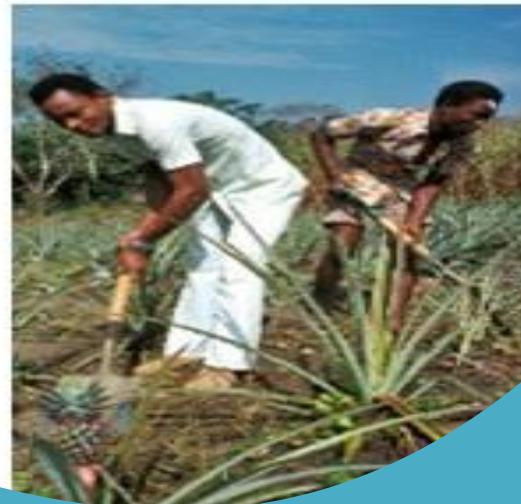




Statistics Sierra Leone



**2013 NON-GOVERNMENTAL ORGANIZATIONS (NGOs) SURVEY
FOR NATIONAL ACCOUNTS COMPILATION**

December, 2014



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FOR NATIONAL ACCOUNTS COMPILATION**

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Abbreviations

CBO	Community-Based Organizations
CSOs	Civil Society Organizations
GDP	Gross Domestic Product
GOSL	Government of Sierra Leone
IDPs	internally displaced persons
INGOs	International Non-Governmental Organizations
MGDs	Millennium Development Goals
MOFED	Ministry of Finance and Economic Development
NGOs	Non-Governmental organizations
NNGOs	National Non-Government Organizations
SLANGO	Sierra Leone Association of Non-Government Organizations
SSL	Statistics Sierra Leone
UNDP-HDI	United Nations Human Development Index

Acknowledgements

Statistics Sierra Leone (SSL) carried out this NGO Survey, 2013 so as to obtain relevant information on NGO operations in the country. Since the end of the civil war in 2002, NGOs have undergone a lot of changes both in terms of organization as well as operations and sources of finances; however, a major issue has been the lack of comprehensive information on the operations of NGOs in the country. This survey provided basic information on employment, revenue and expenditure of NGO establishments; which is very handy in estimating the contribution of NGOs to the gross domestic product. The survey was a nationwide survey, targeting large and medium scale International and National NGO Establishments operating in the health, education, governance, agriculture, financial services and other services sectors in the country.

The Management of Statistics Sierra Leone extends special thanks and appreciation to all SSL staff who have immensely contributed to the success of the survey, especially Abu Bakarr Turay, Director of the Economic Statistics Division for contributing to the conceptual framework of the survey, designing of the Data entry forms and for coordinating all aspects of the survey including the preparation of this annual report.

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We thank the Sierra Leone Government very much for funding the survey and for their continued support to Statistics Sierra Leone to conduct such important surveys for the monitoring of our economy.

Finally, we thank God for everything we have been able to accomplish with this survey.

Mohamed King Koroma

Statistician General

Executive Summary

Non-governmental organizations (NGOs) have played a significant role in the socio-economic development process of the country since the 1960s. Religious bodies working in parishes took the lead in stimulating development activities at grassroots level with the active participation of the people. Increased awareness of the vital role of NGOs has continued to attract local, private and public donations as well as international donor funding for implementing specific activities throughout the country since the 1970s. However, a major gap in the development efforts of the country has been the absence of comprehensive, reliable and up-to-date data on the operations of NGO establishments in the country. This means that there is a shortage of information on the sector which is now described as partners in development for the Agenda for Change (2008-2011) and now the Agenda for Prosperity (AfP). The NGO Survey 2013 is an attempt to collect comprehensive income, expenditure, employment and other data on NGOs operating in Sierra Leone.

The list of NGOs received from SLANGO has a total of 327 NGO establishments, of which 96 were described as International Non-Governmental Organizations (INGOs) operating in the country; while the remaining 231 were National Non-Governmental Organizations (NNGOs). This list was used as the sample frame for the survey. Of the 327 NGO establishments, 83 NGO establishments were chosen for the survey, of which 52 were INGO and 31 were NNGOs. The establishments chosen were actively engaged in productive activities, producing goods or services.

From the survey exercise the following conclusions are drawn:

- That there were considerably more National NGOs (71.9%) operating in the country than international NGOs (28.9%). These results underline the ease with which a national NGO is formed and registered with the relevant authorities under the NGO registration guidelines.

- That majority of NGOs (42.2%) are engaged in the health sector activities, proving health services to deprived populations of the country.

This is followed by education sector (19.3%). The share of other services is 10.1%; Agriculture (crop) is 8.6%; microfinance sector is 9.2%; while that of governance is 6.7%. All other sectors such as construction, water and communication have a share of less than 2%.

- The data show that there were 15, 472 employees working for both international and national NGOs operating in the country at the time of the survey in 2012 compared with

14,604 in 2011; of this number, 13,528 (87.4%) were Sierra Leone Nationals, while 1,944 (12.6%) employees were Foreign Nationals or International staff.

- That 6,364 employees working for international NGOs, 5,585 (87.7%)

- That 6,701 employees working for international NGOs, 5,901(88.1%) were sierra Leone nationals, while only 800 (11.9%) were foreign nations or international staff working as expertrates. On the other hand, of the 8, 771 employees of National NGOs; 7,627 (87%) were Sierra Leone Nationals, while 1,144 (13%) were International Staff.

- That NGO estbalishments received Le 7,128,366 billion in 2011 as revenue, the amount rose to Le 8,535,004 billion in 2012. The data also shows that National NGO establishments mobilized far more resources in 2012 and 2013 than

International NGOs; this could due to the fact that NNGOs are mostly implementing partners of both INGOs resident in the country and non-resident organizations.

- That more than half of NNGOs expenditures go to cover wage bill, which includes traveling per-diem and medical allowances for both 2012 and 2013 compared with INGOs which spent 26.9% and 30.2% of expenditures on wages in 2012 and 2013 respectively. Nationally, NGO estbalishments spend more than half of their expenditures on wages and salaries of staff, including the Chief Executive Officer (CEO).

- That International NGOs spent more on machinery than on land for both 2012 and 2013. INGOs spent 87.5% in 2012 and 87.9% in 2013 of capital expenditures on machinery and equipment alone, much of which could haven been on transport related equipment such as vehicles.

The following recommendations are made:

- There is need to continue regulating the NGO sector so as to provide better reporting mechanism to the government for better accountability to the people. The issue of high wage bill could be looked into by authorities to ensure high wages do not result into less services provided to the communities.

- There is need for the Ministry of Finance and Economic development (MOFED) to review the regulatory guidelines for NGOs so as to ensure proper coordination of NGO operations in the country.

- Mapping of NGOs and NGO activities could be a strategic way of ensuring accountability and transparency among NGOs in the country.

CHAPTER 1 - SURVEY DESIGN AND METHODOLOGY

1.1 Introduction

Non-governmental organizations (NGOs) play a significant role in the socio-economic development process in all regions of the world. They are particularly critical in circumstances where state funds are limited, and more importantly where there is war or civil unrest, which limits the ability of the state to provide basic services and keep law and order. Thus, a host of local, national, and international NGOs operating throughout the world have made tremendous strides in helping nations meet and sustain their development objectives in the face of daunting challenges. They have helped to facilitate achievements in basic human development as measured by the United Nations Human Development Index (HDI) (UNDP 2000). They have also been on the forefront in the fight for human rights, gender equality, freedom, and social justice; and they are certainly playing a key role in achieving the Millennium Development Goals (MGDs). NGOs work in almost all sectors of the economy, and they target critical areas such as governance, health, education, infrastructure, agriculture and access to markets in order to achieve sustainable growth and to support government efforts to improve the lives of the people. NGOs play a critical role in mobilizing grass-root support to achieve community development goals. For communities to "own" the development process they must be allowed to establish and control the pace of project activities. NGOs generally establish their project schedule in collaboration with beneficiaries and allow for flexibility in deadlines and sequencing of activities.

