.

Three-stage targeting approach

Stage 1 – Prelisting

Only potentially eligible households located in Freetown will be verified, targeted and enrolled. There is relatively large informal sector in Freetown, Also, in addition to the existing pre-list of around 120,000 potential beneficiaries in Freetown submitted by chairmen/ladies across the Ninety-nine markets, there is additional prelist of approximately seven thousand (7,000) beneficiaries submitted by all markets chairladies/men. Verification of prelisted potential beneficiaries will be done by the Anti-Corruption Commission (ACC). The ACC will make phone calls to direct potential beneficiaries to their respective targeting and enrolment centres. In instances where the Potential Beneficiaries are not reachable or there is need for further sourcing, ACC will conduct an immediate back checks.

Stage 2 – Targeting

⁸ Dr Albert Mehrabian's communication rule for public and group engagement

Secondly, a Light Proxy Means Test (LPMT)⁹ will be applied to the lists of validated and verified beneficiaries. Stats SL will conduct LPMT to ensure that the financial support is provided to the most vulnerable groups with the available resources.

Stage 3 – Enrolment

Finally, NaCSA will enrol beneficiaries that meet the minimum standard score. The enrolled beneficiaries will receive the ECT benefit. Enrolled beneficiaries will receive an enrolment certificate from NaCSA.

Note: Those who have been previously targeted, whose data are on the paper tools and pre-list should kindly go to the targeting centre for further directives.

Targeting and Enrolment Centres and Points of Payment

Targeting and Enrolment Centre	Points of Payments
Wellington Community Centre	Aureole Tobacco – ECT Barracks
Brima Attouga Stadium	Police Barrack, Ross Road
Sewa Ground	Victoria Park
Old Skool	Wilberforce Barracks
Cassablaca Field	Murray Town Barracks
Maffa Field	Juba Military Barracks

Payment Process and Procedures

NaCSA has contracted the service of a Payment Service Provider (PSP), Rokel Commercial Bank (RCB), to deliver payment to the enrolled beneficiaries. RCB uses an electronic-payment (e-payment) and over the counter to deliver payment on a timely, efficient and effective manner.

The Enrolment Certificate will help RCB to issue an e-voucher to the beneficiaries. E-vouchers are sent through a mobile phone. However, beneficiaries without mobile phone will receive a slip that carries an e-voucher code. A beneficiary should cash an e-voucher within sixty-working days from date of issuance.

All beneficiaries with e-voucher should immediately report to NaCSA's Grievance Redress Mechanism Officer (GRM Officer) for further data collection and processing.

Benefit Size

The transfer amount is **SLL1,309,000** which is equivalent to two months' minimum wage and represents one month of consumption expenditure of the bottom 25 percent of

⁹ The LPMT is process of collecting data on variables including gender of the household head, household size, easily verifiable household assets, and impact of COVID-19 on households, among others.

households in Freetown. The benefit will be given to one beneficiary per household, through a chosen household representative. The transfer will be one-off to beneficiaries and will be delivered through the payment modalities.

Extortion/corruption

- Beneficiaries should not offer or pay anything to anybody in order to be enrolled.
- Once you received the cash, nobody is supposed to take it from you.
- Any attempted extortion or corrupt practices must be reported to the Anti-Corruption Commission (ACC) by calling the toll-free number 515 or directly to ACC Community Monitors or other ACC officials.

Complaint-handling:

We are here to ensure an open, transparent and inclusive selection process.

