

Republic of Sierra Leone
National Monitoring and Evaluation Agency
Office of the President



**A National Monitoring and Evaluation Agency
(NaMEA)**

Monitoring Report

On

***Growth for Peace Consolidation and Youth Empowerment
(GPCYE) Project***

*With Monitoring Financial Support from The United Nations Development
Programme (UNDP)*

DECEMBER, 2025

**Ensuring Value for Money, Transparency, and Accountability for Development
Results and Better Service Delivery**

Contents

i	List of Tables	4
ii	Acronyms	4
1	EXECUTIVE SUMMARY	5
2	BACKGROUND	7
2.1	Project Objectives and Key Project Components	8
2.2	Purpose of the Monitoring Exercise	8
2.3	Scope of the Monitoring	8
3	METHODOLOGY	9
3.1	Sampling Approach	9
3.2	Data Collection Methods.....	10
4	KEY FINDINGS: INFRASTRUCTURE IMPLEMENTATION PERFORMANCE AND CHALLENGES	11
4.1	Feeder Roads and Culverts.....	11
4.1.1	Kambia District: Technical Observations.....	11
4.1.2	Kono District: Technical Observations	12
4.1.3	Bonthe District: Technical Observations.....	12
4.2	Bridges	14
4.2.1	Kambia District: Technical Observations.....	14
4.2.2	Kono District: Technical Observations	16
4.2.3	Bonthe District: Technical Observations.....	16
4.3	Grain Stores, Boreholes and Ancillary Facilities	17
4.3.1	Kambia District: Technical Observations.....	17
4.3.2	Kono District: Technical Observations	20
4.3.3	Bonthe District: Technical Observations.....	21
4.4	Challenges Faced by the Monitoring Team.....	21
5	ENGAGEMENT WITH STAKEHOLDERS: PERSPECTIVES	22
5.1	Employed Community Youth.....	22
5.2	Facility Management Committees (FMCs).....	23
5.3	Eco-Consult.....	25
5.3.1	Summary of Eco-Consult Response.....	25
5.3.2	Recommendations from Eco-Consult Response	26

5.4	Contractors	26
5.5	NaCSA Field Office	27
5.6	Community Beneficiaries.....	27
6	LIMITATIONS	28
7	CONCLUSION	29
8	RECOMMENDATIONS	29
9	ANNEXES	31
10	PICTORIALS	31

DRAFT

i List of Tables

Table 1: Performance Status of Infrastructure Work

Table 2: Summary of Coverage by District, Chiefdom, Facility type

Table 3: Youth laborers interviewed key performance indicators

Table 4: Employed Youth Respondents by Gender, Facility and District

Table 5: Facilities Employed Youth Work On

Table 6: FMC Composition, Gender and Selection Process

ii Acronyms

FGD	Focus Group Discussion
KII	Key Informant Interview
PEA	Project Executing Agency
FMC	Facility Management Committee
GPCYE	Growth for Peace Consolidation and Youth Empowerment
NaCSA	National Commission for Social Action
NaMEA	National Monitoring and Evaluation Agency
KfW	Kreditanstalt für Wiederaufbau (Credit Institute for Reconstruction)
OHS	Operational Health Safety (OHS)
PDO	Project Development Objective
PPE	Personal Protective Equipment
UNDP	United Nations Development Program
SDGs	Sustainable Development Goals
SLRA	Sierra Leone Roads Authority
SLRMFA	Sierra Leone Roads Maintenance Fund Administration
YES	Youth Employment Scheme

1 EXECUTIVE SUMMARY

This report presents the findings of a monitoring mission conducted by the National Monitoring and Evaluation Agency (NaMEA) on the Pro-Poor Growth for Peace Consolidation and Youth Empowerment (GPCYE) Project. The project is financed through a EUR 17.5 million grant from the Government of Germany through KfW – Kreditanstalt für Wiederaufbau (Credit Institute for Reconstruction), complemented by a 10 percent Government of Sierra Leone counterpart contribution (EUR 1.75 million). The project lasts for four years (2024 – 2028). NaCSA serves as the Project Executing Agency (PEA), with implementation support from Local Councils and the Sierra Leone Roads Authority (SLRA).

In summary, the project is about providing employment opportunities for rural youth in selected communities through the construction of facilities such as grain stores, drying floors, boreholes, feeder roads and bridges which support will agricultural production and improve access to markets.

The GPCYE Project directly supports the Government of Sierra Leone’s BIG Five Game Changers, particularly Feed Salone and the Youth Employment Scheme (YES), by combining rural infrastructure development with youth employment and capacity-building interventions. The project is implemented in Bonthe, Kambia Kono Districts, with NaCSA serving as the Project Executing Agency (PEA).

The Project Development Objective (PDO) is to improve and increase income-earning opportunities for rural youth while strengthening climate-resilient and economically enabling infrastructure in targeted districts. By doing so, the project seeks to address key bottlenecks that constrain local economic development, particularly in agriculture.

The exercise, undertaken in November 2025 with funding support from UNDP¹, assessed progress towards the Project Development Objective (PDO), identified implementation bottlenecks, verified the status and quality of infrastructure investments, and gathered stakeholder feedback across all project components

The monitoring focused on three main groups of infrastructural outputs and stakeholders:

- a) Feeder roads, bridges and related structures
- b) Grain stores, and ancillary facilities (e.g. drying floors, VIP latrines)
- c) Solar-powered boreholes and ancillary facilities, e.g. pumps
- d) Key stakeholders, including NaCSA, Local Councils, the Sierra Leone Roads Authority (SLRA), Roads Maintenance Fund Administration (RMFA), contractors, the international consultant, Facility Management Committees (FMCs), employed youth and community beneficiaries.

Overall, the findings show that the GPCYE Project is broadly on track in delivering planned facilities, both in quantity and, in general, quality per specifications, in the communities visited. Most infrastructure are either completed or at an advanced stage of completion, and employment opportunities are being created for youth and women through labour-intensive construction work.

¹ UNDP provided both financial and technical support to NaMEA to monitor this GPCYE Project as one of ten projects currently under review by NaMEA. The fund is part of UNDP’s *Transforming Sierra Leone – Evidence-Based Pathways to a Sustainable Future* initiative.