A nation need not be poor to benefit from the contributions made by NGOs. While individual governments are responsible for meeting the needs of their populations, there is a limit to what central government can and is able to do in both rich and poor countries. NGOs play a vital *role* in complementing government efforts in meeting human needs in nearly all countries; and as such they are generally now referred to as "partners in development" (to emphasis the point that NGOs should line their priorities with the government development plan). This means that NGOs help fill in the gaps in proving social and economic services to the people, especially the less privileged.

1.1.1 The Concept of NGO

Non-Governmental Organization (NGO) is a broad term encompassing a wide arrange of diverse organizations, which many researchers (such as YVONNE ASAMOAH, 2003) have defined as private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide

basic social services or undertake community development. This means that they are not-for-profit organizations, and supply goods and services at non-market level; although they could charge for their goods and services, but usually at non-market rate. There are basically three categories of NGO observed in Sierra Leone. The International Non-Governmental Organizations (INGOs)-these are those NGOs that have international parent NGOs abroad operating in the country. National Non-Governmental Organizations (NNGOs)-are those NGOs that have been conceived within the country and have no parent NGO abroad; they operating at least in at the district level. Community-based Organization (CBOs)-these are NGOs that are conceived locally and operate within the community at the chiefdom level. In recent times, the focus of development aid shifted from government to the NGOs, and many donor agencies now use national and international NGOs and CBOs in a variety of different ways to help implement certain projects at the international, national and community levels aimed at improving the lives of people.

This means that the characteristics that differentiate the range of organizations operating under the NGO banner include: size, organizational structure, nature of national and international affiliation, mission, operational program areas, geographic location, administrative efficiency, accountability, financial resources and funding sources, level of coordination with government and other NGOs, and membership criteria. Strategies used range from grass roots/local community organizing, education, leadership development, policy development and implementation, empowerment through local and national coalition building, to human rights and social justice promotion and monitoring.

Target populations include specific categories of the poor and disenfranchised; age and gender-specific groups; selected occupational groups (e.g. farmers and fishermen); and persons adversely affected by disease, natural and man-made disasters, ethnic strife and forced migration. Many NGOs work together as a team nationally and locally, especially in programs aimed at poverty alleviation, sustainable development, and disaster relief. They may be a part of a larger effort coordinated by an international body such as the United Nations and its specialized agencies (UNICEF, WHO, UNHCR) or by multinational organizations such as the International Committee of the Red Cross, Oxfam, Save the Children Federation, and Medicines sans Frontiers. Large NGOs have offices in many countries, employ paid staff, and do organized fund-raising. They often cut across populations and are multi-task oriented if their mission includes relief and humanitarian aid, social development, advocacy, education, and empowerment, health care and general welfare promotion. NGOs specializing in technological innovation are invaluable team members for many social development projects. Small NGOs may depend entirely on voluntary efforts for program implementation and membership contributions for funding, which may limit their impact.

BOX1: DEFINITION OF NGOS

According to the International Center for Not-for-Profit law Report on Sierra Leone, 2008: Civil society organizations seeking legal entity status may assume one of the following organizational forms in Sierra Leone:

1. A non-governmental organization (NGO) is defined by the Revised NGO Policy Regulations to mean “any independent, not-for-profit making, non-political and charitable organization, with the primary objective of enhancing the social, environmental, cultural and economic well being of communities.” (Article 2.1.1) According to the NGO Policy,

NGOs are required to register with the Ministry of Finance and Economic Development, after first registering with the Sierra Leone Association of Non-governmental Organizations (SLANGO).

2. A not-for-profit company (NPC) is regulated under the Registration of Business Acts 2007 and registers with the Registry’s Department, which is an independent body for the registration of legal instruments in the country. NPCs can be formed for various purposes, including member or community benefits. They are allowed to engage in business activity, provided the profit is used to further the not-for-profit purposes of the organization.

3. A community-based organization (CBO) is “a group of community members working together as an independent non-profit making charitable organization,” according to the NGO Policy 2009. Apart from this definition, there is no law, policy or regulation that specifically governs community-based organizations; indeed, the NGO Policy 2009 excludes CBOs from the scope of the Policy by stating that a CBO cannot register as an NGO. In practice, a CBO can either register with local governments or with the Ministry of Social Welfare.

The Non-Governmental Organizations Policy Regulations (2008) define an NGO as “any independent, non-profit making non-political and charitable organization, with the primary objective of enhancing the social, environmental, cultural and economic well being of communities...[without] religious, political or ethnic bias⁹.” Although NGO activities in Sierra Leone pre-date the on-set of the war, their influence became preponderant during the conflict and post-conflict period. As the capacities of MDAs became constrained in the delivery of humanitarian relief to the grassroots, transparency and accountability were compromised, bilateral donors channeled their aid through their respective NGOs (quoted in **Government of Sierra Leone Aid Policy, 2009**).

1.1.2 NGOs in Sierra Leone

Sierra Leone has suffered many years of bad governance which resulted in socio-economic dreadful conditions measured by the decline in macroeconomic variables such as employment, economic growth and inflation since the 1980s. The 10-year civil conflict in the 1990s only served to exacerbate the poverty situation in the country as the central government became constrained to maintain law and order throughout the country and at the same time provide basic anilities to the population due to increase rebel activities. In most of those years, government relied heavily on NGOs to complement government efforts in meeting the needs of the population by provide basic relief services to internally displaced persons (IDPs) in the country.

The participation of Non-Governmental Organisations (NGOs) in the National Development efforts of Sierra Leone dates back to the early 1960s. Religious bodies working in parishes took the lead in stimulating development activities at grassroots

level with the active participation of the people. Increased awareness of the vital role of NGOs has continued to attract local, private and public donations as well as international donor funding for implementing specific activities throughout the country since the 1970s. A consultative forum in the form of a workshop resulted in the formulation of the NGO Policy document in 1994 for Sierra Leone.

The 1980s witnessed a steady increase in the number of NGOs operating in Sierra Leone as bilateral and multilateral agencies shifted their aid strategy to channel resources directly to beneficiaries through their grassroots organisations. The big influx of Liberian Refugees and internally displaced Sierra Leoneans in the 1990s has resulted in the proliferation of both national and international NGOs undertaking Relief and Development activities with mixed results. At the same time, ineffective coordination, monitoring and evaluation mechanisms have made it difficult to assess the impact of the variety of interventions, avoid costly duplication of efforts and derive maximum benefits for the country and people. The January 1999 crisis saw a mass exodus of expatriate staff of International Non-Governmental Organisations (INGOs). This January 6, 1999 Rebel invasion of Freetown led to the suspension or scaling down of programmes implemented by most INGOs in the country. Government recognised that the National Non Government Organisations (NNGOs) continued with their programmes despite financial and other constraints and they were most hit by the destruction of life and property during this period. Thus, in addition to the lack of access to resources, building national capacity has to become a priority.

While the Government of Sierra Leone (GOSL) recognises the valuable role NGOs play in promoting national development, both parties must work closely to ensure mutual trust, confidence and transparency. The increasing demand by NGOs for GOSL counterpart contributions in the form of grants, waivers and other logistics including storage, transportation and personnel gives cause for rationalisation of their activities. The then Ministry of Development and Economic Planning (MODEP) is the GOSL agency mandated to coordinate and monitor the activities of both national and international NGOs and enhance the cooperation between GOSL and NGOs. In 2005 NGOs were advised to align themselves with government development plans and efforts. Currently there are about 95 registered International NGOs and 199 National NGOs operating in the country in various sectors of the economy ranging from Agriculture to industry to services such as health, education and governance.

