

Pre-feasibility and Feasibility Mission February 2016

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Table of Contents

0. Summary	3
1. Background and Introduction.....	3
2. Mission Participants.....	4
3. Mission Program	4
4. Summary of Previously Agreed Action Plan	5
5. Government Policies and Guidelines.....	5
6. Community Assessments, Action Plans and Risk Assessment	6
6.1 Zaye Town Community and Sallouyou Community.....	6
6.1.1 Community Assessment.....	6
6.1.2 Proposed Action Plan.....	7
6.1.3 Budget	8
6.1.4 Time Frame.....	9
6.1.5 Risk Assessment.....	9
6.1.6 Alternative options.....	10
6.2 Korninga Chiefdom.....	10
6.2.1 Community Assessment.....	10
6.2.2 Proposed Action Plan.....	10
6.2.3 Budget	11
6.2.4 Time Frame.....	12
6.2.5 Risk Assessment.....	12
6.2.6 Alternative options.....	12
7. Project Implementation	13
9. Conclusion.....	13

List of appendices:

Appendix 1:	Terms of Reference
Appendix 2:	List of People Met with Contact Information
Appendix 3 - 22:	Minutes of Meetings
Appendix 23 - 26:	Photos
Appendix 27:	Revised Budget, joint for all three communities and all activities.

List of abbreviations:

CLTS: Community Led Total Sanitation

DLH: Dalhoff, Larsen & Horneman

EWB DK: Engineers without Borders, Denmark

FSC: Forest Stewardship Council

IDEC Inc: Inclusive Development Consultancy Inc., Monrovia / Liberia

LACE: Liberia Agency for Community Empowerment

MoE: Ministry of Education

MoH: Ministry of Health

MoPW: Ministry of Public Works

ODF: Open Defecation Free

RICCE: Rural Integrated Center for Community Empowerment

SDI: Sustainable Development Institute

WFP: World Food Programme

WINS Protocol: Water in Schools Protocol

WASH: Water, Sanitation and Health

0. Summary

As part of a compensation and redemption plan due to illegal purchase of timber, and in order to re-associate with the Forest Stewardship Council (FSC), the Danish company Dalhoff, Larsen & Horneman A/S (DLH) has via the NGO NEPCon Denmark requested Engineers without Borders Denmark (EWB DK) to implement activities and constructions as prioritized by the 3 affected communities. EWB Denmark has on 7-19 February 2016 completed a feasibility mission resulting in a revised action plan A, mainly changed in comparison with the original priority list qua the necessity to comply with recent Governmental guidelines within the WASH and Education sectors of Liberia, issued after the original needs assessment mission preceding this project was carried out. In addition, risks have been identified and recommendations to an alternative plan B have been made if possible.

The revised action plan A (and where relevant B) has been renegotiated with the affected communities and received their consent, with the exception of the need to achieve the approval of the Ministry of Education (MoE) to include two schools as public schools, which only became known to the mission and ground support after the first two community visits. I.e. at present, the two communities to receive schools are unaware of this additional procedure, and unaware of the risk of the MoE not agreeing. A first next step would thus be to revisit these communities and inform them of the changes timeline and inherent risks.

Based on the facts relayed below, with an open eye on the below elaborated real risks that ministries in charge may not approve of plans and that estimated budgets may increase, EWB DK is ready to move forward in conformity with the decisions made. It is worth noting that during the time since the mission left Liberia and during the subsequent administrative and decision preparing phase leading to the final version of this mission report, the involved communities in Liberia have been contacted by EWB's ground support and informed that their issues are in progress. Due to the local meteorological calendar, construction work in the targeted villages is not possible during the time April – October, Final decisions being obtained shortly would thus give sufficient time to commence preparations asap in time for constructions by November.