Table 1. Performance Status of Infrastructure Work

Facility	Grain Stores & Ancillary facilities (drying floors, VIP latrines)	Solar-powered boreholes & ancillary facilities: Pumps	Feeder Roads, Culverts	Bridges	Total
Total Facility	13	13	34	5	65
No. Monitored	6	6	25	5	42
# Completed	3	2	0	3	8
# Advanced Stage	2	2	19	1	24
# Minimal Work	1	2	6	1	10
Remarks	Ref Section 4.3 (a) Completed: 1. Rokon (Samu C/dom) 2. Royark (Mambolo C/dom) in Kambia District 3. Yardu-Kpendema (Sandor C/dom), Kono District. (b) Advance Stage: 1. Mahera (Mambolo C/dom) 2. Wulanthenki (Magbema C/dom), Kambia District (c) Minimal Progress: 1. Peyima (Kamara C/dom, Kono District) Note: All dry floors monitored need to be redone. All have similar issues (see report on the grain stores section)	Ref Section 4.3 (b) Advance Stage: 1. Wulanthenki (Magbema C/dom): but continuous leakages at the piping joints. 2. Mahera (Mambolo Chiefdom): Borehole water tastes salty. (c) Minimal Progress: 1. Yardu–Kpendema (Sandor Chiefdom) – Borehole system not operational 2. Peyima (Kamara Chiefdom) – solar panels and piping not installed. Tanks abandoned and deteriorating.	Ref Section 4.1 (c) Minimal Progress: 1. Kobia Jnct-Robis (Segment 2), Mambolo C/dom, Kambia District 2. Madina-Ngaypahun (Segments 1& 4); 3. Sogbaleh-Bissao; Madina-Senehun (Segments 1 & 2) Note: Few of the 19 feeder roads segments at “advanced stage” still need some technical corrections. See respective findings in the Section 4.1	Ref Section 4.2 (a) Completed: 1. Yikuma Crossing; 2. Yardu-Kpendema - Yikuma) 3. 8 meters bridge (KAM 06 2025) Kambia District (b) Advance: 1. 8 meters length bridge (KAM 04 2025) (c) Minimal: 1. 8 meters length (KAM 05 2025, Mambolo C/dom)	

The project is contributing positively to youth employment, community livelihoods and improved access to markets and agricultural services. The initiatives for job creation, promotion of women’s participation and removal of barriers to agricultural production and market access represent a significant contribution to the Government’s development agenda and the Sustainable Development Goals (SDGs). Provision of jobs for youth and women increase income; construction of feeder roads and bridges in agricultural production zones will promote the removal of barriers to agricultural production, it also improves easy access to markets. In addition, the provision of grain stores for safe storage of farm products and the milling and destoning machines improves agricultural production. All these initiatives help remove critical barrier to production and market access.

However, the monitoring also identified a number of implementation challenges across all components, including delays and quality issues with some feeder roads, incomplete or malfunctioning ancillary facilities, weak adherence to occupational health and safety standards (e.g. limited use of PPE), and gaps in information sharing between contractors and site foremen. Some communities also face unresolved technical issues such as non-functional boreholes or faulty milling/destoning machines. Tangible examples of these issues are given below in Chapter 3: Key Findings where detailed reports are provided for each facility monitored.

While overall, the progress is significant, the following recommendations can help speed up efficient and effective delivery across all components of the project:

- a) strengthening NaCSA's supervision and contract management;
- b) enforcing quality standards for civil works and ancillary facilities;
- c) ensuring timely remediation of defects (e.g. malfunctioning machines, salty borehole water); improving use of PPE and worker safety;
- d) enhancing FMC motivation, financial management and by-laws; and
- e) institutionalising rigorous pre-handover quality verification and joint validation with contractors and communities.

2 BACKGROUND

Sierra Leone has a predominantly youthful population, with more than 75 percent of citizens under the age of 35.² Persistent unemployment and underemployment among this demographic group pose significant socio-economic and stability risks. In response, the Government of Sierra Leone has prioritised youth empowerment and agricultural transformation through its BIG Five Game Changers, particularly Game Changer 1 (Feed Salone) and Game Changer 3 (Youth Employment Scheme – YES) under the Medium-Term National Development Plan (2024–2030).

The Pro-Poor Growth for Peace Consolidation and Youth Empowerment (GPCYE) Project directly contributes to these national priorities because it contributes directly to two of the Government's BIG Five Game Changers: Feed Salone and the Youth Employment Scheme. Its overall goal is to deliver rural economic infrastructure and youth livelihood interventions through a combined package of civil works (including feeder roads, bridges, grain stores, boreholes with distribution systems, alongside vocational skills development and governance strengthening). It aligns with national priorities to promote food security, rural employment, agricultural value chain strengthening and institutional capacity development.

Project Basic Data (Financing, duration, geographical coverage, key outputs and indicators)

Summary of Components: Development of rural infrastructure to remove barriers to rural development; and youth employment and livelihood promotion. It is a EUR17.5 million project funded by the Government of Germany-German Development Bank (KfW) and 10% counterpart

² World Bank. 2020. Sierra Leone - Country Partnership Framework for the Period FY21–FY26*. Washington, D.C.: World Bank Group <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/300471600361287722/sierra-leone-country-partnership-framework-for-the-period-fy21-fy26>

funding to be received from the Government of Sierra Leone. The National Commission for Social Action (NaCSA) is the implementing agency, starting on February 5, 2024 and ends on May 31, 2028 (52 months).

2.1 Project Objectives and Key Project Components

The Project Development Objective (PDO) is to improve and increase income-earning opportunities for rural youth while strengthening climate-resilient and economically enabling infrastructure in targeted districts. By doing so, the project seeks to address key bottlenecks that constrain local economic development, particularly in agriculture. The components include:

Component 1: Provision of Climate-Resilient Infrastructure (EUR 10 million)
Construction and rehabilitation of rural economic infrastructure, including feeder roads, bridges, solar-powered grain stores, boreholes with distribution systems, drying floors and ventilated improved pit (VIP) latrines, implemented using labour-intensive methods to create employment for youth and women.

Component 2: Training for Labour-Intensive Construction (EUR 3.5 million)
Capacity building for contractors and construction firms in labour-intensive works, to improve the quality of infrastructure delivery and foster a more skilled rural construction workforce.

Component 3: Operation and Maintenance (O&M) Training (EUR 2 million)
Training and support to Facility Management Committees (FMCs) on operation, management and maintenance of income-generating rural infrastructure, to promote sustainability, community ownership and long-term functionality of project assets.

Component 4: Capacity Building for NaCSA (EUR 2 million)
Provision of international consultancy support for project implementation, institutional strengthening and short-term technical assistance for activities such as monitoring and evaluation (M&E), surveys, and operational support.

2.2 Purpose of the Monitoring Exercise

With support from UNDP, NaMEA conducted this monitoring exercise to: assess progress towards achieving the PDO;

- a) verify the status and quality of infrastructure investments delivery;
- b) identify implementation challenges and bottlenecks;
- c) evaluate the effectiveness of capacity-building and livelihood interventions; and
- d) gather stakeholder feedback to inform adaptive management and project improvement.

2.3 Scope of the Monitoring

The monitoring covered all four project interventions in the three targeted districts of Bonthe, Kambia and Kono. See Annex 2.

Approximately 65 percent of all facilities were visited in 83 percent of chiefdoms where the project is implemented, although one chiefdom (Khonimaka in Kambia) could not be reached due to logistical constraints. For Component 4 (Capacity building measures for NaCSA as the project executing agency), questionnaires related to this component were administered to the project manager and the district coordinators in Bonthe, Kono and Kambia Districts who are supervising the implementation of the projects in the field.

