



AfCAP
Africa Community Access Partnership



Rural Transport Diagnostic Study in Sierra Leone

Inception Report



Dr Shamsu Mustapha¹ and Dr Krijn Peters²

1. Ecofin Consultants, Sierra Leone
2. Swansea University, United Kingdom

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Cover Photo: Ferry crossing close to Batkanu, Bombali District, Sierra Leone

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ReCAP Project Management Unit
 Cardno Emerging Market (UK) Ltd
 Oxford House, Oxford Road
 Thame
 OX9 2AH
 United Kingdom



Abstract

Improvement and expansion of rural road network in Sierra Leone, and in Sub-Saharan Africa more generally, will not necessarily provide improved access for rural communities without accessible, frequent and low-cost transport services. Rural transport services, which are often provided by non-state commercial providers, provide communities with access to markets, health services, education, and other services which are often located in the large towns. However, our current understanding of these services is limited and must be improved if we are to overcome limitations and obstacles, and formulate appropriate rural transport policy for rural road construction and transport services. The **overall objective of this project** is to assess the needs and perspectives of transport users, operators, regulators, and other stakeholders in order to identify constraining factors for improvements in Sierra Leone's rural transport services policies and practices. Especially, the spread of motorcycle taxis and their opportunities and limitations have not been sufficiently reflected in rural transport policy, and will be explored here. This inception report provides the overall framework for the study. It highlights the project background, use of the rapid rural appraisal methodology, and the criteria for the selection of the study roads in the three ecological zones of Sierra Leone.

Key words

Rural Transport Services; Rural Access; Motorised and Non-Motorised Transport; Gender Balance; Rapid Rural Appraisal Method; Hubs-and-spokes System.

AFRICA COMMUNITY ACCESS PARTNERSHIP (AfCAP)

Safe and sustainable transport for rural communities

AfCAP is a research programme, funded by UK Aid, with the aim of promoting safe and sustainable transport for rural communities in Africa. The AfCAP partnership supports knowledge sharing between participating countries in order to enhance the uptake of low cost, proven solutions for rural access that maximise the use of local resources. The programme follows on from the AFCAP1 programme that ran from 2008 to 2014. AfCAP is brought together with the Asia Community Access Partnership (AsCAP) under the Research for Community Access Partnership (ReCAP), managed by Cardno Emerging Markets (UK) Ltd.

See www.research4cap.org

Acronyms, Units and Currencies

AfCAP	Africa Community Access Project
AsCAP	Asia Community Access Project
DFID	Department for International Development
GPS	Global Positioning System
GoSL	Government of Sierra Leone
IMT	Intermediate Modes of Transport
km	Kilometre
MAFFS	Ministry of Agriculture, Forestry and Food Security
MTA	Ministry of Transport and Aviation
MLGRD	Ministry of Local Government and Rural Development
MOFED	Ministry of Finance and Economic Development
MTI	Ministry of Trade and Industry
MWHI	Ministry of Works, Housing and Infrastructure
NMT	Non-Motorised Transport
pcu	Passenger car unit
PMU	Project Management Unit
ReCAP	Research for Community Access Partnership
SLRA	Sierra Leone Roads Authority
SLRSA	Sierra Leone Road Safety Authority
SSATP	Sub-Saharan Africa Transport Policy Program
TA	Technical Advisor
UK	United Kingdom
WB	World Bank

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Executive Summary

A good rural transport system is a prerequisite for economic growth and poverty reduction in rural Sierra Leone. The quality of life of rural dwellers, who need to access markets, schools and health facilities, is significantly improved with accessible rural transport services. If transport services are not available, not reliable or too expensive, this can lead to or reinforce social exclusion and entrench poverty in rural communities. Rural inhabitants need appropriate and affordable means of transport to access markets and services. Many of these services are only found in the urban areas, often requiring a journey of up to 25 km or more. There have been limited efforts to understand, let alone address the transport services needs of rural women, men and children in Sierra Leone. This study seeks to understand the existing rural transport systems in Sierra Leone by assessing the needs and perspectives of users of the most common forms of motorised transport in rural Sierra Leone. The views of users with different occupations, ages, gender and abilities will be collected, as well as those of transport operators, transport regulators and other transport stakeholders in the rural communities. The purpose is to identify constraining factors, and areas for improvement in Sierra Leone's rural transport services policies and practices.

