



ANNEX VI

EUROPEAN UNION

INTERIM NARRATIVE REPORT

23rd June – 23rd December 2020

Title of Action: Empowered Kenema District Council for Efficient Service Delivery to the Citizens”
SL/FED/2019/413-907



Photo showing the EU Ambassador, Ministers and Councils Officials at the proposed site of the Kenema Morgue

Kenema District Council

Table of Contents

1.0.	<i>Description</i>	4
2.0.	<i>Assessment of implementation of Action activities</i>	5
2.1.	Executive summary of the Action	5
2.2.	Results and activities	6
2.3.	Logframe matrix updated	26
3.0.	<i>Beneficiaries/affiliated entities, trainees and other cooperation</i>	64
4.0.	<i>Visibility</i>	65
	66

Acronyms

CA	Chief Administrator
CSOs	Civil Society Organisations
COVID-19	Corona Virus Disease -19
DHMT	District Health Management Team
DBOC	District Budget Oversight Committee
DPO	Development Planning Officer
EU	European Union
EPA	Environmental Protection Agency
KDC	Kenema District Council
KII	Key Informant Interview
MOHS	Ministry of Health and Sanitation
M& E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
LC	Local Council
MAF	Ministry of Agriculture
MDAs	Ministries Departments & Agencies
MSWGCA	Ministry of Social Welfare Gender & Children's' Affairs
MPs	Members of Parliament
NU	Njala University
SMS	Short Messaging System
PHUs	Peripheral Health Units
PMU	Programme Management Unit
WASH	Water Sanitation & Hygiene
SLRSA	Sierra Leone Road Safety Authority

1.0. Description

1.1 Name of coordinator of the grant contract: Kenema District Council

1.2 Name and title of the Contact person: Mr. Ahmed S. Koroma, Chief Administrator

1.3 Name of beneficiaries (ies) and affiliated entity (ies) the Action: Kenema District Council

1.4 Title of the action: Empowered Kenema District Council for Efficient Service Delivery to the Citizens

1.5 Contract number: SL/FED/2019/413-907

1.6 Start date and end date of the reporting period: 23rd June, 2020 – 31st December, 2020

1.7 Target country(ies) or region(s): Kenema District, Sierra Leone

1.8 Final beneficiaries &/or target groups¹ (if different) (including numbers of women and men):

The final beneficiaries are the 609,873 residents of Kenema District and potentially an additional 712,745 residents of the neighbouring councils of Kailahun and Kono districts.

The Target groups of the action in the Kenema District are the 28 core staff of the City and the district councils (5 female and 23 male), 90 officers of devolved sectors of both the City and the District Councils (76 male and 14 female), 44 councillors (10 female and 34 male), 11 members of parliament (1 female and 10 male), 945 subsistence farmers, 340 traders, market associations mostly women, 11 disabled groups, 40 civil society organizations (CSOs), 1500 local and tribal authorities, 250 ward development committees members, 27897 business proprietors and property owners.

1.9 Country(ies) in which the activities take place (if different from 1.7): Sierra Leone

¹ “Target groups” are the groups/entities who will be directly positively affected by the project at the Project Purpose level, and “final beneficiaries” are those who will benefit from the project in the long term at the level of the society or sector at large.

2.0. Assessment of implementation of Action activities

2.1. *Executive summary of the Action*

This report covers the first 6 months of implementation of the European Union funded project from 23rd June 2020 to 31st December 2020. The activities in the last six months focused on strengthening institutional and human resources capacity to deliver services and respond to the COVID 19 pandemic.

During the last six months, the Kenema District Council has rehabilitated and refurbished its old and dilapidated hall; trained health workers, provided and distributed essential materials and food for quarantine centres, fumigated markets, hospitals and other public places, distributed hygiene related materials across the district and engaged in massive sensitisation of the public on COVID 19. These coupled with the provision of essential equipment and capacity building trainings conducted to improve productivity and efficiency in the council have put the Council on a road to improving the general welfare of its residents.

The successful implementation of these activities has not only provided the Kenema District Council with the required experience and expertise to do even better but have contributed to reinforcing the image and credibility of the Council as a major player in the development and welfare of the people in the district. In other words, this action including the activities completed in responding to the COVID19 pandemic, the timely services delivered, and the increased capacity of responsiveness and efficiency created by the provision of essential equipment like vehicles and motorbikes, have cemented the undeniable impact and relevance of decentralisation in promoting democratic development and social progress. The implementation of these activities also contributed to improved visibility of EU's contribution to decentralisation and local development in Sierra Leone as the EU emblem was displayed on every item and at every activity.

Without doubt, the challenges have been many but as the report shows, most of these including resistance by other agencies to cooperate with the Council in the management of the grant, lack of understanding of the EU grant procedures and weak capacity of council staff, have been surmounted by the ingenuity and determination by the Kenema District Council whose approach to implementation has been rooted in transparency, accountability, partnership, collaboration and capacity building. This approach underscores the many achievements outlined in this report.

2.2. Results and activities

A. Results

The table below indicates the results for the overall actions during the reporting period.

Table 1: Progress Implementation Table

No.	Activity Description	Total Target	Baseline value	Achievement (during reporting period)	Completed %	Balance %
Result Area/Output 1.1: Kenema District Council's Capacity to apply the operating systems and procedures improved for effective service delivery including on covid-19						
A.1.1.1	Conduct 2 days workshops to provide induction training on financial & records management systems, procurement & budgeting	2	0	2	100%	0%
A.1.1.2	Conduct baseline survey to collect baseline information or data	1	0	1	100%	0%
A.1.1.3	Train and support the District Budget Oversight Committee (DBOC)	1	0	0	0%	100%
A.1.1.4	Establish a Website and Facebook page for the Council and ensure effective functionality	1	0	0	0%	100%
A.1.1.5	Conduct risk assessment on COVID-19 at all levels of healthcare facilities in the district	1	0	1	100%	0%
A.1.1.6	Register and maintain data on suspected or confirmed COVID-19 cases in the district	1	0	0	0%	100%
A.1.1.7	Print and distribute district level public health bye-laws on COVID-19	500	0	500	100%	0%
A.1.1.8	Establish functional community monitoring and social accountability system to receive citizens' feedback on services provided to them	1	0	0	0%	100%
Result Area/Output 1.2: A better resourced and effective Kenema District Council to respond to the Needs and Challenges of the District.						
A.1.2.1	Acquire 2 vehicles and 5 motor bikes for project implementation and monitoring	2&5	0&0	2&5	100%	0%
A.1.2.2	Procure computers and accessories for project implementation	20	0	20	100%	0%
A.1.2.3	Rehabilitate and furnish the Council's Hall to make it suitable for public events	1	0	1	100%	0%
A.1.2.4	Provide office furniture to improve effective office operations	20	0	20	100%	0%
A.1.2.5	Install internet connectivity for reporting and communication	1	0	0	0%	100%

A.1.2.6	Provide a standby generator at the COVID-19 Quarantine centre.	1	0	1	100%	0%
A.1.2.7	Provide hygiene resources such as Veronica buckets, hand sanitizers, gloves, liquid soap in strategic locations	5 sets	0	5 sets	100%	0%
A.1.2.8	Provide diagnostics test kits, mattresses, blankets, torch lights, batteries and toiletries for health workers and the quarantined to use in Quarantine centres for COVID-19	12 sets	0	12 sets	100%	0%
Result Area/Output 1.3 Human resource capacity improved to deliver sustainable services including those on COVID-19 to the citizens						
A.1.3.1	Train Councilors and staff in Decentralization and local governance	1	0	1	100%	0%
A.1.3.2	Train the COVID-19 Rapid Response team on contact tracing, monitoring and implementation of community level surveillance mechanism	4	0	4	100%	0%
A.1.3.3	Train medical and ambulatory teams in the management of COVID-19 infected persons.	1	0	0	0%	100%
A.1.3.4	Train and facilitate external study tours for council officials of Kenema Councils on their functional roles and decentralization	1	0	0	0%	100%
Result Area/Output 1.4 Strengthened mechanisms to network and dialogue with national authorities (National Institutions, MDAs, MPs etc.), with emphasis on effective decentralization process and prevention of COVID-19.						
A.1.4.1	Build capacity of the Council in the following competency areas: networking, policy advocacy, coordination, gender mainstreaming and communicating impact and stakeholder management.	1	0	0	0%	100%
A.1.4.2	Hold bi annual meetings with national authorities as part of a policy improvement loop	1	0	0	0%	100%
A.1.4.3	Document and share lessons learnt that can feed into national policy improvement.	1	0	0	0%	100%
A.1.4.4	Launch the EU programme in the District	1	1	1	100%	0%
A.1.4.5	Hold accountability sessions with the public through Community Radio discussions	1	1	0	0%	100%
A.1.4.6	Strengthen and ensure effective functioning of the District Inter Agency Forum	2	0	2	100%	100%
A.1.4.7	Organise regular experience sharing meetings with other Councils	1	0	1	50%	50%
A.1.4.8	Hold Radio discussions to strengthen community level sensitization including on public health bye-laws and COVID-19	24	0	20	83%	17%
A.1.4.9	Hold Coordination meetings with partners to provide guidance and modification to district level public health bye-laws for effective response to COVID-19	12	0	0	0%	100%

A.1.4.10	Conduct Information and behaviour change communication campaigns on COVID-19 using Public Address systems mounted on vehicles	10	0	10	100%	0%
A.1.4.11	Hold Community stakeholders' meetings on COVID-19 focusing on strategic community leaders including Paramount Chiefs.	12	0	0	0%	100%
A.1.4.12	Design, print and display Information, Education and Communication (IEC) materials on COVID-19 in strategic areas in the district	350	0	0	0%	100%
A.1.4.13	Provide SMS/MMS messages on COVID-19 to citizens through agreement with Telecom companies	1	0	0	0%	100%
Result Area/Output 2.1 Services improving food security and safety of citizens are provided in line with the Government's programme objective numbers 3, 4 and 5 of the QAERP on COVID-19.						
A.2.1.1	Train farmers in new agronomic practices	1	0	0	0%	100%
A.2.1.2	Procure and Install two multi-purpose giant milling machines in Simbaru and Dama chiefdoms.	2	0	0	0%	100%
A.2.1.3	Provide food and water in COVID-19 Quarantined centres	1	0	1	100%	0%
A.2.1.4	Provide ventilated Isolation tents and accessories for the prevention of COVID-19.	1	0	0	0%	100%
Result Area/Output 2.2: Farmers and traders linked to markets and other facilities including those on COVID-19.						
A.2.2.1	Construct 20 culverts and 8 bridges linking communities to markets	20/8	0/0	0/0	0%/	100%
A.2.2.2	Construct 2 boats with outboard machines for traders in riverine communities	2	0/0	0/0	0%/	100%
Result Area/Output 2.3: Modern markets with WASH facilities constructed in the Wards and operating sustainably						
A.2.3.1	Construct 2 modern markets WASH facilities indicatively in Blama-Small Bo Chiefdom and Mendekelema- Gaura Chiefdom	2	0	0	0%	100%
A.2.3.2	Provide sustainable waste management services around the modern markets	2	0	0	0%	100%
A.2.3.3	Disinfect and clean markets, lorry parks and other public places to prevent the spread of COVID-19.	1	0	1	100%	0%
Result Area/Output 2.4 Improved mortuary and funeral home, COVID-19 Preventive and Control services provided to citizens.						
A.2.4.1	Construct a funeral home with workshop for mortician and ambulance services and WASH facilities in Nongowa chiefdom to be managed under concessional arrangements with private sector actors.	1	0	0	0%	100%
A.2.4.2	Raise awareness on the funeral home services to users on the availability of the new facility	1	0	0	0%	100%
Result area/Output 2.5: Rural Water Sanitation and Hygiene (WASH) facilities provided in and around market facilities and specific areas in the chiefdoms						
A.2.5.1	Construct two Solar powered Boreholes within market facilities	2	0	0	0%	100%

A.2.5.2	Provide Water tanks at border entry points, market places and hospital/PHUs to be used to prevent COVID-19.	1	0	1	100%	0%
A.2.5.3	Partner with CSOs and NGOs to build the capacity of the required institutional structures for effective operation and maintenance of water facilities.	1	0	0	0%	100%
Result Area/Output 3.1: Tax collection systems (soft and hard ware systems) improved and optimized.						
A.3.1.1	Establish a functional property roll register (Cadastral) innovative low cost collection technologies and train relevant staff of Kenema District and City Councils	1	0	0	0%	100%
A.3.1.2	Build capacity of Council officials on the operation of relevant software systems	1	0	0	0%	100%
A.3.1.3	Sensitize communities on the relevance of paying taxes.	1	0	0	0%	100%
Result Area/Output 3.2: Council's own source revenue generation/investment increased, resources well managed and reinvested						
A.3.2.1	Construct a Modern hall with WASH and COVID-19 facilities for the Council to be managed under a concessional arrangement	1	0	0	0%	100%

Outcome 1: Kenema District Council has improved institutional capacity to deliver on its core mandate.

This outcome and outcome number 3 account for 40% of the total grant budget focusing on building capacity of the council, response to COVID 19 and support to revenue generation.

Indicator: *Number of Kenema district council staff whose performance in carrying out their roles and responsibilities has been improved:* target value- 32 staff performance level to be increased.

Indicator: *Number of council staff with comprehensive knowledge and skills on their operating systems and procedure:* target value – 32 staff members.