- ✓ If any member of the community has questions, please raise them.
- ✓ Also, we have a representative from the Anti-Corruption Commission (ACC) in the team who will receive and record any complaint or observation of wrongdoings for action to be taken as soon as possible.
- ✓ Call the toll free line 515

Gender-Sensitive Messages (forms of SGBV That should be reported)

- ✓ Rape.
- ✓ Sexual exploitation. when Market authorities used their influence to bring in people that are not qualified into the program in exchange for Sex.
- ✓ IPV: - It can be in the following forms.
- ✓ Physical violence: any act of physical violence that is not sexual in nature and results in pain, discomfort or injury.
- ✓ Sexual violence: any form of non-consensual sexual contact, such as rape (including in the context of marriage) and inappropriate touching.
- ✓ Economical violence: Denial of resources, opportunities or services, assets or livelihood opportunities.
- ✓ Psychological/emotional abuse: threats of sexual or physical violence, intimidation, forced isolation, humiliation stalking, harassment, unwanted attention, remarks, gestures or written words of a sexual and/or menacing nature, destruction of cherished things, etc.
- ✓ In case of any of the above incident kindly call 116 to make complains
- ✓ Also complain through ACC monitors

Note: To reduce the number of persons at targeting, enrolment and payment centers, chairladies/men should be at their respective markets.

For clarification and further details, kindly contact

Umaru Samai, Project Officer- IEC, NaCSA

+23277022709/+23276378993

Or visit NaCSA headquarters at 14-16 charlotte street, Freetown

Annex 3: Safeguard Corrective Action Plan (SCAP) of Residual Caseload of ECTII

Action to be taken	Responsibilities	Monitoring Plan
Review ERM to relax grace period for cashing of e-vouchers, if the current PSP is used, to help reduce rush to the pay point and encourage savings by the beneficiaries.	NaCSA, NSPS, & WB	<ul style="list-style-type: none"> Revised version of ERM shared with the WB
PSP to improve on payment delivery by establishing more pay points and ensuring adequate cash and timely presence of staff at the pay point to minimize crowd at the pay points	NaCSA, NSPS, PSP, & ACC	<ul style="list-style-type: none"> NaCSA M&E team and ACC to monitor and provide daily update on level of PSP preparedness, cash, staff presence, and crowd situation at the pay point. NaCSA management (contract manager) to communicate findings on a daily basis to the PSP top management
Continue with strategy to sequence beneficiaries according to date of targeting and enrolment or issuance of e-voucher to collect benefits at the pay points	NaCSA, NSPS, PSP, & ACC	<ul style="list-style-type: none"> NaCSA M&E team and ACC to monitor and provide daily update on level of PSP preparedness, cash, staff presence, and crowd situation at the pay point and level of control.
Review ERM to capture health and safety risks relating to rowdy crowd situations at pay points;	NaCSA, NSPS & WB	<ul style="list-style-type: none"> Revised version of ERM shared with the WB
Pursue collaboration with the Sierra Leone Police (SLP) for timely deployment and use of minimum force to deal with vulnerable people;	NaCSA, PSP, SLP & ACC	<ul style="list-style-type: none"> NaCSA M&E team and ACC to monitor and provide daily update on level of PSP preparedness, cash position, staff presence (PSP, NaCSA, security personnel), and crowd situation at the pay point and level of control.
Seek assistance from the Sierra Leone Armed Force (SLAF) to continue housing the PoPs and/or increase	NaCSA, PSP, SLAF & ACC	<ul style="list-style-type: none"> NaCSA M&E team and ACC to monitor and provide daily update on level of PSP