1. Background and Introduction

Due to a complaint against DLH regarding illegal purchase of timber from local Liberian logging companies, FSC has issued a statement disassociating itself from DLH and suspending the company's FSC licenses. To re-associate itself with FSC, DLH is sanctioned to compensate the affected communities according to an action plan elaborated with support from a Liberian NGO Sustainable Development Institute (SDI) and NEPCcon. The proposed action plan was based on an output of a workshop with the communities to ascertain critical basic needs in each of the communities of Zaye Town and Sallouyou Community, both in Grand Bassa County, and Korninga Chiefdom in Gbarpolu County.

EwB Denmark is the responsible partner for the implementation of the activities, as per agreement signed by DLH 12th November 2015 and by EwB Denmark 11th December 2015.

According to the published DLH Action Plan the timeline for the planning and execution of the project runs from December 2015 until end of November 2016. . The agreement between DLH and EwB covers a longer period to account for possible delay in the implementation of the Action Plan.

The overall objective of the mission undertaken in February 2016 is to collect necessary information and establish necessary contacts, at central as well as county level, for the successful implementation of the project. Furthermore, the mission aims to make a draft contract and timeline for the execution at local level, and to prepare a budget for the overall implementation for both hardware and software.

Terms of Reference for the mission are attached as Appendix 1.

2. Mission Participants

The EwB mission team consisted of:

- Team Leader/WASH Chief Technical Advisor: Mikael Jørgensen
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- Assistant Project Manager: Thomas E. Henrichsen
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On-the-ground contact persons, mission and meeting facilitators:

- Main support: Silas Siakor, IDEC Inc.
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- Assisting support: Winnie M. Siakor, IDEC Inc.
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3. Mission Program

The mission program was initially planned in accordance with the Terms of Reference (Appendix 1). However, it became clear during the mission that additional institutions and organizations had to be consulted, in particular in relation to the possibility of building two schools at the communities in Grand Bassa County. This resulted in some modifications of the mission program. The actual program is briefly described below:

7 th of February	Arrival at Roberts International Airport, Monrovia, late evening.
8 th – 11 th of February	Visits to local ministries, institutions, NGOs and other possible partners in Monrovia.
12 th of February	Field trip to Zaye Town Community, Grand Bassa County accompanied by RICCE - possible partner NGO.
13 th of February	Field trip to Sallouyou Community, Grand Bassa County accompanied by RICCE – possible partner NGO.

- 14th – 17th of February Working on mission report, minutes of meetings and draft contract agreement, review of visit plan, as well as additional meetings in Monrovia.
- 17th – 18th of February The mission team decided to split up. Mikael Jørgensen and Winnie Siakor stayed in Monrovia to continue with the planned visits of government officials and NGOs. Thomas E. Henrichsen and Silas Siakor traveled to Korninga Chiefdom, Henry Town, Gbarpolu County to do a feasibility assessment of the actions identified at the former basic needs assessment, but based on the knowledge obtained during the mission concerning current government policies and official guidelines.
- 19th of February Working on mission report, additional meeting with NGO, debriefing meeting with SDI. Leaving Liberia in the evening.

A list of people met and their contact information is given in Appendix 2.

Minutes of meetings are included in Appendix 3 – 22.

4. Summary of Previously Agreed Action Plan

The previously agreed action plan¹ included the following key activities:

Activity 1: Construction of a total of 9 dug-wells provided with hand pumps in the 3 communities

Activity 2: Construction of a total of 6 public community latrines in the 3 communities

Activity 3: Construction of 3 basic maternity houses to be used by midwives and doctors in the 3 communities

Activity 4: Construction of 1 school building including support for teaching materials to teachers up to the agreed maximum amount in Zaye Town Community.