The study is executed by a team of transport experts from Ecofin Consultants, Sierra Leone, in partnership with an international technical adviser on rural transport services from Swansea University, UK. The study is being carried out in three ecological zones of Sierra Leone: the coastal plain zone; interior plains or lowlands zone; and the interior plateau zone. Three rural feeder roads for the study will be selected. One is located in Pujehun District to represent the coastal plain zone, one is in Bombali District representing the interior plains zone, and one is located in Koinadugu to represent the interior plateau zone. These are relatively under-researched districts.

This rural transport diagnostic study hopes to achieve the following:

- An effective interaction with the rural transport stakeholders in the communities within the catchment areas of the selected study roads in the three ecological zones in Sierra Leone.
- An understanding of the existing rural transport systems and the key issues relating to policies and practices in Sierra Leone.
- Recommendations for further research studies and suggestions for possible changes to rural transport services practices, policies and strategies.
- Facilitation of capacity building, uptake and subsequent embedment of improved rural transport practices, policies and strategies

This inception report provides the overall framework for the study. It highlights the project background and the use of the rapid rural appraisal methodology. For this study a detailed and in-depth understanding of the needs and experiences of the various transport stakeholders is preferred over a shallower perspective and understanding gained by large sample-sized studies of transport needs, making the Rapid Rural Appraisal methodology a good choice. Nevertheless, once the interview numbers of the three separate road studies are aggregated, this results in sizeable numbers, with the 'user' category being based on nearly 100 detailed interviews. The methodology further allows for a proper gender-balance in respondents, where appropriate. Data collected is derived from the rural communities along the selected study road or within its catchment area to produce some valuable 'order of magnitude' estimates relating to movement of people and goods in the rural communities. We focus on rural transport services for the medium travel distance range, from about 5 km to 75 km.

1 Introduction

1.1 Project Context

The Research for Community Access Partnership (ReCAP) is a programme of applied research and knowledge dissemination funded by the UK Government through the Department for International Development (DFID). The overall aim is to promote safe and sustainable rural access in Africa and Asia through research and knowledge sharing between participating countries, including Sierra Leone, and the wider community. Cardno Emerging Markets (UK) Ltd has been contracted by DFID to manage ReCAP. There are two components under ReCAP: The Africa Community Access Project (AfCAP) and the Asia Community Access Project (AsCAP).

1.2 Overall aim of the study

The overall aim of the study is to understand the needs and perspectives of different groups of road users in different communities. Furthermore, the study aims to understand the requirements and perspectives of transport operators and transport regulators. A final category of interest to the researchers is those who can provide a broader socio-economic development perspective on the rural communities in Sierra Leone in relation to transport services. Identifying constraining factors, opportunities and gaps in knowledge, based on the data obtained from these four categories, will have to contribute to improving Sierra Leone's rural transport services policies and practices.

1.3 Project Team

The conduct of the rural transport diagnostic study in Sierra Leone is being implemented by Ecofin Consultants, Sierra Leone, in partnership with Swansea University, United Kingdom (UK). The project team consists of a National Transport Expert from Ecofin Consultants (the Team Leader) being supported by a Research Assistant and two experienced enumerators, supported by an International Technical Adviser on Rural Transport Services from Swansea University, UK. The Sierra Leonean expert and the International expert will work together in the planning, implementation and reporting of the work. The Team Leader is responsible for submitting all the deliverables, while the International Expert will have a special responsibility for research excellence and quality assurance for the project. The project team will consult with staff of the relevant Ministries and other relevant stakeholders.

1.3.1 Involvement of the Technical Adviser (TA) on the project

The TA's role and contribution could broadly be divided into two, as follows:

A. Provision of Backstopping technical support services

The TA will review all the stipulated outputs: the inception report, rural transport services survey reports, draft final report, final report, policy brief and academic paper, to ensure technical delivery excellence. He is required to critique and supply useful suggestions to the reports which are drafted by the Team Leader.

