



**PERFORMANCE AUDIT REPORT ON DISASTER RISK REDUCTION  
ACTIVITIES BY THE NATIONAL DISASTER MANAGEMENT  
AGENCY**

**FEBRUARY 2025**

## FOREWORD

In submitting this Performance Audit Report for tabling in Parliament, We refer to Section 119(2) of the 1991 Constitution of Sierra Leone and Section 11 of the Audit Service Act of 2014 as amended in 2023, which indicates the responsibilities of the Audit Service Sierra Leone (ASSL) as follows:

To audit and report on all public accounts of Sierra Leone and public offices including the Judiciary, the central and local government institutions, the University of Sierra Leone and other public sector institutions of like nature, all statutory corporations, companies, and other bodies and organizations established by an Act of Parliament or statutory instrument or otherwise set up wholly or in part out of public funds.

Section 11 (2c) of the Audit Service Act of 2014 as amended in 2023, mandates the Audit Service Sierra Leone to carry out value-for-money and other audits, to ensure that efficiency and effectiveness are achieved in the use of public funds. Section 95(6) of the Public Financial Management Act of 2016 states: "Nothing in this section shall prevent the Auditor-General from submitting a special report for tabling in Parliament on matters that should not await disclosure in the annual report. "

In line with our mandate as described above, I have the pleasure and honour of submitting a detailed Performance Audit Report on Disaster Risk Reduction Activities by the National Disaster Management Agency

A handwritten signature in blue ink, appearing to read 'A. Aziz', with a long horizontal flourish extending to the right.

Abdul Aziz

**ACTING AUDITOR-GENERAL**

**LIST OF ABBREVIATIONS, ACRONYMS AND GLOSSARY**

<b>ASSL</b>	Audit Service Sierra Leone
<b>CNI</b>	Critical National Infrastructure
<b>CDMC</b>	Community Disaster Management Committee
<b>CDMC</b>	Chiefdom Disaster Management Committee
<b>DDMC</b>	District Disaster Management Committee
<b>DRM</b>	Disaster Risk Management
<b>DRR</b>	Disaster Risk Reduction
<b>DRRM</b>	Disaster Risk Reduction Management
<b>FCC</b>	Freetown City Council
<b>EMS</b>	Early Warning Signal
<b>GoSL</b>	Government of Sierra Leone
<b>SDG</b>	Sustainable Development Goal
<b>FY</b>	Financial Year
<b>MOU</b>	Memorandum of Understanding
<b>NDMA</b>	National Disaster Management Agency
<b>NWRMA</b>	National Water Regulatory Management Agency
<b>NCRA</b>	National Civil Registration Authority
<b>ONS</b>	Office of the National Security
<b>SLIMS</b>	Sierra Leone Incident Management System
<b>SLMET</b>	Sierra Leone Metrological Agency
<b>SLRCS</b>	Sierra Leone Red Cross Society
<b>Critical Natural Infrastructure</b>	Are those facilities, systems, sites, information, people, networks, and processes, necessary for a country to function, and upon which daily life depends. It also includes some functions, sites, and organisations that are not critical to maintaining essential services but need protection due to the potential danger to the public.



**LIST OF TABLES**

**Table 1:** Disaster-prone communities and national critical infrastructure in the Western Area..... 18

**Table 2:** Roles and responsibilities of key players.....23

**Table 3:** Coordination and controls in the implementation of disaster.....28

**Table 4:** Funding by GoSL, INGOs, and donor partners .....30

**Table 5:** Analysis of rate of response to disaster by NDMA for 2021 – 2023 .....51



**LIST OF FIGURES**

**Figure 1:** Drainage filled with solid waste at culvert community.....15

**Figure 2:** Mudslide disaster occurrence at Motormeh, Regent Villiage.....16

**Figure 3:** Encroachment at the GUMA Dam in Freetown.....45

**Figure 4:** Houses, businesses, and disposal of waste at the Samba Gutter.....48

**Figure 5:** Flooding at the Samba Gutter due to heavy rainfall.....48

**TABLE OF CONTENTS**

FOREWORD .....	2
LIST OF TABLES.....	4
LIST OF FIGURES.....	5
EXECUTIVE SUMMARY .....	8
1.0 INTRODUCTION .....	14
1.1 Background.....	14
1.2 Motivation of the Audit.....	14
1.3 Audit Objective.....	17
1.4 Audit Questions.....	17
1.5 Audit Scope.....	17
1.6 Audit Approach .....	17
1.7 Sample Selection.....	18
1.8 Methods of Data Collection .....	18
1.9 Audit Criteria .....	19
2. DESCRIPTION OF THE AUDIT AREA.....	20
2.1 Disaster Risk Reduction Activities In Sierra Leone.....	20
2.2 Government Undertakings.....	20
2.3 Functions and Structures of the NDMA .....	21
2.4 Legal framework .....	22
2.5 Roles and Responsibilities of Key Players.....	23
2.6 DISASTER RISK REDUCTION ACTIVITIES PROCESS DESCRIPTION .....	24
2.7 Funding .....	29
3. FINDINGS AND RECOMMENDATIONS .....	31
3.1 PREPAREDNESS, PLANNING AND ASSESSMENT .....	31
3.1.1 National Platform.....	31
3.1.2 Non-Functionality of the Disaster Management Committees .....	32
3.1.3 Availability of Contingency and Annual Work Plans.....	35
3.1.4 National Hazards Profile not Updated.....	36
3.1.5 Vulnerability Assessment Reports .....	38
3.1.6 Creation of Toll-Free Line .....	39
3.1.7 Sensitisation on the Early Warning Signal.....	40
3.2 COLLABORATION AND COORDINATION WITH MDAs AND PARTNERS .....	42
3.2.1 Collaboration and Coordination among Stakeholders .....	42
3.2.2 Protection of Critical National Infrastructure (CNI).....	44
3.2.3 Responding to Disaster.....	50



3.3	RELIEF AND RESPONSE .....	51
3.3.1	Delay in the Distribution of Relief and Response items.....	51
4.	AUDIT CONCLUSIONS .....	54
	APPENDIX 1: LIST OF PERSONNEL INTERVIEWED AND THE REASON.....	62
	APPENDIX 2: LIST OF DOCUMENTS REVIEWED .....	64
	APPENDIX 3: ASSESSMENT CRITERIA .....	66
	APPENDIX 4:DETAIL OF STATUS OF THE ESTABLISHMENT OF DISTRICT DISASTER MANAGEMENT COMMITTEES IN THE COUNTRY .....	73
	APPENDIX 5: DETAIL OF STATUS OF THE ESTABLISHMENT OF CHIEFDOM DISASTER MANAGEMENT COMMITTEES IN THE COUNTRY .....	74
	APPENDIX 6: VULNERABILITY RISK ASSESSMENT REGISTER FOR DISASTER PRONE AREAS FOR 2021 - 2023 .....	81
	APPENDIX 7: ANALYSIS OF WORKDONE ON THE VULNERABILITY RISK IDENTIFIED .....	92

## EXECUTIVE SUMMARY

Building disaster resilience is essential for eradicating extreme poverty in any country. The occurrence of disasters worsens economic and social vulnerabilities, thereby intensifying poverty and increasing risk conditions that hinder sustainable development. Disasters have the potential to undo years of development progress, especially for the poor and most vulnerable populations, pushing them deeper into poverty<sup>1</sup>.

In Sierra Leone, disaster management has seen significant progress with the establishment of the National Disaster Management Agency (NDMA) in 2021. This Agency has played a crucial role in enhancing the country's capacity to prepare for, respond to, and recover from various disasters such as floods, landslides, and disease outbreaks. The Government of Sierra Leone, along with organisations of the United Nations, NGOs, and other donor partners, contributed approximately NLE44.8 million between 2021 and 2023 to support disaster response efforts.

However, despite these advancements, Sierra Leone still faces several challenges in disaster management. These challenges include inadequate funding, limited professional expertise, and inefficiencies in communication. Additionally, environmental degradation, climate change, poverty, and governance issues further complicate disaster management efforts<sup>2</sup>.

In line with the Auditor-General's mandate, as outlined in Section 119(2) of the 1991 Constitution of Sierra Leone, the Audit Service conducted a performance audit on disaster risk reduction activities. This audit aimed to find out whether the NDMA charged with the governance and management of disaster have efficiently geared their efforts towards ensuring that the country, in general, is safe and resilient against potential disasters. It also focuses on areas such as disaster risk assessment, hazard profile updates, early warning systems, disaster response, and the enforcement of disaster risk reduction laws by the NDMA. The audit covered the period from 2021 to 2023.

To achieve our objectives, data was collected from the NDMA headquarters, and fieldwork was conducted in selected disaster-prone communities and critical national infrastructure within the Western Area. The audit sought to answer the following key questions:

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<sup>1</sup> <http://46052disasterriskreductioninthe2030agend.pdf> (unisdr.org)

<sup>2</sup> <https://ndma.gov.sl/2022/04/17/2021-un-report-ndma-recognized-for-effective-disaster-management-in-sierra-leone/>

- How prepared is the NDMA to reduce disaster risks?
- How efficient is the coordination and collaboration with other stakeholders in responding to disaster risk reduction?
- How effective is the NDMA in responding to disaster occurrences?

## **Summary of Key Findings, Conclusions, and Recommendations:**

### **Key Findings:**

#### **National Platform:**

The National Platform, which serves as the highest governing body of the NDMA, has not been operational since the inception of the Agency. There have been no meetings, supervision, or control processes conducted by this platform. The absence of an active National Platform has resulted in inadequate planning and preparedness for disaster risk reduction during crises and unapproval of key documents such as the Disaster Management Policy, Partnership Strategy, and the Standard Operating Procedure for Incident Disaster Data Registry.

#### **Non functionality of Disaster Management Committees**

The audit revealed that only 3 out of 5 regions, 6 out of 16 districts, and 68 out of 190 chiefdoms have established disaster management committees. Notably, the Western Area lacks a regional disaster management committee, and the disaster management committee of the Northern Region has been non-functional since June 2022.

Furthermore, the NDMA has not developed the required disaster management plans as mandated by the Act. These plans should outline disaster management strategies for each region, district, and chiefdom and must be consolidated, reviewed, and presented to the National Platform to ensure effective disaster risk management. According to the NDMA guidelines, a total of 211 disaster management plans should be prepared annually (5 regional, 16 district, and 190 chiefdom disaster management plans). For the period reviewed, 633 plans should have been completed, but only 3 were prepared, leaving a shortfall of 630 unprepared plans.

#### **Availability of Contingency and Annual Work Plans**

The auditors noted that the Agency lacks a comprehensive contingency plan to address various disaster risks. Additionally, the audit team also noted that the NDMA did not prepare annual work plans for the period under review. These annual plans are essential as they serve as the building blocks and benchmarks for assessing the Agency's progress toward achieving its strategic objectives. In their absence, it becomes challenging for the NDMA to realise the strategic goals and objectives outlined in its 2021-2025 plan.

### **National Hazards Profile not Updated**

An up-to-date hazard profile is crucial for accurately assessing risks and preparing communities for natural disasters such as earthquakes, floods, and wildfires. It identifies vulnerable assets, including people, buildings, and infrastructure, and guides mitigation efforts to minimise potential impacts. However, the National Key Hazard Profile has not been updated since 2017. This outdated profile may limit the NDMA's ability to identify current hazards and accurately assess associated risks, thereby impairing their ability to develop effective risk reduction strategies.

### **Sensitization on the Early Warning Signal**

The Agency has taken proactive steps to enhance risk communication by utilizing community radios, national broadcasts, and coordination forums to improve preparedness and strengthen community resilience against seasonal hazards. Additionally, they have conducted early warning campaigns through various channels, including face-to-face interactions, television and radio broadcasts, the distribution of handbills and billboards, and social media engagement. However, during visits to disaster-prone areas, the auditors noted that there was a lack of billboards and early warning posters in the communities visited. Concerns were raised about excluding vulnerable people such as the deaf and dumb in information dissemination efforts.

### **Collaboration and Coordination**

The NDMA's 2022 Annual Report highlights its core mandate of coordinating with MDAs, responding to disasters, and enhancing community resilience through structured activities. Monthly inter-pillar meetings facilitate discussions on prevailing disaster risk reduction issues, supported by documented evidence reviewed during audits.

However, the auditor noted ineffective collaboration among MDAs in the protection of Critical National Infrastructures that play key roles in the functioning of the country.

### **Critical National Infrastructure**

#### **Guma Valley Water Dam, other Small Dams, and Reservoir in the Western Area**

The auditors noted that the Guma Dam had been encroached on by citizens, which affects the catchment areas that supply water to the dam. Interviews with key personnel of the NDMA revealed that the area within the green belt where the dam is located has been deforested for the construction of houses. As a result, threatened the existence of the dam to supply water to the citizens of Freetown.

### **Sierra Leone Petroleum Terminal and Construction of Fuel Station Closer to Residential Buildings**

Interview conducted with the Director of Risk Reduction and Preparedness highlighted significant concerns that shanty houses have been illegally constructed around the terminal's perimeter, posing a severe risk of fuel explosions that could endanger both the immediate vicinity and the city at large. This situation reflects the ineffective implementation of zoning laws and disaster risk reduction policies governing the location of residential and industrial structures in Sierra Leone.

Similarly, the Directorate's collaboration with the Petroleum Agency revealed risks associated with fuel stations located too close to residential buildings nationwide. These stations, often on small plots of land, heighten the risk of fire disasters that could lead to loss of lives and property.

### **Samba Gutter**

Samba Gutter, a significant drainage system in the western area, has been identified as a disaster-prone zone. During the audit, several critical observations were made:

- Sections of Samba Gutter along PWD and Hill Side Bye Pass road were found collapsed and filled with pebbles, while human activities such as garages, gardens, and waste disposal were evident.
- Around Dundas Street and Pademba Road, the gutter area is used for selling sticks and boards, indicating inappropriate use of the drainage system.
- Along Robert Street, house construction and businesses encroached on the edge of Samba Gutter, intensifying waste disposal issues.
- From Sander Street to Kroo Bay, the Gutter is collapsed in places, with businesses built over it and GUMA pipes trapping waste, contributing to drainage blockages.
- During the audit on 1st and 2<sup>nd</sup> July, 2024, heavy flooding was witnessed along Samba Gutter, causing rainwater to overflow in streets, houses, and businesses. Interviews with residents and business owners confirmed recurrent of flooding during heavy rains. Yet, no effective interventions have been implemented by responsible authorities.

### **Delay in Distribution of Relief and Response Items**

From the analysis of the disaster register for the period under review, we noted that the total disaster incidents recorded in the disaster register of the NDMA. The NDMA responded to 3 disasters that occurred within the 72 hours prescribed time. This represents 0.61% of the total disaster recorded; the Agency responded to 287 disasters after the 72 hours prescribed time, this represented 58.5 % of disasters not responded to promptly as prescribed. The team also noted that 201 of the disasters

recorded for the period under review are still pending or not responded to by the agency. This represents 40.9% of the total disasters recorded for the period under review.