5. Government Policies and Guidelines

The mission has identified a number of recent changes in government policies and guidelines that have a direct impact on the possibilities of implementing the agreed action plan:

1. The guidelines for Community-Led Total Sanitation (CLTS)² have been prepared and the final draft (dated September 2015) has been signed by Deputy Minister/Chief Medical Officer Francis Kateh. The essence of the guidelines in relation to the agreed action plan is that communities themselves have to construct family latrines and achieve Open Defecation Free (ODF) status, before water supply facilities can be provided for the community. This means that Activity 1 of the action plan, construction of dug wells with hand pumps for the communities, can only be carried out after each community has

¹ DLH Action plan to compensate the communities affected by illegal trade of timber from Grand Bassa and Gbarpolu county in Liberia. Undated annex: <https://ic.fsc.org/preview.dlh-action-plan.a-5315.pdf>

² Government of Liberia. Guidelines for Community-Led Total Sanitation Implementation in Liberia. National Technical Coordinating Unit, September 2015. Final Draft.

achieved ODF status. Activity 2, construction of household latrines as well as public latrines for the communities is not allowed. The communities need to take full ownership of the construction of latrines, no external assistance can be provided. Other rules apply for schools and health facilities, as described below.

2. Basic maternity houses for midwives and doctors may not be constructed in villages, as it is government policy that women should deliver at approved health facilities (ref. Appendix 14). Maternity waiting rooms may be constructed next to such approved health facilities, basically functioning as waiting facilities for pregnant women in a short period prior to delivery. The implication of this is that construction of the basic houses (action 3) is not possible at the communities in Grand Bassa County, whereas Henry Town in Gbarpolu County has a health clinic which may possibly be approved for birthing.
3. There is a guideline for WASH at health facilities, however, this guideline has not yet been received.
4. It is government policy that schools may only be constructed if they also are provided with water supply, sanitation and handwashing facilities. Further details are given in the Guidelines for Sanitation Services in Schools in Liberia³ and WINS Protocol (Water in Schools Protocol). The implication is that construction of a school is becoming considerably more costly. These guidelines have not yet been obtained.
5. In Liberia, three categories of schools are recognized (Ref. Appendix 17). 1) Private schools. Community owned schools are not classified as private schools but fall under category 2. 2) Informal schools, typically with volunteer teachers. It is the policy of the Ministry of Education (MoE) not to encourage or support such schools, as they make it difficult for the ministry to plan and ensure quality and a standardized curriculum. 3) Public schools. The implication of the policy of the Ministry of Education is thus that only public schools can be constructed, if compliance with the policy of the ministry is to be attained.

6. Community Assessments, Action Plans and Risk Assessment

6.1 Zaye Town Community and Sallouyou Community

The basis for the meetings was the need to opt for other priorities than WASH facilities, which were no longer a feasible compensation solution due to the new CLTS guidelines.

6.1.1 Community Assessment

Zaye Town Community

This community was visited February 12th 2016. Agenda of the visit, minutes taken and observations made are relayed in Appendix 11. The result of the community meeting was that the community clearly opted for a school with WASH facilities as compensation from DLH. Based on

³ The Republic of Liberia. The Guidelines for Sanitation Services in schools in Liberia. Ministry of Education. Ministry of Public Works. In collaboration with the Liberia WASH Consortium and UNICEF. Draft, undated.

observations at the visit, it was considered realistic that the community would be able to operate the school with volunteer teachers, and also to operate and maintain the WASH facilities.

Construction of a school has previously been started. The foundation looked solid, but bricks were in more variable condition, and it would need to be verified whether the foundation matches latest MoE construction guidelines. It is the community's desire to complete the previously started school construction.

This preparedness vouched for their dedication for partaking in securing education for their children, and it convinced the mission to go forward. However, subsequently obtained more detailed knowledge on MoE latest guidelines, as listed above in 5, renders a community school with volunteer teachers unattainable. Rather, the correct option is a public school with official teachers on salary within the MoE's system. Notwithstanding, the villagers' preparedness remains a real token of their dedication to participate in any maintenance needed.

Sallouyou Community

This community was visited February 13th 2016. Agenda of the visit, minutes taken and observations made are relayed in Appendix 12. The result of the community meeting was that the community clearly opted for a school with WASH facilities as compensation from DLH. Based on observations at the visit, it was likewise considered realistic that the community would be able to operate the school with volunteer teachers and also to operate and maintain the WASH facilities – although the risk of failure to maintain the WASH facilities was estimated to be somewhat bigger than for Zaye Town Community. Again, the preparedness vouches for their dedication however, a public school under the MoE would be the solution.