B. International trips to Sierra Leone to support field data collection

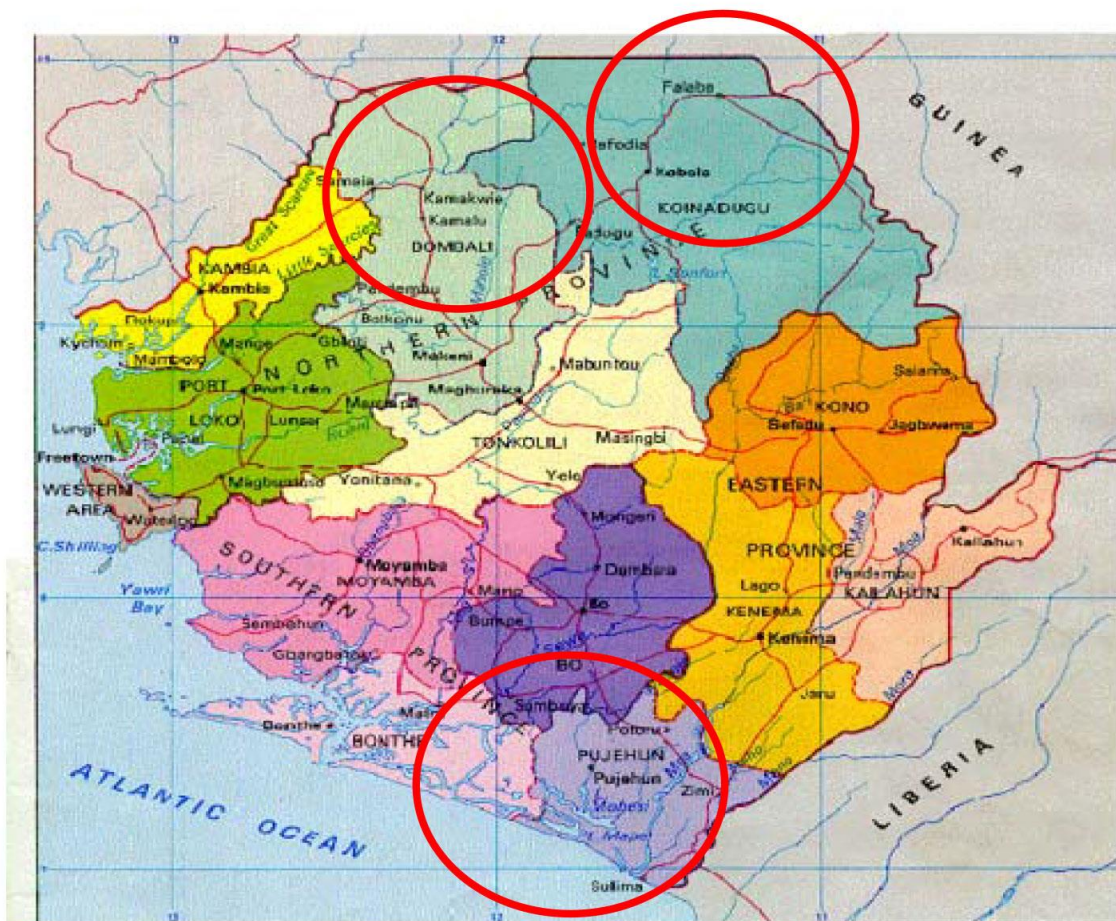
The TA shall be required to make two separate international return trips to Sierra Leone; a first trip to offer technical support services to the project team relating to the data collection and then a second trip to Sierra Leone to attend the scheduled stakeholder workshop. The second trip will enable the TA and the Team Leader to consult with other stakeholders, particularly those at the Ministry of Transportation and Aviation (MTA) and the Ministry of Local Government and Rural Development (MLGRD), to help formulate the policy brief.

The first trip by the TA to Sierra Leone to assist the project team on the field work will take place from 22 May to 11 June, 2017. He will assist in the selection of the study roads in the three ecological zones and provide useful technical guidance on the field data collection. He will return to attend the stakeholder workshop scheduled tentatively scheduled for the end of July 2017.

1.4 Study Locations

The rural transport diagnostic study will be carried out on selected rural roads in three ecological zones. This should reflect the movements of passengers and small and medium freight in the three broad geographical areas of Sierra Leone. The three zones are the coastal plains, the interior zone, and the interior plateau zone, respectively being presented by Pujehun, Bombali and Koinadugu Districts. Map 1 below shows the districts circled in red.

Map of Republic of Sierra Leone showing selected research districts.



1.5 Comments on the Terms of Reference

The Consultants have studied the Terms of Reference (TOR) and scope of work and found these to be comprehensive and appropriate in understanding the current rural transport needs and preferences for different groups of road users, transport service providers, regulators and local development-related personnel for passenger and small freight transport.

1.6 Main Deliverables

The following deliverables are required under the project.

