

**MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT  
KAMBIA DISTRICT COUNCIL  
PORT LOKO DISTIRICT COUNCIL**

**THE PROJECT FOR CAPACITY DEVELOPMENT FOR  
COMPREHENSIVE DISTRICT DEVELOPMENT IN THE  
NORTHERN REGION OF SIERRA LEONE  
(CDCD PROJECT)  
(FEEDER ROAD PLANNING AND DESIGN/  
SUPERVISION AND MAINTENANCE)**

**FINAL REPORT  
PART I**

**APRIL 2016  
JAPAN INTERNATIONAL COOPERATION AGENCY  
NTC INTERNATIONAL CO., LTD.**

<b>EI</b>
<b>JR</b>
<b>16-079</b>



**Location Map**

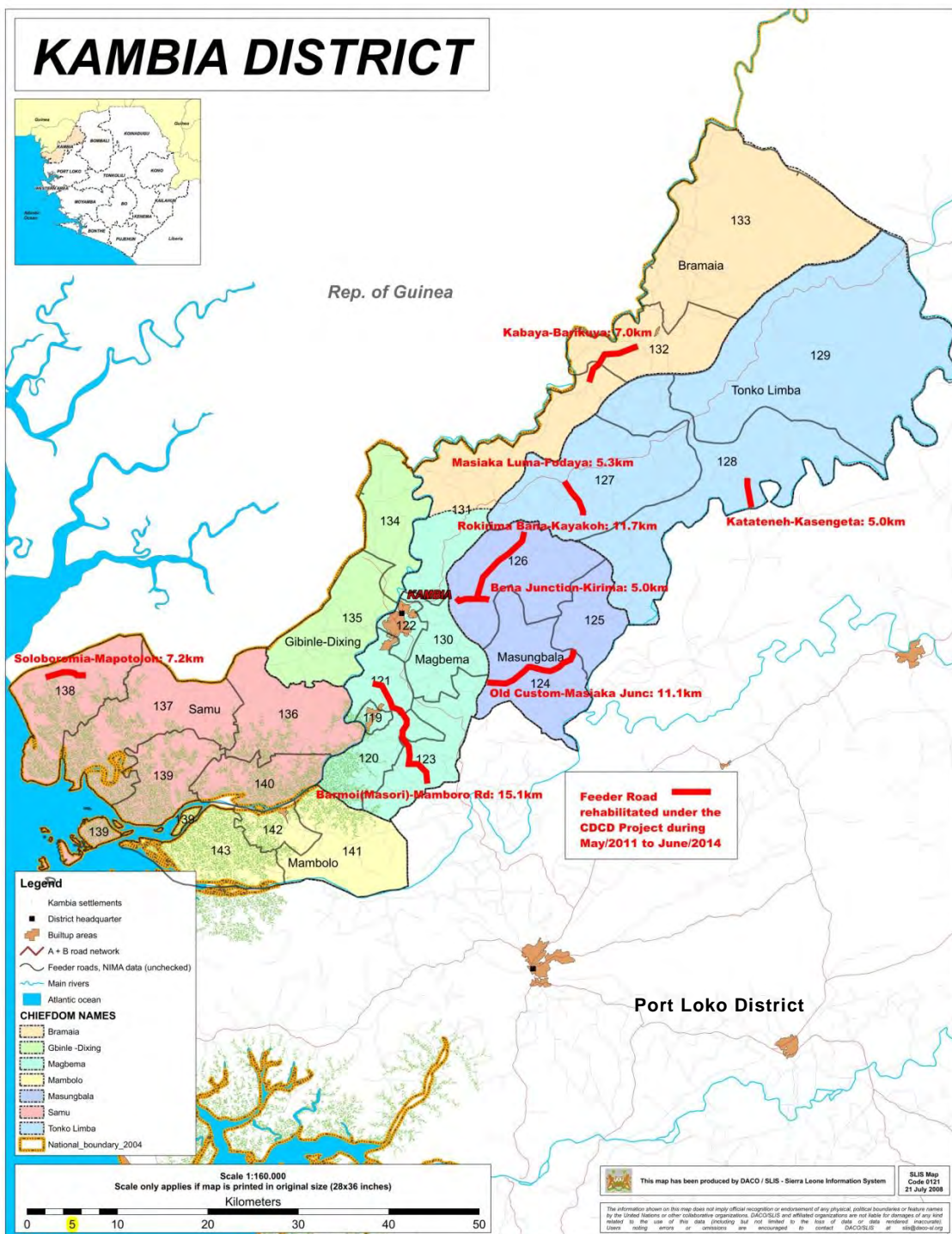


Original picture:  
 the Central Intelligence Agency (<https://www.cia.gov/library/publications/resources/cia-maps-publications>)  
 for free-copy and use (date last verified on 28/Aug/2015).



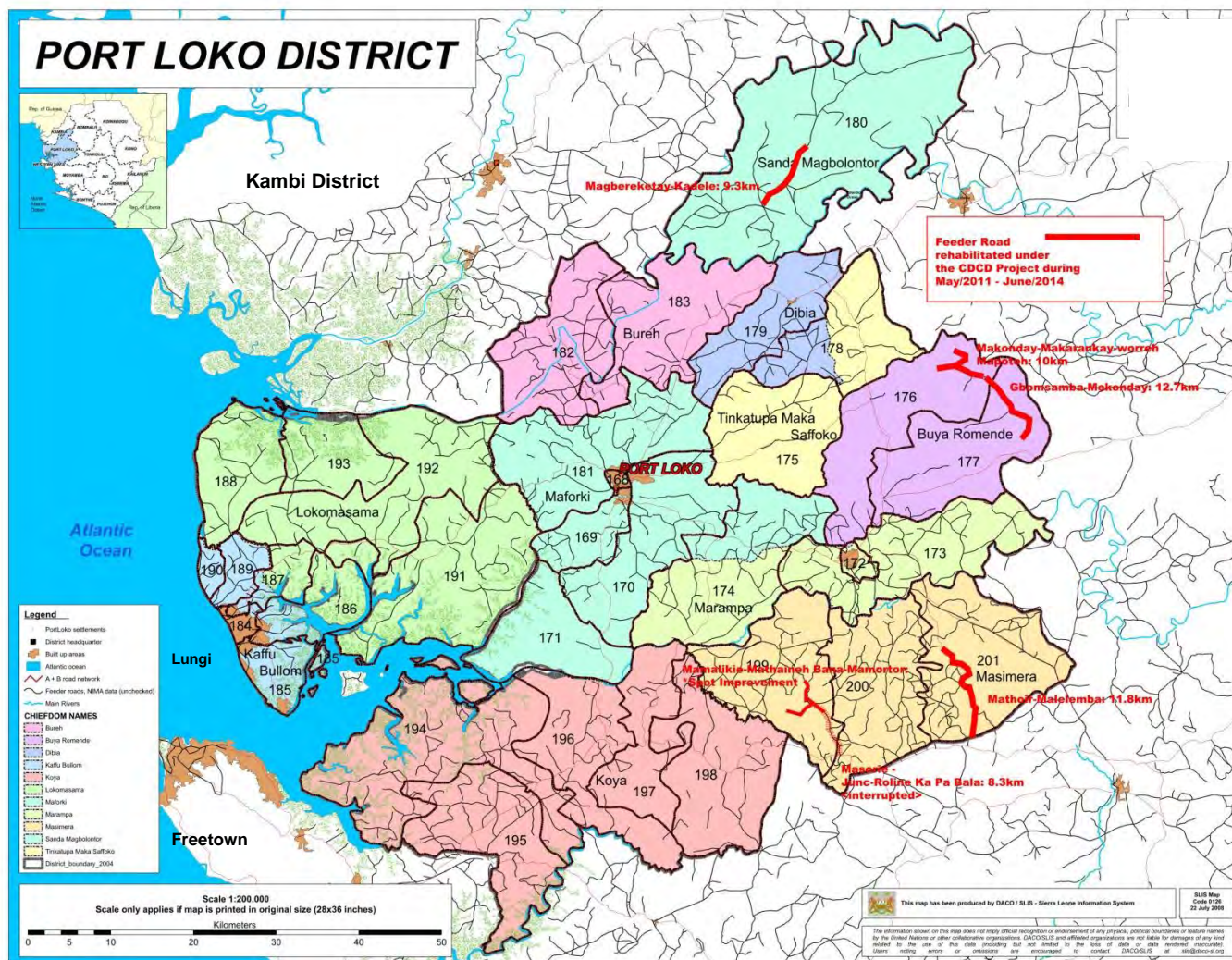
**Location of the Feeder Road Rehabilitation Project**

Kambia District



Original picture: District Assistance Coordination Office (DACO), Ministry of Finance and Economic Development/ Sierra Leone Information System (SLIS) (July, 2008), SLIS Map Code 0121 for Kambia District, 0126 for Kambia District \*Objects are inserted for showing route, name of section

Port Loko district



Original picture: Same as previous picture of Kamibia district  
 \*Remained construction of PLDC (Ward 199) is shown as dotted line.



**Photograph**



The situation of construction in Kambia district: Direction by KDC officer and DE to local constructor (June 2014)



Sensitization in routine maintenance activities of feeder road (Explanation by KDC officer to community people)



EVD Sensitization Meeting which was held by KDC



Paramount chiefs in EVD Sensitization Meeting



Sanitation items for schools and PHUs that were handed to KDC



Meeting with leading facilitator who was posted by Ebola Recovery Program (left side), RDO and ESO (PLDC October)

The Project for Capacity Development for Comprehensive District Development in the  
Northern Region of Sierra Leone (CDCD Project)  
(Feeder Road Planning and Design/ Supervision and Maintenance)

**Final Report Part I**

Table of Contents

**Location Map**

**Location of the Feeder Road Rehabilitation Project**

**Photograph**

	Page
LIST OF ABBREVIATIONS .....	viii
Chapter 1 Outline of the Feeder Road Rehabilitation Project.....	1-1
1.1 Situation of the Project and Structure of the Report.....	1-1
1.2 Purpose of the Project .....	1-1
1.3 Concept in the End of the Activities of the Project .....	1-1
1.4 Task Allocation of Activities of the Project .....	1-2
Chapter 2 Implementation of Monitoring for the Maintenance in the Feeder Road Model Project (before EVD Pandemic) .....	2-1
2.1 Major activities and work scopes .....	2-1
2.2 Supervision of the Works .....	2-2
2.2.1 The points in the Supervision of the Work.....	2-2
2.2.2 The Progress of Work.....	2-5
2.3 Monitoring of Planning and Implementation of Feeder Road Maintenance .....	2-7
2.3.1 Overall Progress over Routine and Periodic Maintenance of Feeder Road .....	2-7
2.3.2 Routine Maintenance of Feeder Road .....	2-8
2.3.3 Periodic Maintenance of Feeder Road .....	2-15
2.3.4 Toward tangible access to fund source for feeder road maintenance activities.....	2-16
2.4 Revision of the District Development Handbook .....	2-18
2.4.1 Procedure and Structure of the Handbook Revision .....	2-18
2.4.2 Technical Dissemination Workshop for the Models .....	2-21
2.4.3 Planning after Phase-out of the CDCD Project .....	2-24
2.4.4 Necessary approach to model dissemination by and at district level .....	2-26
Chapter 3 Impact Survey .....	3-1
3.1 Survey objectives .....	3-1
3.2 Survey duration .....	3-1
3.3 Methodology and schedule.....	3-2
3.3.1 Methodology .....	3-2
3.3.2 Field data collection .....	3-2
3.3.3 Survey items used to verify the impact .....	3-3
3.3.4 Data analysis .....	3-4
3.4 Schedule and sampling.....	3-4
3.4.1 Implementation schedule.....	3-4
3.4.2 Sampling.....	3-5
3.5 Survey results .....	3-5
3.5.1 Economic impact.....	3-5
3.5.2 Social impact.....	3-13
3.5.3 External impact .....	3-16
3.5.4 General impression concerning the road .....	3-18
3.5.5 Routine maintenance .....	3-19
Chapter 4 Interruption of the activity due to Ebola virus disease and measures.....	4-1
4.1 The occurrence state of Ebola .....	4-1

---

---

4.2 The Ebola outbreak and process of the influence on project.....	4-1
4.3 Transition of the Ebola situation .....	4-1
4.4 The measure policy of activity planed after August, 2014.....	4-4
4.5 The influence that expansion of the Ebola epidemic gave for the implementation activity of the DC and field person concerned.....	4-6
4.5.1 Port Loko.....	4-6
4.5.2 Kambia .....	4-6
4.6 The Ebola measure by other donor projects .....	4-7
Chapter 5 Lessons Learned and Challenges on Feeder Road Rehabilitation Project.....	5-1
5.1 Activities carried out by local councils after the Ebola Outbreak .....	5-1
5.1.1 Progress of district development including feeder roads rehabilitation led by local councils.....	5-1
5.1.2 Outcome of Feeder Road Rehabilitation Projects .....	5-4
5.1.3 Project Achievements and Outputs .....	5-4
5.1.4 Expected activities to be implemented by C/Ps till the Project will resume and current situation of feeder road project activities .....	5-6

#### List of Tables

Table 1-1: Strengthening points.....	1-2
Table 1-2: Task Allocation of the Feeder Road Rehabilitation .....	1-4
Table 2-1: Deadline of the activities set originally by the counterparts .....	2-1
Table 2-2: Frequency and Timing of Reporting for Supervision by each Player .....	2-4
Table 2-3: Current situation of feeder road maintenance under the CDCD Project .....	2-8
Table 2-4: Current distribution of hand tools for routine maintenance of feeder road in Kambia .....	2-10
Table 2-5: Current status of implementation structure for feeder road maintenance .....	2-10
Table 2-6: Brief outline of the Food for Work .....	2-11
Table 2-7: Achievement of the FfW (Kambia): routine maintenance-work and food distribution .....	2-12
Table 2-8: Achievement of the FfW (Port Loko): routine maintenance-work and food distribution .....	2-12
Table 2-9: Process and Progress of Periodic Maintenance (by the time of defect survey in Sep. 2014).....	2-16
Table 2-10: Conditions of construction equipment under the District Council (Kambia).....	2-17
Table 2-11: Schedule for Revision of the District Development Handbook (record and plan)..	2-18
Table 2-12: Revision Process of the District Development Handbook (DDH).....	2-19
Table 2-13: Outline of the Workshop .....	2-21
Table 2-14: Preparatory steps for the technical workshop.....	2-23
Table 2-15: Task allocation for arrangement and preparation of the workshop .....	2-24
Table 2-16: Goal and objective of District Development Model/ Handbook and Rural Development Model/ Handbook.....	2-25
Table 2-17: Items to be formulated by the district level.....	2-26
Table 2-18: Contents of activities and assumed budget resources.....	2-27
Table 2-19: Activities by other donors in feeder road .....	2-28
Table 3-1: Road functions: verified items .....	3-3
Table 3-2: Maintenance management activities: verified items .....	3-4
Table 3-3: Survey completion dates .....	3-4
Table 3-4: Number of interviewees by survey type.....	3-5
Table 3-5: Evolution of transportation means used, by District, before and after rehabilitation..	3-5
Table 3-6: Evolution of transportation costs (Le) and time (Mn), by District,.....	3-6
Table 3-7: Evolution of transportation costs and time, by road after rehabilitation .....	3-6
Table 3-8: Evolution of volumes for products bought, by unit, by road, before and after rehabilitation.....	3-7
Table 3-9: Evolution of prices (Le) for products bought, by unit, by road, before and after rehabilitation.....	3-8
Table 3-10: Evolution of volumes for products sold, by unit, by road, before and after	



rehabilitation .....	3-9
Table 3-11: Evolution of prices for products sold, by unit, by road, before and after rehabilitation .....	3-9
Table 3-12: Average of the volumes and prices of products bought before and after rehabilitation, by unit, in both districts .....	3-10
Table 3-13: Average of the volumes and prices of products sold before and after rehabilitation, by unit, in both districts .....	3-11
Table 3-14: Evolution of transportation prices for goods sold before and after rehabilitation, by unit, in both districts (Le) .....	3-11
Table 3-15: Why did the volumes of products sold increase? (Multiple answers).....	3-12
Table 3-16: Type of new businesses.....	3-12
Table 3-17: Why did you start a new business? .....	3-13
Table 3-18: Trading frequency .....	3-13
Table 3-19: Evolution of the number of students and attendance in schools .....	3-13
Table 3-20: Evolution of the number of students by road .....	3-14
Table 3-21: Availability of essential goods (frequency) before and after rehabilitation .....	3-15
Table 3-22: Participation in community involvement activities.....	3-16
Table 3-23: Type of impact by district (number of occurrences) .....	3-17
Tables 3-24: Impression regarding drainage and culverts .....	3-18
Table 3-25: Water management and living conditions .....	3-18
Table 3-26: Decrease of issues when raining .....	3-18
Table 3-27: Impressions regarding road surface.....	3-19
Tables 3-28: Intention to implement maintenance / Intention to implement maintenance voluntarily.....	3-19
Table 3-29: Sustainability of the routine maintenance system .....	3-19
Table 4-1: The situation of project activities by remoteness after evacuation of experts.....	4-5
Table 5-1: Initial budget for decentralized sector activities in FY 2015 .....	5-1
Table 5-2: Initial budget for decentralized sector activities in FY 2014 (Reference).....	5-2
Table 5-3: Current situation of road rehabilitation and maintenance under four (4)-years feeder roads project.....	5-2
Table 5-4: Achieved activities and activities to be implemented during the Project stop period. 5-7	

#### List of Figures

Figure 1-1: Flow on Concept of Support .....	1-2
Figure 1-2: Participation degree of C/P in the Feeder Road Project.....	1-3
Figure 1-3: Implementation Structure of Feeder Road Project.....	1-5
Figure 2-1: Supervision system in Lot 1 (same as Phase 1) .....	2-3
Figure 2-2: The Supervision system in Lot2 .....	2-3
Figure 2-3: Implementation structure for feeder road maintenance by community .....	2-9
Figure 2-4: The implementation structure under the MLGRD for the Handbook revision process; formulated based on the experience of the CDCD Project (Feeder Road Model Project) for further amendment by the Ministry .....	2-21
Figure 4-1: Transition of Ebola patients in Sierra Leone and various measurers by GoSL and major international organization.....	4-3

#### ANNEX

ANNEX: Collection of Ebola crisis-related data

---

---

## LIST OF ABBREVIATIONS

ABC-Development	Association of the Well Being of Community Development
ABCs	Agricultural Business Centre
ACF	Action Centre Lafaim
ADB	Africa Development Bank
ADO	Assistant District Officer
AIDS	Acquired Immune Deficiency Syndrome
AMNet	Advocacy Movement Network
ARV	Anti-Retro Viral
ASREP	Agricultural Sector Rehabilitation Project
BECE	Basic Education Certificate Exams
BEmONC	Basic Emergency Obstetric and Neo-natal Care
BRAC	Building Resources Across Communities
CA	Chief Administrator
CAWeC	Community Action for Welfare of Children
CBCs	Community Based Contractors
CDCD	Capacity Development for Comprehensive District Development in the Northern Region of Sierra Leone
CFN	Children Forum Network
CHC	Committee Health Centre
CSO	Civil Society Organization
CWC	Child Welfare Committee
DC	District Council
DCA	Deputy Chief Administrator
DCF	District Coordinating Forum
DDP	District Development Plan
DHMT	District Health Management Team
DMO	District Medical Officer
DO	District Officer
DPO	Development Planning Officer
DSDP	Decentralized Service Delivery project
ENCISS	Enhancing the Interaction and interface between Civil Society and the State to improve poor people's life
EU	European Union
FAO	Food and Agricultural Organization
FBO	Farmer Based Organization
FR	Feeder Road
GOSL	Government of Sierra Lone
HIV	Human Immune Virus
IFAD	International Fund for Agricultural Development
INGO	International Non-Governmental Organization
IRCBP	Institutional Reform and Capacity Building Project
IVS	In valley Swamps
JICA	Japan International Cooperation Agency
JP	Justice of Peace
KADDRO	Kambia District Development and Rehabilitation Organization
KDC	Kambia District Council
KM	Kilometer
LC	Local Council
LGA	Local Government Act
MAFFS	Ministry of Agriculture, Forestry and Food Security
MCH	Maternal Child Health
MDAs	Ministries, Departments and Agencies
MEO	Monitoring and Evaluation Officer

---

MEST	Ministry of Education, Science and Technology
MEWR	Ministry of Energy and Water Resource
MLGRD	Ministry of Local Government and Rural Development
MOHS	Ministry of Health and Sanitation
MSW	Ministry of Social Welfare Worker
NaCSA	National Commission for Social Action
NERICA	New Rice for Africa
NGO	Non-Governmental Organization
NID	National Immunization Day
NPPA	National Public Procurement Authority
O&M	Operation and Maintenance
ODF	Open Defecation Free
OTP	Out Patient Therapeutic
PHU	Peripheral Health Unit
PRA	Participatory Rural Appraisal
PRSP	Poverty Reduction Strategic Paper
RPSDP	Rural and Private Sector Development Project
SALWACO	Sierra Leone Water Company
SC	Stabilization Centre
SFP	Supplementary Feeding Programme
SiLNAP	Sierra Leone National Action Plan
SL	Sierra Leone
SLRA	Sierra Leone Road Authority
SMCs	School Management Committees
TOR	Terms of Reference
UN	United Nations
UNDP	United Nation Development Programme
UNICEF	United Nation Children Fund
UNIDO	United Nation Industrial Organization
VCCT	Voluntary Confidential Counseling and Test
VDC	Village Development Committee
WASH	Water and Sanitation
WASSCE	West African Senior Secondary Certificate Exams
WB	World Bank
WC/WDC	Ward Development Committee
WESOFOD	Welfare Society for the Disable
WFP	World Food Programme
WP	Water Point
WRAG	Women Right Advocacy Group



## Chapter 1 Outline of the Feeder Road Rehabilitation Project

### 1.1 Situation of the Project and Structure of the Report

Around December 2013, EVD was broken out in Guinea, and its pandemic was spread to western African countries including Sierra Leone. In 5<sup>th</sup> June 2014, JICA SLFO gave an official notice of transportation limitation in Sierra Leone to stakeholder of JICA project by considering of the emergent situation of Ebola pandemic. Moreover, President Dr Ernest Bai Koroma declared a state of emergency in 30<sup>th</sup> July 2014. Japanese who are engaged in JICA project evacuated from Sierra Leone as it was clarified that Ebola situation is getting severe. Field work of one expert of the Feeder Road CDCD Project was suspended although the expert was going to be dispatched to Sierra Leone from September to October 2014.

CDCD Project was going to be completed in the end of October 2014. However, the project period was extended for one year because of Ebola impact and activities that are going to be carried out from August to October 2014 was basically suspended. During the suspension period of extended period, experts implemented information gathering to grasp the situation of project. In this report, experts revised and arranged the contents of Chapter 1-3 based on the Progress Report 2 to review progress of the project since ever, and in Chapter 4 and 5, added contents of monitoring about situation of project in Sierra Leone.

From the contents below to Chapter 3 is that were revised based on Progress Report 2.

### 1.2 Purpose of the Project

The project has been arranged issues and lessons learned through the Feeder Road Pilot Project (1<sup>st</sup> – 2<sup>nd</sup> Year) and the Feeder Road Rehabilitation Model Project (3<sup>rd</sup> – 4<sup>th</sup> Year) that have been implemented for 4 years in CDCD Project. The project set the overall goal of project which is shown in the paragraph below through the Road Model Project (4<sup>th</sup> Year) and other activities of C/P.

- (a) Establish the implementation structure of the effective and efficient district development by Districts Councils through the Feeder Road rehabilitation model project
- (b) Develop capacity of District Councils as a bearer of community development, Ward committee which is subordinate organization of District Councils, communities, and the related sector ministries (in particular district office of SLRA)
- (c) Formulate and revise the “District Development Model/Handbook” based on lessons learnt and outcomes acquired through implementation of the Feeder Road project.

Aim of the project is a) implementation of the feeder road rehabilitation such as design, procurement and supervision, b) guidance of maintenance, c) revision of the “District Development Model Handbook Ver. 1”, d) building of permanent implementation system. Especially, the project mainly focuses on the points below as this year is the final year of the CDCD Project,

- Revision and spread, and system building of District Development Handbook by C/P
- Consideration of activities by C/P after the project based on the result of the Final Evaluation in May, 2014

### 1.3 Concept in the End of the Activities of the Project

Following activities are organized and recommended for the Phase 2 Term 2 and contents of activities are defined based on the lessons learned of the pilot project, based on the Evaluation of the Capacity, which is mentioned below;

**Table 1-1: Strengthening points**

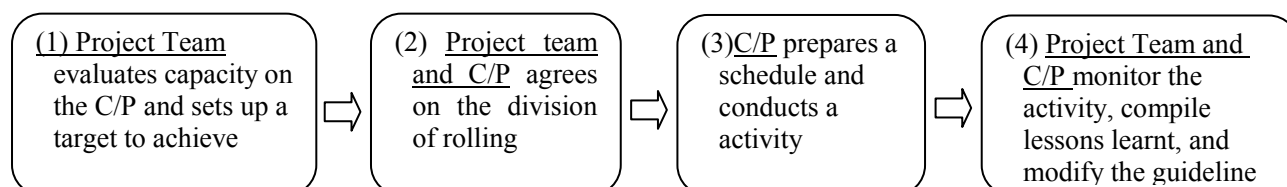
Item	Contents
(1) Formulation of Feeder Road Implementation Plan	1) Arrangement and reconfirmation of the Feeder Road Database as a trial. 2) Evaluation of method on prioritization in feeder road rehabilitation and maintenance and revision based on the contents of District Development Handbook. 3) Adding the Annual Feeder Road Planning (rehabilitation and maintenance) to the Annual Work Plan.
(2) Strengthening of Implementation Structure	1) Implementation of rehabilitation on per 1 lot in each district as Phase 2 Term 2. Establishment of technique of rehabilitation from road selection to supervision and implementation system. 2) Intensive implementation of feeder road maintenance activities (routine and periodic) by KDC and PLDC.
(3) Maintenance of the Feeder Road	Management of activities above based on monitoring system will be built 1) Implementation of routine maintenance activities as a pilot in 2-3 roads according to the Criteria. 2) Continuous introduction of routine maintenance system and implementation of work.

With regards to important items above, the points should be paid attention in support by experts in final annual year is;

1. To manage the project with only independent activities by C/P,
2. To provide necessary advice and implement monitoring by experts for the independent activities by C/P,
3. To manage C/P's work schedule by their own through establishing deadline or target date of their activities.

#### 1.4 Task Allocation of Activities of the Project

It is necessary to promote their own initiatives and lead them to set their schedule. 1<sup>st</sup> and 2<sup>nd</sup> year of this project, project team applied "**Show-how-to-do**" **Support system**, and for the final year, applies "**Let-them (C/P) -do**" **activities** and promotes ownership of C/P. Therefore, project team leads C/P to mind the work schedule, and "wait" until the spontaneous works of C/P. Procedure is indicated as follows;



**Figure 1-1: Flow on Concept of Support**

Degree of participation for C/P and experts in the project per annual year is shown in the table below.

	Feeder Road Rehabilitation Work	
	August 2010-July 2012 (Phase 1)	August 2012-July 2014 (Phase 2)
	Feeder Road Rehabilitation Pilot project	Feeder Road Rehabilitation Pilot project
Purpose	Main actor of activities is experts Grasping of the situation structuring of District Development Model and Handbook	Main actor of activities is C/P Verification of District Development Model and Handbook
Contents	General technical transfer in each process of target road selection, site survey, design, procurement and supervision	Technical transfer and capacity building especially in the process of road planning, implementation of construction and maintenance
Outcome	District Development Handbook Version. 1 by experts	District Development Handbook Version. 2 by C/P
Intervention by experts' team	"Show-how-to-do" Support system	
Ownership of C/P	Let them make their schedule as much as possible and "Let-them-do" activities	

**Figure 1-2: Participation degree of C/P in the Feeder Road Project**

Preceding the commencement of works in Term 2 of Phase 2, experts need to sensitize C/P about the work which should be implemented by C/P, and need to agree with C/P on contents of each activity, work items for C/P and experts' support to C/P to promote independent activities by C/P. Experts arrange the task allocation as shown in the table below, and discuss with C/P.



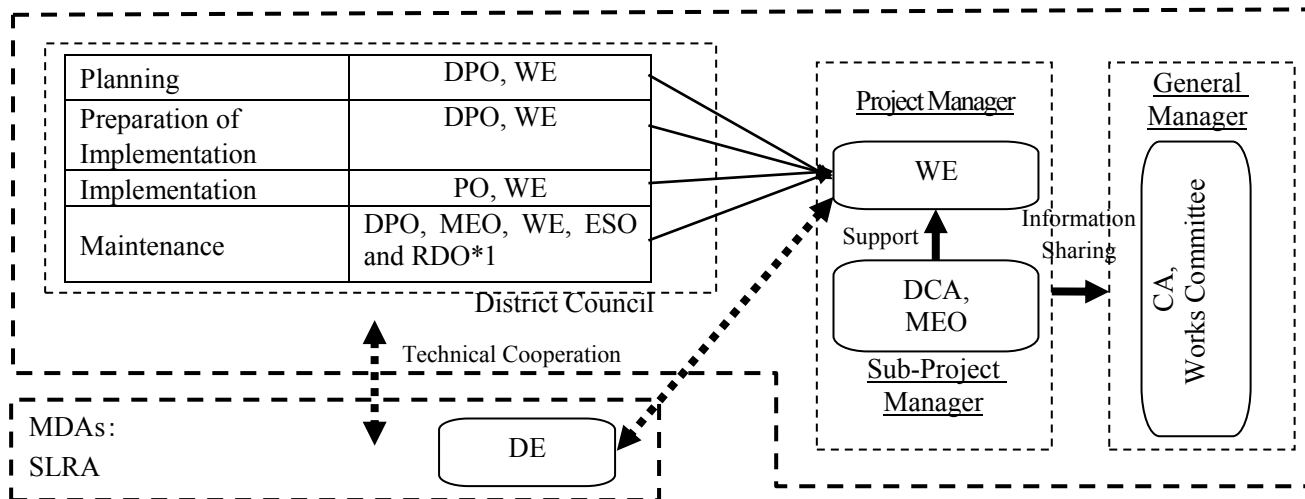
**Table 1-2: Task Allocation of the Feeder Road Rehabilitation**

Item	Work item of Counterpart		Items of support by Project team	
	Counterpart	Content of activity		
<b>I. Road planning (Selection of target road for rehabilitation)</b>	* SLRA	(1) Selecting criteria from road list, and Making report of selection background in technical perspective	* Confirming task allocation of District Council and SLRA	
	* District council: (1) Development officer, Engineer (2) Chief administrator	(1) Selecting roads from road list with criteria (2) Approving road selected eventually	* Checking procedure and accountability of selection background	
<b>II. Implementation</b>	Field work	* SLRA	(1) Implementing field study for selected road	* Confirming study procedure
		# District Council: Engineer	(1) Assist study in accordance with necessity	
	Quantity Calculation	* SLRA	(1) Quantity estimation based on the study result	* Procedure of quantity estimation and confirming its result
		# District Council: Engineer	(1) Assisting works in accordance with necessity	
	Drawing (structure, cross section)	* SLRA	(1) Drawing based on the study result	* Confirming drawings
		# District Council: Engineer	(1) Assisting works in accordance with necessity	
	Cost estimation (BoQ)	* SLRA	(1) Making BoQ and estimation of construction work	* Confirming content of cost estimation
		# District Council: Engineer	(1) Assisting works in accordance with necessity	
	Bidding document	# SLRA	(1) Making Technical specification	* Confirming bidding document, especially the content of contract and advertisement
		* District Council: Procurement officer	(1) Making bidding document, and advertisement	
	Bidding and Selection of contractor	# SLRA	(1) Evaluating tender document	* Confirming bidding procedure * Confirming procedure and accountability of selection for contractor
		* District Council: Procurement officer, Engineer	(1) Conducting Bid Opening (2) Evaluating tender document (3) Approving contractor	
<b>III. Maintenance</b>	# SLRA	(1) Technical assistance in accordance with necessity	* Advising for monitoring content * Supporting for establishment of periodical maintenance system and confirming its works	
	* District Council: Development officer, Engineer	(1) Establishing routine maintenance system and monitoring (2) Selecting road for routine maintenance and implementing its works		

\*: Main task, #: Assist task

The table above shows task allocation per each process and specific work items. On the other side, the table below shows management structure for efficient project management and smooth implementation of activities under cooperation between District Council and MDAs. Under the structure, information about contents of activities and issues related to planning, implementation and maintenance is shared amongst stakeholders of DC and MDAs.