Prior to the implementation of the grant contract, the councils had most of the staff in post. However, the challenge was that a good number of them lacked basic knowledge in their key roles due to lack of training and induction. In the past, such trainings have focused on professional roles instead of competencies required to improve performance. As a result, this Action provided trainings to staff of council including devolved sector in key thematic areas such as public financial /grant management system, M&E, procurement, budgeting and records management. Two workshops were also conducted with Thirty-two (32) personnel (5 Female /27 Male) including staff of the devolved sectors of Agriculture, Rural Water, Education, Social Welfare, Youth, Solid Waste and Health, on the operating systems and procedures in local council. One approach employed also in these trainings, different to previous capacity building interventions, was to ensure that staff whose roles are related, or their work impinges on the other, were made to benefit from specific training together, in order to enhance understanding, cooperation and collaboration. Following the conduct of these trainings, there has been a significant improvement in staff performance as well as their confidence in working on their roles.

Indicator: *Number of health centres (treatment, quarantine and others) equipped to respond to the COVID-19 pandemic with EU support:* Target value- 30 health care centres

This Action was timely in enabling the Kenema District Council to reverse the fast rate of transmission of the COVID 19 pandemic. Initially, the Council lacked the resources to effectively influence the response mechanism which was floundering due to lack of coordination, resistance to new centralised structure and lack of trust. To address these challenges which were undermining the efforts toward zero infection, the Council facilitated coordination with key stakeholders including the District Health Management Team (DHMT) and the District Corona Virus Emergency Response Centre (DICOVERC). It led to risk assessment which was conducted across one hundred healthcare centres and the report revealed fifty were in dire need of support in order to adequately respond to the Covid-19 pandemic. In response, the Council equipped 15 health care centres with materials related to fighting Covid-19.

This was not without its own challenges as the DICOVERC had demanded that all resources for COVID 19 should be transferred to them. This caused some delays but with the intervention of the Council (with technical support of the PMU) through a meeting in which the terms of the grants were made clear to the partners and the resources available were made known to them. The meeting led to some understanding of the role of the council in supporting the DICOVERC which is a temporary outfit, and reinforced the need for collaboration.

Indicator: *Number of communities reached with printed materials on district level public health byelaws on covid-19:* Target values – 16 chiefdoms in the district.

To complement the fight against the COVID 19 in a society permeated with various conspiracy theories and deep-seated mistrust of public institutions following the Ebola outbreak experience, the Council prioritized the need for sensitization on the health regulations. The Council printed and

distributed materials to all 16 chiefdoms of the district with COVID-19 related byelaws. This intervention has enhanced public understanding of health emergency regulations in the district and contributed to reducing misunderstanding as well as transmission rates.

Indicator: *Number of diagnostic test kit (thermometers), mattresses, blanket, torchlight, batteries, and toiletries provided for health workers and the quarantined to use in quarantine centres for covid-19: Target value-* 12 set covid-19 materials

In addition to the COVID 19 challenges were the acute lack of diagnostic test kits, mattresses and blankets among others for people consigned to quarantined homes. The council procured 12 sets of COVID-19 materials including 50 thermometers, 80 mattresses, 150 blankets, 100 torch lights, 80 packets of battery, 40 cartons of toilet roll, 30 cartons of soap, 30 packets scrubbing brush, 15 cartons antiseptic, 30 cartoons air fresher, 25 pieces of trash towel and 25 pieces paper towel. These items were needed to capacitate public health personnel and support quarantine centres. In the absence of these items, covid-19 transmission rate was very high in the district but that was settled immediately these items were made available. The items were handed over to DICOVERC for distribution at quarantine centres and PHUs.

Indicator: *Number of council and devolved sector staff with access to transportation for administrative and field operations: Target value-* 40 staff members.

The lack of mobility had a paralysing effect on council operations, effectiveness and efficiency. More important is that the lack of vehicles and motorbikes undermined service delivery and revenue mobilisation efforts as staff could hardly reach field locations. Under this action, the Council procured two vehicles and five motorbikes to support the implementation and monitoring of the EU project and response to the COVID 19 pandemic. This intervention has strengthened the operational capacity of the Council to deliver and motor services, network with national and local stakeholders and promote responsiveness.

Outcome 2: *Citizens in Kenema District are reached with improved and sustainable services (Agriculture, Infrastructure and Water, Sanitation, Hygiene and COVID-19).*

Service delivery is at the heart of the decentralisation in Sierra Leone. The Kenema District Council provide a number of services, but these are few and far between due to the size of the population and the meagre resources devolved. This action is intended to complement efforts in service delivery focusing on agriculture, infrastructure, water, sanitation, hygiene and COVID 19.

This period witnessed a prioritisation of services that focused on reversing the spread of the COVID 19 pandemic and sanitation. Others such as agriculture and infrastructure were to be completed in the following period which will be consistent with the agriculture seasons.

Indicator: *Number of people at the quarantine centre with access to food and water through EU support: Target Value-* 88 people suspected of Covid-19 infection

The lack of adequate food and water was the major reason for the escapes from quarantine centres and the refusal of certain residents suspected of exposure to COVID 19 to cooperate with health workers. This compounded effort to contain the virus in the communities. As such, in order to complement the efforts toward reducing the number of transmission and treatment of the COVID 19 pandemic, the Council worked closely with its partners to identify priority food items. The Council then worked with local suppliers to secure reasonable prices at a time when businesses were hoarding goods. Through its partnership with the Kenema Traders Union, it was able to procure and supply sufficient amount of food items and water for a total number of 88 covid-19 suspected cases that were held in the quarantine centres. However, following the drop in the number of cases, especially that there were no persons at the quarantine centres towards the end of the year, the Council in consultation with the PMU/EUD decided to store the remaining items against mounting pressure from local health officials. Yet, given

the fact that some of the items may be prone to damage if kept for a longer duration and had been purchased in large quantities to maximise cost, the Council in consultation with the PMU and EU decided to hand them over to DICOVERC to distribute the items to quarantined homes with families under isolation and observation for exposure to COVID 19.

Indicator: *% of market, lorry parks and other public facilities users reporting safe and clean environment for preventing the spread of covid-19 and other infections with EU support: Target value- 70 %*

Preventing the spread of the COVID 19 pandemic also required improving the sanitation in public places such as markets. It was also important to raise public confidence in the use of these public places. In this regard, the Council disinfected and cleaned 4 main markets, 3 lorry parks and other public places including 6 Primary Health Units (PHUs) in the district under this grant. This intervention has led to the reduction of COVID19 cases, improved public health hygiene and public confidence in the efforts against the spread of COVID 19 in the district. It was observed that after disinfecting the markets, the number of traders using market facilities increased. It was estimated from the baseline survey that this confidence is at 70%.

Indicator: *Number of border entry points with water tanks through EU support*

The council procured water tanks and placed in various locations in the district as follows: Bandama check point, Eastern Polythenic, Mano Junction, Moala check point, Kenema Government Hospital, DICOVERC Office, Kenema District Council, Kenema Police station, Gaura, Normo, Tunkia, Small –Bo, Niawa, Gorama Mende, Malegohun Koya amongst others. The Council also ensures that these tanks are regularly filled with water and provided with soap. As a result, compliance with hygiene and to COVID-19 hand washing regulations jumped from 35% to 88% of the population.

Outcome 3: Kenema District Council's revenue base is increased through enhanced revenue collection, management and generation/investment.

The Local Government Act (2004) mandates the Local Councils to raise or generate revenue within their jurisdiction and deliver services to the citizens. However, technical challenges and the lack of a structured approach to assessing taxable property using robust systems, deny the Council of the much-needed revenue. This outcome solely focuses on devising innovative low-cost technologies and measures for the Council to collect more revenue and at the same time broaden the revenue base through some selected investments.

However, due to the implementation plan and prioritisation, this outcome is slated to be achieved in the second year.

B. Activities

Output 1.1. Kenema District Council's Capacity to apply the operating systems and procedures improved for effective service delivery including on COVID-19

A1.1.1: Conduct 2 days workshops to provide induction/refresher training on financial/grant management systems, M&E, procurement, budgeting and records management

This training took place on the 3rd and 4th August, 2020 at the Kenema District Council hall. The training was carried out by three facilitators under the supervision of the Project Management Unit (PMU)

Participants included the 14 core staff, two political administrative staff (Chairman and Deputy Chairman) and 16 devolved sector leads. The training contributed immensely to staff capacity building and has made huge difference in staff performance in key areas of financial/grant management systems, M&E, procurement, budgeting and records management and effective service delivery including on covid-19. Ultimately there is tremendous improvement in compliance with financial management regulations and other statutory requirements underlying the overall council operations.

Participant feedback of the relevance of the training was 85%, as it enhanced their capacity to deliver on their core mandate. The following aspects were pin-pointed by some attendees - knowledge in basic financial management, donor requirements and financial reporting; the use of the logframe as a monitoring & evaluation tool was quite challenging to almost all of the staff during the training, staff members demonstrated understanding of the concept based on their contributions.

(Photo showing participants in the training).



A.1.1.2: Conduct baseline survey to collect baseline information or data

This activity was conducted by a consultant in September 2020. The baseline study aimed to provide baseline information on the pre-grant situation and the targets and expectations for the coming years. It is a useful tool to track progress and evaluate impact. It is an essential data to provide strategic guidance for KDC's successful implementation of the project, by providing the necessary baseline information/data related to Outcomes, Outputs/Results Areas and Activities.

The results of the survey were used to ascertain the progress and impact of the action. The consultant was faced with challenge of accessing some parts of the district as he was using a motor vehicle that

could have motorable road network. This challenge was overcome by hiring motor bikes to ensure that all relevant areas were reached.

A.1.1.4: Establish a Website and Facebook page for the Council and ensure effective functionality

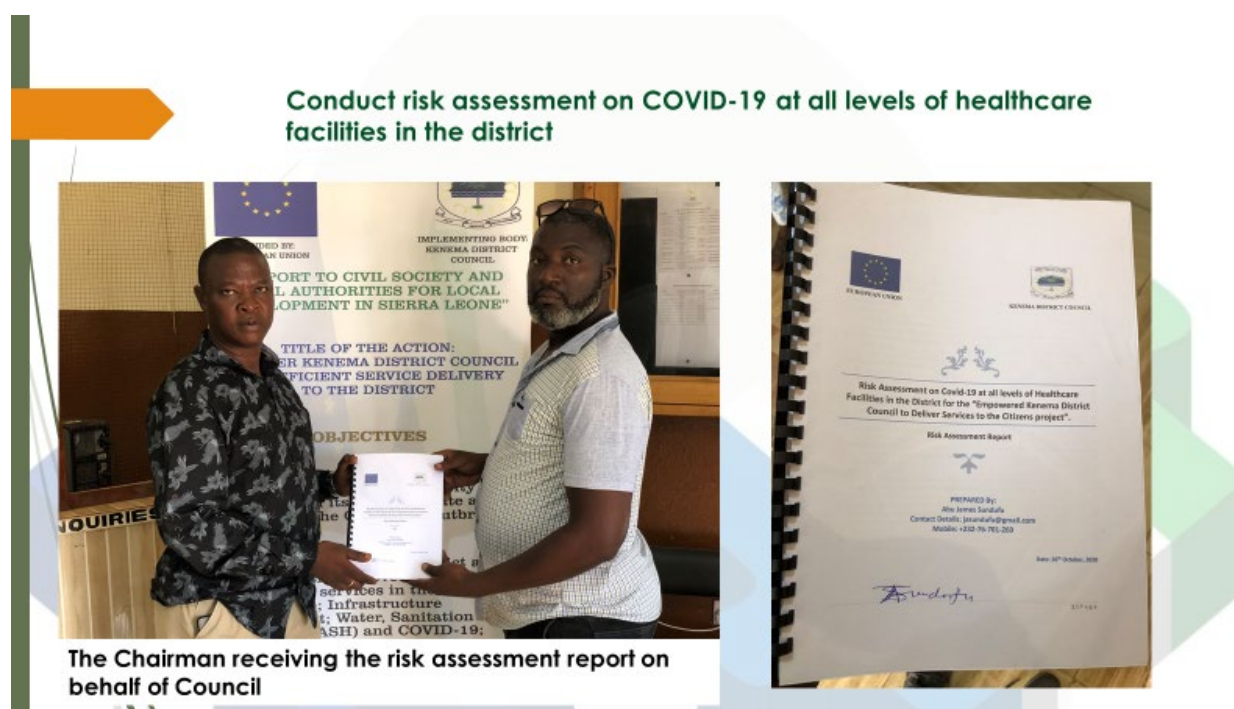
This activity is scheduled to be implemented in the second half of year one. The rationale is to allow the Council sufficient time to reflect on previous experiences with website development in collaboration with the Ministry of Information and Communication and the PMU.

A.1.1.5: Conduct risk assessment on COVID-19 at all levels of healthcare facilities in the district

This activity was conducted by a consultant under the joint oversight of Kenema District Council (KDC) and the District Health Management Team (DHMT) from the 9th October 2020 to the 22nd October 2020. The aim of this activity was to evaluate the response capability of health facilities in terms of adequacy in infrastructure, medical consumables, adaptability to new COVID protocols and other services as well as personnel to respond to increased cases of COVID-19. The assessment also was to ascertain the vulnerability level and institute adequate measures to improve their capacity to respond to pandemic in the district. The risk assessment targeted 100 peripheral health units (PHUs) that were assessed. It was found out that,

- 80% of the health facilities were not equipped to adequately and safely respond to COVID-19 cases.
- There was no information available on the capacity of health care facilities relative to the management of COVID-19 in the district.

