



Build a Bridge from the Ground to National Policy

CDCD PROJECT MLGRD/JICA

**The Project for Capacity Development for Comprehensive
District Development
in the Northern Region in Sierra Leone**

1st of June 2013



Presented by

➤ Hon. Hadiru.I.Kaloko

Deputy Minister, Ministry of Local Government and
Rural Development/Project Director CDCD Project
MLGRD/JICA

➤ Victor Kamara

Chief Administrator, Kambia District Council

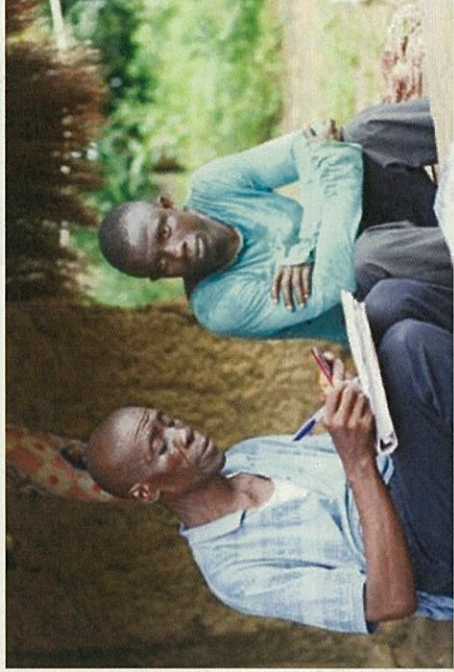
➤ Atsutoshi Hirabayashi

Ex-Project Leader CDCD Project MLGRD/JICA



Contents

1. Project Profile
2. Decentralization in Sierra Leone and Activities/Outputs at Policy Level
3. Activities/Outputs at District/Community Level
4. Findings



Project Profile PDM as of July 2013

1. Project Period

Nov 2009 ~ Oct 2014

2. Counterpart

Ministry of Local Government and Rural Development (MLGRD), Port Loko District Council and Kambia District Council

3. Target Areas

Kambia District (population: about 400,000), Port Loko District (population: 80,000), other 3 Districts in the Northern Region (Capacity Building for the Council Staff)

4. Overall Goal

Strengthen the structure and functions to manage district and rural development more effectively and efficiently in overall districts in Sierra Leone.

5. Project Purpose

Strengthen the structure and functions to manage district and rural development more effectively and efficiently in Kambia and Port Loko Districts.





Project Profile (2)

6.Expected Output

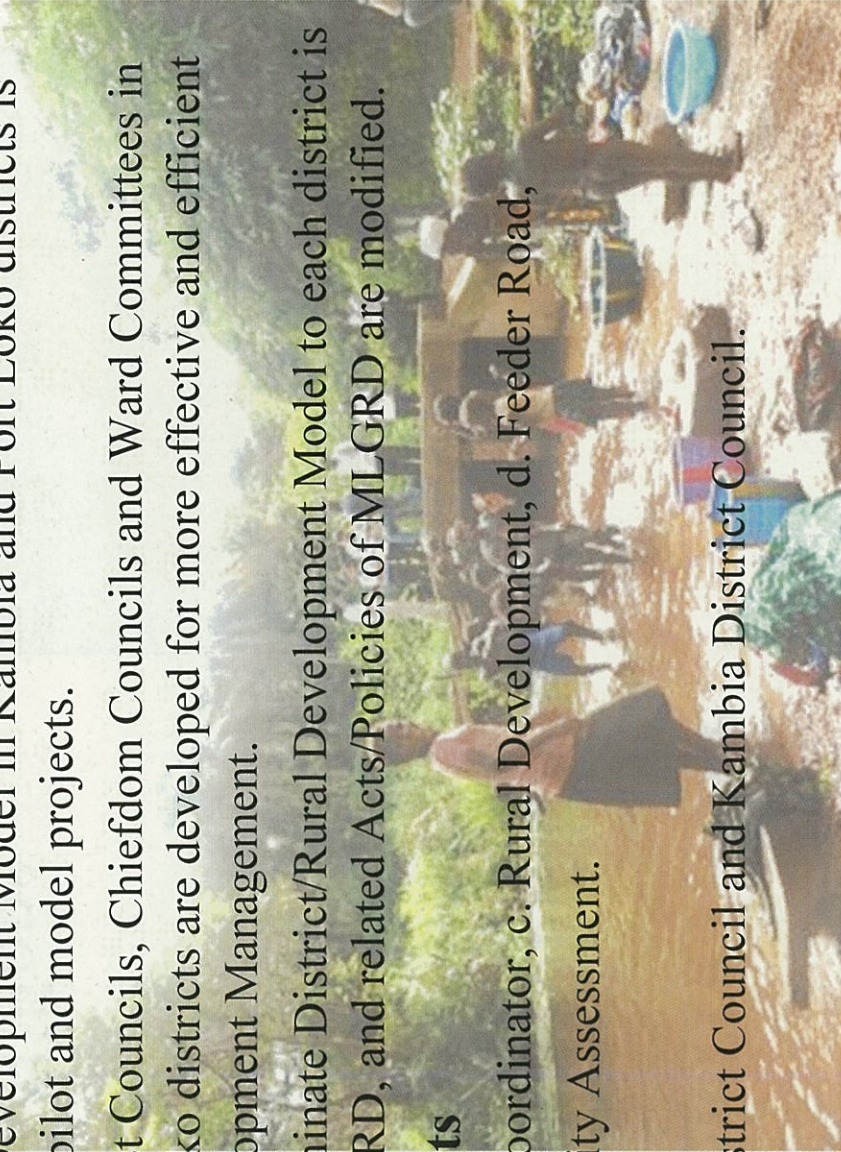
- Output 1. The District/Rural Development Model in Kambia and Port Loko districts is established through pilot and model projects.
- Output 2. Capacities of District Councils, Chiefdom Councils and Ward Committees in Kambia and Port Loko districts are developed for more effective and efficient District/Rural Development Management.
- Output3. The system to disseminate District/Rural Development Model to each district is established by MLGRD, and related Acts/Policies of MLGRD are modified.