During the years of the civil war, there was no proper regulatory framework for NGO operations in the country. The absence of a legal framework to regulate the operations of NGOs since the restoration of democracy did put pressure on the

government, and prompted the then Ministry of Development and Economic Planning (MODEP) to develop an NGO Policy, which required NGOs to register with the government before commencing operations in the country. The procedures, guidelines and policies outlined the NGO policy document were geared towards the effective coordination and monitoring of the activities of both National and International NGOs in order to enhance their cooperation with the GOSL and ensure maximum benefits to the people of Sierra Leone. To establish an NGO, the Policy requires at least five full/part time staff (excluding messengers and drivers, but including secretaries). In addition, NGOs are required to have office space, a sign board visibly displayed, accessible postal address, and an organizational bank account. Renewal of registration is dependent on the submission of documentation and an “independent assessment of the performance of NGOs” by MoFED. In order to satisfy MoFED, NGOs must submit any or all of the following:

- A summary of final donor project operational and financial reports;
- Audit reports on projects or the organization itself; and/or
- Proof of registration with the Sierra Leone Association of Non-Government Organizations (SLANGO).

The Registrar will then issue a certification of incorporation for not-for-profit companies based on the submission of a detailed Memorandum of Association, which includes information on the partners, board and name and place of business. The law allows for no appeal from a denial of registration; instead, the applicant has the right to re-apply. Community-based organizations are required to submit a constitution, list of members in the community, and a report on past activities; and to pay a fee to the Ministry of Social Welfare and Children’s Affairs or Local Councils. Here again the Government can deny registration, but this seldom happens. International NGOs need accreditation from their government or embassy, proving their legal status and credibility before they can operate in Sierra Leone.

Although NGOs to a large extent still submit a registration form to the NGO Desk of the ministry of Finance and Economic Development (MOFED), the policy is no longer very effective in serving as a tool for coordinating NGO activities in the country. Not all NGOs are registered with MOFED; there is therefore need to review the policy

1.1.3 SLANGO

Since the end of the war in 2002 and the commencement of the development phase in 2005, NGOs and civil society organizations have become increasingly engaged in participatory development through dialogue. This has led to an increase in advocacy

programmes, especially those that deal with service delivery and human right. NGOs have become increasingly kin to supporting government development agenda, providing various services to the population at the community level. However, a major problem in the sector has been the lack of coordination among NGOs operating in the country; which is the basis for the establishment of the Sierra Leone Association of NGOs (SLANGO). Sierra Leone Association of Non-Governmental Organization (SLANGO) was established in 1994 with the main of coordinating the activities of NGOs in the country. SLANGO is a consortium of NGOs, both local and foreign, and its primary role is to ensure co-ordination among its members. SLANGO's purpose is to serve as a unified voice for the NGO community and to interface with civil society organizations around the country. It seeks to build the capacity of civil society organizations (CSOs) for increased participation in governance and to reduce the duplication of their efforts.

Objectives include:

- Fostering the mobilization and integration of NGOs in the development process
- Creating the necessary link between donor agencies, government and the NGO community
- Effective coordination and networking of its member organizations
- Reinforcing Monitoring and evaluation of NGOs activities.

The mission statement of the Sierra Leone Association of Non-Governmental Organization is to mobilize, network and effectively coordinate, monitor and evaluate the activities of NGOs through the provision of advisory services, consultancy services, advocacy, research, capacity building, monitory and evaluation. Membership in SLANGO has essentially become a requirement for NGOs, as it is a key factor in the Government's decision on annual re-registration.

1.2 Objectives

The main objective of the Non-Governmental Organization (NGO) Survey is to collect information on NGO operations for the compilation of the gross domestic product (GDP); the specific objectives include:

- To collect income data from all sources available to NGOs;

- To obtain expenditure data of NGOs operating in the country;
- To capture relevant information about the industry/sector of operation of NGOs operating in the country;
- To collect information about the number of workers, both nationals and foreign nationals working for the NGOs in the country.

1.3 Rationale

Notwithstanding some progress made in the area of service delivery, Sierra Leone's recovery remains fragile and the country is still ranked among the least developed countries. While some mile stones have been achieved and recovery appears to be gathering pace in the country in energy, agriculture and infrastructure, major challenges remain which are vital for peace consolidation and the march towards development. Among them is the widening gap of gender inequality in education, politics and access to economic opportunities.

The NGO Survey 2013 is an attempt to collect comprehensive income, expenditure and other data on the NGOs operating in Sierra Leone. In the past, the NGO Desk in the Ministry of Development use to assist SSL in the distribution and retrieval of questionnaires given to NGOs. But since the merger of Finance and Development Ministries, SSL has faced serious problems in trying to collect data from NGOs since the responsibility of registering the NGOs has shifted from one department/unit to another within the Ministry of Finance and Economic Development (MOFED), thus creating problems for estimating the contribution of NGOs to GDP. This survey therefore collected basic data on income and expenditure needed for the finalization of GDP for 2013 and projections for 2014.

It is an open secret in recent times that multilateral as well as bilateral donor agencies are encouraged whenever appropriate to involve NGOs in their supported activities, particularly local NGOs. The interest of donor organizations in working with NGOs, for example, stems from experience, which has shown that NGOs can contribute to the quality, sustainability and effectiveness of aid. Therefore this survey provided a picture of the importance of NGOs contributions in GDP, employment and in peace building activities in the country. It is hoped that the findings of the survey would inform decision-making in the NGO-sector

1.4 Sample Design and Coverage

The survey covered both INGOs and NNGOs establishments, operating in all sectors of the economy including health, education, governance, agriculture, and business services. These NGOs establishments were operating in Freetown, the capital city and the regional head quarter towns of Bo, Kenema and Makeni.

The list of NGOs received from SLANGO has a total 327 NGO establishments, of which 96 were International Non-Governmental Organizations (INGOs) operating in the country; while the remaining 231 were national Non-Governmental Organizations (NNGOs). This list was used as the sample frame for the survey. Of the 317 NGO establishments, 83 NGO establishments were chosen for the survey, of which 31 were INGO and 52 were NNGOs. The establishments chosen were actively engaged in productive activities, producing goods or services.

Since NNGOs were in the majority in the sample frame, they constituted 63.7% of the sample, while the INGO constituted 37.3% of the sample. This high proportion of INGOs in the sample was because, in terms of operating expenditures and capital expenditures, which are critical part of the national accounts, INGOs incurred more expenditures than NNGOs. This means that the INGOs were considered to be the drivers of the NGO sectoral activities in the country as majority of NNGOs were viewed as implementing partners of INGOs. Of the 83 NGOs establishments selected for the survey, 76 were successfully interviewed, which gives a response rate of 91.6 percent (Table 1).

A simple random sample was technique was used to drawn this sample from the list of establishments in the NGO list obtained form SLANGO for the country. More than 80% of NGOs selected were located in Freetown.

Table 1.4: Sample Size

	Sample Frame	Sample	Interviewed
INGO	96	31	29
NNGO	231	52	47
TOTAL	327	83	76

Table 1.4 shows that thirty-one INGOs and fifty-two NNGOs were respectively targeted for the survey.

1.4.1 The Respondents

For the 70 NGO establishments that were selected for the survey, the 'NGO establishment' is used as the respondents. An NGO establishment is defined as a organization unit engaged in one or more activity and operating in a single or multiple location. Thus, conceptually, the NGO establishment comprises of all the project portfolio run by the organization either in part or in whole within the country. This means that all the information obtained were on the NGO establishment and not the owner or Chief Executive Officer (CEO) or Country Director or member of staff of the NGO, although the owner or the CEO or any one appointed by the CEO to respond to our questionnaire was interviewed.

1.4.2 Questionnaire Design

A simple questionnaire was designed for the survey and sent to the NGO establishments. The questionnaire was designed to collect information on the NGO operations in the country. The questionnaire was divided into modules, and each questionnaire was administered to one respondent NGO establishment. The objectives of the survey formed the basis for the development of the questionnaire and the formulation of questions in the instruments. The draft questionnaire was circulated for comments and suggestions among colleague Statisticians in the office; these comments and suggestions were incorporated into the final version of the questionnaires. To ensure that good quality data were collected and processed without delay the questionnaire was pre-coded and questions on revenue and expenditure simplified to allow for a quick response. This obviously eliminates the very slow and tedious coding process which is often liable to various types of errors. In addition, a data-capturing programme is designed to check the data automatically to detect inconsistencies so that any errors can be corrected by the data entry clerk and data verifiers.