- (a) General Supervision: CA, Works Committee
  - Final disicion: Selection of road, contractor , and implementation of project
  - Hearing of report related to any issues, discussion
- (b) Project Manager: Designation by CA
  - Receiving of progress report of road construction from stakeholder
  - Grasping and management of progress of road construction
  - Management of progress
  - Reporting to District Council
- (c) Sub-Project Manager: Designation by CA
  - Confirmation of progress in all steps, support of works, reporting of result to Project Manager



\* WE : Engineer of District Council, DE : Engineer of SLRA who is dispatched to District Office

\*1 RDO : There are no position of RDO in Kambia District Council as of October 2015.

**Figure 1-3: Implementation Structure of Feeder Road Project**

## Chapter 2 Implementation of Monitoring for the Maintenance in the Feeder Road Model Project (before EVD Pandemic)

### 2.1 Major activities and work scopes

For the planning and implementation stage of the Feeder Road Rehabilitation Model Project in Port Loko District and Kambia District the second year, the experts team instructed CP to make schedule of the work to organize all the work themselves to meet the deadline. Following table shows the deadline and person in charge set up by CP.

**Table 2-1: Deadline of the activities set originally by the counterparts**

Schedule	Implementation stage	
	Contents	Output/Input
<u>In Dec., 2013</u>	(1) Survey and Design DC: WE and Councillor (Feeder Road Works Committee) etc MDAs: SLRA For Strategy (1) <ul style="list-style-type: none"> <li>➤ SLRA with DC shall conduct a survey, design and cost estimation.</li> <li>➤ The result of the design shall be shared by District Council and SLRA head office.</li> <li>➤ Entrusting the topographic survey to a surveyor, which would be managed by engineers, is considered.</li> </ul>	(a) Output * Result of site survey, design and cost estimation (b) Input
<u>Dec. 2013 - Jan, 2014</u>  26, Dec. 6, Jan. In Jan.  In Jan.	(2) Procurement DC: CA, PO, WE and Councillor (Feeder Road Works Committee) MDAs: SLRA <ul style="list-style-type: none"> <li>➤ The PO shall prepare the bid document</li> <li>➤ Advertisement.</li> <li>➤ Implement the bid opening. Engineers shall prepare the specification documents.</li> <li>➤ Procurement committee in the District shall approve the result of the evaluation, the client and the contractor will sign the contract (the signature will be witnessed by the District Council).</li> </ul>	(a) Output * Bid document * Advertisement * Evaluation Report * Contract (b) Input
<u>Feb. – May, 2014</u>          31, May	(3) Supervision DC: WE and Councillors (Feeder Road Works Committee) MDAs: SLRA <ul style="list-style-type: none"> <li>➤ Mainly SLRA shall supervise the work at site to compile the site instruction.</li> <li>➤ Supervisors shall compile the report and submit monthly at the payment and share the information with others.</li> <li>➤ Work will be completed in May</li> </ul>	(a) Output * Supervision Report (b) Input



---

---

The actual progress of contract until March is as follows;

\*Planning stage;

In November : Site survey for selection of the Feeder road for the maintenance and rehabilitation  
: Prioritization of the road after site survey

In December : Final selection of the road for maintenance and rehabilitation and approve in the District Council Meeting

\*Implementation stage;

In December : Road condition survey, designing

In January : Preparation on Bid document and Procurement Committee

21, January : Advertisement in Port Loko District

30, January : Advertisement in Kambia District

3, February : Procurement committee (1)

4, February : Opening Bids in Port Loko District

5, February : Evaluation of Bids in Port Loko District

11, February : Procurement committee (2) for acceptance of Bid evaluation in Port Loko District

12, February : Procurement committee (1), to discuss the issues

13, February : Opening Bids in Kambia District

14, February : Evaluation of Bids in Kambia District

19, February : Procurement committee (2) for acceptance of Bid evaluation in Kambia District

20, February : Sign on the Contract in Port Loko District

3, March : Sign on the Contract in Kambia District

The beginning of March: Commencement of the Work, Construction supervision

## **2.2 Supervision of the Works**

### **2.2.1 The points in the Supervision of the Work**

#### **(1) Explanation on the points of the supervision at site**

The experts and National staff have discussed the points to keep in mind of counterparts, when we went to the site. Counterparts themselves decided and instructed to the contractor but the expert answered their questions avoiding being instruction from the experts. And then, some observations at site were transferred not instructed to the counterparts through the National staff.

The situation have been improved, however it is necessary to continue to remind safety management and quality control regularly.

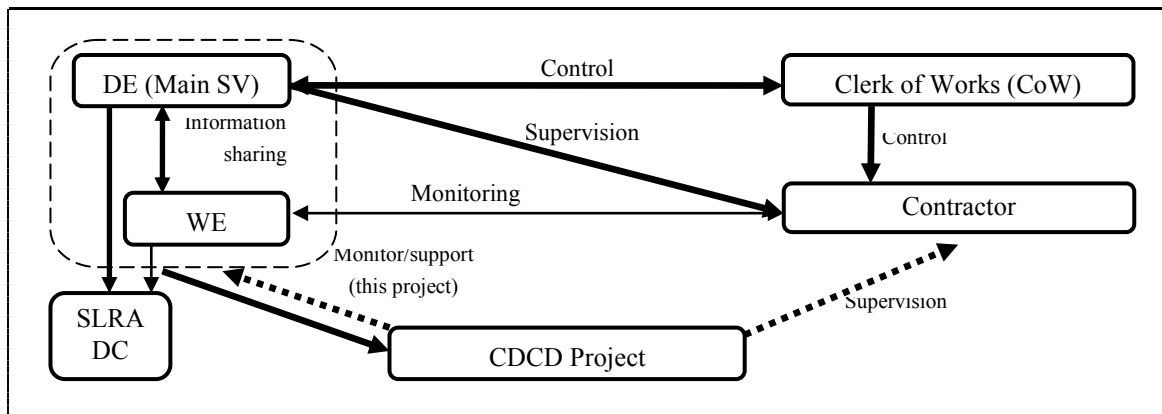
#### **(2) Instruction to the Counterparts in the office work.**

Keeping a record of the construction is important for the evaluation of the design method and subsequent maintenance after the work. When the new work items are commenced, it is important for the supervisor to make and keep a report. Continual building of that awareness is needed (both of Districts).

### (3) Supervision system

System of supervision in the counterparts is set as shown below.

SLRA Engineers carry out mainly the supervision for the rehabilitation of Purpose (1). District Council works engineer carry out mainly the supervision of the road that contribute to purpose (2).



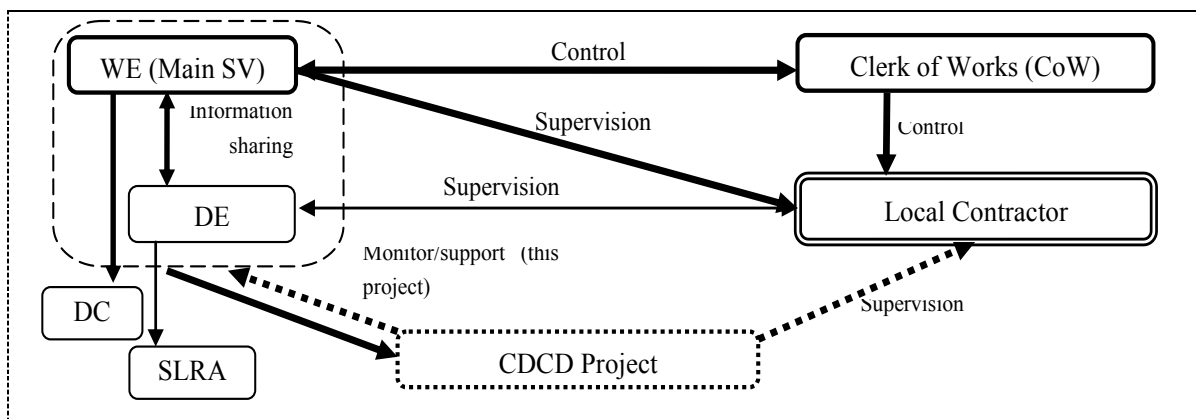
**Figure 2-1: Supervision system in Lot 1 (same as Phase 1)**

CoW: Carry out the supervision daily at site, and make the report daily/weekly reports to submit to Supervisor (SLRA)

SLRA: Carry out the supervision (instruction to contractors and CoW), preparing monthly reports, etc., sharing the information to District Council, and to the head office of SLRA.

District Council Engineer: Support for construction supervision, to provide information to District Council

For support of these situations, the national staffs of the project are involved for management of CoW.



**Figure 2-2: The Supervision system in Lot2**

CoW: Carry out the supervision daily at site, and make the report daily/weekly reports to submit to Supervisor (District Council Works Engineer)

District Council Works Engineer: Carry out the supervision (instruction to contractors and CoW), preparing monthly reports, etc., sharing the information to District Council, and to the SLRA.

SLRA: Assist in construction supervision and provide information to District Council

For support of these situations, the national staffs of the project are involved for management of CoW.

The following table indicates type of reporting and related system for supervising report.

**Table 2-2: Frequency and Timing of Reporting for Supervision by each Player**

Cycle of Reporting	Clark of Works (CoW)	Supervisor	CA/Director
Daily	To check the site condition report and prepare <u>Daily report</u>	To receive the daily report to be checked and to be in the file	
Weekly	To prepare <u>Weekly report</u> to compile daily report	To receive the weekly report to be checked and to be in the file	
Once every week or two weeks		To visit site for confirmation of the progress and to instruct the contractor and CoW: <u>Site visit report</u>	
At the important step	To verify its accurate to confirm the design: <u>Confirmation sheet of step</u>		
Every month		To prepare <u>the calculation sheet, Achieved BoQ, Payment Certificate and Monthly repot</u> to submit CA/Director for explanation	To be informed and submitted

#### (4) Critical area of instructions for supervision-work

The following areas are emphasized regarding of the final year of the model project where past experiences and overall achievement over that four-year activities are expected for individual work-performance enhancement.

Items	Contents
(a) Submission of document	- Facilitation for document preparation/ submission by the contractor after contract agreement
(b) Time/ schedule management	- Resubmission of work schedule and or warning letter on work-delay shall be requested for the contractor if it being delayed - Make sure of communication and sharing progress with CA of the district council - SLRA (DE) and District Council (WE) shall compensate necessary work item with each other by sharing work progress.
(c) Quality control	- Re-measurement of dimensions and sizes of concrete structures shall be taken on site.
(d) Change of design	- Any modification on location of structures and timing of payment shall be notified to the contractor through letters for mutual agreement
(e) Payment without delay	- Certificate of payment shall be issued to acquire full acknowledgement by the client over payment defined and conditioned within the contract. Transparency should always be sustained all along the process and thus evidence based document be available.



## 2.2.2 The Progress of Work

The work progresses of the work as was May 2014; just before recession of the CDCD Project due to Ebola Virus Disease crisis, are summarized below. Note that contract agreements were made from end of February to early March followed by advance-payment at the end of March 2014 for each Lot of contract under Port Loko or Kambia District Council. Consequently the entire process of advancement influenced the work progresses to be delayed.

### (1) Port Loko District Council, Lot 1

- Contractor: Conquering Eagle
- Contract work period (ending): 31<sup>st</sup> May, 2014
- Supervision: Port Loko District Council

Work Item	Progress by end May	Progress by end June	Remarks
① Setting-out	Completed, early Apr	—	
② Bush clearing/ brushing	Completed, by the end Apr	—	
③ Ditching	60% completed	80% completed	
④ Box Culvert			
Excavation	10% completed	100% completed	-temporally buried (backfilled)
Form work	-	100% completed	
Backfilling	-	0%	
⑤ Pipe Culvert			
Excavation	5% completed	80% completed	-temporally buried (backfilled)
Form work	-	65% completed	
Backfilling	-	0%	
⑥ Embankment	—	0%	
⑦ Spot improvement	20% completed	50% completed	Patching pot-holes and gullied road surface
⑧ Training on Maintenance	—	—	
<b>Overall</b>		<b>54% completed</b>	<b>&lt;Earned Value&gt;</b>

\* Substantial delay was observed in the terminal point of the contract (end of May). Main reason of the delay derived from the contractor who was engaged in different projects at once to suffer from managing both human and monetary resources. Moreover, officer in charge of SLRA could not response to such issues held by the contractor due to their high engagement in other project.

\* Daily updates on work progress were shared by CoW with all players whom supervision work concerns.

\* Uncompleted work components were decided to be resumed and completed by direct implementation of the district council after resumption of the CDCD Project upon cessation of Ebola Virus Disease.

## (2) Port Loko District Council, Lot 2

- Contractor: DAIMM Construction
- Contract work period (ending): 31<sup>st</sup> May, 2014
- Supervision: Port Loko District Council

Work Item	Progress by end May	Progress by end June	Remarks
①Setting-out	Completed, early Apr	—	
②Bush clearing/ brushing	Completed, by the end Apr	—	
④Box Culvert Excavation Form work Backfilling	100% completed 100% completed 90% completed	completed in early June	- progressed as was planned (overall)
⑤Pipe Culvert Excavation Form work Backfilling	100% completed 100% completed 100% completed	-	- progressed as was planned (overall)
⑥Embankment	60% completed	completed in early June	
⑧Training on Maintenance	—	completed 14 <sup>th</sup> June	Establishment of CBC, confirmed on Sep 2015
<b>Overall</b>		<b>Completed 14<sup>th</sup></b>	

\*Overall the work progressed as scheduled; however, resulted in 14-day extension from the original contract due to delay in advance payment. The work completed within the said extended period of contract eventually.

## (3) Kambia District Council

- Contractor: Landmark Construction General Services
- Contract work period (ending): 5<sup>th</sup> June, 2014
- Supervision: Kambia District Office SLRA, Kambia District Council

Work Item	Progress by end May	Progress by end June	Remarks
①Setting-out	Completed, early Apr		
②Bush clearing/ brushing	Completed, late Apr		
②Ditching	Completed, late May		

Work Item	Progress by end May	Progress by end June	Remarks
④Box Culvert Excavation Form work Backfilling	90% completed 90% completed	Completed in early June Completed, early June Completed, middle June	- progressed as was planned (overall)
⑤Pipe Culvert Excavation Form work Backfilling	100% completed 100% completed 100% completed	-	- progressed as was planned (overall)
⑥Embankment	80% completed	completed in early June	
⑥ Laterite paving (rehabilitation)	80% completed	completed in early June	
⑧Training on Maintenance	—	completed 15 <sup>th</sup> June	Establishment of CBC, confirmed on Sep 2015
<b>Overall</b>		<b>Completed 15<sup>th</sup></b>	- progressed as was planned (overall)

\*Work quality of the contractor was fairly good and the work progress observed also in time.

## 2.3 Monitoring of Planning and Implementation of Feeder Road Maintenance

### 2.3.1 Overall Progress over Routine and Periodic Maintenance of Feeder Road

Port Loko and Kambia District Councils are in the stage where both councils are implementing maintenance work continuously as pilot basis through the feeder road model project. This is essentially to capacitate District Council, its human resources by themselves, to sustain development activities of the councils upon their lessons learnt from the Phase 1(the last 3-year period of the Project).

**Table 2-3: Current situation of feeder road maintenance under the CDCD Project**

Type	Content of Work and related Operation	Task Allocation	Funding/ Incentive (status)	Current progress/ position
Routine Maintenance	<ul style="list-style-type: none"> <li>Simple operation to be carried out once or more per year but is widely dispersed, and require labour based technology (such as brushing, cleanings of drain and culvert, and filling of potholes etc.)</li> <li><u>Method/ implementation structure:</u> Community Based Contractors (CBCs) were established along VDCs of the Feeder Road as implementation of maintenance work. DC &amp; Ward Committee will conduct monitoring and evaluation over the CBC performance and work continuity to fund them properly.</li> </ul>	<p>Supervision by DC, Technical support by SLRA</p> <p><u>For DC</u> Development Planning &amp; Management Dept. (DPMD &amp; Works Dept.</p>	<ul style="list-style-type: none"> <li>(e.g.) Food for Work project as an introductory measure for targeting communities to launch maintenance works</li> <li>continues making effort on access to Road Maintenance Fund (RMF) *</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable measure (s) for routine maintenance work being considered (Fund source including DC's own budget)</li> <li>CBC and related implementation structure will be established for the feeder roads after rehabilitation (Phase 2 Term 2)</li> </ul>
Periodic Maintenance	<ul style="list-style-type: none"> <li>Operation to be carried out after a period of a number of years (2 to 3 years); but require special equipment and skilled resources for implementation (such as tipper-truck and compactor etc), targeting on feeder roads Class F1 &amp; F2.</li> <li><u>Method/ implementation structure:</u> (a) Contract with a local contractor with its committed-workers identified within communities (b) Operation by engineers (Clark of Works) directly employed by District Council</li> </ul>	<p>Supervision by DC, Technical support by SLRA</p> <p><u>For DC</u> Development Planning &amp; Management Dept. (DPMD &amp; Works Dept.</p>	<ul style="list-style-type: none"> <li>RMF and other donor fund (possible fund source); continues making effort on access to RMF</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance works are being conducted both in Port Loko (1 lot) and Kambia (1 lot) using the Project budget for piloting at the feeder road sites rehabilitated by the CDCD Project (in Year 2011; 2 years after rehabilitation)</li> </ul>

\* **Road Maintenance Fund (RMF):** allocation by Road Maintenance Fund Administration upon application, i.e., submission of proposal. \*\* **Comprehensive Maintenance Contract:** District Council will make the contract with a local contractor for a few feeder roads, already rehabilitated for vicinal locations, as one package lot. The local contractor will then identify and employ CBC (s) to work on maintenance for respective feeder road. Field supervision is undertaken by the contractor; while, entire work progress are reported periodically to the District Council.

### 2.3.2 Routine Maintenance of Feeder Road

#### (1) Basic Approach of Feeder Road Model Project for Routine Maintenance

District Councils of both Port Loko and Kambia believe that a well maintained and sustained network of feeder roads will go a long way in enhancing local economic development by way of providing diverse economic opportunities and consequently reducing poverty which is widespread in the rural areas. It would also improve access to public facilities thereby limiting the flow of youths from rural to urban areas.

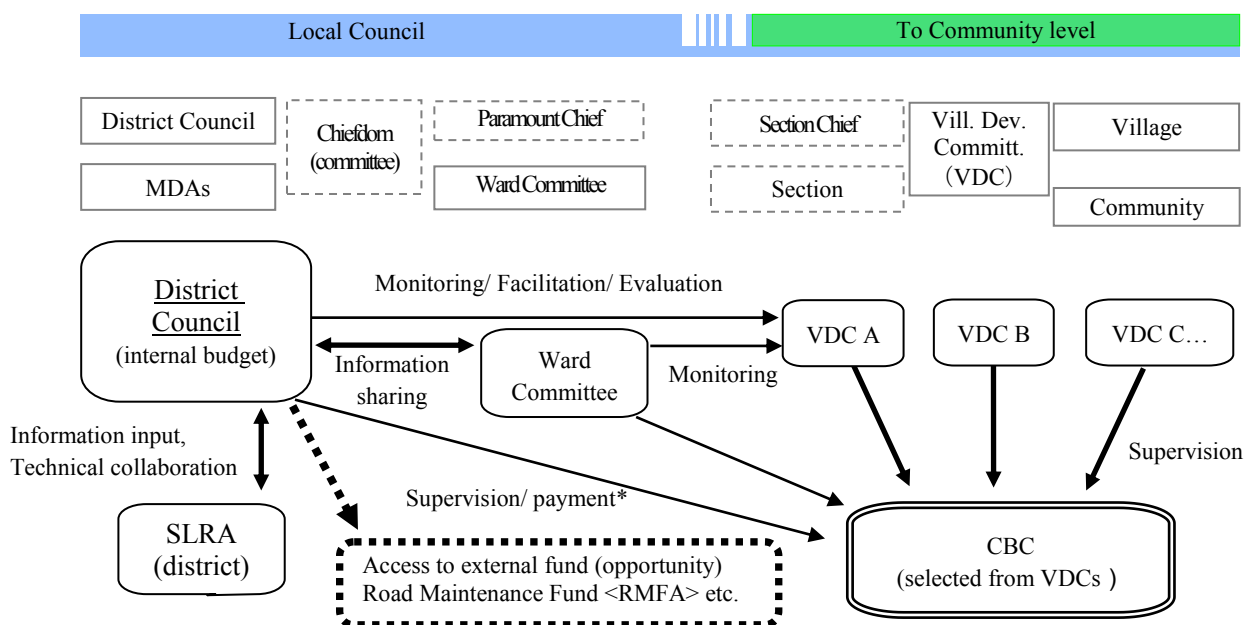
The use of Community Based Contractors and Village Development Committees for the maintenance of feeder roads in the rural areas is new concept formulated and consented by Development Planning and Management Department of District Councils (Port Loko and Kambia).

## (2) Community Based Contractor for Feeder Road Maintenance

Below is the implementation strategy for maintenance activities of feeder roads using Community Based Contractor (CBC) with labour based maintenance techniques and related implementation structure.

- The use of the participatory approach to community development, by extensively involving communities along the roads selected for the maintenance in the decision making and implementation of the road maintenance work.
- Providing support to the VDCs and CBCs to effectively execute their mandates, and to put the “byelaws” on the formation of CBCs and thus VDCs in full force.
- Build the technical and logistical capacities of local communities to effective participate and contribute to community development.
- Collaborating with development partners and soliciting donor support for the development of local communities, and to put the participatory approach to development in full force.
- Conducting basic skills training (Training of Trainers) and awareness raising workshops for VDCs and CBCs.
- Organizing ‘information sharing meetings’ with other Councils, for the purpose of copying best practices on the part of participants and their respective localities

On site facilitation and monitoring by the District Council (Development, Planning & Management Dept.) are invaluable to the process above.



Players/ its entity indicated by implying their potential key roles to play; however, actual involvement still not clear and need further clarification.

\*Payment denotes contract based remuneration for CBC as contractor under performance base contract system employable by district council for rehabilitation and or periodic maintenance of feeder road.

**Figure 2-3: Implementation structure for feeder road maintenance by community**



### (3) Hand tool management for efficient and quality work for maintenance

Hand tools are invaluable items for CBCs to work on labour based technology (LBT) for routine maintenance of feeder road. In this regard the hand tools are minimum but also maximum requirement for fulfilling work performance and work quality, at the same time. Inventory information will be therefore helpful for the DC to plan maintenance work efficiently in terms of work readiness of the CBCs along feeder roads. The table below shows distribution status of the tools in Kambia District for example.

**Table 2-4: Current distribution of hand tools for routine maintenance of feeder road in Kambia**

No. CBC member	Machete	Shovel	Pickaxe	Digging mattock	Wheelbarrow	Rake	Line	Rammer	Template for ditch	Template for camber	Split level
each 15	11 or 15	11 or 10	8	8 or 3	4	3 or 4	2	5 or 6	2	2	2

It may be often the case where some CBCs would request further provision/ replenishment of these hand tools and not to launch their work if the deprived condition occurred. In response to such view the District Council has to ensure and assist the CBCs to improve their understanding over use of the maintenance tools and more importantly measures on replenishment of these hand tools when they got depleted. The hand tools as such set as key factor which may make discouragement to the CBC members (i.e. as form of incentive for the CBCs). In this context the hand tool management is equally important then the District Councils have to consider in budget planning as minimum input at least.

### (4) Implementation structure of maintenance: at a glance (in Kambia District)

While basic structure of feeder road maintenance can be proposed for implementation as described above; there are gaps existing across those key players who supervise, monitor and share information with each other.

**Table 2-5: Current status of implementation structure for feeder road maintenance**

Stakeholder of the activity	Remarks: major issues, observations
Chiefdom (level)	No inspiration so far has been attempted for rigorous mobilization of the communities for their voluntarily participation to the maintenance activities.
Ward Committee	WC membership has been very influential in terms of supervising CBC.
Section (Chief)	Attends meeting and witnessed food distribution sessions and also monitor maintenance works.
VDC	Played supervisory role.
CBC leader/VTF	<ul style="list-style-type: none"> <li>- mobilize CBC members, community youth and women.</li> <li>- provide technical support during work exercise.</li> <li>- take control of food stores provided by the communities.</li> <li>- keep and control the hand tools provided by the CDCD Project</li> </ul>
CBC (members)	Participate in the maintenance work as active mobilizers. Major issue; however, revealed as their concern over constraints faced with inadequate hand tools for the members and mobility for the leaders of CBC.

Abbreviations: VTF= Village Technical Facilitator.

**(5) Routine-maintenance activities for the feeder road: based on the pilot based activities under Food for Work (in collaboration with WFP)**

The routine maintenance activities of feeder roads were implemented throughout the food for work project to examine implementation structure for planning, community-mobilization, actual work implementation and monitoring under initiatives taken by the District Councils of Kambia and Port Loko. The food for work (April – July 2014); carried out under WFP in collaboration with the CDCD, is outlined as follows.

**Table 2-6: Brief outline of the Food for Work**

Funder	United Nations World Food Programme (WFP) Sierra Leone
Objectives	<p><u>Long term Project Objective:</u> Develop the capacity of local communities to maintain feeder roads rehabilitated by the CDCD Project, thereby providing sustained accessibility to productive and economically viable areas and where public facilities are located in the various communities.</p> <p><u>Immediate Project Objective:</u> Provide the local communities with Food For Work, working tools and basic road maintenance skills for them to assume ownership of the rehabilitated feeder roads linking respective sections and sustainable use of the roads throughout the year.</p>
Implementator	Port Loko DC and Kambia DC, in collaboration with targeting VDCs (Officer in Charge at District Council: Rural Development Officer (RDO) for Port Loko, Environmental & Social Officer (ESO) for Kambia District)
Activities	brushing/ cleaning drains/ cleaning culvert/ filling (patching) pot-holes
Input	Hand equipment: to utilize existing hand tools provided by the CDCD Project to VDCs through District Councils.
Project Area	<p>Port Loko District:</p> <ol style="list-style-type: none"> <li>1. Gbomsamba – Makonday, Buya Romenda Chiefdom (12.7km)</li> <li>2. Mathoir – Mallelemba feeder roads, Masimera Chiefdoms (11.80km)</li> </ol>
	<p>Kambia District:</p> <ol style="list-style-type: none"> <li>1. Masorie - Karineh Junction, Magbema Chiefdoms (15.1km)</li> <li>2. Bena Junction – Rokrima, Mambolo Chiefdoms (5km)</li> </ol>

Achievement in the food for work (FfW) up to July 2014 is shown in the following table. Note that there are some work items which currently suspended due mainly to emergent situation of Ebola pandemic and related operation by WFP and the District Councils of Kambia and Port Loko likewise in other districts over the country.

**Table 2-7: Achievement of the FfW (Kambia): routine maintenance-work and food distribution**

Item \ Project site	Masorie – Kareneh Jct F/R, (Magbema Chiefdom)	Bena Jct – Kirima Bana F/R, (Masungbala Chiefdom)
Total number of people involved in the activities	296	145 (male 89, female 56)
<b>a. Activities on ground</b>		
- Brushing	distance: approx. 9 km (period 20/04 - 30/06/2014)	distance: approx. 5 km (period 01/04 - 30/06/2014)
- Clearing of ditch	distance: approx. 9 km (period 15/07 - 30/07/2014)	distance: approx. 5 km (period 20/05 - 30/06/2014)
- Filling of pot-holes	Not implemented due mainly to Ebola-pandemic emergency	distance: approx. 3 km
<b>b. Food distribution</b>		
- Number of beneficiaries receiving the food	296	145 (male 89, female 56)
- Consignment supplied by WFP	05/06/2014	05/06/2014
- Details of distribution per each recipient	Bulgur*: 140 bags, each 50 kg Pulses*: 30 bags, each 50 kg V/oil*: 27 gallons, each 18.2 kg	Bulgur: 100 bags, each 50 kg Pulses: 20 bags, each 50 kg V/oil: 19 gallons, each 18.2 kg
<b>c. Remaining work item under mutual agreement between WFP and the DC</b>		
- Remaining work item(s) by CBC	6.1 km works for ditching and light brushing	2 km work for ditching and light brushing
- Type & amount of food deprived due to emergent assistance for Ebola pandemic (WFP operation)	Cereal (27 Mt), V/oil (1.59 Mt) and Pulses (5.5 Mt) as total amount per each food item	Substantial amount of food still to be provided by WFP.

\* Bulgur denotes cereal material made from durum-wheat, Pulses are legumes, and V/oil denotes vegetable oil, respectively.

**Table 2-8: Achievement of the FfW (Port Loko): routine maintenance-work and food distribution**

Item \ Project site	Gbomsaamba – Makonday F/R, (Buya Romende Chiefdom)	Mathoir-Mallelemba F/R, (Masimera Chiefdom)
Total number of people involved in the activities	150: Men – 100, women - 50	150 Men- 100, Women- 50

Item \ Project site	Gbomsaamba – Makonday F/R, (Buya Romende Chiefdom)	Mathoir-Mallelemba F/R,(Ymasimera Chiefdom)
Total number of people involved in the activities	150: Men – 100, women - 50	150 Men- 100, Women- 50
a. Activities on ground		
- Brushing	distance: 8km (1 <sup>st</sup> April- 31 <sup>st</sup> May, 2014)	distance: 8.5km (1 <sup>st</sup> April- 31 <sup>st</sup> May, 2014)
- Clearing of ditch	distance: 8 km 1 <sup>st</sup> April – 31 <sup>st</sup> May,2014	distance: 8,5 km 1 <sup>st</sup> April – 31 <sup>st</sup> May,2014
- Filling of pot-holes	distance: 8km 1 <sup>st</sup> April – 31 <sup>st</sup> May, 2014	distance: 8.5km 1 <sup>st</sup> April – 31 <sup>st</sup> May, 2014
b. Food distribution		
- Number of beneficiaries receiving the food	150 men and women	150 men and women
- Consignment supplied by WFP	Date food was received: 15 <sup>th</sup> May, 2014 Distribution date: 30 <sup>th</sup> May, 2014	
- Details of distribution per each recipient	Bulgur*: 1bag (50kg) and 15 cups each Pulses*: 47 cups each V/oil*: 10 pints each	Bulgur*: 1bag (50kg) and 15 cups each Pulses*: 47 cups each V/oil*: 10 pints each
c. Remaining work item under mutual agreement between WFP and the DC		
- Remaining work item(s) by CBC	4.2 km works for ditching and light brushing	km work for ditching and light brushing
- Type & amount of food deprived due to emergent assistance for Ebola pandemic (WFP operation)	Cereal ( 32.600Mt), V/oil (2.038 Mt) and Pulses (6.500Mt) as total amount per each food item (Outstanding food for both roads)	Cereal ( 32.600Mt), V/oil (2.038 Mt) and Pulses (6.500Mt) as total amount per each food item (Outstanding food for both roads).