The Health frontline workers endorsed the findings of the assessment, as it provided a solid understanding of the needs of the facilities and challenges in the response to covid-19 pandemic. Following this, the Council implemented the recommendations by providing facilities, trainings and other medical consumables. Copies of the report were made available to Council and other stakeholders through direct engagements and on radio. The results of the risk assessment led to the printing and distribution of 500 copies of health bye-laws on covid-19 to community stakeholders in the 16 chiefdoms on the 28th October 2020 (Activity 1.1.7. below).



A.1.1.6. Register and maintain data on suspected or confirmed COVID-19 cases in the district.
[This activity was not implemented due to the fact the DICOVERC was working on a framework for data collection. The framework is now available and the work will commence soon.

A.1.1.7: Print and distribute district level public health byelaws on COVID-19

In line with our strategy to strengthen the response and prevention pillars against the COVID 19 pandemic, the Council printed and distributed 500 copies of the byelaws to the 16 chiefdoms, sections, villages and communities, various social groups including women’s organizations, people with disability, civil society organizations and government agencies.

The distribution of the bye laws enhanced public understanding of the government’s public health regulations and particularly so, the measures to be followed in order to put an end to the pandemic in the district and beyond. The awareness increase by reason of the printing and distribution of the public health Bye law, has drastically reduced possibility to the spread of COVID-19 virus in the district. (Photo showing hard copies of the District Public Health Bye-laws)



Output 1.2. A better resourced and effective Kenema District Council to respond to the Needs and Challenges of the District including those on COVID-19

A.1.2.1: Acquire 2 vehicles and 5 motor bikes for project implementation and monitoring

The need for vehicle has been consistently highlighted as one of the major challenges undermining performance and service delivery in the Council. Through a tendering process reflecting the European Union standards, two Toyota Land-cruisers and five XL motor bikes were procured and delivered to the Council on 22nd October 2020 and 13th January 2021 respectively. Upon receipt and inspection of the vehicles and motorbikes for compliance with the tender process and specification, the Council also engaged an expert from SLRSA to provide useful advice on maintenance timelines and requirements. The council has plans to develop a vehicle maintenance and fleet management policy.

The availability of the vehicles has increased the effectiveness and efficiency of the Council in service delivery. For instance, one of the first assignments undertaken with the vehicles was to visit communities where we intend to undertake key EU funded infrastructural projects and to strengthen community stakeholders’ commitment to the action. There is a huge potential positive impact for revenue mobilization, supervision to improve the quality service delivery and monitoring. Access to the vehicles has also contributed to the capacity of the Council in networking with national stakeholders on policy.

However, the initial challenge that confronted the achievement of this activity was the insufficiency of the funds allocated to the budget line. This was realised following the evaluation of bids and the council was prodded to reallocate some funds from other lines consistent with EU procedures to make
August 2020

up for the short fall. Following consultation with the PMU, the EU was notified accordingly before completing the process.

A.1.2.2: Procure computers and accessories for project implementation

The lack of essential tools and equipment had been the main challenge undermining the effective and efficient running of the administration. Under this activity, the Council procured 20 desktop computers, 6 laptops, 1 scanner, 1 giant photocopier, 1 project and 6 printers. The set of equipment was distributed to staff including Chief Administrator, Finance Officer, Procurement Officer, Internal Auditor, Deputy Chief Administrator, IEC Officer, Development and Planning Officer, Valuation Officer, Admin Officer, Works Engineer, M&E Officer, Gender Officer, Human Resource Officer, Accountant, Chairman, Deputy Chairman etc. To ensure effective use and safety of the equipment, the Council will be engaging an ICT expert based at the Eastern Polytechnic College to assist the Council develop an ICT Equipment utilisation safety policy. This is to ensure that the longevity of these equipment as previous experience has shown that poor usage and maintenance is the main reason for damage to equipment.



(Photo showing one of the equipment procured in use in the office of the Chief Administrator).

A.1.2.3: Rehabilitate and furnish the Council's hall to make it suitable for public events

A key source of regular revenue stream for the Council is its Hall. It is also a major service to the people of Kenema District as most of them including government agencies and non-governmental organisations, rent it for meetings, workshops, social events and educational activities. After almost 15 years since their construction, the hall was in need of repairs and improvements to take into consideration the changing needs of users. The rehabilitation and refurbishment of the rehabilitation was completed in November 2020 and involved additional chairs, a modern public address system, painting of the entire structure, accessibility for people with disability and other minor works on the structure. The renovation has added a facelift to Council building and created a conducive atmosphere for meetings. It has set in motion a big potential for council revenue mobilisation.

The renovation has received very high commendations from local stakeholders including councillors, paramount chiefs and civil society organisation. In line with the renovation and the resource mobilisation strategy, the Chief Administrator will soon table to the Council a revised management strategy that will include a proposal for system of bookings, pricing, refunds, discounts, and a dedicated council staff to manage the hall. In addition, to ensure that the hall is competitive, the Council will embark on major advertisement campaign that will increase its revenue mobilisation potentials.



(Photo showing some of the chairs procured for the rehabilitated Kenema District Council Hall)

A.1.2.6: Provide a standby generator at the COVID-19 Quarantine centre.

This activity was done by means of a competitive bidding process, following an extensive consultation with DICOVERC. The generator as specified in the tender dossier was delivered to council on the 22nd October 2020. This did not only put an end to the frequent acute electricity power cut which disrupted work in the quarantine centres, it also restored confidence in the patients who felt abandoned to hardship. The provision of a standby generator at quarantine centre contributed to strengthening the response capacity of DICOVERC and containing the COVID 19 pandemic.



(Photo showing generator procured by the Council and installed at the Quarantined Centre)

A.1.2.7: Provide hygiene resources such as Veronica buckets, hand sanitizers, gloves, liquid soap in strategic locations

At the height of the COVID 19 pandemic in 2020, Kenema District Council was one of the hotspots. Despite having a history and experience of managing virulent outbreaks like the Ebola in 2015-2017, the Council’s strategic role was subverted by the creation of the District Corona Virus Emergency Response Centre, the Council repositioned itself as the local representatives of the people to shape the trajectory and response to the COVID 19 pandemic. Using the resources provided under this grant, the Council played a key role in the reversal of the transmission rate of the COVID 19 by providing five categories of hygiene resources (veronica buckets, hand sanitizers, face masks, examination gloves, and liquid soap - indicated in the table below) and handed over to DICOVERC and the DHMT, on the 23rd November 2020. This activity took place at a time when the Council and DICOVERC were struggling to meet public expectation in terms of preventing the spread of Covid-19 virus in the district.

These hygiene and protective materials supplied were delivered to targeted communities and institutions, including the PHUs, marketplaces, hospitals, quarantine homes in the district. PHUs were used for hand washing/sanitising and helped protect citizens against the COVID infection. The provision of these items including the many interventions (recorded in this report relating to COVID 19) helped immensely in enhancing public confidence in the Council and partners’ response to the crisis. It reinforced the image and credibility of the Council as key player in the development and welfare of the people of the District. The specific benefit of this activity was a massive jump in the number of people practicing personal hygiene for the prevention of covid-19 with EU project support stands increased from at 35% (at baseline) to approximately 85 during the reporting period. These items also contributed to improved visibility of EU contribution to decentralisation and local development.

Hygiene Items and Quantity: Veronica Buckets (112), 80 Pieces Hand Sanitizer, 15 Cartons Nostril Mask (Box of 50) 50 Boxes, Gloves Examination (packets of 100 10 Packets Liquid Soap 30 packets .

A.1.2.8: Provide diagnostics test kits, mattresses, blankets, torch lights, batteries and toiletries for health workers and the quarantined to use in Quarantine centres for COVID-19

The Council in collaboration with the DHMT and DICOVERC provided specifications for the undermentioned Covid-19 related items (indicated in the table below), procured and delivered to DICOVERC for onward distribution to target persons. Following the procurement and distribution of these Covid-19 related items, relevant stakeholders including district and city councils were relatively at ease to respond to the prevention and control of the covid-19 pandemic in the district. Apparently, the availability of these items brought about the possibility to contain the spread of COVID 19 in the district as healthcare workers had the necessary materials to carry out their daily task of screening and supportive supervision even at night.

Diagnosics kits and other supplies	Quantity
Thermometer	50 pieces
Mattresses	80 pieces
Blanket	150 pieces
Torch light	100 pieces
Battery (Pkt of 12)	80 packets
Toilet Roll	40 cartons
Toilet soap	30 cartons
Scrubbing brush (Pkt of 12)	30 packets
Antiseptic	15 cartons
Airfreshner	30 cartons
Trash towel	25 pieces
Paper towel	25 pieces

Output 1.3: Human resource capacity improved to deliver sustainable services including those on COVID-19 to the citizens

A.1.3.1: Train Councillors and staff in Decentralisation and local governance

The fulfilment of promise of decentralisation rests on the capacity and dedication of its councillors. In the last decade, most of the people elected to office as councillor have received little or no training to enhance their knowledge on the purpose of decentralisation and the mandate and operations of the councils. It was with this realisation that this activity was created. These trainings were conducted on the 3rd and 4th September 2020 at the KDC hall targeting 71 participants.

The object of the training was to provide the councilors the opportunity to understand their roles and responsibility so that they could be effective and efficient in carrying their statutory function. It was also meant to establish understanding and synergy between councilor and staff in course of delivery of services in the locality. Before this intervention, there was huge gap in knowledge among councilors with respect to knowing their role and responsibilities as they were not trained since the election in 2018. The election of 2018 ushered over 60% of new councilors who were still in the council without knowing what to do, hence could not make any meaningful contributions.

The evaluation and empirical observation of the responses of the councillors to the training shows that it has increased the knowledge base of both staff and councilors on issues underlying decentralization and local governance.

A.1.3.2: Train the COVID-19 Rapid Response team on contact tracing, monitoring and implementation of community level surveillance mechanism

This training on COVID-19 Rapid Response team, comprising 80 members, on contact tracing, monitoring and implementation of community level surveillance mechanism, took place on the 16th September 2020 at the Kenema District Council Hall. The participants included volunteers and health workers in Rapid Response team members /contact tracers; and was facilitated by a DHMT staff. The objective of the training was to help curb the spread of the virus among the population in communities through early detection and referrals.



(Photo showing Training of the COVID-19 Rapid Response team on contact tracing, monitoring and implementation of community level surveillance mechanism)

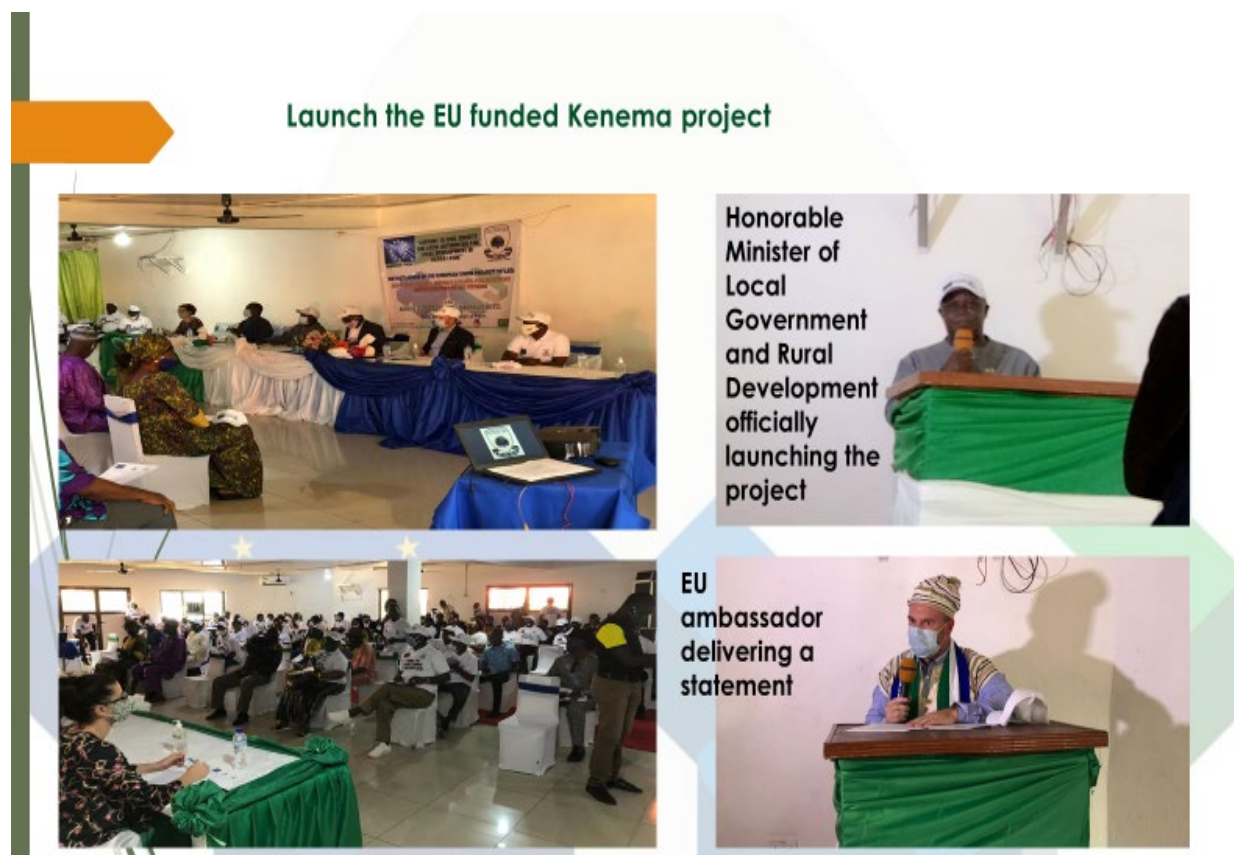
Prior to the training, the contact tracers were not very grounded in the job, especially when it's an emergency crisis, and even find it difficult to convince the public during their engagements. Nevertheless, the training built their capacity to be able to efficiently discharge their duties. This was ascertained through a pre-and post-test questions administered to participants to assess knowledge before and after the training. At pre-test, the trainees scored below average (10%) in their understanding of contact tracing and monitoring and community level surveillance. At the end of the training, the post-test shows 90% increased knowledge based on their responses to the questions: indicating the success and impact of the training on participants' knowledge. Thus, the capacity of contract tracer strengthened, and helped curb the spread of COVID 19 pandemic in the district.

