

MCC SCORECARD UPDATES, FY2017

Sierra Leone FY17

Population: 6,453,000
GNI/Cap: \$630 (LIC)

Half Scorecard Passed
Control of Corruption
Democratic Rights



The Millennium Challenge Corporation Scorecard is published annually and it is used to assess a Country's Compact eligibility. The scorecard consist of twenty (20) indicators which fall in three (3) categories: Ruling Justly, Economic Freedom and Investing in Citizens. Sierra Leone must pass at least 10 out of 20 indicators on the MCC Scorecard including the Control of Corruption Indicator and Democratic Rights Indicator in order to qualify for the MCC Compact Grant.

In the FY2017 Scorecard Sierra Leone passed 6 out of 20 indicators including (two) (2) under Economic Freedom and four (4) under Ruling Justly. Unfortunately we did not pass any indicator under the Investing in Citizens category. The MCCU is in constant engagement with the relevant MDAs and providing them with the required support in order to improve Sierra Leone Performance in the FY2018 Scorecard. We will provide updates on the journey towards compact eligibility as the data becomes available in August, 2017.



MCCU Conducts Capacity Building Training for Implementing Entities on Monitoring and Evaluation



Participants from implementing entities, MCC and MCCU teams at the M&E Workshop

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In a bid to enhance the capacity of implementing entities to collect and report data required for the approved Monitoring and Evaluation Plan of the Sierra Leone Threshold Program; the Millennium Challenge Coordinating Unit (MCCU) in collaboration with the Millennium Challenge Corporation (MCC) of the United States organized a four-day capacity building training on results-based monitoring and evaluation for implementing entities from the Energy and Water Sectors at The Place Hotel in Tokeh from the 26th to 29th June, 2017. Key institutions that were targeted by the training include: Guma Valley Water Company, (GVWC), Electricity Generation and Transmission Company (EGTC), Electricity Distribution and Supply Authority (EDSA) and the Electricity and Water Regulatory Commission (EWRC). The workshop aimed to achieve the following objectives:

- Strengthen monitoring and

evaluation in the Threshold Program

- Share MCC policies and regulations around monitoring and evaluation
- Increase capacity to collect and report the data required in the Monitoring and Evaluation Plan
- Encourage use of data in the management and operations of these institutions
- Discuss data reporting challenges, solutions and needs

While giving an overview of the training; the lead facilitator, Shauna Clarke from the MCC said the training will enable key actors within the implementing entities to understand MCC's Indicator Tracking Table and the requisite approval processes and it will also provide participants with new ICT tools for monitoring purposes within their institutions. Participants were introduced to the MCC policies and regulations on Monitoring and Evaluation, standard global M&E tools and techniques required for data generation, analysis and management, hands-on Microsoft Excel and data quality standards.

The Monitoring and Evaluation and Economics Analysis Director at the MCCU, Thekeka Moses Conteh, said there is a weak system of data management within the implementing entities, but he is confident that this training will enhance the capacity of these entities to generate and analyze data required for accurate reporting of indicators on the M&E Plan of the MCCU Threshold Program and for their own housekeeping.

In her welcome address to participants; Chief Executive

Officer, MCCU, Ndeye Fatu Koroma said the presence of the implementing entities at the training shows their commitment to the MCCU Threshold Program. She describe the training as an opportunity for Implementing Entities to identify some of the challenges they face in reporting and what support they would need to enhance their capacity in preparing their Monitoring and Evaluation plans. She emphasized the need for quality data reporting by the different entities as this will support the work of MCCU in measuring the impact of the Threshold activities.

Country Director MCC, Matthew Langhenry, said Monitoring and Evaluation is one of the core values of MCC and they are guided by three main principles which are: accountability, transparency and Learning. These principles he further noted, allow MCC to be accountable to the United States Government and the tax payers. The Country Director also said it is important that countries receiving support from the MCC grant also understand these values and put them into practice so that they are also accountable to their citizens who stand to benefit from their intervention. The Country Director also pointed out that the development world is data driven and MCC relies on accurate data to aid its activities. He further entreated participants to use the new tools and techniques they have learned to improve on data management within their entities.