## (6) Issues on routine maintenance work upon the lessons learnt from the food for work

Communities along the selected feeder roads started road maintenance work in April 2014 with an anticipation that the food would be provided on time as promised by the District Council. The first food distributions were, however, made in June due to insufficient coordination (eg. delay in hand-tool provision) among the stakeholders in addition to some logistical situation for the funder of the programme assumedly. This resulted in work abandonment by the communities associated with incipient rain season (July-) affecting road surface conditions and seasonal competition of their work force between labour requirement for their ordinal farm works and road maintenance work stipulated by the food for work. Despite the fact here, the District Council officers did a timely intervention by visiting all the communities to sensitize them on the WFP food for work to remind the communities of essential purpose of the food for work in line with sustainability of the maintenance activities.

Consequently most communities negotiated with their labour force input for farm-works and resumed their road maintenance activities though in reality their work motives were set still at immediate food distribution back-upped by the successive messages announced by the District Councils.

Overall the results based on current situation of the communities, in forms of CBCs, are shown to remain with following challenges.

- Community's inability to raise financial contributions towards the procurement of hand tools without external support. (This implies there is need of further sensitization not at mind-level alone but at basement to equip the CBCs with minimum hand-tool to boost their work ownership if no monetary or in-kind assistance expected.)
- Community seasonal work and the heavy down pour of rain affects routine maintenance activities very seriously. The timing of work implementation is significant for the CBC, i.e. the community members so as not to disturb their work mode and modality.

#### **(7) Some countermeasures for the challenges in routine maintenance activities in the communities**

Upon above challenges some possible however long-run counter measures are considered over the perspectives held by the District Councils in below.

- 1) Continuous sensitization for the CBCs and communities to take full ownership of the routine maintenance activities responsibly without too much dependence on external support.
- 2) Secure the budget from Road Maintenance Fund Administration (RMFA) backed with own source revenue of the District Council to carry out the undermentioned, proposed activities in future so as to ensure sustainability of the routine maintenance activities.
  - (a) Complementary incentives for the CBC at each village (purchase of foods for food for work activities) in the case where some urgent maintenance work or right repairmen of culverts etc within a frame of the routine maintenance: Intensive and quick mobilization of the communities is invaluable in such cases.
  - (b) Repair, replenish or provision of hand tools based on capacity and achievement of farmers to support and improve work ownership of the CBCs: Assessment over the CBCs are in this regard important. Moreover the feeder road database within the District Council should be kept with its updated information together with history of routine maintenance work by the CBCs and inventory data of their hand tools by each feeder road segment at a CBC-unit.
  - (c) Support the communities to formulate their "BYLWAS" to verify its effectiveness: without this process the BYLAWS will stay merely as an empty-document and as such the communities could be rather discouraged by this as their attentions or interests decay and diminish. In Port Loko District, Rural Development Officer (RDO) and Environmental and Social Officer (ESO) has engaged the Senior District Officer (SDO) to communicate with the Paramount Chief to facilitate the approval of the draft BYLAWS on community Feeder Road Maintenance. The byelaws are not only meant to regulate and guide the VDCs/ CBCs on the road maintenance work but also to address positive changes of the community upon order and discipline. Despite such efforts made by the District Council expected process came to halt due to Ebola pandemic affair.
  - (d) Periodic campaign-like maintenance day for all community people: Once a month, all villagers work for maintenance of the road (cleaning up road, drainage and filling up pot-hole etc.) namely as voluntary-base to contribute his/her society and to realize their togetherness. It is rather the same mode of community work known as "Sanitary day" implemented in some African countries. This will provide the community with view of how the community road infrastructures sustain their life-lines. It holds true that feeder road rehabilitation/periodic maintenance play significant roles over rural economic activities and thus its revitalization according to the results of *the Impact Survey (July-September 2014)*. Capacitating animator at the communities is therefore invaluable to run above system.

For the own revenue of the District Councils, lease of machine (truck or road roller) owned by the



---

District Councils shall contribute substantially to generate such internal revenue. Introduction of fare collection through VDC/ CBCs' from transporters (truck and bus etc) on the market days would be one of option as well for the own revenue of the council. Such opinion was derived from Kambia District (ESO).

Overall the essence of the routine maintenance at community level always lay on their ordinal life when they track on (use) their feeder roads. Obvious degradation of road surface and culverts, or bushed road shoulder or side ditches shall always alert the community people as explicit sign of need for on-time maintenance. With relatively small amount of budget there are several options for the District Council not to miss such "early-warnings" at grass roots level and not to bring them an extra huge cost for periodic or rehabilitation work at last.

### **2.3.3 Periodic Maintenance of Feeder Road**

#### **Periodic maintenance activities through pilot maintenance works in Port Loko and Kambia Districts (Phase 2 Term 2)**

Periodic maintenance is made in approximately 2 -3 years after rehabilitation of the road to maintain and repair slightly. As a result of meeting at National Feeder Road Committee, budget of maintenance will be send to the account of District Council through SLRA. In response this result, SLRA made application form of budget of maintenance and sent this to all District Council to calculate itself and apply the budget to SLRA.

In the presenting period of Phase 2 Term 2, actual periodic maintenance work has been conducted intensively during May to June 2014 following mobilization, clearing and setting-out. Technical components for the periodic maintenance ware installation of culverts (box and pipe types) and embankment. The feeder road classes subjected to the maintenance works were Type Class F1 (width = 6m) and Class F1, F2-F3 (width = 6m) for Port Loko and Kambia, respectively. The periodic maintenance required the temporary deployment of equipment and skilled resources on the road section; and was conducted upon specific identification, planning and designs. The following table shows actual schedules for two districts for Phase 2 Term 2.



measurement going on by the District Council's own initiatives.

**(1) Use of crane truck and pedestrian roller: toward establishment of internal budget source of DC**

**Table 2-10: Conditions of construction equipment under the District Council (Kambia)**

Items	Truck crane	Pedestrian (road) roller
Overview of equipment	Manufacture: AMCO-VEBA (Italy) Fuel: Diesel	Manufacture: BOMAG (Germany) Fuel: Diesel
Year of handover	2013 (November)	2012 (March)
Location stationed at	District Council (parking area)	District Council (warehouse)
Officer in charge for administration of the rent	Financial Officer (FO)	FO
Condition for rent	Contact PO through WE	Contact PO through WE
Rent fee	Le. 300,000 per day	Le. 100,000 per day
	Discount employed if rented out for several days, e.g. 3% deduction on the charged priced	
Condition for maintenance	Should be maintained by replacing oil and stroke oil with new products when achieving mileage of 1000 km under the regulation of GoSL	After use on every 5 km work
Budget source for maintenance	Own source revenue from the rent	Own source revenue from the rent
Major purposes of the rent	-Construction work (transporting soil materials) -Transporting bags of rice, stones and other construction materials etc.	Fixing pot holes and compressing gravel on paved rehabilitated roads.

The rent system is a robust approach for the District Council to utilize above equipment and contribute indirectly to regional development (social infrastructure) under his own district. On the other hand the District Councils will ever be engaged in stable maintenance of these equipment which will require repair and replacement cost periodically. With regard to this critical point the District Council shall make sure its revenue collection and disbursement management to run the system as long-life cycle. The Financial Officer, responsible of the administration and relevant officers/departments therefore are expected to share revenue and maintenance status with the authorities of the District Council to seek and plan well over disbursement of the revenue for the feeder road maintenance.

**(2) Procedure for accessing to RMF of RMFA (Road Maintenance Fund Administration)**

Among accessible fund source, Road Maintenance Fund (RMF) is one the best approach based fund disbursement system whereas other external fund source; such as Grant for Devolved Function (by GoSL), Decentralized Service Delivery Program II (by WB etc) and Donor funds including food for work scheme (WFP etc), are optionally exist however with by-sectoral competition. Under the current

circumstance of *Ebola virus disease* control and prevention, the presence of medical and human health care shall be crucial more and more as it goes into mainstream (highly prioritized) as well for community support. Taking consideration of such aspect, the RMF shall be the most tangible scheme for feeder road maintenance. It is reported that Kambia District Council has received SLL 336 Million RMF in total for 3 lots of road maintenance work, in 2013 upon application (sourced: KDC). General procedure for the fund access is shown in the following (Step 1 to 4).

Step 1: Approval by NFRC (National Feeder Road Committee) *\*passive approach however with well conceptualized maintenance plan (explanation) back up by the updated database will be important.*

Step 2: Budget of maintenance will be send to the account of District Council through SLRA

Step 3: In response this result, SLRA made application form of budget of maintenance and sent this to all District Council

Step 4: District Council finalizes calculation and applies the budget to SLRA.

### **(3) Effective approach to utilize Feeder Road Database for accessing to the Road Maintenance Fund (RMF)**

The District Council need to take an approach to prioritize their feeder road maintenance (including rehabilitation) according to “**the updated database**”. This may enable the District Council to carry out quality work of road maintenance more efficiently and effectively and thus regain more entrustment by the RMFA upon the district’s achievement for further maintenance activities. Such strategy shall be important for the district councils to compete with number of candidate sites in and out of his own district.

## **2.4 Revision of the District Development Handbook**

### **2.4.1 Procedure and Structure of the Handbook Revision**

The latest version the District Development Handbook (Ver. 1) is currently distributed over the Local Councils and is to be revised as Version 2 with incorporation of lessons learnt from the Feeder Road Model Project before phase-out of the CDCD Project. Most currently the MLGRD headquarters is carrying out the 1<sup>st</sup> monitoring tour for the nationwide 5 Districts to reflect feedbacks from the monitoring into the revised version of the District Development Handbook.

Focal points of the Handbook revision are laid on; 1) planning of feeder road rehabilitation, 2) implementation structure and 3) maintenance of feeder road. It is therefore revisions were made upon these 3 points. The targeting output through the handbook revision process can be set at establishment of reviewing and editorial structure built in Local Councils. Schedule and procedure of the handbook revision are shown in the followings.

#### **(1) Schedule of the Handbook Revision**

The CDCD Project formulated basic schedule for revision and editorial process of the handbook in line with advisory recommendation by MLGRD. The revision and editorial work were implemented mainly by the counterparts at the District Councils and the MLGRD; while, the Project kept up time frame and related work schedule for the counterparts to make steps and organize necessary meetings and committees for the handbook revision.

**Table 2-11: Schedule for Revision of the District Development Handbook (record and plan)**

Period	Monitoring by MLGRD	At the District Level
Nov., 2013	(1) The 3 <sup>rd</sup> District/ Rural Development Forum - To review the handbooks with all local councils’ representatives	

Period	Monitoring by MLGRD	At the District Level
Nov., 2013 – Feb., 2014	(2) Monitoring in the District (5 Districts)	(3) Collection and Organization of the lessons learnt -through the Project by each District (counterparts) (4) Internal Meeting to interchange the opinion
Mar. 2014	<continued>	(5) 3 <sup>rd</sup> District Handbook Committee
Mar. 2014	(6) Editorial Committee at MLGRD for Version 2	
Apr, 2014	(7) Workshop to verify and approve the Version 2	
May/June, 2014	(8) Dissemination Workshop on Technical Contents	
Canceled and postponed	Follow-up for the Handbook revision process (toward Ver.3) <i>*in preparation</i> - Lessons Learnt - Table of revision of Handbook - Advantage of the Project - Adapted method	
(ditto)	(10) The 4 <sup>TH</sup> District/ Rural Development Forum - Launching The District Development Handbook Version (X)	

## (2) Procedure for the Handbook Revision

The following process was handled by the counterparts of District Councils of Port Loko and Kambia in collaboration with MLGRD headquarters.

**Table 2-12: Revision Process of the District Development Handbook (DDH)**

Activity	Output	Officer in charge	Major action take by DCs
<ul style="list-style-type: none"> <li>- Ordinal activity in the Feeder Road model project</li> <li>- Internal Meeting to interchange the opinions</li> </ul>	(a) Table of Lessons Learnt in the District Development Model (each officer)  (b) Advantage of the “ <i>District Development Model</i> ” (each officer)  ↓ Review of the recommendation made by the District Development Forum	Each Local Council Officer	<i>Joint internal meeting was organized by DCA (KDC) and Development Planning &amp; Management Dept. (PLDC &amp; KDC) (26<sup>th</sup>, 28<sup>th</sup> of Feb., 2014)</i>
3 <sup>rd</sup> District Handbook Committee	(a) Table of Lessons Learnt in the District Development Model (organized)  (b) Suggestion for the District Development Model (organized)	Officer in charge at the Local Council (Port Loko & Kambia)	<i>The Committee was organized by DCA (KDC) and Development Planning &amp; Management Dept. The committee was also jointed by DCA of Bombali and DPOs of Makeni/ Port Loko</i>

Activity	Output	Officer in charge	Major action take by DCs
	↓ Compiling suggestion for the Editorial Committee		(4 <sup>th</sup> Mar., 2014)
↓			
District Development Handbook Editorial Committee (Ver. 2)	<ul style="list-style-type: none"> <li>● District Development Handbook Ver.2 (draft)</li> <li>● Table on modification points</li> </ul>	Officer in charge at the MLGRD and Local Council	<i>The Committee was organized by MLGRD and jointed by DCA, DPO and other Development Planning &amp; Management Dept. (28<sup>th</sup> Mar., 2014)</i>
↓			
Workshop to verify and approve the Handbook Ver.2	<ul style="list-style-type: none"> <li>● Minutes of Meeting for workshop</li> <li>● Approved Handbook Ver.2</li> </ul>	Officer in charge at the MLGRD and Local Council	
↓			
Dissemination Workshop on Technical Contents of the Handbook	<ul style="list-style-type: none"> <li>● Minutes of Meeting for workshop</li> </ul>	Officer in charge at the MLGRD and Local Council	

\**District Development Model*: the model explains concept of district development process in which transparence and fairness are ensured; through the implementation of the feeder road project (planning, preparation, implementation and maintenance).

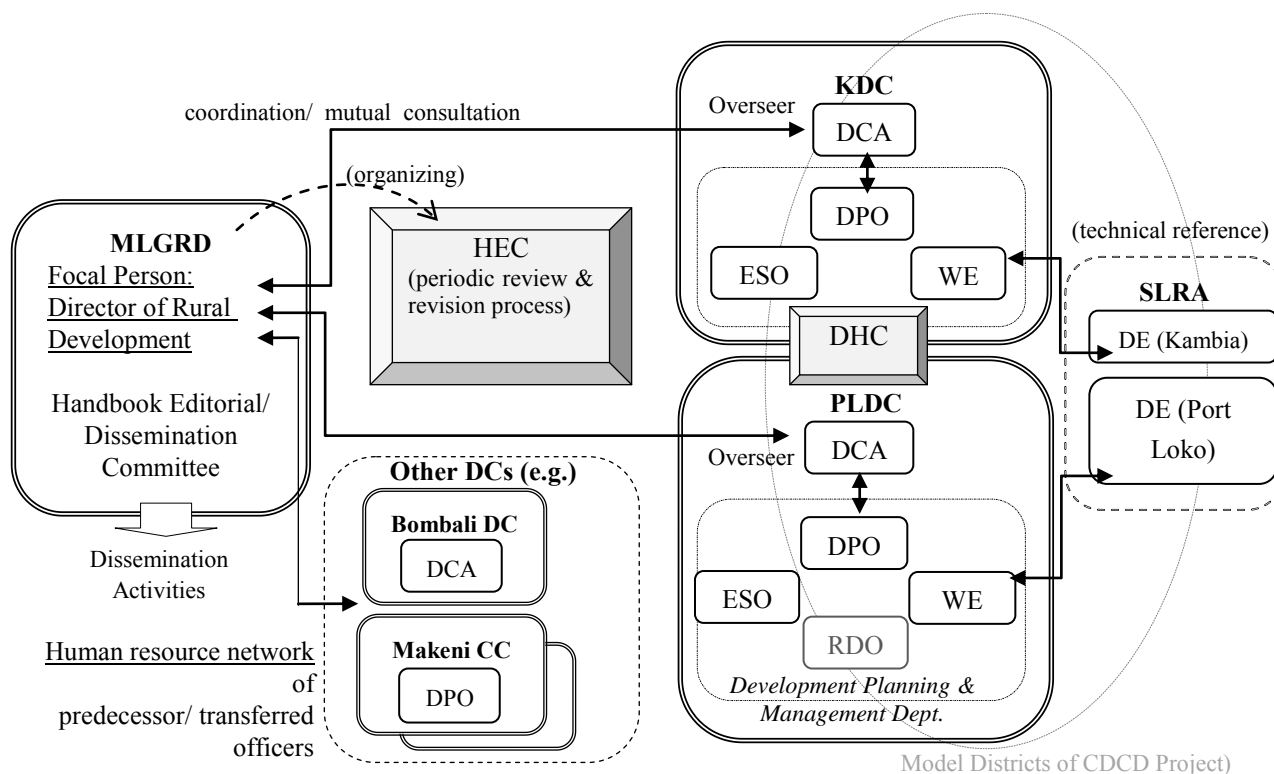
### (3) Toward Stable Implementation Structure for the Handbook Revision and its Dissemination

During the Handbook review and modification processes, an implementation structure of the MLGRD for the handbook revision has been examined and confirmed as a departure point for further amendment by the MLGRD. The Handbook will be reviewed and modified periodically on the basis of lessons learnt from the respective model-based activities of “District Development” and “Rural Development”; which Local Councils implement under the support of different donors. The role of the MLGRD is therefore to extract and integrate these lessons learnt to alter the present Models for *better concepts*. For this reason the mentioned implementation-structure and hence the system to administrate and monitor the structure is crucial for the MLGRD. Moreover under such “sector-free condition” within the frame of district or rural development projects (i.e. non dependency on specific sector, donor or project), the implantation body for the Handbook revision will act steadily as a focal point whichever donor supports come in for assistance. From this point of view the dissemination approach is not only hard package (actual content) of the Handbook but also soft package (revision system) to be flexible to various stakeholders across different development areas under the same MLGRD.

The MLGRD has just started operating the mentioned “structure” though as experimentally to enhance it with time and with accumulation of experiences; while simultaneously, the MLGRD is still in verifying suitable assignment of personnel for the committees etc within the structure. In the implementation structure, “PDCA cycle” (Plan-Do-Check-Action) is set at an individual officer level. Then the District Handbook Committee and the Handbook Editorial Committee are functioning as forums to carry out mutual confirmation and feed back on the PDCA results at district and MLGRD level afterward, respectively. This is how the handbook revision is a long-run process and undividable



from the PDCA cycle. Current implementation structure for the Handbook revision is shown in the diagram below.



HEC: Handbook Editorial Committee      DHC: District Handbook Committee  
CC: City Council      DC: District Council

Note: members of the DHC are DCA, DPO, ESO, WE, M & E officers (and RDO for PLDC). The members for the HEC shall be confirmed by the MLGRD

**Figure 2-4: The implementation structure under the MLGRD for the Handbook revision process; formulated based on the experience of the CDCD Project (Feeder Road Model Project) for further amendment by the Ministry**

## 2.4.2 Technical Dissemination Workshop for the Models

### (1) Outline of the Workshop

Technical workshop was organized by MLGRD in June 2014 to disseminate two models of District Development and Rural Development. Main objective of the workshop was to present and share individual lessons learnt among all key officers of district councils for development planning inside/outside the model district, i.e., Port Loko and Kambia. The lessons learnt here were expected to be utilized and projected on upcoming activities under the district councils.

**Table 2-13: Outline of the Workshop**

Item	Content
Date & Time	2014, 4 <sup>th</sup> June: 09:30-16:00, 5 <sup>th</sup> June: 10:30-15:00
Scope	Detailed explanation on District Development/ Rural Development Handbook

Item	Content
Organizer	MLGRD (Rural Development Department)
Presenters	<p>Chair : MLGRD Acting Director of Rural Development</p> <p>Facilitator: former PLDC DPO</p> <p>Day 1: District Development Model/ Handbook</p> <ul style="list-style-type: none"> <li>• Opening remarks by Deputy Minister</li> <li>• Seminar objectives explanation by Director of Local Government</li> <li>• Presentations</li> </ul> <p>①KDC DPO: planning process ②former PLDC PO: procurement process ③PLDC WE: design and cost estimation ④SLRA KB: site condition survey ⑤former PLDC DPO: work allocation ⑥RDO: maintenance ⑦PLDC ESO: environment and social consideration</p> <p>⑧Q &amp; A ⑨Discussions: useful part of the handbook and way-forward</p> <p>Day 2: Rural Development Model/ Handbook</p> <ul style="list-style-type: none"> <li>• Presentations</li> </ul> <p>①KDC DPO: Planning, needs assessment ②PLDC DPO: monitoring structure ③KDC WE: design and cost estimation ④RDO: community group and maintenance ⑤KDC ESO: environmental and social consideration, maintenance ⑥former PLDC DPO: work sharing and its functions by stage</p> <p>⑦Q &amp; A ⑧Discussions: Discussions: useful part of the handbook and way-forward</p>
Participants	<p>MLGRD: Deputy Minister, Director of Local Government, Acting Director of Rural Development, PS etc.</p> <p>District: DPO, M&amp;E, WE, PO</p> <p>Total 90 participants</p>
Budget	15,000 USD covering DSA, transportation and meals etc (lunch and refreshments)

## (2) Preparation of the workshop

Preparation process of the workshop involved MLGRD counterparts for their initiatives to formulate related plans and ask for cooperation from PLDC and KDC followed by preparatory meetings 2 to 3 times prior to the workshop.

MLGRD first formulated an outline for the workshop, prepared and issues letters for the district councils of ort Loko and Kambia to call for the preparatory meetings; while, respective district council assigned officers to present for the meetings commenced 3 weeks before the workshop. During the preparatory meetings programme, contents and presenters for presentations and related procedure for organizing the workshop were discussed and cleared. The following personals were attendants to the preparatory meetings.

- MLGRD headquarters: Deputy Director of Rural Development Department
- Port Loko District Council: DPO, PO, RDO and ESO
- Kambia District Council: DPO, ESO and WE

Process of the workshop preparation was highlighted as follows.

**Table 2-14: Preparatory steps for the technical workshop**

Timing	Activity	Officers responsible
3 weeks before	Formulation of outline/concept for the workshop, confirmation on venue	MLGRD
2 weeks before	Discussion and clarification on the outline/ concept of the workshop, conclusion on the programme	MLGRD, PLDC and KDC
1 week before	Issuing letter of incitation for district councils nationwide, preparation of venue (light meals and stationary), finalizing presentation contents	MLGRD Presenters from PLDC/ KDC
1 to 2 days before	Peer-review on contents of the presentations, rehearsal on oral presentation	Presenters from MLGRD and PLDC/ KDC (in Freetown)

### (3) Highlights from the workshop

The presentations, in overall, could well explain actual activities carried out by the district council; while, their contents remain somewhat generalized to require further details. Demarcation over the contents of presentations would make it more showcased at individual level for their work features. Planning (prioritization according to criteria), maintenance and collaboration with MDAs were those hot topic overwrapped and repeated by the presenters; however at the same time, revealed its importance commonly held by the presenters. As a result of such active discussions were made especially for planning formulation and maintenance following to individual presentation confined into 30 to 40 minutes for each. Major questions and answers were given to the following topics.

- Method, procedure for road-planning, and method of listing for feeder road (database)
- Practical method of procurement for the contractors with quality work
- Procedure to establish CBC for road work opportunity (in relation with VDC formation)

Upon the outputs mentioned above, it is nevertheless important to put all such experiences from district together by continuing exchanging opinions, and to draw one conceptualized model under conditions of current Sierra Leone.

### (4) Way-forward derived from the workshop

#### 1) Summary from the wrap-up meeting

The wrap-up meeting suggested the following items to require follow-ups by MLGRD<sup>1</sup>

- ① Summary of recommendations/suggestions from the participants
- ② Summary of points of questions and its answers
- ③ Conclusive points of the wrap-up meeting by MLRGD as lessons learnt (referable in the next workshop)

#### (a) Budgeting for logistic arrangement

Necessary budget (logistic arrangement) shall be formulated 2 weeks before or more.

#### (b) Payment for the lecture

The relevant cost shall be incorporated into annual budget of the ministry upon discussion within

<sup>1</sup> Expected follow-up activities by MLRG were suspended due to responses to EVD crisis.

(c) Mode of participation and related payment: handling of participants excusing from the programme without paying substantial attention

Advance payment shall not be made except transportation to secure budget effectively

## 2) Challenges

### ① Implementation structure and schedule for the workshop

It is critical and indispensable to share in advance the handbook and relevant materials at the level of centre ministry <MLGRD>. Upon this foundation then the implementation structure shall be set-up at the MLGRD to allocate tasks and liable officer to commence preparatory work minimum 1 month before the workshop.

It is equally applicable to district (PLDC, KDC) to identify task force <officers in charge> with specific roles to play by respective council, as explained in the table below.

**Table 2-15: Task allocation for arrangement and preparation of the workshop**

Person in charge	Item
*Ministry (MLGRD)	<ul style="list-style-type: none"> <li>*Set up the Task force to appoint the person in charge</li> <li>*Prepare the concept and Schedule</li> <li>*Logistic Arrangement of the W/S</li> <li>*Request to DC as facilitator</li> <li>*Prepare Questionnaire for dissemination in the workshop</li> </ul>
*DC (KDC and PLDC)	<ul style="list-style-type: none"> <li>*For CA/DCA, appointment of person in charge and the officers for Workshop facilitator</li> <li>- Person in charge manages all the progress</li> <li>*For appointed officers, preparation of the contents</li> <li>*In the Workshop, presentation of contents</li> </ul>

### 2.4.3 Planning after Phase-out of the CDCD Project

#### (1) At the central level: MLGRD

##### 1) Conceptualizing model

Outputs of the CDCD Project, the model and the handbook, are to be disseminated throughout interactions of nationwide districts under facilitation and moderation by the model districts of Port Loko and Kambia, under the ministry's coordination. Established models of district/ rural development are expected to be applied for other projects under various donor including World Bank, AfDB and IFAD etc.

The model concept, based on experiences of the CDCD Project, can be summarized in the table below,

**Table 2-16: Goal and objective of District Development Model/ Handbook and Rural Development Model/ Handbook**

Items	Contents
Goal	To develop capacities of Local Councils to manage district development programmes more effectively and efficiently. The handbooks do not however proffer a comprehensive solution to challenges of district and rural management, but serve as guides or approaches to the solution of management problems. They shall be subject to periodic review.
Objective	<ol style="list-style-type: none"> <li>1) To provide a practical guide to Local Councils and other stakeholders for more efficient and effective management of development programmes.</li> <li>2) To provide clarity of roles and responsibilities of stakeholders involved in district development processes</li> <li>3) To increase stakeholders' understanding of district development process.</li> <li>4) To strengthen vertical and horizontal structures for district development through Local Councils. Vertically from the MLGRD to the Local Councils and Ward Committees. Horizontally between the Local Councils and MDAs. District Officers, Paramount Chiefs and other local authorities are also key stakeholders.</li> </ol>
Actors	MLGRD, Local Councils
Budget	GoSL, World Bank (DSDP),
Assumption	<ol style="list-style-type: none"> <li>1) The Government, in partnership with national and international development partners, shall continue to demonstrate unwavering support to the development of the rural sector of Sierra Leone.</li> <li>2) There is effective coordination, and synergy between all actors in the planning, implementation and monitoring of district development activities.</li> </ol>
Approach	****

## 2) Scenario for disseminating the model (formulated by MLGRD)

Revision and dissemination of the handbooks require strategy in its process. The scenario should be formulated with time line targeting 3 years ahead, for example. In the scenario, actors, detailed schedule of workshop and/or associated meetings with individual objective(s) and outputs(s) should be clarified both at central and district level. Overall process of the scenario formulation and thus dissemination process of the model is; "setup of committees of district development model or rural development model", "collection of lessons learnt", "review of the model content" and "revision of the handbook"

## 3) Setting up the structure for revision and dissemination of the handbook (at MLGRD)

Key for model dissemination at the central level can be summarized as following 3 points.

- ① Structure for dissemination and revision of handbook
  - Revision system: feedback of lessons learnt from the districts to the central for integration
  - Dissemination procedure: organizing technical/ sensitization workshop/meeting
- ② Secure annual budget (resource) for organizing above
- ③ Information sharing and coordination with the donors working in the same area

## 2.4.4 Necessary approach to model dissemination by and at district level

### (1) Formulation of plan after phasing out of the project

The district councils are expected to sustain its activities upon its own activity plans (3 to 4 years) based on experience developing District Development Model/ Rural Development Model Handbook through implementation of the Feeder Road Rehabilitation Model Project and Model Ward Project.

- ① Schedule and budget source (AWP: Annual Work Plan): targeting activities at specific timing to implement
- ② Structure to implemented the activities above
- ③ Identification of the donor for collaboration

**Table 2-17: Items to be formulated by the district level**

Item	Output
1) To formulate the strategy and planning based on the experience of CDCD project and secure the budget	<p>* Strategy: What kind of items and activities continue to implement</p> <p>1) Plan – Database ...</p> <p>2) Implementation – Bid and Maintenance and Advantage of the model and its indicator</p> <p>* Schedule of the activity: Annual and 3years</p> <p>* Considerable budget Planning– AWP (GoSL, DSDP and own revenue), RMFA and Use of equipment by JICA (truck and pedestrian roller)</p>
2) To establish the implementation structure inside DC	* Table of the person in charge
3) More active and strategic approach to Development Partners	* Table of Considerable project
4) Level of the Capacity on DC officers (each department)	* Table of Current Capacity evaluation of CP – Capacity Assessment

### (2) Consideration of budget of district

#### 1) Contents and allocation of budget of district

Outline of annual budget which is allocated to each district is shown in the table below. These budgets are allocated to next annual activities

- a) Government of Sierra Leone (GoSL): Grant for Devolved Function
- b) Authorized subsidy (Decentralized Service Delivery Program II (DSDP II, cooperative financing by World Bank for example)) – There are regulations of use in each available sector.<sup>2</sup>
- c) Reproductive and Child Health Project Phase 2 , RCHP (World Bank) and so on: Health related sector
- d) Own Revenue: independent income of DC

<sup>2</sup> Sectors of Education, Health, Solid Waste, Water Services and Social Welfare



- Budget from “a)” to “c)” is allocated by the Local Government Finance Department (LGFD) of Sierra Leone, and upper limit of budget is regulated based on population of each district. Guide book for budget planning (Call for Order on Budget preparation) is distributed to each district around October or November every year, and budget planning is started with using the guide book in each district

- Projects that are implemented in each sector by each donor are supposed to be written in District Annual Plan as Project Grant. However, the budget is actually not distributed to bank account of district, formally it is just written in plan (accuracy is unclear as it does not seem that all project is covered).

## 2) Assumed budget resources of activities that were implemented in CDCD Project after completion of the project

Activities that have been implemented by DCs in CDCD Project and assumed budget resources after completion of project are generally classified as shown in the table below.

Budget plan must be included in Annual Work Plan if the budget of DC is utilized. Specific range of reduction of budget will be considered after planning of Annual Work Plan.

**Table 2-18: Contents of activities and assumed budget resources**

Item	Rehabilitation	Maintenance
Feeder road	<ul style="list-style-type: none"> <li>• Project by other donors through SLRA (Ex. World Bank)</li> <li>• Budget by RMFA through SLRA *based on request from each district</li> </ul>	<ul style="list-style-type: none"> <li>• Budget by district : GoSL and own revenue *including income from rental fee of heavy machinery</li> <li>• Road Maintenance Fund Administration *based on application</li> <li>• Projects by donors such as FfW</li> </ul>
Well and school	Budget by district : GoSL and DSDP	• Budget by district : GoSL and DSDP
Health centers (PHUs)	Budget by district : GoSL, DSDP and RCHP	• Budget by district : DSDP, RCHP and GoSL
Community centers	Budget by district : GoSL	• Independent activities by communities

\*Training of officer: Budget of district - GoSL

## 3) Coordination with other donors and organizations

IFAD implements the project of feeder road rehabilitation in Bo, Kenema, Kono and Kailahun districts in the southeast part of Sierra Leone, and also supports maintenance activities by these DCs. In addition to this project, IFAD implements similar activities in the PRSDP project by World Bank in districts of north part of Sierra Leone, and consider supporting of maintenance activities.