A.1.4.4: Launch the EU programme in the District

This launching of the grant titled “Empowered Kenema District Council for Efficient Service Delivery to the Citizens” Project was done at Albertson hall, Kenema on 23rd October 2020. The participants included the EU Ambassador, the Minister of Local Government and Rural Development, his deputy, the Minister of Planning and Economic Development, the Programme Management Unit, Paramount Chiefs, Members of Parliament, DICOVERC members, security sector personnel, NGOs, Civil Society organisations, traders and market women, Government Officials, and private sector representatives. The launch provided stakeholders with the unique opportunity to understand the scope of the project, information on project beneficiaries, and the various roles of the stakeholders. This also created a sense of ownership of the EU funded action by the community. The event was climaxed by the EU Ambassador who was officially adopted as an indigene of Kenema District following his robing in traditional regalia.

Since the launch of the project, there has been tremendous stakeholders' commitment and support at the level of monitoring and supervision, resulting into effective and efficient delivery of the action.

The activity was one of the biggest platforms for visibility for the EU, during which the Council printed banners, t-shirts, caps with the EU emblem and attracted local and traditional dance troops to trumpet the launch. This activity was implemented in compliance with the COVID 19 regulations.



(Photo showing the official launching of the EU funded Kenema project)

A.1.4.6: Strengthen and ensure effective functioning of the District Inter Agency Forum

Development coordination is an essential element of the mandate of the local councils. Even more fundamental is the fact the burgeoning space of development actors often lead to duplication. The need for a platform for information sharing, collaboration and partnership had long been noted with the establishment of the District Inter-Agency Forum comprising the Council, Civil Society Organisations and Non-Governmental Organisations. This platform is expected to meet regularly to promote best practices, share information and collaborate on their many activities. For some time now, this forum has been inactive as a result of inadequate funding and other coordination challenges. Funding support from the EU, has led to the reactivation of the District Inter-Agency Forum. During the forum meetings, held on the 29th September, 2020 and 22nd December, 2020 at the Water Directorate conference room, the implementing partners shared ideas and best practices for the benefits of all. The platform helped KDC redirect the activities of partners in line with the District Development Plan preventing duplication and waste. The forum provided the opportunity for partners to review their activities and harmonize in line with new priorities and the funding from the EU.

This forum has increased coordination among the Council and development partners, enhanced effective utilization of resources, and balanced distribution of services in the district. Stakeholders' relationship and decentralized service delivery including fight against COVID 19 has improved tremendously. More importantly, it has revived the centrality of the role of the Council in coordinating development in the district.



(Photo showing District Inter-agency forum)

Activity 1.4.7 Organise regular experience sharing meetings with other Councils

This objective of this activity is to promote learning and reflection between the Kenema District Council and its neighboring councils; Kono, Kenema City and Kailahun. The meeting brought together the leadership of the various councils including the Chief Administrators, Councillors, Development Planning Officers, Procurement Officers, finance Officers and Monitoring and Evaluation Officers of the various councils. The meeting was organized on the 21st December 2020 by KDC, at the KDC hall. The approach of the meeting was interactive as information about the project, procedures, achievements and challenges were shared with the participants. Throughout the sessions, participants interrogated the processes and cleaned significant information from the Kenema District Council on the way and manner of implementation. Some of the feedbacks from the participants show relevance

of the meeting including ‘good knowledge of the complexity of EU procedures’, ‘enhanced understanding of how to apply for grants from the EU,’ and ‘no longer frightened about making an application to the EU’.

A.1.4.8: Hold Radio discussions to strengthen community level sensitization including on public health bye-laws and COVID-19

Reversing the spread of the COVID 19 virus require constant engagement with the community including information sharing and keeping a vigilant attitude towards prevention protocols. This activity was very relevant in supporting the prevention of the spread of the COVID 19 virus in the district. However, instead of paying for individual radio discussions programme at specific radio stations, the Kenema District Council decided to liaise with all radio stations in the district for a one hour sumo-cast talk shows on Wednesday of every week hosted at Star Line Community Radio. This approach ensured that the hour long discussion will be the only discussion on all radio stations in the districts as it was simultaneously broadcast, ensuring that more people got the message. The content of discussion was tailored on covid-19 mode of transmission, control and prevention methods, with panellists drawn from health response workers, professional and trade unions. The phase 1 of radio discussions which commenced on August 5th, 2020, and was expected to last until the 27th January, 2021. Overall, for the six months period, a total of 24Simo-cast radio discussions were done with an average estimated listenership of 150,000.



(Photo showing Council radio talk show on Star Line Radio)

Activity 1.4.10: Conduct Information and behaviour change communication campaigns on COVID-19 using Public Address systems mounted on vehicles

The activity took place for 10 days, from 19th October 2020 to 28th October 2020. This activity was implemented by the use of customized information on COVID-19, disseminated at various public places in the district including regular and weekly markets places, office premises, schools, lorry parks etc. Council took to strategic locations within the district to sensitize the public on the covid-19 pandemic aimed at reducing the spread of the virus in the district. This was all part of a bigger strategy to ensure that people are well informed and an aggressive attempt to counter conspiracy theories and cultural denials about the existence and nature of the COVID 19 pandemic. The public welcomed the event so greatly due to the fact that the messages were conveyed in local dialects mainly, mende and creole languages. This event helped to reverse the cycle of denial and increased public awareness on Covid-19, hence the pandemic has reduced drastically in the district.

Conduct Information and behaviour Change Communication on covid-19 using Public Address Systems



(Phots showing information and behaviour change communication campaigns on COVID-19 using Public Address systems mounted on vehicles)

Activity 2.1.3: Provide food and water in COVID-19 Quarantined centres

The shortage of food and water posed a serious challenge in containing the outbreak of the COVID 19 pandemic. The timely provision of food items and water played a critical role in reversing the spread of the COVID 19 scourge. The Kenema District Council procured and handed over for distribution to the DICOVERC a list of assorted items shown below:

CHECKLIST OF FOOD ITEMS TO QUARANTINE HOMES

NO	ITEMS	QTY	DESCRIPTION/TYPE
1	Bags of rice	50 bags	Rice (
2	Bags of rice	50 bags	Rice (paboil)
3	Vegetable oil	15 batter	Vegetable oil
4	Native oil	10 batter	Palm oil
5	Onion	10 bags	Onion bags
6	Maggi	10 cartons	Cartons of maggi
7	Salt	30 bags	Bags of salt
8	Groundnut	8 bottles	Grind bottle of groundnut
9	Milk	10 cartons	Carton of powder milk
10	Ovaltine	10 bundle	Bundle of sachet
11	Mayonnaise	10 cartons	Cartons of mayonnaise
12	Sugar	10 bags	50kg bags
13	Ovaltine	10 cartons	Cartons
14	Tealeaf	8 cartons	Cartons
15	Cerelac	10 cartons	Cerelac baby food
16	Milk	10 bundles	Bundle of sachets
17	Water	120 bundle	Bundle of sachets
18	Water	80 bundles	Small robbers



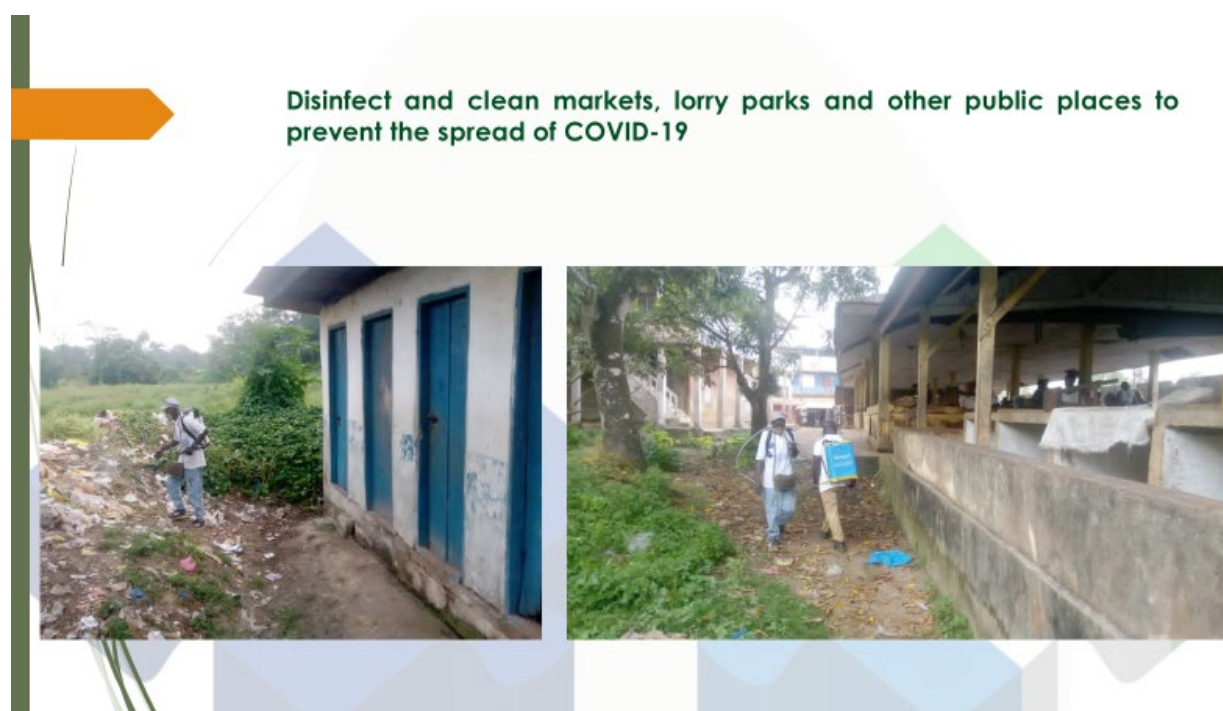
Activity 2.3.3: Disinfect and clean markets, lorry parks and other public places to prevent the spread of COVID-19.

This activity was carried out by public health pest and disease control specialists. The activity involved thorough spraying of 4 markets (Mondema, Tongo, Bendu Juntion and Blama), 3 lorry parks (Blama, Boajibu, Jonjor) and other public gathering venues (6 PHUs – Sandaru, Komende, Serabu, Largor, Mendekelema, Gandorhun) and Kenema District Council (KDC) with disinfectants, clearing weeds and cleaning such places were done on the 9th November, 2020. The target beneficiaries included

market women and the entire population of Kenema district of which the direct beneficiaries are estimated to be between 150,000 to 250,000.

The rationale was to keep the market and other public places safe and clean, thereby preventing the spread of the COVID-19 virus and other infections. The activity mitigated COVID-19 pandemic and other infections in and around markets, lorry parks and other public places in the district.

In the process of undertaken this activity, Council engaged officials in the Directorate of Agriculture to provide oversight. Prior to the implementation of this activity, markets and other public places were identified as prone to infection given the poor hygiene status. Consequently, the activity improved the hygiene condition and reduced the spread of diseases mostly related to unhealthy environment. The public now feel safe to go to market and purchase their groceries without fear of contaminated food. The cleanliness /disinfecting of markets have reduced the possibility of spread of the virus, including covid-19 in the district. The activity also had the attendant benefit of improving sanitation especially for market women. One market woman stated that “before I could not use the toilets because of the risk of infection with STIs... but I feel confident to use it now after the council had cleaned it with disinfectant’. The Council is working closely with other departments to come up with a management policy for some of the market places with regards to improving sanitation and hygiene.



(Phots showing disinfection and cleaning of markets, lorry parks and other public places)

Activity 2.5.2: Provide Water tanks at border entry points, marketplaces and hospital/PHUs to be used to prevent COVID-19.

A key part of the strategy to reverse the spread of the COVID 19 was the provision of water tanks in strategic locations to enable people practice hand hygiene in line with the COVID 19 protocols. In this regard, the Council in collaboration with the DICOVERC procured [...] water tanks, trash cans and stands which were deployed at various locations including Bandama check point, Eastern Polythenic, Mano Junction, Moala check point, Kenema Government Hospital, DICOVERC Office, Kenema District Council, Kenema Police station, Baoma, Tigbema, Gendema, Kombema, Dodo, Bendu Mumaila, Dama, Gorahun, Gbewema, Dambela, Langurama and Formaya. The objective of this activity was to ensure availability of water for hand washing and other WASH activities in support of the fight against Covid-19 pandemic. To ensure that the tanks are put into effective use, the Council established a monitoring team that regularly went round ensuring that the tanks were in post and filled

with water and provided with soap. This activity helped to enforce hand washing best hygiene practice among citizens thereby curtailing the spread of Covid-19 virus.