7.Dispatched JICA Experts

- a. Project Leader, b. Project Coordinator, c. Rural Development, d. Feeder Road, e. Training Planning, f. Capacity Assessment.

8.Project Office

In the MLGRD, Port Loko District Council and Kambia District Council.



Quick View on Sierra Leone

- Located west coast of Africa.
- The North East by Guinea, the South East by Liberia.
- The Land 27,699sq Miles
- Tropical climate
- Population 6.4 Millions
- 18 Different Ethnic Groups





Background of Decentralization

After the eleven years Civil War (1991-2002), one of the recommendation of the Lome Peace Accord, is to strengthen the Pillars of Democracy in order to ensure all Citizens participate in the running of the affairs of the State. Therefore, the creation of the Ministry of Local Government and Rural Development, and with the enactment of the Local Government Act, 2004 brought in new set of players into the Political and the Administrative arena of the state. The Government of Sierra Leone has devolved functions as well as grant to ensure efficient and equitable allocation of grants to Councils in the Decentralization process .

Summary: 2012-2014 Strategic Plan of MLGRD

1. Local Government Directorate

- Effective functioning of Local Councils, Chiefdom and Tribal Administration
- Prudent management of physical and financial resources within Local Councils.
- Capacity building of stakeholders in Local Governance system.

2. Rural Development Directorate

- Ensure that the Rural Development Coordination Policy is approved by the Cabinet.
- Popularization of Rural Development Coordination Policy.
- Monitor Local Councils in use of the District/Rural Development Handbooks.

Progress of Decentralization

1. Policy, Legal and Regulatory Issues
 - Review Local Gov Act 2004
 - Formulate Rural Development Coordination Policy
 - Chiefdom governance reform
2. Capacity Building to support Decentralization
 - Infrastructure support to Local Councils



Key Achievement of Decentralization

- The Local Gov Service Commission support the recruitment of 8 key professionals.
- Responsibilities for most basic social services transferred to the Local Councils.
- About 75% of the resources available to the Local Councils to undertake service delivery.

Key Challenges of Rural Development

- Strengthen coordination between Local Councils, MDAs and Local Authorities.
- Strengthen community-based approach to reach the reality on the ground; community needs assessment, participatory monitoring, etc.
- Build capacity of local councils to strengthen their service delivery to community

Key Challenges of Decentralization

- Operationalization of a comprehensive Decentralization Policy
- Fast-tracking the devolution process and ensuring that devolved functions are performed effectively
- Strengthen the revenue capacities of local councils.
- Align the Local Gov Act 2004 and other existing legislation.
- Make the devolved staff more loyal to the Local Councils.





Project Approach

Formulate Project Structure/Activity Plan (Hypothesis) in line with the concerned Acts and Policies