1.5 Data Collection

This NGO survey 2013 was conducted under the Statistics Act 2002, which makes it mandatory for all business establishments operating organizations established in Sierra Leone to respond to Statistics Sierra Leone's data requests. The Act also stipulates that the content of individual returns received would be kept confidential and used only for statistical purposes. An invitation letter signed by the Statistician General of SSL was enclosed with all questionnaires to encourage NGO owners/Executives to provide the relevant data relating to their NGO operations and to assure them of the confidentiality of the data collected.

A day was set aside for training and logistic arrangement for the field staff to prepare well for the field exercise. The training provided the opportunity for the field staff to familiarize themselves with the survey instrument, issue of introduction to the respondents, courtesy, cajoling the interest of respondents, dress code of interviewers and politeness were discussed during the training and preparation exercise.

The data collection lasted for 4 weeks in the first and fourth quarters of 2013 in order to ensure accurate recording of information provided by NGO establishments for the fiscal year 2012 and projections for 2013. 22 Field Staff did the data collection for the period of the survey. The Field Staff conducted direct interviews with the respondents (representatives of NGOs), with the assistance of the supervisors where necessary. The enumerators encourage respondents to take part in the survey, and where necessary to report any case of resistance or even refusals to the supervisors; who would intervene to ensure that the interview hold either then or at a later time or date. Out of the 70 respondents targeted 55 NGO establishments (78.5%) were successfully interviewed without any refusal at all. The high response rate could be due to the callbacks strategy of field staff as they continually follow-up with respondents either on the phone or in person within the period of the survey. The short fall of 15 was due to the limited number of delays on the part of NGO establishments in providing the information within the period of the survey

1.6 Quality Control

The Coordinators of the Survey as well as the Statistician General monitored the data collection exercise on a daily basis in Freetown as well as in the Provinces through telephone and other means to assist Enumerators to do their work effectively and diligently. In addition visits were made to some establishments in Freetown and in the Provinces to validate the data collected in each of these centers.

1.7 Data Processing

Data capturing for the NGO Survey 2013 started immediately the data collection was completed in November 2013. Data entry was done within two weeks after the data collection. The data entry centre was centralized at the Statistics Sierra Leone Office headquarters. The information in completed questionnaires was manually scrutinized, edited and coded before sending them for entry. Computer editing was also done as a way of validating the data as the software provided automatic data checks for acceptable values for the variables and checks between different components of the questionnaires.

1.8 Sample Weights

Since, these survey data are estimated based on information obtained from survey questionnaires sent to 83 NGO Establishments operating in the country, weights were developed to reflect the national position of establishments operating in Sierra Leone. The weights were further adjusted to reflect the short fall in the sample; that is, to accounts for non-responses so as to bring the sample estimates to national estimates. The administrative classification of international and national NGOs was used as the primary survey-sampling unit; as a result sampling weights were developed at such administrative level.

1.9 Limitations of Survey Estimates

This survey was designed to cover only NGOs-international and national, which means that community based organizations (CBO) were excluded from the survey. Also Civil Society Organizations (CSOs) were excluded from the survey, since CSO were considered to be mid-way between government and NGOs in terms of operations and mandate. In addition, those NGOs which were not registered with SLANGO were not included in the survey, since there was no way we could trace their addresses in the country.

The data collected was on employment, revenue and expenditures. Thus no information was obtained on output produced as well as sources of funding and implementing partners in or out of the country. Only operations in Sierra Leone were covered, those projects run outside the country were not considered in the survey.

CHAPTER 2 - DATA PRESENTATION AND ANALYSIS

2.1 Introduction

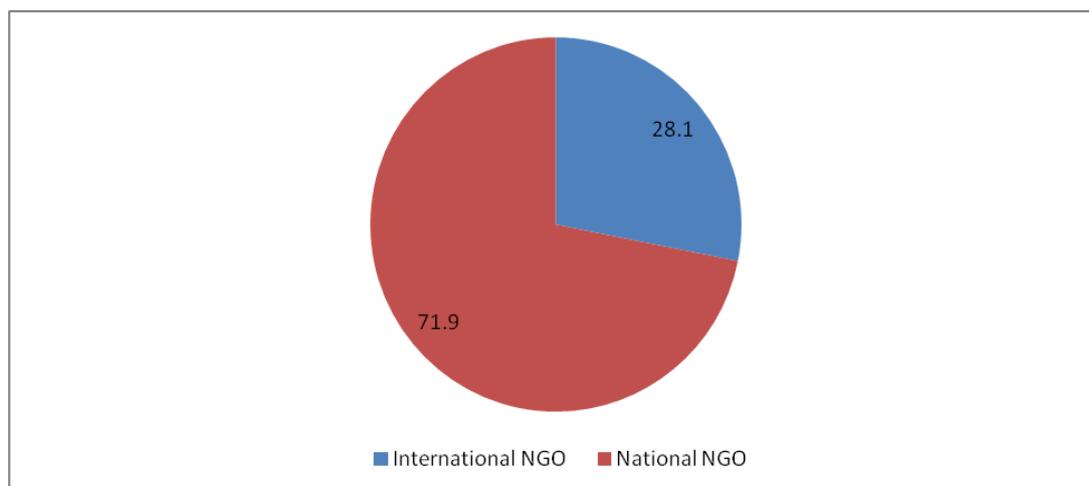
The NGO Survey 2013 results presented here give an analysis of the employment structure of the NGO establishments operating in the country, providing basic information on employment levels disaggregated by sex, operating cost and capital expenditures.

2.2 General Characteristics on NGO Establishments

2.2.1 NGO Establishments by Ownership Status

Figure 2.2.1 below shows the percentage distribution of NGO establishments classified by type of ownership.

Figure 2.2.1: Distribution of NGO Establishments by Ownership Status



As shown in Figure 2.2.1, there were considerably more National NGOs (71.9%) operating in the country than international NGOs (28.1%). These results underline the ease with which a national NGO is formed and registered with the relevant authorities under the NGO registration guidelines.

2.2.2 Distribution of NGO Establishments by Sector of Operation

Figure 2.2.2 below shows the distribution of NGO Establishments by sector of operation. The result shows that majority of NGOs (42.2%) are engaged in the health sector activities, proving health services to deprived populations of the country. This

is followed by education sector (19.3%). The share of other services is 10.1 %; Agriculture (crop) is 8.6%; microfinance sector is 9.2%; while that of governance is 6.7%. All other sectors such as construction, water and communication have a share of less than 2%.

Table 2.2.2: Distribution of NGO Establishments by Sector

No	Sector	Number	Percent (%)
1.	Agriculture (crop)	28	8.6
2.	Communication	4	1.2
3.	Microfinance & other financial institutions	30	9.2
4.	Governance & public administration	22	6.7
5.	other services-legal, social, etc	33	10.1
6.	Education	63	19.3
7.	Health	138	42.2
8.	Water	4	1.2
9.	Construction	5	1.5
	Total	327	100.0

The high proportion of NGO establishments operating in the health and education sectors could be due to the concerted efforts of development partners to achieve the millennium development goals (MDGs) by 2015, which have well documented targets in health and education for all member states to meet by 2015.