(photos showing water tanks, trash cans and stands)

2.3. Logframe matrix updated

The logical framework (log frame) matrix should evolve during the Action project (i.e. the projects) lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purpose (see “current value”). The term “results” refers to the outputs, outcome(s) and impacts of the Action

	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and means of verification	Assumptions/Risks
Impact (Overall objective)	Local Councils' resources base and institutional capacity to sustainably deliver and account for services are improved; well-managed priority gender-sensitive development actions, consistent with updated existing Local Development Plans, are implemented with EU funding and in cooperation with Civil Society actors.	% increase in local council resources base (income)	7.5% (2019)	35% (2023)	10% (2020)	<ul style="list-style-type: none"> • Council annual reports on services delivered. • Council financial reports • Labour/Employment surveys • National Statistics Survey Reports • MoHS report • MAF reports • Ministry of Water resources reports 	<ul style="list-style-type: none"> • Government policy on decentralisation and local governance continues; • The cordial relationship between EU and GoSL continues. • Citizens in the country are committed to local economic development
		% of the district population having access to improved services delivered by the district council	20% (2019)	75% (2023)	20% (2020)		
		% increase in food security level in the district	10% (2019)	50% (2023)	5% (2020)		
		% increase in the number of women and youths gainfully employed	10% (2019)	40% (2023)	2.5% (2020)		
Outcome (Specific objective) 1	Kenema District Council has improved institutional capacity to deliver on its core mandate	Kenema District council staff performance in financial management systems, procurement, Project planning, Data collection and budgeting is efficient and effective in carryout their roles and responsibilities	20% (2019)	80% (2023)	50% (2020)	<ul style="list-style-type: none"> • Council updated asset register • Annual and M&E reports • Interviews 	<ul style="list-style-type: none"> • Provided the council staff are not sent on transfer • Stable power supply • Reliable service provider • Willingness of people to visit Web site
		Number of council offices connected to functional and effective internet facility.	2 (2019)	20 (2023)	2 (2020)		
Output 1.1	Kenema District Council's Capacity to apply the operating systems and procedures improved for effective service delivery including on COVID-19	No of council staff with comprehensive knowledge and skills of their operating systems and procedures	10 (2019)	32 (2023)	32 (2020)	<ul style="list-style-type: none"> • Council reports • Website and Facebook page user records/reports 	<ul style="list-style-type: none"> • Willingness of the people to visit Kenema DC Web site and Facebook page • Information and communication services for council operations and systems is necessary
		No. of people visiting the district council's website and Facebook page	0 - WS; FB - 1,271 (2019)	WS - 2500; FB - 2500 (2023)	0 - WS; FB - 1,500 (2020)		

		No. of people providing feedback to the council on service delivery through Website and Facebook page	0 (2019)	10,000 Citizens	0 (2020)	<ul style="list-style-type: none"> • Project M&E reports • Interviews • Budget oversight report for LCs • Surveys • COVID-19 monitoring reports • Observations 	<ul style="list-style-type: none"> • Achievement oriented staff of the council are maintained for service delivery • Response to COVID-19 a priority to the GoSL • Sensitization on COVID-19 prevention continues • Willingness of stakeholders to work together
		No. of core council staff with enhanced skills and knowledge to generate and communicate information to the public via website and Facebook page	2 (2019)	14 (2023)	2 (2020)		
		No of health facilities equipped to adequately and safely respond to COVID-19 cases through EU support	10 (2019)	30 (2023)	15 (2020)		
		No of suspected or confirmed COVID-19 cases registered in the district and stored in a database with EU support	0 (2019)	0 (2023)	0 (2020)		
		% of citizens reached with messages on the control and prevention of COVID-19	20% (2019)	80% (2023)	25% (2020)		
		No of communities reached with messages on the control and prevention of COVID-19 in the district through EU support	0 (2019)	16 Chiefdoms (2023)	16 (2020)		
		% of citizens in the district reporting improved and citizen-centered service delivery by council	10% (2019)	50% (2023)	10% (2020)		

		No of District Budget Oversight Committee members with knowledge on budget oversight processes	2 (2019)	5 (2023)	2 (2020)		
<i>Output 1.2</i>	A better resourced and effective Kenema District Council to respond to the Needs and Challenges of the District including those on COVID-19	No. of council and devolved sector staff with access to transportation for administrative and field operations	15 (2019)	60 (2023)	25 (2020)	<ul style="list-style-type: none"> • Asset register • Council annual reports • M&E reports • Surveys • Interviews 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Willingness of community members to get tested
		No. of engagements with communities (wards) to update and receive feedback on council activities	6 (2019)	25 (2023)	10 (2020)		
		No. of council officers with access to office equipment and furniture	8 (2019)	20 (2023)	20 (2020)		
		% of citizens in the district reporting improved service delivery	10 % (2019)	65% (2023)	15% (2020)		
		No of health centres (treatment, quarantine and others) equipped to respond to the COVID-19 pandemic with EU support	0 (2019)	30 (2023)	15 (2020)		
		% of citizens practicing personal hygiene for the prevention of COVID-19 with EU support	20% (2019)	80% (2023)	45% (2020)		
		No of council-stakeholder activities held in EU supported rehabilitated Council Hall	36 (2019)	72 (2023)	15 (2020)		

Output 1.3	Human resource capacity improved to deliver sustainable services including those on COVID-19 to the citizens	% of citizens in the district reporting improved service delivery	15% (2019)	60% (2023)	20% (2020)	<ul style="list-style-type: none"> • Survey reports • Council reports • Training manual and reports • COVID-19 surveillance reports • COVID-19 monitoring reports 	<ul style="list-style-type: none"> • Council staff are willing to build their capacity • Availability and timely disbursement of funds • The Country remains politically stable • Stable price • Willingness of rapid response and medical and ambulatory team members to be trained
		No of rapid response team members with knowledge of contact tracing, monitoring and implementation of COVID-19 community level surveillance mechanism	0 (2019)	100 (2023)	80 (2020)		
		Cumulative # of COVID-19 cases in Quarantine, isolation and treatment centres with EU support in the district	0 (2019)	80 (2023)	80 (2020)		
		% of medical and ambulatory team members with knowledge and skills in managing COVID-19 infected persons	10% (2019)	50% (2023)	0 (2020)		
		No of councilors with knowledge of decentralization and the roles of councilors and staff of the council	0 (2019)	39 (2023)	39 (2020)		
Output 1.4	Strengthened mechanisms to network and dialogue with national authorities (National Institutions, MDAs, MPs etc.), with emphasis on effective decentralization process and prevention of COVID-19	No. of joint activities with stakeholders undertaken.	0 (2019)	6 (2023)	0 (2020)	<ul style="list-style-type: none"> • Attendance list • Meeting minutes • Council reports • Project reports • Report of Jointly activity carried out by stakeholders 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Councils can influence development • Willingness of stakeholders to work together • Sensitization programmes on COVID-19 prevention continues
		No. of wards updated on revised district plans.	15 (2019)	25 (2023)	25 (2020)		
		No. of interface meetings with stakeholders in the district.	0 (2020)	6 (2023)	1 (2020)		

		% of citizens with knowledge of prevention and control of COVID-19 in the district	20% (2019)	80% (2023)	60% (2020)	<ul style="list-style-type: none"> • COVID-19 surveillance reports • Project M&E reports • Surveys • Interviews • Observations 	
		No of communities reached with messages on the control and prevention of COVID-19 in the district through EU support	0 (2019)	33 (2023)	33 (2020)		
		No of radio discussion programmes held in local languages on Infection, Prevention and Control (IPC) of COVID-19 through EU support to LCs	2 (2019)	24 (2023)	18 (2020)		
		No of council staff with enhanced skills and knowledge for improved gender sensitive interaction, collaboration and synergy with other stakeholders	0 (2019)	70 (2023)	30 (2020)		
		% of citizens reporting transparent, accountable and improved services delivery	15% (2019)	60% (2023)	20% (2020)		
Outcome (Specific objective) 2	Citizens in Kenema District are reached with improved and sustainable services in the sectors of agriculture; infrastructure development; Water, Sanitation and Hygiene (WASH) and COVID-19	Number of community members (women and youths) gainfully employed in service provision by council	15 (2019)	45 (2023)	20 (2020)	<ul style="list-style-type: none"> • Surveys • Council annual reports. • MoHS reports • Reports from Ministry of Water Resources 	<ul style="list-style-type: none"> • Government is committed to providing citizen's access to safe drinking water and other social services
		% decrease in water born related diseases	10 (2019)	2% (2023)	4% (2020)		
		% of population in the district with increased access to safe drinking water	66.9% (2019)	70% (2023)	66.9% (2020)		

		Increased attendance rate of children, especially girls, in the district	64% (2019)	70% (2023)	64% (2020)		
<i>Output 2.1</i>	Services improving food security and safety of citizens are provided in line with the Government's programme objective numbers 3, 4 and 5 of the QAERP on COVID-19	No. of farmers having access to processing facilities	16,058 (2019)	16,727 (2023)	16,058 (2020)	<ul style="list-style-type: none"> • M&E reports • Council annual reports. • Farmer household surveys • Financial and HR records of the council • District Agricultural reports • COVID-19 surveillance reports • Observations 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Price stability for equipment with favourable exchange rate. • Availability of technical capacity • Communities are willing to participate in farming. • Response to COVID-19 a priority to the GoSL
		No. of farmers adapted to agronomic practices through EU support	0 (2019)	20 (2023)	0 (2020)		
		No. of farmers with access to improved storage facilities	16,727 (2019)	16,727 (2023)	16,727 (2020)		
		No of suspected or infected cases with access to facilities of testing and ventilated isolation tents and accessories	20 (2019)	20 (2023)	20 (2020)		
		No of people at the Quarantine centres with access to food and water through EU support	20 (2019)	88 (2023)	88 (2020)		
<i>Output 2.2</i>	Farmers and traders linked to markets and other facilities including those on COVID-19	No of farmers (and other community members) and traders accessing the markets facilities	100 (2019)	1000 (2023)	200 (2020)	<ul style="list-style-type: none"> • Council reports • Surveys • M&E reports • Council revenue reports on market dues • Engineer's reports • Procurement documents 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Price stability. • Willingness of people to use the markets • EU - GoSL collaboration continues
		Number increase in market dues collected by the council	2,960,000 (2019)	5000,0000 (2023)	1,061,000 (2020)		
		% of people satisfied with the management of services provided in the market locations	0% (2019)	70% (2023)	0% (2020)		
		No. of communities served by the markets through the constructed culvert and bridges	0 (2019)	20 (2023)	0 (2020)		

		No. of feeder roads with constructed culvert and bridges to facilitate farmers and traders' access to markets	0 (2019)	45 (2023)	0 (2020)		
		No. of people locally employed by the project by sex	0 (2019)	14 (2023)	0 (2020)		
		No. of communities linked to the markets as a result of EU supported feeder roads constructed culverts and bridges	0 (2019)	20 (2023)	0 (2020)		
		No. of farmers (and other community members) and traders accessing the markets using boats through EU support	0 (2020)	50 (2023)	0 (2020)		
<i>Output 2.3</i>	Modern markets with WASH facilities and COVID-19 prevention services constructed in the Wards and operating sustainably	No. of farmers (and other community members) and traders accessing the markets facilities	0 (2019)	50 (2023)	0 (2020)	<ul style="list-style-type: none"> • Council reports • Surveys • M&E reports • Council revenue reports on market dues • Engineer's reports 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Price stability. • Willingness of people to use the markets • EU - GoSL collaboration continues
		% increase in market dues collected by the council	7.5% (2019)	40% (2023)	0% (2020)		
		% of people satisfied with the management of facilities (particularly WASH) provided in the market locations	0% (2019)	70% (2023)	0% (2020)		
		No. of communities served by the markets	0 (2019)	20 (2023)	0 (2020)		

		% of market, lorry parks and other public facility users reporting safe and clean environment for preventing the spread of COVID-19 and other infections with EU support	0 (2019)	70% (2023)	70% (2020)		
<i>Output 2.4</i>	Improved mortuary and funeral home, COVID-19 Preventive and Control services provided to citizens	% of people knowledgeable about the existence of the mortician services in the district	0 (2019)	80% (2023)	0 (2020)	<ul style="list-style-type: none"> • Council reports • Project reports • Surveys • Sensitization materials 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Price stability. • Willingness of people to use the facility
		No. of people accessing mortician services in the district	0 (2019)	250 (2023)	0 (2020)		
		% of citizens satisfied with the services at the funeral home	0 (2019)	70% (2023)	0 (2020)		
		No. of staff at the funeral home with enhanced knowledge and skills in preservation	0 (2020)	10 (2023)	0 (2020)		
		% decrease in the number of people in Kenema District accessing mortician in Bo or other locations	0% (2019)	60% (2023)	0% (2020)		
<i>Output 2.5</i>	Rural Water Sanitation and Hygiene (WASH) and COVID-19 preventive facilities provided in and around market facilities and specific areas in the chiefdoms	% of population with access to safe drinking water	69.6% (2019)	85% (2023)	69.6% (2020)	<ul style="list-style-type: none"> • M&E and project reports • Council annual reports. • Beneficiary feedback or survey reports • Council Engineer's report 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Price stability. • Willingness of people to pay tariffs • Available capacity for maintenance and repairs
		No. of functional water committees in project area of influence	2 (2020)	3 (2023)	0 (2020)		
		No. of water committees trained on the management of water facilities with EU support	0 (2020)	3 (2023)	0 (2020)		