At Sallouyou Community, a site will have to be selected for the school building. The site should be selected taking access from various parts of the community into account, but should also be based on an assessment of the possibility of locating a dug well and latrines at the school, in accordance with the applicable guidelines.

6.1.2 Proposed Revised Action Plan A

The overall goal of the revised action plan is to build a school in each of the communities of Zaye Town and Sallouyou. In order to comply with the policies of the MoE, the schools should be public schools. According to information from "Save the Children" (Ref. Appendix 21), a standard design of a 3-classroom school exists and construction costs are estimated at USD 15,000 – 20,000 (exclusive WASH facilities). It is thus proposed to aim at constructing two 3-classroom public schools. Albeit the receipt of the WINS Protocol may imply changes, we currently expect each school to have an alternating pit institutional latrine with 4 cubicles (two for girls, two for boys) and a one cubicle latrine (for teachers and disabled), as well as a dug well and hand washing facilities.

The specific action plan has to a large extent been developed based on information from "Save the Children" and is as follows (reference to activity numbering in attached Appendix 27 in brackets):

1. (App.27 act. 2) The donor DLH should decide a) whether to proceed as sketched out despite the identified risks listed below under 6.1.5., and if yes, b) whether EWB Denmark should continue as main responsible and implement the school construction using a designated representative in Liberia, or c) whether a credentialed NGO active within the MoE sector in the relevant county should take over parts or all of the responsibility. The

NGO “Concern Worldwide” is already involved in school construction in the county and could be such a choice. “Concern Worldwide” could possibly either construct the school only, or construct the school as well as the WASH facilities. Sake of easier reference, **we below assume that EWB Denmark continues as responsible.**

2. (App 27 act 3) Construction guidelines for schools have been requested from MoE, but not yet received. It may be required that Silas Siakor undertakes a personal visit in order to obtain the guidelines.
3. (App 27 act 4) Silas Siakor from IDEC should urgently re-visit the communities and describe the necessary procedure to comply with MoE guidelines (as indicated below) and get the consent of the communities to continue with this strategy.
4. (App 27 act 5) District and County level Education Officers (DEO and CEO) and hence County Superintendent should be informed of the endeavours, and that MoE at central level will be contacted in accordance to guidelines. Our ground-level support Silas Siakor is ready to take charge of this.
5. (App 27 act 6) EwB Denmark prepares an assessment report as per MoE guidelines and submits to MoE.
6. (App 27 act 7) Follow-up with MoE is expected to be required.
7. (App 27 act 8) If MoE is positive and sends the project with recommendation to the district and county: Follow up with district/county in order to achieve approval.

Output: Approval obtained and forwarded to local level.

8. (App 27 act 9) Assuming DEO and CEO grant official support of the school construction: Secure land ownership. The area should be 4 – 5 acres and should be provided by the community free of charge. The future owner should be MoE. Previously a Tribal Certificate was required to ensure ownership – according to SDI, the procedure may now be different. The County Land Commissioner should be involved. It is necessary to facilitate this process.
9. (App 27 act 10) Once there is consent at district and county level, and land ownership is ensured (but registration not necessarily completed): Construction can in principle start. Further details are given in chapter 7 of this report.
10. (App 27 act 11) The mission has identified an independent supervisor who can undertake supervision prior to payment of sub-contractors in Liberia. It is suggested that 10 % of payment is withheld until EwB Denmark has made final approval after on-site inspection in Liberia.

6.1.3 Budget

The budget below covers construction of one school as well as necessary planning, supervision and training activities etc. Prices are given in USD, as this is the currency mostly used in Liberia for major activities.