**Table 2-19: Activities by other donors in feeder road**

No	Name of Organization	Type of Contribution	Activity	Approach
1	Road Maintenance Fund Administration (RMFA)	Finance: Maintenance and Rehabilitation	*Maintenance (Routine and Periodic)	Every year make plan and submit proposal - Information sharing (Eg., list of FR) is important)
			* Rehabilitation	Through SLRA, project is applied.
2	World Bank	Activity: Rehabilitation	*Rural and Private Sector Development Project for FR rehabilitation in Four Districts (Kambia, PL, Bombali and Tonkolili)	Rehabilitation is implemented by SLRA. Selection of the roads is done by DC and SLRA.
3	International Fund for Agricultural Development (IFAD)	Activity: Maintenance	*Project of Maintenance of FR in Four Districts (Kono, Kailahun, Koinadugu, and Kenema	Contents are; *Procurement of Machine *Introduction of maintenance structure in Community (Community based organization – CBC)
			*Construction of Ward Committee office in PL and Kambia.	
4	Islamic Development Bank (IDB)	Activity: Rehabilitation		
5	CARE (NGO)	Activity		
6	World Food Program (WFP)	Activity: Community work	Food for Work Project (FfW)	* Every organization can apply the project for FfW to WFP for community maintenance work for three months
7	PLAN Sierra Leone (NGO)	Activity:	Food for Work Project (FfW)	
8	National Commission for Social Action	Activity: Community work	*Cash for Work Project (CfW) *Food for Work Project (FfW)	* DC can collaborate with those projects in Maintenance by community.
9d	African Mineral SL (Ltd)	Finance: Maintenance and Rehabilitation	*Private	* Proposal Base

Organization and contents that are able to be collaborated in activities other than rehabilitation and maintenance is shown in the list below. Collaboration relationship will be built continually through

---

---

dialogue with other organization.

➤ SLRA (MDAs): Building of collaboration system

Collaboration system by district level is built as model. Maintenance and rehabilitation of road is implemented by DCs and SLRA respectively, and road selection is implemented under the collaboration between DCs and SLRA.

In headquarters of SLRA, experiences and contents of CDCD project will be shared through the National Feeder Road Committee. MLGRD and DCs commit and let Ministry of Political and Public Affairs promotes promote to implement holding of the forum.

➤ UNDP: LED, strengthening of levy

Consideration of promotion of tax use to maintenance activities after the levy.

➤ DECSEC (WB): Capacity building of DCs, dispatching of RTF

\* Training of DCs

US\$5,000 is secured for budget of training in each district a year. Information of training will be notified to each DC in appropriate time, and they make proposal. Contents of the proposal can be decided originally by each district.

Strengthening training of Ward Committee is implemented in Port Loko, and role of Ward Committee is explained based on Ward Committee manual in the training.

\*RTF (Residential Technical Facilitator)

RTF will be dispatched to each district continually to let them understand the contents of project and play a role of instructor for DCs.

\*GoBIFO (Strengthening of communities in Bombali district and Bo district, and introduction of V

## Chapter 3 Impact Survey

### **Background of the impact survey**

Under the Feeder Road rehabilitation project, subcomponent of the CDCD project, 14 lots of Feeder Roads have been rehabilitated in Kambia and Port Loko Districts. The objectives of this survey are to review the approach and findings of the project, by measuring the economic and social impact, by examining the routine maintenance system and to identify lessons learned.

### **3.1 Survey objectives**

Under the sub-component of the CDCD project, the Feeder Road Rehabilitation project, 42.8 km and 67.4 km of Feeder Roads have respectively been rehabilitated in Port Loko and Kambia Districts. The objective of the project is to improve the knowledge and technical capacities of the person in charge of its implementation in the District Council and Sierra Leone Road Authority (SLRA). It is therefore essential for the District Council and SLRA to examine the impact of the project, in order to ensure the effectiveness of further projects.

Since most of the Feeder Road rehabilitation projects have been completed, CDCD Project has reviewed the approach and findings of the projects. The main objectives of the survey are as follows:

#### 1. Measure the socio-economic impact of the Feeder Road rehabilitation

In the District Development Handbook, which has been drafted according to the experience of this project, criteria concerning the economic impact of the rehabilitation have been used for the selection process of the roads to be rehabilitated. The Roads have been prioritized according to the estimated socio-economic impact of their rehabilitation. It is therefore important to verify the consistency of these criteria with the actual impact.

Moreover, in the District Development Handbook, criteria concerning the improvement of Basic Human Needs (BHN) have also been drafted, which include the number of households living along the road and the difficulties to access the main road network and facilities. For BHN road rehabilitation, it is important to verify the consistency of these criteria with the actual impact.

Furthermore, the socio-economic impact on villages which are not located along the road but in its surroundings, have also been surveyed, in order to evaluate if the rehabilitation impacted its surroundings, through a better access to facilities, a reduced journey time, etc.

#### 2. Verify the impact of the Feeder Road rehabilitation in the middle/long term

A first impact survey has been conducted in 2012 in the Feeder Roads rehabilitated during phase 1 (2 roads in Port Loko District and 4 roads in Kambia District). It is important to verify the impact of the rehabilitation in the long run, especially for socio-economic criteria, compared to the impact in the short run.

#### 3. Examine the maintenance management implemented by the community and consider its further trend

In this project, Routine Maintenance is implemented by groups of community people, which are called Community Base Contractors (CBCs). In order to manage these groups, Village Development Committees (VDCs), which are also composed of community people, are established. This study examined their activities and their relationship to verify their consistency with the expected results.

#### 4. Extract and incorporate lessons learned out of the survey results into District/Rural Development Model to be established by CDCD Project.

### **3.2 Survey duration**

The survey has been implemented from mid-June to the end of September 2014. Between June and the end of July, field activities have been conducted. Data entry, analysis and reporting have been implemented from the end of July to the end of September.

### 3.3 Methodology and schedule

#### 3.3.1 Methodology

The survey has been conducted according to the following process:

1. Review of the schedule and of the methodology
2. Field data collection
3. Data entry and observation
4. Analysis of data and observation

#### 3.3.2 Field data collection

The survey method has been explained to the counterparts (District Councils, Paramount chiefs, SLRA) in order for them to be aware and obtain their understanding concerning the activities of the survey. The survey has been conducted according to the items this below:

1. Traffic volume calculation: survey conducted by employees on the field

At each site, 2 surveyors have been employed to measure the traffic volume. The survey has been conducted at 2 places (at the beginning and midway) on roads for which only one section has been rehabilitated. The survey has been conducted at 3 places (at the beginning, midway and at the end of the rehabilitated section), on roads for which 2 sections have been rehabilitated. 4 days of survey have been implemented for each site (2 days per week, on two weeks, including 2 days during which there are market activities near the road).

2. Interviews conducted in each village, through Focus Group Discussions (FGDs) and Key Informants Interviews (KII)

FGDs have been organized in 1 or 2 villages in each road (19 in total). The objective is to interview section chiefs, village chiefs, Village Development Committee (VDC) representatives, youth leaders, women groups and CBC members together. Furthermore, FGDs have been conducted in 1 or 2 villages located in the surroundings of each rehabilitated roads, preferably near junctions. In roads where this was possible, representatives from the surrounding have been invited to the FGDs conducted in villages along the roads. There have been 11 additional FGDs conducted in surrounding villages. At least 3 representatives have been called, including village chiefs, a representative of farmers/traders and a women leader.

KIIs have been conducted in each village (77 in total) along each road. The objective is to interview individually traders, farmers, women group leaders, youth leaders, new business owners (if any) and, depending on the infrastructures, headmasters, teachers (school committee members), nurses, etc.

For the FGD and KII, 2 interviewers conducted the survey on the field by District. 1 interviewer has been dispatched by site where the survey is implemented.

The survey has been conducted according to the main items listed this below:

- a) Economic survey:

Survey on changes in agricultural products prices, availability, quantities:

- Travelling time and transportation costs,
- Products bought and sold (evolution of prices and volumes)
- New businesses, crops cultivated

- b) Social survey:

Survey on changes concerning the access and utilization conditions for public facilities:

- Easier access or not to essential goods;
- Access to schools, water resources, PHUs, etc.
- External impact (social impact, positive and negative impacts, etc.)

- c) Confirmation on the way of maintenance
    - Survey on the CBCs' operations
    - Motivation for maintenance
    - Awareness concerning the roles in maintenance
  - d) General impression
    - Survey on the living environment
    - Merits and demerits of the rehabilitation
    - Impression concerning the road facilities (surface, culverts, drainages, etc.)
3. Objective and Destination Survey

As a sample, several drivers have been interviewed on the road regarding their place of departure/destination, their purpose, what they are transporting and the travelling time.

### 3.3.3 Survey items used to verify the impact

Data items which have been collected are as follows;

**Table 3-1: Road functions: verified items**

Surveyed Items	Contents	Related function
(1) Improvement of the road functions	Traffic volume survey, OD survey, KII <ul style="list-style-type: none"> <li>• Evolution of travelling time/distance, change in traffic volume and condition of transportation</li> <li>• Measurement of the rehabilitation impact on the traffic safety</li> </ul>	Improvement or stability of the traffic function
(2) Economic impact	KII, FGD <ul style="list-style-type: none"> <li>• Changes in the distribution of agricultural products, in the afflux of raw materials, the presence or not of new businesses along the road to measure the economic impact.</li> <li>• Distribution of agricultural products, tourism and utilization of the area's resources.</li> </ul>	Improvement of the access function
(3) Social impact	KII, FGD <ul style="list-style-type: none"> <li>• Check the access conditions of public facilities and the increase of public facilities' rehabilitations and essential products' increase after the project to measure the improvement of the community living conditions.</li> <li>• Check the increase/reinforcement in the utilization of public facilities, in the distribution of essential goods and in the community cooperation/link.</li> </ul>	Improvement of the access function
(4) Other impacts	KII, FGD <ul style="list-style-type: none"> <li>• Indirect impacts and negative impacts of the rehabilitation.</li> <li>• Economic impact of the rehabilitation works (while it was under rehabilitation) on community people who were employed, impact on their relationship with other community people.</li> </ul>	Improvement of the access function

**Table 3-2: Maintenance management activities: verified items**

Surveyed Items	Contents
(1) Maintenance Management System	<ul style="list-style-type: none"> <li>• Work section</li> <li>• CBC and community people activity conditions, relationship between and inside the VDCs/CBCs</li> <li>• Management of tools</li> </ul>
(2) Maintenance	<ul style="list-style-type: none"> <li>• Maintenance method/technique, level of skills</li> <li>• Community people awareness concerning the importance of the road for them.</li> <li>• Existence or not of a method to collect maintenance funds, practical use of these funds.</li> </ul>
(3) Maintenance management efficiency/impact	<ul style="list-style-type: none"> <li>• Unexpected impacts, for example : as a result of group works, the relationship in the community improved. The group works were encouraged.</li> <li>• Merits and demerits.</li> </ul>

### 3.3.4 Data analysis

Data has been analysed with excel, according to the data sheets and questionnaires used to collect data on the field.

## 3.4 Schedule and sampling

### 3.4.1 Implementation schedule

The survey has been completed as shown in the following table:

**Table 3-3: Survey completion dates**

District	Location	Completion Date		
		FGD survey	KII Survey	TC Survey
Kambia	Kabaya – Barikuya	24/6/14	4/7/14	17/7/14
	Katateneh – Kasengeta	3/7/14	6/7/14	15/7/14
	Bena Junction – Kirima	19/6/14	8/7/14	23/7/14
	Barmoi (Masori) – Mamboro road	25/6/14	12/7/14	26//7/14
	Old Custom – Masiaka Junction	29/6/14	22/7/14	19/7/14
	Soloboromia – Mapotolon	30/6/14	21/7/14	18/7/14
	Rokirima Bana – Kayakoh	19/6/14	17/7/14	23/7/14
	Masiaka Luma – Fodaya	30/6/14	22/7/14	19/7/14
Port Loko	Gbomsamba - Makonday	24/6/14	12/7/14	8/7/14
	Mathoir – Malelemba	30/6/14	18/7/14	12/7/14
	Makonday – Makarankay – Worreh Mapoteh	24/6/14	15/7/14	8/7/14
	Mamalikie – Mathaine Bana – Mamortor	3/7/14	21/7/14	15/7/14
	Masorie Junction – Roline Ka Pa Bala	8/7/2014	24/7/14	15/7/14
	Magbereketay – Kadele	10/7/2014	28/7/14	7/7/14

### 3.4.2 Sampling

The number of interviewees is as in the table this below.

**Table 3-4: Number of interviewees by survey type**

District	FGD		KII		OD Survey	
	Villages	Interviewees	Villages	Interviewees	Villages	Interviewees
Port Loko	18	99	34	160	N/A	21
Kambia	10	71	41	235	N/A	216
<b>Total</b>	<b>28</b>	<b>170</b>	<b>75</b>	<b>395</b>	<b>N/A</b>	<b>237</b>

### 3.5 Survey results

Due to the Ebola outbreak in Sierra Leone, some items of the survey have been impacted and it has not been possible to collect some data. Moreover, due to outbreak, the number of vehicles decreased dramatically at the end of the data collection (end of July), which impacted the OD survey, the traffic count survey, and some interviews. Additionnal surveys, which were planned in order to complete data collection concerning some items of the study, could not be implemented. This is why part of the results this below is incomplete, and part of the analysis is there based only on hypothesis and field observations, which could not be confirmed directly during field study.

#### 3.5.1 Economic impact

##### 1) Improvement of the road functions

The transportation means used by the interviewees do not seem to have changed much before and after rehabilitation. However, based on the first impact survey, conducted in 2012, the transportation means tend to change a lot, especially on roads where the traffic of okada, buses, cars, etc. was very low before. At the time, an important number of interviewees were travelling on foot, which changed after rehabilitation for okadas, cars, or buses.

**Table 3-5: Evolution of transportation means used, by District, before and after rehabilitation**

District	Transportation means											
	Bicycle		Bike		Car		Okada*		On foot		Truck	
	Before	After	Before	After	Before	After	Before	After	Before	After	Before	After
<b>No. of users (Kambia)</b>	1	N/A	13	15	1	2	178	184	13	6	1	N/A
<b>% of users in Kambia</b>	0.5%	N/A	6.3%	7.2%	0.5%	1.0%	86.0%	88.9%	6.3%	2.9%	0.5%	N/A
<b>No. of users (Port Loko)</b>	N/A	N/A	1	1	50	54	120	123	7	N/A	7	7
<b>% of users in Port Loko</b>	N/A	N/A	0.5%	0.5%	27.0%	29.2%	64.9%	66.5%	3.8%	N/A	3.8%	3.8%

\*Motorcycle taxi

Transportation costs and time have been reduced on every road. In Kambia, the cost has decreased the most between Bena and Kirima, as well as between Old Custom and Masiaka Junction (-55% and -57%). In average, transportation costs have reduced by 45% in Kambia. The impact has been relatively low compared to the average between Soloboromia and Mapotolon. However, this road is far from the highway, and the number of vehicles has not increased enough yet to satisfy the demand.

Travelling times have decreased in all roads, for both districts. The impact is more important in Kambia, where travelling time has been reduced by more than 60% in three roads, and has been



almost halved in all roads. In Port Loko, the results are more contrasted. Between Mathoir and Malelemba, the average journey time has decreased by 63%, but between Masorie Junction and Roline Ka Pa Bala, it has only decreased by 29%. For this road, rehabilitation was not completed by the time the survey was conducted, which explains the relatively low impact.

Travelling costs and journey times also decreased for all travelling means for all roads, except for bikes between Kabaya and Barikuya. In this road, travelling costs for bikes increased, because one user who travels in long distance has switched from using okada to using his own bike. His costs and journey time decreased, but the average journey time for bikes increased<sup>3</sup>.

Okada bikes have been the most impacted. Okada is the transportation means which has increased the most (see 4.5 this below for details), and therefore meets the demand the most. Moreover, as the average journey time decreased as well, the drivers can do more courses in one day.

**Table 3-6: Evolution of transportation costs (Le) and time (Mn), by District, before and after rehabilitation**

Road	Transportation cost (Le)		Evolution	Transportation time (Mn)		Evolution
	Before	After		Before	After	
<b>Kambia</b>	<b>13,087</b>	<b>7,226</b>	<b>-45%</b>	<b>70</b>	<b>29</b>	<b>-59%</b>
Barmoi-Manbolo	13,892	6,622	-52%	52	24	-53%
Bena Junction-Kirima	11,692	5,308	-55%	60	28	-53%
Kabaya-Barikuya	18,818	11,682	-38%	49	25	-49%
Katateneh-Kasengeta	15,889	8,222	-48%	91	31	-66%
Masiaka Luma-Fodaya	12,842	6,895	-46%	98	37	-63%
Old Custom-Masiaka Junction	12,675	5,388	-57%	93	27	-71%
Rokirima Bana-Kayakoh	8,258	5,403	-35%	62	31	-50%
Soloboromia-Mapotolon	13,417	10,417	-22%	65	34	-48%
<b>Port Loko</b>	<b>12,117</b>	<b>8,223</b>	<b>-32%</b>	<b>75</b>	<b>44</b>	<b>-41%</b>
Gbomsamba-Makonday	8,442	5,209	-38%	47	25	-47%
Magbereketai-Kadele	21,308	16,436	-23%	136	98	-28%
Makonday-Makarankay-Worreh Mapoteh	14,115	8,795	-38%	97	49	-49%
Mamalikie-Mathaineh Bana-Mamortor	7,625	4,625	-39%	54	31	-43%
Masorie Junction-Roline Ka Pa Bala	6,875	5,667	-18%	28	20	-29%
Mathoir-Malelemba	8,355	4,258	-49%	53	20	-63%
<b>Total of Both Districts</b>	<b>12,616</b>	<b>7,710</b>	<b>-39%</b>	<b>72</b>	<b>36</b>	<b>-50%</b>

**Table 3-7: Evolution of transportation costs and time, by road after rehabilitation**

Road	Transportation costs (Le)					Transportation time (Mn)					
	NI	Bike	Car	Okada*	Truck	NI	Bike	Car	Okada*	Truck	
		%	%	%	%		%	%	%	%	
<b>Kambia</b>	Barmoi-Manbolo	37	-54%	N/A	-52%	N/A	39	-72%	N/A	-53%	N/A
	Bena Junction-Kirima	13	-59%	N/A	-54%	N/A	16	-63%	N/A	-50%	N/A

<sup>3</sup> By excluding him from the values, the average journey time for bikes on this road has been reduced by 75%.

Road	Transportation costs (Le)					Transportation time (Mn)					
	NI	Bike	Car	Okada*	Truck	NI	Bike	Car	Okada*	Truck	
		%	%	%	%		%	%	%	%	
Kabaya-Barikuya	22	-15%	-50%	-44%	N/A	23	68%	-50%	-57%	N/A	
Katateneh-Kasengeta	9	N/A	N/A	-51%	N/A	13	N/A	N/A	-63%	N/A	
Masiaka Luma-Fodaya	19	-54%	N/A	-45%	N/A	20	-60%	N/A	-65%	N/A	
Old Custom-Masiaka Junction	40	N/A	N/A	-57%	N/A	40	-50%	N/A	-72%	N/A	
Rokirima Bana-Kayakoh	31	N/A	N/A	-35%	N/A	32	N/A	N/A	-51%	N/A	
Soloboromia-Mapotolon	24	N/A	N/A	-22%	N/A	27	N/A	N/A	-46%	N/A	
Port Loko	Gbomsamba-Makonday	43	N/A	-36%	-39%	N/A	41	N/A	-47%	-47%	N/A
	Magbereketa-Kadele	39	N/A	-20%	-21%	-35%	39	N/A	-26%	-27%	-33%
	Makonday-Makarankay-Worreh Mapoteh	39	N/A	-41%	-34%	-33%	39	N/A	-33%	-50%	-64%
	Mamaliekie-Mathaineh Bana-Mamortor	8	N/A	N/A	-41%	N/A	8	N/A	N/A	-49%	N/A
	Masorie Junction-Roline Ka Pa Bala	24	-25%	-33%	-28%	N/A	24	-33%	-53%	-30%	N/A
	Mathoir-Malelemba	31	N/A	0	-51%	-50%	36	N/A	-63%	-50%	-71%

\*Motorcycle taxi

## 2) Impact on the volumes and prices of goods

In general, the quantities for all products, bought or sold, have increased. Quantities bought in average for important products, such as cassava, rice, palm oil or potatoes, have considerably increased after the rehabilitation. The prices for cassava and potatoes increased importantly, whereas the prices of other important products, such as rice, palm oil, charcoal, etc., have decreased or remained stable after rehabilitation.

On all roads, the volumes for products available have increased. In Kambia, the products brought in which have increased the qqmost are seasonings, vegetables and cereals. In Port Loko, the interviewees did not declare buying vegetables, but cereals (processed) and cash crops increased the most.

**Table 3-8: Evolution of volumes for products bought, by unit, by road, before and after rehabilitation**

District/Road	NI	Cash crop	NI	Cereals	NI	Cereals (processed)	NI	Oil	NI	Seasoning	NI	Vegetables
<b>Kambia</b>	4	+157%	10	+267%	5	+34%	6	+246%	10	+304%	3	+284%
Barmoi - Manbolo Road	1	+264%	2	+383%		N/A	2	+650%		N/A	1	+300%
Bena Junction - Kirima	1	+243%	1	+620%		N/A		N/A		N/A		N/A

District/Road	N I	Cash crop	NI	Cereals	N I	Cereals (processed)	N I	Oil	N I	Seasoning	N I	Vegetables
Kabaya - Barikuya	1	+100%	1	+200%		N/A	1	+133%	1	+67%		N/A
Katateneh - Kasengeta		N/A		N/A		N/A	1	+200%	3	+550%		N/A
Masiaka Luma - Fodaya		N/A	1	+243%	1	+56%	1	+71%	1	+150%	1	+50%
Old Custom - Masiaka Junction	1	+100%	3	+106%	3	+192%		N/A	3	+153%		N/A
Soloboromia - Mapotolon		N/A	2	+275%	1	-22%	1	+25%	2	+93%	1	+150%
<b>Port Loko</b>	<b>2</b>	<b>+229%</b>	<b>15</b>	<b>+176%</b>	<b>3</b>	<b>+294%</b>	<b>8</b>	<b>+154%</b>	<b>2</b>	<b>+100%</b>		<b>N/A</b>
Gbomsamba - Makonday	1	+275%	4	+167%		N/A	4	+130%		N/A		N/A
Magbereketay - Kadele		N/A	3	+147%	1	+50%		N/A	1	+100%		N/A
Makonday - Makarankay - Worreh Mapoteh	1	+167%	5	+224%		N/A	3	+170%		N/A		N/A
Mamaliekie - Mathaineh Bana - Mamortor		N/A	1	+150%	1	+400%		N/A	1	+100%		N/A
Masorie Junction - Roline Ka Pa Bala		N/A	1	+173%		N/A	1	+200%		N/A		N/A
Mathoir - Malelemba		N/A	1	+100%	1	+150%		N/A		N/A		N/A
<b>Average</b>	<b>6</b>	<b>+173%</b>	<b>25</b>	<b>+216%</b>	<b>8</b>	<b>+76%</b>	<b>14</b>	<b>+215%</b>	<b>12</b>	<b>+303%</b>		<b>+284%</b>

**Table 3-9: Evolution of prices (Le) for products bought, by unit, by road, before and after rehabilitation**

District/Road	N I	Cash crop	N I	Cereals	N I	Cereals (processed)	N I	Oil	N I	Seasoning	N I	Vegetables
<b>Kambia</b>	<b>4</b>	<b>+15%</b>	<b>10</b>	<b>+1%</b>	<b>5</b>	<b>-4%</b>	<b>6</b>	<b>+18%</b>	<b>10</b>	<b>-10%</b>	<b>3</b>	<b>+4%</b>
Barmoi - Manbolo Road	1	+167%	2	+57%		N/A	2	+108%		N/A	1	+67%
Bena Junction - Kirima	1	-4%	1	-11%		N/A		N/A		N/A		N/A
Kabaya - Barikuya	1	+13%	1	-12%		N/A	1	+33%	1	-29%		N/A
Katateneh - Kasengeta		N/A		N/A		N/A	1	-20%	3	-18%		N/A
Masiaka Luma - Fodaya		N/A	1	-7%	1	-11%	1	-9%	1	-5%	1	-10%
Old Custom - Masiaka Junction	1	-10%	3	-7%	3	-3%		N/A	3	-10%		N/A
Soloboromia - Mapotolon		N/A	2	-1%	1	0%	1	0%	2	-2%	1	0%
<b>Port Loko</b>	<b>2</b>	<b>-13%</b>	<b>15</b>	<b>-11%</b>	<b>2</b>	<b>-13%</b>	<b>9</b>	<b>-17%</b>	<b>1</b>	<b>-9%</b>		<b>N/A</b>
Gbomsamba - Makonday	1	-10%	4	-11%		N/A	4	-19%		N/A		N/A
Magbereketay - Kadele		N/A	3	-7%	1	-13%		N/A	1	-9%		N/A
Makonday - Makarankay - Worreh Mapoteh	1	-17%	5	-12%		N/A	4	-15%		N/A		N/A
Mamaliekie - Mathaineh Bana - Mamortor		N/A	1	-17%		N/A		N/A		N/A		N/A

District/Road	NI	Cash crop	NI	Cereals	NI	Cereals (processed)	NI	Oil	NI	Seasoning	NI	Vegetables
Masorie Junction - Roline Ka Pa Bala		N/A	1	-4%		N/A	1	-14%		N/A		N/A
Mathoir - Malelemba		N/A	1	-13%	1	-14%		N/A		N/A		N/A
<b>Average</b>	<b>6</b>	<b>+6%</b>	<b>25</b>	<b>-6%</b>	<b>7</b>	<b>-5%</b>	<b>15</b>	<b>-2%</b>	<b>11</b>	<b>-10%</b>		<b>+4%</b>

The volumes sold for all commodities in both districts increased. Oil's volumes have increased because of the production of nut oil, which has increased considerably after the rehabilitation. Cash crops' volumes sold (groundnuts) have more than doubled in both districts. Between Barmoi and Manbolo road, the volume of groundnuts sold has more than tripled. Cereals and vegetables, which are basic commodities, have increased by 109% and 87% in both districts, which shows that living conditions have improved, with more basic products available and more purchasing power.

**Table 3-10: Evolution of volumes for products sold, by unit, by road, before and after rehabilitation**

District/Road	NI	Cash crop	NI	Cereals	NI	Cereals (processed)	NI	Oil	NI	Seasoning	NI	Vegetables
<b>Kambia</b>	<b>18</b>	<b>+117%</b>	<b>48</b>	<b>+143%</b>	<b>12</b>	<b>+176%</b>	<b>32</b>	<b>+349%</b>	<b>41</b>	<b>+121%</b>	<b>25</b>	<b>+101%</b>
Barmoi - Manbolo Road	3	+248%	7	+257%	6	+109%	11	+507%	9	+89%	2	+89%
Bena Junction - Kirima	1	+138%	2	+268%	2	+277%	3	+601%	2	+150%		N/A
Kabaya - Barikuya	2	+108%	1	+400%		N/A	1	+300%	3	+302%		N/A
Katateneh - Kasengeta	3	+86%	4	+40%		N/A		N/A	3	+130%		N/A
Masiaka Luma - Fodaya	4	+137%	6	+125%		N/A	3	+58%	2	+47%	4	+92%
Old Custom - Masiaka Junction	2	+105%	16	+120%	1	+200%	8	+121%	7	+110%	11	+120%
Rokirima Bana - Kayakoh	3	+123%	8	+80%	3	+100%	5	+111%	7	+65%	4	+74%
Soloboromia - Mapotolon		N/A	4	+54%		N/A	1	+150%	8	+62%	4	+51%
<b>Port Loko</b>	<b>9</b>	<b>+112%</b>	<b>77</b>	<b>+88%</b>		<b>N/A</b>	<b>8</b>	<b>+66%</b>	<b>6</b>	<b>+196%</b>	<b>6</b>	<b>+44%</b>
Gbomsamba - Makonday	2	+80%	16	+96%		N/A		N/A	3	+150%	2	+60%
Magbereketa - Kadele	1	+67%	17	+59%		N/A	6	+60%		N/A		N/A
Makonday - Makarankay - Worreh Mapoteh	1	+25%	12	+104%		N/A	1	+200%	3	+258%	1	+75%
Mamaliekie - Mathaineh Bana - Mamortor	1	+167%	5	+284%		N/A	1	+133%		N/A		N/A
Masorie Junction - Roline Ka Pa Bala	2	+100%	11	+75%		N/A		N/A		N/A	2	+36%
Mathoir - Malelemba	2	+158%	16	+88%		N/A		N/A		N/A	1	+150%
<b>Average</b>	<b>27</b>	<b>+117%</b>	<b>125</b>	<b>+109%</b>		<b>+176%</b>	<b>40</b>	<b>+301%</b>	<b>47</b>	<b>+135%</b>	<b>31</b>	<b>+87%</b>

**Table 3-11: Evolution of prices for products sold, by unit, by road, before and after rehabilitation**

District/Road	NI	Cash crop	NI	Cereals	NI	Cereals (processed)	NI	Oil	NI	Seasoning	NI	Vegetables
<b>Kambia</b>	<b>20</b>	<b>+23%</b>	<b>48</b>	<b>+20%</b>	<b>12</b>	<b>+15%</b>	<b>32</b>	<b>+22%</b>	<b>41</b>	<b>+18%</b>	<b>25</b>	<b>+16%</b>
Barmoi - Manbolo Road	3	+56%	7	+45%	6	+10%	11	+25%	9	+19%	2	+17%
Bena Junction - Kirima	1	+167%	2	+60%	2	+87%	3	+43%	2	+73%		N/A

District/Road	NI	Cash crop	NI	Cereals	NI	Cereals (processed)	NI	Oil	NI	Seasoning	NI	Vegetables
Kabaya - Barikuya	2	+78%	1	+12%		N/A	1	+38%	3	+85%		N/A
Katateneh - Kasengeta	4	-6%	4	+16%		N/A		N/A	3	+32%		N/A
Masiaka Luma - Fodaya	4	+33%	6	+25%		N/A	3	+13%	2	+28%	4	+36%
Old Custom - Masiaka Junction	2	+39%	16	+18%	1	+13%	8	+22%	7	+24%	11	+26%
Rokirima Bana - Kayakoh	4	+8%	8	+10%	3	+12%	5	+9%	7	+14%	4	0%
Soloboromia - Mapotolon		N/A	4	+2%		N/A	1	+33%	8	-2%	4	+4%
<b>Port Loko</b>	<b>9</b>	<b>+36%</b>	<b>77</b>	<b>+34%</b>		<b>N/A</b>	<b>8</b>	<b>+10%</b>	<b>6</b>	<b>+66%</b>	<b>6</b>	<b>+38%</b>
Gbomsamba - Makonday	2	+25%	16	+37%		N/A		N/A	3	+63%	2	+64%
Magbereketa - Kadele	1	-43%	17	+19%		N/A	6	+16%		N/A		N/A
Makonday - Makarankay - Worreh Mapoteh	1	+82%	12	+11%		N/A	1	-15%	3	+72%	1	+125%
Mamaliekie - Mathaineh Bana - Mamortor	1	+29%	5	+27%		N/A	1	+10%		N/A		N/A
Masorie Junction - Roline Ka Pa Bala	2	-4%	11	+52%		N/A		N/A		N/A	2	-12%
Mathoir - Malelemba	2	+124%	16	+66%		N/A		N/A		N/A	1	+70%
<b>Average both districts</b>	<b>29</b>	<b>+27%</b>	<b>125</b>	<b>+26%</b>		<b>+15%</b>	<b>40</b>	<b>19%</b>	<b>47</b>	<b>+23%</b>	<b>31</b>	<b>+20%</b>

**Table 3-12: Average of the volumes and prices of products bought before and after rehabilitation, by unit, in both districts**