Verify the hypothesis through the activities



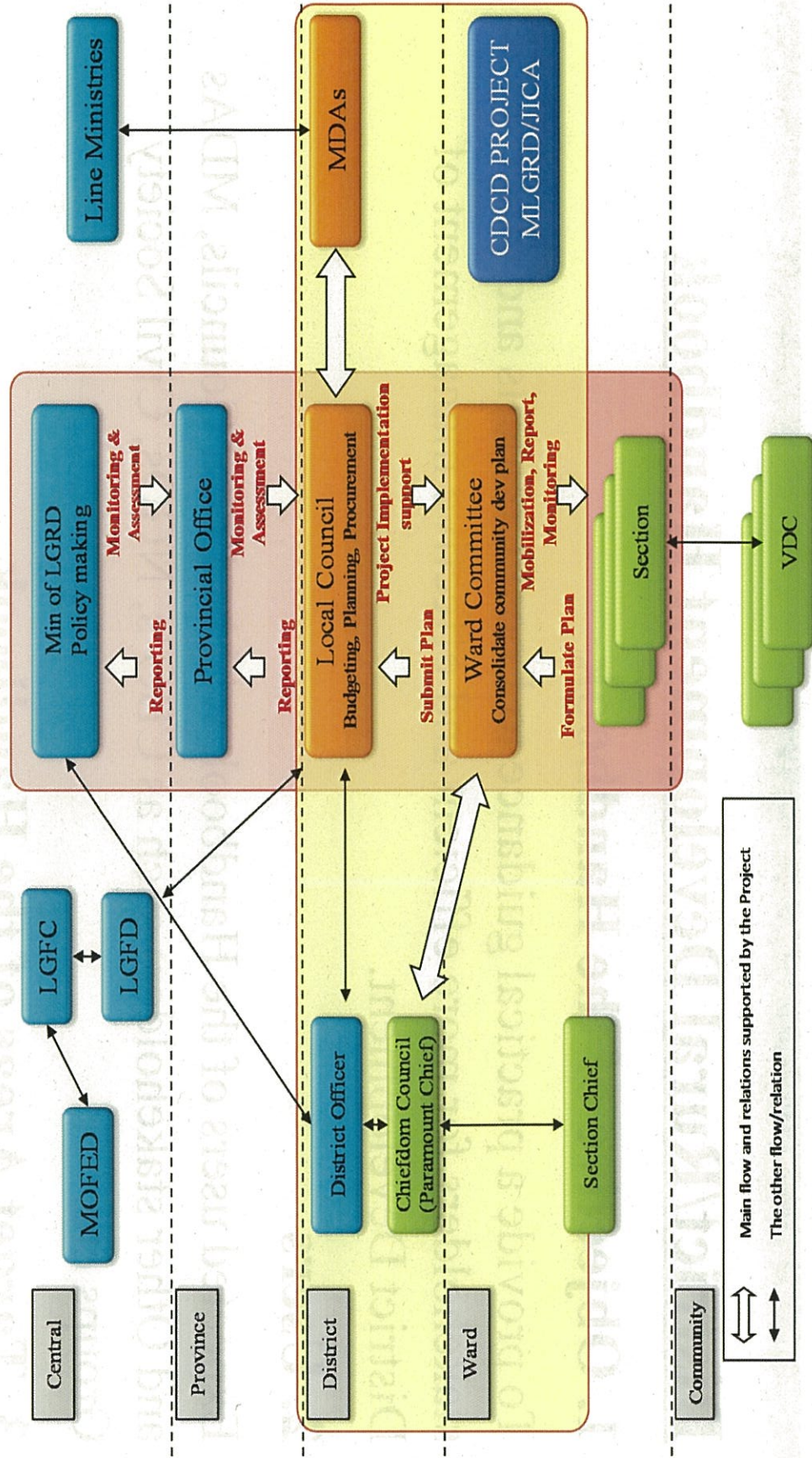
Integrate verified/applicable findings into the District/Rural Handbooks as a Development Model



Give advices to MLGRD based upon the findings



Implementation Structure





District/Rural Development Handbook

1. Objective of the Handbook

To provide a practical guidance to Local Councils and other stakeholders for more efficient and effective management of District Development.

2. Users

Expected users of the Handbook will be Local Councils, MDAs and Other stakeholders such as CBO's, NGOs, Civil Society Groups etc.