The General Manager, Guma Valley Water Company, Bankole Mansaray in his remarks; commended MCCU and MCC for their continuous support in

strengthening their institution so that they can effectively deliver on their mandate. He underscored the importance of the M&E training as it will help promote accountability and transparency in their operations. The GM said people are more interested in seeing results and feeling the impact of service delivered and that is why he is very excited about the training. He further noted that the first step in every transformational drive is the willingness of people to accept change and GVWC is prepared to accept the change and to implement the new skills and standards they have been introduced to by the MCCU.

Sinneh Abdulsallam Kamara, Senior Mechanical Engineer at the Electricity Generation and Distribution Company (EGTC) said the training is timely and relevant to staff of EGTC especially those whose work is centered on data generation, analysis and reporting. He assured MCCU of his Company's commitment to ensure that the skills and techniques acquired from the training are utilized to improve on their monitoring activities.

Ngozi Obi, Communication Officer from the Electricity and Water Regulatory Commission assured MCCU of their unwavering commitment in supporting the activities of the MCCU by closely working with the relevant entities to ensure they deliver on their mandate.

In his closing remarks the Chief Operating Officer of MCCU, Abdul Bangura thanked participants for the hard work and effort put into the training. He applauded the efforts of the MCC team for facilitating the training. He assured the entities of MCCU's continuous support to ensure that Sierra Leone succeeds in qualifying for the MCC Compact



PNB team engaging the public

Authority, Ministry of Education Science and Technology, other MDAs and Civil Society representatives embarked on a massive public sensitization campaign aimed at increasing public awareness and knowledge on

the Pay No Bribe (PNB) campaign in the Western Area and other parts of the country. Deputy Director, Public Education and Outreach at ACC, Patrick Sandi said the PNB campaign team has designed a strategy that includes visit to lorry parks, roundabouts and densely populated areas in the Western Area and other provincial cities to raise awareness among residents on the PNB campaign. This strategy is complemented by

the distribution of PNB brochure, wristbands and flyers to members of the public.

During the campaign, emphasis was made on how the PNB reporting platform empowers citizens to anonymously report incidents of bribery and petty corruption by calling **515** free line on all networks, the PNB website; **www.pnb.gov.sl**, or on the mobile application to make their complaints. From the 1st January to 30th June, 2017 the PNB center received 69,225 bribery related reports from the public.

MCCU CONTRACT UPDATE

Contract title	Consultant	Contract Value	Start Date
Energy Sector Roadmap Development	Adam Smith International	\$2,900,000	9 th Jan, 2017
Regulatory Strengthening & Tariff Dev. Activity	AARC Management Consultants Ltd., Ireland	\$2,000,000	10 th March, 2017
EGTC Assessment and Business Plan Activity	SMEC	\$700,000	10 th April, 2017
Consultancy Services for Data Quality Review	Economic Forum	\$197,160.00	28 th February, 2017
Consultant Services for Physical Mapping, Distribution System Conditions Assessment and Hydraulic Modeling for Guma Valley Water Company (GVWC)	SMEC International Pty Limited, Australia	\$1,299,733.00	1 st June, 2016

MCCU HOLDS FIRST MONTHLY UPDATE SESSION WITH CONSULTING FIRMS



CEO, MCCU, Ndeye Koroma addressing consultants during the meeting.

The Millennium Challenge Coordinating Unit (MCCU) held its inaugural monthly update session for its consulting firms undertaking different Threshold Program (THP) assignments and Implementing Entities to facilitate high level coordination on the THP. Consultants delivering different assignments under the Water and Electricity Reform Projects, Regulatory strengthening and Monitoring and Evaluation activities made presentations on the status of their assignments including

achievements, challenges and what support they will require from MCCU and implementing entities going forward. The CEO, MCCU, Ndeye Fatu Koroma in her welcome statement said the idea for bringing all Consulting Firms carrying out different assignments under the Threshold Program together is to enhance coordination and joint understanding in moving the general objective of the MCCU Threshold intervention forward. It is also a forum for the Firms to inform the MCCU and implementing entities on

challenges encountered during their work and how they could be addressed.

The CEO further stated that the challenges in communicating the successes of the MCCU Threshold Program is that not all the expected results are tangible for the public to interact with but it is important for implementing entities to understand that the Threshold Program is building the foundation for accountability and transparency through soft interventions and capacity building to enhance the sustainable delivery of services in the long run.