## OVERALL CONCLUSION

Despite the progress made, the findings of this report revealed significant shortcomings in how the NDMA manages disaster risk reduction activities in the country. A critical issue is the non-functionality of the National Platform for Disaster Risk Reduction, which should be the highest governing body of the Agency. Since the Agency's inception, this platform has not been operational, with no evidence of meetings, supervision, or control. This lack of an active national platform has resulted in inadequate planning for disaster risk reduction during crises.

The platform's inactivity has negatively impacted several key areas, including planning, updating the hazard profile, and establishing disaster management structures at the regional, district, and chiefdom levels. It has also hindered the protection and maintenance of critical national infrastructure. These lapses have likely weakened the overall effectiveness of disaster risk reduction efforts and contributed to disaster occurrences, such as flooding, across the country.

Despite the operation of the interpillar coordinating committees established by the Agency for coordination and collaboration between NDMA, donor partners, INGOs and MDAs, this effort of the agency to achieve its objective was not successful. This is due to limited coordination and collaboration between the Agency and MDAs in the protection of national critical infrastructures and the implementation of the recommended actions from the vulnerability risk assessment conducted by the agency and partners. As a result of the ineffective collaboration and coordination, encroachment of the critical natural infrastructures is on the increase as highlighted in the report.

There are delays in response and delivery of relief items to people in disaster affected communities as a result of delays in data collection and verification of the data collected to make informed decision. This also negatively impact of the lives and existence of the citizens in disaster affected communities.

## RECOMMENDATIONS

The Director General in collaboration with other Directors should ensure the following:

- Continue to make frantic effort by communicating with the Vice President as the Chairman of the Platform to call for meeting and should prioritise a comprehensive review of the composition of the National Platform. This review should aim to optimise the platform's effectiveness by considering the inclusion of diverse perspectives and expertise relevant to disaster risk reduction and management.

- Strengthen and operationalise regional, district, and chiefdom-level disaster management committees, providing necessary support through training and coordination mechanisms.
- Collaborate with Regional, District, and Chiefdom Disaster Management Committees to develop comprehensive disaster management plans, essential for formulating the National Disaster Management Plans as well as improving response times for relief efforts in communities affected by disasters, enhancing operational efficiency.
- Develop and maintain a robust contingency plan encompassing diverse stakeholder inputs to manage disasters across sectors effectively and ensure timely response and resource allocation. Prepare an annual work plan to guide NDMA operations toward achieving strategic goals effectively.
- Regularly update the National Hazard Profile to provide informed decision-making in disaster risk reduction and management, involving stakeholders.
- Take proactive steps to address identified actions and responsibilities in disaster management, engaging relevant stakeholders for effective implementation.
- Intensify collaboration with key MDAs to ensure the protection of critical national infrastructures and maintain strong collaboration and coordination with MDAs, UN agencies, INGOs, NGOs, and donor partners to achieve NDMA mandates effectively.

## 1.0 INTRODUCTION

### 1.1 Background

Disaster is a significant disruption of the country's well-being, safety, and functioning. These are dangerous events interacting with insecurity, capacity, and exposure, leading to loss of lives, property, and environmental resources that may require external humanitarian assistance<sup>3</sup>. Sierra Leone is prone to natural disasters like flooding, landslides, mudslides, windstorms, and sometimes man-made disasters. These disasters occur seasonally, in the rainy season we experience most of these natural disasters.

Disaster risk reduction has a relationship with all the Sustainable Development Goals (SDGs). Goal 11 of the SDGs requires partners to make their cities and human lives inclusive in adopting disaster risk reduction. In nationalising the SDG, the Sierra Leone Medium-Term National Development Plan 2019–2023, cluster 7.3 highlights key targets to build and institutionalise a robust early warning and response system that will help to effectively respond to disasters through reinforced governance, and management architecture for national disaster-related issues.

The Government of Sierra Leone (GoSL) has made disaster preparedness and risk management as one of its top priorities by enacting the National Disaster Management Act of 2020 and establishing the National Disaster Management Agency in 2021. This is to provide overall coordination in managing disasters nationwide. The NDMA since its inception has responded to over 291 disasters that have affected 10,291 households, and has coordinated support with stakeholders by rapid intervention. Also, NDMA and other stakeholders have provided building materials, cash transfers, temporary evacuation, and basic household components.

### 1.2 Motivation of the Audit

The Government of Sierra Leone, along with organisations of the United Nations, NGOs, and other donor partners has contributed approximately SLE 44.8 million between 2021 and 2023 (as detailed in funding table 4) to support disaster response efforts. Despite these significant interventions, disasters continue to occur with alarming regularity, following the same patterns of loss of life, damage to infrastructure, and increased poverty.

Several factors motivated the audit team's investigation:

- On the Global stage, 321 major disasters occurred worldwide in 2022, affecting 118 countries and regions including Sierra Leone. Among all these disasters, 163 were caused by floods, with the highest frequency; 66 were caused by storms (typhoons and hurricanes); 30 were caused by

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<sup>3</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9631602/>

earthquakes, 20 by droughts, and 17 by landslides, 15 were caused by wildfire disasters, 6 by extreme temperatures, and 4 by volcanic eruptions<sup>4</sup>.

- A Sierra Express Media newspaper article published on 9<sup>th</sup> July, 2021, warned that "Flooding in Freetown is imminent, and the underlying causes continue to worsen daily: erosion, poor solid and domestic waste management, indiscriminate housing construction, deforestation, inadequate drainage systems, the complete absence of urban planning, and the proliferation of slum communities."
- The \$50 million World Bank Grant Project, aimed at supporting urban development and disaster risk management in Sierra Leone, highlighted that disasters and flood risks are supported by the city's severely limited solid waste management capacity. Currently, only 25 percent of the city's waste is transported to its overflowing dump sites, while more than 300 tons per day are buried, burned, or dumped in waterways or drains. This waste blocks the already inadequate stormwater drainage system, increasing flood risks and the spread of vector-borne diseases. Pictorial evidence of solid waste being buried or dumped in waterways and drains in the Culvert community is shown in Figure 1 below.

**Figure 1: *Drainage filled with solid waste at culvert community***



**Photo Credit: ASSL 23<sup>rd</sup> February, 2024**

- Sierra Leone experienced one of the worst disasters in 2017 when a massive landslide hit the country after three days of torrential rains. This event took the lives of over 1000 people and destroyed infrastructures as shown in figure 2 below. The Motormeh area was demarcated as a danger zone primarily due to its high susceptibility to landslides and other natural hazards. This

<sup>4</sup> <https://www.preventionweb.net/publication/2022-global-natural-disaster-assessment-report>

region, particularly in the Western Area, is characterized by steep slopes and heavy rainfall, which significantly increase the risk of landslides.

**Figure 2: Mudslide disaster at Motomeh, Regent Villiage on the 14<sup>th</sup> of August 2017**



- In a multi-hazard Risk Assessment, Damage and Loss Assessment Study conducted by the World Bank in 2018 in respect of the floods, estimated the value of the losses to be over \$31 million and resilient recovery needs for \$82 million. Due to poor urban planning and policing, Sierra Leone is also experiencing urban floods. The main contributors to the high vulnerability to these disasters remain deforestation (almost 70% of the forest is lost), urbanisation, and high poverty among vulnerable communities. The consequence of the colossal destruction forms part of the causes of food insecurity, economic hardship, and disaster-related health hazards, all of which have seriously affected the country's growth and development.
  
- In the World Bank Index 2021, Sierra Leone rates 47th among 181 nations, recording high scores for vulnerability, susceptibility, and lack of coping capacities<sup>5</sup>. The situation seems to be worsening. For example, Freetown, the country's capital, has experienced over 25 major urban fires since February 2021. This included the Susan's Bay fire disaster that resulted in 7,000 people losing their homes in one night in March 2021. The city has large numbers of informal settlements and slums which are very vulnerable to disasters<sup>6</sup>.

<sup>5</sup> <https://theconversation.com/targeting-disaster-management-new-research-evidence-from-sierra-leone->

<sup>6</sup> <https://theconversation.com/targeting-disaster-management-new-research-evidence-from-sierra-leone->

- According to the situation analysis of the NDMA report for the disasters incident on 28th of August – 7th September 2022, Freetown experienced persistent torrential rain. Flooding and landslides affected several communities in Freetown which resulted in the loss of lives, and property. A joint assessment was done by the NDMA, the Sierra Leone Red Cross Society(SLRCS), and other humanitarian agencies which revealed that a total of 12,903 people (1,817 households) were affected, with 8 deaths, 79 injured, and 4 missing because of flash floods and landslides.

Based on these factors the Audit Service Sierra Leone in collaboration with the INTOSAI Development Initiative (IDI), decided to conduct a performance audit on the Disaster Mitigation, Prevention, and Preparedness by the NDMA in Sierra Leone.

### **1.3 Audit Objective**

The audit was conducted with an overarching objective to ascertain whether the NDMA charged with the governance and management of disaster have efficiently geared their efforts towards ensuring that the country, in general, is safe and resilient against potential disasters.

### **1.4 Audit Questions**

- How prepared is the NDMA to reduce disaster?
- How efficient is the coordination and collaboration with other stakeholders in responding to disaster risk reduction?
- How efficient is the NDMA in responding to Disaster occurrences?

### **1.5 Audit Scope**

The audit focused on Disaster Risk Reduction (DRR) activities carried out by the National Disaster Management Agency (NDMA) during the period from January 1, 2021, to December 31, 2023. Given the cross-sectoral nature of the audit topic, the audit was conducted at the NDMA headquarters and involved collecting information from other relevant agencies in key locations, including the Freetown City Council (FCC), the Sierra Leone Meteorological Agency (SLMeT), the Sierra Leone Red Cross Society (SLRCS), and the Concern Worldwide.

### **1.6 Audit Approach**

The system and result-oriented approaches were used to conduct the audit. The system approach involves evaluating the effectiveness and efficiency of disaster management systems and processes such as Governance Framework, Risk Assessment, Coordination and Communication, Early Warning

Systems, Preparedness and Training, and Resource Management. This approach helps identify gaps and areas for improvement, in ensuring that disaster risk reduction efforts are effective and sustainable.

The result approach to disaster risk reduction (DRR) involves evaluating the effectiveness and efficiency of DRR measures implemented by NDMA and partners in the operations of DRR activities. This approach ensures that resources are used optimally and that DRR strategies are achieving their intended outcomes i.e. reducing disaster risk nationwide.

### 1.7 Sample Selection

The audit team employed purposive sampling methods, selecting participants and disaster-prone areas based on specific characteristics, knowledge, and experiences. From a total of twenty-one (21) disaster-prone communities, the team identified five (5) high-risk communities, accounting for 24% of the total, as well as five (5) communities hosting Critical National Infrastructures in the Western Area. These selected communities and infrastructures were identified as the highest-risk hotspots for disasters in the Western Area during the audit. Detailed information on the disaster-prone communities and Critical National Infrastructures visited for physical observation and interviews with the Community Disaster Management Committees (CDMCs) and residents is provided in Table 1 below.

**Table 1: Disaster Prone Communities and National Critical Infrastructure Visited In Western Area**

No	Disaster - Prone Communities	Location
1	Kroo Bay Community	Central Freetown
2	Culvert Community	Eastern Freetown
3	Congo Town Community	Western Freetown
4	Portee - Rokupa Wharf Community	Eastern Freetown
5	Motormeh Community	Regent Village
<b>Critical National Infrastructure</b>		
No	Critical National Disaster	Location
1	GUMA Dam	Mile 13 – Western Freetown
2	GUMA Regent Reservoir	Regent Village
3	Samba Gutter	PWD- Solider Town - Central of Freetown
4	Drainage Constructed at Water Street	Wellington – Freetown
5	Portee - Rokupa Wharf Community	Portee-Rokupa

### 1.8 Methods of Data Collection

The audit was conducted in accordance with the International Standards of Supreme Audit Institutions (ISSAIs) which were issued by the International Organisation of Supreme Audit Institutions (INTOSAI). ISSAI 5510 provide guidance on the audit of disaster risk reduction. The standard requires that the audit is planned and performed to obtain enough appropriate evidence to provide a

reasonable basis for the findings and conclusions based on the audit objective. To collect data for the audit, the team conducted interviews, documentary reviews, and field visits/physical inspections.

### **Physical Observation**

The audit team conducted field visits and interviews in disaster-prone communities such as Culvert, Race Course, Motormeh at Regent, and Kroo Bay. Additionally, critical national infrastructures were assessed, including the Guma Dam at Mile 13, the sub-dam at Regent, and the Samba Gutter, which runs from Pa Demba Road through Dunda Street, ultimately discharging into the Kroo Bay community in the Western Area as listed in Table 1.

### **Interviews**

Interviews were conducted with key personnel from the National Disaster Management Agency (NDMA), including the Director of Risk and Preparedness and the Director of Relief and Response, particularly those responsible for implementing disaster risk reduction and preparedness activities. Additionally, interviews were held with representatives from relevant MDAs, such as the Sierra Leone Meteorological Agency (SLMeT), the Sierra Leone Red Cross Society (SLRCS), and partners like Concern Worldwide, among other stakeholders. A detailed list of the stakeholders interviewed can be found in Appendix 1.

### **Document Review**

Relevant documents, including the NDMA Act of 2020, the Sendai Framework for Disaster Risk Reduction 2015–2023, and the Current Status of GUMA Dam report, were reviewed to gain insights and understanding on the implementation of disaster risk reduction and preparedness activities undertaken by the NDMA and other key stakeholders involved in disaster management in Sierra Leone. For further details, refer to Appendix 2.

### **Focus Group Discussion**

Four focus group discussions were conducted at Kroo Bay Community, Samba Gutter, in central Freetown, and Culvert Community in the East and Motomeh in the West of Freetown to understand their roles in disaster risk reduction activities in their communities coupled with the level of volunteerism in disaster mitigation in their locality.

## **1.9 Audit Criteria**

The criteria used to assess the measure put in place by the NDMA to efficiently reduce disaster in the country were obtained from the relevant Acts, international signed treaties and policies mentioned in **Appendix 3**

## 2. DESCRIPTION OF THE AUDIT AREA

This section gives an overview of the Disaster Risk Reduction activities in Sierra Leone such as legislation, organisation of public entities, funding arrangements and budgets, roles and objectives of public undertakings, and other stakeholders. It describes the functions and organisational structures of these institutions responsible for managing disasters in Sierra Leone. A detailed process description together with the roles and responsibilities of the key players are also presented.

### 2.1 Disaster Risk Reduction Activities In Sierra Leone

The effective management of disaster in Sierra Leone started in 2002 when the Government of Sierra Leone (GoSL) enacted the National Security and Central Intelligence Act (NaSCIA 2002) that mandated the Office of National Security (ONS) to coordinate national emergencies, natural and artificial disasters at various levels through a multi-sectoral platform. The objective was to address the underlying issues of disaster preparedness, prevention, mitigation, response, and recovery.

In 2004, the ONS established the Disaster Management Directorate (DMD) and entrusted to it the responsibilities of coordinating the management of national emergencies. In addition, the National Disaster Management Agency was established in 2020 to manage disasters and similar emergencies throughout the country and to develop community capacity to respond effectively to disasters and emergencies.