security presence at the pay points with special disciplined personnel to manage crowd of vulnerable people		preparedness, cash, staff presence (PSP, NaCSA, security personnel), and crowd situation at the pay point and level of control.
Collaborate with professional health and safety institutions such as Red Cross to train implementation team as first responders to health emergencies at the pay points	NaCSA, NSPS, SLRC & ACC	<ul style="list-style-type: none"> NaCSA M&E team and ACC to monitor and provide daily update on level of PSP preparedness, cash, staff presence (with the requisite training), and crowd situation at the pay point
Engage with the Ministry of Health and Sanitation on health and safety training and providing first aid kits and safe havens to treat emergency situation that may arise at pay points	NaCSA, NSPS, MoHS & ACC	<ul style="list-style-type: none"> NaCSA M&E team and ACC to monitor and provide daily update on level of preparedness of the pay points to accommodate emergency cases
Collaborate with the Ministry of Social Welfare to provide psychosocial training and support to the implementation team at the pay points	NaCSA, NSPS, MSW & ACC	<ul style="list-style-type: none"> NaCSA M&E team and ACC to monitor and provide daily update on level of PSP preparedness, staff presence (with the requisite training), and crowd situation at the pay point
NaCSA management in consultation with the World Bank to consider a welfare package (reimbursement of medical fees) to the victim. Meanwhile, NaCSA has proposed a financial package of One Million Leones (SLL 1,000,000) on humanitarian grounds to be provided by NaCSA.	NaCSA, WB, MSW, ACC	<ul style="list-style-type: none"> ACC to follow-up and establish cost of medical care incurred by the victim; and MSW to conduct psychosocial assessment of the victim and advise NaCSA & WB
Prepare the security engagement plan/protocol or the security personnel management plan (SPMP)	WB, NaCSA	<ul style="list-style-type: none"> NaCSA to relate with Environment Social Safeguard team of the WB to secure and incorporate protocol in the SPMP

NaCSA and stakeholders to report incident or accident to the World Bank within 24-48 hours after learning of it.	NaCSA, ACC & WB	<ul style="list-style-type: none"> The SPMP will include an action that NaCSA and ACC will report incident to WB within 24-48 hours after it's known.
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Annex 4: Minutes of Meetings on Security Measures

MULTISECTORAL APPROACH TO THE DEVELOPMENT OF SECURITY MANAGEMENT PLAN (SMP)

Preliminary

The meeting started with opening prayers followed by self-introduction of representatives from the following institutions:

- National Commission for Social Action (NaCSA)
- Sierra Leone Police (SLP)
- Republic of Sierra Leone Armed Forces (RSLAF)
- Ministry of Health and Sanitation (MoHS)
- Sierra Leone Red Cross Society (SLRCS)

The meeting was called to order by AIG Sahr Y Senesie, Director of Gender and Community Affairs. He further informed attendees that the Deputy Inspector General of Police would have loved to be part of the meeting but due to competing official duties, she is away to attend similar meeting. The AIG requested NaCSA's Director of Social Protection to provide update of previous meeting and the rationale for current meeting.

Minutes of Previous Meetings

On Tuesday, 18th January, 2022, the NaCSA team held meetings with the following stakeholders:

- Sierra Leone Police
- Republic of Sierra Leone Armed Forces (RSLAF)
- Ministry of Health and Sanitation

The team also visited the Ministry of Social Welfare but the Minister and the Permanent Secretary were not on their sets but the secretaries promised to provide feedback after engaging the ministry's authorities. An invite was extended to the Sierra Leone Red Cross Society to attend a meeting on Thursday 20th January, 2022.

Action Points (Previous Meeting)

Action	Delivery Timeframe	Responsible Persons/Institution
Create a WhatsApp Group for to enhance easier communication with all relevant institutions.	As soon as possible	NaCSA
Share report of the previous payment, the Emergency Response Manual and all project relevant documents	Before next Meeting	NaCSA
Sierra Leone Police to form a committee and involve the relevant regional command.	As soon possible	SLP
Public education and media engagement on the processes and procedures of payment	Before payment	NaCSA and Partners
SLP to host another meeting with all stakeholders	20 th January 2022	NaCSA/SLP
Joint venue assessment	Before payment	NaCSA/RSLAF, SLP, SLRCS, MoHS, MSW
In working with the RSLAF, NaCSA must send in letter, filled security form, request to use military establishment.	Before payment	NaCSA
The Ministry of Health to attend the Meeting schedule for Thursday, 20 th January, 2022	20 th January, 2022	MoHS
Commence discussions with the Secretary General of the Sierra Leone Red Cross Society.	19 th January, 2022	NaCSA

Minutes: Thursday 20th January 2022

Background and Rationale

With the outbreak of the Covid-19 and as part of the contingency funding, the Government of Sierra Leone and the world Bank provided the sum of four billion leones for the National Commission for Social Action (NaCSA) to cushion the economic impact of Covid-19 on vulnerable groups. **The objective of the emergency cash transfers (ECTs) is *Protect the wellbeing of households that are expected to be especially vulnerable to the impacts of COVID-19.*** The ECT provided these targeted households with financial support to help them cope with the immediate negative impact on their wellbeing, smoothing consumption and supplementing lost or reduced income.