Monthly regular updates from Consulting Firms delivering different assignments will give implementing entities an opportunity to seek clarity on activities that are carried out by these consultants. Through such a forum, the implementing entities will be able to appreciate the inter-relationship between these activities, but more importantly, its role in sustaining the large infrastructure investments that are to come.

ACC UNDERTAKES MASS PUBLIC ENGAGEMENT ON PAY NO BRIBE CAMPAIGN

The control of corruption indicator on the MCC scorecard is a critical benchmark for Sierra Leone to qualify for the MCC Compact Grant. In order to reduce the incidence of corruption within MDAs; the Anti-Corruption Commission (ACC) has embarked on several initiatives to engage the public on the fight against corruption. The Pay No Bribe Campaign was launched in

September 2016 by the ACC with support from DFID and the Government of Sierra Leone to create a platform for citizens to report incidents of petty-bribery in the delivery of public services within select Ministries Departments and Agencies (MDAs). Pay No Bribe is designed to collect real time evidence on bribery and corruption in five key service

sectors; Water, Electricity, Health, Education and the Police, and provides a useful database on petty corruption and bribery trends to support the work of the ACC.

In order to increase public understanding and encourage participation in the Pay No Bribe Campaign, a joint team from the Anti-Corruption Commission, Guma Valley Water Company, Electricity Distribution and Supply

PARLIAMENT ENACTS THE GUMA VALLEY WATER COMPANY ACT, 2017



Bankole Manasaray, General Manager Guma Valley Water Company

The Sierra Leone Parliament on 8th June, 2017, unanimously passed the Guma Valley Water Company Act 2017. The enactment of the Act came as good news to stakeholders in the water sector.

In an interview with the General Manager of Guma Valley Water Company, Bankole Mansaray, he said the enactment of the new GVWC Act is a great feat for the management of GVWC and stakeholders in the water sector who have worked so hard to make it a reality. The GM said over the last 50 years the landscape for the provision of water has changed and this new bill provides an opportunity for the Company to adjust its operation in line with current trends. He

described the new Act as the “Dawn of a new era” in the transformational drive of GVWC. In reference to major changes in the new Act, Bankole noted that unlike the current situation where the Company is responsible for protection of catchment, production and distribution; the new Act limits the responsible of GVWC only to production and distribution of water. The responsibility to manage the catchment under the new Act will rest with the National Water Resource Management Agency. The new Act also makes provision for flexibility of private Sector engagement which was not adequately provided for under the 1961 Guma Ordinance. It also gives more clarity on the roles of supervisory Agencies like the National Commission for Privatization (NCP), the Ministry of Water Resources and the GVWC Board. GM said his staff are already aware of the fact that the new Act will bring about major changes in the operation of the company, but he is confident that his team is well prepared to quickly adapt to these changes. He disclosed that the Company's management has already started an engagement process with employees at all

levels for them to fully understand the provisions of the new Act. With regards to potential challenges the Company is likely to encounter during implementation of the Act, the General Manager said it is obvious that they might face some internal and external challenges; especially with staff who might find it difficult to adapt to change and also the challenge of managing public expectations of the Company which might have increased with the passing of the new GVWC Act. He appealed to the public to be patient and understand that it takes time for change to happen, especially where it involves developing the necessary infrastructure that facilitates service delivery. He called on the MCCU and other Development Partners to continue supporting the Company in order to realize the much anticipated transformation of GVWC. He expressed hope in the future of Guma by saying: “At the moment, we cannot boast of having the capacity to generate the resources we require, but with their support we can move to that level where we will be independent and we will also be able to deliver our service more efficient and effective.”

MCCU DIALOGUES WITH MDAS AND PRIVATE SECTOR ENTITIES ON DOING BUSINESS REFORMS IN SIERRA LEONE

As part of a collaborative effort to ensure that the Government of Sierra Leone improves on its performance on the World Bank's Doing Business Reforms and the Millennium Challenge Corporation Scorecard; the Millennium Challenge Coordinating Unit (MCCU) in collaboration with the Ministry of Trade and Industry held a one-day workshop on 23rd May, 2017 with champions in the Doing Business Reforms and the private sector to

discuss the Ease of Doing Business in Sierra Leone. Welcoming participants to the workshop, the Chief Executive Officer of MCCU; Ndeye Koroma said the workshop is a platform for doing business reforms leaders to engage on reforms that have been pursued by the Government of Sierra Leone within the reporting period and to also ensure that the Private

Sector entities understand such reforms so that the right information will be captured when they fill in the survey forms for World Bank/IFC. In his address, the Chief of Staff, Office of the President, Saidu Conton Sesay who is also the chairman of the MCCU Board described the workshop as an opportunity for strengthening dialogue between Government and the Private Sector.