Activity	Act. in App. 27	Basis of price estimate	Price – USD
Decision to proceed DLH	2	Confirmation by email	
Community visit	4	Agreements with IDEC	300
Planning, facilitation	3, 5, 6, 7, 8.	Indications from Save the Children	1,500
Community mobilization	10	Estimate from contractor	1,000
Land acquisition	9	Indications from Save the Children	700
School construction	10	Indications from Save the Children	20,000
Furniture, materials	10	EwB's estimate	2,500
Dug well with hand pump	10	Estimate from contractor	3,900
Latrines	10	Estimate from contractor	5,400
Hand washing facilities	10	Estimate from contractor	900
Training of caretakers	13	Estimate from contractor	800
Hygiene education of teachers	13	EwB's estimate	800
Supervision, 4 visits	11	Proposal from identified supervisor	800
Monitoring, 2 visits	12	Estimate from contractor	900
Total excl. VAT etc.			39,500
VAT etc.		10 % indicated by contractor – to be confirmed	3,950
Total, USD			43,450

The total amount corresponds to approximately EUR 39,000 per community.

It should be mentioned that the budget is based on the guidelines presently known. When the WINS protocol for WASH at schools as well as guidelines and policies concerning school construction have been received, it may be necessary to revise the budget.

6.1.4 Time Frame

Preparation of the construction phase may take around five months (activities 2-9 in the plan above). It is thus considered most appropriate that the rainy season is used for preparation and that construction starts at the beginning of the dry season, around November 2016. Construction may be done in approximately three months, and should be followed by training activities. It is thus anticipated that the project may be approved and officially handed over to Ministry of Education in February 2017.

6.1.5 Risk Assessment

The main identified risks are the following:

- Communities do not want to opt for the school with the described lengthy and risky procedure. Probability is considered small.
- Consent from Ministry of Education at all levels, as well as County Superintendent, cannot be obtained. Probability is considered relatively large.
- Standards of Ministry of Education and Ministry of Public Works result in a too high price. Probability is considered relatively small, as price indications for school construction have already been received from Save the Children, and WASH standards have been discussed with various organizations.

6.1.6 Alternative options (Plan B)

A possible alternative option would be provision of dug wells, after the community has constructed family latrines and achieved ODF status, combined with other small community development projects that are not in conflict with government guidelines. Such small community development projects should be identified together with the community.

At present, no other alternative option has been identified.

6.2 Korninga Chiefdom

As in the first two communities, the basis for the meetings was the need to opt for other priorities than WASH facilities, since the latter were no longer a feasible compensation solution due to the new CLTS guidelines.

6.2.1 Community Assessment

Henry Town, headquarter of Korninga Chiefdom, was visited from February 17th to 18th 2016. Agenda of the visit, minutes taken and observations made are relayed in Appendix 20. The result of the community meeting was that the Chiefdom clearly opted for a maternity waiting building with WASH facilities as compensation from DLH.

The community has previously constructed a 7-classroom school building, a town assembly hall, a police station and a health clinic, the latter funded by the Ministry of Health (MoH). EWB Denmark is therefore convinced that it will be possible for the community also to run and maintain a maternity waiting building incl. WASH facilities, if permission is granted by MoH.

6.2.2 Proposed Revised Action Plan A

For the community of Korninga Chiefdom, Gbarpolu County, the overall goal of the revised action plan is besides the MoH clinic in Henry Town to build a 3-room maternity waiting building with additional latrine facility and a nearby located dug well. The desire of getting such a maternity waiting building came out very clearly at the meeting in the community, where all participants both from Henry Town and the surrounding clusters opted for this solution.

According to information from Save the Children and comparable price estimates given from contractors for constructing a 3-classroom school building (Ref. Appendix 21), construction costs of a 3-room maternity waiting building are estimated at USD 15,000 – 20,000. Adjacent to the maternity building an alternating pit institutional latrine with 2 cubicles should be constructed including hand washing facilities. Not too far from the latter a dug well should be constructed and provided with handpump. This is in accordance with guidelines concerning health policies and construction of WASH health facilities, alas only referred and not yet received.