Figure 2.2.2: Distribution of NGO Establishment by ownership status

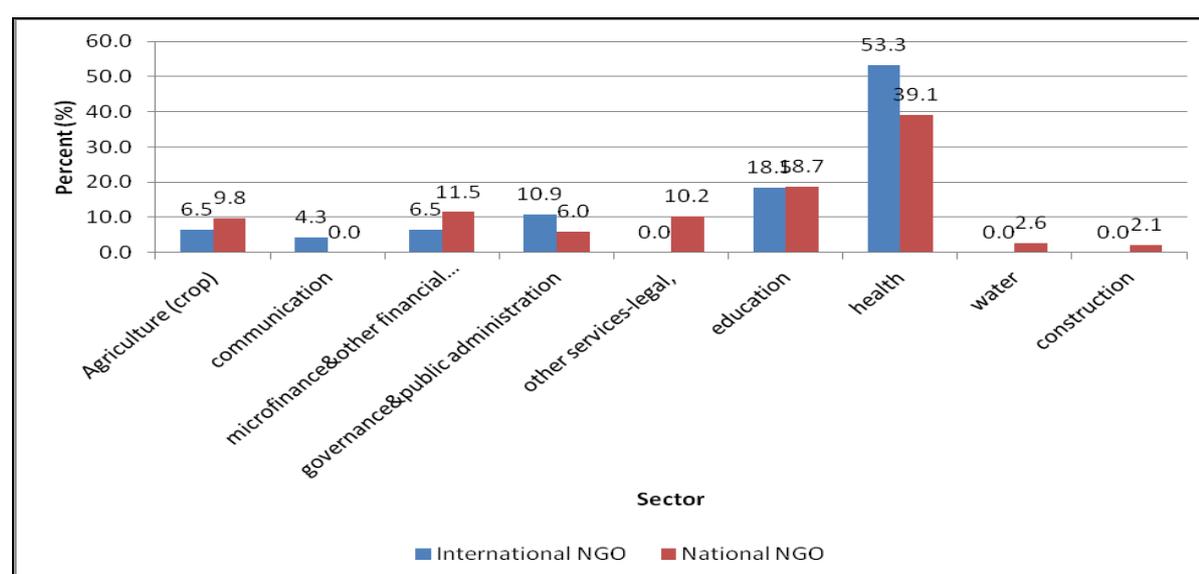
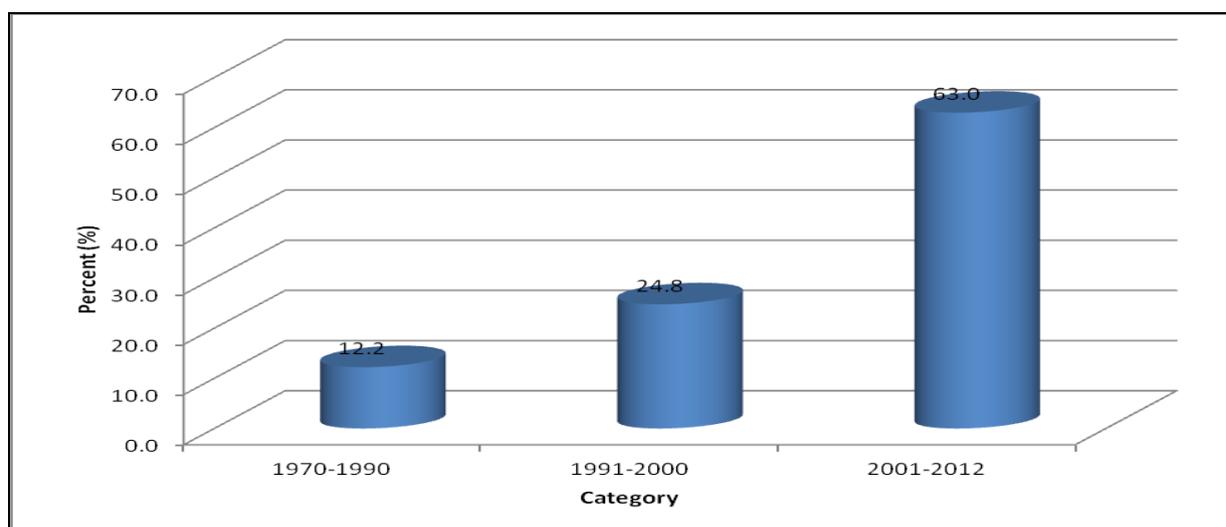


Figure 2.2.2 shows that majority of International NGOs are operating in health, education and governance, while no international NGO is engaged in water and construction sectors as a main activity.

2.2.3 Year of first Registration

Figure 2.2.3 shows that majority of NGO establishments operating in the country first registered between 2001 and 2013, which is a post-war period.

Figure 2.2.3a: Distribution of NGO Establishments by Year of first Registration



As seen in Figure 2.2.3a, the number of NGOs registered increased steadily from 12.9% between 1970 and 1990 to 24.8% between 1991 to 2000 and 63.0% between 2001 and 2012. This could mean that as the government became more and more constrained to provide basic services in health, education and other sectors, NGOs stepped in to fill the gap during those periods. The mediate years following the end of the civil war in 2002 saw increased number of NGOs providing relief items to displaced persons and supported the resettlement and reconstruction programme of the government during those years; and now a good number of the local NGOs operate as civil society organizations.

Figure 2.2.3b: Distribution of NGO Establishments by Year of first Registration and Ownership Status

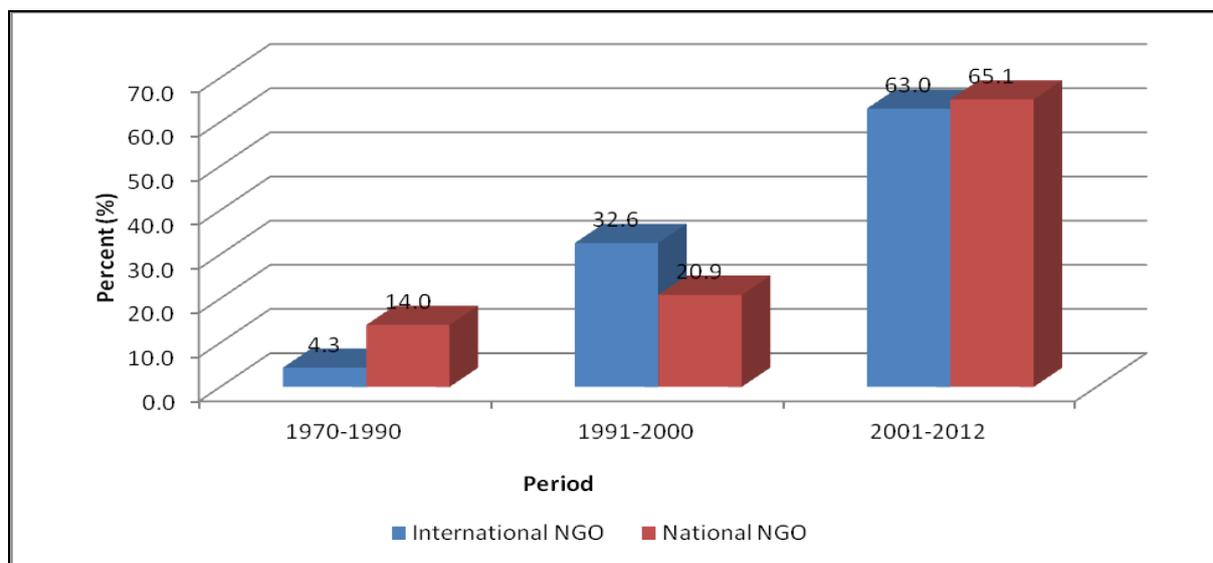


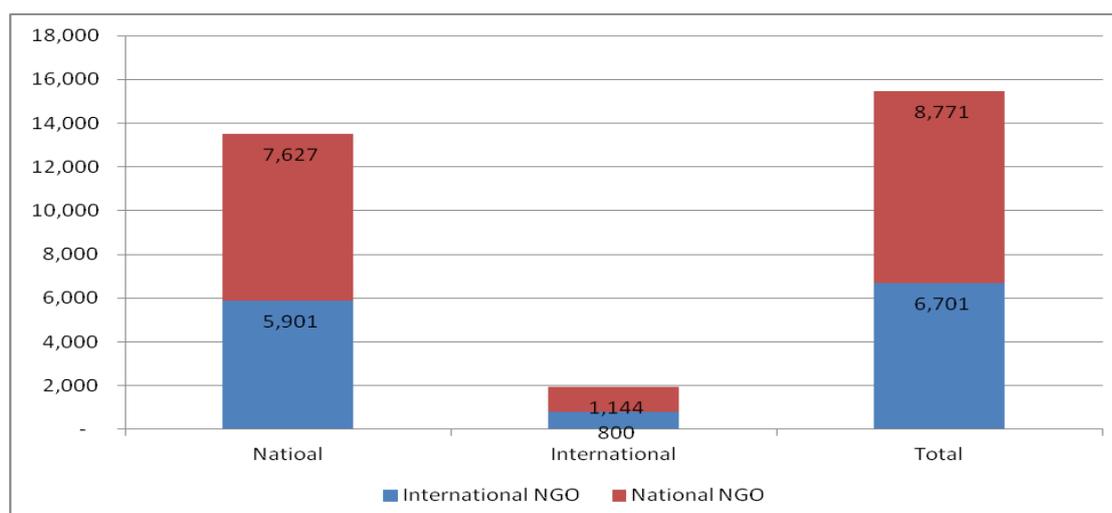
Figure 2.2.3b shows that there was a leap in the number of international NGOs registered since 1991, which could be due to the civil conflict, which attracted many relief organizations to support internally displaced persons (IDPs).