Disaster management in Sierra Leone is approached through a combination of proactive assessment of hazards, risks, and vulnerabilities in disaster-prone communities, preparedness, and response measures. Some of the strategies utilized in managing disasters in the country include an early warning system; preparedness planning, rapid response operations; establishing dedicated emergency centers, collaboration and coordination of stakeholders and partners; community engagement, and conducting educational and awareness campaigns.

Effective management of disaster in the country requires a multi-faceted approach that involves all levels of society, organized responses, and integrative solutions. By incorporating these strategies and ongoing collaborations, the country is enhancing its overall resilience posture.

### 2.2 Government Undertakings

Disaster management initially fell under the Office of National Security's Disaster Management Directorate (DMD). In 2020, the Government of Sierra Leone enacted the National Disaster Management Act, which led to the establishment of the National Disaster Management Agency in 2021. The government has not only created this Agency but has also set up regional offices to enhance disaster response capabilities. Additionally, a National Disaster Relief Fund was established, with contributions from government institutions such as the National Social Security and Insurance Trust (NASSIT) and

the National Revenue Authority (NRA), which donated Fifty Thousand Leones (50,000) and One Hundred Thousand Leones (100,000) respectively, to support disaster response efforts in the country.

### **2.3 Functions and Structures of the NDMA**

The National Disaster Management Agency is the government institution responsible for the management of disaster risk reduction activities.

The overall goal is to empower the NDMA and communities with the capacity to prevent, mitigate, respond and recover appropriately to localise disasters with the aim of preventing them. The functions of the NDMA are as follows:

- To manage disasters and similar emergencies throughout Sierra Leone and to develop the capacity of communities to respond effectively to disasters and emergencies.
- To implement government policy on disaster prevention, disaster risk reduction and climate risk management.
- To implement national, regional, district, and chiefdom disaster management plans;
- Prepare, coordinate, monitor, evaluate and update disaster management plans;
- Identify, manage, monitor hazards and natural disasters;
- Disseminate information and conduct public education on human activities most likely to cause disasters in Sierra Leone; the hazards and natural disasters likely to affect any region, district, or chiefdom in Sierra Leone

#### **Mission:**

A comprehensive Disaster Risk Management(DRM) approach towards risk reduction, preparedness, mitigation, response, and recovery from disaster impacts, by building resilient and better communities after national emergencies.

#### **Vision:**

A safe and resilient nation in which the communities, the economy, and the environment are better protected from negative impacts of hazards, through appropriate and comprehensive DRM strategies.

#### **Goal**

Empower NDMA and communities with the capacity to prevent, mitigate, respond, and recover appropriately to localised disasters with the aim of preventing them.

#### **Strategic Objective**

To build and institutionalise a robust early warning and response system to effectively respond to disasters through reinforced governance and management architecture for national disaster related issues.

## **Specific Objective**

Optimise DRM coordination and commitment through clearly defined and coordination framework and operational mechanism by ensuring that stakeholders are prepared to prevent and respond to disasters that are beyond the capacity of central, local and decentralised systems.

## **2.4 Legal Framework**

### **The National Disaster Management Act of 2020**

This Act established the National Disaster Management Agency to oversee disaster and emergency management across Sierra Leone. It mandates the creation of agency offices throughout the country and the formation of disaster management committees at the national, regional, district, and chiefdom levels. Additionally, it created a National Disaster Management Fund to finance disaster prevention and management efforts, along with provisions for other related matters.

### **Draft Disaster Management Policy of 2006**

The disaster management policy is a comprehensive strategy designed to boost political commitment to disaster risk management, encouraging government agencies to take the lead with support from non-governmental organizations. It also emphasizes raising public awareness and integrating disaster risk management into development planning. Additionally, the policy identifies funding sources and aims to streamline access to these funds, reducing bureaucratic hurdles for more effective disaster coordination.

### **The Sendai Framework on Disaster Risk Reduction 2015 -2030**

The Sendai Framework, a global UN initiative, is a 15-year voluntary agreement that emphasizes the primary role of the state in reducing disaster risk while recognizing the need for shared responsibility among other stakeholders, including local governments, the private sector, and civil society. The framework outlines four key priorities:

1. Understanding disaster risk.
2. Strengthening disaster risk governance to manage risk effectively.
3. Investing in disaster risk reduction to build resilience.
4. Enhancing disaster preparedness for effective response and promoting the "Build Back Better" approach in recovery, rehabilitation, and reconstruction.

### **Sierra Leone Meteorological Agency Act of 2017**

This Act establishes the SL-MET as the sole authority in providing meteorological and climatology services across Sierra Leone.

## National Disaster and Risk Management Policy (DRAFT)

Sierra Leone developed its National Disaster and Risk Management Policy to tackle disasters and hazards that pose significant challenges to its development. The policy aims to reduce vulnerability among people and communities at risk, minimize the social, economic, and environmental impacts of disasters, and prevent setbacks in the country's progress toward sustainable development.

### 2.5 Roles and Responsibilities of Key Players

Table 2: shows the roles and responsibilities of key players

Institutions	Roles and Responsibilities
Sierra Leone Red Cross Society (SLRCS)	Take part in national preparedness and response plans for disaster and emergency situations; Act in all situations requiring a humanitarian response as a reference organisation in the field of first aid; Provide support to communities in line with identified vulnerabilities;
Freetown City Council	Part of the National Platform Training of CMDS Volunteers Engaged in the dissemination of the early warning signs Clearing and construction of drainages within the municipality Respond to disaster events and victims
Sierra Leone Police	Ensure it is ready, in all respects, to support a rapid response to a disaster event Maintain public order during the disaster response Support the District Disaster Management Committees(DDMC) and District Emergency Operation Centre(DEOC) in the security needs of the response
Republic of Sierra Leone Armed Forces	Ensure it is ready, in all respects, to support a rapid response to a disaster happening within any district in line with a tasking

Institutions	Roles and Responsibilities
Ministry of Finance	Support the NDMA in funding the disaster Response & Preparation activities Ensure that immediate financial support is provided in the event of a disaster
Sierra Leone Meteorological Agency	Providing meteorological and climatology services across Sierra Leone.
Other Ministries Department and Agencies	Providing support in their area of specialisation as and when necessary

## 2.6 DISASTER RISK REDUCTION ACTIVITIES PROCESS DESCRIPTION

### Process Description of the Disaster Risk Reduction Activities

The disaster risk reduction activities involve hazard, risk, and vulnerability assessment; building response mechanisms and strategies; developing preparedness plans; collaborating and coordinating with stakeholders; collecting and disseminating information on early warning systems and responding to disaster.

### Hazard, Risk and Vulnerability Assessment

The Directorate of Disaster Risk and Preparedness is the key department responsible for the hazard, risk, and vulnerability assessment process. It involves collecting and analysing the data collected at national, regional, district, and chiefdom levels relating to hazards, risks, and vulnerable populations.

### Assessment, Analysis, and Implementation

The output of the assessment process of hazard, risk, and vulnerability is essential to the effectiveness of the plans as it provides knowledge and operational intelligence for producing hazard profiles and vulnerability risk assessment reports. The NDMA officials collect data on hazards, risks, and vulnerabilities associated with people living in disaster-prone communities in the country. The all-hazards approach is integrated into emergency preparedness and response planning that focuses on capacities and capabilities critical to preparedness for a full spectrum of emergencies or disasters, including internal emergencies and man-made emergency or natural hazard events.

There will always be primary hazards such as flooding that most are aware of; however, it is the secondary hazards and follow-up impacts that emergency professionals and citizens must additionally recognise. If significant flooding occurs, people should be familiar with secondary hazards such as cholera, building collapse, road damage, and/or financial burdens as stock or crops are lost. If all of the potential hazards and risks are planned for, discussed, and mapped out, it becomes easier to put control measures in place.

### **Implementation by Building Response Mechanisms and Strategies**

The Directorate of Disaster Risk Reduction and Preparedness, and other directorates of the agency with stakeholders and partners after obtaining the assessment data prepare plans and strategies to respond to the result of the assessment in the form of disaster mitigation and prevention in disaster-prone communities.

### **Preparedness**

Based on the information gathered from the assessment of hazards, risks, and vulnerability, the NDMA specifically the Directorate of Disaster Risk and Preparedness will develop preparedness plans to avert the loss of lives and assets due to threats and emergencies. Preparedness is the knowledge and capacities developed by governments, professional response and recovery organisations, communities, and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent, or current hazard events or conditions.

The key to preparedness is the establishment and strengthening of capacities of communities to anticipate, cope, and recover from the negative impacts of hazards and potential cascading disasters, termed as resilience which incorporates the following capacities:

- Increase the level of awareness and enhanced capacity of communities against threats and impacts of all hazards
- Equip communities with the necessary skills and capability to cope with the impacts of disasters
- Increase disaster risk management capacity of national and local MDAs, DDMCs, councils, offices, and Emergency Operation Centres at all levels
- Put in place comprehensive national and local preparedness and response policies, plans, and systems
- Strengthen partnership and coordination among all key players and stakeholders.
- Prepare a contingency plan in the occurrence of disaster to easily handle and curtail its impact on the communities and the country's economy.

Furthermore, for effective preparedness, the NDMA through the inter-pillar coordinating meetings should discuss issues that are relevant to disaster risk reduction activities based on the result of the assessment done. In the inter-pillar coordinating meeting, relevant MDAs like SLMET and the National Water Regulation Management Authority(NWRMA) should provide information on early warning signals and discuss how the information will be made available to the citizens. After concluding the discussion on how the information will be disseminated to the citizens, especially the people living in disaster-prone communities. The Directorate of Communication should use different methods and

media educate the people to minimise the occurrence of a disaster, what to do when it occurs, and how to reduce the impact.

In trying to minimise the occurrence of disaster, the NDMA should develop annual and seasonal campaigns materials reflective of national hazards and risks essential in proactive disaster risk management. An inclusive approach, where all members of the community are considered and involved, is essential to success. Various, targeted, and consistent programmes can change the thought process, behaviours, and attitudes towards many aspects of disaster risk management.

Awareness campaigns are organised and delivered by the relevant agency; however, partnerships are encouraged as they:

- Illustrate GoSL uniformity in managing disaster risk
- Allow for greater communication and awareness-raising
- Can reduce costs for the agencies
- May reach a larger audience and demographic
- Help develop a whole-community approach to a Sierra Leonean culture of preparedness.

### Early Warning Systems

The Directorate of Communication is responsible for the information and education component of the Disaster Risk Reduction(DRR) activities. The Directorate ensures that the public knows what to do as part of a holistic or specific early warning process. The table below contains the process of early warning signals used by the NDMA.

<b>Early Warning</b>	Weather/ water (hydrometer) related data is collected from various monitoring stations.
	Data is translated by SL Met and NWRMA for ministries, departments and agencies (MDAs).
<b>Alert</b>	SL Met alerts government agencies and the private sector.
	MDAs disseminate the information.
	Alerts via e-mail, SMS, and radio.
<b>ACT</b>	Alerting level as required- national, regional, district, local
	Consider evacuation, shelter, protection
	SL Met regional officers
	DDMC Officers
	Local communities

Early warning must be communicated to all members of the public and made specific where relevant. For example, stockpiling, livelihood protection, resource deployment and community protection may all be put in place well before a hazard occurs. Timely, fully inclusive information should be communicated through a variety of means including:

- Radio bulletins
- Television
- Social media
- Mobile 'phone SMS
- Community announcements
- SL Police/ RSLAF mobile announcements
- Public displays and signage.

Early warning must focus on an end-to-end process where systems are in place for people to receive an alert, prepare/evacuate, and return safely. The public must know what to do and when to do it.

The Directorate had also partnered with one of the communication service providers (Africell) to create a toll-free line to report to NDMA in the event of disaster occurrence to enable quick response..

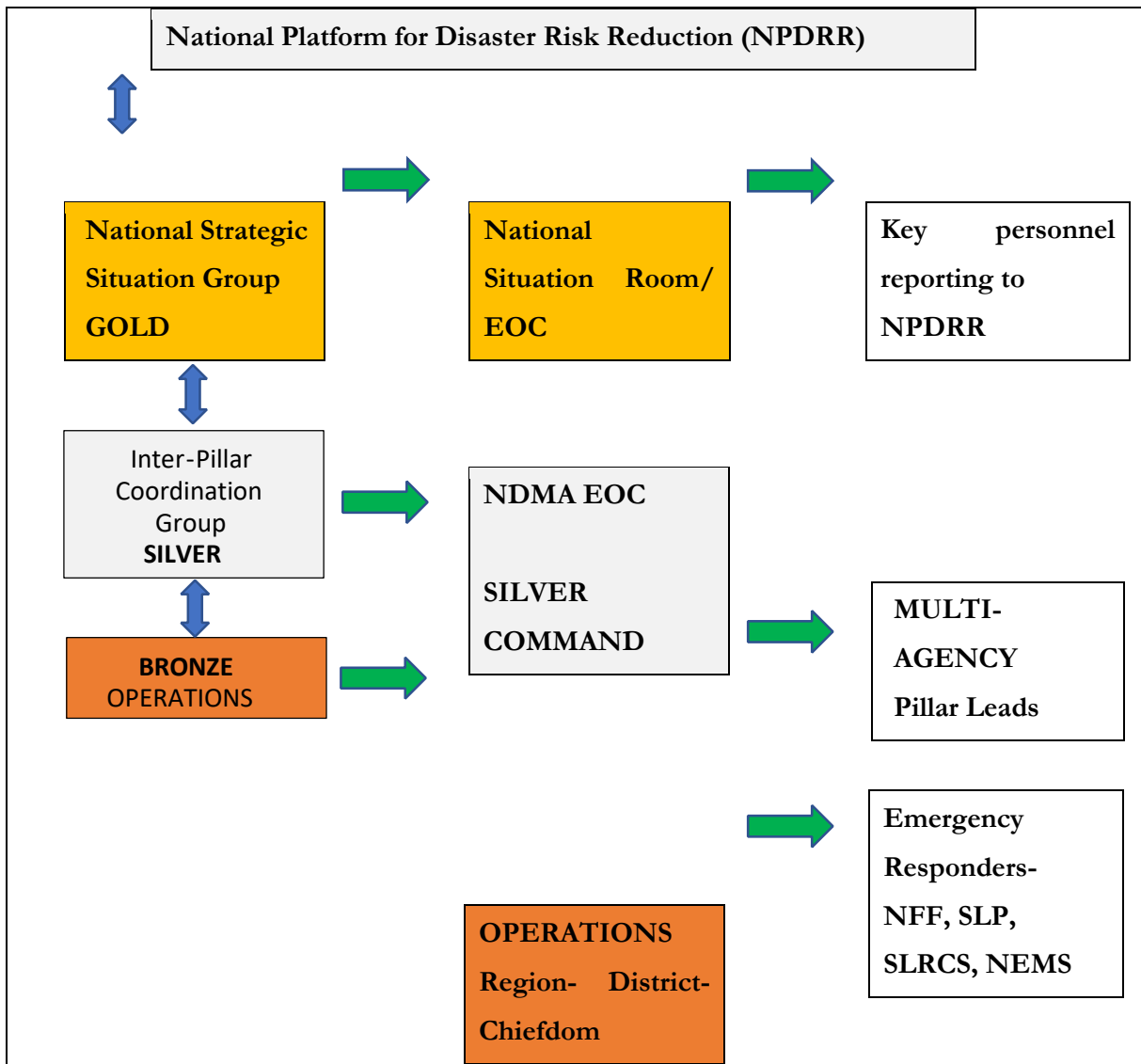
### **Collaboration, Coordination, and Control**

The Directorate of Partnership, Disaster Risk and Preparedness, and the Directorate of Relief and Response are the key directorate responsible for the collaboration and coordination with MDAs and other partners. The National Disaster Management Agent Act of 2020 established a national platform for Disaster Risk Reduction as a governing body of the Agency responsible for the control and supervision. The NDMA uses the National platform through the Inter-Pillar Group to provide direction, collaboration, coordination, and control of stakeholders and partners involved in disaster risk reduction and preparedness activities. The platform comprises persons from different sectors and areas of study with diverse knowledge and skills brought together to advocate, advise, and promote the implementation of the framework for action to prevent or mitigate disaster.