The specific action plan is as follows:

1. (App 27 act 2) The donor DLH should decide whether to proceed as sketched out despite the identified risks as listed below under 6.2.5
2. (App 27 act 14) A local committee consisting of the District Commander, the Paramount Chief, the Town Chiefs, the Chairlady of Henry Town, the county midwife and Silas Siakor should work with district and county officials to clarify whether the plans to construct a maternity

waiting facility adjacent to the local health clinic is in compliance with government policy. If yes, it is to be determined which design criteria (if any) are applicable. The outcome should be documented in writing.

3. (App 27 act 15) Provided that the answer above is yes, a project document with design and specifications for the work as well as a BoQ and partner agreement should be prepared. This could be done by EWB in Denmark with ground support from the identified supervisor.
4. (App 27 act 16) Obtain approval of design and specifications by community and, if required, by MoH and Ministry of Public Works (MoPW) at county level.
5. (App 27 act 17) Contact potential partners requesting quotation on their service. It should be either Abraham Kianole (see appendix 16), provided he gets a WASH certificate, or an already approved WASH partner – of which we have contact information for two, and more could possibly be obtained. It should be part of the contract agreement that labor to the extent possible should be hired locally.
6. (App 27 act 18, 19 and 20) Once an agreement with a partner has been established, it will be the responsibility of the local partner to liaise with and obtain the necessary approvals from MoH and MoPW. Agreements should be documented with signed Minutes of Meetings. When green light has been obtained, construction can start.
7. (App 27 act 21) The mission has identified an independent supervisor who can undertake supervision prior to payment of sub-contractors in Liberia. It is suggested that 10 % of payment is withheld until EwB Denmark has made final approval after on-site inspection in Liberia.

6.2.3 Budget

The budget below covers a 3-room maternity waiting building, dug well and latrine construction as well as necessary planning, supervision and training activities etc. Prices are given in USD, as this is the currency used in Liberia for most major activities. Kindly note that the budget is a best possible estimate based on costs for school construction.

Activity	Act. in App. 27	Basis of price estimate	Price – USD
Community visit	14	Agreements with IDEC	500
Planning, facilitation	15,16,17,18	Indications from Save the Children	1,500
Community mobilization	19	Estimate from contractor	1,000
Land acquisition	19	Indications from Save the Children	700
Maternity waiting room construction	20	Estimate from EwB	20,000
Furniture, materials	20	Estimate from EwB	1,000
Dug well with hand pump	20	Estimate from contractor	3,900
Latrines	20	Estimate from EwB	3,000
Hand washing	20	Estimate from contractor	900

facilities			
Training of caretakers	23	Estimate from contractor	800
Supervision, 2 visits	21	Proposal from identified supervisor	800
Monitoring, 2 visits	22	Estimate from contractor	900
Total excl. VAT etc.			35,000
VAT etc.		10 % indicated by contractor – to be confirmed	3,500
Total, USD			38,500

The total amount corresponds to approximately EUR 34,500.

Kindly, note that the budget is based on the guidelines presently known. When the guideline for WASH at health facilities as well as policies concerning health facility construction have been received, it may be necessary to revise the budget.

6.2.4 Time Frame

Clarification at county and district level may commence April 2016. Once approval at county and district level is obtained, the preparation of the construction phase may take additional time (how much is not known, but anticipated to take less than the similar process within MoE). It is thus considered most appropriate that the rainy season is used for preparation and that construction starts at the beginning of the dry season, around November 2016. Construction may be done in approximately three months, and should be followed by training and maintenance activities for latrines and the pump for the well. It is thus anticipated that the project may be approved and officially handed over to MoH in February 2017.

6.2.5 Risk Assessment

The main identified risks are the following:

- Consent from MoH at all levels, as well as County Superintendent, cannot be obtained. Probability is considered relatively large.
- MoH and MoPW standards result in too high costs. Probability is considered relatively small, as comparable price indications for school construction have already been received from Save the Children.