- i. **Inception Report:** will include a review of previous international and national work relevant to this study and will present a detailed programme, methodology and work plan (with identified survey locations). The inception report will be the result of the Desk studies and will be submitted four (4) weeks from the project commencement date.
- ii. **Rural transport services survey reports:** will comprise three objective component reports of the situation prevailing in the three transport catchment areas, providing, among other matters, data on the transport market, passenger and freight transport costs and frequencies and highlighting the perspectives of the users, operators, regulators and those concerned with socio-economic development. This survey report will be submitted within 12 weeks from the project commencement.
- iii. **Draft final report:** The draft final report will be submitted fourteen (14) weeks from the project start date. It will describe the methodology, provide aggregated data of the three roads and an analysis of this, and presents key findings and initial recommendations. Suggestions for further research studies and suggestions for possible changes to rural transport services practices, policies and strategies will also be included in the draft final report. The three rural transport services survey reports will be included as annexes to this report.
- iv. **Final report:** This will be submitted eighteen (18) weeks after the project's commencement. It will be based on the draft report but also describes the methodology and key findings and recommendations that incorporate the feedback received on the draft report and the inputs from the stakeholder workshop. *A report of the stakeholder workshop* as well as the three final rural transport services survey reports will be included as annexes to this report.
- v. **Policy Brief and Academic Paper:** An attractive, illustrated AfCAP-branded four-page document summarising the rural transport service situation observed and key issues relating to policies and practices that can be circulated in Sierra Leone and elsewhere, will be prepared by week 20. An academic manuscript ready for submission to a journal approved by PMU will also be prepared.

1.7 Report Structure

The report covers six sections. The first section presents an overview of the project, highlighting the overall project objectives and main deliverables. Section two provides a brief background to the project with a review of the literature relevant to the study in Sierra Leone, while section three highlights the approach and methodology applied for this rural transport services study. The activities at the inception phase covering the kick start meeting, literature searches and start of the field work have been presented in section four. Section five provides the work plan while the approach to the management of the project is presented in section six.

2 Background

2.1 Project Context

Sierra Leone is in a phase of post-conflict and post-Ebola recovery. In terms of the Human Development Index, Sierra Leone has one of the highest poverty levels in the world. During the 11-year period of civil war between 1991 and 2002, much of the country's infrastructure was damaged or fell into disrepair. In 2011, African Development Bank ranked the country 50th out of 53 in the Africa Infrastructure Development Index. The Government of Sierra Leone (GOSL) has made infrastructure recovery a priority focus. There is a need to tackle rural isolation, promote community engagement and integrate transport infrastructure networks across the country. The Rural Access

Index (RAI), which is the percentage of the rural population within 2 km of an all-season road, for Sierra Leone is 65% (2003 data), which is comparable to the RAI in Ghana and Liberia (and significantly higher than many African countries, such as Ethiopia (21%). Strengthened and sustainable transport systems are key to livelihood improvement. In 2011, according to the Africa Infrastructure Country Diagnostic, infrastructure growth between 2003 and 2007 added only 0.5% to per capita growth during the same period.

In the current post-Ebola recovery period, a significant proportion of national and international resources are being utilised in 'Support of the President's Delivery Plan', focusing on water supply, health and related infrastructure, and not on roads and transport infrastructure. Road transport is the most dominant mode of transport and represents about 85% of the entire transport system in Sierra Leone. 95% of the inland transport of passengers and goods is carried out on roads. As part of the effort towards the attainment of its post-war economic development goals, the Government of Sierra Leone is seeking to develop a sustainable rural transport system which is responsive to local transport priorities and needs, in order to address mobility and access challenges experienced in rural communities. Sierra Leone Road Transport Corporation, a government-owned national bus service, provides good public transport along the main national road network. However, transport between villages, markets and service centres, along low-volume, rural roads (LVRR) is more of a problem. On these roads, the main means of transport is generally motorcycle taxis, with some rural taxis, minibuses and/or pickups on market days. Young men (and some young women) provide motorcycle taxis services, and this has been a valuable means of employment in the post-conflict period. Rural people require more affordable and timely transport to access markets, health services, education and income-generating opportunities.

The spread of commercial motorcycle taxis started from the early 2000s when the civil war came to an end. During the war, many car taxis were either destroyed or driven to safety and sold in neighbouring countries. Furthermore, road maintenance, let alone road construction, came to a complete standstill. These factors, in addition to the lower purchasing costs of motorcycles as compared to cars and mini-buses, contributed to the introduction and rapid spread of motorcycle taxis, first to the urban areas and later to rural localities. So far, studies on this phenomenon in Sierra Leone have mainly focused on the early years, where it was argued that many of the riders were ex-combatants who had failed to make a meaningful livelihood from their Disarmament, Demobilisation and Reintegration training (Peters, 2007; Denov, 2011); on the role of motorcycle taxis in urban areas (Burge, 2011; Menzel, 2011); and on the role of motorcycle taxi unions (Richards et al., 2004; Baker, 2006; 2008). However, while the economic impact of rural road construction is fairly well understood in Sierra Leone (Casaburi et al, 2013) the socio-economic impact on rural communities as a result of the introduction of rural motorcycle taxi services has been hardly researched, let alone be quantified.