2.3 Employment - Totals

The survey collected data on the number of employees working for various NGO establishments operating in the country during the survey, and the results are discussed below.

The data show that there were 15,472 employees working for both international and national NGOs operating in the country at the time of the survey in 2013 compared with 14,604 in 2012; of this number, 13,528 (87.4%) were Sierra Leone Nationals, while 1,944 (12.6%) employees were Foreign Nationals or International staff.

Figure 2.3.1: Employment -Totals for 2013



The data in Figure 2.3.1 shows that 6,701 employees working for international NGOs, 5,901(88.1%) were sierra Leone nationals, while only 800 (11.9%) were foreign nations or international staff working as expertrates. On the other hand, of the 8, 771 employees of National NGOs; 7,627 (87%) were Sierra Leone Nationals, while 1,144 (13%) were International Staff.

Table 2.3.2: Employment -Totals by Sex and Staff Category for 2012 and 2013

Ownership Status	2012						Total (National & International)
	Male National Staff	Female National Staff	National Total	Male International Staff	Female International Staff	International Total	
International NGO	2,520	3,381	5,901	456	344	800	6,701
National NGO	5,603	2,024	7,627	624	520	1,144	8,771
Total	8,123	5,405	13,528	1,080	864	1,944	15,472
2013							
International NGO	2,522	3,382	5,904	457	345	802	6,706
National NGO	5,603	2,028	7,631	625	520	1,145	8,776
Total	8,125	5,410	13,535	1,082	865	1,947	15,482

Table 2.3.2 shows that international NGOs employed more female nationals than male nationals.

2.4 Revenue and Expenditure

2.4.1 Revenue

Revenue plays a critical part of NGO operations just as in any other organization. The survey obtained information on the amount of revenue of NGO establishments operating in the country, and the results are discussed below.

Table 2.4.1 Sources of Revenue (Le'Billion) of NGO Establishments

Ownership Status	2012			2013		
	Project disbursement	Other Receipts	Total Revenue	Project disbursement	Other receipts	Total Revenue
International NGO	627,000	31,016	658,016	708,510	36,289	744,799
National NGO	8,030,000	22,327	8,052,327	9,073,900	26,123	9,100,023
National	8,657,000	53,343	8,710,343	9,782,410	62,411	9,844,821

The data in Table 2.4.1 shows that NGO establishments received Le 8,710,343 billion in 2012 as revenue, mainly from project disbursement. The amount rose to Le 9,100,023 billion in 2013. The data also shows that National NGO establishments mobilized far more resources in 2012 and 2013 than International NGOs; this could be due to the fact that NNGOs are mostly implementing partners of both INGOs resident in the country and non-residents. This opens NNGOs to multiple sources of income in the form of project disbursements than INGOs, which are limited mostly to parent NGO disbursements.

Figure 2.4.1: Contribution of Project Disbursement to NGO Revenues

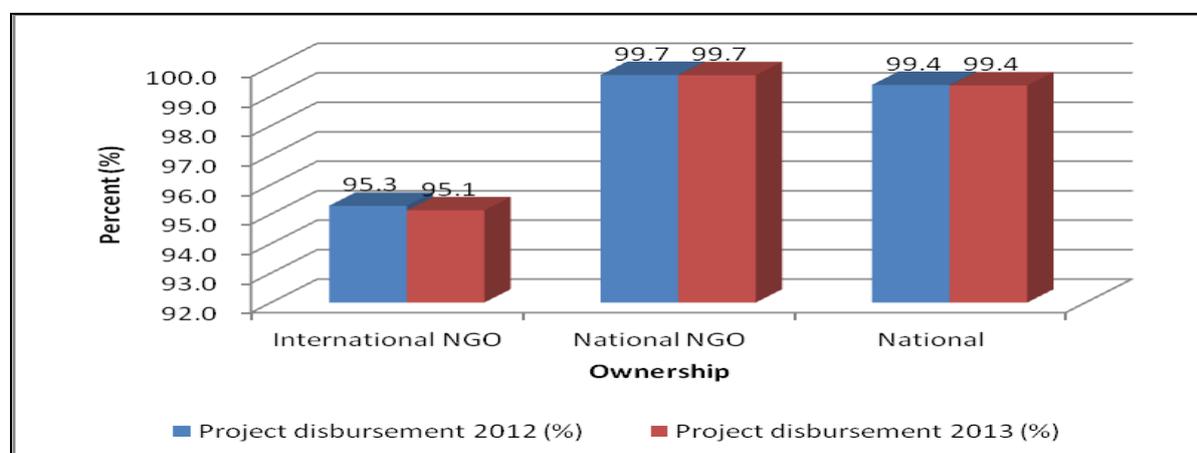


Figure 2.4.1 shows that project disbursements is the major source of income for both international and national NGOs operating in the country. This underscores the fact that, unlike business enterprises, NGO products and services are provided at almost free of cost; mainly to support the poor and deprived households and persons.

2.4.2 Expenditure

Expenditure shows how revenue was spent during the period; the survey collected data on expenditures of NGO establishments and the results are shown below.

Table 2.4.2 Expenditures (Le' billion) of NGO Establishments

Ownership Status	2012			2013		
	Wage bill	Other expenditure	Total	Wage bill	Other expenditure	Total
International NGO	18,101	277,505	395,606	126,006	291,381	417,387
National NGO	2,897,583	2,217,462	5,115,045	3,092,462	2,828,335	5,920,797
Total	3,015,684	2,494,967	5,510,651	3,218,468	3,119,716	6,338,184

The data in Table 2.4.2 shows that a total amount of Le 5,510,051 billion were expended in 2012, Le 3,015,684 billion was on wages and other staff remuneration. In 2013 total expenditures were Le 6,338,184 billion, while the wage bill mounted to Le 3,218,468 billion.