3 METHODOLOGY

3.1 Sampling Approach

Given the geographic distribution of the GPCYE Project across three districts, and the manageable size of the locations of project sites, the Monitoring Team adopted a multi-stage purposive sampling approach with route-based (opportunistic) selection to maximise both geographic and facility coverage.

Questionnaires were administered to the Project Manager, the NaCSA District Coordinators, the Contractors and the international consulting firm ECO-Consult to cover Components 2 and 4 of the project.

Stage 1: District Selection

All three project districts (Bonthé, Kambia and Kono) selected for the monitoring exercise. This represents a 100 percent census of project districts. This ensured full geographic coverage at the district level.

Stage 2: Selection of Chiefdoms, Communities and Facilities

Within each district, the Team mapped project interventions to determine:

- a) the number and distribution of facilities;
- b) the number of chiefdoms with active interventions; and
- c) the number of communities hosting project activities. Chiefdoms and communities were purposively selected based on the distribution of project interventions, accessibility, the need for balanced coverage, and the presence of key project activities.

Route-based (opportunistic) sampling was also applied. When a purposively selected community was visited, additional communities along the same road corridor were included (where feasible) to broaden coverage and avoid bypassing relevant project sites.

Coverage and Mitigation Measures

One of the six project chiefdoms, Khonimaka in Kambia District, was not covered during this round of monitoring the significant travel distance required to reach the area within the limited timeframe.

Despite this limitation, overall coverage remained strong. Kambia District recorded the highest number of facilities visited, exceeding those covered in Bonthé and Kono districts. The Team therefore prioritised maximising overall coverage. In total, approximately 65 percent of all project facilities were monitored in 83 percent of the chiefdoms where the project is implemented, with varying coverage percentages across facility types, chiefdoms and districts.

Table 2: Summary of Coverage by District, Chiefdom, Facility type

National Monitoring and Evaluation Agency (NaMEA)

Monitoring of the GPCYE Project: Interventions Monitored (Location, Count and Percentage)

November - December, 2025

		Kambia District			Kono District			Bonthe District			Total		
No.	Intervention	Count	Monitored	%	Count	Monitored	%	Count	Monitored	%	Count	Monitored	%
1	Roads	13	6	46%	10	10	100%	11	9	82%	34	25	74%
2	Bridges	3	3	100%	2	2	100%	0	0		5	5	100%
3	Store & AF	9	4	44%	4	2	50%	0	0		13	6	46%
4	Bore Hole & AF	9	4	44%	4	2	50%	0	0		13	6	46%
Total		34	17	50%	20	16	80%	11	9	82%	65	42	65%

Coverage by District, by Chiefdom

No.	District	C/dom #	Chiefdoms with Interventions	Monitored	%
1	Kambia	3	Magbema, Mambolo, Khonimakaka	2	67%
2	Kono	2	Sandor, Kamara	2	100%
3	Bonthe	1	Bum	1	100%
TOTAL		6		5	83%

Table 2: Summary of Coverage by District, Chiefdom, Facility type

3.2 Data Collection Methods

The mission used a combination of quantitative and qualitative data collection tools. See Annex 1. Data were gathered through:

- Key Informant Interviews (KIIs)
- Focus Group Discussions (FGDs)
- Direct observation and photographic evidence
- Review of project documentation

Key Informant Interviews

Structured KIIs (administered in person or electronically via KoboToolbox) were conducted with the following:

- NaCSA Headquarters (Project Manager): 1 questionnaire
- NaCSA District Offices (District Coordinators – Bonthe, Kambia, Kono): 3 questionnaires
- Local Councils (Bonthe, Kambia and Kono District Councils): 3 questionnaires
- SLRA Engineer: 1 questionnaire
- Training Service Provider: 1 questionnaire
- Contractors: Same questionnaire to 15 Contractors
- International Consultant: 1 questionnaire
- Employed Youth Beneficiaries: Same questionnaire to 8 workers (administered in the field)

Focus Group Discussions (FGDs)

FGDs were conducted with:

- Facility Management Committees (FMCs) and
- Community stakeholders in selected beneficiary communities, using a standardised discussion guide.

The data collection tools are provided as Annex 1 to this report.

4 KEY FINDINGS: INFRASTRUCTURE IMPLEMENTATION PERFORMANCE AND CHALLENGES

This section presents the main findings on the implementation of infrastructural facilities under the GPCYE Project. See Annex 3. Overall, the project is delivering on the provision of infrastructural facilities in line with its objectives in most locations visited. However, there are notable implementation delays by some contractors and quality issues in some feeder road segments, particularly in Bonthe District, and a number of technical deficiencies in the provision of ancillary facilities that require corrective actions.

4.1 Feeder Roads and Culverts

Thirty-four (34) feeder road segments are being constructed under the project. Twenty-five (25) of these, representing 74 percent were monitored. There is significant progress in Kambia and Kono districts compared to Bonthe District. While most segments are progressing satisfactorily, a few road-segments show serious delays or apparent abandonment. There are recurring technical shortcomings related to drainage, compaction and finishing.

4.1.1 Kambia District: Technical Observations

Thirteen feeder roads are being constructed in Kambia District. Key observations are summarised below:

Kobia Junction – Robis (Segments 1 and 2, Mambolo Chieftdom)

Segment 1: Significant progress with satisfactory work; workers were met on site.

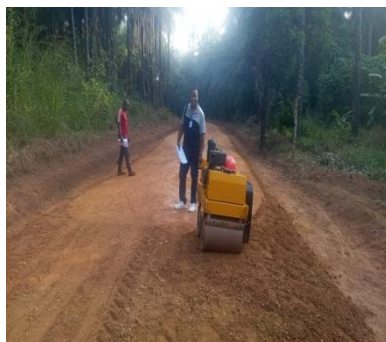
Segment 2: Work is not in progress; no workers were met on site. The work completed so far is of poor quality, with many potholes, bushy stretches, poorly aligned side drainages and outstanding culvert works. Desilting, appropriate drainage depth and width, and proper backfilling at culvert approaches are required. It is doubtful whether the contractor will complete this segment without stronger supervision.

Wulanthenki – Kontha (Magbema Chieftdom); Macoth–Rokel (Segments 1 and 2, Mambolo Chieftdom); and Rokon–Rokon Wharf (Samu Chieftdom)

All these feeder roads were generally found to be in good shape. However, desilting of side drainages and proper backfilling at culvert edges are required to ensure durability and safety.

Overall, approximately 85 percent of the feeder roads monitored in Kambia District are in good condition, with the remainder requiring remedial works and closer monitoring.

Below are sample pictures of the feeder roads rehabilitated in Kambia District



Macoth-Rokel Feeder Road Kobia Jnc-Robis Road

Rokon-Rokon Wharf Road

4.1.2 Kono District: Technical Observations

Ten feeder road segments are being constructed in Kono District, all of which were monitored.