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(L-R) Madam Saffie Deen-Tarawally- Doing Business Coordinator, MTI, Ibrahim Washingai Mansaray- Deputy Minister of Trade and Industry, Saidu Conton-Sesay- Chief Of Staff, Ndeye Koroma- CEO, MCCU and Alfred Akibo-Betts of the NRA

He said Government has made significant strides in terms of policy reforms in the area of doing business and as the deadline for the 2018 reporting cycle approaches on 31 May 2017, he called on the private sector entities to allocate optimum time and effort in completing the surveys as information gathered from those surveys will be used to assess the country on the reforms. The Chief of Staff further emphasized the need for Sierra Leone to work towards achieving the Access to Credit indicator on the Millennium Challenge Corporation scorecard as this is one area the Country has been lagging in previous assessments done by the World Bank, which is a third party source for the MCC scorecard.

“In as much as the reforms on the Ease of Doing Business will be communicated and discussed, they can only be meaningful if they are directly felt and understood by the private sector” The Chief of Staff noted.

In his statement, the Deputy Minister of Trade and Industry, Ibrahim Washingai Mansaray, said although there are obstacles in doing business in Sierra Leone, the Government is striving to implement more reforms to create the enabling environment. Presentations were made by champions on the Ease of Doing Business Reforms and they seized the opportunity to share their achievements and challenges encountered as they work towards

reforms in their areas and more specifically on those reforms that would be reported to the World Bank for this year's assessment. Some of the strides that have been made so far as highlighted by the champions include:

- The establishment of the Sierra Leone Collateral Registry by the Bank of Sierra Leone and the International Finance Corporation which will help to increase access to finance for Micro, and Medium Enterprises.
- The Corporate Affairs Commission is now running a fully functional One-Stop-Shop for the registration of companies in Sierra Leone. Added to this is the drastic reduction of the registration fee for new companies from Le850, 000 to a flat fee of Le250, 000 payable to the Freetown City Council.
- There is now an online system to obtain construction permit from the Ministry of Works, Housing and Infrastructure.
- The Fast Track Commercial Court (FTCC) continues to expedite commercial cases. Cases before the Court are adjudicated within an average of 44 days based on the FTCC's assessment.
- NRA has introduced the

Micro Taxpayer Regime in addition to the provision of online services such as GST Returns submission and TIN application, creation of the Domestic Tax Department, introduction of the Board of Appellate Commission and introduction of the Domestic Tax Information System and upgrades over the years.

Despite the achievements made by champions in trying to improve performance on their different indicators, there are still some bottlenecks and chief among these are the issues of poor coordination and collaboration between champions in MDAs and the private sector entities.

In the IFC/ World Bank Doing Business Report published in October, 2016, Sierra Leone climbed 12 places under the Business Start-Up Indicator moving from 99 to 87 out of 190 countries globally and 10th position out of 48 countries in Sub-Saharan Africa.

In the latest World Bank Ranking on Access to Credit Indicator; Sierra Leone dropped 5 places from 152 to 157 out of 190 countries. The performance of Sierra Leone under Registering Property Indicator has also not registered any significant reforms on the latest report. Sierra Leone's ranking in the World Bank Registering property indicator has remained constant at 163 position out of 190 countries for the past two years.

In order to address these challenges, it was unanimously agreed that both MDAs and private sector entities engage each other on a regular basis to ensure a platform is created for effective communication and collaboration. To this end, it was agreed that a recommendation should be made to the President for a collaborative monthly meeting between the MDA Champions and key Private sector contributors for joint action to improve Sierra Leone's ranking on the Doing Business Reforms.