		Number of people reporting effective and efficient management of improved water facilities around market places and in the communities	0 (2020)	500 (2023)	0 (2020)	<ul style="list-style-type: none"> Rural Water Engineer's reports. DHMT report Observations and interviews 	
		% of citizens practicing personal hygiene for the prevention of COVID-19	25% (2020)	60% (2023)	40% (2020)		
<i>Outcome objective 3</i>	Kenema District Council's revenue base is increased through enhanced revenue collection, management and generation/investment.	Increased number of council activities funded with own source revenue.	3 (2019)	10 (2023)	2 (2020)	<ul style="list-style-type: none"> Council's financial reports Council annual reports. Reviews of Council Audit reports 	<ul style="list-style-type: none"> Tax payers are committed to paying taxes for their properties and businesses Policies on local government and decentralization continue
		Number of audit reports with minimal or free of audit queries on council's financial management procedures	2 (2019)	5 (2023)	1 (2020)		
<i>Output 3.1</i>	Tax collection systems (soft and hard ware systems) improved and optimized	Increased number of council activities funded with own source revenue.	3 (2020)	10 (2023)	2 (2020)	<ul style="list-style-type: none"> Council's revenue collection and financial reports Project reports M&E reports Beneficiary feedback or survey reports 	<ul style="list-style-type: none"> Tax payers are committed to paying taxes for their properties and businesses Citizens in the district are knowledgeable about importance of taxes Council's ability to invest Increased revenue generation
		% increased tax revenue collected by the council	7.5% (2020)	40% (2023)	10% (2020)		
		% of business entities paying tax to the council	15% (2019)	45% (2023)	10% (2020)		
		No of council officials with increased knowledge & skills on the applications of tax collection and management systems	0 (2019)	14 (2023)	0 (2020)		

		% of people satisfied with tax collection systems and are willing to pay tax	7.5% (2020)	60% (2023)	7.5% (2020)		
<i>Output 3.2</i>	Council's own source revenue generation/investment increased, resources well managed and reinvested	No. of investments with own source revenue	3 (2019)	6 (2023)	3 (2020)	<ul style="list-style-type: none"> • Council's revenue collection and financial reports • Council annual reports. • Project progress reports • Beneficiary feedback or survey reports • M&E reports 	<ul style="list-style-type: none"> • Timely availability of funds, • Favourable investment climate. • Tax payers are committed to paying taxes for their properties and businesses • No discrimination in the management of investment • Effective internal control system within the council
		Increase in council's revenue	Le 2,016,128,558.5 (2020)	Le 2,520,160,698.13 (25% increase) (2023)	Le 2,016,128,558.5 (2020)		
		% of people satisfied with the management of district council investments	40% (2020)	60% (2023)	40% (2020)		
		No. of women, youths and people with disability in management team of district council investments	2 (2020)	10 (2023)	2 (2020)		

2.3. Activity Matrix

	<i>Activities</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Source and means of verification</i>	<i>Assumptions/Risks</i>
Output 1.1: Kenema District Council's Capacity to apply the operating systems and procedures improved for effective service delivery including on COVID-19							
A1.1.1	Conduct 2 workshops to provide induction training on financial & records management systems, procurement & budgeting	No. of workshops conducted with EU support	0 (2020)	2 (2023)	2 (2020)	<ul style="list-style-type: none"> • Procurement documents, • Council reports • Project reports • Monitoring report • Observation • Workshop/training attendance and reports • Assets register • Payment voucher 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Effective procurement and recruitment procedures in place • Suitable experts for risk assessment are available • Suitable experts for installations are available
		No. of staff trained and have increased knowledge in financial & records management systems, procurement & budgeting	2 (2020)	14 (2023)	14 (2020)		
A1.1.2	Conduct baseline survey to collect baseline information or data	No of baseline surveys conducted	0 (2020)	1 (2023)	1 (2020)		

A1.1.3	Train and support the District Budget Oversight Committee (DBOC)	No. of workshops conducted with EU support	0 (2020)	1 (2023)	0 (2020)		
		No of district committee members with budget oversight processes	0 (2020)	5 (2023)	0 (2020)		
A1.1.4	Establish a Website and Facebook page for the Council and ensure effective functionality	Number of Website and Facebook pages established for the council	0 (2020)	1 (2023)	0 (2020)		
		No. of council staff trained on the effective use of Website and Facebook page by gender	0 (2020)	14 (11- M, 3-F) (2023)	0 (2020)		
A1.1.5	Conduct risk assessment on COVID-19 at all levels	No. of healthcare facilities risk assessed on COVID-19	0 (2019)	100 (2023)	100 (2020)		

	of healthcare facilities in the district	Availability of information on the capacity of health care facilities relative to the management of COVID-19 in the district	0 (2019)	1 (2023)	1 (2020)		
A1.1. 6	Register and maintain data on suspected or confirmed COVID-19 cases in the district	No. of cumulative COVID-19 cases registered in the district	0 (2019)	0 (2023)	0 (2020)		
		No. of registration team members supported by EU	0 (2019)	10 (2023)	0 (2020)		
		Availability of updated data on COVID-19 cases in the district	0 (2019)	1 (2023)	0 (2020)		
A1.1. 7	Print and distribute district level public health bye-laws on COVID-19	No. of communities reached with printed materials on district level public health bye-laws on COVID-19	0 (2019)	33 (2023)	25 (2020)		

A1.1.8	Establish functional community monitoring and social accountability system to receive citizens' feedback on services provided to them	Signed social accountability service partnership agreement between Council and CSOs/NGOs	0 (2020)	1 (2023)	0 (2020)		
		Increase number of citizens who provide feedback on services delivered by council in communities.	0 (2020)	365,88 (60% of district population) (2023)	0 (2020)		
Output 1.2: A better resourced and effective Kenema District Council to respond to the Needs and Challenges of the District including those on COVID-19							
A1.2.1	Procure 2 vehicles and 10 motor bikes for administrative and field operations of the Council	No. of vehicles procured	0 (2019)	2 (2023)	2 (2020)	<ul style="list-style-type: none"> • Procurement documents, • Council reports • Project reports • Monitoring report • Asset register • Observation 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Price stability for equipment with favourable exchange rate. • Procurement procedures are effectively managed
		No. of motorbikes procured	0 (2020)	5 (2023)	5 (2020)		
A1.2.2	Procure computers and accessories for project implementation (desk top computers, a printer, a server Processor, a scanner and a Projector)	No. of desk top computers and accessories procured	0 (2019)	20 (2023)	20 (2020)		
		No. of laptop computers procured	0 (2019)	6 (2023)	6 (2020)		

		No. of scanners procured	0 (2019)	1 (2023)	1 (2020)		
		No. of printer procured	0 (2019)	4 (2023)	4 (2020)		
		No. of set of projectors & sream procured	0 (2019)	1 (2023)	1 (2020)		
		No. of server processors procured	0 (2019)	1 (2023)	0 (2020)		
A1.2.3	Rehabilitate and furnish the Council's Hall to make it suitable for public events	Rehabilitated council hall	0 (2019)	1 (2023)	1 (2020)		
A1.2.4	Provide office furniture to improve effective office operations	No of assorted office furniture and stationery procured	0 (2019)	20 (2023)	20 (2020)		
A1.2.5	Install internet connectivity for reporting and communication	No. of council offices connected to internet	0 (2019)	20 (2023)	0 (2020)		

A1.2.6	Install solar systems as a cheaper alternative power source	No. of solar system set installed	0 (2019)	1 (2023)	0 (2020)		
A1.2.7	Establish an effective records management system	No. of effective records management systems established	0 (2019)	1 (2023)	0 (2020)		
A1.2.8	Provide a standby generator at the COVID-19 Quarantine centre	No of standby generators procured and used at the quarantine centre with EU support	0 (2019)	1 (2023)	1 (2020)		
A1.2.9	Provide hygiene resources such as Veronica buckets, hand sanitizers, gloves, liquid soap in strategic locations	No. of assorted hygiene resources provided with EU support	0 (2019)	5 (2023)	5 (2020)		
A1.2.10	Provide diagnostics test kits for health workers to use in Quarantine centres	No. of diagnostics test kits provided and being used by health workers at the Quarantine centres with EU support	0 (2019)	12 (2023)	12 (2020)		

Output 1.3: Human resource capacity improved to deliver sustainable services including those on COVID-19 to the citizens

A1.3.1	Train Councillors and staff in decentralization and local governance	Number of trainings conducted	0 (2019)	1 (2023)	1 (2020)	<ul style="list-style-type: none"> • Procurement documents, • Council reports • Project reports • Monitoring report • Observation • Training attendance/reports • Payment vouchers 	<ul style="list-style-type: none"> • Timely disbursement of funds • Effective procurement and recruitment • Suitable experts are available • Willingness of people to be members of medical and ambulatory teams • Willingness of Council Officials to be trained
		Number of Councillors and Staff trained in decentralisation and local governance	0 (2020)	73 (2023)	61 (2020)		
A1.3.2	Conduct training for City and district councils' officials on the operation of the cadastral system	No. of trainings conducted for councillors and council staff through EU/council support	0 (2020)	1 (2023)	0 (2020)		
A1.3.3	Train the COVID-19 Rapid Response team on contact tracing, monitoring and implementation of community level surveillance mechanism	No. of trainings conducted	0 (2020)	1 (2023)	0 (2020)		
		No. of participants with knowledge and skills in contact tracing, monitoring and implementation of community level surveillance mechanism	0 (2020)	80 (2023)	80 (2020)		

A1.3.4	Train medical and ambulatory teams in the management of COVID-19 infected persons	No. of trainings conducted	0 (2020)	1 (2023)	0 (2020)		
		Number of training participants with knowledge on management of COVID-19 infected persons	0 (2020)	80 (2023)	0 (2020)		
A1.3.5	Train and facilitate external study tours for council officials of Kenema Councils on their functional roles and decentralization	No. of trainings conducted	0 (2020)	1 (2023)	0 (2020)	<ul style="list-style-type: none"> • Council's project reports • Monitoring reports • Training attendance, manual and reports 	
		No. of study tours in which council officials are engaged in	0 (2020)	1 (2023)	0 (2020)		
<i>Output 1.4: Strengthened mechanisms to network and dialogue with national authorities (National Institutions, MDAs, MPs etc.), with emphasis on effective decentralization process and prevention of COVID-19</i>							
A1.4.1	Build capacity of the Council in the following competency areas: networking, policy, advocacy,	No of council staff with enhanced knowledge in the competency areas	0 (2020)	1 (2023)	0 (2020)	<ul style="list-style-type: none"> • Council's project/technical reports 	<ul style="list-style-type: none"> • Timely Availability of funds

	coordination, gender mainstreaming and communicating impact and stakeholder management	No of capacity building event undertaken with EU support	0 (2020)	14 (2023)	14 (2020)	<ul style="list-style-type: none"> Monitoring reports Training and other capacity building events attendance and reports 	<ul style="list-style-type: none"> Councils can influence development and policy issues at all levels Willingness of stakeholders to participate
A1.4. 2	Hold bi-annual meetings with national authorities as part of policy improvement loop	No. of meetings held with Private sector stakeholders and CSOs	0 (2020)	6 (2023)	0 (2020)	<ul style="list-style-type: none"> Meeting minutes Council project reports Council's annual reports 	
A1.4. 3	Document lessons learnt that can feed into national policy improvement	Available records on lessons learnt	0 (2019)	1 (2023)	0 (2020)	<ul style="list-style-type: none"> Council's project/technical reports Council's annual reports 	
A1.4. 4	Launch the EU funded Kenema project	No. of project launch	0 (2019)	1 (2023)	1 (2020)	<ul style="list-style-type: none"> Council's project/technical report EU/TAT reports 	
		Number of participants at the project launch	0 (2019)	TBD (2023)	0 (2020)		

A1.4.5	Hold accountability sessions with the public through Community Radio discussions	No of radio discussions held with public on accountability with EU support	2 (2019)	36 (2023)	2 (2020)	<ul style="list-style-type: none"> • Council reports • Project reports • Monitoring reports • Observation of events and IEC materials • Minutes of meeting/events and attendance 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Councils can influence development and policy issues at all levels • Willingness of stakeholders to participate • Suitable media experts are available • Sensitization on COVID-19 prevention continues
A1.4.6	Strengthen and ensure effective functioning of the District Inter Agency Forum	No of District Inter Agency Forum events with EU support	0 (2019)	12 (2023)	2 (2020)		
A1.4.7	Organise regular experience sharing meetings with other Councils	No. of experience sharing meetings held with EU support	0 (2019)	12 (2023)	1 (2020)		
A1.4.8	Hold Radio discussions to strengthen community level sensitization on COVID-19	No. of radio discussions in local languages on IPC of COVID-19 with EU support	0 (2019)	24 (2023)	18 (2020)		
A1.4.9	Hold Coordination meetings with partners to provide guidance and modification to district level public health bye-laws for effective response to COVID-19	No. of partner coordination meetings held with EU support	0 (2019)	12 (2023)	2 (2020)		