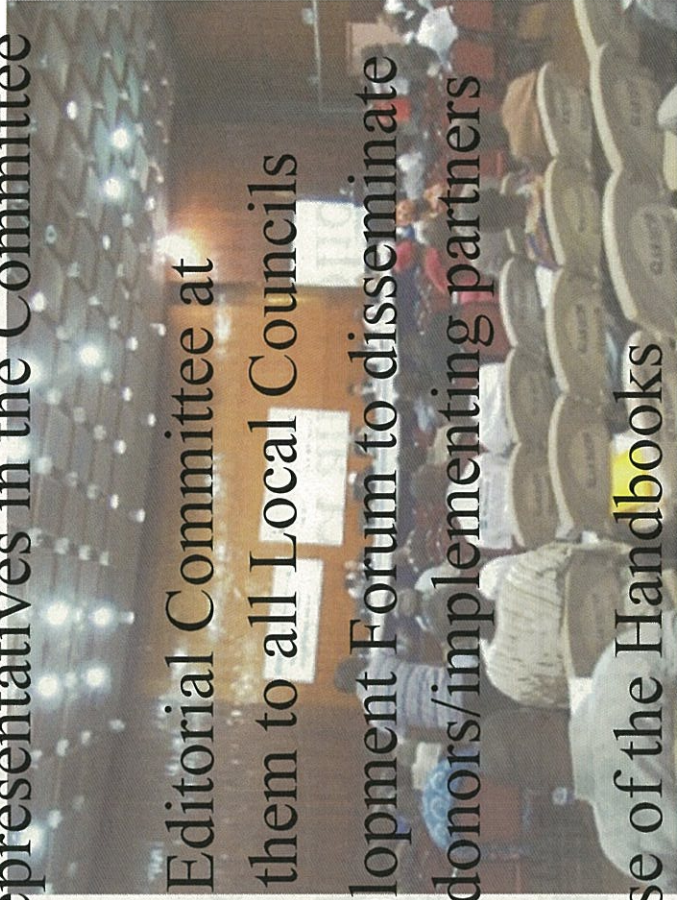
3. Target Areas of the Handbook

The Handbook focuses on three main areas: the Local Council's Service Delivery, Accountability and Transparency, Coordinating and Monitoring mechanisms among stakeholders.

Establishment and Dissemination of the Development Model to Overall Districts

Based on the findings of the project activities,

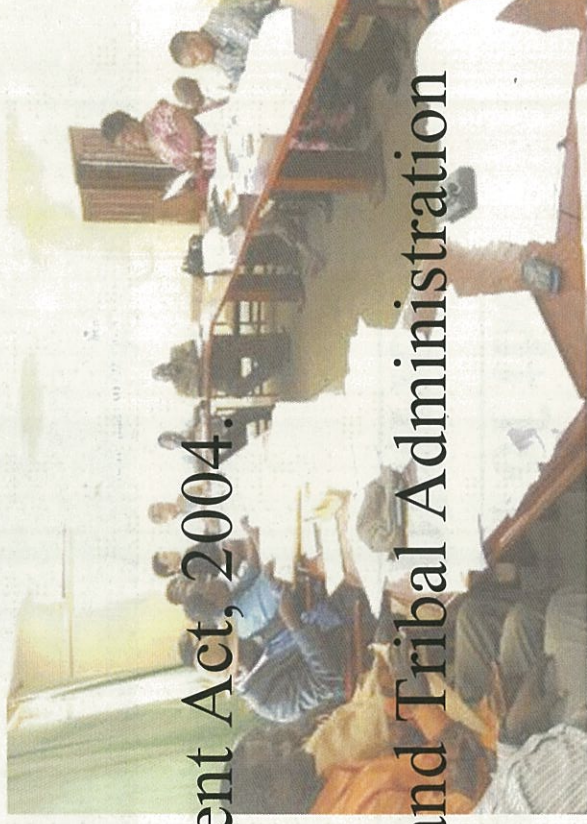
- Integrate the findings of activities on the ground into the Handbook with all Council representatives in the Committee at District Level
- Finalize the Handbook in the Editorial Committee at Ministry Level and distribute them to all Local Councils
- Organize District/Rural Development Forum to disseminate the Handbooks to concerned donors/implementing partners as well as overall districts.
- Monitor Local Councils on use of the Handbooks