Yikuma Crossing – Yardu Kpendema Sandor (Segment 1) and Yardu Kpendema Sandor to Kondeya Line (Segments 1–9)

- The roads are under construction, with workers present on some segments during the monitoring.
- The entire stretch has many sharp curves, narrow culverts and short, steep hills, which may pose safety and maintenance challenges.

Key technical issues observed include:

- Desilting and increased depth of side drainages, and improvement of camber work.
- Inadequate culvert spans for approaching vehicles, especially where two vehicles may meet at culverts.
- Need for proper backfilling of culverts to match slope and width of the feeder road.
- Some stretches are too steep or hilly, resulting in uncomfortable and potentially unsafe travel.
- The cement mix at the joints of stone-pitched areas must be strengthened.

Below are sample pictures of the feeder roads rehabilitated in Kono District



Stone-Pitching along Segments 1&2

Road Stretch: Yardu-Kondeya Line

4.1.3 Bonthe District: Technical Observations

The project targets Bum Chiefdom in Bonthe District with eleven feeder road segments. This component requires serious monitoring due to significant delays and poor quality of work on a few segments.

Madina – Ngaypayhun Axis (Four segments)

Segment 1:

- a) Overall progress and quality are very unsatisfactory.
- b) Six culverts have been constructed, while five remain outstanding.
- c) Deep ditches intended for culverts are filled with rainwater (muddy with algae) within communities, posing environmental and health hazards.
- d) The alignment of the existing works is poor; side drainages are absent or inadequate.
- e) The road is very bushy and perceived as insecure by community members.
- f) No workers were on site; the segment appears to have been abandoned since the start of the rainy season. The site was described by community members as a ‘ghost site’.

Segment 2:

- a) Potholes are visible along the road
- b) Culverts have been constructed but side drains require desilting, and
- c) The road sides is bushy.

Segment 3:

- a) Work is ongoing; the site foreman and workers were present.
- b) Five culverts are completed and two are under construction.
- c) Side drainages require proper desilting and some stretches need better backfilling and finishing at culvert locations.

Segment 4:

- a) Four culverts are completed and one is under construction.
- b) The foreman and workers were on site.
- c) Many potholes are visible; side drainages are absent, and loose soil requires proper compaction. Camber work is also needed.

Sogbaleh – Bengeh Axis (Two segments)

Segment 1:

A relatively wide feeder road has been constructed; side drainage works are ongoing but camber work is absent and compaction of loose soil is required. Many culverts have been constructed.

Segment 2:

Drainage layout is ongoing; some loose soil on the road requires compaction, and few potholes are visible. One culvert remains to be constructed.

Sogbaleh – Bissao Axis (to Tomando) – One segment

- a) All culverts are under construction; one twin culvert is in progress and requires proper concrete cover.
- b) The road alignment is generally good, but camber and desilting of side drainages are required.
- c) The foreman reported that some reinforcement steel rods were stolen when work stopped during the rains. They were welding the rods during the visit. This was a mitigation measure.

Madina – Senehun Axis (Four segments)

Segment 1:

Work is ongoing; four culverts are completed but the road is bushy, side drainages have not yet been constructed, and backfilling at culverts and compaction of soil are required. Major culvert work was ongoing at the junction on the main road entering into the Senehun axis.

Segment 2:

Work is ongoing, including excavation for side drainages and spreading of lateritic soil, which needs proper compaction. Some culverts are completed.

Segments 3 and 4 could not be accessed due to roadblocks created by construction materials left on the road.

Below are sample pictures of the feeder roads rehabilitated in Bonthe District



Segment 1 Madina – Ngaypayhun route



Sogbaleh – Bissao (Tomando) Madina – Senehun

Sogbaleh – Bengkeh

4.2 Bridges

A total of 5 bridges are being constructed under the project, of which all 5 (100 percent) were monitored.

4.2.1 Kambia District: Technical Observations

Three bridges are being constructed in Mambolo Chiefdom along Segment 1 of the Macoth–Rokel feeder road axis; these are the only GPCYE-funded bridges in Kambia District.

Bridge 1 (8 metres)

- The bridge is completed with no visible cracks or damage.
- Railings are firmly installed; the loading deck is evenly cast and well finished.

- c) The waterway beneath the bridge is adequate.
- d) Backfilling at the approach needs to be completed to match the level of the feeder road

Bridge 2 (15 metres)

- a) The bridge is under construction; both abutments and the centre pier have been constructed, but the slab has not yet been concreted.
- b) Exposed shoot-out reinforcements for the slab are beginning to corrode and require protection.
- c) The waterway beneath the abutments, wing walls and centre pier is sufficient

Bridge 3 (8 metres)

- a) Abutments, wing walls, centre piers, bearing shelf and expansion joints are constructed.
- b) Reinforcements for side and centre beams and the main slab are being fixed.
- c) The planned slab thickness (550 mm) is appropriate. The engineer was advised to add an additional beam across the shorter span to improve stability and reduce shock.

Workers, engineers and contractors were present on site at Bridges 2 and 3 during the mission.

Below are sample pictures of the bridges in Kambia District



8 meters length bridge (KAM 06 2025)



15 meters length bridge (KAM 05 2025)



8 meters length bridge (KAM 04 2025), under construction

4.2.2 Kono District: Technical Observations

Yikuma Crossing – Yardu Kpendema Sandor Bridge (Sandor Chiefdom)

This bridge is not recorded in the documents provided by NaCSA to NaMEA. It was however confirmed by the NaCSA Kono District office that indeed the bridge is one of the project funded bridges.

- a) The bridge was initially completed and is within its six-month defect liability period. The initial contract span was 43.15 metres, but this was later extended by 21.5 metres to improve the clear waterway, resulting in a total length of 64.65 metres and a width of 6 metres.
- b) Additional works underway include: construction of two relief culverts at both ends of the bridge; strong retaining walls and embankments; expansion joints; and pavement works at the approaches.
- c) The reinforced deck concrete is generally even, but a crack was observed in the pavement area. The contractor was on site carrying out remedial works. Railings are being installed and appear strong.

All structural components observed appear to be properly cast and firmly in position.

Below are sample pictures of the bridges in Kono District



The Yikuma Crossing Bridge (Sandor Chiefdom, Kono District)

4.2.3 Bonthe District: Technical Observations

No GPCYE-funded bridges are being constructed in Bonthe District.

4.3 Grain Stores, Boreholes and Ancillary Facilities

Six of the thirteen grain stores, boreholes and ancillary facilities were monitored. This represents 46% of the total grain stores, boreholes and ancillary facilities. Most have been handed over to NaCSA and, in some cases, are already operational and generating income for the community/beneficiaries. However, a number of technical and operational issues were identified, including non-functional destoners, poorly finished drying floors, and unresolved borehole challenges.