Furthermore, the Agency uses the Regional, District, and Chiefdom Disaster Management Committees below the National Platform to further provide direction, coordination, control of stakeholders involved in the implementation of disaster risk reduction and preparedness activities in their locality and also collect information from those structures to make informed decisions.

The diagram below shows how coordination and controls are done in the implementation of disaster risk reduction and preparedness activities at the NDMA.

**Table 3: Coordination and controls in the implementation of disaster risk reduction and preparedness activities at the NDMA**



Source: NDMA incident management

### Response Mechanisms and Strategies

The response mechanism and strategies involve the activities carried out when disaster strikes. Response mainly includes incident management and the distribution of relief items. The responsibility of coordinating the response mechanism falls under the purview of the Directorate of Relief and Response.

When disaster strikes, the first point of call at the NDMA is the Directorate of Relief and Response. Depending on the nature of the incident, the Agency will alert the Ministries, Departments and Agencies responsible for mitigating or stabilising the incident. Since all disasters have security, health and psychosocial implications, the Sierra Leone Police, the Ministry of Health and Sanitation, and the

Ministry of Social Welfare would be called to the cold zone or scene of the incident to prepare the stage for the management of the incident/disaster.

The Directorate will then put together a team comprising of National Civil Registration Authority, the Sierra Leone Red Cross Society, Freetown City Council, UN Agencies, some local and international organisations (Save the Children, Caritas, Goal, Concern Worldwide, etc) community volunteers and local authorities to undertake a situation awareness, determine the disaster type, conduct a joint damage loss needs assessment and registration of the affected population.

If it is a type zero or one incident, the District Disaster Management Committee will provide leadership in the management and coordination of the incident. The management and coordination of type two and three incidents rest squarely on the NDMA. The entire institution would be converted to relief and response and the Directorate will implement the Sierra Leone Incident Management System.

Commanders (Gold, Silver, Bronze) are appointed based on the type of incident.

During the assessment and registration of affected persons, key attention is paid on inclusion and exclusion errors. The inclusion error is registering people who are not affected by the incident while the exclusion error is not registering the truly affected persons. The registration and the distribution of relief items should be done within 72 hours.

After completing the assessment and registration, an emergency coordination meeting would then be summoned at the NDMA headquarters with partners and MDAs to share the priority needs of the affected persons and present the data for discussion on areas of intervention by the different partners. Partners' donations depends on what they have and what they want to donate to the affected people/communities. An Incident Command Centre would be established and an Incident Manager appointed in the case of major incidents.

## **2.7 Funding**

The funding for Disaster Risk Reduction, Disaster Relief and Response, Disaster Resilience is being provided by Government of Sierra Leone and other partners through allocations and donations to the NDMA.

Table 4: Funding by the GoSL, INGOs and donor partners 2021 -2023

Year	Amount in Leones (NLE)	Funding Agent	Description
2021	1,161,300 917,730 502,740	GoSL UNDP -	-Authorized Allocation/MOF Transfers -UNDP transfer for promoting Disaster Resilience -Adapting to climate-induced coastal risks management in Sierra Leone
2022	7,006,150 50,950 13,722,027.52 5,903,072.50	GoSL Leone Empire WhatsApp Group Western Area Madingo Jammat SLCB Support for Flood Mitigation	-Authorized Allocation/MOF Transfers - Disaster Relief Receipt -Disaster Relief and Response Expenses -Disaster Risk Reduction Expense
2023	9,250,000 3,661,000 2,118,434 489,400 5,010	GoSL UNDP World Bank GOAL GoSL, SLBC, Leone Empire WhatsApp Group, Western Area Madingo Jamat	-Authorized Allocation/MOF Transfers -Disaster Risk Mitigation -Disaster Risk Reduction
<b>Total</b>	<b>44,778,814.02</b>		

Source: NDMA budgets and Financial Statements for the financial years 2021, 2022, and 2023

### 3. FINDINGS AND RECOMMENDATIONS

This chapter present the audit findings on whether disaster risk reduction activities implemented by NDMA were efficiently reducing disasters in the country for the period under review. It also proffers recommendations that could help curtail the identified weaknesses or problems on the disaster risk reduction process.

#### 3.1 PREPAREDNESS, PLANNING AND ASSESSMENT

##### 3.1.1 National Platform

Section 9(1) of the NDMA Act of 2020 states “Subject to this Act, the National Platform shall have control and supervision of the Agency, including overseeing the sound and proper financial management of the Agency providing policy guidance and advice as will ensure the efficient implementation of the functions of the Agency to enhance the overall performance of the Agency”.

The NDMA was established in 2020 by an Act of Parliament to manage disasters and similar emergencies throughout the country. Sections 2 to 8 of the NDMA Act of 2020 established the National Platform as the highest decision-making body responsible for disaster management in the country. The audit team requested minutes of meetings and membership composition from senior management which were not provided. During interviews with the Director General of the NDMA, it was explained that the platform has not functioned since the establishment of the Agency in 2020. Letters dated 13th July, 2023, and 14th March, 2024, addressed to the secretary to the Vice President, outlining the policy document, summaries for coordinating the national platform were submitted for audit inspection. There was no evidence to prove that the national platform meeting was held. A review of the platform's composition, disclosed that Permanent Secretaries from various MDAs were included instead of professional heads who possess the technical expertise necessary for providing and making informed and effective decisions.

This was also confirmed during an interview with the Director General, that the platform has not functioned since the establishment of the Agency. A review of the letter of request from the Director General dated 13th July 2023 on the review of the national platform's composition, proposed for a reduction of the composition of the platform from 35 to 12 members. Some of the members proposed to be removed are the Attorney General and Minister of Justice, The Commissioner, National Commission for Social Action, The Permanent Secretary, Ministry of Internal Affairs, etc. The reason he highlighted for the suggested removal is as a result of specificity – the various entities have specific functions and mandates that do not relate directly to holistic disaster management.

Furthermore, a review of the NDMA Annual Report of 2021 and interviews conducted with the Directors revealed that the agency has developed four policies during the period under review. These policies and strategies include the Disaster Management Policy, the Partnership Strategy, the Standard Operating Procedure for the Incident Disaster Data Registry and Disaster Risk Financing Strategy pertaining to disaster risk management preparedness and responses. However, these documents have not been approved as a result of the non functionality of the national platform.

The non-functional status of the national platform for disaster management has significantly hampered the approval of draft strategies, plans, and policies prepared by the Agency for the smooth operation and implementation of their programmes, projects, and activities on disaster risk reduction.

### **Recommendation**

The Director General should continue to make frantic effort by communicating with the Vice President as the Chairman of the platform to call for meeting.

The Director General should prioritise a comprehensive review of the composition of the national platform. This review should aim to optimise the platform's effectiveness by considering the inclusion of diverse perspectives and expertise relevant to disaster risk reduction and management.

### **Management's Response**

The national platform meeting has not been held and the non-approval of plans, policies, and strategies is a point well-noted

### **Auditor's Comment**

This issue remains unresolved, and will be followed-up during the subsequent audit.

### **3.1.2 Non-Functionality of the Disaster Management Committees**

Sections 20(1) and 22(1) of the National Disaster Management Act of 2020 state: “There is established in each administrative region, district, and chiefdom of Sierra Leone, a Regional, District, and Chiefdom Disaster Management Committees; The Management committees develop and implement the disaster management plans to prevent and mitigate the effects of disasters at their respective levels.”

The NDMA was established with the mandate to oversee disaster management and emergency response nationwide, including the formation of national, regional, district, and chiefdom disaster management committees. These committees are essential for several key functions: Developing regional disaster

prevention and mitigation plans, coordinating the implementation of these plans, and maintaining close communication with higher-level committees for effective disaster preparedness.

Disaster risk reduction structures at the regional, district, and chiefdom levels are critical for enhancing community resilience. They enable tailored approaches to disaster risk reduction, taking into account local vulnerabilities such as geographical location, climate conditions, and community practices.

During the review of the NDMA's organisational status, significant gaps were identified in the organizational arrangement of the disaster management structures. A review of the NDMA Annual Report for 2021 and 2022 revealed that the Agency established 3 regional disaster management committees out of the 5 regions in the country, 6 out of the 16 districts, have established district disaster management committees and 68 out of 190 chiefdoms have established chiefdom disaster management committees.

There was no regional disaster management committee in the Western Area. Although a committee was established in the North East region, evidence such as minutes of meetings was not submitted to ascertain its functionality.

In addition, disaster management plans were not submitted for the Western Area and the North Western Regions, along with 16 districts and 190 Chiefdoms. Despite 6 districts and 68 Chiefdoms have established disaster management committees, they are unable to prepare disaster management plans.

According to interviews with the NDMA directors, the non-establishment of NDMA offices in district headquarter towns has been a significant barrier to setting up these committees at the regional, district, and chiefdom levels. This is worrisome given that several districts and chiefdoms have experienced disasters, as evidenced by the disaster database. **See Appendices 4 and 5** for details of district and chiefdom disaster management committees established and not established.

The absence of these committees impedes disaster planning, preparedness, and response efforts at the district and chiefdom levels, hindering effective coordination with national-level stakeholders and compromising overall disaster management capabilities.

The lack of disaster management plans in these regions, districts, and chiefdoms hinders their ability to respond to disaster occurrence in their locality.

### **Recommendation**

It is recommended that the Director General and Management should establish NDMA district offices to enable the Agency set up the remaining disaster management committees and strengthen the disaster management committees that have already been established for them to be fully functional

The NDMA should collaborate with the regional, district, and chiefdom disaster management committees to develop their respective disaster management plans.

### **Management's Response**

The Western Area is hosting the headquarters of the agency and hence is serving as a temporal regional disaster management Committee. This is to optimise the funds that the agency has.

The Agency notes the challenges faced by the Disaster Management Committees and will act on that accordingly. The disaster management plans for the districts and chiefdoms are contingent on the recruitment of staff by the agency. The recruitment of staff is a decision that comes from the Ministry of Finance and Accountant General.

The development of disaster management plans is capital intensive and since the establishment of the agency, government budgetary allocation has been capped to the bare minimum. This has not giving the agency the leverage to invest in disaster management plans. The agency is however working with donor partners to develop these plans. The speed with which the agency can move is dependent on the donor.

In addition, the development of the disaster management plans has to be done when the agency has staff in the chiefdoms and districts. The recruitment of staff by the agency is an issue beyond the control of the agency. Until there is funding for the agency to recruit staff at the district level, the agency cannot prepare these disaster management plans.

### **Auditor's Comment**

Management's response is noted. We still encourage the agency to set up the Western Area Disaster Management Committee as enshrined in the NDMA Act of 2020. This issue remains unresolved and will be followed -up during the subsequent audit.

### 3.1.3 Availability of Contingency and Annual Work Plans

Priority 4 of, Section 33 (a) of the Sendai Framework 2015-2030 states “ To prepare or review and periodically update disaster preparedness and contingency policies, plans and programmes with the involvement of the relevant institutions, considering climate change scenarios and their impact on disaster risk, and facilitating, as appropriate, the participation of all sectors and relevant stakeholders

Contingency Planning Guide of the International Federation of Red Cross and Red Crescent Societies requires contingency planning to stand as a cornerstone of effective disaster preparedness. These plans must be continually updated and actively practiced to ensure readiness. Preparedness efforts encompass a range of activities, including developing contingency plans, stockpiling essential equipment and supplies, establishing coordination protocols, devising evacuation strategies, disseminating public information, and conducting comprehensive training exercises.

It further demands that the plan should encompass comprehensive strategies and protocols to mitigate risks and manage emergencies across various sectors. Engaging all relevant stakeholders, including government agencies, community organizations, businesses, and academic institutions, is essential to gather diverse perspectives and expertise.

By fostering collaboration and communication among these stakeholders, the NDMA can strengthen coordination and resource allocation in times of crisis. The plans are an important documents that provide direction and guidance to the agency on the implementation of the DRR activities.

The Agency prepared a Strategic Plan for the period 2021 – 2025 that captured the strategic goals, objectives, and planned activities of the institution for the aforementioned time frame. However, the Agency did not prepare annual work and contingency plans for the period under review as revealed in an interview with the Director of Disaster Risk and Preparedness and other key personnel. The preparation of the plans was not prioritise.

The absence of a contingency plan may affects the NDMA's capacity to respond to disasters, potentially leading to delays in emergency responses to disasters communities. Also, in the absence of an annual work plan, the Agency may not have a road map to follow to achieve the strategic goals and objectives of the strategic plan prepared.

#### **Recommendation**

The Director of Risk Reduction and Preparedness of the NDMA should prioritise the development of both the annual work plan and the contingency plan, which are crucial for effective disaster preparedness

and response in the country. This will enhance resilience and ensure swift and coordinated responses to future disasters.

### **Management's Response**

The agency is working with World Bank through the Resilient Urban Development Program to develop contingency plans for 5 urban districts that are housing the NDMA regional offices. This process is ongoing but the speed is determined by the donor partner.

This is a point noted and the agency is working on having annual work plans for 2025 going forward.

The agency is planning an annual retreat to prepare annual work plans that will guide the agency's activities going forward.

### **Auditor's Comment**

During the verification, proposal for the development of contingency plans for four districts in Sierra Leone submitted for the attention of the task Team Lead of the World Bank was tendered for verification. Therefore this issue is kept in view and will be followed-up in subsequent audit.

#### **3.1.4 National Hazards Profile not Updated**

Section 11 (2 C -d) of the Disaster Management Act of 2020 states “Without prejudice to the generality of subsection (1) the Agency shall have responsibility to (c) identify, manage and monitor hazards and natural disasters; d(ii) the hazards and natural disasters likely to affect any region, district or chiefdom in Sierra Leone”

In addition, Section 24(b, c) of the Sendai Framework for Disaster Risk Reduction 2015 – 2030 also states: “To encourage the use of and strengthening of baselines and periodically assess disaster risks, vulnerability, capacity, exposure, hazard characteristics, and their possible sequential effects at the relevant social and spatial scale on ecosystems, in line with national circumstances; To develop, periodically update and disseminate, as appropriate, location-based disaster risk information, including risk maps to decision-makers, the general public and communities at risk of exposure to disaster in an appropriate format by using, as applicable, geospatial information technology.”