Available and worthwhile literature on feeder roads in particular and rural transportation in general in Sierra Leone is limited. Apart from two main studies – namely, the "Socio-economic and Environmental Impact Assessment of Feeder Roads in Sierra Leone", funded by the World Bank and conducted in 2003 and 2004, and the "Environmental Impact of Feeder Road Rehabilitation in 4 Districts in Sierra Leone", again funded by the World Bank and undertaken between June and July 2010, all other aspects are subsumed in other road related documents.

The 'General Transport Sector Study' which was undertaken in 1993 by Faux and Mustapha and funded by the World Bank highlighted the role and operational significance of feeder roads in Sierra Leone's economic development efforts. This study formed the basis for the "Transport Sector Project" which sought to rehabilitate existing dilapidated transport infrastructure, including feeder roads in all 12 districts in Sierra Leone. The Transport Sector Project was succeeded by the

Infrastructure Development Project and Investment Plan which has itself been succeeded by the Transport Infrastructure Development Project located in the Ministry of Transport and Aviation.

The “National Traffic Census” which was carried out in 2010 by Mustapha and Pearce on behalf of the Sierra Leone Roads Authority (SLRA) and the Government of Sierra Leone identified key feeder roads which had suffered extensively from neglect due to the civil conflict (1991-2002), and which needed to be rehabilitated to facilitate rural transportation.

Occasional papers prepared by staff of Sierra Leone Roads Authority (SLRA) are available, but do not adequately cover rural transportation. The Ministry of Transport and Aviation has paid limited attention to rural transportation, rather concentrating on intra urban and inter urban transport.

The 2011 National Rural Feeder Roads Policy, formulated by the Ministry of Works, Housing and Infrastructure, is arguably the most important document in guiding feeder roads construction and maintenance. However, most of its contents are framed as ‘policy directions’ rather than ‘hard’ policy. Primarily, it deals with feeder road construction and maintenance rather than rural transport services, and implicitly assumes that rural transport will sort itself out once roads are constructed. There are two key issues worth flagging up here. Firstly, the categorisation in feeder roads: Type F1 (6 m wide carriageway with hard shoulder and 150 mm thick wearing surface); Type F2 (6 m wide carriageway without hard shoulder and 100mm thick wearing surface) and Type F3 (4.5 m wide carriageway with no hard should with laterite/earth surface). Traffic volumes are defined as follows: F1 maximum of 100 passenger car units (pcu) per day; F2 maximum of 50 pcu per day; F3 no set maximum but understood as below F2. Secondly, 20% of the Road Fund, established for the maintenance of all roads in Sierra Leone, will be allocated to the maintenance of rural roads. Further financing comes from consolidated revenue and donor funding.

This study is therefore timely and essential, since it will provide information which will assist the Government of Sierra Leone to formulate and implement a meaningful Policy on Rural Transportation.

2.2 Project Objectives

The **overall objective** of the project is to understand the existing rural transport systems in Sierra Leone based on understanding the needs and perspectives of different transport users, transport operators, transport regulators and those responsible for and knowledgeable of socio-economic development, with the view to identify constraining factors and relevant topics and to suggest improvements in Sierra Leone’s rural transport services policies and practices. The other project objectives cover research, capacity building, uptake and embedment.

2.2.1 Research Objectives

The research objectives are:

- To explore the current state of rural transport in Sierra Leone in light of the changing rural environment.
- To explore the reality of how rural communities organise their access to markets, services and opportunities against the background of increased access to motorcycles, widespread use of mobile phone coverage and changes to rural governance structures and economic foundations.
- To explore the current practices of transport services providers in terms of operating costs, charges, service frequency and quality, regulatory compliance and customer satisfaction with a view to identifying scope for improvements in service provision.

- To identify gaps in understanding of current rural transport needs and preferences for rural people (of different genders, age, occupations and abilities) for dependable and affordable passenger and small freight transport.
- To highlight opportunities for evidence-gathering, policy changes, strategic planning and practical ways of improving rural access and mobility in Sierra Leone.
- To provide a platform on which further research, policy changes and practical improvements can be based.

2.2.2 Capacity Building

Capacity building and knowledge dissemination are integral parts of the AfCAP programme. The Consultants shall therefore engage with the assigned counterpart staff within the Ministries to ensure that the knowledge acquired throughout the project is transferred and entrenched within the agencies. The rural transport surveys will also provide opportunities for engaging with local stakeholders, including transport operators and local authorities and organizations, particularly during the data collection stage.