4.3.1 Kambia District: Technical Observations

In Kambia District, works on grain stores, boreholes, VIP toilets and drying floors are generally impressive, with facilities largely completed and in use. Key observations include:

Mahera (Mambolo Chieftdom)

- a) *Grain store*: Pillars are misaligned and not straight; roof trusses appear incomplete or insufficient.
- b) *Milling machine*: All components are functioning.
- c) *Destoning machine*: All components are functioning.
- d) *Drying floor*: The slab has a rough finish with cracks and insufficient slope for drainage. Two diagonal slots meant to serve as drains are instead collecting dust, mud, stones and dirt. This has implicitly reduced usable drying surface.
- e) *Borehole, taps, water tanks and tower*: The structural tower pillars are misaligned. One 5,000-litre tank is placed on the base slab, with two 10,000-litre tanks on the upper slab; this configuration should be verified against the Bill of Quantities (BoQ). All community members at the focus group discussion confirmed that the water from the borehole tastes salty, compromising its usefulness.
- f) *VIP latrine*: A rough plastering is observed at the pillars.
- g) *General environment*: The compound is clean and well fenced.

Wulanthenki (Magbema Chieftdom)

- a) *The grain store and ancillaries* have been handed over, and a Certificate of Final Completion (COFC) has been issued for both milling and destoning machines.
- b) *Destoning machine*: Missing fan belt and fuel tank cover.
- c) *Drying floor*: Same issues as in Mahera (rough finish, cracks, insufficient slope and problematic diagonal slots).
- d) *Borehole and water system*: Leakages observed at piping joints.
- e) *General environment*: Most of the perimeter fence has collapsed; the compound is bushy inside and outside the fence

Royark (Mambolo Chieftdom)

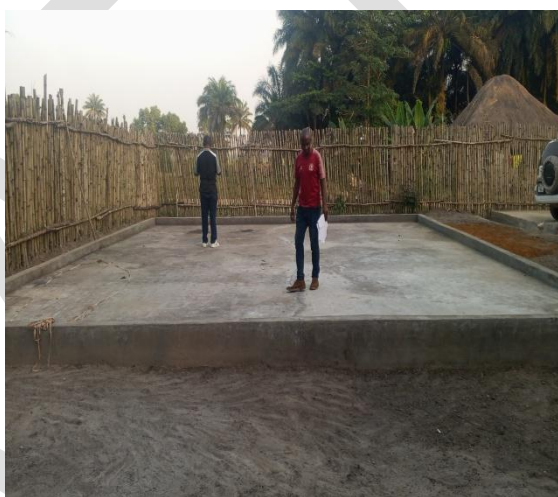
- a) *Grain store and ancillaries* are well constructed and maintained by the FMC and community.
- b) Community taps are insufficient for the growing population.
- c) *Drying floor*: Similar technical issues with rough finish, cracks and inadequate drainage slope.
- d) *General environment*: The facility is kept clean.

Rokon (Samu Chieftdom)

- a) *Grain store and ancillaries* are well constructed and maintained by the FMC
- b) Community taps are working
- c) The tap system (water collecting point) under the main tanks in the compound is not properly done. The tap head is too close to the pipe encasement, not protruding at a length to comfortably place a bucket to collect water.
- d) *Drying floor*: Similar technical issues with rough finish, cracks and inadequate drainage slope.
- e) *General environment*: The facility is kept clean.

Across Kambia District, all grain stores monitored have secure doors and functional locks. Ventilation systems and internal temperature conditions are satisfactory.

Below are sample pictures of the current status of the grain stores, bore holes and their ancillaries in Kambia District



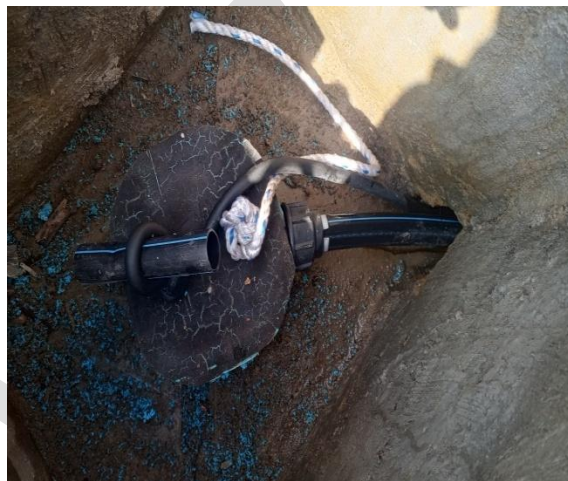
Misaligned Column Tower and Rough Dry floor slab (Mahera, Mambolo Chieftdom)



Testing Water System; and Focus Group Discussions (Mahera, Mambolo Chieftdom)



Rough dry floor slab; Bushy grain store compound (Wulanthenki, Magbema Chiefdom)



No fan belt & cover for destoner; Leakage in borehole piping (Wulanthenki, Magbema Chiefdom)



Water Collection Point (Rokon Village, Samu Chiefdom, Kambia District)

4.3.2 Kono District: Technical Observations

In Kono District, the infrastructure is generally performing well but requires specific improvements, particularly regarding water supply and equipment functionality.

Yardu-Kpendema Sandor (Sandor Chieftdom)

- a) *Grain store*: Constructed and functional.
- b) *Milling machine*: Available and working.
- c) *Solar facility*: Installed and functioning.
- d) *Drying floor*: Same technical issues as in Kambia (rough finish, cracks, inadequate slope and problematic diagonal slots).
- e) *Borehole system*: Three different drilling attempts in the vicinity of the grain store have failed to yield water; therefore, the borehole is non-operational. Four 10,000-litre tanks are installed on two towers (two per tower).
- f) *VIP latrine*: Constructed but not in use because the site foreman left with the keys and cannot be reached. NaCSA's district office should follow up.
- g) *General environment*: Most of the perimeter fence has collapsed and the compound is bushy and poorly maintained.

Peyima (Kamara Chieftdom)

- a) *Grain store*: Constructed, but faded varnish on mud blocks is providing limited protection.
- b) *Milling and destoning machines*: Both are non-functional and have reportedly not operated since installation. According to FMC members, an incorrect fan belt was provided for the milling machine, and the destoner has a major spare-part issue. The contractor reported that the required spare part is difficult to obtain.
- c) *Solar facility*: Installed and functioning.
- d) *Drying floor*: Same technical issues as other locations (rough finish, cracks, inadequate slope, problematic diagonal slots).
- e) *Borehole system*: Four 10,000-litre tanks have been placed outside the structural tower since 2024. Solar panels and piping have not been installed. The tanks are abandoned and deteriorating.
- f) *VIP latrine*: Constructed.
- g) *General environment*: The compound is bushy within and outside the perimeter fence. Watermarks on the ceiling indicate leakages.
- h) *Access*: The main entrance to the grain store compound is severely damaged and not easily accessible by vehicle.

Across Kono District, locks and doors of grain stores are generally secure, and the ventilation and internal temperature conditions are satisfactory.