The auditors noted from the review of the outdated Hazard Profile document and interviews with the Directors of NDMA that, the Agency met a National Hazard Profile in existence, that the Disaster Management Department developed under the Office of the National Security(ONS-DMD) and the United Nations Development Programme in Sierra Leone(UNDP-SL) in July, 2017. However, this hazard profile have not been updated since the transformation of the department into an Agency in

2020. The updated hazard profile is to identify, assess, and outline major natural hazard (landslides, floods, drought, coastal erosion and sea level rise) prevalent in the country.

In an interview with the Director of Disaster Risk and Preparedness, it was disclosed that the National Key Hazard Profile has not been updated since 2017 due to resource constraints. This is in contravention of Section 11(2c-d) of the NDMA Act of 2020 and Section 24 (b,c) of the Sendai Framework for DRR 2015 -2030.

This lack of updated hazard profile may hinder the NDMA's ability to identify existing hazards and accurately assess associated risks, thereby limiting their capacity to develop effective risk reduction plans. Furthermore, the absence of an updated National Hazard Profile may lead to the following consequences:

- Difficulty in prioritizing mitigation efforts
- Reduced awareness of specific risks, which could lead to accidents, inadequate emergency responses, and heightened vulnerability.
- Communities failing to adequately prepare for disasters due to outdated hazard profiles, resulting in insufficient emergency plans, evacuation routes, and communication strategies.

An up-to-date hazard profile is crucial for effective risk assessment. Without it, communities may underestimate the threats posed by natural hazards such as floods, or wildfires. A comprehensive risk assessment helps identify vulnerable assets such as people, buildings, and infrastructure, informing mitigation strategies.

### **Recommendation**

The NDMA should prioritise the updating of the National Hazard Profile by factoring it into the annual work plan on an annual basis.

### **Management's Response**

The NDMA is aware of this issue and has been engaging the UNDP to have the profile updated. Updating hazard profiles is capital-intensive and the Agency has to rely on donors in the absence of government support.

### **Auditor's Comment**

During verification no correspondent to UNDP relating to the updating of hazard profile was not submitted for verification. Therefore, the issue remains unresolved and will be followed up during the subsequent audit.

### 3.1.5 Vulnerability Assessment Reports

The National Disaster Management Act of 2020 highlighted that the Agency is responsible to investigate reports and analyse the nature of hazards, vulnerability, and risk situations in a particular area.

The audit revealed ineffective collaboration and coordination in the implementation of the vulnerability assessment report.

The Agency through the Directorate of Disaster Risk Reduction and Preparedness has conducted 44 vulnerability assessments in potential or disaster-prone areas for the period 2021-2023. **See Appendix 6 for details.** The reports spelled out the critical risk situation and profound recommendations that should be addressed or enforced by the NDMA and other public institutions as actions to be taken. Analysis of these vulnerability assessment reports revealed the following:

- Waste disposal in drainage and blockage resulting in collapse of these drainages.
- Water contamination due to minning activities
- Stone and sand mining
- Illegal construction in water ways
- Windstorm due to deforestation
- Fire and building collapse in certain communities

An interview with the Director of Disaster Risk and Preparedness, revealed that the Agency communicated its findings on these investigations with other line MDAs such as SLRA, FCC, and MOECC. Evidence of letters sent to these MDAs were submitted for audit inspection. However, the Agency received limited cooperation from these MDAs to implement their recommendations.. The recommendations from these reports or investigations informed management and decision-makers on planning and actions to be taken that could reduce the risk of disasters.

However, if assessment reports and recommendations are not acted upon, the reoccurrence of serious disasters will lead to loss of lives, property, existing infrastructure, and businesses. **See Appendices 7 and 8 for detailed analysis of the vulnerability risk identified.**

#### **Recommendation**

It is recommended that the NDMA Director General should facilitate the viability of the National Platform where possible actions will be acted upon.

### **Management's Response**

There are indeed challenges with some MDAs, the agency is having effective collaboration with SLRA and MOEC. The agency recommends the wording of this line in the report to be edited. There is a need to act on assessment reports in time to avert disaster.

### **Auditor's Comment**

During the verification, no minutes or correspondence of collaboration with SLRA and MOECC were tendered for verification. Therefore, the issue remains unresolved and will be followed up during the subsequent audit.

### **3.1.6 Creation of Toll-Free Line**

Paragraph 33(b) of Sendai Framework for DRR 2015-2030, Sendai Framework Indicators - G3, G4, and G6(b) states, "To invest in, develop, maintain and strengthen people- on disaster risk and emergency communications mechanisms, social technologies, and hazard-monitoring telecommunications systems; and broaden release channels for natural disaster early warning information;"

A review of the NDMA's Annual Report of 2022 and in an interview with the Deputy Director of Communications informed the audit team that the Agency has collaborated with Africell one of the communication service providers in the country to create a toll-free line number 1199 for citizens to inform the Agency about disaster occurrence. Staff at the Directorate of Communication were assigned with mobile phones to receive alerts or calls on disaster-related issues, however, there was discontent over the effectiveness of the response time.

The audit team attempted to call the toll-free line at 2:33pm on Wednesday 5<sup>th</sup> June, 2024, in the presence of the Deputy Director of Communication as a way to determine the effectiveness of the communication line. There was no response from the call center from the time of calling up to 6: 08pm that day before one member of the audit team received a call from a staff of the toll-free line call center. The team believed the call must have been encouraged by the Deputy Director of Communications.

The auditors also tried calling the following day in the presence of the Director of Disaster Risk and Preparedness to further prove the effectiveness of the toll-free line. This time, the call did not go through to the receiving side. This proves that the toll-free line has not been effective for the service created. As a result, this will lead to delay in response in the case of disaster occurrence. The ineffective response of the toll- free line is as a result of the staff handling the phones not prioritising their assigned responsibilities. Delay in receiving information on the occurrence of a disaster will lead to late response which may also lead to huge loss of lives and property.

### **Recommendation**

It is recommended that the Director General and Management should monitor the officers responsible for receiving calls at the toll-free call centre, thereby enhancing its effectiveness in facilitating a swift response to disaster events.

### **Management's Response**

The NDMA is aware of the challenges with the 1199 toll-free line and has been engaging partners for the system to be further enhanced. One challenge is that the agency does not have dedicated staff to manage the phones hence if the staff managing the phone is occupied, there are chances of delayed response. Another challenge is with the current setup; the toll-free line cannot manage multiple calls at the same time. The toll-free line was only operational with Africel until very recently when the Chief Minister succeeded in getting Q-cell to open their networks to the toll-free line. Orange has refused to allow their network to use the toll-free line outrightly.

### **Auditor's Comment**

During the verification, we made calls on the Africel and Q-cell toll-free lines to prove the effectiveness of the toll-free lines, and staff who handles the phones responded to the calls. As a result, this issue is kept in view and will be followed up during subsequent audit to confirm consistency.

### **3.1.7 Sensitisation on the Early Warning Signal**

The National Disaster Management Act of 2020 emphasizes the sensitisation and motivation of communities to serve as voluntary organs to assist in managing disasters and also to design educational programmes to create awareness of disasters and the required response.

Paragraph 33(b) of Sendai Framework for DRR 2015-2030, Sendai Framework Indicators - G3, G4, and G6(b) states "To invest in, develop, maintain, and strengthen people-on disaster risk and emergency communications mechanisms, social technologies, and hazard-monitoring telecommunications systems; and broaden release channels for natural disaster early warning information;"

A review of payment vouchers revealed that in 2022, a total of NLe 370,040.00 was allocated for activities including banner printing, community radio engagements, publications, and airing documentaries. In 2023, the expenditure increased to NLe 529,258.00, for covering banners, transportation for journalists, jingles, radio discussions, and fuel costs.

Further review of the NDMA Annual Report of 2021, 2022 and payment vouchers for communication, awareness-raising activities revealed that with the aforementioned funds, the Agency has been actively advancing risk communication through the following activities:

- Community engagement on early warning and adaptation mechanisms in four coastal communities in the Western Area. The engagement attracted community leaders and representatives including chiefs, teachers, religious leaders, local organisation leaders, business owners, etc
- Production and airing of jingles and documentaries with messages on early warning and multi-hazards
- Intensive radio and television programmes nationwide.
- Engagement with social media bloggers on disaster risk communication and disaster mitigation across the country.
- Propagating other activities of the NDMA on mainstream and social media

These efforts aim to bolster preparedness and enhance community resilience against seasonal hazards. Additionally, the Agency has conducted early warning sensitisations through face-to-face engagements, television jingles, radio discussions, handbill, and wall bill distributions, open space campaigns, and utilisation of social media platforms and blogs.

However, during visits to disaster-prone areas, auditors engaged Community Disaster Management Committees (CDMCs) members and noted that there was a lack of billboards and early warning posters in the communities. Concerns were raised about the exclusion of vulnerable people such as the deaf and dumb in information dissemination efforts.

The presence of billboards and early warning posters plays a crucial role in ensuring that communities are informed, prepared, and able to respond effectively to disasters. This will also enhance communication to significantly improve disaster resilience and reduce the adverse impacts of natural hazards.

The absence of billboards and early warning posters in disaster-prone communities may have the following consequences for disaster risk reduction:

- Without clear and visible warnings, residents may not receive timely information about impending disasters, leading to delayed evacuations and responses
- Communities may be more vulnerable to disasters as they lack crucial information on how to prepare and protect themselves, increasing the risk of injury, loss of life, and property damage
- Continuous exposure to warning messages helps build awareness and preparedness. Without these reminders, people might not be as vigilant or knowledgeable about the risks and necessary precautions.

In addition, the exclusion of vulnerable people from the early warning signals on DRR may lead to failure to address their specific needs, leading to higher injury and mortality rates in the event of a disaster.

### **Recommendation**

It is recommended that the Director General and the Director of Communication ensure to increase in the dissemination of disaster risk reduction activities such as the erection of billboards, and early warning posters, and also build disaster information sharing for the the vulnerable people.

### **Management's Response**

This is point noted by the agency and we will act upon going forward.

The NDMA notes this concern and the posting of early warning messages in disaster-prone communities will be taken seriously.

### **Auditor's Comment**

This issue remains unresolved and will be followed up during the subsequent audit.

## **3.2 COLLABORATION AND COORDINATION WITH MDAs AND PARTNERS**

### **3.2.1 Collaboration and Coordination among Stakeholders**

The collaboration and coordination process is guided by section 2 (b, b v r s) of the National Disaster Management Act of 2020 which highlighted that “Without prejudice to the generality of subsection (1) the Agency shall have responsibility to - (a) implement:

- (b) prepare, co-ordinate, monitor, evaluate, and update disaster management plans;
- (v) public co-operation with designated authorities in the event of a disaster;
- (r) co-ordinate response and reconstruction efforts of local and foreign collaborators; and
- (s) co-operate with other countries and relevant institutions in disaster prevention, mitigation, and search and rescue operations;”

According to the United Nations Office for Disaster Risk Reduction(UNDRR), building resilience and promoting risk-informed decision-making and investment in disaster risk reduction management are collective challenges and responsibilities, that call upon a collaboration between governments, the United Nations, and other international organisations and stakeholder groups.

The NDMA Act of 2020 established the National Platform for Disaster Risk Reduction as an arrangement for collaboration and coordination, comprising persons from different sectors and areas of study with diverse knowledge and skills brought together to advocate, plan, advise, and promote the

implementation of a framework for action to prevent or mitigate disaster. The composition of the platform caters for collaboration and coordination among the staff of the NDMA, MDAs, Local Councils, UN Agencies, INGOs, and Private companies. To further cement the level of collaboration and coordination, NDMA prepared a Draft Partnership Strategic Framework and also signed Memorandum of Understanding(MoU) among INGOs and other donor partners which spelt out the operational guidelines with clear roles and responsibilities of each signatory to the MoU.

A review of the Annual Report of the NDMA of 2022 revealed that one of the core mandates of the Agency is to coordinate with MDAs in reducing risks, responding to disasters when they eventually occur, and helping communities build resilience through various activities. This is done through an inter-pillar coordinating system where monthly meetings are held to discuss the prevalent disaster risk reduction issues. Evidence of minutes of these monthly meetings were submitted to the auditors for inspection. However, the auditors observed that the collaboration and coordination between NDMA and other MDAs is ineffective especially in the area of protecting critical national infrastructure and implementation of the disaster risk assessment actions to be undertaken by them.

The NDMA does the collaboration and coordination in the DRR process in the following stages:

- **Planning, Preparedness and Prevention**

A review of the Annual Report of the NDMA for 2022 highlighted the following collaboration between the Agency and donor partners in planning, preparedness, and prevention of DRR:

The United Nations Development Project(UNDP) established 16 Chiefdom Disaster Management Committees in Kailahun and Port Loko districts and also developed and validated teaching guide for DRR for schools.

World Bank supported the simulation drill that took place at the Bumbuna Hydro Electric dam and also supported the agency with computers, office furniture, generator for the headquarters and is now in the process of doing the same for regional offices in the country.

Concern Worldwide constructed a drainage at Water Street, Wellington that prevent annual flooding in the locality. Furthermore, the NDMA is in close collaboration with SLMeT as they regularly supply information on weather conditions that helps to disseminate early warning signals in the country.

- **Risk Assessment and Protection**

Collaboration and coordination of stakeholders in the DRRM process is very important because NDMA does not have all the required skills and expertise to undertake the risk assessment process and the method of preventing certain risks identified. As a result, the agency needs the assistance of MDAs and other partners.

A review of the NDMA Annual Reports of 2021 and 2022 revealed that the Agency works directly with MDAs, UN Agencies, INGOs, FCC, CDMCSs, Communities, and citizens to carry out its functions and operations, This was confirmed by the Directorate of DRR and Preparedness who informed the audit team that on a daily basis he receives reports or alerts from citizens across the country on the risk identified for potential disaster occurrences. He further stated that with the cooperation and collaboration of other stakeholders, prompt and effective joint assessments are carried out with the requisite institutions.

### **3.2.2 Protection of Critical National Infrastructure (CNI)**

Section 33(c) of the Sendai Framework of 2015 -2030 states: “To promote the resilience of new and existing critical infrastructure, including water, transportation and telecommunications infrastructure, educational facilities, hospitals, and other health facilities, to ensure that they remain safe, effective and operational during and after disasters to provide live-saving and essential services;”

Interview with the Director of Risk and Preparedness revealed that MDAs, who are responsible for the protection of critical national infrastructures are not effectively collaborating with the Agency to protect these infrastructures. As a result of this, Critical Infrastructures like GUMA Dam at Mile 13, Congo Dam, and Mount Sugar Loaf reservoirs are heavily encroached on. This has led to rampant deforestation and encroachment of the water catchment and forest reserves.

The protection and resilience of these infrastructures are vital because their disruption can have severe consequences on national security and daily life. Details of the physical observation of these critical national infrastructures are as follows:

- **Guma Valley Water Dam, Other Small Dams, and Reservoir in the Western Area**

According to Quora.com, a house should be built about 1,500 meters distance from a dam and 350 metres from a river which carries the dam's water.