Figure 2.4.2: Contribution of Wage Bill to NGO Expenditures

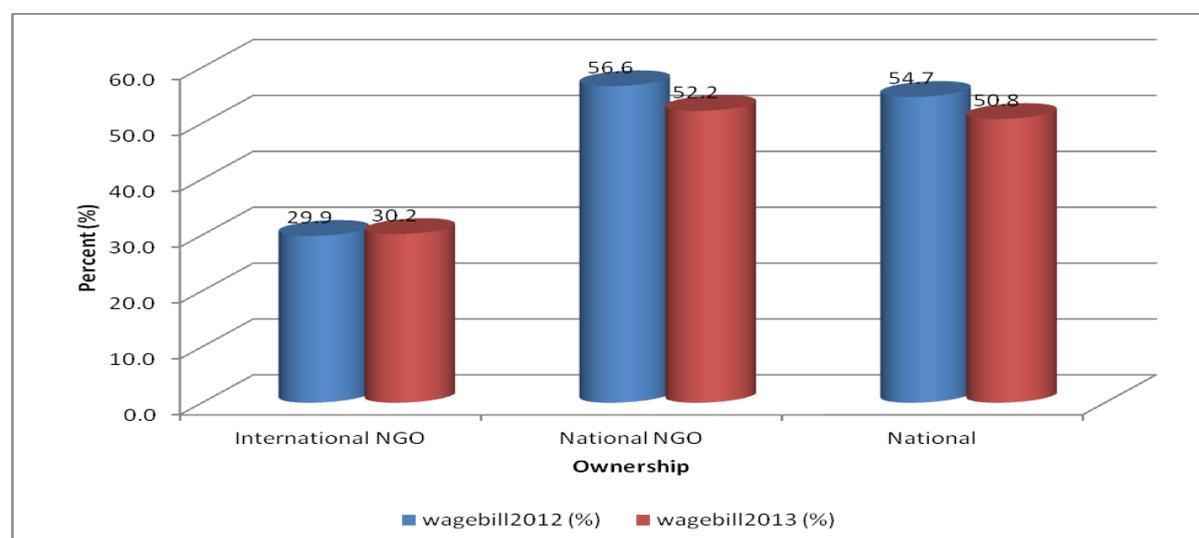


Figure 2.4.2 shows that more than half of NNGOs expenditures go to cover wage bill, which includes traveling per-diem and medical allowances for both 2012 and 2013 compared with INGOs which spent 26.9% and 30.2% of expenditures on wages in 2012 and 2013 respectively. Nationally, NGO establishments spend more than half of their expenditures on wages and salaries of staff, including the Chief Executive Officer (CEO). This high proportion of the wage bill could have negative implications on the quantity and quality of goods and services provided to households as a smaller amount is allocated to the actual process of providing these goods and services to the communities.

2.4.3 Capital Expenditures

Capital expenditures include expenditure on acquisition of land, construction and land development; and expenditures on machinery and equipment. The data collected is shown in the Table below.

Table 2.4.3: Capital Expenditures by Category

Ownership Status	2012			2013		
	Land	Machinery & Equipment	Total	Land	Machinery & Equipment	Total
International NGO	6,215	43,570	49,784	6,339	44,441	50,780
National NGO	316,614	607,590	924,204	322,946	619,741	942,688
Total	322,829	651,159	973,988	329,285	664,182	993,468

Table 2.4.3 shows that a total amount of Le 973,988 billion was spent on capital goods in 2012, of which Le 651,159 billion was spent on machinery and equipment, which include transport equipment. In 2013 the amount spent was Le 993,468 billion on capital goods

Figure 2.4.3: Capital Expenditures by Category

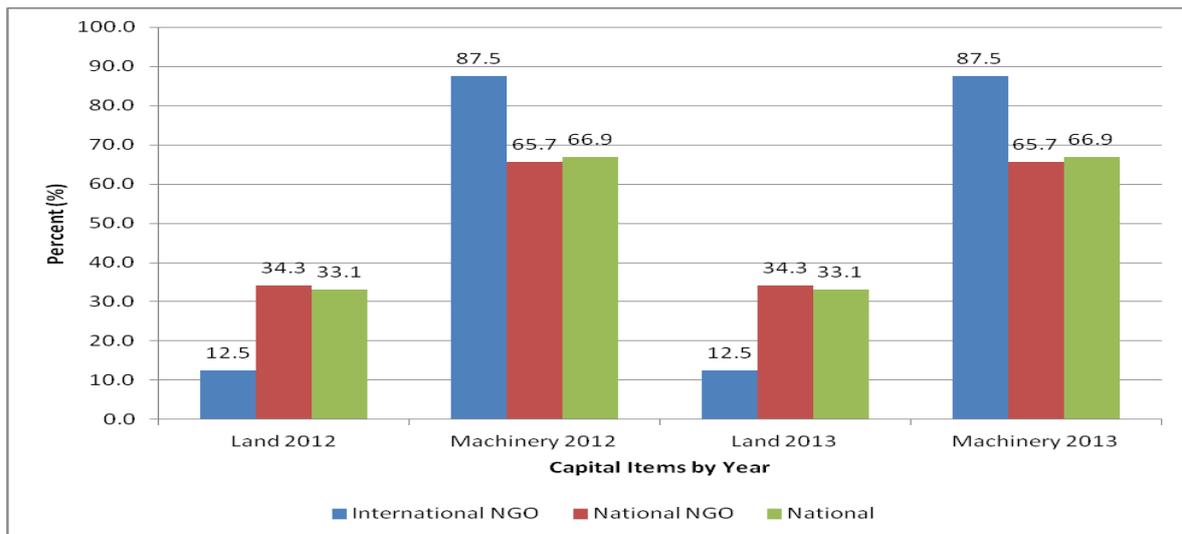


Figure 2.4.3 shows that International NGOs spent more on machinery than on land for both 2012 and 2013. INGOs spent 87.5% in 2012 and 2013 of capital expenditures on machinery and equipment alone, much of which could have been on transport related equipment such as vehicles. Vehicles are seen as a critical part of INGO operations in order to facilitate movement from one point to the other given the poor feeder road network in the country.

CHAPTER 3 - CONCLUSION AND RECOMMENDATIONS

3.1 Conclusion

Sierra Leone has been making steady progress since 2002 towards rejuvenating the economy after the end of the 10-year devastating war. The discovery and commencement of mining of iron ore in the North, has added new impetus to the government development effort as the economy grew by more than 21 percent in real terms in 2013 on account of production and export of this ore, which started in 2011.

Non-governmental organizations (NGOs) have played a significant role in the socio-economic development process of the country since the 1960s. Religious bodies working in parishes took the lead in stimulating development activities at grassroots level with the active participation of the people. Increased awareness of the vital role of NGOs has continued to attract local, private and public donations as well as international donor funding for implementing specific activities throughout the country since the 1970s. A consultative forum in the form of a workshop resulted in the formulation of the NGO Policy document in 1994 for Sierra Leone, which aimed at targeting more accurately the operations of NGOs to the development priorities of the Government. Since 2007 which the country moved from relief to development stage, much has been done in the area of NGO assistance to communities in agriculture, health and education.

However, a major gap in the development efforts of the country has been the absence of comprehensive, reliable and up-to-date data on the operations of NGO establishments in the country. This means that there is a dearth of information on the sector which is now described as “partners in development” for the Agenda for Change (2008-2011) and now Agenda for Prosperity. The NGO Survey 2013 is an attempt to collect comprehensive income, expenditure and other data on the NGOs operating in Sierra Leone. The main objective of the Non-Governmental Organization (NGO) Survey is to collect information on NGO operations for the compilation of the gross domestic product (GDP); the specific objectives include:

- To collect income data from all sources available to NGOs
- To obtain expenditure data of NGOs operating in the country
- To capture relevant information about the industry/sector of operation of NGOs operating in the country

- To collect information about the number of workers, both nationals and foreign nationals working for the NGOs in the country

The list of NGOs received from SLANGO has a total 327 NGO establishments, of which 96 were International Non-Governmental Organizations (INGOs) operating in the country; which the remaining 231 were national Non-Governmental Organizations (NNGOs). This list was used as the sample frame for the survey. Of the 327 NGO establishments, 83 NGO establishments were chosen for the survey, of which 31 were INGO and 52 were NNGOs. The establishments chosen were actively engaged in productive activities, producing goods or services.

From the survey exercise the following conclusions are drawn:

That there were considerably more National NGOs (71.9%) operating in the country than international NGOs (28.9%). These results underline the ease with which a national NGO is formed and registered with the relevant authorities under the NGO registration guidelines.

That majority of NGOs (42.2%) are engaged in the health sector activities, providing health services to deprived populations of the country. This is followed by education sector (19.3%). The share of other services is 10.1 %; Agriculture (crop) is 8.6%; microfinance sector is 9.2%; while that of governance is 6.7%. All other sectors such as construction, water and communication have a share of less than 2%.

The data show that there were 15, 472 employees working for both international and national NGOs operating in the country at the time of the survey in 2012 compared with 14,604 in 2011; of this number, 13,528 (87.4%) were Sierra Leone Nationals, while 1,944 (12.6%) employees were Foreign Nationals or International staff.