Below are sample pictures of the current status of the grain stores, bore holes and their ancillaries in Kono District



Current status of borehole, supply pipes and bushy site at Yardu-Kpendema-Sandor grain store (Sandor Chiefdom, Kono District)



Milling machine and destoners and unmounted water tanks in Peyima (Kamara Chiefdom, Kono District)

4.3.3 Bonthe District: Technical Observations

No GPCYE-funded grain stores, boreholes or ancillary facilities are implemented in Bonthe District.

4.4 Challenges Faced by the Monitoring Team

The Monitoring Team faced several operational challenges in accessing certain project sites, including:

- a) Road cut-offs in Bonthe District along the Madina – Senehun axis (Segment 2), which prevented access to Segments 3 and 4.

Road cut-offs after Kondeya Line, limiting access to Gbamandu and Fandu towns and thereby preventing visits to grain stores, boreholes and ancillary facilities in Koindunde and Dakao communities.

5 ENGAGEMENT WITH STAKEHOLDERS: PERSPECTIVES

5.1 Employed Community Youth

Key informant interviews were conducted with youth labourers while they were on site in all three districts: six in Kambia, and one each in Kono and Bonthe Districts. See Annex 4. The main findings are:

- All respondents reported being paid on time, and the income received contributes meaningfully to household welfare, including food, schooling and small business activities.
- All eight respondents confirmed that they are regular residents of the communities where they are employed, supporting the project's objective of providing local youth employment.
- All respondents indicated that the work has had a positive effect on their livelihoods. Examples reported include the ability to start small businesses and provide a better support to their families.
- The daily wage rate reported was NLe50.00 across locations. (Table 3)
- The work performed by youth primarily relates to construction of roads and storage and borehole facilities. (Table 5)
- Number of Employed Youth interviewed was 6 males and 2 females (Table 4)

Table 3: Youth laborers interviewed key performance indicators

District	Chiefdom	Town/Village	Response	Residence	Trained	Livelihood Change	Avg. Wage (NLe)
Bonthe	Bum	Madina	1	1	1	1	50.00
Kambia	Mambolo	Kobia	1	1	1	1	50.00
Kambia	Mambolo	Royak	1	1	1	1	50.00
Kambia	Mambolo	Wulantenkere	1	1	1	1	50.00
Kambia	Magbema	Wulantenkere	1	1	1	1	50.00
Kambia	Samu	Rokon	2	2	2	2	50.00
Kono	Sandor	Yardu-Kpendema	1	1	1	1	50.00

Table 4: Employed Youth Respondents by Gender, Facility and District

District	Road	Storage	Borehole and Storage
Bonthe	1 (Male)	0	0
Kambia	2 (1 F; 1 M)	2 (1 F; 1 M)	2 (2 M)
Kono	1 (1 M)	0	0

(Males = 6; Females = 2)

Table 5: Facilities that Employed Youth Work On

District	Road	Storage	Borehole and Storage
Bonthé	1	0	0
Kambia	2	2	2
Kono	1	0	0

A cross-cutting concern raised by youth was the inadequate provision of Personal Protective Equipment (PPE) such as gloves, boots and helmets, as well as the need for more tools. Some youth also reported interpersonal challenges with supervisors.

Recommendation 1: Enhance Labourer Welfare and Safety

- Mandate and monitor the provision of adequate PPE (gloves, boots, helmets) for all workers on site.
- Ensure timely and consistent supply of tools and materials to prevent work stoppages and income loss.
- Establish a clear, accessible and confidential grievance redress mechanism for labourers to report issues with supervisors or contractors.

Recommendation 2: Clarify Local vs External Labour Employment

The project should review its strategy regarding the balance between local youth and external technical workers. Where technical workers are brought from outside the target communities, NaCSA should explore opportunities for on-the-job training and skills transfer to local youth.

5.2 Facility Management Committees (FMCs)

Focus Group Discussions (FGDs) were conducted with FMCs in five beneficiary communities: Welanthenki, Mahera, Royark, Rokon (Kambia District) and Yardu-Kpendema-Sandor (Kono District). The objective was to assess FMC composition, functionality, gender inclusion, community ownership, operations and maintenance (O&M) systems, facility sustainability, training effectiveness and financial management practices. See Annex 5.

Composition and Selection

All communities have gender-inclusive FMCs, with women well represented in leadership roles.

Selection processes are participatory and community-driven.

Table 6: FMC Composition, Gender and Selection Process

No.	Indicator	Mahera	Royark	Rokon	Wulanthenkle	Yardu
1	Members	19	19	19	19	19
2	Gender Ratio	9M : 10F	7M : 12F	7M : 12F	6M : 13F	8M : 11F
3	Executive Size	3 Board + Executive	7 Executives	7 Executives + 3 Board	7 Executives + 3 Board	7 Executives + 3 Board

No.	Indicator	Mahera	Royark	Rokon	Wulanthenkle	Yardu
4	Women in Executive	6	4	4	6	5
5	Selection Method	Appointed by families in town meeting	Farmers, master farmers, chief, contributors	Farmers, master farmers, chief, contributors	Farmers, master farmers, chief, contributors	Farmers, master farmers, chief

Facility Types Managed

FMC members are aware of project-supported facilities they manage, including grain stores, milling and destoning machines, solar systems, drying floors, VIP toilets and boreholes with water tanks and community standpipes.

Functionality and Governance

- All FMCs reported holding monthly meetings with basic record-keeping and financial management practices.
- Meeting minutes books were available in most communities, although in two locations the secretaries were not present during the FGDs.

Training and Capacity Building

FMCs received training from NaCSA on facility operations and maintenance, committee management, basic use of tablets for data recording, and administrative skills such as signing documents.

Community Utilisation and Outreach

FMCs reported that facilities are used by around 6 to 10 neighbouring communities, indicating broad inter-community benefits and regional impact.

Operations, Maintenance and Responsibilities

FMCs understand their responsibilities, which include cleaning and securing facilities, ensuring equipment functionality, repairing fences, taps and machines, maintaining solar systems and supervising facility use.

Financial Management and Profit Use

- Income is generated through milling and destoning fees, solar phone charging, drying floor usage and water access contributions.
- FMCs are generally able to cover basic operating costs. However, there is limited common understanding that 5 percent of profits should be retained for broader community development activities.

Sustainability and Motivation

- a) While FMCs are largely compliant with meeting schedules and record-keeping, some members face a time burden and there is evidence of low motivation linked to the voluntary nature of their work.
- b) Common challenges include weak commitment from some members, absence of formal by-laws and the lack of financial or non-financial incentives.

Overall, FMCs are functioning relatively well and demonstrate strong community ownership. The GPCYE Project has delivered extensive capacity-building support that has enabled these committees to manage a range of facilities, but additional measures are needed to consolidate sustainability

Recommendations for FMC Strengthening

- a) Encourage performance reviews or rotation of FMC members to address low commitment. Support communities to develop motivation or incentive mechanisms (monetary or non-monetary) for FMC members.
- b) Provide refresher training on financial management, record-keeping and preventive maintenance.
- c) Encourage reinvestment of facility profits into repairs and community development projects.
- d) Provide technical support for minor repairs and troubleshooting.
- e) Acknowledge and address the time burden on FMC members, particularly its impact on their primary livelihoods.
- f) Review the financial arrangements for facility operation and maintenance to ensure a small stipend or other non-monetary incentives are provided to key FMC members to ensure long-term member-commitment and sustainability. The reported 10% profit transfer for social projects should be reviewed to ensure funds are available for the operation and maintenance of the facilities.