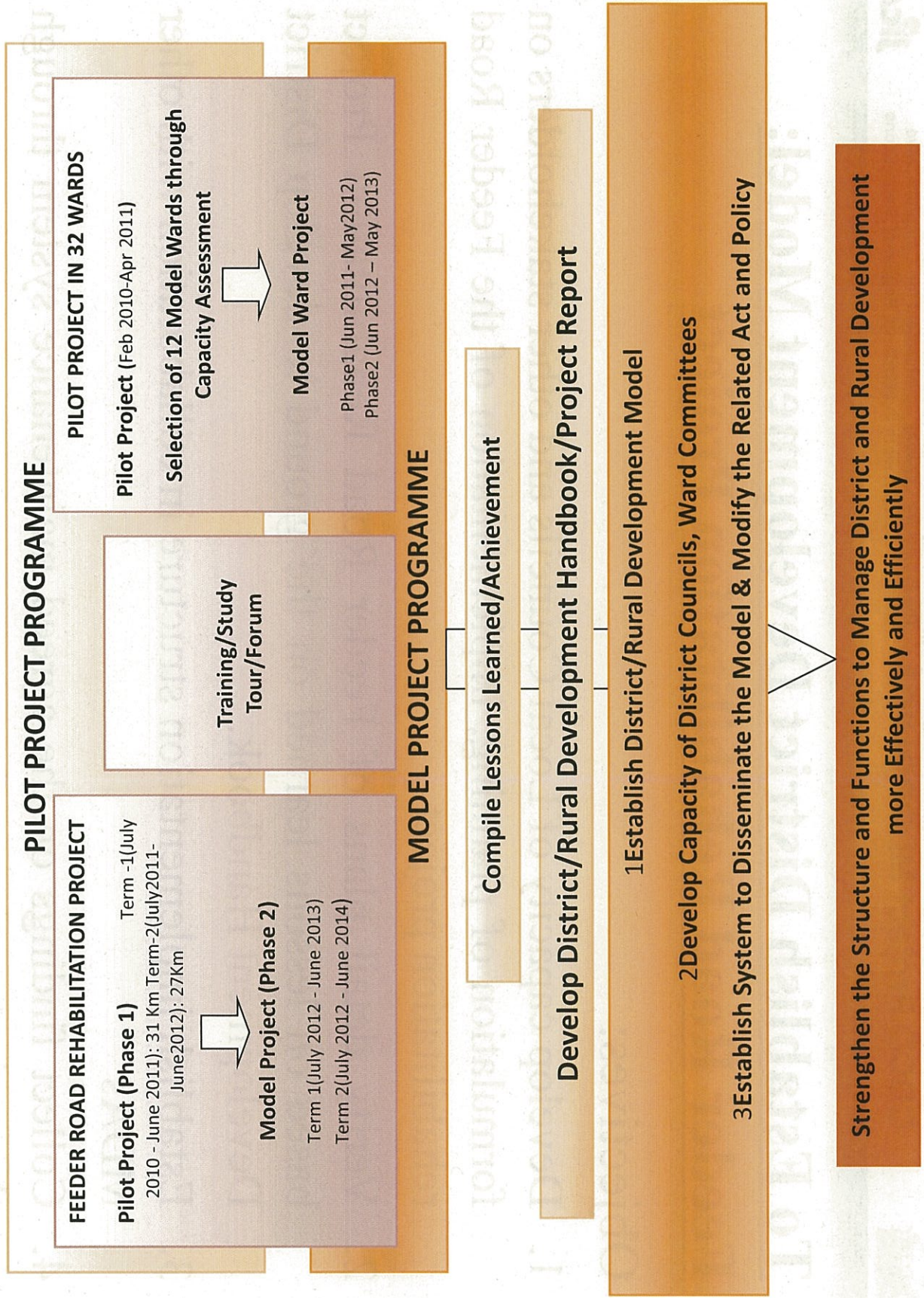
Give Advices to Related Acts and Policies

Based on finding of the project activities, the Project gave advices to task force for the following Act and Policies:

- Formulation of Rural Development Coordination Policy.
- Review of Local Government Act, 2004.
- Formulation of Chiefdom and Tribal Administration Policy.



Project Activities





To Establish District Development Model: Feeder Road Rehabilitation Project

Objectives:

1. Develop capacity of Local Councils and other stakeholders on formulation of planning, implementation of the Feeder Road rehabilitation project.
2. Verify detail plans of Feeder Road Rehabilitation Project based on lessons learned on the ground to develop District Development Handbook.
3. Establish implementation structure in collaboration with other MDAs
4. Collect findings on the agreed maintenance system through the project.



Feeder Road Rehabilitation Project:

Main Activities

- Rehabilitated total 58 km Feeder Roads and more than 200 Culverts in Pilot Project in 2010-2012.
- Clarify roles and collaboration among key officials in the project management
- Strengthen Periodic Maintenance
- Strengthen Daily Maintenance
- In Model Project in 2012-2014, rehabilitation works will continue.



Feeder Road Rehabilitation Project:



Before



After



Maintenance Sensitization to community



Supervision



To Establish District Development Model

Key Points

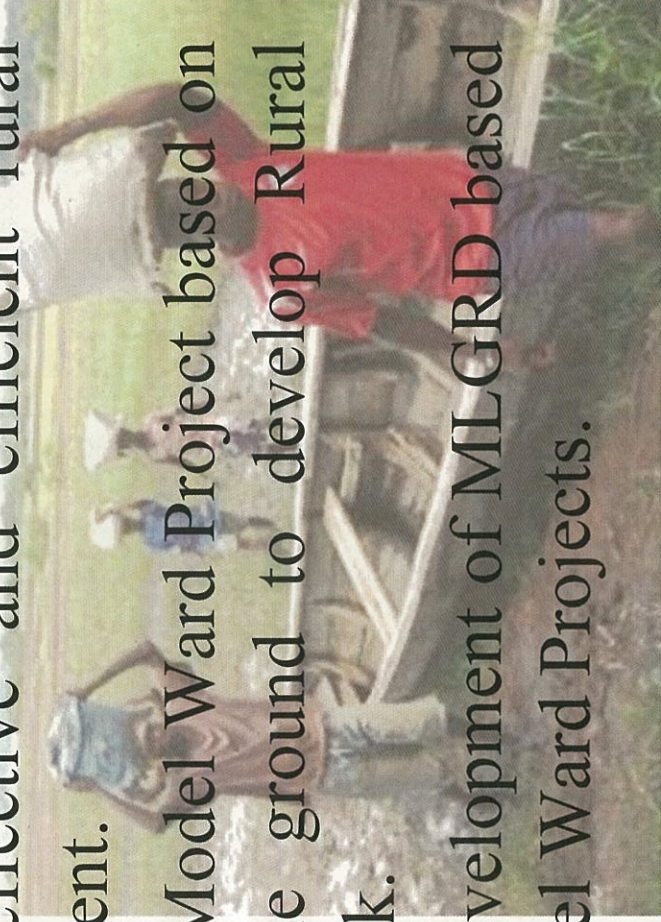
- Establish baseline survey database
- Clarify priority of road selection
- Strengthen smooth coordination between Local Council and MDAs
- Ensure transparent procurement steps
- Strengthen Ordinal Maintenance
- Strengthen Periodical Maintenance
- Give advices to National Feeder Road Committee