That 6,364 employees working for international NGOs, 5,585 (87.7%)

That 6,701 employees working for international NGOs, 5,901(88.1%) were sierra Leone nationals, while only 800 (11.9%) were foreign nations or international staff working as expertrates. On the other hand, of the 8, 771 employees of National NGOs; 7,627 (87%) were Sierra Leone Nationals, while 1,144 (13%) were International Staff.

That NGO establishments received Le 7,128,366 billion in 2011 as revenue, the amount rose to Le 8,535,004 billion in 2012. The data also shows that National NGO establishments mobilized far more resources in 2011 and 2012 than International NGOs; this could be due to the fact that NNGOs are mostly implementing partners of both INGOs resident in the country and non-resident organizations.

That more than half of NNGOs expenditures go to cover wage bill, which includes traveling per-diem and medical allowances for both 2012 and 2013 compared with INGOs which spent 26.9% and 30.2% of expenditures on wages in 2012 and 2013 respectively. Nationally, NGO establishments spend more than half of their expenditures on wages and salaries of staff, including the Chief Executive Officer (CEO).

That International NGOs spent more on machinery than on land for both 2012 and 2013. INGOs spent 87.5% in 2012 and 87.9% in 2013 of capital expenditures on machinery and equipment alone, much of which could have been on transport related equipment such as vehicles.

3.2 Recommendation

The following recommendations are made:

- There is need to continue regulating the NGO sector so as to provide better reporting mechanism to the government for better accountability to the people.
- There is need for the Ministry of Finance and Economic development (MOFED) to review the regulatory guidelines for NGOs so as to ensure proper coordination of NGO operations in the country
- Mapping of NGOs and NGO activities could be a strategic way of ensuring accountability and transparency among NGOs in the country.

4.1 References

The International Center for Not - for Profit Law Report, 2008:

<http://unpan1.un.org/intradoc/groups/public/documents/un-dpadm/unpan044928.pdf>

5.1 Appendixes

Appendix 1: Registration Procedures for Non-governmental Organizations (NGO) in Sierra Leone

STEP 1: Register with a Sector Ministry

The first step is to register with the sector Ministry which aligns with the activity. It is NGO's choice to select the Ministry.

STEP 2: Register with Ministry of Finance and Economic Development (MoFED)

After registration with the sector Ministry, the NGO has to register with Ministry of Finance and Economic Development.

STEP 2-1: Purchasing of Registration Form

The NGO needs to purchase a registration form at NGO Unit within MoFED (Le.10,000= About US\$3.50), which must be returned along with the following documents:

- a) Background of Organization
- b) Types of activities to be implemented
- c) Areas (location) of operation in Sierra Leone

Attached following documents with the letter if it is an international NGO:

- a) A copy of NGO's registration certificate from Headquarters (home Country)
- b) A letter from Headquarters authorizing (name person) to register NGO in Sierra Leone

STEP2-2: Submission of Registration Form

- Copy of Constitution/Bye-Laws/Memorandum and Articles of Association
- Mission Statement (If not in Constitution)
- Sample or Description of Logo (If any)
- Copy of Organogram - Stating any vacant positions
- List of Personnel – Local and Expatriate
- Details of work/residential permits of expatriate personnel, if any
- Latest Tax Clearance Certificate
- Proof of membership of NGO umbrella Organization (if any)
- Application Fee (US\$500.00)

Note:

1. Criteria for Registration:

- Office Space with signpost
- Constitution/Memorandum and Articles of Association
- Mission Statement
- At least 3 Staff (voluntary or on salary)
- A Bank Account in the name of the Organisation
- Membership of SLANGO (Sierra Leone Association of NGO)
- List of Board of Trustees
- Tax Clearance Certificate from NRA
- Copies of Project Proposals to be implemented
- Letters of Attestation from Sector Ministries, where applicable.

2. Fees

- Application Form-Le10,000 (About US\$3.50.)
- Registration Fees-US\$500
- SLANGO-Le660,000.

3. Remarks

- Those NGOs registered to MOFED will be granted by some privileges such as tax exemption.
- NGOs which wish to have activities more than a year needs to make renewal of the registration every year.

Appendix 2: Questionnaire



ANNUAL SURVEY OF NON-GOVERNMENTAL ORGANIZATIONS (NGOs), 2013

1. Name of NGO:.....
 2. Head Office Address in Sierra Leone:.....
 3. City/Locality:.....
 4. District.....Region:.....
-

Please read carefully before completing this questionnaire:

Authority: The survey is conducted under the authority of the Statistics Act, 2002. Completion of this questionnaire is a legal requirement under this Act.

Confidentiality: *The data reported in this questionnaire will be treated in strict confidence, used for statistical purposes, and published in aggregate form only as provided for in the Statistics Act, 2002.*

Coverage: Please complete the questionnaire for your organization in Sierra Leone, including all branches and activities undertaken in the country.

Survey: The Survey of Non-Governmental Organization is an annual survey covering a sample of NGOs (both international and national) operating in the Sierra Leone economy.

Objective: The data are used to compile estimates of Gross Domestic Product (GDP), which is a major indicator for analysing the performance of the economy and developing policy.

If DATA supplied include branches/ outlets, then specify the total number of branches/outlets

Total number of Branches-----

PLEASE NOTE:

Data should be reported in millions of Leones, if otherwise please state. Provide actual figures for the previous year (2012) and projections for the current year (2013); **and All expenditures and Revenues must include both cash, kind and accrued for the year.**

Data supplied should relate to calendar year, i.e. **1st January to 31st December**

NAME AND SIGNATURE OF RESPONDENT:

Designation:..... Tel.....

Date: Sign (and official stamp if available)

a) GENERAL

1. What is the **Main Sector** of operation of this NGO (**circle one only**):

1	Crops	9	Construction	17	Micro finance & Other financial Institutions
2	Livestock	10	Wholesale & Retail Trade	18	Governance and & public Administration Services
3	Forestry	11	Hotel & Restaurant	19	Other Services (eg legal, business consultancies, etc)
4	Fishery	12	Transport	20	Education
5	Mining and Quarrying	13	Communication	21	Health
6	Manufacturing and Handicrafts	14	Banking		
7	Electricity	15	Insurance		
8	Water	16	Real Estate		

2. Ownership Status Description of NGO (**circle one only**):

1. International NGO..... 2. National NGO.....

3. Which year was this NGO first registered in Sierra Leone? Year ----- (**If not Registered, write 00**)

4. Employment

Item	2011		2012 (Projection)	
	Male	Female	Male	Female
a. Number of workers- National staff				
b. Number of workers- International staff				
Total number of workers (a+b)				

B. Revenue (Le' Millions)

Revenue Item	2012	2013 Projection)
5. Revenue/income received from project disbursement, including both international and national sources for all projects run in Sierra Leone		
6. Receipt from resale of fixed asset like vehicles, etc		
7. Receipt from sale/rent of other products or services offered (e.g. from rent, interest received from loans, dividends received and other sources)		
8. TOTAL Revenue (Lines 5-7)		

C. Operating Expenditure (Le' Millions)

Expenditure Item	2012	2013 (projection)
9. Total wage Bill including salaries, wages, allowances, overtime, any other payments in kind and the total 15% social security (NASSIT) contribution for National staff		
10. Total wage Bill including salaries, wages, allowances, overtime, any other payments in kind and the total 15% social security (NASSIT) contribution for Foreign National staff		
11. Other operating cost including rent (paid on land, building, machinery & equipment), advertisement, legal fees, audit fees, communication bills, utilities bills, fuel for generator, stationery, etc		
12. Value of Depreciation of fixed assets such as vehicles, building, equipment, etc		
13. Total Expenses (lines 9-12)		

D. CAPITAL EXPENDITURE

(Incurred during the year NET of sales, if any, on :)		
ITEMS (Le' Millions)	2012	2013 (projection)
14. Capital expenditures on Land (purchased and major improvements); building (purchased and constructed); and other civil works		
15. Capital expenditures on Transport, Machinery and Other Equipment (including major repairs and transport and installation cost)		
16. Total Capital Expenditure (Items 14-15)		