5.3 Eco-Consult

Eco-Consult is a Component 4 Technical Support Consultant responsible for enhancing institutional capacity, quality assurance, and implementation systems, for NaCSA to implement effectively.

5.3.1 Summary of Eco-Consult Response

The Key Informant Interview (KII) with Eco-Consult indicates that the firm is playing a strategic advisory and technical support role under Component 4, primarily focused on strengthening NaCSA's institutional capacity. This includes delivering technical trainings (GIS/GPS, KoboToolbox), supporting district engineers, enhancing financial management systems, and ensuring quality control of infrastructural works.

While Component 4 is implemented by NaCSA as the Project Executing Agency, Eco-Consult contributes significantly to project planning, administrative systems strengthening, donor coordination, and quality assurance processes. The consultancy self-assessed its performance as "Good," with outputs delivered "Mostly Timely." Collaboration with NaCSA was also rated "Good," though coordination with other implementing partners was considered "Moderate," highlighting some gaps in multi-stakeholder engagement.

Communication between Eco-Consult and NaCSA is reported to be effective, supported by clearly defined reporting structures and frequent engagement, including with the Project Steering Committee. A key achievement of the consultancy is the successful revision of NaCSA's institution-wide capacity-building framework to align with donor requirements.

However, implementation has been constrained by challenges related to compliance with donor procurement procedures, resulting in delays due to repeated revisions of procurement documentation. Despite these constraints, financial disbursement processes were reported to be timely, and administrative systems were not seen as a major impediment to consultancy operations.

Overall, Eco-Consult's support is viewed as relevant and value-adding, though improvements are required in procurement efficiency and broader stakeholder coordination to maximise impact.

5.3.2 Recommendations from Eco-Consult Response

Based on the KII responses, the following recommendations are derived:

- a) **Strengthen Compliance with Donor Procurement Requirements:** NaCSA management should enhance adherence to donor procurement regulations to reduce delays associated with repeated revisions of procurement documents.
- b) **Enhance Early Engagement in Capacity Building Planning:** Greater and earlier involvement of NaCSA senior management and Human Resource units is required during the design and needs assessment phases of capacity-building interventions.
- c) **Improve Coordination with Implementing Partners:** Mechanisms should be strengthened to improve collaboration and coordination between NaCSA, Eco-Consult, and other implementing partners to address observed gaps.
- d) **Deepen Strategic Engagement Between Eco-Consult and NaCSA Leadership:** More structured and continuous engagement at the strategic level will improve alignment, decision-making, and overall effectiveness of Component 4 implementation.
- e) **Streamline Procurement Processes Through Capacity Strengthening:** Targeted capacity-building support should be provided to NaCSA staff on donor procurement procedures to improve efficiency and reduce administrative bottlenecks.
- f) **Refine NaMEA's Questionnaire for Eco-Consult:** NaMEA should tailor its monitoring instruments to reflect the advisory and support role of the consulting firm, rather than treating them as direct implementers of project components.

5.4 Contractors

The Key Informant Interviews (KIIs) with contractors under the GPCYE Project indicate that implementation is largely conducted through small-scale, short-term contracts, with most contractors managing one project and a few handling up to two.

Recruitment of workers is primarily contractor-driven but incorporates community-based mechanisms, reflecting a hybrid system that promotes local participation.

The findings show strong engagement in technical capacity building, with contractors participating in NaCSA-led training on construction standards, safety, and community engagement. Quality assurance is maintained through regular supervision, adherence to design specifications, and frequent reporting to NaCSA, supporting accountability in project implementation.

Despite these strengths, operational challenges do exist. These include difficulties in accessing construction materials, rising costs, logistical constraints in remote areas, and seasonal labour shortages. Environmental and terrain-related issues also affect implementation timelines. While safety measures are reportedly in place, their consistency varies across sites.

Stakeholder relationships are generally positive, particularly with communities and Facility Management Committees. However, contractors highlighted key areas for improvement, including the need for more rigorous baseline assessments, greater financial flexibility to accommodate price fluctuations, improved planning, and timely disbursement of funds.

5.5 NaCSA Field Office

Key Informant Interviews (KIIs) with three NaCSA District Offices indicate that the project is being implemented within a well-structured and coordinated institutional framework at district levels. Respondents provided insights reflecting both strategic oversight and operational realities in the field.

Findings show that NaCSA District Offices play a central role in project implementation, including the identification and selection of beneficiary communities through social and technical assessments. They also coordinate closely with District Councils, line ministries, and technical partners such as the Sierra Leone Roads Authority (SLRA), ensuring that project activities are aligned with local development priorities and executed through a participatory approach.

On monitoring the project, NaCSA District Engineers provide technical oversight, while regular site visits, weekly inspections, and periodic contractor performance assessments to ensure adherence to design standards and quality requirements. These processes contribute to a strong accountability system within the project.

Stakeholder collaboration is generally effective, supported by strong institutional linkages and continuous support from NaCSA headquarters, including financial, technical, and logistical assistance. Capacity-building initiatives have further strengthened district-level implementation, particularly in areas such as digital data collection, financial management, and reporting systems.

Community engagement and grievance redress mechanisms are also established in the project, with multiple channels available for raising and addressing concerns, thereby promoting transparency and responsiveness.

Despite these strengths, the effectiveness of implementation depends heavily on sustained coordination and consistent supervision. There is also a need for frequent monitoring/supervision to further strengthen contractor performance and ensure uniform quality across project sites.

Overall, the GPCYE Project demonstrates a strong institutional foundation at the district level, with effective governance, stakeholder coordination, and monitoring systems. Continued reinforcement of these systems will be essential to sustain performance.

5.6 Community Beneficiaries

Focus Group Discussions (FGDs) with community beneficiaries indicate that the project is delivering tangible benefits in participating communities, particularly in improving access to rural infrastructure and supporting livelihoods. The findings reflect broad-based participation, with

relatively balanced gender representation and involvement of diverse community members, including beneficiaries and facility management actors.

Communities are aware and reported benefiting from a range of interventions, including grain storage facilities, boreholes, feeder roads, bridges, and sanitation infrastructure. Among these, grain storage facilities were identified as the most impactful and widely appreciated, contributing significantly to food security and agricultural productivity. Other infrastructure, particularly roads, bridges, and water systems, showed varying levels of effectiveness within locations.

The strong sense of ownership among community members was identified as a remarkable strength of the project, with facilities widely recognized as communal assets provided by the Government through NaCSA. This has contributed to high levels of trust and accountability.