6.2.6 Alternative options (Plan B)

In relation to the basic assessment needs in Koringa Chiefdom, October 2015, and the knowledge gained at the community visit, the mission team cannot recommend granting a community radio station or a rice mill to Henry Town, as these options will not comply with the EwB ideology of sustainability. The outreach of the radio station would be very limited due to the topography and the station thus not become a real vehicle of community awareness raising and empowerment, and the rice mill and its revenue would be difficult to ensure remains on community hands. Another priority in the original action plan was training and awareness on community rights with respect to natural resources. During the visit, the mission saw evidence that this training had already been provided by another NGO (see appendix 26).

The surrounding clusters of Henry Town were not visited due to the limited timeline for the community visit. The possible alternative option of providing dug wells, after the community has constructed family latrines and achieved ODF status, was therefore not considered.

At present, no feasible alternative option to Plan A has been identified. In case Plan A fails, we recommend that the community is revisited by our ground-support, the circumstances explained to them including possible other options within the scope of local development and long term sustainability. Such a re-visit should then also include visits to the clusters surrounding Henry Town aiming to evaluate their interest in achieving ODF status, thus the possibility for provision of dug-wells as an option.

7. Project Implementation

It was clarified during the mission that only NGOs or companies certified to construct WASH facilities are allowed to do so in Liberia. As WASH facilities are part of the action plan for all three communities, it will be necessary that the implementing partner is a certified WASH partner.

During the mission, contact was made to a contractor (Abraham Kianole, see Appendix 16) who stated that a WASH certificate is attainable at short notice. Abraham Kianole has relevant experience and was highly recommended to us by Danish Refugee Council. It is therefore an option to request Mr. Kianole to obtain a WASH certificate and thereafter proceed with finalizing a contract agreement with him. Alternatively, another certified WASH partner must be contacted.

During the mission, information was obtained that only two NGOs had been certified for WASH construction for 2016, but more applications were under consideration. Contact information of the two certified WASH partners has been obtained, and personal contact has been made with one of these partners. Other WASH partners may possibly be identified later, through contact with MoPW.

Once a WASH partner has been selected, a contract agreement based on a Project Document and a Bill of Quantities (BoQ) must be prepared. A draft Project Document with a BoQ was prepared during the mission, covering construction of a school with WASH facilities and necessary training and community mobilization etc. in Zaye Town Community. However, these documents were prepared before detailed information concerning school construction had been obtained, and further relevant technical guidelines have still not been provided. The Project Documents and the BoQ therefore need to be revised when all relevant information has been obtained.

Concerning the contract agreement per se, a preliminary draft was prepared during the mission and sent to EWB Denmark. Some comments were received from EWB Denmark, but some work remains before the agreement can be finalized.

It is considered necessary that construction supervision is carried out at various points in time during construction, also when EWB Denmark is not present in Liberia. Based on recommendations from Danish Refugee Council, a qualified construction supervisor has been contacted and a quotation covering construction supervision in the three communities has been obtained.

9. Conclusion

The overall objective of the mission, according to the Terms of Reference, was **to verify feasibility and sustainability of all recommended activities, to collect necessary information, and to establish necessary contacts, at central as well as local levels for the successful implementation of the project.**

As described in chapter 5 of this report, a number of changes in government policies and guidelines have occurred. The result of these changes is that the original action plan, which is summarized in Chapter 4 of this report, is clearly no longer feasible.

New revised action plans have thus been developed for all three communities, in close cooperation with involved communities. The proposed actions are considered sustainable, but the feasibility has not been fully verified in terms of approval from authorities. It has not been possible, within the time frame of the mission, to obtain all relevant guidelines and the necessary consent of all officials, in accordance with current government procedures.