The Guma Valley Water Dam and the water reservoir at Regent Village provides safe drinking water for residents in the Western Area. The dam and the reservoirs are the primary source of potable water

for the capital. The audit team visited the dam and noted that it has been encroached on by citizens, which affects the catchment areas that supply water to the dams. Interviews held with key personnel of the NDMA revealed that the area within the green belt where the Dam is located has been deforested for the construction of houses.

In addition, the team also visited the water reservoir and treatment center at Regent Village which is under rehabilitation; we observed lots of encroachment right around the vicinity of the reservoir. Discussion held with officials of the reservoir also informed the team that encroachment had also been happening around the Mount Sugar Loaf and Congo dams, as a result of non-enforcement of laws and policies to protect these critical national infrastructures.

Interview with the Director of Risk and Preparedness informed the audit team that the human settlement around the Dam and the green belt captured with the use of drone have been estimated to be 997 houses which is about 3900 football fields.

A review of the Stakeholder Assessment Report on the Western Area Water Catchments done by the NWRMA revealed that deforestation and massive logging around the catchment area which stretches about 22km from Kaningo in the West to Thunder Hill in the East is alarming due to the increase in population density and demand for land and other forest reserves in the Western Area. See photo below depicting the level of encroachment on the dam.

***Figure 3: Photo showing the level of encroachment at the GUMA Dam in Freetown***



***Credit ASSL: 17th December 2023***

A review of the reports produced by the NDMA highlighting the current status of the GUMA Dam presented at the security coordination meetings and letters sent to other line ministries revealed that the Agency had been making frantic efforts to solve the encroachment problem at the dam but nothing has been done by other MDAs like MoLHCP, MECC, NPPA, NWRMA to deter the encroachment issue. This is as a result of the non-enforcement of laws relating to the protection of water catchment areas by key stakeholders named above.

The failure to put preventive measures in place to stop the encroachment of the water catchments could lead to a reduction of water level in the Dam and other reserved dams, thereby creating water scarcity in the new settlement. Furthermore, if this dam is not protected from the encroachment of citizens, it would threaten the existence of this critical national infrastructure that has the potential to burst, if that happens, the disaster that will occur in the capital city, especially for those living in the Western Area will be tremendous thereby leading to loss of lives and property.

### **Recommendation**

The Director General, in collaboration with other MDAs, should ensure that all houses built within the protected areas of dams and reservoirs are demolished to safeguard these critical infrastructures. Before the Ministry of Finance invests billions of Leones into national infrastructure, disaster management considerations should be taken into account, and consultations should be conducted with the relevant Agency.

### **Management's Response**

The agency notes that while there are challenges with compliance and collaboration with some ministries, there are, however, other agencies whose functions overlap with NDMA who are collaborating.

The agency notes that while we have been trying to halt the encroachment on the Guma dam and the green belt, other ministries like MOEC, NPPA, and NWRMA have been carrying out risk mitigation activities that may not be to the knowledge of the agency. The agency does not agree to the wording that nothing has been done by other MDAs.

### **Auditor's Comment**

During the verification, no minutes or reports were submitted for inspection to prove their effective collaboration and coordination. Therefore, this issue remains unresolved and will be followed up during the subsequent audit.

- **Sierra Leone Petroleum Terminal**

The Sierra Leone Petroleum Terminal is the storage facility where crude oil products are stored in the country for onward distribution to the fuel stations.

Interview conducted with the Director of Risk Reduction and Preparedness revealed that shanty houses have been constructed around the perimeter of the fence where the fuel terminal is located. This is happening due to the lack of building codes that guides the construction of houses and buildings in the country. This building codes should have been prepared by the MoLHCP. This construction of shanty houses around the petroleum terminal poses a disaster risk of fuel explosion in that environment and

the city as a whole. The cause of people constructing shanty houses in that locality is the ineffective implementation of laws and policies that determine where residential houses should be constructed, as well as factories or industrial buildings in the country that deal with disaster risk reduction.

### **Recommendation**

The NDMA, in collaboration with the PRA and other MDAs, should ensure that all shanty houses built around petroleum terminals are demolished to prevent future disasters.

### **Management's Response**

No response from the auditee

### **Auditor's Comment**

No response from Management on this issue. Therefore the issue remains unresolved, and will be followed-up during the subsequent audit.

- **Construction of Fuel Station Closer to Residential Buildings**

An interview with the Director of Risk Reduction and Preparedness revealed that the Directorate collaborated with the Petroleum Regulatory Agency to assess risks and hazards at fuel installations and stations nationwide, specifically testing their fire safety and environmental compliance. He noted that some fuel stations are built on small plots of land near residential houses, posing a significant fire risk that could lead to the loss of lives and property. This situation arises from a lack of enforcement of disaster precaution laws or policies, which are intended to reduce the risk of such disasters in the country.

### **Recommendation**

The Petroleum Regulatory Agency (PRA) should consult the NDMA before issuing licences to dealers. Additionally, PRA and NDMA should jointly monitor and inspect all petroleum dealers to ensure they comply with disaster risk management procedures.

### **Management Response**

No response from the auditee

### **Auditor's Comment**

No response from Management on this issue. Therefore the issue remains unresolved, and will be followed-up during the subsequent audit.

- **Samba Gutter**

Samba gutter is one of the major drainages within the Western Area and has been classified as a disaster-prone area. The audit team visited the Samba Gutter Drainage, the following were observed:

- Along the PWD and Hill Side Bye Pass road we observed that the Gutter is collapsed, and filled with pebbles, human activities like the operation of garage, garden, and disposal of waste were found within this gutter.
- Along Dundas Street and Pademba Road Samba Gutter is, used for the sale of sticks and boards.
- Along Robert Street, we observed that houses have been constructed and side business shops at the edge of the Samba Gutter. Also, the disposal of waste was prevalent in this area.

*Figure 4: Photo showing constructed houses, businesses, and disposal of waste at the Samba Gutter*



*Photo Credit: ASSL; 21st May 2024*

- We also noticed along Sander Street to Kroo Bay that the Gutter is collapsed, business centers have been constructed on the top and there are GUMA pipes within these Gutters that trap deposited wastes.
- We also witnessed heavy flooding along the Samba Gutter during our visit on the 1st and 2nd July 2024. Pilage of rainwater on the street, into houses and business places of near residents, moving stationary vehicles around the area, and so on. Interviews with business owners and residents in these areas explained that this has been happening whenever there is heavy rain over the years, but there has been no intervention by the responsible parties.

***Figure 5 : Photos showing flooding at the Samba Gutter due to heavy rainfall***



***Photos Credit: ASSL; 1st and 2nd July 2024***

A review of the National Flood Mitigation and Prevention Strategy 2024 and vulnerability assessment by NDMA, revealed that Samba Gutter was highlighted as a flood-prone area within the Western Area. The objective of the strategy is to clear major drainage systems in the Western Area, clean other major roads by SLRA, and improve drainage infrastructure through the construction of storm drainages. However, upon review of the vulnerability assessment report, no action was taken to ensure that this critical infrastructure is preserved.

Interview with the Director of Risk Reduction revealed that the Agency was aware of the situation. However, due to limited funding, the Agency cannot undertake these major activities. The Agency usually partners with both internationally and locally NGOs, and even the councils, but the portfolio towards drainage infrastructure for Samba Gutter resources was not acquired.

In order to salvage or reduce the severity of the Samba Gutter flooding situation, reviews of FCC reports and interview with the Environmental Officer revealed that FCC and community stakeholders are engaged in the clearing of certain areas around the Samba Gutter drainages.

The clearing of certain areas around the Samba Gutter drainages, is not efficient to prevent and mitigate the frequent flooding. Preparedness and timely response capabilities are weak to combat the rate of disaster within this area. The heavy rainfall, poor drainage infrastructure, and poor waste management have hindered the free flow of water in this drainage. The water finds its way into the streets and houses of the nearby residents and even the Kroo Bay community. Residents in these areas have to build their houses at very high heights, otherwise, the flood will destroy their property, critical road infrastructure leading to the loss of millions of Leones, private sector investment assets, livelihoods, and businesses, as well as exposure and vulnerability of human lives.

### **Recommendation**

It is recommended that the NDMA with consultation with stakeholders should ensure timely construction and redesigning of the Samba Gutter.

### **Management Response**

No response from the auditee

### **Auditor's Comment**

No response from management on this issue. Therefore the issue remains unresolved and will be followed-up during the subsequent audit.

### **3.2.3 Responding to Disaster**

The audit revealed that the SLRCS also enhances the work of the NDMA, with technical expertise in responding to disasters. They mostly have volunteers within the disaster-prone communities. These volunteers are the first to be seen or responders when a disaster occurs in communities.

The NDMA also confirmed that they are collaborating with the FCC, especially in level one disaster interventions like flooding, and fire disaster occurrence within the Freetown Municipality in which the Mayor of Freetown provides leadership in the management and coordination of incidents. They also aid in data collection and the distribution of relief items during disasters.

Interviews conducted with SLMeT, SLRCS, Concern Worldwide, etc revealed that they are in cordial relationship with the NDMA in deliberating and reaching conclusions in responding to disaster occurrences in the country. However, Directors at the NDMA informed the auditors that most of the UN Agencies and INGOs implement Disaster Risk Reduction and Response activities on their own whilst NDMA plays a supervisory role.

To verify this information, the audit team interviewed representatives from INGOs to understand why they implement projects independently. The INGOs explained that their financial management policies require them to manage projects on their own. However, they also mentioned that they sometimes provide technical expertise by training NDMA staff, CDMCs, and volunteers in disaster-prone communities on disaster reduction activities

An interview with the Disaster Management Officer at the FCC revealed that the Council collaborates and coordinates with the NDMA through inter-pillar meetings during disasters, offering suggestions on how to manage the situation. The Officer explained that the Council typically intervenes in level-one

disasters but finds it challenging to address level-two or three disasters that affect large communities with huge population. As a result, the Council's handling capacity(both materials and financial) is not enough to undertake such, due to the high costs involved. He also mentioned that the Council works with the NDMA in disaster-affected communities in Freetown, assisting with data collection on the affected individuals and distributing relief items.

### **Recommendation**

It is recommended that the NDMA should continue to foster effective collaboration with donor partners and INGOs in responding to disasters.

### **Management's Response**

No response from the auditee

### **Auditor's Comment**

No response from management on this issue. Therefore the issue remains unresolved and will be followed-up during the subsequent audit.

## **3.3 RELIEF AND RESPONSE**

### **3.3.1 Delay in the Distribution of Relief and Response Items**

Section 33 (h) of the Sendai Framework 2015 - 2030 under the theme Priority 4: Enhancing disaster preparedness for effective response states: "To promote regular disaster response and recovery exercises, including evacuation drills, the establishment of area-based support systems, with a view to ensuring rapid and effective response to disasters and related displacement, including access to safe shelter, essential food, and non-food relief supplies, as appropriate to local needs;"

According to the United Nations Office for Coordination of Humanitarian Affairs(OCHA), when a country is hit by a natural disaster such as earthquake, a tropical storm, or flooding, two things are certain; chaos will reign and coordination is key. As a result, the first 72 hours after a disaster are crucial, response must begin during that time to save lives.

A review of NDMA Financial Statements, cash books, and disbursement schedules of disaster relief and response for the period under review revealed that the Agency disbursed NLE 44.8 million on disaster relief and response. This amount was allocated for activities including cash transfers to affected people, hiring of vehicles to respond to disaster, administrative costs, and procuring of relief items for disaster victims.

The audit team also reviewed and analyzed the NDMA disaster register for 2021 – 2023 and noted a delay in the response and distribution of relief items. This delay varies from 4 days to 2 years before responding to disaster occurrence. Some disasters are not responded to as evidenced in the analysis of the disaster analysis shown in Table 5. The team also noted that there were 201 disasters such as flooding, wind storm, fire etc. that occurred in 2021, 2022 and 2023 for which the agency has not responded and are still pending response up to the time of writing this report. This represents 40.9% of the total disasters recorded for the period under review.

**Table 5: Shows analysis of rate of response to disaster by NDMA for 2021 - 2023**

Detail	2021	2022	2023	Total	% Rate of Response to Disaster
Responded within 72 hours (3 days)	1	2	0	3	0.61
Responded after 72 hours (3 days)	133	153	1	287	58.5
Not respond to -still pending	13	145	43	201	40.9
	<b>147</b>	<b>300</b>	<b>44</b>	<b>491</b>	100

**Source: NDMA disaster register for the period 2021 -2023**

From the analysis of Table 5 above, we noted that for the period reviewed, the total disaster incidents recorded in the disaster register of NDMA were 491 of which the NDMA responded to 3 disasters that occurred within the 72 hours prescribed time. This represents 0.61% of the total disaster recorded; the agency responded to 287 disasters after the 72 hours prescribed time, this represented 58.5 % of disasters not responded to promptly as prescribed.

Interview with the Director of Relief and Response revealed that the Agency has been responding late to disasters especially in the provinces as a result of the process of data collection and verification by stakeholders involved in the DRR activities.

This was also confirmed in an interview with the Director of Research, Monitoring, and Evaluation(DRME) of the NDMA who informed the team that the response rate on the distribution of relief and response items from his monitoring and research activities falls between 72 hours and one year in the Western Area, and between 13 days and two years in the provinces. This is above the three days (72 hours) the time prescribed in the relief and response strategy for the distribution of relief items to disaster - affected people in the country.

Furthermore, it came out that the absence of stockpile of relief items in the other regions of the country and the process of procuring items also affected the emergency delivery of relief items to the affected people in the event of disaster occurrence in the farther regions of the country.

An interview with the affected people in the disaster communities at Culvert and Kroo Bay also confirmed that the NDMA normally delay in the distribution of relief items when disaster occur.

Delay in the distribution of relief items will lead to deprivation for a tolerable number of days, beyond which will lead to a state of critical urgency.

### **Recommendation**

The Director General and the Management of the NDMA should ensure to increase data collection in the disaster-affected communities to be able to respond within the prescribed time in terms of relief and response to the affected people or communities.

### **Management's Response**

This is an issue the NDMA is aware of and has been working towards resolving it. The delay in the distribution of relief items is borne out of two constraints. Firstly, assessments outside Freetown are paper-based and the verification process takes long. The MIRA tool is currently only operational for Freetown. Donor partners don't usually respond to data that are generated by the MIRA tool. The second reason is the lack of resources for the agency to do anticipatory stocking of relief items in regional storage facilities. The agency can only mobilise resources post-disaster at the moment. To solve this issue, the agency has been sourcing funding to provide tablets for regional offices so that all assessments can be digitized. The agency together with the Ministry of Finance and World Bank are working on a Disaster Risk Financing Strategy which is expected to make funds available to address this challenge.

### **Auditor's Comment**

The issue remains unresolved and will be followed up during the subsequent audit.

#### 4. AUDIT CONCLUSIONS

The National Disaster Management Agency is charged with the responsibility for the management of disaster risk reduction activities by collaborating and coordinating with other MDAs and partners to prevent, mitigate, respond, and recover appropriately from disasters. The objectives of the audit was to ascertain whether the NDMA charged with the governance and management of disaster has efficiently geared their efforts towards ensuring that the country, in general, is safe and resilient against potential disasters.