Products	Average volumes bought (bag/container)			Average unit prices (bag/container)		
	Before	After	Growth	Before	After	Growth
Cassava	60	210	+250%	27,500	54,000	+96%
Charcoal	100	250	+150%	6,000	5,000	-17%
Dry pepper	300	2000	+567%	15,000	12,000	-20%
Eggs	20	50	+150%	120,000	70,000	-42%
Fish	20	48	+143%	186,250	165,000	-11%
Flour	33	44	+34%	200,000	192,000	-4%
Gari	11	42	+294%	75,000	65,000	-13%
Ginger	10	30	+200%	80,000	50,000	-38%
Groundnuts	53	143	+173%	162,500	171,667	+6%
Maggi*	10	25	+150%	3,500	3,000	-14%
Nut oil	60	1000	+1567%	30,000	66,000	+120%
Onions	6	11	+83%	110,000	105,000	-5%
Palm oil	68	152	+124%	79,643	75,357	-5%
Pepper	300	500	+67%	70,000	50,000	-29%
Potato	150	600	+300%	30,000	50,000	+67%
Rice	42	131	+212%	150,000	139,087	-7%
Salt	10	15	+50%	20,000	15,000	-25%
Sugar	4	10	+165%	191,143	174,714	-9%

\*Bouillon cube

**Table 3-13: Average of the volumes and prices of products sold before and after rehabilitation, by unit, in both districts**

Products	Average volumes sold (bag/container)			Average unit prices (Le)		
	Before	After	Growth	Before	After	Growth
Beans	150	200	+33%	250,000	205,000	-18%
Benni Seeds	120	210	+75%	273,333	243,333	-11%
Cassava	36	75	+109%	31,176	40,176	+29%
Charcoal	95	243	+156%	10,833	6,083	-44%
Eggs	30	90	+200%	62,500	62,500	0%
Fish	5	13	+178%	205,000	190,000	-7%
Flour	3	6	+123%	176,000	187,000	+6%
Frozen Fish	7	10	+43%	160,000	185,000	+16%
Fuel	10	24	+140%	115,000	112,500	-2%
Gakato	5	5	+0%	20,000	20,000	0%
Gari	41	114	+179%	47,857	66,857	+40%
Gblocks	5	12	+156%	64,000	70,000	+9%
Ginger	60	120	+100%	60,000	80,000	+33%
Groundnuts	71	154	+117%	136,724	173,034	+27%
Maggi*	3	5	+50%	330,000	362,500	+10%
Mangoes	20	80	+300%	50,000	75,000	+50%
Millet	8	14	+76%	59,800	77,000	+29%
Nut oil	140	1100	+686%	35,000	70,000	+100%
Okra	47	68	+44%	32,500	44,833	+38%
Onions	18	26	+49%	95,000	100,000	+5%
Oranges	10	60	+500%	30,000	70,000	+133%
Palm oil	29	103	+254%	71,667	84,872	+18%
Pepper	19	46	+147%	136,229	173,829	+28%
Potato	36	74	+103%	29,174	34,826	+19%
Rice	35	74	+109%	100,188	126,000	+26%
Salt	17	27	+57%	37,000	55,000	+49%
Sugar	3	5	+86%	166,000	172,400	+4%
Yam	45	83	+85%	32,500	40,000	+23%

\*Bouillon cube

**Table 3-14: Evolution of transportation prices for goods sold before and after rehabilitation, by unit, in both districts (Le)**

District/Road	Before (Le)	After (Le)	Evolution
<b>Kambia</b>	<b>5,490</b>	<b>3,987</b>	<b>-27%</b>
Barmoi - Manbolo Road	4,342	2,579	-41%
Bena Junction – Kirima	4,800	2,900	-40%
Kabaya – Barikuya	5,125	3,000	-41%
Katateneh – Kasengeta	4,500	2,375	-47%
Masiaka Luma – Fodaya	5,800	4,325	-25%
Old Custom - Masiaka Jct..	5,979	4,830	-19%
Rokirima Bana – Kayakoh	6,735	4,735	-30%
Soloboromia – Mapotolon	5,400	5,040	-7%
<b>Port Loko</b>	<b>5,163</b>	<b>3,100</b>	<b>-40%</b>

District/Road	Before (Le)	After (Le)	Evolution
Gbomsamba – Makonday	4,269	3,346	-22%
Magbereketay – Kadele	3,760	2,920	-22%
Makonday - Makarankay - Worreh Mapoteh	10,905	3,571	-67%
Mamalikie - Mathaine Bana – Mamortor	4,286	2,571	-40%
Masorie Jct - Roline Ka Pa Bala	2,588	2,118	-18%
Mathoir – Malelemba	4,646	3,458	-26%
<b>Average in both districts</b>	<b>5,366</b>	<b>3,653</b>	<b>-32%</b>

**Table 3-15: Why did the volumes of products sold increase? (Multiple answers)**

District	No of villages	Easier to access the market	More clients come to the village	More people come to the market	Possible to sell the product longer than before	Supplier has more products available
<b>Kambia</b>	43	49%	65%	19%	5%	30%
<b>Port Loko</b>	33	91%	67%	24%	0%	0%
<b>Average both districts</b>		67%	66%	21%	3%	17%

### 3) New businesses

New businesses have started on rehabilitated roads. A majority of new business owners come directly from their own village (63%), which means they are now able to supply themselves with items which are demanded, or for which the demand has grown after the rehabilitation, inside the village. 16% of the owners come from villages along or near the road, and 15% live farther, which indicates that the demand has grown along the roads and the villages.

The main new businesses are fuel dealers, food related retailers (agricultural products, other products, fish, etc.), petty traders, clothes and charcoal traders. The main agricultural products newly traded are rice, sugar, palm oil and gari. There are more new frozen and fresh fish trading businesses than dried fish businesses compared to before the rehabilitation. As frozen and fresh fishes can spoil if they are not sold quickly, it indicates that the access to the roads has improved.

**Table 3-16: Type of new businesses**

Main categories of new businesses	Nb of interviewees
Charcoal	16
Clothes	17
Agricultural products (raw or transformed)	30
Fish	17
Fuel	43
Other food related products	19
Entertainment services	1
Petty trading	18
<b>Grand total</b>	<b>161</b>

Most of the new business owners have started because they observed an increase of customers, on the markets, along the roads or inside the villages. Some of them have gained access or have been able to improve their access to the client or the supplier. The appearance of numerous fuel dealers along the roads also shows that the number of vehicles on the road increased.

**Table 3-17: Why did you start a new business?**

Reasons	Nb of interviewees	%
Easier access to the clients (market, other villages)	9	6%
More customers	75	50%
More demand for a product in particular	7	5%
People buy more	2	1%
Easier to access the supplier	1	1%
N/A	55	37%
<b>Grand total</b>	<b>149</b>	<b>100%</b>

Moreover, most of the owners trade everyday or every two days, which indicates that the demand is important and regular on the road. Therefore, the demand is not only concentrated in the markets during market days, but also directly in villages which do not have markets.

**Table 3-18: Trading frequency**

Frequency	Nb of interviewees	%
Everyday	71	72%
Every two days	9	9%
Roughly twice a week	8	8%
Once a week	3	3%
Every 2 weeks	4	4%
Once a month	2	2%
Irregularly	1	1%
<b>Grand total</b>	<b>98</b>	<b>100%</b>

### 3.5.2 Social impact

#### 1) Schools

The impact on school activities has been evaluated by interviewing teachers or young leaders during KIIs. The overall number of students increased along all roads in both districts. Overall, the number of girls increased more than the number of boys. Attendance also improved in both districts.

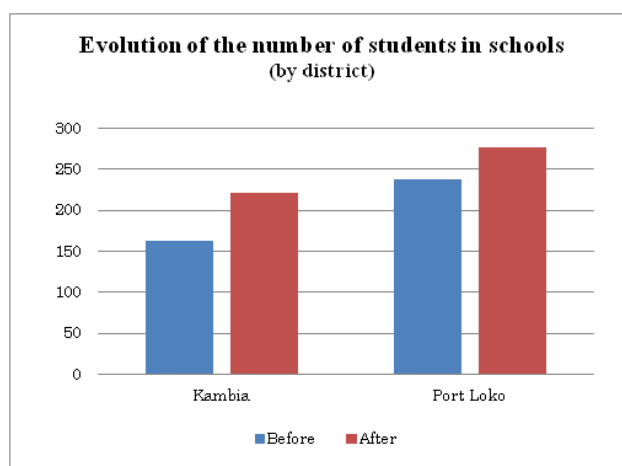
**Table 3-19: Evolution of the number of students and attendance in schools**

District	Number of students							Attendance			
	Before rehab.		After rehab.		Evolution			Before rehab.		After rehab.	
	Boys	Girls	Boys	Girls	Boys	Girls	Total	Boys	Girls	Boys	Girls
Kambia	97	66	133	88	+37%	+34%	+36%	80%	79%	89%	83%
Port Loko	131	107	145	132	+11%	+23%	+16%	90%	85%	93%	92%
<b>Grand Total</b>	<b>107</b>	<b>78</b>	<b>136</b>	<b>101</b>	<b>+28%</b>	<b>+30%</b>	<b>+29%</b>	<b>83%</b>	<b>81%</b>	<b>90%</b>	<b>85%</b>

The number of students increased along every road. On both districts, an increase of natality has been observed, which explains part of the increase, but the access to the school has also improved with the rehabilitation, with a wider road and a better visibility. In Port Loko, the increase of transportation means is the second main reason explaining the increase of students. In Kambia, the families in general have more time for their economic activities, which allows the students to spend more time for school. Moreover, the journey time to school has been reduced. Therefore, the students have more time to go to school.



However, the number of students decreased in three schools, in Kawabeu (Kantantine to Kasengeta, Kambia), in Bena (Bena Junction to Kirima, Kambia) and in Magbankay (Mathoir to Malelemba, Port Loko). Students who accessed the school from surrounding villages gained access to other schools, either because they were built after the rehabilitation or either because the access to already existing schools improved.



**Graph 3-1: Evolution of the number of students by district**

**Table 3-20: Evolution of the number of students by road**

District / Road	Average by school		Evolution
	Before rehab. (number of students)	After rehab. (number of students)	
Kambia			
Barmoi - Manbolo Road	163	234	+44%
Bena Junction – Kirima	215	216	+1%
Kabaya – Barikuya	175	244	+40%
Katateneh – Kasengeta	172	185	+7%
Masiaka Luma – Fodaya	180	250	+39%
Old Custom - Masiaka Junction	121	205	+69%
Rokirima Bana – Kayakoh	115	175	+52%
Soloboromia – Mapotolon	209	282	+35%
Port Loko			
Gbomsamba – Makonday	219	256	+17%
Magbereketay – Kadele	187	231	+24%
Makonday - Makarankay - Worreh Mapoteh	156	293	+88%
Mamalikie - Mathaineh Bana - Mamortor	190	222	+17%
Masorie Junction - Roline Ka Pa Bala	376	385	+2%
Mathoir – Malelemba	296	312	+6%

## 2) Access to essential goods

Essentials goods have been defined as goods which are needed daily, such as basic food ingredients or soap, and necessary to maintain a good level of health, such as medicine. In both districts, those can be bought more often than before.

Medicine had especially only been available less often than once a month in most cases, and was

available on a weekly or daily basis in Kambia at the time of the study, in most villages. In Port Loko, medicine was available on a weekly basis or twice a month overall. Basic food ingredients, which had been mostly available weekly or monthly before, were available on a daily basis in most of the villages (90% in Kambia). Soap had been also mostly available on a monthly basis or less than once a month before rehabilitation. After rehabilitation, it was available on a daily basis in Kambia, and twice a month (95%) in Port Loko.

**Table 3-21: Availability of essential goods (frequency) before and after rehabilitation**

	Number of interviewees					
	Medicine		Basic food ingredients		Soap	
	Before Rehab.	After Rehab.	Before Rehab.	After Rehab.	Before Rehab.	After Rehab.
<b>Kambia</b>						
Sample size	42	41	42	42	42	42
Everyday	2%	44%	2%	90%	2%	93%
Once a week	2%	20%	19%	10%	26%	7%
Twice a month	26%	12%	2%	0%	2%	0%
Once a month	10%	12%	52%	0%	50%	0%
Once every 3 months	31%	12%	21%	0%	14%	0%
Twice a year	29%	0%	2%	0%	5%	0%
<b>Port Loko</b>						
Sample size	17	17	16	16	15	15
Everyday	0%	0%	0%	75%	7%	7%
Once a week	0%	41%	75%	19%	0%	0%
Twice a month	35%	35%	19%	6%	0%	87%
Once a month	41%	12%	6%	0%	87%	7%
Once every 3 months	12%	0%	0%	0%	7%	0%
Twice a year	12%	12%	0%	0%	0%	0%

### 3) Impact on social capital

#### a) Relationships inside the villages and along the roads

During KIIs, in every village surveyed, 3 to 4 villagers have been asked about their relationships with others, through questions regarding trust.

#### Trust relations inside villages and along the roads

Regarding trust inside the villages and along the road, trust levels have globally improved in both districts. In Port Loko, there is almost no interviewee distrusting villagers living in their villager or along their road after the rehabilitation. Before rehabilitation, an important number of villagers in Port Loko stated they had no opinion on this issue, which indicates they did not have many interactions with others. The percentage of villagers trusting people along the long improved in average from 10 to 20 points.

#### Evolution of mistrust along the roads

In Kambia, in more than half of the roads, the villagers are wary of others. Concretely, they are more afraid than before that people may come, steal and go without being noticed, as it is now possible to travel faster on the road. Moreover, this data is consistent with the increase of stealing noticed in the villages.

#### Evolution of solidarity levels

Regarding the level of solidarity inside the villages and along the roads, this ratio was already relatively high before rehabilitation in Kambia, and slightly increased after inside the villages. The evolution is more visible along the road, especially between Rokirima Bana and Worreh Bana, and between Soloboromia and Mapotolon.

#### Evolution of the unity along the roads (togetherness)

Regarding the unity level, it has increased in both districts. It was already high in most of the villages in both districts, especially in Kambia, where it was low only between Masiaka Luma and Fodaya (less than 50%). After rehabilitation, people feeling a sense of unity in villages are close to 100% in Kambia. Unity levels along the roads in Kambia also increased, and reach a ratio between 80 and 100% in most roads.

#### Evolution of trust towards the local administration

The levels of trust towards the local administration, which was in charge of the rehabilitation process, have also been measured. In both districts, the villagers have not really changed opinions before and after the rehabilitation. However, trust level towards the administration are higher in Kambia (between 40 to 80%), than in Port Loko (10 to 35%).

##### b) Community involvement

In Kambia, all villagers declared they took part to activities contributing to the benefit of the community. They mostly worked for road maintenance, in group farming, community cleaning and inside women empowerment groups. A few people tried to link the community with donor agencies, teaching, and community mobilization.

In Port Loko, only 39% of the villagers declared they took part to activities contributing to the benefit of the community. However, there are important disparities between the roads, as more than half of the interviewees declared an activity between Gbomsamba and Makonday, Makonday and Worreh Mapoteh and between Mathoir and Malelemba. The majority of the villagers worked inside of the road they belong to, and worked for road maintenance, cooking and fetching water for workers. A few people worked for farming and school construction.

**Table 3-22: Participation in community involvement activities**

Road (Kambia District)	Nb. Of interviewees			Road (Port Loko District)	Nb. Of interviewees		
	「Yes」	「No」	Total		「Yes」	「No」	Total
Bamoi-Manbolo	39	0	39	Gbomsamba-Makonday	18	9	27
Bena Junction-Kirima	8	0	8				
Kabaya-Barikuya	2	0	2	Magberketay-Kadele	7	21	28
Katatench-Kasengeta	11	0	11	Makonday-Makarankay-Worreh Mapoteh	9	6	15
Masiaka Luma-Fodaya	14	0	14	Mamalikie-Mathaineh Bana-Mamortor	0	4	4
Old Custom-Masiaka Junction	32	0	32	Masorie Junction-Roline Ka Pa Bala	3	16	19
Rokirima Bana-Kayakoh	33	0	33	Mathoir-Malelemba	13	21	34
Soloboromia-Mapotolon	17	0	17				

### 3.5.3 External impact

External impact is measured by verifying the positive changes in the villages, the negative impacts and the evolution in the relationship with surrounding villages.

#### 1) Positive impact

Concerning the positive impact of the rehabilitation, numerous interviewees mentioned the increase of

social interactions and the improvement of economy inside the community in Kambia. In Port Loko, the increase of trading and of community interactions have been mentioned the most by the interviewees. Concerning community interactions, for instance, several “osusu” (credit) groups have been created or women groups were formed in order to take care of the children collectively e.

Regarding the increase of trading opportunities, farming groups have been formed along the roads, enhancing the production, and more traders come to the villages or the markets. The villagers also think the goods available are more diversified than compared to before the rehabilitation, which shows there is a new demand and therefore higher incomes.

## 2) Negative impact

The main negative impacts observed in Kambia are related to accidents with vehicles and to deaths of livestock caused by vehicles. In Port Loko, numerous deaths of livestock caused by vehicles and theft cases concerning crops or livestock were reported. Regarding the accidents implicating vehicles, after the rehabilitation, the roads became more passable, drivers felt safer and moved at a higher speed. Therefore, there are sometimes accidents implicating small animals and vehicles.

Villagers noticed that young people started economic activities. The first issue raised is that some of them can still go to school, but chose to work instead, as farmers, okada drivers or chose to move to bigger cities. Some young people, who were farmers before, also changed occupations, and began okada services. There is therefore less workers for the farming industry along the roads.

## 3) Major changes in the relationship with other villages

After the rehabilitation, it became easier for people living along the same road to meet more often and to have common activities. First, along every road, some villages became trading points, where most transportation would gather to link the road to the main road network. Therefore, people from surrounding villages would gather there to find transportation for themselves and the goods they want to trade or send to the market. Social events, such as traditional ceremonies, football galas, dances, and outings are organized regularly between villages along every road. This encourages conflict resolution if there are any, by creating a good atmosphere between villages.

**Table 3-23: Type of impact by district (number of occurrences)**

Type of impact	Details	Nb of occurrences	
		Kambia	Port Loko
Positive impact	Better public services	14	10
	More time / safer	10	5
	More community interaction	43	23
	More solidarity and economic/social groups	40	3
	Trading enhanced	20	45
Negative impact	Accidents	40	9
	Livestock killed (accidents)	40	38
	Increase of crime (theft of livestock or crops, etc.)	17	21
	Young people leave the villages for bigger cities or school for economic activities	25	8
	Overspeeding / Overloading	7	
	Too much demand for products		7
	Too many social activities	1	3
Other impacts	More social interactions	57	42
	More community work together	12	16
	Inter-village trade promoted	18	32
	Inter-village farming and working	13	26
	Formation of inter-village credit groups	4	

### 3.5.4 General impression concerning the road

#### 1) Water management

Overall, water management has greatly improved in both districts. Regarding the drainage systems, there are a few issues in Kambia, especially between Kabaya and Barikuya, where the drainage has been damaged by water. The culverts are the main issues along the roads. In Kambia, they are the origin of accidents and flat tires on some roads, whereas in Port Loko, especially between Gbomsamba, Makonday and Worreh Mapoteh, some of them are blocked and need to be repaired.

Water's impact on living conditions has greatly decreased in both districts, particularly in Port Loko where no problems were observed. In Kambia, some potholes or still water remain, but the overall condition has improved. In both district, the roads are not cut-off anymore, there are less potholes and less still water. In both district, the impact of rain has also decreased after the rehabilitation.

In both districts, there are no more vehicles stuck on the road or cut-offs, which were the most important issues. Still water issues have also importantly decreased, especially in Port Loko. However, other new issues have been noticed after the rehabilitation, such as problems related to surface culverts or cross-drainages. The main problems observed related to those facilities are flat tires and accidents. Interviewees often noticed that drivers were overspeeding and did not notice the culverts, which is one of the main causes of accidents.

**Tables 3-24: Impression regarding drainage and culverts**

Impression regarding the drainages	Nb of villages (sample size)		Issues regarding culverts	Nb of villages (sample size)	
	Kambia (10)	Port Loko (17)		Kambia (10)	Port Loko (17)
Good	80%	76%	No	60%	71%
Good, but needs to maintained	0%	6%	Some issues	40%	0%
Poor	10%	0%	Needs to be repaired	0%	29%
N/A	10%	18%			

**Table 3-25: Water management and living conditions**

Impact of water on life compared to before rehabilitation	Nb of villages (sample size)	
	Kambia (10)	Port Loko (17)
Negative impact reduced	60%	100%
Impact reduced, minor issues only	10%	0%
Less problems than before, but still some issues remaining	20%	0%
Rain damages the surface and drainages are destroyed	10%	0%

**Table 3-26: Decrease of issues when raining**

Do you have less problems when it is raining?	Nb of villages (sample size)	
	Kambia (10)	Port Loko (17)
Yes	100%	88%
No	0%	0%
N/A	0%	12%

#### 2) Road surface

Overall, almost all the interviewees noticed that the road surface has improved compared to before the rehabilitation. However, some roads experience issues with culverts, or do not have enough of them. On others, there is a need to start road maintenance. The interviewees mainly point out brushing and culverts. Between Barmoi and Manbolo road, the interviewees stressed out the importance of implementing

maintenance.

The main problems observed related to the surface are accidents, which are the most often linked to overspeeding, speedbumps, potholes and surface culverts. In Kambia, some vehicles experience flat tires, mainly because of the surface culverts.

**Table 3-27: Impressions regarding road surface**

Impressions concerning road surface	Nb of villages (sample size)	Main problems concerning the surface		
	Both Districts (26)	Kambia (13)	Port Loko (19)	
Good	62%	Accidents	69%	89%
Good, but maintenance needed	19%	Flat tires	23%	0%
Good, but some issues	15%	None	8%	11%
Maintenance needed	4%			

### 3.5.5 Routine maintenance

In both districts, almost all interviewees declared they had the intention to keep on implementing routine maintenance, even voluntarily, without financial incentives. In Kambia, between Masiaka and Fodaya, the rehabilitation had just finished, and the villagers, who are not yet aware of maintenance work, have not yet decided. Moreover, between Old Costom and Masiaka, the interviewees are ready to implement voluntarily maintenance for light works only, such as brushing.

**Tables 3-28: Intention to implement maintenance / Intention to implement maintenance voluntarily**

District	Nb of villages	Yes	Do not know	District	Nb of villages	Yes	Yes, for light works	Do not know
Kambia	10	90%	10%	Kambia	10	70%	20%	10%
PortLoko	17	100%	0%	PortLoko	17	100%	0%	0%

Most of the CBC members estimated that in order to sustain the maintenance system, they need maintenance funds, provided by a donor, or the local council. If there was no financial or material support for maintenance from MDGs or donors, a large part of CBC members do not think they would be able to continue implementing maintenance, especially in Kambia where they represent 60% of the CBC members interviewed.

The others consider implementing community farming (20% in Kambia, 38% in Port Loko). Community contribution is only considered by 15% of the interviewees in Port Loko. In Kambia, as temporary measures, the villagers think of asking the material or moral support of traditional authorities, or to implement basic work, such as brushing, unpaid. However, they stated it should remain temporary, and wish to find support from the MDGs or donors.

**Table 3-29: Sustainability of the routine maintenance system**

**Question: If there was no financial support, would you be able to sustain this system, and how?**

District	Nb of villages	Community farming	Motivate people with the support of traditional authorities	Community contribution	Basic volunteer work	No
Kambia	10	20%	10%	0%	10%	60%
Port Loko	13	38%	0%	15%	0%	46%

## Chapter 4 Interruption of the activity due to Ebola virus disease and measures

### 4.1 The occurrence state of Ebola

The Ebola virus disease was the outbreak originally in Guinea from about December, 2013 and the epidemic expanded fast to the West Africa area including Sierra Leone. The number of the infected people is the maximum in Sierra Leone in particular after the Ebola outbreak in West Africa. Thus, the project has been forced to interrupt temporarily and Japanese who related to project left Sierra Leone. It was recorded that 8,704 people in Sierra Leone was infected with Ebola so far and 3,589 of them was died<sup>4</sup>. The number of infected people was above two times in comparison with Liberia and Guinea where the damage was the greatest and human and social big damage was brought in Sierra Leone. The damage was serious in Kanbia and Port Loko districts for the project. In addition, domestic and international gazed on both districts as hot spots because both districts had continued the Ebola outbreak by the end. About the change of the situation of Ebola is taken up in detail in 4.2.

The number of patients became less than column as of September, 2015 and movement for revival, the development accelerates in Sierra Leone. "Recovery Plan" as an important pillar of the Ebola revival, the development policy of the country is devised with support of UNDP and World Bank, the future revival and development will be carried out based on this plan.

### 4.2 The Ebola outbreak and process of the influence on project

The project experts were forced to leave Sierra Leone due to the outbreak and expand the Ebola epidemic. Since possibility of evacuation outside of country was raised in about May, 2015, taking measures by GoSL and major international organizations, and by the project enforcement side are in the following.

- May, 2014 : There was a fatality due to the Ebola outbreak in Sierra Leone.
- June, 2014 : The expert of FR returned to Japan due to finish the period of forth field work.  
: Restricting the domestic movement was announced officially in Sierra Leone.
- July, 2014 : GoSL announced declaration of national emergency.
- August, 2014 : All JICA personnel including experts of CDCD project temporarily withdrawing from Sierra Leone.  
: WHO declared "Public Health Emergency of International Concern".
- September, 2014 : The period of the final field work was adjusted because a prospect of a passage to Sierra Leone didn't make. The fifth field work was changed to domestic work.
- October, 2014 : Staff of SLFO evacuated from Sierra Leone. The deadlines for implementation in this project contract was expanded.

One of the FR expert organized twice passages which are from May to June and from September to October, 2014. Although the first passage could implement on schedule, SLFO send the notification of domestic mobility limitation in Sierra Leone to JICA project. In addition, GoSL announced declaration of national emergency and consequently it was clear that the Ebola situation was in a crisis. Responding this situation, the second passage to field of the expert was decided not to implement in 2014. Finally, the all Planning Researcher who are SLFO staff evacuated from Sierra Leone excluding residents.

### 4.3 Transition of the Ebola situation

In the domestic work which the experts implemented in Japan after evacuation from Sierra Leone, The Ebola situation in Sierra Leone was constantly checked once two weeks and shared information among participants in the project. As contents of correcting information, the government focused transition of the number of Ebola patient and of regulation, and the support policy of major international organization by using Web site of the Japanese Foreign Ministry, WHO, and the Sierra Leonean Ministry of Health and

<sup>4</sup> As of 26 September, 2015, both of the deceased are infection confirmed case according to WHO announcement.

Sanitation, or local web media. In addition, not only correcting information on the internet but also sharing information with national staff directly. We requested the staff to report the situation if there are valuable information in the district for the project.

Increase/decrease the number of Ebola patient from about September, 2014 to September, 2015 and various the Ebola measures by GoSL and major international organizations are in the following graph.



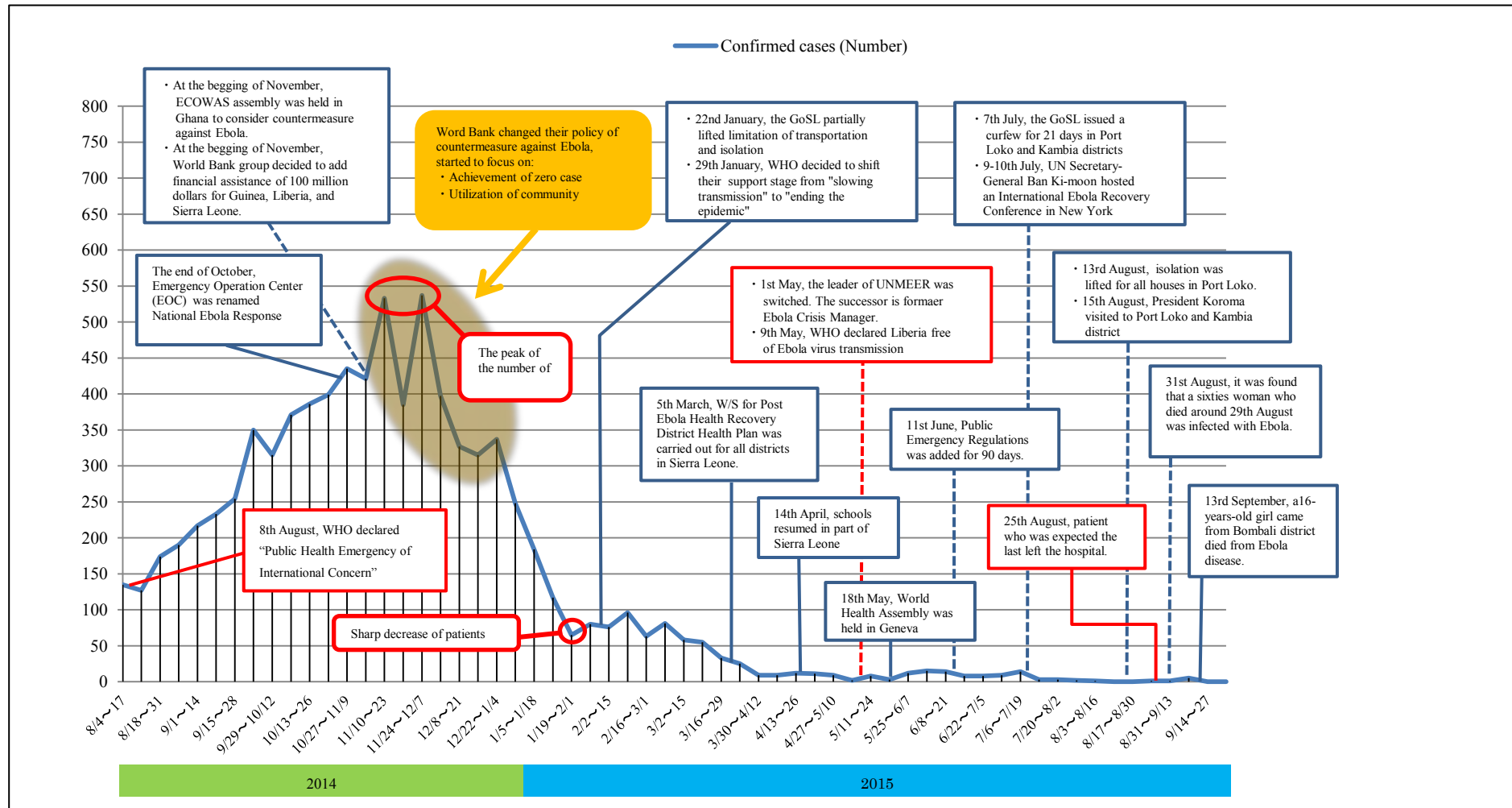


Figure 4-1: Transition of Ebola patients in Sierra Leone and various measures by GoSL and major international organization

The number of Ebola patients significantly increased from late in August, 2014 into middle of November, 2014. World Bank commenced to turn the Ebola measures policy so far from November into about December, 2014 during increasing the patients. As turned contents of that, WHO put stress on reduction of the number of significantly increasing patients, the treatment of the patient in large scale in Ebola Treatment Center (ETC), and on dispatch of prevention team from the center from May, 2014 to about October, 2014 but from November into about December, 2014, WHO transferred to put stress on the practical use of community treatment center and traditional ruler such as Paramount Chief and thorough prevention of infection for the purpose of achievement of zero Ebola patient. However it is not certain whether those measures by major international organization affected or not, the number of Ebola patient decreased greatly from late in December, 2014 into late in January, 2015.