The transfer amount to each beneficiary was One Million Three Hundred and Nine Thousand leones (1,309,000) with coverage in the regional headquarter towns of Makeni, Portloko, Kenema, Bo and Freetown. Following the implementation of the first phase of the Emergency Cash Transfers, the European Union through the World Bank provided the sum of five million dollars to further provide support to thirty-nine thousand (39,000) petty traders, people in the informal sector in small and micro enterprises and low paid workers in the service industry. This intervention was termed as the Emergency Cash Transfer II (ECT II) with exclusive concentration in Freetown.

On Friday, 14th October 2020, the National Commission for Social Action (NaCSA) commenced the verification of 39,000 potential beneficiaries of the COVID-19 Emergency Cash Transfer II (ECT II) in all markets and street settlements across Freetown, including potential listed beneficiaries from the Ministry of Labor and Social Security (MLSS) and the Ministry of Tourism and Cultural Affairs (MoTCA).

In May-June, 2021, NaCSA and its partners targeted, enrolled and paid Thirty-Seven Thousand and forty-Seven (37, 047). So far, Rokel Commercial Bank has paid Thirty-Two Thousand, Three and Forty-two (32,342) beneficiaries after a very lengthy verification, targeting and enrolment process.

On day 4 of the implementation, Tuesday, May 11, 2021, there was a stampede at the RCB Bank facility at Murray Town Junction, used as one of the pay points. Sarah Kargbo, a petty trader, was among others who were on a queue to receive the benefit. Sarah was pushed to the ground; she suffered bleeding and lost her three-month old pregnancy. NaCSA was informed barely four months after the incident by a report of independent process evaluation team submitted to the World Bank. Management followed-up on the incident and produced a report on the root cause of the incident including a safeguard corrective action plan.

In response, the World Bank advised the Commission to develop a Security Management Plan (SMP) before the commencement of payment of remaining caseload of Four Thousand and two hundred beneficiaries. The development of SMP requires an intensive engagement with relevant Government Ministries, Departments and Agencies including RSLAF, SLP, MoHS, SLRCS etc.

Feed Back/Action Points

SLP	<p>The Sierra Leone Police indicated that:</p> <ul style="list-style-type: none"> • Having carefully looked at the outcome of previous meetings, it has been concluded that there was an inadequate Security Personnel during the recent payment • The venue was also critical and there should be a close look at venue intended to be used during the next payment.
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	<ul style="list-style-type: none"> • Rokel Commercial bank and the Anti-Corruption Commission should be invited in the next meeting • Further work to be done on the media approach and strategy • The SLP will develop the Operational Orders which will state terms of reference for individual institution and will be later shared with stakeholders • The AIG will communicate date of next meeting after giving the DIG of Police update of today's meeting
RSLAF	<ul style="list-style-type: none"> • The Military expressed optimism and readiness to support NaCSA in the development of the SMP and during payment but there is for planning.
MoHS	<ul style="list-style-type: none"> • The role is to provide health security and the ministry is ready to supports with First Aid Kits, Ambulances and Train Personnel
SLRCS	<ul style="list-style-type: none"> • The SLRCS brings to the table huge experience in emergency and train personnel

Second Multi-Sectoral Approach Meeting – 27th January, 2022

Following the Individual prayers, the minutes of the 20th January 2022 was read by Umaru Samai and Adopted by all attendees. The adoption was presented by AIG Sahr Senesie and seconded by Isata Blake.