The NDMA has made some efforts to address its mandate. However, they are still struggling in the planning, preparedness, assessment prevention, mitigation, collaboration, and response to disasters. This is due to non-functional national platform support, unavailability of plans and unapproved policies to guide their operations, limited responses and protection to critical national infrastructures, negligence to disaster-prone communities, and limited state of preparedness in case of disaster occurrence.

The following are specific conclusions made based on analysis and findings supported by audit evidence as presented in the previous chapters:

- The national platform has not been functional since the inception of the NDMA in 2020. The national platform should be headed by the Vice President with membership from key MDAs which have the responsibility to control and supervise the NMDA in the implementation of their mandates. There has been negligence for this committee to meet, even though several efforts were made by the Director General, but all proved futile. The platform composition will not be effective because administrative heads have been selected instead of technical or professionals within MDAs who should give meaningful advice and execution to the NDMA activities.
- The absence of a national platform has led to the unapproved, and lack of key documents such as the National Disaster Management Policy, the Annual Work Plans, the Contingency Plans, needed for the smooth operations of the Agency. The non-availability and approval of these documents has led to the inefficiency of the operations of the agency in disaster risk reduction activities.
- An out of date hazard mapping on disasters in Sierra Leone will lead to out breaks and, unforeseen disasters which will lead to disasters or epidemic that will destroy lives and property. It is appalling that the NDMA is not aware to the prevalent or potential risk of disasters within Sierra Leone. There is no way the Agency can plan to mitigate, prevent or prepared for such

occurrence without an updated hazard mapping. Therefore, the lives of citizen and economy are under threats if there are any unknown disaster outbreaks.

- Vulnerability assessments on critical infrastructure and disaster-prone communities are essential to the Agency. However, if these assessments are not followed-up, addressed, or implemented over the years would lead to the destruction and deterioration of these infrastructures. The NDMA and other responsible stakeholders are constantly ignoring the risks to potential disasters that will lead to the loss of lives, monies and property. Due to the lack of implementing enforcement sanctions; collaborating and communicating with relevant MDAs; no action was taken by responsible parties to address the risk posed by these assessments.
- On the positive side, the audit team commends the NDMA for taking steps to forward risk communication through community radio, national radio programmes, TV programmes, and a combination of different mediums. The NDMA should continue the good work in the area of dissemination and sensitisation of early warning information. However, effort should also be made to improve the effectiveness of the toll-free line and the inclusion of vulnerable people in their risk communication effort.
- The NDMA has been collaborating and coordinating with other MDAs, UN Agencies and INGOs in the planning, preparation and response in the disaster risk reduction activities at the inter-pillar coordination meetings. These coordination meetings had proven to be effective in making informed decision in the DRR activities. However, the collaboration between the Agency and MDAs involved in the protection of critical national infrastructures is ineffective. Without effective collaboration and coordination, the Agency will not be able to handle disasters risk reduction activities effectively thereby putting the lives of citizens at risks during disaster occurrences.
- The responses and preparedness of contingency or relief towards victims of disasters by the NDMA is not efficient. Delay in response and delivery of relief items within the stipulated timeframe leads to deprivations of disaster victims.

MANAGEMENT RESPONSE



The Ag Auditor General  
Audit Service Sierra Leone  
Freetown City Council Building  
Freetown

*PAPA Performance Audit*

Dear Sir

2<sup>nd</sup> October 2024

**SUBMISSION OF OBSERVATIONS MADE ON PERFORMANCE AUDIT  
CONDUCTED ON THE NATIONAL DISASTER MANAGEMENT AGENCY  
(NDMA) BY AUDIT SERVICE SIERRA LEONE.**

With reference to the above subject, I write to submit comments on report of performance audit conducted by Audit Service Sierra Leone on the structures, operation coordination and general activities of the National Disaster Management Agency(NDMA).

I am pleased to inform you that the broader spectrum of the report was carefully examined against the background of the activities of the Agency on disaster preparedness, mitigation, response and recovery in the country. The Agency has responded by looking at specific areas in the report for which some under reporting was done and has proceeded to provide clarity on such areas for your attention and necessary action.

In respect of the aforesaid, the leadership and management of the Agency is looking forwarded to a final constructive engagement that leads to corrective measures in the report.

I wish on behalf of the management of the Agency to express my heart felt gratitude and appreciation to your leadership and team for a great work done.



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# National Disaster Management Agency - Sierra Leone. *Office of the President*

Thanking you ever again for the cooperation and collaboration.  
Please see attached copy of responses to the report.

Yours faithfully,

  
Lt Gen (Rtd) Brima Sesay (GCOR)  
Director General NDMA



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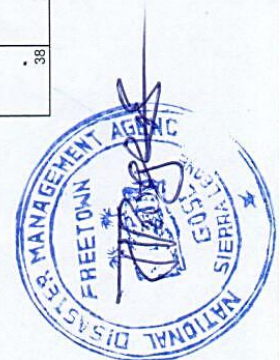


64 Sir Samuel Lewis road, Aberdeen,  
Freetown Sierra Leone.

Page No	Chapter	Heading	Audit Comment	NDMA Response
9	Executive Summary		Notably, the Western Area lacks a regional disaster management committee, and the North's disaster management committee has been non-functional since June 2022.	The western Area is hosting the headquarters of the Agency and hence is serving as a temporal regional disaster management committee. This is to optimize the funds that the agency has.
9	Executive Summary	Non functionality of Disaster Management Committees	Furthermore, the NDMA has not developed the required disaster management plans as mandated by the Act	the development of disaster management plans is capital intensive and since the establishment of the Agency, govt budgetary allocation has been capped to the bare minimum. This has not been giving the agency the leverage to invest in disaster management plans. The agency is however working with donor partners to develop these plans. The speed with the agency can move is dependent on the donor
9	Executive Summary		According to NDMA guidelines, a total of 211 disaster management plans should be prepared annually (5 regional, 16 district, and 190 chiefdom disaster management plans). For the period reviewed, 633 plans should have been completed, but only 3 were prepared, leaving a shortfall of 630 unprepared plans.	The development of disaster management plans has to be done when the agency has staff in the chiefdoms and districts. The recruitment of staff by the Agency is an issue beyond the control of the Agency. Until there is funding for the Agency to recruit staff at district level, the agency cannot prepare these disaster management plans.
9	Executive Summary	Availability of Contingency and Annual Work Plans	The auditors noted that the agency lacks a comprehensive contingency plan to address various disaster risks	The Agency is working with World Bank through the Resilient Urban Development program to develop contingency plans for 5 urban districts that are housing the NDMA regional offices. This process is ongoing but the speed is determined by the donor partner
9	Executive Summary		Additionally, the audit team also noted that the NDMA did not prepare annual work plans for the period under review	This is a point noted and the Agency is working on having annual work plans for 2025 going forward
10	Executive Summary	National Hazards profile not updated	However, the National Key Hazard Profile has not been updated since 2017. This outdated profile may limit the NDMA's ability to identify current hazards and accurately assess associated risks, thereby impairing their ability to develop effective risk reduction strategies.	This is an issue the NDMA is aware of and has been engaging with the UNDP to have the hazard profile updated. Updating hazard profiles is capital intensive and the agency has to rely on donor in the absence of govt support.
	Executive Summary	Sensitization on the early warning signal	However, during visits to disaster-prone areas, the auditors noted that there was a lack of billboards and early warning posters in the communities visited.	This is point well noted by the agency and we will act upon going forward.
	Executive Summary	Collaboration and Coordination	However, the auditor noted ineffective collaboration among MDAs in the protection of Critical National Infrastructures that play key roles in the functioning of the country.	
11	Executive Summary	Delay in the distribution of relief and response items	We noted that the total disaster incidents recorded in the disaster register of NDMA were 491 of which the NDMA responded to 3 disasters that occurred within the 72 hours prescribed time, this represents 0.61% of the total disaster recorded; the agency responded to 287 disasters after the 72 hours prescribed time, this represented 58.5% of disasters not responded to promptly as prescribed.	This is an issue the NDMA is aware of and has been working towards resolving it. The delay is the distribution of relief item is borne out of two constraints. Firstly, assessments outside freetown are paper based and the verification process takes long. The MIRA tool is currently only operational for freetown. Donor partners don't usually respond to data that is not generated by the MIRA tool. The second reason is the lack of resources for the agency to do anticipatory stocking of relief items in regional storage facilities. The Agency can only mobilise resources post disaster at the moment. To solve these issues, the Agency has been sourcing funding to provide tablets for regional offices so that all assessments can be digitized. The Agency together with the Ministry of Finance and World Bank are working on a Disaster Risk Financing strategy which is expected to make funds available to address the-is challenge.
32	3.1	3.1.1 National Platform	There was no evidence to prove that the national platform meetings was held.	The national platform has not been held.
33	3.1	3.1.1 National Platform	However, these documents have not been approved as a result of the non functionality of the National Platform.	Point well noted



	<p>Point well noted</p>	
<p>Recommendation</p>	<p>The Director General should prioritize a comprehensive review of the composition of the National Platform. This review should aim to optimize the platform's effectiveness by considering the inclusion of diverse perspectives and expertise relevant to disaster risk reduction and management.</p>	<p>Although a committee was established in the North East region, evidence such as minutes of meetings was not submitted to ascertain its functionality. In addition, disaster management plans were not submitted for the Western Area and North Western Regions, along with 16 districts and 190 Chiefdoms. Despite 6 districts and 68 Chiefdoms have established disaster management committees, they are unable to prepare disaster management plans. However, the agency does not prepare annual work plans and contingency plans for the period reviewed as revealed from the interview with the Director of Disaster Risk and Preparedness and other key personnel of the agency. The preparation of the plans was not prioritize. However, this hazard profile have not been updated since the transformation of the department into agency in 2020. The updated hazard profile is to identify, assess, and outline major natural hazard (i.e. landslides, floods, drought, coastal erosion and sea level rise) prevalent in the country. In an interview with the Director of Disaster Risk and Preparedness, it was disclosed that the National Key Hazard Profile has not been updated since 2017 due to resource constraints. The audit revealed ineffective collaboration and coordination in the implementation of the vulnerability assessment report... In an interview with the Director of Disaster Risk and Preparedness, he explained that the agency communicated its findings on these investigations with other line MDAs such as SLRA, FCC, and MECC. Evidence of letters sent to these MDAs were submitted for audit inspection. However, the agency received limited cooperation from these MDAs to implement their recommendations....</p>
<p>3.1.2 Non-Functionality of the Disaster Management Committees</p>	<p>The Agency notes the challenges faced by the Disaster management committee and will act on that accordingly. The disaster management plans for the districts and chiefdoms are contingent on the recruitment of staff by the agency. The recruitment of staff is a decision that comes from the ministry of finance and accountant general. The Agency is planning an annual retreat to prepare annual work plans that will guide the Agency's activities going forward.</p>	<p>The NDMA is aware of the challenges with the 1199 Tollfree and has been engaging partners for the system to be further enhanced. One challenge is that the agency does not have dedicated staff to manage the phones hence if the staff managing the phone is occupied, there are chances of delayed response. Another challenge is with the current setup, the toll free line cannot manage multiple calls at the same time. The Tollfree line was only operational with africal until very recently when the chief minister succeeded in getting Q-cell to open their networks to the tollfree line. Orange has refused to allow their network to use the toll free line outrightly.</p>
<p>3.1.3 Availability of Contingency and Annual Work Plans</p>	<p>The Agency is in conversation with the UNDP and other partners for the national hazard profile to be updated.</p>	<p>The audit team attempted to call the toll-free line at 2:33 P.M on Wednesday 5/06/2024 in the presence of the Deputy Director of Communication as a way to determine the effectiveness of the communication line, there was no response from the call center from the time of calling up to 6: 08P.M that day before one member of the audit team received a call from a staff of the toll-free line call center. A call the team believe must have been encouraged by the Deputy Director of Communication. The auditors also tried calling the following day in the presence of the Director of Disaster Risk and Preparedness to further prove the effectiveness of the toll-free line and this time the call did not go through to the receiving side. This proves that the toll-free line has not been effective for the service created for and as a result, this will lead to delay in response in the case of disaster occurrence.</p>
<p>3.1.4 National Hazards profile not updated</p>		<p>3.1.5 Vulnerability Assessment Reports</p>
<p>3.1.3.1.6 Creation of Toll-Free Line</p>		



40	3.1.7 Sensitization on the Early warning Signal	3.1.7 Sensitization on the Early warning Signal	<p>However, during visits to disaster-prone areas, auditors engaged Community Disaster Management Communities (CDMCs) members and noted that there was a lack of billboards and early warning posters in the communities visited and concerns were raised about the exclusion of vulnerable people such as the deaf and dumb in information dissemination efforts.</p> <p>However, the auditors observed that the collaboration and coordination between NDMA and other MDAs is ineffective especially in the area of protecting critical national infrastructure and implementation of the disaster risk assessment actions to be undertaken by them.</p>	<p>The NDMA notes this concern and the posting of early warning messages in disaster prone communities will be taken seriously</p>
41	3.2.1 Collaboration and Coordination among Stakeholders	3.2.1 Collaboration and Coordination among Stakeholders	<p>Interview with the Director of Risk and Preparedness revealed that MDAs, who are responsible for the protection of critical national infrastructures are not effectively collaborating with the Agency to protect these infrastructures. As a result of this, Critical Infrastructures like GUMA Dam at Mile 13, Congo Dam, and Mount Sugar Loaf reservoirs are heavily encroached upon. This has led to rampant deforestation and encroachment of the water catchment and forest reserved.</p> <p>Review of the reports produced by the NDMA highlighting the current status of the GUMA Dam presented at the security coordination meetings and letters sent to other line ministries revealed that the agency had been making frantic efforts to solve the encroachment problem at the dam but nothing has been done by other MDAs like MoLHCP, MECC, NPPA, NWRMA to deter the encroachment issue.</p>	<p>The agency notes that while there challenges with compliance and collaboration with some ministries, there are however other agencies whose functions overlap with NDMA who are collaborating.</p>
42-43	3.2.2 Protection of Critical National Infrastructure (CNI)	3.2.2 Protection of Critical National Infrastructure (CNI)	<p>The NDMA has made some efforts to address its mandate. However, they are still struggling in the Planning, preparedness, assessment prevention, mitigation, collaboration, and responding to disasters due to non-functional national platform support, unavailability of plans and unapproved policies to guide their operations, limited responses and protection to critical national infrastructures, negligence to disaster-prone communities, and limited state of preparedness in case of disaster occurrence.</p>	<p>The Agency notes that while we have been trying to halt the encroachment on the Guma dam and the green, other ministries like MOEC, NPPA and NWRMA have been carrying out risk mitigation activities that may not be to the knowledge of the agency. The agency does not agree to the wording that nothing has been done by other MDAs.</p>
44	3.2.2 Protection of Critical National Infrastructure (CNI)	3.2.2 Protection of Critical National Infrastructure (CNI)	<p>The National Platform has not been functional since the inception of the NDMA in 2020. The national platform should be headed by the Vice President with membership from key MDAs which have the responsibility to control and supervise the MDA in the implementation of their mandates. There has been negligence for this committee to meet, even though several efforts were made by the Director General, but all proved futile. The platform composition will not be effective because administrative heads have been selected instead of technical or professional within MDAs who should give meaningful advice and execution to NDMA activities.</p>	
45	4. AUDIT CONCLUSIONS	4. AUDIT CONCLUSIONS	<p>An out of date hazard mapping on disasters in Sierra Leone will lead to out breaks, unforeseen and imaginary disasters which will lead to disasters or epidemic that will destroys lives and difficult to manage. It is appalling that the NDMA is not aware to the prevalent or potential risk of disasters within Sierra Leone. There is no way the agency can plan to mitigate, prevent or prepared for such occurrence without an updated hazard mapping. Therefore, the lives of citizen and economy are under treats if there are any unaware disasters outbreaks.</p>	<p>The NDMA is aware of the need for an updated hazard profile for anticipatory actions. The agency however has an annual hazard calendar that is producing using data. The hazard calendar has been helping the agency plan for disaster while awaiting the availability of funds and exertise to review and update the hazard profile.</p>