However some increase/decrease the number of Ebola patient which were about 20-30 people was occasionally confirmed, the increase/decrease range of the number of Ebola patient became small in comparison with previous the range. Around this time, GoSL defused regulation of relevant Ebola and WHO turned support measures to a next stage. As a consequently, measures policy for post-Ebola were considered concretely in the government and related organization. In addition, the number of Ebola patient changed and moved about 10 patients around beginning of April, 2015. The Ebola measures was made full-scale such as the top of UNMEER( : UN Mission for Ebola Emergency Response) was switched to those who was formally Ebola Crisis Manager for Liberia in May, 2015 and WHO announced in May that Ebola had ended<sup>5</sup> in Liberia. Though the regulation of relevant Ebola was strengthened such as extension of the national emergency period, announcement of prohibits to go out ,and so on even though there were a few Ebola patient around middle of June to beginning of July, these movement are considered reinforced of measures toward a target of Ebola zero case.

Although the last Ebola patient left the hospital was the big topic around 25 August, it was reported that new Ebola infected person was found 31 August. Countdown for number of Ebola infected people zero was implemented since 26-27 in September, and termination declaration of Ebola will be planned to announce 8 November, 2015.

#### **4.4 The measure policy of activity planed after August, 2014**

When the last Japanese experts evacuated from Sierra Leone, there was no time to give a directions clearly for local C/P how they carry out the project activity until Ebola virus epidemic ends. Therefore, the project experts implemented i) to confirm contents of remaining work and possibility of continuation enforcement remaining work, ii) to issue a letter about immediate enforcement policy and work of project , and iii) to consider the immediate contents of the work inside the country after returning Japan.

After October, 2014, the information was collected in the remote control using mail or phone with C/P and national staff from Japan in the other hand the project activity on site was suspended because the payment and the activity cannot be guaranteed. In addition, the construction at Lot1 Port Loko district was planned to conduct as direct management construction by the DC but it was realistically difficult to inspect after end of construction and to pay to labor, material, and so on. For that reason, the construction was decided to implement after JICA resumes assistance and after declaration of the end of emergency against Ebola virus epidemic. Therefore, R/D of CDCD project and contract of this project were extended for one year until December, 2015.

The situation of project activities which was carried out by remoteness for the period which is after evacuation of experts from Sierra Leone up to the present is shown below.

---

5 The termination declaration of Ebola was given no retraction by WHO after Ebola patient found out.

**Table 4-1: The situation of project activities by remoteness after evacuation of experts**

Contents of activity	District	Period of implementation	provider	Situation of implementation
Remaining constructions	KB			Completed as planned
	PL	Lot1 :	PDC	<ul style="list-style-type: none"> <li>The DC formulated construction plan</li> <li>DC conducted after JICA resumed assistance.</li> </ul> < Reference > ANNEX0 : The contents of remaining construction at Lot1 Port Loko district
Defect inspection	KB	Beginning of September	KDC + Road Authority + National staff	<ul style="list-style-type: none"> <li>C/P sent construction company a letter before defect inspection.</li> <li>C/P and National staff visit to the site to conduct defect inspection.</li> <li>C/P and National staff made Inspection record after defect inspection and sent to experts.</li> <li>After confirmation of experts team, inspection record was sent to JICA Ghana office and confirmed.</li> </ul>
	PL	Lot1 : Beginning of October Lot2 : after middle of September	PDC, Road Authority + National staff	<ul style="list-style-type: none"> <li>C/P sent construction company a letter before defect inspection.</li> <li>C/P and National staff visit to the site to conduct defect inspection.</li> <li>I C/P and National staff made Inspection record after defect inspection and sent to experts.</li> <li>After confirmation of experts team, inspection record was sent to JICA Ghana office and confirmed.</li> </ul>
Impact assessment	KB	<ul style="list-style-type: none"> <li>Entry data/ analysis: August to middle of September</li> <li>Preparation of report: September to middle of October</li> </ul>	Experts	Made in Japan, Completed as planned
	PL		Experts	Made in Japan, Completed as planned
Making action plan	KB	From August to middle of September	DC	<ul style="list-style-type: none"> <li>Each DC formulated the draft and sent to experts by e-mail.</li> <li>The draft was revised contents as needed while contacting C/P and the staff after confirmation. The contents are as follows.</li> </ul> 1) Strategy and Planning of the activity of C/P after project 2) Budget Planning 3) Implementation Structure 4) Project of DPs table for application
	PL			
Maintenance monitoring	KB	February, 2015	DC	Nothing special
	PL			Nothing special
Revision of the district development handbook	KB		DC	Nothing special
	PL			Nothing special

#### **4.5 The influence that expansion of the Ebola epidemic gave for the implementation activity of the DC and field person concerned**

The expansion of the Ebola epidemic also affected in Port Loko and KDC and had trouble carrying out original activity. We summarized what kind of the influence activity came under by Ebola epidemic expansion each district by each district based on activity monitoring information in remote control by national staff of both district. As the detail contents, we compiled the activity related road most associated with the project, general activity in other DC, what kind of the influence that the Ebola epidemic gave for general activity about road and except road after classifying activity for Ebola measure, and what kind of activity the districts implements measure against the Ebola virus disease

##### **4.5.1 Port Loko**

###### **【Feeder Road】**

- DC was in the situation which is could not make a new contract of improving road, according to the influence of the Ebola virus epidemic. President Koroma addressed that GoSL not able to support even if a new contract made. In addition, He also told each DC that exiting the rehabilitation and maintenance of contract so far are continued to improve a condition.
- According to above notification from President, there was no expenditure for activity by RMFA in 2014.
- Work tools and rain outfits were short in whole Sierra Leone because of activation of the measures activity of the Ebola virus epidemic.
- The staff of DC was busy with the Ebola measure and the role of staff was changeable. Therefore, FR was in the situation that other than CBC worker could not be formed by the DC leadership.

###### **【General activity】**

- Ward Committee and Chiefdom Committee mainly implemented activity to select site of FR improvement and management and to form by community for Ebola virus measure.
- A new DDP was stranded to make in DC and DDP have not been changed the contents since 2014 based on the influence of the Ebola virus epidemic. Under such situation, a conference which are framework establishment of DDP, budget planning, and personnel adjustment was held with including all development partners. In the conference, they discussed what DDP should be reconsidered DDP. (5 June, 2015)
- The district health management team (DHMT) used to carry food and daily commodities to the isolation house the truck for leases for creating independent annual revenue of DC

##### **4.5.2 Kambia**

###### **【Feeder Road】**

- Food for Work report which is about to notify the progress status of maintenance and to request to continue a supply of food was planned to submit to WFP but the submission was delayed due to declaration of national emergency against Ebola virus epidemic.
- Report of the performance contract of important activity for each district by President and DC was stranded to make due to declaration of national emergency by WHO and GoSL.
- District Ebola task-force gave a direction to cancel the maintenance of the road for all roads in the district in the first week of May due to increasing of Ebola patient in Masungbala Chiefdom.
- KDC monitored the development project activity including FR of World Bank.
- After rain season, KDC is consistent with enforcement of Post-Ebola Recovery Plan and plans to exchange a contract with a construction company in order to commence activity of constant maintenance. (as of September, 2015)
- The repair of the Mambolo road by the development project of the third sector is progressing now.

###### **【General activity】**

- The independent annual revenue of DC is in the poor situation because expansion of Ebola virus epidemic hit to Sierra Leonean economy.

#### 【Ebola measures】

- Staff of DC engaged in official Ebola contact tracking in “Ebola Health Management Taskforce”.
- KDC and the health management team enforced activity of Ebola measures under support of international medical donor such as WHO and IMC. Support projects by those donors were consistent with framework which was built by community level organization related CDCD such as VDCs, CBCs, and WDCs and was implemented.
- KDC was needed that the contents of sectors which are important in Post-Ebola Recovery Plan are reviewed district development plan.
- Ebola measure team of district temporally prohibited a joint work and group work.

There were many infections and fatality due to the Ebola epidemic in Port Loko and Kambia districts. In view of such situation, President and NERC planned “Operation Northern Push” toward target districts of northern Sierra Leone by the direction and it was enforced as an intensive support of Ebola measure.

#### 4.6 The Ebola measure by other donor projects

The other donor resumed existing development project and commenced new projects of recovery support. The situation of projects in Port Loko and Kambia district respectively are as follows

##### (1) Port Loko

- a RPSDP of World Bank resumed the work of FR restoration operations which was planned until November, 2015 (unexpended fund last year is diverted)
  - b FR improvement component of RFCIP (phase 2) by IFAD is expanded target districts from 4 districts except Port Loko and Kambia to 13 districts and is been carrying out.
  - c In NaCSA, FR restoration operation of SLCDD (phase2) by IDB assistance is implemented for 4 districts.
- As for restoration operation by IFAD and RPSDP, DC supports that follow of routs which have been planning since the Ebola crisis and enforcing is prioritized. Although RPSDP continued FR restoration operation, new budget of 2015 have not been ensured yet due to above reason.
  - A meeting under the auspices of MDAs, DC, and facilitator which was newly installed is planned to hold and the meeting with NaCSA which is related to establish tool-bank.

##### (2) Kambia

- a The restoration operation of 5 Lot project with precedence of Road Authority and work plan are commenced.
  - b RPSDP of World Bank resumed the work of FR restoration operations which was planned until November, 2015 (unexpended fund last year is diverted)
  - c FR improvement component of RFCIP (phase 2) by IFAD is expanded target districts from 4 districts except Port Loko and Kambia to 13 districts and is been carrying out.
  - d In NaCSA, FR restoration operation of SLCDD (phase2) by IDB assistance is implemented for 4 districts.
  - e The classroom constructions (8 constructions in Magbema, 2 constructions in Samu, 1 construction in Masungbala, and 1 construction in Tonko Limba) by UK-DFID assistance is been carrying out.
- The first Joint Coordination Committee under the auspices of KDC was hold with including other donor in August, 2015 and all MDAs took part in the committee.
  - WFP enforced monitoring of road which is improved by CDCD model work in August, 2015
- Repairing work of FR in Mambolo is in progress.

## Chapter 5      Lessons Learned and Challenges on Feeder Road Rehabilitation Project

### 5.1 Activities carried out by local councils after the Ebola Outbreak

#### 5.1.1 Progress of district development including feeder roads rehabilitation led by local councils

##### 1) General situation

After the Ebola Outbreak, Ebola control measures have become main activities of each local council. As the risk of Ebola transmission is diminishing, local councils resume district development projects of DDP and other projects funded by developing partners concerned. Food for Work project funded by WFP also resumes activities though it had been suspended for this partner's reason.

As for fund to budget of district government for financial year 2014, there had been delays in transfers of funds from central government to district government till September in 2014. Since this month, central government transferred funds for activities concerning Health and Solid waste management. As for performance contract, which prioritizes budget allocation in main activities of each local councils based on the contract with the President of Sierra Leone, has not been carried out for FY 2015 due to national budget deficiency. Local councils are under preparation of budget proposal for FY 2016 as of October in 2015.

As for personnel matters, there are personnel changes among district governments. In target provinces of the Project, CA in Kambia district, DCA in both districts and other staff are subject to periodical personnel change.

##### 2) Settlement of District Development Plan/ Annual Plan/ Budget plan

As for FY 2015 budget of Local Councils, based on Budget Call Circular issued in October in 2014, district budget proposal shall be composed of i) budget to be allocated from government including administration fee and expenses necessary for activities in decentralized sectors, and ii) DSDP2 funded by WB.

In comparison with FY 2014 budget of Local Councils, total amount of FY 2015 budget increased by 20% , especially, funds for Health and Social Welfare became double, probably to be allocated for measurement concerning Ebola control.

**Table 5-1: Initial budget for decentralized sector activities in FY 2015**

COUNCIL	Education	Library	Agriculture	Health			Rural Water	Soc Welfare	Un-conditional Block Grant	Support to Ward Committees	Total
				Primary Health	Secondary Health	Total					
Kambia	589,088	84,156	1,142,807	1,588,206	916,093	2,504,300	238,158	137,196	443,170	88,578	5,227,453
Port Loko	785,481	131,148	1,622,201	2,321,501	1,908,401	4,229,902	345,076	213,595	713,605	120,466	8,161,473
19 councils TOTAL	9,949,600	2,114,100	19,578,700	27,033,400	11,414,500	38,447,900	2,794,100	2,412,700	11,035,960	1,392,440	87,725,500

(Monetary unit: 1,000 Le) Referene: 1dollar = 4,300Le/ Unit : 1 USD=4,300 SLL

**Table 5-2: Initial budget for decentralized sector activities in FY 2014 (Reference)**

COUNCIL	Education	Library	Agricultur e	Health			Rural Water	Soc Welfare	Un- conditional Block Grant	Support to Ward Committees	Total
				Primary Health	Secondary Health	Total					
Kambia	328,933	62,004	927,039	580,818	824,673	1,405,491	131,913	36,731	256,318	76,336	4,630,255
Port Loko	473,629	96,625	1,311,850	848,989	1,717,954	2,566,943	204,285	57,639	412,730	103,817	7,794,460
19 councils TOTAL	5,922,300	1,557,600	15,659,000	9,886,300	10,275,400	20,161,700	1,773,700	655,500	6,382,900	1,200,000	73,474,400

(Monetary unit: 1,000 Le) Referene: 1dollar = 4,300Le/ Unit : 1 USD=4,300 SLL

In Kambia district, District Council prepared budget proposal in September, 2015, including fund for revision of DDP for FY 2015. Post-Ebola needs assessment survey and projects to be formulated based on the result of the survey shall be added to Revised DDP.

For FY 2016 budget, the framework of each Local Council was accepted at the end of October in 2015 by MLGRD.

### 3) Status of activities of feeder road project

#### i) Current outputs of feeder road project

Progress of four (4)-years feeder roads project under CDCD project is shown in table below.

**Table 5-3: Current situation of road rehabilitation and maintenance under four (4)-years feeder roads project**

District	Location	Length	Completion Date
Kambia	Lot 1: Kabaya – Barikuya Ward131- 132, Bramaiah Chiefdom	7.0Km	May, 2011
	Lot 2: Katateneh – Kasengeta Ward128, Tonko Limba Chiefdom	5.0Km	May, 2011
	Lot 3: Bena Junction – Kirima Ward 126, Masumbala Chiefdom	5.0Km	August, 2011
	Barmoi (Masori) – Mamboro road Ward 120, 121, 123	15.1 km	July, 2012
	Old Custom – Masiaka Junction Ward 124, Gbinleh Dixon Chiefdom	11.1 km	June, 2013
	Soloboromia – Mapotolon Ward 138, Samu Chiefdom	7.2 km	June, 2013
	Rokirima Bana – Kayakoh Ward 126, Masumbala Chiefdom	11.7 km	June, 2014
	Masiaka Luma – Fodaya Ward 127, Gbinleh Dixon Chiefdom	5.3 km	June, 2014
Port Loko	Gbomsamba - Mokonday Ward176-1 77, Buya Romende Chiefdom	12.7km	June, 2011
	Mathoir – Malelemba Ward 200, Masimera Chiefdom	11.8km	July, 2012
	Makonday – Makarankay – Worreh Mapoteh Ward 176, Buya Romende Chiefdom	10 km	June, 2013
	Mamalikie – Mathaineh Bana – Mamortor Ward 199, Masimera Chiefdom	N/A 3 culverts, 40m of Embankment	June, 2013

District	Location	Length	Completion Date
	Masorie Junction – Roline Ka Pa Bala Ward 199, Masimera Chiefdom	8.3 km	June, 2014 (interrupted*)
	Magbereketay – Kadele Ward 180, Sanda Magbolonton Chiefdom	9.3 km	June, 2014

\* As for Masorie Junction – Roline Ka Pa Bala section, construction work has been suspended due to lack of budgetary boost from Port Loko Local Council or RMFA.

Current situation of road maintenance (as of October 2015)

1. Port Loko district

- VDC and CBC was established for maintenance work of completed road shown in table above.
- Food for Work project funded by WFP had been suspended till summer in 2015. In August 2015, maintenance work of road and provision of food in return had resumed in two road lines. In September, Local Council and WFP monitored activities there. Daily maintenance work has been conducted in those two sites.
- For other road lines, autonomous maintenance work has not been confirmed.
- Truck crane provided from GOJ had partly broken, and not been repaired for use.

2. Kambia district

- VDC and CBC was established for maintenance work of completed road shown in table above.
- Food for Work project funded by WFP had been suspended due to affection of Ebola Outbreak. In September 2015, Local Council and WFP started monitoring for activity resume.
- Autonomous maintenance work has not been confirmed. From October 2015, end of rainy season, maintenance work is scheduled to be resumed.
- Truck crane provided from GOJ had been used for Ebola control measures. Now it has broken part, and waits for that replacement.

**ii) Road maintenance activities funded by RMFA**

Feeder road project required securing sufficient budget for autonomous activities by Local Councils after JICA project team left of the government of Sierra Leone. RMFA is one of possible available funds. Status of utilization of RMFA during the CDCD project is being suspended is shown below:

1. Port Loko district

- In June 2015, periodical road maintenance activities to be funded from RMFA were planned for total of four lines, two of them were selected considering economic impact (these two lines will be rehabilitated), and the others by BHN criteria.
- In July 2015, newly 7 million SLL budget allocations from RMFA were approved, and from this fund, selected contractor in procurement committee for road rehabilitation was paid by bank transfer.
- 80% of concrete pavement work has been completed as of middle of October, 2015.
- Planned feeder road maintenance work with utilization of RMFA covers 13 lines (total length is over 90 km) in all 7 chiefdoms in the district as of October 2015.

2. Kambia district

- 30% of FY 2015 budget from RMFA was already allocated to Kambia district by bank transfer. This will be expensed for maintenance work based on National Feeder Road Policy.
- In July 2015, newly 7 million SLL budget allocations from RMFA was decided, and from this fund, selected contractor in procurement committee for road rehabilitation was paid by bank transfer.
- In September 2015, in cooperation with PO and WE (with technical support from DE) bidding documents of road rehabilitation and periodical maintenance work funded by RMFA was modified and the Project received modified documents receipt from contractors. However, on 30<sup>th</sup> September 2015, RMFA issued notice of delay in contract exchange to KDC and stopped Local Council to use fund already allocated with its acceptance.



- Planned feeder road maintenance work with utilization of RMFA covers 13 lines (total length is over 90 km) in all 7 chiefdoms in the district as of October 2015.

### iii) Utilization of feeder road database and handbook

In Kambia district, District Council updated road database in cooperation with district transport authority and planned road development project based on the database. Other donor also utilized this database, and RPSDP funded by WB refers road selection process and way of procurement written in the handbook elaborated in CDCD project. In Port Loko district, selection criteria are considered along with the concept of database to decide target roads for rehabilitation funded by RMFA.

## 5.1.2 Outcome of Feeder Road Rehabilitation Projects

In May 2014, terminal evaluation was conducted for CDCD project. The output of feeder road rehabilitation project was described in the following section based on the result of the evaluation and monitoring.

### 5.1.3 Project Achievements and Outputs

Level of achievement of each activity in PDM is as follows:

#### **Achievement 1: The District/Rural Development Model in Kambia and Port Loko Districts is established through pilot and model projects.**

Final draft rural development handbook (3<sup>rd</sup> edition) was accepted till March 2014.

In July 2012, the Project revised PDM (version.3) and noticed the Rural Development Handbook (2<sup>nd</sup> edition) as the final version JICA project team concerned. Based on the lessoned learned, this 2<sup>nd</sup> edition handbook was elaborated led by counterparts. Including grammar correction, 2<sup>nd</sup> edition was finalized by the MLGRD/Project and completed with signature by the Minister in the end of May 2014. Revision system was established through a series of revision experience.

Proposal: Instead of the model described in the handbook elaborated through CDCD project, MLGRD itself establish practical district/rural development model based on experience of the C/Ps and lessoned learned obtained through development cooperation project including CDCD project and other project funded by donors.

During CDCD project had stopped temporarily due to the Ebola outbreak, District Development Model/ Handbook had not been revised. In Kambia district, DC had utilized a part of the Handbook for conducting Ebola control projects.

#### **Achievement 2: Capacities of District Councils and Ward Committees in Kambia and Port Loko Districts are developed for more effective and efficient District/Rural Development Management**

Index 2-3: Good practice of improvement of district council / ward committee work

Capacities of district council officers and ward committees' members for planning, implementation and monitoring of the road rehabilitation projects have been enhanced through experience of practical work in pilot projects/ model projects.

#### 1) District Council Officer

- Planning  
Selection process of candidate road section for rehabilitation or maintenance work had not been

established before CDCD project started in Kambia and Port Loko district as well as other districts in Sierra Leone. Through the OJT of CDCD project, capacity for planning of district council offices in Kambia and Port Loko district has been encouraged. In concrete, they conducted survey on current status of road including social economic situation of beneficial people such as Basic Human Needs, and made list of candidate road rehabilitation/maintenance projects with MDAs. They prioritized the projects and elaborated road development plan based on the list in collaboration with ward committee.

- **Survey and project design**  
District council officers conducted practical survey for road rehabilitation and maintenance project design in collaboration with MDAs. They engaged in project design and cost estimation in awareness of accuracy and punctuality.
- **Contract and implementation**  
District council officers checked contract documents carefully in awareness of transparency of projects, and completed a series of tasks on execution of agreement and necessary their works described in the contract for the projects implementation. Consequently, contracts were agreed within one (1) month and a half in average after determination of contractors receiving bids for road rehabilitation/maintenance work projects, even though some contracts took six (6) months in average till it was executed as tasks in conventional way did, and some failed to reach agreement.
- **Surveillance and monitoring**  
WEs (Works Engineers) have visited project sites for surveillance more frequently than before, consequently contractors became aware of improvement of quality and compliance with the contracts. Also, other district council officers went to the sites and reported the field note to DC, it made district council officers aware of importance monitoring of the projects and responsibility for the surveillance of the projects.
- **Maintenance**  
Before CDCD project started, people in the target sites had not been aware of importance of maintenance of rehabilitated road sections and incidental facilities, they had no idea what is maintenance. Also, in the district council, the implementation of road maintenance systems has not been established, and responsibility for the maintenance had not been assigned within the DC.

In the Project, CBCs were elected as the persons in charge of road maintenance among the inhabitants along the road.

District council officers in Kambia and Port Loko district enhanced their capacities for participatory rural development project on road maintenance through a series of activities such as formation of community organization on road maintenance, technical assistance to CBC, monitoring and evaluation of road rehabilitation activities and report to District Council. They use RMF, allocated fund from the State, as the resource for these activities.

## **2) Ward Committee (WC)**

Ward Committee members collect necessary information for community development plan and sensitize VDC and community members in cooperation with District Council officers. Instead of District Council officers, WC plans community road development projects, surveillance of participatory road maintenance activities, like channel connecting communities with District Council.

Current situation:

1. **Planning:** Ward Committee members continue to utilize feeder roads list and selection criteria of

target road sections as a part of feeder road maintenance activities. Feeder roads list has been reviewed based on the current situation of roads.

2. Contract and implementation: WC implements the projects following a part of procedure and system for procurement described in the district development Handbook.
3. Maintenance: WC forms VDC and CBC for the maintenance of road, and uses fund from WFP, RMFA, etc. for continuity and expansion of road maintenance activities.
4. Implementation system: WC in Kambia district continues to review feeder road list and select road based on the list and criteria in cooperation with district department of Ministry of Transport. And in both districts, information sharing on feeder road projects with MDAs and other donor project related persons is active.

#### **5.1.4 Expected activities to be implemented by C/Ps till the Project will resume and current situation of feeder road project activities**

Achieved activities during the CDCD project and expected activities to be implemented by C/Ps till the Project will resume and challenges for those activities were discussed and written as of September, 2014. In October 2015, the current situation of expected activities was reviewed and after the CDCD project will resume, C/Ps will formulate an action plan based on the current implementation system.

**Table 5-4: Achieved activities and activities to be implemented during the Project stop period**

Achieved activities till 4 <sup>th</sup> year of the Project	Activities to be implemented during the Project stop period and Activities to be continued	Obstacles	State of activities as of October 2015
Point-1: Compiling lists / database of feeder roads (prioritization of the road project using selection criteria) Point-2: Formulation of District Development Plan on feeder road projects (three-years plan, annual plan)			
a) Draft feeder road lists of three (3) chiefdoms were compiled in collaboration with district department of Ministry of Transport b) Strategy on road development was prepared as district road plan in FY 2013 DDP	1. Compiling district feeder road list and its utilization 2. Formulation of district feeder road project plan (3 years plan, FY 2015 plan)  Continuing: Compiling and updating database and reflection of those changes in annual plan and DDP	1. Difficulty to ensure public budget allocation and donor fund for feeder road rehabilitation	1. In Kambia district, District Council updated road database in cooperation with district transport authority. Road for maintenance work was selected based on the database in both target districts. 2. Road projects have not been planned. → Some resources are available, such as budget allocation from RMFA.
Step III Preparation for Implementation stage Selection of target section Point: Prioritization of road project based on the criterias set			
a) Prioritization of section for rehabilitation based on the described procedure in the Handbook	1. Selection of target road for rehabilitation project based on the list prepared and result of prioritization  Continuing, following decided selection procedure of road rehabilitation section in the Project	1. Difficulty to ensure public budget allocation and donor fund for feeder road rehabilitation	1. District council and other counterpart institutions refer feeder road list and prioritization method for road project.
Step IV Implementation stage (1) Survey and design Point-1: Implementation of works on a schedule Point-2: implementation of works with care and accuracy			
a) WEs and district department of Ministry of Transport cooperate for the road project, differing by district.	1. Implementation of practical activities such as design and cost estimation by cooperative work of DC and district department of Ministry of	1. Difficulty to ensure public budget allocation and donor fund for feeder	1. In Kambia district, DCs and district department of Ministry of Transport continue activities cooperatively. In Port

Achieved activities till 4 <sup>th</sup> year of the Project	Activities to be implemented during the Project stop period and Activities to be continued	Obstacles	State of activities as of October 2015
b) Site survey, design and cost estimation of the road project are implemented by WEs supported by the CDCD project.	Transport Continuing: cooperative implementation of activities by DC and district department of Ministry of Transport	road rehabilitation 1. Officers concerned are so busy for other activities	Loko, cooperative monitoring continue, though engineer of district department of Ministry of Transport has been changed. In both districts, coordination meetings are held for keeping the cooperation.
Step IV Implementation stage (2) Bid tender Point/ Bid tender procedure ensuring transparency and accountability			
Tender document was prepared by procurement officers, WEs and district department of Ministry of Transport	i) setting work schedule ii) smooth preparation iii) ensuring transparency  Continuing: Bid tender preparation lead by DC	1. Difficulty to ensure public budget allocation and donor fund for feeder road rehabilitation 2. Officers concerned are so busy for other activities	1. In Kambia district, contractors are procured following the procedure written in the Handbook.
Step IV Implementation stage (3) Surveillance Point-1: Advice for proper construction work ensuring quality of the work Point-2: Observance of the schedule required			
a) Surveillance system was established, CoW was employed and role of parties concerned was clarified. b) Periodical reporting and information sharing system for surveillance was established.	1. Establishment of surveillance system for the construction 2. Reporting and information sharing on surveillance 3. Ensuring quality of the Work and observance of the schedule required  Continuing: Continue the activities described above	1. Difficulty to ensure public budget allocation and donor fund for feeder road rehabilitation 2. Officers concerned are so busy for other activities	1. Current situation is unspecified.
Step V Maintenance stage Maintenance Point-1: Continuing daily maintenance activities for rehabilitated road			

Achieved activities till 4 <sup>th</sup> year of the Project	Activities to be implemented during the Project stop period and Activities to be continued	Obstacles	State of activities as of October 2015
Point-2: Selection of the road based on the proper periodical maintenance and implementation of maintenance activities			
<p>a) Daily maintenance activities were introduced for the rehabilitated roads</p> <ul style="list-style-type: none"> <li>• Implementation of CBC training</li> <li>• Formulation of Bylaws of VDC and CBC</li> <li>• Management of maintenance activities, establishment of monitoring system</li> </ul> <p>b) Provision of technical advice from district department of Ministry of Transport</p>	<p>1. Daily maintenance activities: maintenance by CBC for the rehabilitated road</p> <p>2. Periodical maintenance: Review of feeder road list and selection of road for maintenance based on the result of prioritization</p> <p>Continuing: expansion of maintenance system, review of feeder road list</p>	<p>1. Difficulty to ensure public budget allocation and donor fund for feeder road rehabilitation</p> <p>2. Officers concerned are so busy for other activities</p>	<p>1. In both districts, VDC/CBCs were established, not only for target road of CDCD project, but for target road of the other project.</p> <p>However, continuous maintenance activities utilizing the funds such as FfW of WFP are not expected and few voluntary activities are confirmed for maintenance.</p> <p>2. Periodical maintenance activities are implemented continuously using RMFA.</p>

WE: Works engineer, DE: SLRA District Engineer, PE: CDCD Project Engineer, FO: Finance Officer



# **ANNEX**





**ANNEX: Collection of Ebola crisis-related data**

The Sierra Leone	
From 17 September to 30 September, 2015	<ul style="list-style-type: none"> <li>✓ No new confirmed cases were reported from Sierra Leone in the week to 20 September. Over 700 contacts have been identified in association with the previous week's reported case from Bombali.</li> <li>✓ As 829 contacts were out of quarantine at Sella Kafia village in Kambia district, The quarantine was lifted after finishing the period for 21 days.</li> <li>✓ 2 contacts who are from Kambia and Bombali respectively are missing and NERC continues to search by media such as radio, etc.</li> <li>✓ According to data of WHO, there were 5 confirmed cases of Ebola virus disease (EVD) reported in the week to 13 September in Sierra Leone. Although there were 2 confirmed cases of Ebola virus disease widely reported late in August and 13 September ( both patients died.), in the WHO data, we can confirm a fact that there were several Ebola patients except above 2 patients. ※According to NERC · WHO infirmaton</li> </ul>
From 3 September to 16 September, 2015	<ul style="list-style-type: none"> <li>✓ <b>4 September</b> : Fleet of Ambulances to boost the restoration of basic health Services Post-Ebola As President, Dr. Ernest BaiKoroma launches Health Recovery Agenda, big boosts for Government hospitals countrywide. A key component of restoring basic health services is the referral system. The Ministry of Health and Sanitation has announced the distribution of Thirty Five (35) brand new Ambulances to all government hospitals nationwide amidst excitement and relief from District Medical Officers, Medical Superintendents, and Matrons. <a href="http://news.sl/drwebsite/publish/article_200528131.shtml">http://news.sl/drwebsite/publish/article_200528131.shtml</a></li> <li>✓ <b>7 September</b> : Post-Ebola Recovery needs Critical Steps Deputy Minister of Health and Sanitation 1, Mr. Foday Sawi has described the Ministry's Post Ebola Recovery Plan as comprehensive enough to produce the necessary impact but which requires critical steps to get it translated into positive actions that would produce results. He was speaking at the Wusum Hotel conference hall in Makeni during the close of his Ministry's three-days District Workshop to develop operational plans for the implementation of the Health Sector Recovery Plan. <a href="http://news.sl/drwebsite/publish/article_200528140.shtml">http://news.sl/drwebsite/publish/article_200528140.shtml</a></li> <li>✓ <b>8 September</b> : Health Ministry Poised to Establish Sierra Leone Centre for Disease Control/National Institute for Public Health Establishment of a National Public Health Institute in Sierra Leone. It can be recalled that the President, Dr. Ernest Bai Koroma has reiterated his commitment to the setting up of a Public Health Agency that would improve the health of the population and response to future public health threats. <a href="http://news.sl/drwebsite/publish/article_200528144.shtml">http://news.sl/drwebsite/publish/article_200528144.shtml</a></li> <li>✓ <b>15 September</b> : New Ebola patient was found in Bombali district AFPBB reported a 16-year-old girl died from Ebola disease September 13 in Makeni city, Bombali district. Ebola patients in the district had been confirmed no record of Ebola for six months. National Ebola Response Centre (NERC) denied the connection between this girl and 67-years-old patient who was found in Kambia district. People of around this girl is being following-up. This girl didn't go out the district recently. <a href="http://www.afpbb.com/articles/-/3060299">http://www.afpbb.com/articles/-/3060299</a></li> </ul>
From 20 August to 2 September, 2015	<ul style="list-style-type: none"> <li>✓ <b>20 August</b> : A Resilient Health System The Ministry of Health and Sanitation is organizing its 2015 Mid-Year Performance Level Review towards building a resilient health care delivery system in the country. The 2015 Mid-Year District and Central Level Performance Review will address review the performance of Directorates, Programs and District Health Management Teams for the first half of the year 2015 in order to establish the status of implementation of Ebola response and early recovery activities. The review also seeks to identify bottlenecks and implementation challenges to getting to zero cases of Ebola virus disease and restore essential health service. <a href="http://news.sl/drwebsite/publish/article_200528062.shtml">http://news.sl/drwebsite/publish/article_200528062.shtml</a></li> <li>✓ <b>21 August</b> : Statistics Sierra Leone Poised to Conduct 2015 Census</li> </ul>