To Establish Rural Development Model: Model Ward Project

Objectives:

1. Develop capacities of Local Councils and Ward Committee in more effective and efficient rural development management.
2. Verify detail plans of Model Ward Project based on lessons learned on the ground to develop Rural Development Handbook.
3. Contribute to policy development of MLGRD based on the findings of Model Ward Projects.

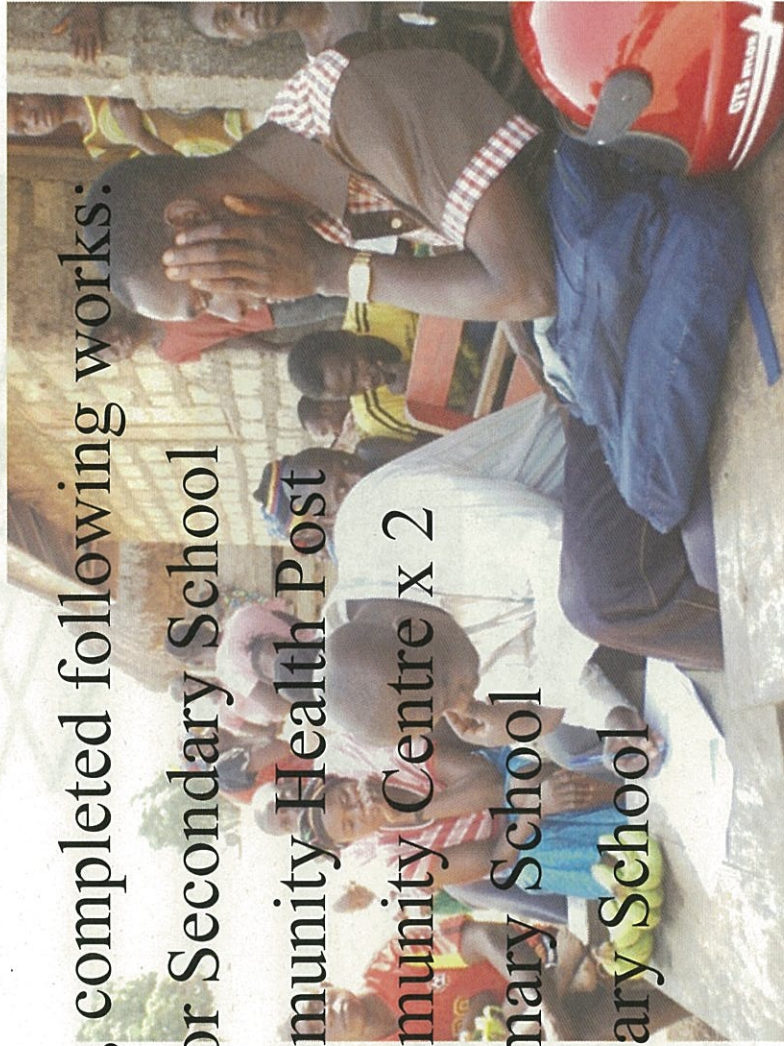


Model Ward Project

To select 12 Model Wards, Pilot Projects in 32 Wards completed.

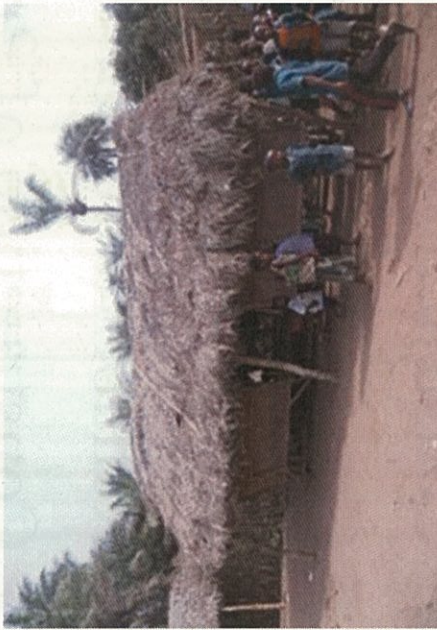
In Model Ward Project, completed following works:

- Construction of Junior Secondary School
- Construction of Community Health Post
- Construction of Community Centre x 2
- Rehabilitation of Primary School
- Construction of Primary School





Model Ward Project:



Before



After



Needs Assessment



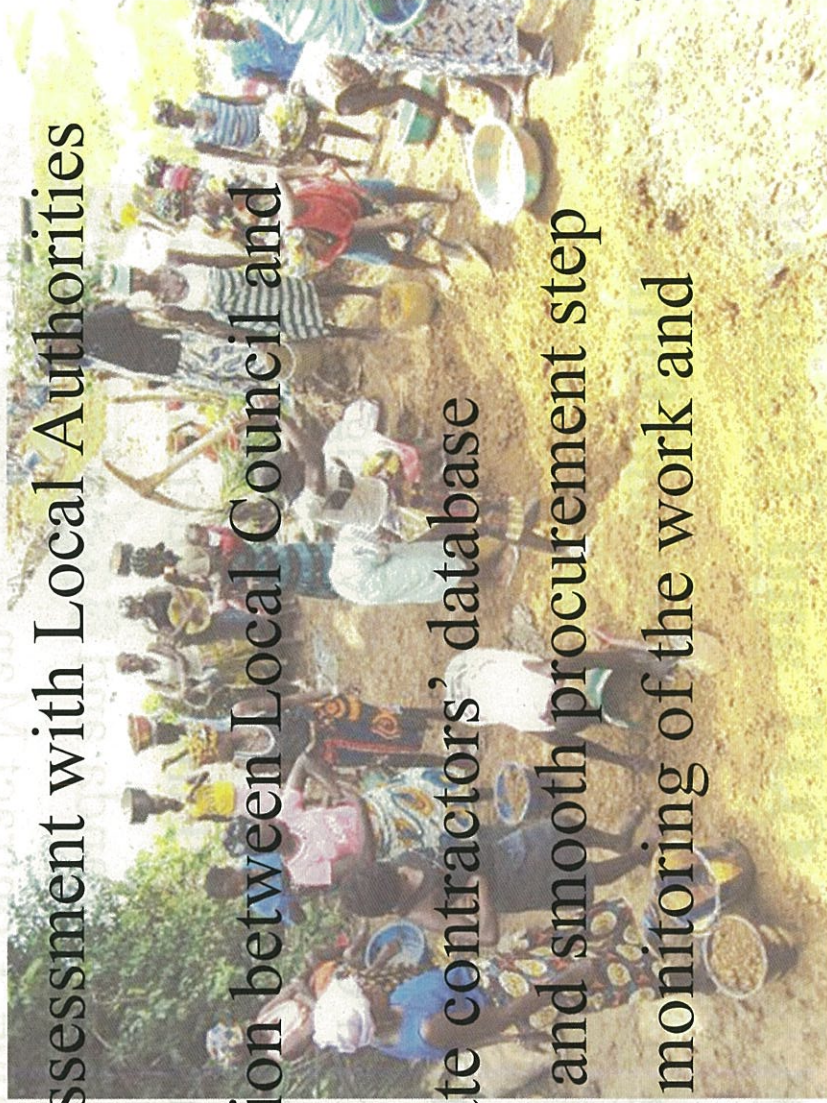
Supervision



To Establish Rural Development Model

Key Points:

- Effective Needs Assessment with Local Authorities and community
- Smooth Coordination between Local Council and MDAs
- Establish and update contractors' database
- Ensure transparent and smooth procurement step
- Community-based monitoring of the work and maintenance.



Capacity Development: OJT and Training

1. Advices to training needs assessment and formulation of training plan
2. Conduct training and follow up action plan:
 - Training in Japan: Local Governance, Civil Engineering, Regional Dev Planning, etc
 - Training in the third countries: Ethical Leadership in Ghana
 - Technical Exchange: with Uganda and Burundi
 - Training in Sierra Leone: Contract Management, Computer Skill, Record Management
 - OJT (On the Job Training) through the Project Activities





Main output in Capacity Development

- Integrate project works into District Development Plan
- Strengthen community-based approach
- Strengthen coordination with MDAs, key local authorities
- Strengthen accountability and transparency in procurement steps
- Strengthen institutional reporting system
- Improve Computer skills



Findings: Build a Bridge from the Ground to National Policy Level

Definition:

- Micro: Community Level
- Mezzo: Local Council Level
- Macro: Ministry Level



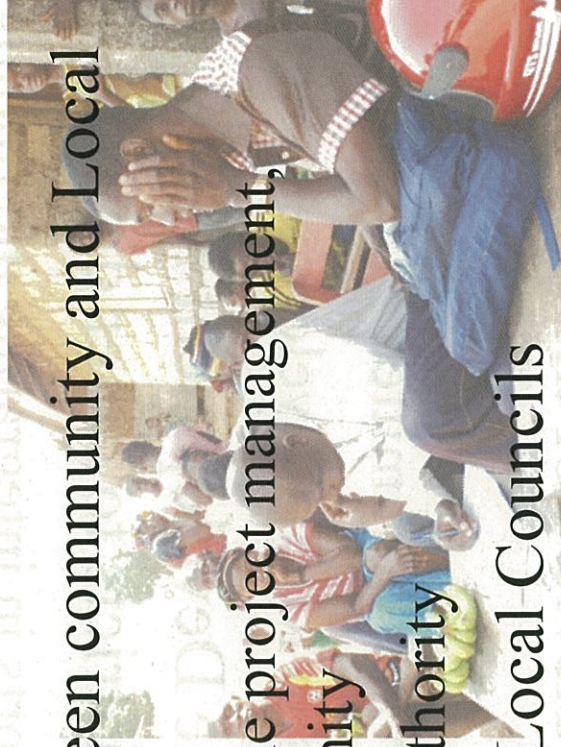
“Micro-Mezzo-Macro Unified Approach” works to some extents; Contribute findings on the ground (collaboration between Micro and Mezzo) to Policy/Handbook formulation.

Findings: Build a Bridge between Micro and Mezzo

Through the project activities,

1. Strengthen Coordination between community and Local Councils

- Community-based approach in the project management, Collective action among community
- Coordination with Key Local Authority



2. Strengthen Service Delivery of Local Councils

- Formulation of development plan by taking a balance between community needs and MDA's plan
- Coordination between Local Council and MDAs
- Smooth and transparent procurement steps
- Maintenance support to community



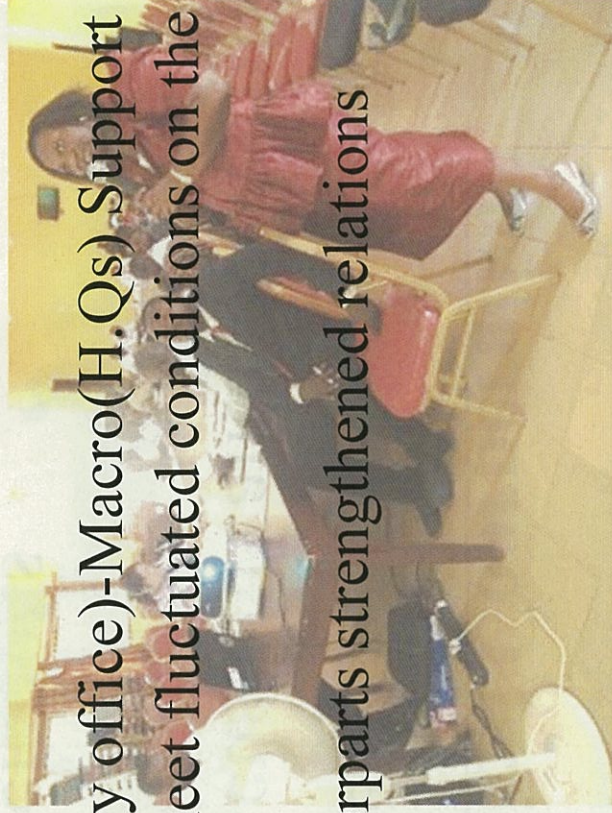
Findings: Build a Bridge between Mezzo and Macro

Based on findings on the ground,

1. Give advices to Formulation/Review of the concerned Act and Policies.
 - Integrate Paramount chief into Ward Committee
 - Clarify roles of key stakeholders in Rural Development, etc
2. Establish and Disseminate the Development Model (Handbooks) from the two districts to other districts.
 - The counterparts made great efforts in integrating the findings into the Handbooks.
 - The counterparts are spokespersons to disseminate the Model.

Findings: Key Points to Build a Bridge from the Ground to National Policy Level

1. Project structure and design are formulated in accordance with the concerned Act and Policies as basic hypothesis.
2. Decentralization process in Sierra Leone and progress of the project synchronized.
3. “Micro (Project)-Mezzo(Country office)-Macro(H.Qs) Support from JICA” works flexibly to meet fluctuated conditions on the ground.
4. The project team and the counterparts strengthened relations with great efforts.



Key Attitudes for Technical Cooperation

To achieve the project purpose,

- Understand the culture, customs and society of the country.
- Build mutual trustable relations
- Learning by doing together.
- Enhance/maintain their motivations by setting up various opportunities (training, forum, ceremony, conference, etc).



Shining Counterparts: We are lucky to meet them

With limited conditions, they;

- Enhance their capacities in their service delivery to community
- Take initiatives in establishment of the development model
- Take a lead on building a bridge between ground and policy level
- Have great potentials to disseminate the development model to donors/implementing partners as well as overall districts as spokespersons