2.2.3 Uptake and Embedment

Uptake and embedment are key targets for AfCAP and would be so for this project. The Consultant shall ensure that the implementation and outputs of this diagnostic study will facilitate the uptake and subsequent embedment of improved practices, policies and strategies. The uptake and embedment may relate to policy and regulatory reforms in rural transportation in Sierra Leone (at national and/or local levels), and/or operational practices of transport operators and other actors. The study will support the acquisition of knowledge and improved capacity of trained technical staff which is required for delivery of the development of the rural transport sector.

3 Approach and Methodology

This section presents the approach and methodology to be used to obtain the required field data for the project. The methodology for this study draws heavily on earlier studies carried out, particularly in other African countries relating to rural transport diagnostic surveys (Starkey, et al., 2013; Kemtsop and Starkey, 2013; Njenga, Opiyo and Starkey, 2013; Willilo and Starkey, 2012; Starkey, 2007a and 2007b). The advantage is that comparisons can readily be made with other African countries regarding the rural transport situation.

Some key features of this rural transport assessment methodology are that the data collected is tied to a particular rural road and its catchment area; it examines the framework of rural transport for the medium travel distance, that is beyond the village but below 75 km; and that it is based on the 'rapid rural appraisal' method.

3.1 The rapid rural appraisal method

The 'rapid rural appraisal' method is a form of qualitative research designed to allow one or more professional persons to survey, in a relatively short time, the transport services operating on a road, to gain a quick understanding of the key issues, as well as to obtain some indicative qualitative and quantitative data (Starkey, et al., 2013). The data obtained for the rural transport services indicators are specific to a particular rural road selected for the research, but should allow for extrapolation, providing an understanding of rural transport services more widely in the relevant zone. For this study, rural transport services cover both passenger and freight transport services serving rural communities over distances between 5 and 75 km. This means that short-distance transport within villages or long-distance transport along national and international transport corridors are not considered.

The rapid rural appraisal methodology for rural transport services uses the hub-and-spoke system. Starkey (2007) defines a hub as a central place where spokes both converge and radiate out. A transport hub is a key location where several routes and means of transport converge and diverge, while the spokes serve as the connecting channels and the transport modes plying the routes. For example, market towns or district towns with a large health centre, large market, secondary school and possibly a district level government may have 'spokes' leading to large villages (with a small health centre, primary school, small market) which may serve as hubs on their own with 'spokes' to outlying small villages, homesteads and fields. Market towns are nearly always important transport hubs. They serve as markets for rural communities and provide employment opportunities and access to public and commercial services. The area around any hub is known as a 'catchment area'. Whereas agricultural produce from local villages flows into a market town, the market town provides healthcare services, manufactured goods, secondary education and other social and technical services to people in the rural communities.

This rural transport diagnostic study will use the exploratory and participatory methods with a relatively open agenda to understand the needs and perspectives of different groups of road users in different communities. The requirements and perspectives of transport operators, transport regulators and those responsible for socio-economic development in the rural communities are also sought. The approach is intended to provide an in-depth understanding of the rural transport situation in Sierra Leone with a view to identify constraining factors and relevant research topics that will contribute to improvements in Sierra Leone's rural transport services policies and practices. This study aims to understand the nature and types of existing transport modes operating along the study roads and catchment areas, the services which they offer the users and the needs and preferences of the users for medium distance journeys. People with different occupations, ages, gender and abilities will be targeted to obtain their perspectives and understand their transport needs. For each subgroup, a conscious effort shall be made to disaggregate the respondents into males and females to ensure a gender balance in the views expressed. Efforts will be made to look for any marginalized groups to know their transport needs.

The use of the rapid rural appraisal methodology helps to produce some valuable 'order of magnitude' estimates relating to movement of people and goods in the rural communities, the costs of transport, trends and the problems and solutions from the point of view of the stakeholders.

3.2 Targeted stakeholders for field interviews

The stakeholders targeted for the interviews include:

- Transport users (farmers, traders, school teachers, household managers, health service providers, patients, students, elderly, people with disabilities) and a few potential users).
- Transport operators (motorcycle taxis, car taxis, mini- and midi-buses, etc.)
- Authorities (government, transport regulators, enforcers, national and local).
- Supporting services (suppliers, repairers, and financial services).

Data to be obtained from users include figures relating to prices; recent trends in transport; safety and security issues associated with the surveyed road; and schedules and waiting times on normal, busy and disrupted days. Respondents may also be asked to share transport problems from their perspective and provide suggestions for improving the situation.