The Sierra Leone	
	<p>Statistics Sierra Leone has expressed strong determination to conduct the 2015 population and housing census scheduled to take place between the 5th and 18th December, 2015. It is worthy to note that the 2015 Census is the 5th modern census ever conducted in Sierra Leone. Giving an update of the census process during a meeting at State House, Peter Bangura, Director of Demographic and Social Statistics who also doubles as Census Field Operations Coordinator said, the 2015 census is not just designed to deepen democracy and foster peace and stability in the country, but also to provide information for proper planning and monitoring government’s development framework. <a href="http://news.sl/drwebsite/publish/article_200528074.shtml">http://news.sl/drwebsite/publish/article_200528074.shtml</a></p> <p>✓ <b>28 August</b> : Health Recovery Plan Over the past few months, the Recovery and Delivery Team in the Ministry of Health and Sanitation has worked assiduously to map out resources, develop detailed operational plans at the programme level, and develop M&amp;E tools for the implementation of the Health Sector Post-Ebola Recovery Plan. The Ministry in collaboration with its partners, is organizing a three-day workshop for district stakeholders from August 27th to 29th, 2015. The main objective of the workshop is to support the DHMTs to develop operational plans and update their budgets for the implementation of the recovery plan in their districts, as well as to present and discuss monitoring tools developed by the Recovery Team. <a href="http://news.sl/drwebsite/publish/article_200528099.shtml">http://news.sl/drwebsite/publish/article_200528099.shtml</a></p> <p>✓ <b>31 August</b> : Training for Ebola survivals by NGO As Sierra Leoneans brace for the triumphant end of Ebola, many are still suffering from the negative psychological scars the deadly disease has created on their minds. It is against this backdrop that an organization known as Pink Cross Sierra Leone conducted two days training on Psycho-social counseling and Hygiene from 28th -29th August 2015. Pink Cross Sierra Leone is a humanitarian, Non Governmental Organization formed to promote advocacy, raising public awareness and sensitization campaign, provide psycho-social counseling and support to Ebola victims-survivors and orphans, and to implements health related programs. Pink Cross simply means crossing the mark of death. Pink Cross aimed to train Ebola survivals and use them to counsel other survivals. It is an approach wherein survivor meets another survivor to hear his or her own story and explain in details how she/he came in contact with EVD, what she/he went through and mechanisms that help him/her to recover from his/ her traumatic situation. Furthermore, the training is geared towards encouraging others to inculcate good hygienic practice within their respective communities.</p> <p>✓ <b>31 August</b> : To cope with Ebola in School Dr Christiana Thorpe, National School Reopening Coordinator in Sierra Leone is proud that no case of Ebola has been reported in any school throughout the country since schools re-opened in April until they closed few weeks back. Schools must continue to enforce hand washing and temperature screening measures,” Thorpe said adding, “Until we are at resilient zero, we cannot afford to be complacent.” UNICEF took advantage of the summer recess to train 10,000 teachers in psychosocial support so that the teachers have the skills to address the psychosocial needs of children impacted by Ebola. An accelerated curriculum has been developed to effectively address the learning needs of children within the abridged school calendar. <a href="http://news.sl/drwebsite/publish/article_200528104.shtml">http://news.sl/drwebsite/publish/article_200528104.shtml</a></p>
From 29 July to 19 August, 2015	<p>✓ <b>5 August</b> : The Governor of the Bank of Sierra Leone on Tuesday 4th August 2015 at the Bank Complex, Kingtom pledged his unflinching support to various commercial banks and financial institutions in the Post Ebola Recovery programme. <a href="http://news.sl/drwebsite/publish/article_200527995.shtml">http://news.sl/drwebsite/publish/article_200527995.shtml</a></p> <p>✓ <b>6 August</b> : The Office of the Clerk of Parliament hereby wishes to dispel rumors and to counter statements circulating the social media about a negotiation meeting in Parliament on Tuesday 4th August in advance of a motion for a six months extension of the State of Emergency. <a href="http://news.sl/drwebsite/publish/article_200528007.shtml">http://news.sl/drwebsite/publish/article_200528007.shtml</a></p> <p>✓ <b>11 August</b> : The Deputy Minister of Health and Sanitation II, Madam Madina Rahman has described the 1960 Public Health Act as extremely old and requiring an urgent review to making it responsive to the modern trends of public health planning and administration. <a href="http://news.sl/drwebsite/publish/article_200528027.shtml">http://news.sl/drwebsite/publish/article_200528027.shtml</a></p> <p>✓ <b>13 August</b> : Minister of Health and Sanitation, Dr. Abu Bakarr Fofanah has said that the newly launched Service Level Agreement (SLA) by President Dr. Ernest BaiKoroma would ensure equitable services in all 13 districts in Sierra Leone. Senior officials of the Ministry, Dr. Fofanah reiterated that the Service Level Agreement would ensure</p>

	The Sierra Leone
	<p>quality standard, avert duplication of efforts, strengthen monitoring of partners interventions at the district and local levels and ensures that significant proportion of donor investments reach the beneficiaries. <a href="http://news.sl/drwebsite/publish/article_200528033.shtml">http://news.sl/drwebsite/publish/article_200528033.shtml</a></p> <p>✓ 17 August : President Dr Ernest Bai Koroma on Saturday 15th August paid a working visit to Kambia and Port Loko districts to assess the impact of the respective district response teams and get firsthand information on efforts to move towards a resilient zero as the country makes a final push in eradicating the disease from every corner of Sierra Leone. President Koroma has called on the people of Tonkolili, Kambia and Port Loko districts to be monitors of the implementation of post Ebola recovery programs launched by government with support from development partners to drive social and economic recovery over the next 6 - 9 months, putting Sierra Leone back on the Agenda for Prosperity pathway and move the country towards a resilient zero. The president made this call over the weekend of 14th to 16th August 2015 during his working visits to those districts to reiterate the message of vigilance to attain and maintain a resilient zero for 42 days after the last Ebola patient would have been discharged from treatment center. <a href="http://news.sl/drwebsite/publish/article_200528045.shtml">http://news.sl/drwebsite/publish/article_200528045.shtml</a> <a href="http://news.sl/drwebsite/publish/article_200528044.shtml">http://news.sl/drwebsite/publish/article_200528044.shtml</a></p>
From 15 July to 28 July.	<p>✓ 15 July : The United Nations World Food Programme (WFP) welcomes Japan’s donation of US\$6 million to support WFP’s response in Ebola-affected Sierra Leone. WFP is also implementing a mobile cash transfer programme to provide two additional months of support to survivors, to allow them to purchase their own foods in local markets. This gives survivors more choice over the food they eat while boosting local markets, some of which were closed for months due to the Ebola outbreak and movement restrictions. <a href="http://news.sl/drwebsite/publish/article_200527927.shtml">http://news.sl/drwebsite/publish/article_200527927.shtml</a></p> <p>✓ 15 July : Standard Chartered bank launched Series 3 of its sponsored Ebola radio soap opera “Us Kayn Tin Dis’ on Friday 10th July 2015, at its Lightfoot Boston Street headquarters. Since the beginning of 2015, this soap opera has been running and it’s the bank’s continuous support to complement the Government’s effort in getting to zero new infection rate to end the fight against Ebola; by disseminating key messages of Ebola on 48 Radio Stations Nationwide. “With the follow-up public quiz on each episode, we have given Sierra Leoneans across the country an opportunity to win edible prizes, including 50kg bags of rice and five-gallon containers of vegetable oil on a weekly basis”. <a href="http://news.sl/drwebsite/publish/article_200527926.shtml">http://news.sl/drwebsite/publish/article_200527926.shtml</a></p> <p>✓ 21 and 24 July : President Ernest Bai Koroma Monday July 20 left for Malabo, Equatorial Guinea during which he will address the International Conference on Africa’s Fight Against Ebola under the theme “Africa helping Africans in the Ebola Recovery and Reconstruction”. The conference, which is being organised under the auspices of the Africa Union Commission (AUC), in collaboration with the governments of Guinea, Liberia and Sierra Leone is expected to bring together relevant and various stakeholders to share experiences in the fight against Ebola and to discuss post Ebola recovery and reconstruction.</p> <p>The discussed contents in the conference is in the following : Political pressure of the African Union, the quick correspondence to a humanitarian crisis, the effective adjustment in various levels (a country and an area, medical care and logistics), cooperation with the private sector, improvement of international unity consciousness, appropriate and enough leadership, the diversification of the domain of a core expert group, the training of the health worker of the severeness influence area, the spot placement plans such as experts, the ability construction such as hometown volunteers and the cost-effectiveness, the application of the solution that local rooted in for the local problem, the correspondence to local priority issues, improvement of the unity consciousness of Pan-Africa.</p> <p>✓ 22 July : MOHS Service Level Agreement Compliance by Implementing Partners Supporting the Health Sector : The Service Level Agreement (SLA) recently launched by His Excellency the President, Dr. Ernest Bai Koroma was developed in consultation with a broad range of stakeholders with overwhelming support for its implementation. The Government of Sierra Leone fully understands and appreciates the importance of partnership in the rebuilding of the health sector and the fundamental principles that underpin the implementation of the Agreement towards achieving its desired goal. The Ministry of Health and Sanitation wishes it to be known that the Service Level Agreement is with immediate effect subject to compliance by all partners and looks forward to the cooperation of all on the basis of accountability, transparency, country ownership, comprehensiveness to support government health facilities and quality standard of health care.</p>

		The Sierra Leone
		<a href="http://news.sl/drwebsite/publish/article_200527956.shtml">http://news.sl/drwebsite/publish/article_200527956.shtml</a>
From 23 June to 14 July, 2015	✓	<p>6 July: The President, Dr. Ernest Bai Koroma has urged all health development implementing partners to adhere to the provisions in the newly launched Ministry of Health and Sanitation Health Sector Service Level Agreement. Launching the Service Level Agreement (SLA) on Friday July 3, 2015 at the Miatta Conference Centre in Freetown, President Koroma described the occasion as a historic moment in Sierra Leone, and an initiative that would ensure transparency and accountability. The Ministry of Health and Sanitation, President Koroma said has the capacity to handle transparency and accountability, adding that the implementation of the SLA means there is “no business as usual” <a href="http://news.sl/drwebsite/publish/article_200527879.shtml">http://news.sl/drwebsite/publish/article_200527879.shtml</a></p> <p>✓ 8 July : The 21 days curfew declared by His Excellency Dr Ernest Bai Koroma in both Port Loko and Kambia districts has expired yesterday 7th July 2015. Report in the Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---July 8, 2015 <a href="http://health.gov.sl/wp-content/uploads/2015/07/Ebola-Update-July-8-2015.pdf">http://health.gov.sl/wp-content/uploads/2015/07/Ebola-Update-July-8-2015.pdf</a></p> <p>✓ 9 July : President Ernest Bai Koroma on Wednesday July 8th 2015 left for the United States of America during which he will address the UN Pledging Conference on Ebola on Sierra Leone’s National Ebola Recovery strategy and the bumpy road to achieving resilient zero infections. The president and delegation will return to Freetown on Saturday July 11th 2015. ( According to the article dated July 13, President Koroma was attending the International Post-Ebola Recovery Conference at the UN. About the contents of the address, please refer to the article; <a href="http://news.sl/drwebsite/publish/article_200527913.shtml">http://news.sl/drwebsite/publish/article_200527913.shtml</a></p> <p>✓ 13 July : DFID Minister Hon. Justine Greening said that UK government will continue to support the Government of Sierra Leone, building treatment centres, testing labs and training burial workers to get Ebola under control. In the recovery plan which is announced by President Koroma in the Spring this year, sets out two key priorities: The first is increasing economic development and jobs. The second priority of Sierra Leone is making adequate basic services available to all, particularly health, education and water. <a href="http://news.sl/drwebsite/publish/article_200527916.shtml">http://news.sl/drwebsite/publish/article_200527916.shtml</a></p>
From 4 June to 22 June, 2015	✓	<p>The Parliament of Sierra Leone, passed the extension of the Public Emergency Regulations (PERs): Constitutional Instrument No. 5 which was laid before Parliament on the 21<sup>st</sup> August, 2014; by majority of the Members present and voting with some dissenting views; that the regulations be continued and extended for another period of 90 Days; starting on the 11<sup>th</sup> June, 2015. <a href="http://news.sl/drwebsite/publish/article_200527756.shtml">http://news.sl/drwebsite/publish/article_200527756.shtml</a></p> <p>✓ The number of the patient was increased again in the first week in June from about the end of May in Sierra Leone where the Ebola virus disease appears to be rapidly receding with. The termination declaration of Ebola was given at the beginning of May in Liberia, but the condition must not be alerted the possibility to bring in to the Sierra Leone again. y be brought into the country again.</p> <p>✓ The Temne Community Development Council has observed their Jumah prayer on Friday, June 12th 2015 at the Jamieu Sheriff “Mende Central Mosque”. The Delegation which was led by the National President Alhaji Issa Catco Kamara, President of United Council of Imams Alhaji Yayah Deen Kamara, Paramount Chief of Lunsar, Bai Koblo Queen and other key stakeholders in the Temne Community described the courtesy visit of Temnes to a Mende Mosque as historic. In his remarks Alhaji Issa Catco stressed that the Ebola virus is no respecter of a tribe, race or religion that’s why members of the Temne Community Development Council thought it wise to join forces with other tribes to see that the Ebola virus is eradicated in the country. He appealed to various communities through the Imams, religious and other stakeholders to encourage people to adhere to the rules and regulations prescribe by the government and health experts in the country. <a href="http://news.sl/drwebsite/publish/article_200527787.shtml">http://news.sl/drwebsite/publish/article_200527787.shtml</a></p>
From 21 May to 3 June, 2015	✓	<p>Meeting with over 20 survivors at State House Monday 25 May, exactly one year since the first case of Ebola was laboratory confirmed in Sierra Leone, President Ernest Bai Koroma assured survivors of the dreadful Ebola virus disease of government’s readiness to provide them with the necessary social services till their lives return to normal. Prior to the Ebola outbreak, President Koroma said his government had meant well for the country when it introduced the free health care initiative. He reminded that whosoever holds a certificate of Ebola survival will equally benefit from the free health care services and will be treated with whatever illness he or she may suffer from gratis. Presenting a group of Ebola survivors to the president, Minister of Social Welfare, Gender and Children’s Affairs Alhaji Moijueh Kaikai disclosed that the survivors are</p>

The Sierra Leone	
	<p>planning a massive anti-stigma sensitization campaign. <a href="http://news.sl/drwebsite/publish/article_200527666.shtml">http://news.sl/drwebsite/publish/article_200527666.shtml</a></p>
From 30 April to 20 May, 2015	<ul style="list-style-type: none"> <li>✓ As of May 1, The Head of the United Nations Mission for Ebola Emergency Response (UNMEER) was changed to Peter Jan Graaff affirmed leader. He has since October 2014 served as Ebola Crisis Manager for Liberia, during which time the country's Ebola case numbers dropped to zero. Liberia is currently counting down to 9 May, when it will be declared free of the Ebola Virus Disease if no new cases present themselves. <a href="http://news.sl/drwebsite/publish/article_200527533.shtml">http://news.sl/drwebsite/publish/article_200527533.shtml</a></li> <li>✓ The experience on the Ebola outbreak and the fight against Ebola has taught us lessons. "One of the lessons learnt from the Ebola virus disease is that of having a strong and resilient health system" - Dr. Abu Bakarr Fofanah. The challenges are huge and like an ocean depth needed an urgent exploration, the Abu Bakarr Fofanah led Ministry of Health and Sanitation underscored the importance of building a resilient health system that would address the most immediate needs within its short, medium and long term Post Ebola Recovery Plan. The referral system in the Minister's Recovery Plan is going to be unique with the establishment of a National Ambulance Service. A unique ambulance service is that which is well equipped with a trained and qualified driver, personnel that would be able to give first aid advise while the patients awaits the arrival of the ambulance in some instances. <a href="http://news.sl/drwebsite/publish/article_200527577.shtml">http://news.sl/drwebsite/publish/article_200527577.shtml</a></li> <li>✓ Health and Sanitation Minister, Dr. Abu Bakarr Fofanah is currently in Geneva with an Eight-man high-powered team to participate in this year's World Health Assembly. The 68<sup>th</sup> World Health Assembly will focus on the effect of the Ebola Outbreak on the MDGs as well as other key global health issues relating to mental health, malaria immunization, among others. <a href="http://news.sl/drwebsite/publish/article_200527634.shtml">http://news.sl/drwebsite/publish/article_200527634.shtml</a></li> </ul>
From 9 April to 30 April, 2015	<ul style="list-style-type: none"> <li>✓ The community-based organization, Mill Street Elders and Youth Development conducts the public education activities which is prevention Ebola with funding from the United Nations Mission for Ebola Emergency Response (UNMEER) and support from Cap Anamur, a German medical Non-Government Organization, Bah's organization in Freetown. The project itself has four main components, including toilet disinfection, training 20 community inhabitants, promoting a hand-washing campaign and ensuring community ownership. The charity, Médecins Sans Frontières, has supported the training component. <a href="http://news.sl/drwebsite/publish/article_200527455.shtml">http://news.sl/drwebsite/publish/article_200527455.shtml</a></li> <li>✓ President Dr Ernest Bai Koroma in his capacity as Chairman and Leader of the All People's Congress party in April 14 swatted aside social media reports on the ongoing constitutional matter involving the former Vice President, and urged members of the party's USA branch to close ranks and focus on Sierra Leone's post-Ebola recovery efforts. The president outlined government's plan to reopen schools, strengthen the health sector, improve the educational system, ensure social protection for orphans, survivors, widows and widowers and also promote the private sector to make it more robust in terms of stimulating growth. These government's plan have been considered to be the problem that should be settled before the Ebola crisis, but the situation becomes more complicated after Ebola crisis outbreak, and the speedy response to these problem is required. <a href="http://news.sl/drwebsite/publish/article_200527461.shtml">http://news.sl/drwebsite/publish/article_200527461.shtml</a></li> <li>✓ The Special Representative of the UN Secretary General (SRSG) and Head of the United Nations Mission for Ebola Emergency Response (UNMEER), Ismail Ould Cheikh Ahmed, has welcomed the reopening of schools in Sierra Leone as a sign that the country was returning to normalcy. Mr. Ould Cheikh Ahmed acknowledged that all schools may not reopen at the same time. However, he encouraged teachers, communities and parents to educate children on Ebola prevention protocols."Children can be great social mobilizers," he said. Ms. Keita maintained that even children who were not in school before Ebola outbreak could also now get enrolled. "Investment in children is investment in the future of the country." In the Post Ebola policy, the motion which is including the development problems before Ebola crisis has appeared. <a href="http://news.sl/drwebsite/publish/article_200527465.shtml">http://news.sl/drwebsite/publish/article_200527465.shtml</a></li> </ul>
From 24 March to 8 April, 2015	<ul style="list-style-type: none"> <li>✓ One of the key messages that the President of Sierra Leone, His Excellency Dr. Ernest Bai Koroma has been taking around the country during his acclaimed social mobilisation efforts, is for survivors of Ebola Virus Disease to refrain from having sex with their partners for at least 3 months after their blood tested negative. In a similar vein, President Koroma has also been advising lactating female survivors to avoid breastfeeding their children. This is because even after survivors' blood samples tests negative, Ebola virus is known to survive for up to 3 months in male semen, female vaginal fluids and breast milk. <a href="http://news.sl/drwebsite/publish/article_200527384.shtml">http://news.sl/drwebsite/publish/article_200527384.shtml</a></li> <li>✓ A German International Non Government Organization Welthungerhilfe (WHH) has been applauded by the Government of Sierra Leone and Ebola Response Partners for</li> </ul>

	The Sierra Leone
	<p>their community driven approach towards the fight against Ebola as infection rate drops significantly across the country. Welthungerhilfe in collaboration with its local partner, RECTOUR has so far mobilized and trained over 500 Ebola volunteers at community level to intensify the fight against the Ebola Virus Disease within the Western Area urban and rural where many people got infected and died of the disease. The Ebola Volunteers have scaled up surveillance activities in the Western Area with the intensification of their house-to-house search programme that aims at weeding out the sick hiding in homes and mobilizing communities to defeat the Ebola Virus Disease (EVD). The Ebola Task Force Volunteers supported by Welthungerhilfe (WHH) also encourage behavioral change which can prevent transmission, such as regular hand washing with soap and water as several youths have been stationed in various community Ebola checkpoints. The National Project Coordinator for Welthungerhilfe Western Area Ebola Response Mafilah Kellie Marrah said community involvement towards the fight against Ebola is crucial and encouraged local stakeholders to embrace the initiative by ensuring zero infection rates in all the communities the organization operate. <a href="http://news.sl/drwebsite/publish/article_200527379.shtml">http://news.sl/drwebsite/publish/article_200527379.shtml</a></p> <ul style="list-style-type: none"> <li>✓ In March 30, UNICEF provided funds to Kailahun Government Hospital for 100 beds, 10 Wards, 2 Intensive Care Units, Delivery rooms, Operation theatre, Multi-purpose room, Conference room as well as offices and storage space. <a href="http://news.sl/drwebsite/publish/article_200527404.shtml">http://news.sl/drwebsite/publish/article_200527404.shtml</a> The hospital for malarial patient and expectant mothers is closed due to increasing rapidly of the Ebola heat patient (such as patients are not received treatment or medical treatment), and it is thought that heavy damage appeared until now. It is necessary to face a problem that treatment facilities for patients except the Ebola while examining post-Ebola measures and the number of Ebola is relieved.</li> <li>✓ In a Speech to mark the successful end of a 3-days Lockdown that has evaluated extent of Ebola crisis, the Head of State has informed the world that his APC-led Government will pay all school fees in public schools and examination fees for every single NPSE, BECE and WASSCE student for the next two years. Whilst informing that schools will re-open on 14th April 2015 as planned, H.E President Koroma proudly unveiled that under his leadership, "No tuition fees will be paid in public schools for the next two years". <a href="http://news.sl/drwebsite/publish/article_200527407.shtml">http://news.sl/drwebsite/publish/article_200527407.shtml</a></li> </ul>
<p>From 1 March to 16 March, 2015</p>	<ul style="list-style-type: none"> <li>✓ Freetown, Mar 5, 015 (MOHS) - A four day workshop on the development of Post Ebola Health Recovery District Health Plans has started at the Bank of Sierra Leone Bank's Complex at Kingtom in Freetown. Cross section of participants Organized by the Ministry of Health Directorate of Health Systems Strengthening, Planning and Information, the workshop aims at validating strategies and interventions proposed from the central level, and to develop district and hospital specific components of the Health sector Recovery Plan. Addressing the opening ceremony, Health and Sanitation Minister, Dr. Abu Bakarr Fofanah told participants that a Health Sector Recovery Plan has to be both national and sub national and calls for the active participation and involvement of the districts in building a resilient functional health system for Sierra Leone. The Chief Medical Officer, Dr. Brima Kargbo described the event as a platform to chat the way forward for a National Recovery Plan that will be presented to the Health Minister for the attention of government and its resourceful implementation. The Chief Medical Officer reiterated the need for the review of the 2010 National Health Sector Strategic Plan and the completion and submission of the National Recovery Plan in April 2015. <a href="http://news.sl/drwebsite/publish/article_200527292.shtml">http://news.sl/drwebsite/publish/article_200527292.shtml</a></li> <li>✓ Mar. 11, 015 (MOHS) –The Deputy Minister of Health and Sanitation, Madina Rahman has been speaking to Principals, Pupils, Head Teachers and Parents ahead of the re-opening of schools. She noted the concerns of parents and guardians for the safety of their children is the Government's priority ahead of the re-opening of schools; pointing out that the aspect of sanitation, hygiene, cleaning of the compound and classrooms, provision of safe drinking water, learning materials and school feeding programme among other areas of concern have been prioritized by government. She admonished pupils and students to refrain from stigmatizing their colleagues who have survived the virus, and appealed to them to demonstrate empathy, and embraced them as heroes and heroines in the school and the communities they live. <a href="http://news.sl/drwebsite/publish/article_200527315.shtml">http://news.sl/drwebsite/publish/article_200527315.shtml</a></li> <li>✓ It is now very clear to most observers that the Ebola situation in the North and West of Sierra Leone has been worsening in recent weeks. On Thursday March 12th 2015 has come news that an American citizen is now being urgently flown out of the country having caught Ebola as part of rising cases here. This news of an American being infected comes just within 24 hours of the news on Wednesday that a British citizen had also been infected with Ebola whilst working to help Sierra Leone. Several British citizens are</li> </ul>



The Sierra Leone	
	<p>now under close observation for Ebola. Furthermore, the report that a lone case has been reported in Nieni Chiefdom, Koinadugu district, after several weeks of supposed no new incidents in that chiefdom, has brought forth a suspicion that NERC has not been effective in terms of surveillance for the Ebola virus in previously affected areas. <a href="http://news.sl/drwebsite/publish/article_200527322.shtml">http://news.sl/drwebsite/publish/article_200527322.shtml</a></p>
From 16 January to 5 February, 2015	<ul style="list-style-type: none"> <li>✓ In January 16, the Ministry of Health and Sanitation has held its one day Review Meeting on the Developed Draft Plan by the Health Sector Steering Group for post Ebola activities. Dr. Abu Bakarr Fofanah in his opening speech, re-affirmed government's commitment and support in ensuring that health professionals work in a conducive environment to deliver the necessary impact ahead of the post Ebola period. Dr. Fofanah commended the Technical Team, and health development partners for the commitment demonstrated in the fight to building a resilient system for health in Sierra Leone, and encouraged the different technical groups to effectively participate in the Review process with a view to producing a resourceful product. He expressed gratitude and appreciation to WHO for the central role played in the process including the World Bank, UNICEF, ADB, UNFPA WFP and other partners, both international and local NGOs for their continued support to the Ministry, the government and people of Sierra Leone.</li> <li>✓ The President of the Republic of Sierra Leone Dr. Ernest Bai Koroma on Thursday 22 January 2015 removed ban on traveling and movement across Sierra Leone. Addressing the nation last evening on the Sierra Leone Broadcasting Cooperation (SLBC), President Koroma disclosed that the country has taken a downward trend in the fight against Ebola and it was timely for restrictions on movement is eased to support economic activity. Further President Koroma said they will still embark on the second phase of the Western Area Surge, as they have decided to ease the restrictions on trading hours in the Western Area. However, President Koroma supported the initiative of the District Ebola Response Centers and local authorities to enhance community surveillance and community watch efforts.</li> <li>✓ President Koroma said as they move towards their target of zero cases, by 31st March, hazard pay for Ebola Response Workers and health workers will be removed at the end of March. He informed that they will be reviewing the needs of the sector as a whole, to ensure transition towards a stronger and more resilient healthcare system.</li> <li>✓ President Koroma went on to say they are putting modalities in place for the safe re-opening of schools and the target date is the third and fourth week in March. "Towards this, we have designed a Schools Re-opening Programme that will ensure the following actions" he maintained. "Satisfactory water and sanitation facilities at schools; providing educational institutions with thermal sensors; "school feeding programme, education provisions in place for girls who became pregnant during Ebola period and are unable to return to school; and supplementing teaching and learning at all levels through broadcast programs until we have had zero cases for 42 days will be included".</li> <li>✓ He reiterated that until our neighbor in Liberia and Guinea have had zero cases for 42 days, unless the surveillance capacity firmly remain in place so that no new cases can go beneath the radar and until the government built the capacity and resilience in our healthcare system to break the chain of transmission and prevent future outbreaks, the fight against the scourge is not over. <a href="http://news.sl/drwebsite/publish/article_200527054.shtml">http://news.sl/drwebsite/publish/article_200527054.shtml</a></li> <li>✓ Professor Gevao attributed the success story to the increase in laboratories and Holding and Treatment Centers across the country. "With 13 laboratories currently in use, suspected cases are now quickly diagnosed and confirmed cases taken to treatment centers without delay unlike at the initial stage of the outbreak," he furthered as he commended government and our donor partners for creating the facilities. "We are now training the man power to make diagnoses a turnaround from 22 to 8 hours; and to quickly disseminate results as soon they are finalized because diagnosing patients is a very critical step in the fight," he said as he emphasized on people's attitude to ensure that the virus stops its spread through bad practices. Professor Gevao ended by emphasizing on strengthening surveillance, improving on capacity to diagnose future viral hemorrhagic fever and improving on human capacity for future outbreaks. "Revamping our health care system, improving on facilities and training at the College of Medicine and creating a new medical school will engender everlasting solutions," he disclosed. <a href="http://news.sl/drwebsite/publish/article_200527076.shtml">http://news.sl/drwebsite/publish/article_200527076.shtml</a></li> </ul>



	Port Loko	Kambia
From 3 September to 16 September, 2015	<p>8 September : Community Confidence enhances use of Health Facilities. One of the consequences of the Ebola outbreak in Sierra Leone is the mistrust established between health service providers and members of the respective communities. At the peak of the outbreak, many people refused to go to health centers for either examination or treatment no matter the level of illness. This situation was prevalent in the Port Loko District which inarguably recorded the highest numbers of Ebola related cases in the country. The manner in which some of the victims got infected with the virus sent out a number of conflicting messages. A notable one amongst such was the belief that many people contracted the virus at the various clinics, health centers, hospitals and other health facilities. Even though many voluntarily went or were conveyed for different illnesses other than Ebola, hundreds of lives were lost as a result of this unfortunate development. It therefore became a common option for natives to go for traditional treatments instead of any form of western medical services.</p> <p><a href="http://news.sl/drwebsite/publish/article_200528142.shtml">http://news.sl/drwebsite/publish/article_200528142.shtml</a></p>	<p>5 September : Putting 1,000 people in quarantine due to new Ebola dead.</p> <p>Based on Ebola dead of 67-year-old woman in Sierra Leone, the local authorities revealed that over 970 residents who were assumed to contact her are quarantine and observed. 48 of them, are not appeared a sign and the symptom of the Ebola at this point.</p> <p><a href="http://www.afpbb.com/articles/-/3059501">http://www.afpbb.com/articles/-/3059501</a></p>
From 20 August to 2 September, 2015	/	<p>31 August : Ebola has again broken out in Sierra Leone; this time in Sella Kaftha, a remote village in Tonko Limba chiefdom of Kambia district. A woman in her sixties died.</p> <p><a href="http://news.sl/drwebsite/publish/article_200528100.shtml">http://news.sl/drwebsite/publish/article_200528100.shtml</a></p> <p>Count of 42 days towards the WHO of the termination declaration just started after the last patient who was expected Ebola discharged from the hospital in August 25 in Sierra Leone.</p>
From 29 July to 28 August, 2015	<p>14 August: The Mamusa Declaration is perceived to be the beginning of the end of the Ebola fight in the Port Loko District, SLENA reports. It implies that there should be no other quarantine home in any part of the district from now on. These were the precise words of the Coordinator for the Ebola Response Centre (DERC) in Port Loko District, Hon. Raymond Kabia.</p> <p><a href="http://news.sl/drwebsite/publish/article_200528039.shtml">http://news.sl/drwebsite/publish/article_200528039.shtml</a></p> <p>17 August: President Dr Ernest Bai Koroma on Saturday 15th August paid a working visit to Kambia and Port Loko districts to assess the impact of the respective district response teams and get firsthand information on efforts to move towards a resilient zero as the country makes a final push in eradicating the disease from every corner of Sierra Leone.</p> <p><a href="http://news.sl/drwebsite/publish/article_200528045.shtml">http://news.sl/drwebsite/publish/article_200528045.shtml</a></p>	/
From 15 July to 28 July, 2015	<ul style="list-style-type: none"> <li>✓ As of 2015 Jul. 28, the cumulative confirmed cases are 1,484 cases.</li> <li>✓ An article in the Awareness Times dated July 4 : <b>Port Loko, July 13 (SLENA):</b> The District Coordinator of the Ebola Response Centre in the Port Loko District, Hon. Raymond Kabia has ordered the arrest and detention of two motor bike riders and a lady for transporting a sick man from Freetown to Port Loko. Two motor bike riders said the sick man was the pillion on the motor bike of one of them. The officers said the riders were going to bulldoze their way through the Check Point when compelled to a halt. The sick man condition has taken a sudden turn for the worse and he died there. The Coordinator and Team witnessed the</li> </ul>	<p>As of 2015 Jul. 28, the cumulative confirmed cases are 253 cases.</p>