The discussion points were on the risk reduction pathways which have been highlighted below:

Summary of Overall Suggested Risk Management Pathways

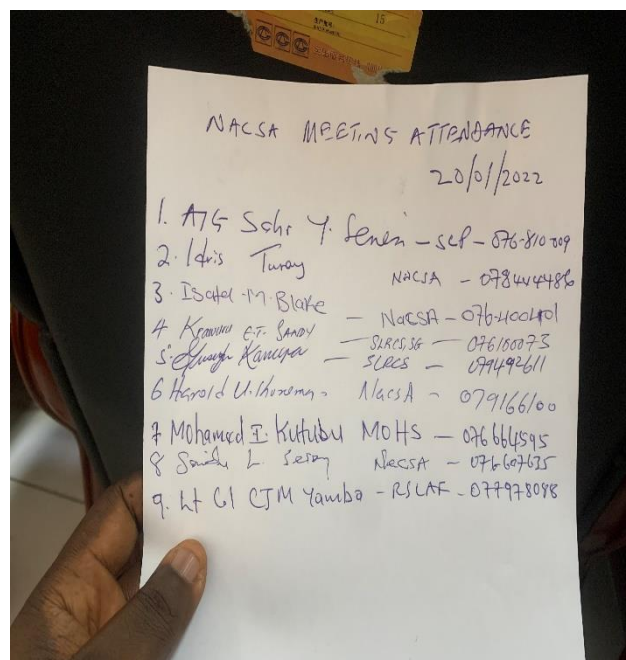
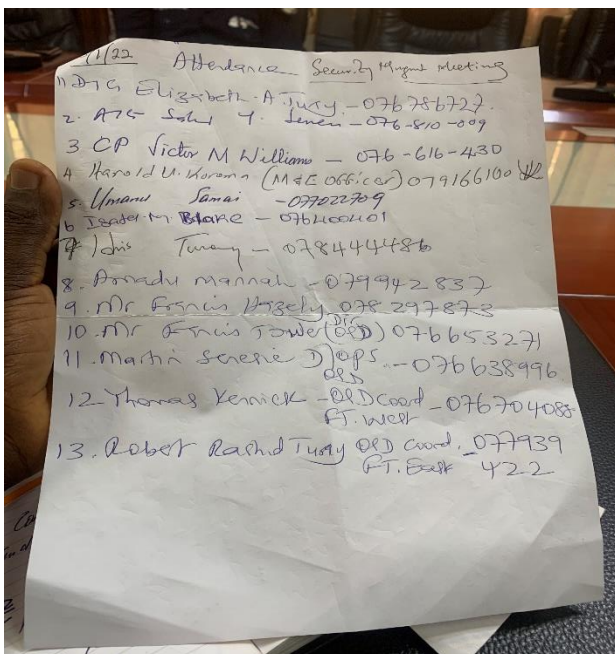
- a) Joint Institutional assessment of targeting and enrolment centres.
- b) Ensure a comprehensive and inclusive public and media relations using variety of communication mechanisms including PA System, Radio and Television discussions, mega phones, SMS and Phone-in-call. The Message dissemination should be done in various local languages.
- c) Publication of names of beneficiaries per centre. This should happen a day before commencement of targeting and enrolment.
- d) A standby ambulance for emergency.
- e) The Sierra Leone Police and the Republic of Sierra Leone Armed Forces with jointly ensure a fair queue management.
- f) The Sierra Leone Red Cross Society to position its trained emergency response personnel for first aid treatment.
- g) Daily Quota allocation across all centres. At least 50-100 beneficiaries per day.
- h) High-Level Oversight monitoring with representatives from all relevant institutions including SLP, RSLAF, SLRC, MoHS, MSW.

- i) Rokel Commercial Bank (RCB) to ensure availability of cash before commencement of payment and that the cash should be available across all points of payment.
- j) The SLP to modify and adopt existing Operational Order before commencement of payment.



From L-R: CP Victor MW Williams, AIG Sahr Senesie, DIG Elizabeth Turay, SDS Isata Blake, DNSPS Idris Turay and M & E Harold Koroma.

Pc: POIEC Umaru Samai





GRM-ACC Patrick Monrovia and Lt. Col. CJM Yamba