3.3 Proposed tasks necessary to achieve the project objectives

1. Literature review of previous international and national work relevant to the rural transport study in Sierra Leone.

2. Selection of candidate feeder roads based on the hub and spokes method for the assignment.
3. Ensuring smooth community entry by clearly explaining the study objectives to the community leaders for their maximum support, identifying and hiring an interpreter where necessary for the interviews.
4. Conducting the interviews with the inhabitants along the identified routes and with those in the catchment areas bearing in mind the need for gender balance and having road users of different occupations, ages and abilities; and with transport operators, regulators and development-related persons.
5. Geo- referencing of all survey locations and carrying out prompt triangulation of field data to ensure consistency and accuracy of field data.
6. Hiring and training of enumerators for the classified traffic counts. The traffic categories shall include traditional motorised vehicles, IMTs and NMTs and conducting the counts on market and non-market days on selected representative spokes.
7. Undertaking field data entry and cleaning of data using standard Excel Spreadsheets.
8. Carrying out detailed analysis to establish the 'rural transport premium' for each study area and transport users' preferences and needs.
9. Submission of three Survey Reports, one for each study area, and a Draft Final Report describing the methodology and key findings and initial recommendations.
10. Conducting a Stakeholders' consultative workshop to discuss the draft final report and the three rural transport services survey reports to agree on the recommendations and policy-related issues for improved rural transport services and writing a Stakeholders Workshop report.
11. Submission of a Final Report based on the draft final report and the discussions held at the stakeholder workshop
12. Submission of a Policy Brief summarising the rural transport services situation observed and key issues relating to policies and practice and circulating the material in Sierra Leone and elsewhere.
13. Submission to the AfCAP technical management for approval an academically-oriented research paper fit for an internationally peer-reviewed scientific publication.

3.4 Stakeholder Workshop

A workshop involving stakeholders of project partners shall be organised in Freetown (location tbc) on completion of the survey reports and the draft final report. The workshop will adopt the participatory approach of discussions, soliciting views from the project partners to help shape the final report. The key findings of the study will be extensively discussed to feed into the formulation of policy and practices in rural transport services in Sierra Leone. A workshop report shall be submitted to the AfCAP Steering Committee in Freetown.

4 Activities at the Inception Phase

4.1 The kickoff and consultative meetings

Preliminary meetings by the Team Leader were held in Freetown between April 25 and May 16 2017 with representatives of key Ministries, Departments, Agencies, Parastatals, Motor Drivers Union, Bike Riders Union, The Sierra Leone Police and the Road Safety Corps. The List of Persons Met is attached as Appendix 1. The Team Leader briefed the various stakeholders about the essence of the assignment, the expected outputs and their role in ensuring that their views are reflected in Final Document.

It was agreed that further meetings will be held as and when necessary.

Following the arrival of the Technical Adviser (TA) in Freetown on Sunday, May 21, 2017, a series of consultative meetings have been arranged by the Team Leader for the TA the following day to pay courtesy calls to the MTA and MLGRD. These meetings were also used to assess if the Ministries had pertinent questions regarding rural transport services which the team could take on board.

4.2 Literature searches

Desktop studies to review literature on previous international and national work relevant to the rural transport study in Sierra Leone has been conducted as part of the inception phase and will continue for the other phases and in particular for the academic article output.

4.3 Selection of routes for the rural transport surveys

The project looked into procuring road maps, with sufficient detail (1:50,000), to pre-select potential candidate roads in the three ecological zones for the field studies. However, with no up-to-date maps available, the project has been guided by suggestions from the Department of Feeder Roads. Reconnaissance surveys have been carried out by driving on the proposed roads prior to the commencement of the studies, to identify rural roads suited to the 'hubs and spokes' criteria with a minimum road length of 15 km.

Table 1. Selected study roads and main market centres in the three ecological zones

Ecological Zone	District	Chiefdom	Selected Rural Road	Road Length; Road Type	Main Market Centre
Coastal Plain	Pujehun	Kpango Kagonde	Pujehun - Gbundapi	18.29 km	Pujehun & Gbundapi
Interior Plain	Bombali	Libeisyagahun	Batkanu - Makoth	43.16 km	Makeni
Interior Plateau zone	Koinadugu	Wara-wara Bafodia	Bafodia - Kabala	31.30 km	Kabala

5 The Workplan

5.1 Milestones and Deliverable Schedule and Workplan

The milestones for the deliverables are presented in Table 2. The workplan is presented in Table 3.