FIRST CONSULTATIVE MEETING ON ENERGY SECTOR ROAD MAP DEVELOPMENT



Energy Sector stakeholders discussing the Roadmap

Stakeholders from the Energy Sector have held the first consultative meeting to discuss progress on the development of the Energy Sector Roadmap for Sierra Leone. The meeting which was organized by the Consultant; Adam Smith International took place on 26th May, 2017 at the Brookfields Hotel in Freetown. Among those present were the Minister of Energy, Henry Macauley, Engineer Mustapha Kargbo; Presidential Adviser on Energy, representatives from the Ministry of Energy, the Millennium Challenge Coordinating Unit and implementing entities like the Electricity Generation and Transmission Company (EGTC), the Electricity Distribution, Supply Authority (EDSA) and the Electricity and Water Regulatory Commission (EWRC).

The Minister of Energy, Henry Macauley in his welcome statement thanked MCCU for supporting the development of the Roadmap through its threshold program. The Minister expressed optimism that the Roadmap will encourage Public-Private

Partnership, creates an enabling environment for private sector investment and also pave the way for policy formulation to address existing gaps in the sector. The Minister encouraged sector actors to come up with possible suggestions for solutions to the country's energy challenge. He concluded his statement by saying:

“EDSA and EGTC alone cannot solve the problem of electricity in the country. It is time to roll-up our sleeves and do the work”

Engineer Mustapha Kargbo, Presidential Adviser on Energy who chaired the session urged stakeholders to come up with one and lasting coherent Roadmap that is workable for the country. He reminded stakeholders that the vision for developing a Roadmap is to create an enabling environment for the provision of modern energy services to the public.

Key highlights of the presentation made by the lead Consultant on the Roadmap include: clearly defined

roles of relevant stakeholders in the energy sector in order to enhance an efficient and transparent technical and commercial operation of the sector. Melville Fish; the former Team Lead with Adam Smith International stated that the Roadmap will address issues about regulations that will drive commercial discipline within the sector as this is currently the biggest challenge faced by EGTC and EDSA.

Critical issues captured in the Roadmap include: financial sustainability, basic commercial structure, sector planning and generation procurement, off-grid provisions of power, mining companies and suppliers and introduction of eligible customers.

Comments were made by stakeholders on issues raised by Consultants in their presentation. Three more consultative meetings have been planned by the Consultants in order to give sector players the opportunity to contribute more to the document before the final draft is produced by end of July.

CORPORATE AFFAIRS COMMISSION EMBARKS ON NEW REFORMS



Chief Executive Officer and Registrar of CAC, Michala Mackay

Created by the Companies Act of 2009, the Corporate Affairs Commission (CAC) of Sierra Leone has a mandate to perform functions such as the **incorporation and registration of companies and to provide regulatory supervision** pursuant to the act. The Corporate Affairs Commission is one of the champion institutions working to improve Sierra Leone's performance on the MCC scorecard indicators particularly the Starting a business and Access to Credit Indicators.

In an interview with the Chief Executive Officer and Registrar of the Commission, Michala Mackay, she explained that her Commission has instituted several reforms that will contribute to the improvement of Sierra Leone's performance in the areas of **starting a business and access to credit indicators**. She disclosed that CAC has incorporated over 1,751 Companies between 18th

January, 2016 and Mid-June, 2017. The CEO further said that the introduction of a Single Window registration which involves a combined application process in agreement with other players like the National Revenue Authority (NRA), National Social Security and Insurance Trust (NASSIT) and the Freetown City Council



Corporate Affairs Commission Secretariat

(FCC) has reduced the time for the registration and incorporation of Companies. With the new reform, Companies are registered within 24 hours which was not the case in the past where Companies seeking registration would have to go to four different offices to get their documents approved over a period of several weeks.

She added that promoters of a Company are no longer required to visit the office physically to check the uniqueness of the name of their company or for submission of any application or company resolution. Proposed foreign/local Companies can conduct a name search electronically and at no cost any time of the day. The payment of fees for incorporation and registration process has also been streamlined as applicants can now pay via mobile money or Bank transfer. These streamlined processes have also reduced opportunities for corruption which is a major deterrent for private sector growth in Sierra Leone.