	Port Loko	Kambia
	<p>swab process and the subsequent taking away of the remains for burial which was conducted by the Sierra Leone Red Cross Society. The security officers told SLENA in an interview that no one could actually tell how the suspects were able to go through the numerous Screening Points from Freetown to Gberray Junction where they ran out of luck and eventually intercepted. The District Coordinator ordered that Mohamed Kamara, Abdul Aziz Kamara and Mariatu Kamara be conveyed to the Isolation Home at Lungi Lol in the Kaffu Bullom Chiefdom and that the two motor bikes should be impounded to await the outcome of the swab result and will be destroyed if the result of the swab turns out positive. "We are not going to take chances this time around in our fight to flush the virus out of the district", the Coordinator emphasized. The three people from Freetown little realized that it was forbidding for a sick or dead person to be transported to and from the district as well as the corresponding penalties. Hon. Kabia said those who were conveying the now deceased person have contravened the law and will be liable to a jail term each.</p>	
From 23 June to 14 July, 2015	As of 2015 Jul. 14, the cumulative confirmed cases are 1,481 cases.	As of 2015 Jul. 14, the cumulative confirmed cases are 251 cases.
From 4 June to 22 June, 2015	<ul style="list-style-type: none"> <li>✓ As of 2015 Jun. 20, the cumulative confirmed cases are 1,477 cases.</li> <li>✓ The year-long Ebola outbreak in Sierra Leone has had a negative impact on measles and polio vaccination campaign in collaboration with UNICEF, WHO and other development partners. A monitoring team from UNICEF, the M &amp; E officer said fear of Ebola has restricted women not to take their children to the vaccination center in Port Loko. He said based on that, the necessary preventive measures are being put in place whilst at the same time tracing defaulters to encourage them to undertake the polio and measles vaccination. He said transportation is also another issue which needs to be addressed for future interventions. He said for every campaign to be successful and create the yielded impact in both community and national level, there must be better transportation put in place. They noted that for effective awareness raising and accepting whatever information in relation to health, the stakeholders at community levels should be involve. By using their children, wife, chiefs and other close relatives to preach messages, the villagers will believe in the message and there will be a strong confidence.</li> </ul>	As of 2015 Jun. 20, the cumulative confirmed cases are 244 cases.
From 21 May to 3 June, 2015	<ul style="list-style-type: none"> <li>✓ As of 2015 May 31, the cumulative confirmed cases are 1,456 cases.</li> <li>✓ Port Loko, June 1 (SLENA) - The Chief Executive Officer at the National Ebola Response Centre (NERC), Retired Major Palo Conteh is concerned over the re-emergence of the spread of Ebola within Port Loko district especially the Kaffu Bullom chiefdom that hosts the international airport, a key national asset. Conteh has stressed the need for more stringent measures to be adopted in ensuring spread of the Ebola virus is contained and completely eradicated from Port Loko. He made the statement during recent visit to the district which was necessitated by the last set of new Ebola cases that have all emerged within the district's Kaffu Bullom chiefdom that hosts the international airport. Responding to the reports presented to him, the Chief Executive Officer said the National Ebola Response Centre has closely been following the</li> </ul>	<ul style="list-style-type: none"> <li>✓ As of 2015 May 31, the cumulative confirmed cases are 230 cases.</li> <li>✓ There is no Ebola case since Ebola patient were confirmed in Jun. 2.</li> </ul>

	Port Loko	Kambia
	developments in the Port Loko District with delight, saying they were highly impressed when the district went through a first 21 days of no Ebola case and were even half way to the end of the second set of 21 consecutive days.	
From 30 April to 20 May, 2015	<ul style="list-style-type: none"> <li>✓ As of 2015 May 18, the cumulative confirmed cases are 1,448 cases.</li> <li>✓ In some Chiefdom in Port Loko, It is happened misdiagnosis of Ebola one after another. It has to do with the conflicting swab result of a young lady who died immediately after giving birth to a baby-boy. The Result that came out on Sunday 17th May 2015 says, the Lady was negative of Ebola. But by the end of the same Sunday, another swab result was issued out which declared the woman as Ebola Positive. Although the conflicting swab result is negative of Ebola after death of patient, the result was issued out as Ebola positive before burial. As a consequence, the District Coordinator for the Ebola Response Centre in Port Loko –Hon. Raymond Kabia and the Paramount Chief of Kaffu Bullom –PC Sheba Gberreh insisted for a re-do of the Laboratory Test. The two additional Tests that were conducted turned out to be Negative in contradiction of the first Test which was said to be Positive. As outlined by the Port Loko District Ebola Response Centre Coordinator- Hon. Raymond Kabia in an interview, the position of the District is that the Laboratory Tests on Ebola related cases should from now on, have a second and a possible third Test for all Ebola Positive Cases.</li> </ul>	As of 2015 May 18, the cumulative confirmed cases are 230 cases.
From 9 April to 30 April, 2015	<ul style="list-style-type: none"> <li>✓ As of 2015 April 27, the cumulative confirmed cases are 1,445.</li> <li>✓ Traditional healers and secret society members in Marampa Chiefdom, Port Loko district early on April called on THE SHEPHERD'S HOSPICE SIERRA to empower and involve them in to the fight against Ebola. They made this call during a one day meeting organized by The Shepherd's Hospice Sierra Leone for traditional healers and secret society members in Marampa Chiefdom at the Lunsar Town Hall. Shepherd's Hospice is a non-denominational Christian charity which aims at promoting palliative care and health development in Sierra Leone. The organization is operating in three chiefdoms in the Port Loko District which are: Marampa, Kaffu Bulom, and Lokomasama. Speaking at the meeting, Mr Babah Kanu the Chairman Council of Traditional Healers for Marampa Chiefdom said Marampa Chiefdom has been known as an Ebola danger zone and according other people the reason behind that is because those traditional healers still treat sick people secretly. He said though they have been working restlessly to see that Ebola is wiped out of their chiefdom, people are still calling them Ebola transporters. Mr Babah Kanu pleaded for help from the Shepherd's Hospice. He said "We the traditional healers and secret members want to be totally involved in the fight against Ebola as such; we are pleading to the Shepherd's Hospice Sierra Leone to help us with microphones, mobile phones, motor cycles, food and stipends as incentive."</li> </ul>	<ul style="list-style-type: none"> <li>✓ As of 2015 April 30, the cumulative confirmed cases are 225 cases.</li> <li>✓ However the number of patients are relatively few, compare with other districts, the patients are still increasing. As a result, Chiefdom in Kambia district is sometimes considered Ebola hot spot.</li> </ul>
From 24 March to 8 April, 2015	As of 2015 April 8, the cumulative confirmed cases are 1,443 cases.	As of 2015 April 8, the cumulative confirmed cases are 208 cases.
From 1 March to 16 March, 2015	<ul style="list-style-type: none"> <li>✓ As of 2015 March 13, the cumulative confirmed cases are 1,423 cases.</li> <li>✓ Mabessaneh Hospital in Lunsar have resumed services to the general public in a safe environment with the</li> </ul>	As of 2015 March 3, the cumulative confirmed cases are 191 cases.

	Port Loko	Kambia
	<p>collaborative efforts of the International Medical Corp (IMC), Doctors for Africa, the Italian Cooperation and the St John of God Brothers in Rome after it was shut down in the first week of October 2014. Speaking on the priorities as at now, the Chief Executive Officer said his management would pay special focus on the Triage in a view to enhance the facilitation of all sick persons to go through proper screening, identification and removal of Ebola suspects from the community and convey them to either a holding or treatment centre so as to stop the spread and terminate the mode of transmission of the virus. He said the next important aspect would be the welfare of the patients that will eventually be admitted in the hospital as lots of people have died and will continue to die in direct need of medical care, if proper medical interventions in terms of treatment and management are not mapped out.</p>	
From 16 January to 5 February, 2015	<p>✓ The Team which comprised of representatives from WHO, UNICEF, DFID AND NERC visit to Ebola hot spots in Port Loko. In Port Loko, the virus has not only claimed a huge number of lives, but has continued to spread in virgin grounds. Brigadier General Taluva of the NERC, said the purpose of the visit was for them to know what is actually required by the people of Port Loko to enable them end the fight against Ebola. The head of Delegation wondered why there were still so many Ebola cases from Port Loko in spite of all the facilities that have been made available in the district. He said the National Ebola Response Centre is therefore tempted to believe that arrogance, denial, indiscriminate movement of people, lack of or improper information on the realities of this Killer disease could be some or one of the key reasons for the ugly developments in the district. (quoted from an article in the Awareness Times dated February 4)</p> <p>✓ As of 2015 February 4, according to Ministry of Health and Sanitation, Government of Sierra Leon, the cumulative confirmed cases are 1,340 cases.</p>	As of 2015 January 29, the cumulative confirmed cases are 159 cases.

#### Reference

(17 September - September 30, 2015)

- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-14 September, 2015” (Vol 474)  
< [http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-474.pdf](http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep_Vol-474.pdf)> (Accessed 30 September, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-27 September , 2015” (Vol 487)  
< [http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-487.pdf](http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep_Vol-487.pdf)> (Accessed 30 September, 2015)
- National Ebola Response Centre (NERC), “National Weekly Ebola News Letter: 14<sup>th</sup> – 20<sup>th</sup> Sept. 2015”  
< <http://nerc.sl/?q=document-types/nerc-weekly-newsletter> > (Accessed 30 September, 2015)

- World Health Organization “Ebola Situation Report (23 September, 2015)  
<[http://apps.who.int/iris/bitstream/10665/185279/1/ebolasitrep\\_23Sept2015\\_eng.pdf?ua=1](http://apps.who.int/iris/bitstream/10665/185279/1/ebolasitrep_23Sept2015_eng.pdf?ua=1)> (Accessed 30 September, 2015)

(September 3 – September 16, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 16 September, 2015)
- “Sierra Leone News: Fleet of Ambulances to boost the restoration of basic health Services Post-Ebola” (September 4, 2015)
  - “Sierra Leone News: Post-Ebola Recovery needs Critical Steps-Sawi” (September 7, 2015)
  - “Sierra Leone News: Health Ministry Poised to Establish Sierra Leone Centre for Disease Control/National Institute for Public Health” (September 8, 2015)
  - “Sierra Leone News: 50 Days Post-Ebola: Community Confidence enhances use of Health Facilities” (September 8, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)- 1 September, 2015” (Vol 461)  
<[http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-461.pdf](http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep_Vol-461.pdf)> (Accessed 16 September, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-14 September, 2015” (Vol 474)  
< [http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-474.pdf](http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep_Vol-474.pdf)> (Accessed 16 September, 2015)
- World Health Organization “Ebola Situation Report (2 September, 2015)”  
<[http://apps.who.int/iris/bitstream/10665/183955/1/roadmapsitrep\\_2Sept2015\\_eng.pdf?ua=1](http://apps.who.int/iris/bitstream/10665/183955/1/roadmapsitrep_2Sept2015_eng.pdf?ua=1)> (Accessed 16 September, 2015)

(From 20 August to 2 September, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 2 September, 2015)
- “Sierra Leone News: Health Ministry Reviews Building a Resilient Health System” (August 20, 2015)
  - “Statistics Sierra Leone Poised to Conduct 2015 Census” (August 21, 2015)
  - “Sierra Leone Workshop to Develop Operational Plans for Health Recovery Plan ” (August 28, 2015)
  - “Sierra Leone News: Pink Cross Sierra Leone Sensitizes and Trains 250 Ebola Survivals” (August 31, 2015)
  - “Sierra Leone News: Children back to school with continued Hygiene Safety” (August 31, 2015)
  - “Sierra Leone News: Ebola Breaks Out in a Remote Tonko Limba Village” (August 31,2015)

- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-17 August, 2015” (Vol 446)  
< [http://health.gov.sl/wp-content/uploads/2015/08/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-446.pdf](http://health.gov.sl/wp-content/uploads/2015/08/Sierra-Leone-EVD-National-Sit-Rep_Vol-446.pdf)> (Accessed 2 September, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-1 September, 2015” (Vol 461)  
< [http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-461.pdf](http://health.gov.sl/wp-content/uploads/2015/09/Sierra-Leone-EVD-National-Sit-Rep_Vol-461.pdf)> (Accessed 2 September, 2015)
- World Health Organization “Ebola Situation Report (26 August, 2015)”  
< [http://apps.who.int/iris/bitstream/10665/183400/1/Ebolasitrep\\_26Aug2015\\_eng.pdf?ua=1](http://apps.who.int/iris/bitstream/10665/183400/1/Ebolasitrep_26Aug2015_eng.pdf?ua=1)> (Accessed 2 September, 2015)

(From 29 July to 19 August, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 19 August, 2015)
  - “Sierra Leone News: H. E. Koroma Zooms to One Day Ebola Summit” (July 21, 2015)
  - “Sierra leone News: Governor Raps on Post-Ebola Recovery” (August 5, 2015)
  - “Sierra Leone Parliament says: NO NEGOTIATION ON STATE OF EMERGENCY” (August 6, 2015)
  - “Sierra Leone News: Health Ministry wants Review of 1960 Public Health Act” (August 11, 2015)
  - “Sierra Leone News: Health Minister Presents Status of SLA for Implementing Partners Supporting the Public Health Sector” (August 13, 2015)
  - “Sierra Leone News: Mamusa Declaration marks “End of Ebola” in Port Loko” (August 14, 2015)
  - “Sierra Leone News: “We must stay the course” EBK urges Kambia & Port Loko (August 17, 2015)”
  - “Sierra Leone News: President Wants Citizens to help him Monitor Post-Ebola Plan” (August 17, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-28 July, 2015” (Vol 426)  
< [http://health.gov.sl/wp-content/uploads/2015/07/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-426.pdf](http://health.gov.sl/wp-content/uploads/2015/07/Sierra-Leone-EVD-National-Sit-Rep_Vol-426.pdf)> (Accessed 19 August, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-17 August, 2015” (Vol 446)  
< [http://health.gov.sl/wp-content/uploads/2015/08/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-446.pdf](http://health.gov.sl/wp-content/uploads/2015/08/Sierra-Leone-EVD-National-Sit-Rep_Vol-446.pdf)> (Accessed 19 August, 2015)
- World Health Organization “Ebola Situation Report (5 August, 2015)”  
< [http://apps.who.int/iris/bitstream/10665/181534/1/ebolasitrep5Aug2015\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/181534/1/ebolasitrep5Aug2015_eng.pdf?ua=1&ua=1)> (Accessed 19 August, 2015)
- World Health Organization “Ebola Situation Report (19 August, 2015)”

<[http://apps.who.int/ebola/sites/default/files/atoms/files//who\\_ebola\\_situation\\_report\\_19-08-2015.pdf?ua=1](http://apps.who.int/ebola/sites/default/files/atoms/files//who_ebola_situation_report_19-08-2015.pdf?ua=1)> (Accessed 19 August, 2015)

(From 15 July t 28 July, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 28 July, 2015)
  - “Sierra Leone News: JAPAN Ensures Vital Support to Ebola Survivors - WFP” (July 15, 2015)
  - “Sierra Leone News: Standard Chartered Continues Ebola Radio Soap” (July 15, 2015)
  - “Sierra Leone News: 3 arrested for conveying sick person to Port Loko” (July 15, 2015)
  - “UNMEER Sierra Leone Chief Gives Hope on Ebola” (July 16, 2015)
  - “Sierra Leone News: H. E. Koroma Zooms to One Day Ebola Summit” (July 21, 2015)
  - “MOHS Service Level Agreement Compliance by Implementing Partners Supporting the Health Sector” (July 22, 2015)
  - “EBOVAC-Sierra Leone Lectures MPs On trial Vaccine” (July 24, 2015)
  - “PRESIDENTIAL PHOTO NEWS: A Very Focused Leadership” (July 24, 2015)
- International SOS  
<<https://pandemic.internationalsos.com/ebola>> (Accessed 28 July, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-26 July, 2015” (Vol 424),  
<[http://health.gov.sl/wp-content/uploads/2015/07/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-424.pdf](http://health.gov.sl/wp-content/uploads/2015/07/Sierra-Leone-EVD-National-Sit-Rep_Vol-424.pdf)> (Accessed 28 July, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---July 26, 2015”  
<<http://health.gov.sl/wp-content/uploads/2015/07/Ebola-Update-July-26-2015.pdf>> (Accessed 28 July, 2015)
- World Health Organization “Ebola Situation Report (22 July, 2015)”  
<[http://apps.who.int/iris/bitstream/10665/180741/1/ebolasitrep\\_22Jul2015\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/180741/1/ebolasitrep_22Jul2015_eng.pdf?ua=1&ua=1)> (Accessed 28 July, 2015)

(From 23 June to 14 July, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 14 July, 2015)
  - “Mano River Union Will Overcome Ebola – Hope amidst Despair” (July 1, 2015)

- “UN Hosts Ebola Recovery Confab Next Week” (July 3, 2015)
- “Sierra Leone News: MOHS Health Sector Service Level Agreement Launched: President Koroma says: ‘No Business As Usual’ ” (July 6, 2015)
- “Sierra Leone News: WHO response to the Ebola Interim Assessment Panel report” (July 8, 2015)
- “Sierra Leone News: President Departs for UN Ebola Meet” (July 9, 2015)
- “Huge Rally to Support Sierra Leone President Koroma at UN” (July 13, 2015)
- “Britain will stay the course in Sierra Leone until Ebola is defeated – Address by DFID Minister Hon. Justice Greening” (July 13, 2015)
- “Address by His Excellency Dr. Ernest Bai Koroma President of the Republic of Sierra Leone to the Ebola Recovery Pledging Conference United Nations” (July 13, 2015)
- International SOS  
<<https://pandemic.internationalsos.com/ebola>> (Accessed 14 July, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-8 July, 2015” (Vol 406),  
< [http://health.gov.sl/wp-content/uploads/2015/07/Sierra-Leone-EVD-National-Sit-Rep\\_Vol-406.pdf](http://health.gov.sl/wp-content/uploads/2015/07/Sierra-Leone-EVD-National-Sit-Rep_Vol-406.pdf)> (Accessed 14 July, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---July 8, 2015”  
< <http://health.gov.sl/wp-content/uploads/2015/07/Ebola-Update-July-8-2015.pdf>> (Accessed 14 July, 2015)
- World Health Organization “Ebola Situation Report (8 July, 2015)”  
< [http://apps.who.int/iris/bitstream/10665/179196/1/roadmapsitrep\\_8Jul2015\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/179196/1/roadmapsitrep_8Jul2015_eng.pdf?ua=1&ua=1)> (Accessed 14 July, 2015)

(From 4 June to 22 June, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 22 June, 2015)
  - “Parliament Ratifies Public Emergency Regulations for Another 90 Days” (June 15, 2015)
  - “Sierra Leone News: Re-Emergence of Ebola Threatens Port Loko Vaccination” (June 15, 2015)
  - “Sierra Leone News: Muslims to Unite, Fast&Sensitize to end Ebola” (June 19, 2015)
- International SOS  
<<https://pandemic.internationalsos.com/ebola>> (Accessed 22 June, 2015)



- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-12 June, 2015” (Vol 380), <[http://health.gov.sl/wp-content/uploads/2015/06/Sierra-Leone-EVD-National-SitRep\\_Vol-380.pdf](http://health.gov.sl/wp-content/uploads/2015/06/Sierra-Leone-EVD-National-SitRep_Vol-380.pdf)> (Accessed 22 June, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---June 20, 2015” <<http://health.gov.sl/wp-content/uploads/2015/06/Ebola-Update-June-20-2015.pdf>> (Accessed 22 June, 2015)
- World Health Organization “Ebola Situation Report (17 June, 2015)” <[http://apps.who.int/iris/bitstream/10665/176148/1/roadmapsitre\\_17Jun15\\_eng.pdf?ua=1](http://apps.who.int/iris/bitstream/10665/176148/1/roadmapsitre_17Jun15_eng.pdf?ua=1)> (Accessed 22 June, 2015)

(From 21 May to 3 June, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 3 June, 2015)
  - “Sierra Leone Health Minister Fofanah Hosted by World Economic Forum” (May 21, 2015)
  - “As African Health Ministers Call for the Establishment for an African Center for Disease Control, Sierra Leone’s Health and Sanitation Minister Appointed Chairman” (May 22, 2015)
  - “Sierra Leone News: H.E. President Koroma assures Ebola survivors” (May 26, 2015)
  - “Sierra Leone News: ADB and NaCSA to support post Ebola recovery” (June 2, 2015)
  - “Sierra Leone News: Ebola at Lungi Airport’s Environs Concern the NERC” (June 2, 2015)
- International SOS, “Sierra Leone”(Last Updated: June 2, 2014), <[https://www.internationalsos.com/ebola/index.cfm?content\\_id=397&language\\_id=ENG](https://www.internationalsos.com/ebola/index.cfm?content_id=397&language_id=ENG)> (Accessed 3 June, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-30 May, 2015” (Vol 367), <[http://health.gov.sl/wp-content/uploads/2015/05/Sierra-Leone-EVD-National-SitRep\\_Vol-367.pdf](http://health.gov.sl/wp-content/uploads/2015/05/Sierra-Leone-EVD-National-SitRep_Vol-367.pdf)> (Accessed 3 June, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---May 31, 2015” <<http://health.gov.sl/wp-content/uploads/2015/06/Ebola-Update-May-31-2015.pdf>> (Accessed 3 June, 2015)
- World Health Organization “Ebola Situation Report (27 May, 2015)” <[http://apps.who.int/iris/bitstream/10665/172637/1/roadmapsitre\\_27May15\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/172637/1/roadmapsitre_27May15_eng.pdf?ua=1&ua=1)> (Accessed 3 June, 2015)

(From 30 April to 20 May, 2015)

Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 20 May, 2015)

- “Sierra Leone News: Imperative to End Ebola before Rains - UNMEER” (May 1, 2015)
  - “Pushing forward for a Teaching Hospital in Sierra Leone” (May 8, 2015)
  - “Sierra Leone News: President Koroma Receives New UNMEER Head” (May 19, 2015)
  - “Sierra Leone News: Minister Fofanah leads High-Powered delegation to WHO” (May 20, 2015)
  - “Sierra Leone News: Port Loko wants Double Lab Tests on New Ebola Cases” (May 20, 2015)
- International SOS, “Sierra Leone”(Last Updated: May 20, 2014), <[https://www.internationalsos.com/ebola/index.cfm?content\\_id=397&language\\_id=ENG](https://www.internationalsos.com/ebola/index.cfm?content_id=397&language_id=ENG)> (Accessed 20 May, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-18 May, 2015” (Vol 355), <[http://health.gov.sl/wp-content/uploads/2015/05/Sierra-Leone-EVD-National-SitRep\\_Vol-355.pdf](http://health.gov.sl/wp-content/uploads/2015/05/Sierra-Leone-EVD-National-SitRep_Vol-355.pdf)> (Accessed 20 May, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---May 18, 2015” <<http://health.gov.sl/wp-content/uploads/2015/05/Ebola-Update-May-18-2015.pdf>> (Accessed 20 May, 2015)
- World Health Organization “Ebola Situation Report (13 May, 2015)” <[http://apps.who.int/iris/bitstream/10665/170508/1/roadmapsitrep\\_13May15\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/170508/1/roadmapsitrep_13May15_eng.pdf?ua=1&ua=1)> (Accessed 20 May, 2015)

(From 9 April to 30 April, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 30 April, 2015)
- “Obama all set to Invite Leaders of Ebola Affected Countries” (April 10, 2015)
  - “President Koroma Heads to Washington DC” (April 13, 2015)
  - “Sierra Leone News: With UNMEER’s assistance, How Magazine Cut Community is Fending off Ebola” (April 15, 2015)
  - “Sierra Leone News: Shepherd Hospice Empowers Traditional Healers and Societal Members” (April 16, 2015)
  - “Sierra Leone Politics: President Urges for APC Unity so he can Focus on Post-Ebola Recovery” (April 16, 2015)
  - “Sierra Leone News: UNMEER Lauds School Reopening; says Sierra Leone set to end Ebola” (April 17, 2015)

- “Washington Post: Sierra Leonean President looking past Ebola to broad national recovery” (April 21, 2015)
- International SOS, “Sierra Leone”(Last Updated: April 30, 2014), <[https://www.internationalsos.com/ebola/index.cfm?content\\_id=397&language\\_id=ENG](https://www.internationalsos.com/ebola/index.cfm?content_id=397&language_id=ENG)> (Accessed 30 April, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-28 April, 2015” (Vol 335), <[http://health.gov.sl/wp-content/uploads/2015/04/Sierra-Leone-EVD-National-SitRep\\_Vol-335.pdf](http://health.gov.sl/wp-content/uploads/2015/04/Sierra-Leone-EVD-National-SitRep_Vol-335.pdf)> (Accessed 30 April, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---April 29, 2015” <<http://health.gov.sl/wp-content/uploads/2015/04/Ebola-Update-April-29-2015.pdf>> (Accessed 30 April, 2015)
- World Health Organization “Ebola Situation Report (29 April, 2015)” <[http://apps.who.int/iris/bitstream/10665/163829/1/roadmapsitrep29April15\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/163829/1/roadmapsitrep29April15_eng.pdf?ua=1&ua=1)> (Accessed 30 April, 2015)  
(From 24 March to 8 April, 2015)
- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 8 April, 2015)
  - “Sierra Leone News: Welthungerhilfe commended for community involvement in Ebola fight” (March 25, 2015)
  - “As Liberia suffers Danger of Survivors’ Transmission: Ernest Bai Koroma Warns Survivors to Delay Having Sex” (March 26, 2015)
  - “Sierra Leone News: 100 Beds Paediatric and Maternity Wards for Kailahun Government Hospital” (April 1, 2015)
  - “Sierra Leone Politics: After Ebola, Prosperity Agenda will go on: APC Gov’t to Give out Free Exercise Books & Pay all School Fees” (April 2, 2015)
- International SOS, “Sierra Leone”(Last Updated: April 7, 2014), <[https://www.internationalsos.com/ebola/index.cfm?content\\_id=397&language\\_id=ENG](https://www.internationalsos.com/ebola/index.cfm?content_id=397&language_id=ENG)> (Accessed 8 April, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-05 April, 2015” (Vol 312), <[http://health.gov.sl/wp-content/uploads/2015/04/Ebola-Situation-Report\\_Vol-312.pdf](http://health.gov.sl/wp-content/uploads/2015/04/Ebola-Situation-Report_Vol-312.pdf)> (Accessed 8 April, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---April 6, 2015” <<http://health.gov.sl/wp-content/uploads/2015/04/Ebola-Update-April-6-2015.pdf>> (Accessed 8 April, 2015)
- World Health Organization “Ebola Situation Report (1st April, 2015)” <[http://apps.who.int/iris/bitstream/10665/160376/1/roadmapsitrep\\_1Apr2015\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/160376/1/roadmapsitrep_1Apr2015_eng.pdf?ua=1&ua=1)> (Accessed 8 April, 2015)

(From 1 March to 16 March, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 16 March, 2015)
  - “Sierra Leone News: Post-Ebola Health Recovery District Health Plans Workshop Kicks off in Freetown” (March 6, 2015)
  - “Sierra Leone News: Mabessaneh Hospital Resumes Operation after three Months Shut down” (March 12, 2015)
  - “Sierra Leone News: Deputy Health Minister Interacts School Authorities, Parents and Pupils ahead of the re-opening of Schools” (March 13, 2015)
  - “Ebola Worsens As American & British Infected with Virus” (March 13, 2015)
- International SOS, “Sierra Leone”(Last Updated: March 16, 2014), <[https://www.internationalsos.com/ebola/index.cfm?content\\_id=397&language\\_id=ENG](https://www.internationalsos.com/ebola/index.cfm?content_id=397&language_id=ENG)> (Accessed 16 March, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-11 March, 2015” (Vol 287), <[http://health.gov.sl/wp-content/uploads/2015/03/Sierra-Leone-National-SitRep\\_Vol-287.pdf](http://health.gov.sl/wp-content/uploads/2015/03/Sierra-Leone-National-SitRep_Vol-287.pdf)> (Accessed 16 March, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---March 13, 2015” <<http://health.gov.sl/wp-content/uploads/2015/03/Ebola-Update-March-13-2015.pdf>> (Accessed 16 March, 2015)
- World Health Organization “Ebola Situation Report (4 March, 2015)” <[http://apps.who.int/iris/bitstream/10665/154189/2/roadmapsitrep\\_4Mar2015\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/154189/2/roadmapsitrep_4Mar2015_eng.pdf?ua=1&ua=1)> (Accessed 16 March, 2015)  
World Health Organization “Ebola Situation Report (11 March, 2015)” <[http://apps.who.int/iris/bitstream/10665/155082/1/roadmapsitrep\\_11March2015\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/155082/1/roadmapsitrep_11March2015_eng.pdf?ua=1&ua=1)> (Accessed 16 March, 2015)

(From 16 January to 5 February, 2015)

- Awareness Times < <http://news.sl/drwebsite/publish/index.shtml>> (Accessed 5 February, 2015)
  - “Sierra Leone News: Health Ministry Reviews Draft Plan for Post Ebola Activities” (January 19, 2015)
  - “Sierra Leone News: President Koroma Removes Ebola Restrictions” (January 23, 2015)
  - “Sierra Leone News: Sierra Leone Medical Scientist Warns Against Future Outbreak” (January 28, 2015)
  - “Sierra Leone News: NERC concludes visit to Ebola hot spots in Port Loko” (February 4, 2015)
- International SOS, “Sierra Leone”(Last Updated: February 05, 2014), <[https://www.internationalsos.com/ebola/index.cfm?content\\_id=397&language\\_id=ENG](https://www.internationalsos.com/ebola/index.cfm?content_id=397&language_id=ENG)>

(Accessed 5 February, 2015)

- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola virus disease-Situation Report (Sit-Rep)-04 February, 2015” (Vol 252), <[http://health.gov.sl/wp-content/uploads/2015/02/Ebola-Situation-Report\\_Vol-252.pdf](http://health.gov.sl/wp-content/uploads/2015/02/Ebola-Situation-Report_Vol-252.pdf)> (Accessed 5 February, 2015)
- Ministry of Health and Sanitation, Government of Sierra Leone, “Ebola Outbreak Updates---February 4, 2015” <<http://health.gov.sl/wp-content/uploads/2015/02/Ebola-Update-February-4-2015.pdf>> (Accessed 5 February, 2015)
- NHK News Web < <http://www3.nhk.or.jp/news/>> (Accessed 5 February, 2015)
- World Health Organization “Ebola Situation Report (4 February, 2015)” <[http://apps.who.int/iris/bitstream/10665/151311/1/roadmapsitre\\_4Feb15\\_eng.pdf?ua=1&ua=1](http://apps.who.int/iris/bitstream/10665/151311/1/roadmapsitre_4Feb15_eng.pdf?ua=1&ua=1)> (Accessed 5 February, 2015)