Table 2. List of Milestones and Deliverables as per the TOR.

Item No.	Milestones	Timing Schedule (weeks)
1	Inception Report	4
2	Rural Transport Services Survey Reports	12
3	Draft Final Report	14
4	Final Report	18
5	Policy Brief and Academic Paper prepared for submission	20

Table 3. Workplan.

NO.	ACTIVITY	ACTIVITY DURATION (WEEKS)																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	KICK OFF/INCEPTION																				
1.1	Desk Study																				
1.2	Stakeholder Consultations (MTA; MLGRD)																				
1.3	Courtesy meetings with Ministerial Stakeholders																				
2	DATA COLLECTION																				
2.1	Design of Survey Instruments																				
2.2	Recruitment/Training of Enumerators																				
2.3	Data Collection in Coastal Region																				
2.4	Data Collection in Interior Plateau Region																				
2.5	Data Collection in Interior Plain Region																				
3	DATA MANAGEMENT AND ANALYSES																				
3.1	Triangulation & Analyses for Coastal R.																				
3.2	Triangulation & Analyses for Interior Plateau R.																				
3.3	Triangulation & Analyses for Interior plain R.																				
3.4	Final Analyses and Wrap-up																				
4	WORKSHOPS & REPORT PREPARATIONS																				
4.1	Stakeholder Workshop																				
4.2	Inception Report																				
4.3	Survey Reports																				
4.4	Draft Final Report																				
4.5	Final Report																				
4.6	Policy Brief & Manuscript																				
5	MILESTONE DELIVERABLES																				
5.1	Inception Report																				
5.2	Survey Reports																				
5.3	Draft Final Report																				
5.4	Final Report																				
5.5	Policy Brief & Journal Paper																				

6 Approach to Management of the Project

6.1 Overall project management and quality control

The Team Leader is in charge of the overall management as well as the day-to-day management of the project. He is responsible for all the project outputs and services to ensure that they meet the intended objectives and expectations of the project and that they have value to the stakeholders, especially MTA and MLGRD. Data from the field and the input of these, such as the classified traffic counts and data from the field interviews would be checked and appropriately triangulated for quality and cleaned before incorporating them in the dataset for the rural transport surveys for further analysis.

He shall liaise with the International Technical Adviser in the planning, implementation and reporting process. Whereas the Team Leader is responsible for submitting all the deliverables, the International Expert will have the responsibility to ensure research excellence and quality assurance for the successful implementation of the project. The Consultants will have regular discussions with the local team members to check whether the project objectives and expectations of the stakeholders, especially those of the Ministries are being met. The project team will consult with the staff at MTA and MLGRD in Freetown. The Consultants will also check the various input processes for quality to ensure the quality of the project deliverables.

All stipulated Milestones will be checked and double-checked by the Team Leader and Technical Advisor for content and format before submission to ReCAP.

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Annex A: List of Persons Met

1. Hon. Kemoh Sesay, Minister, MWHI
2. Hon. Kadie Sesay, Deputy Minister, MWHI
3. Hon. Balogun Koroma, Minister, MTA
4. Hon. Maya M. Kaikai, Minister, MLGRD
5. Madam Memunatu Jalloh, Director General, SLRA
6. Mr. Sahr Gbembo, Deputy Director General, SLRA
7. Dr. Sarah F. Bendu, Executive Director, SLRSA
8. Mr. Salifu Mansaray, SLRSA
9. Mr. Tekman J. Kanu, Permanent Secretary, MWHI
10. Mr. Michael Mamai, Director of Rural Development, MLGRD
11. Mr. John Sumaila, Development Secretary, MOFED
12. Mr. George Nyuma, Director of Feeder Roads, SLRA
13. Mr. Tamba Amara, Senior Engineer, Feeder Roads Dept. SLRA
14. Mr. Samuel Macauley, Engineer, Feeder Roads Dept. SLRA
15. The President, Motor Drivers Union
16. The President, Bike Riders Union
17. Mr. Abu Sandi Bockarie, Transport Infrastructure Specialist, ADB
18. Mr. Ibrahim Sorieba Kanu, National Authorising Officer, MOFED
19. Mr. Joseph S. Keifalla, Mayor, Kenema City Council
20. The Assistant Inspector-General of Police, Traffic Division, SLP
21. Hon. Sidi M. Tunis, Member of Parliament
22. Hon. Dr. Bu Buakei Jabbie, Member of Parliament
23. Hon. Mabinty Fornah, Member of Parliament
24. Hon. Isata Oyah Kabia, Minister of State, Foreign Affairs and International Cooperation