A1.4. 10	Conduct Information and behaviour change communication campaigns on COVID-19 using Public Address systems mounted on vehicles	No. of campaign events conducted on COVID-19 with EU support	0 (2019)	10 (2023)	10 (2020)		
		No. of communities reached with information and communication messages through mobile campaigns	0 (2019)	33 (2023)	20 (2020)		
A1.4. 11	Hold Community stakeholders meeting on COVID-19 focusing on strategic community leaders including Paramount Chiefs	No. of community stakeholders' meetings held on COVID-19 preventive measures with EU support	0 (2019)	6 (2023)	0 (2020)		
A1.4. 12	Design, print and display Information, Education and Communication (IEC) materials on COVID -19 in strategic areas in the district	No. of individual COVID-19 IEC materials printed and distributed to communities and organisations	0 (2019)	10 (2023)	0 (2020)		
		No. of communities and organisations receiving COVID -19 IEC materials through the support of EU	0 (2019)	25 (2023)	0 (2020)		

A1.4. 13	Provide SMS/MMS messages on COVID-19 to citizens through agreement with Telecom companies	No. of Telecom companies with contract council for providing SMS/MMS services on COVID-19 to citizens	0 (2019)	2 (2023)	0 (2020)		
		No. of citizens receiving messages on COVID-19 as a result of the partnership between Council and the Telecom companies	0 (2019)	487,841 (2023)	0 (2020)		
Output 2.1: Services improving food security and safety of citizens are provided in line with the Government's programme objective numbers 3, 4 and 5 of the QAERP on COVID-19							
A2. A2.1. 11.1	Procure and Install two multi-purpose giant milling machines in Simbaru and Dama chiefdoms	Number of multi-purpose giant milling machines procured and installed	0 (2019)	2 (2023)	0 (2020)	<ul style="list-style-type: none"> • Procurement records • Project reports • M&E reports • Council reports • Training manuals, attendance and reports • Asset register • Observation 	<ul style="list-style-type: none"> • Procurement procedures in place • Availability and timely disbursement of funds • Price stability for equipment with favourable exchange rate. • EU-GoSL partnership continues • Response to COVID-19 a priority to the GoSL
A2.1. 2	Train farmers in new agronomic practices	No. of trainings conducted through EU support	0 (2019)	1 (2023)	0 (2020)		
		No. of participants with knowledge of new agronomic practices	0 (2019)	10 (2023)	0 (2020)		

A2.1.3	Provide food and water in Quarantine centres	No. of Quarantine centres providing food and water to admitted persons through EU support	0 (2019)	1 (2023)	1 (2020)		
		No. of persons admitted at the Quarantine centres provided with food and water through the EU support	20 (2020)	88 (2023)	88 (2020)		
Output 2.2: Farmers and traders linked to markets and other facilities including those on COVID-19							
A2.2.1	Construct forty five culverts and eight bridges linking communities to markets	Number of bridges constructed through the project	0 2019	8	0	<ul style="list-style-type: none"> • Procurement documents, • Council reports • Project reports • Observations • M&E and supervision's reports • Project completion and audit reports 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Effective procurement procedures in place • Price stability for equipment with favourable exchange rate. • Technical experts available
		Number of culverts constructed through the project	0 (2019)	45 (2023)	0 (2020)		
		No of communities linked as a result of the constructed bridges and culverts	0 (2019)	18 (2023)	0 (2020)		

A2.2.2	Construct 2 boats with outboard machines for traders in riverine communities	Number of boats constructed through the project	0 (2019)	2 (2023)	0 (2020)		
A2.2.3	Provide ventilated Isolation tents and accessories	No of ventilated isolation tents with accessories provided	0 (2019)	1 (2023)	0 (2020)		
Output 2.3: Modern markets with WASH facilities and COVID-19 prevention services constructed in the Wards and operating sustainably							
A2.3.1	Construct 2 modern markets WASH facilities indicatively in Blama-Small Bo Chiefdom and Mendekelema- Gaura Chiefdom	No. of markets constructed with WASH facilities in the district	0 (2019)	2 (2023)	0 (2020)	<ul style="list-style-type: none"> • Procurement documents, • Council reports • Project reports • Observation • M&E and supervision's reports • Project completion and audit reports 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Effective procurement procedures in place • Price stability for equipment with favourable exchange rate. • Technical experts available
		No. of WASH and waste management committees set up for constructed and rehabilitated markets	0 (2019)	3 (2023)	0 (2020)		
A2.3.2	Provide sustainable waste management services around the modern markets	No. of sustainable waste management committees/ structures established through the project	0 2019	2 2023	0		

		No. of markets provided with waste management facilities	0 (2019)	2 (2023)	0 (2020)	<ul style="list-style-type: none"> • Council asset records 	
A2.3.3	Disinfect and clean markets, lorry parks and other public places to prevent the spread of COVID-19	No. of markets, lorry parks and other public places disinfected and cleaned	0 2019	2023	0		
Output 2.4: Improved mortuary and funeral home, COVID-19 Preventive and Control services provided to citizens							
A2.4.1	Construct a funeral home with workshop for mortician and ambulance services and WASH facilities in Nongowa chiefdom to be managed under concessional arrangements with private sector actors	No. of funeral homes constructed with workshop facilities for mortician and ambulance services	0 (2019)	1 (2023)	0 (2020)	<ul style="list-style-type: none"> • Procurement documents, • Council reports • Project reports • Observations • M&E and supervision's reports • Awareness raising materials and reports • Asset register 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Effective procurement procedures in place • Price stability for equipment with favourable exchange rate. • Technical experts available and willing to engage
		No. of community members accessing funeral and mortician services in the district	0 (2019)	250 (2023)	0 (2020)		
A2.4.2	Raise awareness on the funeral home services to users on the	No. of awareness raising events undertaken on the funeral home services	0 (2019)	6 (2023)	0 (2020)		

	availability of the new facility	No. of community members with knowledge about the existence and services of the funeral home in the district	0 (2019)	250 (2023)	0 (2020)		
Output 2.5: Rural Water Sanitation and Hygiene (WASH) facilities provided in and around market facilities and specific areas in the chiefdoms							
A2.5.1	Construct two Solar powered Boreholes around market facilities	No. of solar powered bore holes constructed through the project	0 (2019)	2 (2023)	0 (2020)	<ul style="list-style-type: none"> • Project reports • M&E and supervision's reports • Council annual reports on services delivered • Procurement documents, • Observations • Training reports • Partnership Agreements 	<ul style="list-style-type: none"> • Procurement procedures in place • Availability and timely disbursement of funds • Timely release of funds
A2.5.2	Provide Water tanks at border entry points, market places and hospital/PHUs	No of border entry points with water tanks through EU support	0	77	77		
		No of water tanks provided at border entry points, market places and hospital/PHUs	0 (2019)	77 (2023)	77 (2020)		
A2.5.3	Partner with CSOs and NGOs to build the capacity of the required institutional structures for effective operation and maintenance of water facilities	No. of water management capacity building partnership agreements established between Council and CSOs/NGOs	0 (2019)	3 (2023)	0 (2020)		
		No. of water management committees trained under the project	0 (2019)	2 (2023)	0 (2020)		

Output 3.1: Tax collection systems (soft and hard ware systems) improved and optimized

A3.1.1	Establish a functional property roll register (Cadastral), innovative low cost collection technologies and train relevant staff of Kenema District and City Councils	No. of property roll register established	0 (2019)	1 (2023)	0 (2020)	<ul style="list-style-type: none"> • Council annual reports on services delivered. • Assets register • Project reports • M&E reports 	<ul style="list-style-type: none"> • Availability and timely disbursement of funds • Effective sensitization about the importance of paying taxes
		No. of Kenema District and City council officials trained and are capable of operating the Cadastral system	0 (2019)	14 (2023)	0 (2020)		
A3.1.2	Build capacity of Council officials on the operation of relevant software system	No. of trainings conducted for Council officials	0 (2019)	1 (2023)	0 (2020)		
		No. of council officials capable of operating the relevant softwares	0 (2019)	14 (2023)	0 (2020)		
A3.1.3	Sensitize communities on the relevance of paying taxes to the Council	No. of sensitization events conducted by the project through the council	0 (2019)	6 (2023)	0 (2020)		

		Percentage increase in community members paying their taxes	7.5% (2019)	25% (2023)	7.5% (2020)		
Output 3.2: Council's own source revenue generation/investment increased, resources well managed and reinvested							
A3.2.1	Construct an ultra Modern Hall with WASH and COVID-19 preventive facilities for the district to be managed under the public private partnership arrangement	No of modern halls constructed with incorporated COVID-19 preventive facilities	0 (2019)	1 (2023)	0 (2020)	<ul style="list-style-type: none"> • Council annual reports on services delivered. • Council's financial reports • Project progress reports • Asset register • M&E reports 	<ul style="list-style-type: none"> • Timely release of project funds. • Local contractors with technical capacity are available and willing to partner with the council

<i>Activities</i>	<p>A.1.1.: Conduct 2 days workshops to provide induction training on financial & records management systems, procurement & budgeting</p> <p>A.1.1.2.: Conduct baseline survey to collect baseline information or data</p> <p>A.1.1.3.: Train and support the District Budget Oversight Committee (DBOC)</p> <p>A.1.1.4.: Establish a Website and Facebook page for the Council and ensure effective functionality</p> <p>A.1.1.5.: Conduct risk assessment on COVID-19 at all levels of healthcare facilities in the district</p> <p>A.1.1.6.: Register and maintain data on suspected or confirmed COVID-19 cases in the district</p> <p>A.1.1.7.: Print and distribute district level public health bye-laws on COVID-19</p> <p>A.1.1.8.: Establish functional community monitoring and social accountability system to receive citizens' feedback on services provided to them</p> <p>A.1.2.1.: Acquire 2 vehicles and 5 motor bikes for project implementation and monitoring</p> <p>A.1.2.2.: Procure computers and accessories for project implementation</p> <p>A.1.2.3.: Rehabilitate and furnish the Council's hall to make it suitable for public events</p> <p>A.1.2.4.: Provide office furniture to improve effective office operations</p> <p>A.1.2.5.: Install internet connectivity for reporting and communication</p> <p>A.1.2.6.: Provide a standby generator at the COVID-19 Quarantine centre.</p> <p>A.1.2.7.: Provide hygiene resources such as Veronica buckets, hand sanitizers, gloves, liquid soap in strategic locations</p> <p>A.1.2.8.: Provide diagnostics test kits, mattresses, blankets, torch lights, batteries and toiletries for health workers and the quarantined to use in Quarantine centres for COVID-19</p> <p>A.1.3.1.: Train Councillors and staff in Decentralisation and local governance</p> <p>A.1.3.2.: Train the COVID-19 Rapid Response team on contact tracing, monitoring and implementation of community level surveillance mechanism</p> <p>A.1.3.3.: Train medical and ambulatory teams in the management of COVID-19 infected persons.</p> <p>A.1.3.4.: Train and facilitate external study tours for council officials of Kenema Councils on their functional roles and decentralization</p> <p>A.1.4.1.: Build capacity of the Council in the following competency areas: networking, policy advocacy, coordination, gender mainstreaming and communicating impact and stakeholder management.</p>	<p>Means</p> <ul style="list-style-type: none"> • 14 Technical & support staff • 2 Vehicles • 5 Motorbikes • Office equipment • Delivery on all activities listed <p>Costs – Total Budget = EUR 2,500,000</p> <ol style="list-style-type: none"> 1. Human resources - €45,730.00 2. Travel - €0.00 3. Equipment & supplies - €169,109.96 4. Local Office - €95,204.79 5. Other cost. Services - €59,590.40 6. Activities/Other - €2,011,317.24 	<p>Assumptions</p> <p>The country remains politically and socio-economically stable and there are no natural and anthropogenic emergencies that would disrupt implementation as planned.</p>
-------------------	---	---	---

	<p>A.1.4.2.: Hold bi annual meetings with national authorities as part of a policy improvement loop</p> <p>A.1.4.3.:</p> <p>A.1.4.4.:Launch the EU programme in the District</p> <p>1.1.1: Conduct capacities assessments of 8 CSOs for capacity building.</p> <p>1.1.2a.: Conduct training for 8 CSOs in management, governance and technical capacities.</p> <p>1.1.2b Mentroring of 8 CSOs to reflect on existing capacity, develop and articulate aims.</p> <p>1.1.3a: Provide sub-grants to 5 CBOs for community-led projects.</p> <p>1.1.3b: Provide learning opportunities to 5 CBOs.</p> <p>2.1.1. Conduct monthly meetings and consultations with 8 CSOs and other stakeholders, including private sector players & media personnel, to ensure the fulfilment of district development plan.</p> <p>2.1.2. Train 10 PDC staff on citizens' engagement.</p> <p>2.2.1. Train 180 WDC members in functional/adult literacy & numeracy.</p> <p>2.3.1. Provide PDC with logistics support for monitoring activities.</p> <p>3.1.1 Conduct baseline socio-economic survey to identify potential areas of agricultural development.</p> <p>3.1.2 Organize 600 smallholder IVS rice farmers, especially women and youth farmers into 30 groups of 20 members; 800 cassava farmers into 40 groups of 20 members; and 600 sweet potato farmers into 30 groups of 20 members.</p> <p>3.1.2a Organize 600 smallholder IVS rice farmers into 30 groups of 20 members.</p> <p>3.1.2b Organize 800 cassava farmers into 40 groups of 20 members.</p> <p>3.1.2c Organize 600 sweet potato farmers into 30 groups of 20 members. Assess, select and survey 30 groups of farmers' swamps for suitability for rice cultivation.</p> <p>3.1.3 Support the identified groups to rehabilitate/develop 400Ha of inland valley swamps for rice cultivation, 1200 Ha for cassava cultivation, and 720 Ha for sweet potato cultivation in 10 chiefdoms.</p> <p>3.1.4a Rehabilitate/develop 400 Ha of inland valley swamps</p> <p>3.1.4b Cultivate 1200 Ha of cassava</p> <p>3.1.4c Cultivate 720 Ha of sweep potato</p> <p>3.1.5 Provide 2000 farmers (600 IVS rice farmers, 800 cassava farmers & 600 sweet potato farmers) with improved/appropriate seeds, planting materials and farming tools; establish seed banks in the target chiefdoms/communities.</p> <p>3.1.5a 600 bushels of improved rice seeds (NERICA-19) to 600 farmers</p>	
--	---	--