PHYSICAL MAPPING, DISTRIBUTION SYSTEM CONDITIONS ASSESSMENT AND HYDRAULIC MODELING FOR GUMA VALLEY WATER COMPANY KICKS-OFF



CEO, MCCU, Ndeye Koroma making a statement at the kick-off meeting

The Millennium Challenge Coordinating Unit in collaboration with the Millennium Challenge Cooperation (MCC) on Friday 2nd June, 2017 at the Golden Tulip Hotel in Freetown held a kick-Off meeting with Snowy Mountain Engineering Company (SMEC) which is providing Consultancy Services for the Physical Mapping, Distribution System Conditions Assessment and Hydraulic Modeling for Guma Valley Water Company (GVWC) in Freetown.

The Director of Water Sector Reform Project at MCCU, Ansumana Swarray welcomed the MCC team and other stakeholders to the Kick-Off meeting. He described the forum as an opportunity for stakeholders in the Water Sector, MCC and MCCU to further engage with the Consultant to ensure clarity on the methodology and possibly make additional input into the scope of work prior to the commencement of the assignment.

Chief Executive Officer of MCCU; Ndeye Fatu Koroma said this activity is the cornerstone to the larger institutional strengthening support that will be provided to GVWC. She underscored the importance of the kick-off meeting which she says will provide an opportunity for stakeholders to examine and make their input into the approach the Consultant will be

using during the assignment. She expressed to the Consultants the high level of expectations that have been set for this activity and stressed on the importance of having a problem solving approach in order to ensure the smooth implementation of this activity. She said it is important that Guma Valley Water Company is well integrated in the exercise as this is the only way they will be able to effectively implement the outcome of the assessment.

Country Representative for the Millennium Challenge Corporation in Sierra Leone, Matthew Langhenry emphasized the need for proper coordination among stakeholders and urged them to ensure their availability for consultations during the exercise.

General Manager for Guma Valley Water Company-Bankole Manasaray expressed gratitude to the Millennium Challenge Corporation and the MCCU of Sierra Leone for their support to Guma Valley Water Company. He said GVWC distribution system has not been formally mapped since the 1970s. Since then, the system has expanded and some existing portions have been relocated, all without formal documentation. He added that the assessment will help to improve the existing water system and its efficiency and also provide a broad scope of understanding for stakeholders involved in the sector of the system. He noted that Guma Engineers will be available to help in

the field work. He also expressed confidence in the expertise of the Consultant and commits his team's support to the entire assessment to ensure that quality result is produced. The lead Consultant from SMEC Nicholas Rowse said his team is excited to take up the assignment and they are happy with the level of support and commitment the Guma Valley Water Company management has demonstrated in the entire process. He assured all stakeholders that his team has the experience from similar assignment in other African Cities and they can live up to the expectations.

This task entails reviewing the existing data and maps, and developing a digital map of the GVWC distribution service area system, which will include location and description of facilities (GVWC pipes, storage tanks, pumping stations, intermediate chlorination facilities, public tap stands, and meters) and will show topography, service zones, roads, drainages, and other significant physical features. The mapping shall also locate the public tap stands within the GVWC service area that are owned and operated by individuals or groups other than GVWC, and shall locate alternative water sources (shallow wells, springs, drilled wells, surface collection points) within the GVWC service area. The work will require extensive field data collection while training and working in close collaboration with GVWC staff.



The GVWC team at the kick-off meeting

MCCU trains Implementing Entities on Results-Based Monitoring and Evaluation

PHOTO NEWS

A joint site inspection tour of GVWC infrastructure by MCC, MCCU, GVWC and SMEC



Country Director, MCC, Matthew Langhenry making a statement



COO, MCCU, Abdul Bangura making a closing statement



MCCU's Water Sector Director, Ansumana Swarray on top of the Kissy Reservoir



MCC Country Director, Matthew Langhenry inspecting the Orogu reservoir



Workshop Facilitators, (L-R) Shauna Clarke- MCC, Thekeka Moses Conteh- MCCU and Christina Barstow



Participants from GVWC proudly displaying their certificates after the training.



A water kiosk located in a populous residential area at Kissy is being refilled by GVWC.



The inspection team at the Guma Dam



Participants from EGTC displaying their certificates.



Participants from EWRC



The team inspecting some worn out water pipes at the GVWC office at Kissy



One of the water kiosks installed at the Calaba Town Market in Freetown



Participants pose for the camera after the friendly match



MCCU, CEO Ndeye Fatu Koroma taking a spectacular shot to kick-off the match.



Members of the inspection team hanging heads



The team at the Orogu treatment plant