Satisfaction with project interventions, however, is mixed. While grain storage facilities received consistently positive feedback, responses regarding roads, bridges, and especially boreholes were inconsistent, indicating disparities in quality, functionality, and maintenance.

Communities highlighted gaps in service delivery, noting that existing infrastructure is insufficient to meet growing demand. Key needs include additional water points, expanded drying and storage capacity.

Implementation challenges identified include faulty infrastructure (particularly boreholes and dry floors), delays in project delivery, environmental constraints such as water scarcity, and logistical issues affecting efficiency.

Despite these challenges, communities demonstrate a strong commitment to sustainability. Many have established local mechanisms to generate income from project facilities to support maintenance and future development.

Overall, the project is positively impacting community livelihoods, integration and access to infrastructure. However, addressing gaps in improving infrastructure quality and maintenance, and strengthening responsiveness to community needs will be essential to enhancing the project's effectiveness and long-term sustainability.

6 LIMITATIONS

The main limitations of this monitoring exercise were:

- a) Physical access constraints due to road cut-offs and poor road conditions, which limited coverage of some segments and facilities, particularly in Bonthe and Kono Districts.
- b) Incomplete survey data at the time of reporting, as some questionnaires administered to NaCSA and community beneficiaries had not yet been returned, thereby delaying full quantitative analysis of indicator achievement.
- c) Time constraints, which required trade-offs between deeper assessment (taking more time) that will result in a smaller number of sites visited and facilities covered, versus broader coverage (that will result in more communities reached and more facilities monitored); the Team prioritised coverage.

7 CONCLUSION

The GPCYE Project is making an important contribution to youth employment, rural livelihoods and climate-resilient infrastructure (bore holes and ancillary facilities – pumps, VIP latrines, water tanks and towers etc; grain stores and ancillary facilities – milling and destoning machines, dry floors, solar-powered energy/electricity supply etc.) in Bonthe, Kambia and Kono Districts. The project's integrated approach of combining feeder roads, bridges, grain stores, boreholes and ancillary facilities with labour-intensive construction and capacity-building support, aligns strongly with two of the Government's BIG Five Game Changers (Game Changer # 1: Feed Salone, and Game Changer #3: Youth Employment Scheme) and the Medium-Term National Development Plan (2024–2030).

The monitoring findings show that, overall, the project is delivering infrastructure of acceptable quality in most locations visited, and that these investments are beginning to improve access to markets and agricultural services while generating short-term employment opportunities for youth and women. Facility Management Committees are largely functional and demonstrate strong community ownership, although they require further support to strengthen governance, financial management and sustainability.

At the same time, the mission identified critical challenges, including delayed or apparently abandoned works, some technical deficiencies in civil works and ancillary facilities, incomplete or non-functional equipment, and insufficient coordination and information-sharing among contractors, site foremen and supervising entities. These issues, if not addressed promptly, could undermine the long-term impact and sustainability of the project.

Overall, the project can be reported as being on track and ratee as satisfactory but with certain areas requiring corrective action and intensified supervision to fully realise its intended development outcomes.

8 RECOMMENDATIONS

Based on the findings of this monitoring mission, the following key recommendations are proposed:

Strengthen Occupational Health and Safety

- a) Ensure that all contractors provide and enforce the use of Personal Protective Equipment (PPE) for workers on all sites.
- b) Incorporate operational health safety (OHS) requirements into contracts and supervision checklists and apply sanctions for persistent non-compliance.

Address Technical Deficiencies and Quality Issues

- a) Require contractors to correct all identified technical errors and defects across roads, bridges, grain stores, boreholes and ancillary facilities. Most apparent is the grain floor. Ensure that all drying floors are reconstructed or rehabilitated where necessary to prevent cracking and to achieve adequate slope and drainage without the need for diagonal channels.
- b) Bore holes in Peyima and Yardu-Kpendema Sandor are not operational because several drilling attempts did not yield water. We recommend that contractors should trace water

before tanks are installed. This will prevent the tanks from deterioration and subsequent damage.

- c) Implement a standardised quality checklist for all facilities, including drying floors, tank towers and VIP latrines, prior to final sign-off.

Improve Contract Management and Information Flow

- a) Strengthen NaCSA's supervision and contract management to ensure adherence to timelines and quality standards.
- b) Require contractors to brief site foremen on key contract provisions, scope of work and technical specifications so that (in the absence of the contractor) they can respond to queries from communities and monitoring teams.
- c) Convene meetings with contractors responsible for abandoned or significantly delayed sites to agree on realistic completion plans and corrective actions.

Enhance Functionality of Grain Stores and Ancillary Facilities

- a) Provide weighing scales in all grain stores to facilitate accurate measurement and transparent management of produce.
- b) Ensure timely repair or replacement of non-functional milling and destoning machines, with clear allocation of responsibility and costs.
- c) Resolve borehole problems, including the salty water issue in Mahera (Kambia District) and the unsuccessful drilling attempts in Yardu-Kpendema Sandor (Kono District), through appropriate hydrogeological assessment and remedial action.
- d) Complete installation of solar panels, piping and water tanks in Peyima (Kono District) and other partially completed water systems.

Strengthen FMC Governance, Accountability and Incentives

- a) Provide refresher training for FMCs in governance, financial management, record-keeping and preventive maintenance.
- b) Support FMCs and communities to develop written by-laws that clarify roles, decision-making processes and profit use.
- c) Encourage routine reinvestment of a portion of facility profits into maintenance and minor repairs.
- d) Explore feasible mechanisms (monetary or non-monetary) to recognise and motivate FMC members, taking into account their time burden and opportunity costs.

Improve Road Safety and Community Engagement

- a) Install basic road signs on all project roads and bridges, including warnings for culverts, bridges, sharp curves and steep hills.
- b) Consider re-grading or lowering short, steep hills where technically and financially feasible to improve safety.
- c) Maintain frequent community engagements to encourage local contributions to routine maintenance of constructed and rehabilitated roads.

Intensify NaCSA and Partner Supervision

- a) NaCSA should undertake more frequent and rigorous monitoring of contractors and facilities, in collaboration with Local Councils, SLRA and other stakeholders.

- b) Before handover, NaCSA should carry out thorough checks to ensure that contractual obligations have been fully met and that defects have been addressed during the defect-liability period.
- c) NaCSA should lead comprehensive joint assessment to validate that work has been completed before handing over the facilities to communities. The exercise should involve contractors, FMCs and community representatives before accepting and handing over completed facilities.

9 ANNEXES

Annex 1: Data collection tools (KIIs and FGDs)

Annex 2: Summary Table of Facilities Monitored

Annex 3: Detailed Technical Observations by Facility and District

Annex 4: Youth Employment and Livelihood Survey Summary

Annex 5: FMC Assessment Summary

10 PICTORIALS

Photographs of roads, bridges, grain stores, boreholes and ancillary facilities by district and engagements with FMCs, Contractors and Employed Youth are included on various pages in the report under their respective headings.