	3.1.5b 1200 Bundles of improved cassava cuttings (SLICA 4 & 6) to 800 farmers.		
--	--	--	--

<p>A.1.4.3.: Document and share lessons learnt that can feed into national policy improvement.</p> <p>A.1.4.4.: Launch the EU programme in the District</p> <p>A.1.4.5.: Hold accountability sessions with the public through Community Radio discussions</p> <p>A.1.4.6.: Strengthen and ensure effective functioning of the District Inter Agency Forum</p> <p>A.1.4.7.: Organise regular experience sharing meetings with other Councils</p> <p>A.1.4.8.: Hold Radio discussions to strengthen community level sensitization including on public health bye-laws and COVID-19</p> <p>A.1.4.9.: Hold Coordination meetings with partners to provide guidance and modification to district level public health bye-laws for effective response to COVID-19</p> <p>A.1.4.10.: Conduct Information and behaviour change communication campaigns on COVID-19 using Public Address systems mounted on vehicles</p> <p>A.1.4.11.: Hold Community stakeholders' meetings on COVID-19 focusing on strategic community leaders including Paramount Chiefs.</p> <p>A.1.4.12.: Design, print and display Information, Education and Communication (IEC) materials on COVID-19 in strategic areas in the district</p> <p>A.1.4.13.: Provide SMS/MMS messages on COVID-19 to citizens through agreement with Telecom companies</p> <p>A.2.1.1.: Train farmers in new agronomic practices</p> <p>A.2.1.2.: Procure and Install two multi-purpose giant milling machines in Simbaru and Dama chiefdoms.</p> <p>A.2.1.3.: Provide food and water in COVID-19 Quarantined centres</p> <p>A.2.1.4.: Provide ventilated Isolation tents and accessories for the prevention of COVID-19.</p> <p>A.2.2.1.: Construct 8 culverts and 5 bridges linking communities to markets</p> <p>A.2.2.2.: Construct 2 boats with outboard machines for traders in riverine communities</p> <p>A.2.3.1.: Construct 2 modern markets WASH facilities indicatively in Blama-Small Bo Chiefdom and Mendekelema- Gaura Chiefdom</p> <p>A.2.3.2.: Provide sustainable waste management services around the modern markets</p> <p>A.2.3.3.: Disinfect and clean markets, lorry parks and other public places to prevent the spread of COVID-19.</p>		
---	--	--

<i>Activities</i>	<p>A.2.4.1.: Construct a funeral home with workshop for mortician and ambulance services and WASH facilities in Nongowa chiefdom to be managed under concessional arrangements with private sector actors.</p> <p>A.2.4.2.: Raise awareness on the funeral home services to users on the availability of the new facility</p> <p>A.2.5.1.: Construct two Solar powered Boreholes within market facilities</p> <p>A.2.5.2.: Provide Water tanks at border entry points, market places and hospital/PHUs to be used to prevent COVID-19.</p> <p>A.2.5.3.: Partner with CSOs and NGOs to build the capacity of the required institutional structures for effective operation and maintenance of water facilities.</p> <p>A.3.1.1.: Establish a functional property roll register (Cadastral) innovative low cost collection technologies and train relevant staff of Kenema District and City Councils</p> <p>A.3.1.2.: Build capacity of Council officials on the operation of relevant software systems</p> <p>A.3.1.3.: Sensitize communities on the relevance of paying taxes.</p> <p>A.3.2.1.: Construct a Modern hall with WASH and COVID-19 facilities for the Council to be managed under a concessional arrangement</p>		
-------------------	---	--	--

2.5 Please provide an updated action plan ²

Year 1													
Activity ³	Half-year 1						Half-year 2						Implementing body
	7	8	9	10	11	12							
Execution Activity 1.1.3.: Train and support the District Budget Oversight Committee (DBOC)													KDC
Preparation Activity 1.1.4.: Establish a Website and Facebook page for the Council and ensure effective functionality													KDC
Preparation Activity A.1.1.6.: Register and maintain data on suspected or confirmed COVID-19 cases in the district													KDC
Preparation Activity A.1.1.8.: Establish functional community monitoring and social accountability system to receive citizens' feedback on services provided to them													KDC
Preparation Activity A.1.2.5.: Install internet connectivity for reporting and communication													KDC
Execution Activity 1.3.3.: Train medical and ambulatory teams in the management of COVID-19 infected persons.													KDC
Train and facilitate external study tours for council officials of Kenema District Council on their functional roles and decentralisation													KDC
Preparation Activity 1.4.1.: Build capacity of the Council in the following competency areas: networking, policy advocacy, coordination, gender mainstreaming and communicating impact and stakeholder management.													KDC
Execution Activity 1.4.2.: Hold bi annual meetings with national authorities as part of a policy improvement loop													KDC

² This plan will cover the financial period between the interim report and the next report.

³ Most of the activities are those indicated in the Kenema District Council District Development Plan (2019-2023)

Execution Activity 1.4.3.: Document and share lessons learnt that can feed into national policy improvement.	■	■	■	■	■	■															KDC	
Execution Activity 1.4.5.: Hold accountability sessions with the public through Community Radio discussions			■				■															KDC

Year 1 Cont.																					
		Half-year 1						Half-year 2													
Activity ⁴	7	8	9	10	11	12															Implementing body
Execution Activity A.1.4.6.: Strengthen and ensure effective functioning of the District Inter Agency Forum			■			■															KDC
A.1.4.8.: Hold Radio discussions to strengthen community level sensitization including on public health bye-laws and COVID-19	■	■	■	■	■	■															KDC
Preparation Activity A.1.4.9.: Hold Coordination meetings with partners to provide guidance and modification to district level public health bye-laws for effective response to COVID-19			■			■															KDC
Execution Activity A.1.4.11.: Hold Community stakeholders' meetings on COVID-19 focusing on strategic community leaders including Paramount Chiefs.	■	■	■	■	■	■															KDC
Execution Activity A.1.4.12.: Design, print and display Information, Education and Communication (IEC) materials on COVID-19 in strategic areas in the district				■																	KDC
Preparation Activity A.1.4.13.: Provide SMS/MMS messages on COVID-19 to citizens through agreement with Telecom companies			■																		KDC
Execution Activity A.2.1.4.: Provide ventilated Isolation tents and accessories for the prevention of COVID-19.				■																	KDC

⁴ Most of the activities are those indicated in the Kenema District Council District Development Plan (2019-2023)

Preparation Activity A.2.4.1.: Construct a funeral home with workshop for mortician and ambulance services and WASH facilities in Nongowa chieftdom to be managed under concessional arrangements with private sector actors.	■	■	■														KDC & PMU
Preparation Activity A.2.4.2.: Raise awareness on the funeral home services to users on the availability of the new facility				■	■	■											KDC
Preparation Activity A.3.1.1.: Establish a functional property roll register (Cadastral) innovative low cost collection technologies and train relevant staff of Kenema District and City Councils	■	■	■														KDC
Execution Activity A.3.1.2.: Build capacity of Council officials on the operation of relevant software systems		■	■														KDC
Execution Activity A.3.1.3.: Sensitize communities on the relevance of paying taxes.			■	■	■												KDC
End of year report writing and submission to EU & partners						■											KDC

3.0. Beneficiaries/affiliated entities, trainees and other cooperation

- 3.1 How do you assess the relationship between the beneficiaries/affiliated entities of this grant contract (i.e., those having signed the mandate for the coordinator or the affiliated entity statement)? Please provide specific information for each beneficiary/affiliated entity.

This action is being implemented by the Kenema District Council (KDC). KDC have enjoyed cordial working relations with all chiefdoms spanning decades; working together to implement development projects at community level. During this project implementation, KDC has been engaging with the project beneficiaries and has made couple of visits to the project sites and interacted with the CSOs and other stakeholders at the community and chiefdom levels. Chiefs, traditional authorities and Councillors are some of the key stakeholders who have been engaged and who continues to support the project in the target chiefdoms and at district level. This was very successful and had a positive impact on the action.

- 3.2 How would you assess the relationship between your organisation and State authorities in the Action countries? How has this relationship affected the Action?

KDC has established a good reputation for decades amongst local stakeholders and government agencies. At the district level where this project is implemented, local authorities, Ministries, Agencies and Departments who have engaged with KDC in the first year of project implementation. It is expected that, they will continue to do so thus strengthening the relationship further. Specifically, there is a good relationship between KDC and its devolved sectors (Ministry of Agriculture, Water Directorate and the DMHT). Timely information is shared with them about the project in district inter-agency meetings. This cordial relationship has been demonstrated through their participation in project activities including the project launching ceremony, the opening of bids, commissioning of project equipment and supplies.

- 3.3 Where applicable, describe your relationship with any other organisations involved in implementing the Action:

- Associate(s) (if any)
- Sub-contractor(s) (if any)
- Final Beneficiaries and Target groups
- Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc)

Project Management Unit (PMU)

The Project Management Unit (PMU) already in existence exhibits complimentary efforts. This unit's role is to evaluate the implementation of the project, advice and make recommendations where necessary.

District Budget Oversight Committees

The DBOC of Kenema district provided supportive training by this project welcomed the intervention by KDC as timely and relevant in supporting them to execute their mandates. Thus, KDC has enjoyed cordial working relationship with the DBOC; and members acknowledge the efforts this project has made in building their capacity and strengthening their relationship with local stakeholders.

District Radio Stations

KDC is collaborating with 2 radio stations – Star line and Kamboi Agriculture, to support the media component of the action. KDC has a long-standing partnership with district radio stations. Tapping on that relationship, KDC has managed to enjoy discounted rates, advertisement platforms and free repeats of radio programmes. The stations have been instrumental in broadcasting jingles and message related to the prevention and control of covid-19 as well as overall project activities. Additionally, they have aired all trainings, workshops, meetings.

Other third parties

KDC has excellent relationships with entities that have been involved in this action including organizations and institutions working on governance issues. Examples include Local councils of Kono, Kailahun and Kenema, devolved sectors (Ministry of Agriculture, Rural Water Directorate, and other government offices, like the MOHS/DHMT. DICOVERC at local level have responded positively to invitations and actively supported the action. KDC's relationship with the local communities is stronger, where the action is being implemented given that interactions are more often at this level rather than at national level.

3.4 Where applicable, outline any links and synergies you have developed with other actions.

KDC is implementing the current EU funded project drawing lessons learned from the following previous projects:

- UNCDF –funded –
 - Construction of Ngebgama market (2006)
 - Construction of Benduma Junction market (2007)
 - Construction and installation of Tongo cold room (2007)
 - Construction of 18m bedroom guest house (2007)
- UNICEF – Funded –
 - Rehabilitation of 10 PHUs and installation of solar panels (2019)

3.5 If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this Action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).

KDC had never received previous EU grants but had implemented government and other donor funded development projects in the district.

3.6 Where applicable, include a traineeship report on each traineeship which ended in the reporting period to be prepared by the trainee including the result of the traineeship and assessment of the qualifications obtained by the trainee with a view to his/her future employment.

Not applicable.

4.0. Visibility

How is the visibility of the EU contribution being ensured in the Action?

The EU visibility guidelines have been strictly adhered to by KDC as indicated in the in the Communication and Visibility plan. KDC has used this plan to ensure effective communication and visibility of its activities and results. The European Union has been recognised on banners, radio programmes, jingles and equipment. The European Union Logo has been included on electronic communications, including Facebook messages, radio and television programme, signposts, banners, training manuals, attendance registers, payment vouchers, field reports, etc. The sticker depicting the EU logo was produced and used on necessary inventory purchased with project funds by KDC, in accordance with European Union guidelines including furniture, vehicles and computers, etc.

The European Commission may wish to publicise the results of Actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.

KDC has no objections

Name of the contact person for the Action:

.....

Signature:

Location:

Date report due:

Date report sent:

ANNEX

Annex 1: Number of communities to be served by the 2 modern markets to constructed with WASH facilities indicatively in Blama-Small Bo Chiefdom and Mendekelema- Gaura Chiefdom

Chiefdom	Market location	Names of communities
Small Bo	Blama	Whole of small Bo chiefdom communities
		Koya west
		Niawa chiefdom communities
		Part of Kandu Leppiama chiefdom communities
Gaura	Mendekelema	Gaura
		Bornoryema
		Nyandehun
		Gawulima
		Konnehla
		Niama
		Toebu
		Senahun
		Jaweivulahun
		Sembehun Gaura
		Maawoma
		Gborwahun
		Teibo
		Sannohla
Gombu		