The revised action plans in Chapter 6 of this report provide a road map as how to proceed with planning and implementation of the proposed actions. However, as described in the risk assessments in Chapter 6, it is possible that the proposed actions cannot be implemented. The most important risk is considered to be lack of approval by the relevant authorities. In summary, the mission presents the following recommendations:

- 1) To refrain from suggesting, as a first step, that families should construct own latrines without outside assistance: notwithstanding that we support the CLTS guidelines, we believe that this option is a misfit with the general idea of compensating communities. As a maximum, as suggested, this may be considered as a plan B in connection with other constructions, if Plan A fails before the end of the rainy season November 2016.
- 2) To go ahead with revised Plan A as described, despite identified risks, with EWB in charge.

Should Plan A be decided upon, EWB DK will be ready to move on all sketched out next steps.

Due to the major revisions of the action plans, the planned outputs of the mission have only partly been achieved. The table below summarizes the planned outputs of the mission and the status as concerns the achievement of each output.

Planned output	Achievement
Contact established with all relevant stakeholders at central level.	Achieved.
Necessary Information verified and further collected, technical and contextual, to support successful implementation of planned activities.	Achieved except that some guidelines have been requested from Ministry of Public Works and Ministry of Education, but have not yet been received.
Partner/s for implementation identified and, if possible, engaged to join field mission.	Relevant partners for implementation have been identified, but this occurred after the field mission, where these partners therefore were unable to participate.
Targeted communities' official and traditional authorities visited to ensure engagement.	Achieved.
Targeted communities visited and first community information meetings engaged ownership and commitments of communities	Achieved.

ensured.	
Major treats to the successful implementation of activities identified and assessed, and where possible, strategies to accommodate these threats are suggested.	Achieved.
Tentative timing for next mission agreed with partners and stakeholders.	Not achieved as the implementation plans have not been confirmed.

According to the Terms of Reference, a number of outputs were planned as soon as possible after the mission. The table below summarizes these outputs and the status as concerns their achievement:

Planned output	Achievement
Revised Action Plan drafted (annex 1 of agreement).	Achieved.
Information and documented expenses for elaboration of an expense report secured.	Achieved.
Procedures Manual drafted.	Not achieved as there are a number of outstanding issues which need clarification before a Procedures Manual can be drafted. It is relevant to evaluate, whether a lighter description of cooperation would suffice.
Draft Work Descriptions for all planned activities elaborated, including information on partners, their roles, expected milestones, budget, timeline, and where relevant LFA (Logical Framework Approach Matrix).	<p>A draft work description (Project Document and Bill of Quantities) for construction of a school with WASH facilities in Zaye Town Community has been prepared and prices from a potential partner (Abraham Kianole) have been obtained. A draft budget and timeline has been prepared. Instead of a full LFA, requirements concerning documentation have been included. However, this work description was prepared while some relevant guidelines had not been received, and thus needs to be adjusted upon receipt of guidelines. These guidelines have still not been received.</p> <p>As concerns the maternity waiting building, draft work descriptions have not yet been prepared, as relevant guidelines have not been obtained.</p>
Local level contracts drafted.	The draft work description mentioned above can be used for local level contracts for school construction, once the remaining guidelines have been obtained.

	Some work is remaining on the contract agreements per se, as mentioned in Chapter 7 of this report.
Budget and timelines for all constructions including community mobilization and training drafted.	Budget and timelines have been drafted but revisions may be required when remaining guidelines have been obtained.

The mission has undertaken meetings with the organizations mentioned in the Terms of Reference, except WFP and one of the potential implementing partners, LACE. It was planned to meet WFP due to their knowledge of the communities and surrounding areas, but this was not considered necessary, as the on-the-ground support from IDEC provided the required local knowledge. LACE was not a certified WASH partner and a meeting was therefore not considered necessary.

The mission program was amended to include meetings with organizations not mentioned in the Terms of Reference, as described in chapter 3 of this report and the minutes of meetings, Appendix 3 – 22.

IUG/MJO, TEH, NVLS + NEPCon/JPF / 2016-03-07 – 04-17.