APPENDICES

APPENDIX 1: LIST OF PERSONNEL INTERVIEWED AND REASON

Designation	Institution	Reasons for Interview
Director – General	National Disaster Management Agency	To understand the roles and responsibilities and the mandate of the institution
Director of Risk Reduction and Preparedness	National Disaster Management Agency	To understand the role and the mandate of the Disaster Risk Reduction and Preparedness Directorate
Director of Relief and Response	National Disaster Management Agency	To understand his role regarding the relief and response activities in disaster management
Director of Partnership	National Disaster Management Agency	To understand his roles and responsibilities in fostering partnerships with stakeholders in disaster management
Director of Research, Monitoring and Evaluation	National Disaster Management Agency	To understand the role and responsibilities of the Research, Monitoring, and Evaluation Directorate regarding disaster management.
Director of Finance	National Disaster Management Agency	To understand the roles and responsibilities of the finance directorate and the total annual amount of funds received from the GoSL and donor partners for disaster management.
Director of HR and Administration	National Disaster Management Agency	To understand the roles and responsibilities of the HR and administrative directorate in managing staff relating to disaster management.
Director of Communication	National Disaster Management Agency	To understand the role of the communication directorate in the development of strategy and plan to

Designation	Institution	Reasons for Interview
		disseminate messages relating to disaster management
Director	Sierra Leone Red Cross Society	To understand the role played by the institution in the management of disaster in the country
Director General	Sierra Leone Metrological (SLMET)	To know the roles and responsibilities of SLMET towards disaster risk reduction in the country
Deputy Director of Communication	National Disaster Management Agency	To get an understanding of how the directorate implemented its communication strategy relating to disaster risk reduction
National Chairman and Chairmen of the Community Disaster Management Committees	Congo Town, Kroo Bay, and Culbort Communities	To know the role the Community Disaster Management Committees play in the disaster risk reduction and prevention activities in their communities
Disaster Risk Reduction Programme Coordinator	Concern Worldwide	To get a thorough understand of the roles and activities the institution has played and implemented in the disaster prone communities in the Western Area.

**APPENDIX 2: LIST OF DOCUMENTS REVIEWED**

<b>Documents</b>	<b>Reason for Review</b>
Sierra Leone Medium-Term Development Plan (2019-2023)	To know the action plans that should be implemented by the government regarding disaster management activities
The National Disaster Management Act of 2020	To know the functions of the National Disaster Management Agency and how disaster activities should be managed
The Draft Sierra Leone Disaster Management Policy 2006	To get an understanding of the policy objectives statements and the principles on which the disaster risk reduction and preparedness management activities are based..
Sendai Framework for Disaster Risk Reduction 2015 – 2030	To get an understanding of the expected outcome and goals, guiding principles, and priorities for action of the Sendai Framework.
The Environmental Protection Act of 2000/2022	To know what the Act says regarding disaster and environmental management
The National Flood Preparedness Response Plan for Sierra Leone	To know the plans put in place for the management of flooding disasters
Guidance Note 1/2021, Flooding Incidents	To get an understanding of how the flooding disaster is handled and coordinated by the NDMA and partners
National Disaster Preparedness and Response Plans	To get an understanding of the preparedness and response of the NDMA in disaster occurrence period
Sierra Leone Incident Management System	To understand the processes and procedures involved in the management of incidents and disasters in Sierra Leone
Hazards Calendar	To know the behaviour patterns of hazards, the period in which they occur, and the regions/districts/chiefdoms in which they frequently occur

Documents	Reason for Review
The Financial statements of NDMA for the financial years 2021, 2022, and 2023	To determine the expenditures incurred by the NDMA in the operation of the disaster risk reduction and preparedness activities
The budget statements of NDMA for the financial years 2021, 2022 and 2023	To determine the amount budgeted and allocated to the NDMA for the implementation of DRR activities

**APPENDIX 3: ASSESSMENT CRITERIA**

Audit Question	Source	Description
<b>Audit Question 1: How prepared is the NDMA to reduce disaster?</b>		
To what extent has the government identified and assessed disaster risks and hazards particularly those attributable to climate change?	Para 24(b) of Sendai Framework for DRR 2015-2030 states:-  Sections 2 to 8 of the National Disaster Management Act of 2020	Para 24(b) of Sendai Framework for DRR 2015-2030 states:- <ul style="list-style-type: none"> <li>▪ Disaster risks, vulnerability, capacity, exposure, hazard characteristics, and their possible sequential effects at the relevant social and spatial scale on ecosystems are periodically assessed</li> <li>▪ Baselines are used and strengthened</li> <li>▪ Risk assessment has been carried out by following the 10 elements recommended by UNDRR, given below:</li> </ul>
Have effective measures been taken to share disaster risk information?	Para 24(b) of Sendai Framework for DRR 2015-2030 states:-	<ul style="list-style-type: none"> <li>• A strong governance mechanism is established for risk assessment, which includes (a) the governance structure – the lead agency, the multi-stakeholder coordination body, and the technical committee (b) the legal framework, and (c) the process agreement</li> <li>• Before conducting a National Disaster Risk Assessment (NDRA), a feasibility study should be conducted, which should define the policy scope and technical scope of NDRA</li> <li>• As risk assessment is an extremely data-intensive process, a strategy needs to be developed to efficiently organize and manage the data as they become available</li> <li>• Strong administrative, technical, and financial capacities for carrying out NDRA must be developed</li> <li>• Terms of reference for the NDRA, including the timeline, milestones and deliverables, roles and responsibilities of the stakeholders and</li> </ul>

Audit Question	Source	Description
		<p>the budget within the process must be completed, and must be developed.</p> <ul style="list-style-type: none"> <li>• Appropriate qualitative, semi-quantitative and quantitative methods and tools must be used for risk analysis</li> <li>• Risk analysis must be carried out by considering the following (a) identification and compilation of existing input data (b) assessment of disaster risk management capacities and (c) determination of the sources and drivers of risk, the direct and indirect impacts and the climate change impact</li> <li>• Variety of tools and methods such as geospatial tools and mapping, risk matrices, scenarios, loss exceedance curves, visuals, and infographics must be used to prepare outputs of risk analysis for communication and use by the stakeholders</li> <li>• The outputs of risk assessments must be used as inputs to decision-making on plans, actions, and investments for managing disaster risk.</li> <li>• The multi-stakeholder governance system must ensure that NDRA is updated every few years, specific risk assessments on demand are conducted and a national clearinghouse of risk data and information is maintained.</li> </ul> <p><i>Sections 2 to 8 of the National Disaster Management Act of 2020 describe the national platform, its membership, disclosure of interest, immunity of members, and the committees of the national platform. Section 9(1) states that: “Subject to this Act, the National Platform shall have control and supervision of the Agency, including overseeing</i></p>

Audit Question	Source	Description
		the sound and proper financial management of the Agency providing policy guidance and advice as will ensure the efficient implementation of the functions of the Agency to enhance the overall performance of the Agency”.
Has NDMA taken measures to build the knowledge of government officials, civil society, and the public on disaster risk reduction?	Para 24(g) of Sendai Framework for DRR 2015-2030 states:	<ul style="list-style-type: none"> <li>▪ It is important to build knowledge of government officials at all levels on DRR</li> <li>▪ It is important to build the knowledge of civil society, communities, and volunteers, as well as the private sector, through sharing experiences, lessons learned, good practices, and training and education on DRR</li> </ul>
Are disaster preparedness and contingency plans/policies/programmes in place?	Section 45. (1 and 2) of the NDMA Acts of 2020	<p>Section 45. (1 and 2) of the NDMA Acts of 2020 states that Chairman of each Disaster Management Committee under this Act shall ensure that a disaster management plan is prepared and simulated annually and subsequently revised in accordance with the national policy on disaster management.</p> <p>The Chairman of each Disaster Management Committee shall submit the respective disaster management plan to the National Platform for Disaster Risk Reduction for review 30 days after the national budget has been approved.</p> <ul style="list-style-type: none"> <li>▪ Disaster preparedness and contingency policies, plans and programmes with the involvement of the relevant institutions, considering climate change scenarios and their impact on disaster risk, must be prepared or reviewed and periodically updated</li> </ul>

Audit Question	Source	Description
	Sendai Framework	<ul style="list-style-type: none"> <li>▪ All sectors and relevant stakeholders' participation may be ensured in preparing and updating the plans/policies/programmes.</li> <li>▪ The requirements contained in the UNDRR guidance on disaster preparedness are ensured:</li> <li>▪ At the local and national level, a fully comprehensive disaster risk preparedness framework is established. The framework must consist of (a) a strategic framework (b) a legal framework and (c) response plans. These must be supplemented by minimum preparedness actions (MPAs).</li> <li>▪ Neighborhood and community emergency response teams (NERT's and CERT's) are created and provided training to enhance risk awareness and preparedness for effective response.</li> <li>▪ An all-hazards approach, whereby common capacities provide for effective and efficient way to address a wide range of risks, should be applied. However, these should be adapted with greater emphasis on certain capacities to cater to specific risk scenarios</li> <li>▪ Simulation exercises (stress test) must be conducted to ensure that individuals and organisations understand their roles and the roles of others</li> <li>▪ A reserve of required supplies must be stockpiled and arrangements established for the timely acquisition of relief supplies</li> </ul>
Is there an increase in the availability of and access to multi-hazard early warning		<ul style="list-style-type: none"> <li>▪ Compared to the previous years, there is an increase in</li> </ul>

Audit Question	Source	Description
<p>systems and disaster risk information and assessments to people?</p>		<ul style="list-style-type: none"> <li>▪ Number of people per 100,000 that are covered by early warning information through local governments or through national dissemination mechanisms</li> <li>▪ Percentage of local governments having a plan to act on early warnings.</li> <li>▪ Percentage of population exposed to or at risk from disasters protected through pre-emptive evacuation following early warning</li> </ul>
<p>Have mechanisms been put in place for effective rescue and relief activities?</p>		<ul style="list-style-type: none"> <li>▪ Community centres for the promotion of public awareness have been created</li> <li>▪ Necessary materials to implement rescue and relief activities have been stockpiled</li> <li>▪ Existing workforce and voluntary workers are trained in disaster response</li> <li>▪ Technical and logistical capacities are strengthened to ensure better response in emergencies</li> <li>▪ Promote regular disaster preparedness including evacuation drills area-based support systems are established, with a view to ensuring rapid and effective response to disasters and related displacement, including access to safe shelter, essential food, and non-food relief supplies, as appropriate to local needs.</li> </ul>
<p>Are early warning systems and mechanisms for sharing of natural disaster early warning information available and functioning satisfactorily?</p>	<p>Para 33(b) of Sendai Framework for DRR 2015-2030</p>	<ul style="list-style-type: none"> <li>▪ Invest in, develop, maintain, and strengthen people-centered multi-hazard, multisectoral forecasting, and early warning systems, disaster risk and emergency communications mechanisms, social technologies, and hazard-monitoring telecommunications systems</li> <li>▪ develop such systems through a participatory process; tailor them to the needs of users,</li> </ul>

Audit Question	Source	Description
		including social and cultural requirements, in particular, gender; promote the application of simple and low-cost early warning equipment and facilities; and broaden release channels for natural disaster early warning information.
<b>Audit Question 2: How efficient is the coordination and collaboration with other stakeholders in responding to disaster risk reduction?</b>		
Have measures been taken to ensure resilience of critical infrastructure during disasters and were they effective and operational during and after disasters?	Section 33(c) of the Sendai Framework of 2015 -2030	<ul style="list-style-type: none"> <li>▪ Promote the resilience of new and existing critical infrastructure, including water, transportation and telecommunications infrastructure, educational facilities, hospitals and other health facilities</li> </ul> <p>Critical infrastructure remained safe, effective, and operational during and after disasters in order to provide live-saving and essential service</p>
	Para 27(d) of Sendai Framework for DRR 2015-2030	<ul style="list-style-type: none"> <li>▪ Mechanisms and incentives are in place to ensure compliance with safety-enhancing provisions of laws and regulations, particularly relating to               <ul style="list-style-type: none"> <li>▪ Land use and urban planning</li> <li>▪ Building codes</li> <li>▪ Environment and resource management</li> <li>▪ Health and safety standards</li> </ul> </li> </ul> <p>The laws and regulations are regularly updated</p>
Is there a formal mechanism for involvement of various stakeholders at the national and local level with clearly assigned responsibilities?	Para 27(g) of Sendai Framework for DRR 2015-2030	<ul style="list-style-type: none"> <li>▪ Government coordination forums composed of relevant stakeholders at the national and local levels, such as national and local platforms for disaster risk reduction, is established</li> <li>▪ National focal point for implementing the Sendai Framework for Disaster Risk Reduction 2015–2030 is designated</li> <li>▪ Responsibilities of such institutional mechanisms/forums are clearly established</li> </ul>

Audit Question	Source	Description
		<p>through laws, regulations, standards, and procedures</p> <ul style="list-style-type: none"> <li>▪ Following responsibilities are clearly assigned:</li> <li>▪ To identify sectoral and multisectoral disaster risk,</li> <li>▪ To build awareness and knowledge of disaster risk through sharing and dissemination of non-sensitive disaster risk information and data,</li> <li>▪ To contribute to and coordinate reports on local and national disaster risk,</li> <li>▪ To coordinate public awareness campaigns on disaster risk,</li> <li>▪ To facilitate and support local multisectoral cooperation (e.g. among local governments) and</li> </ul> <p>To contribute to the determination of and reporting on national and local disaster risk management plans and all policies relevant for disaster risk management</p>
<p><b>Audit Question 3: How efficient is the NDMA in responding to Disaster occurrences?</b></p>		
<p>Have mechanisms been put in place for efficient rescue and relief activities?</p>		<ul style="list-style-type: none"> <li>▪ Community centres for the promotion of public awareness have been created</li> <li>▪ Necessary materials to implement rescue and relief activities have been stockpiled</li> <li>▪ Existing workforce and voluntary workers are trained in disaster response</li> <li>▪ Technical and logistical capacities are strengthened to ensure better response in emergencies</li> <li>▪ Promote regular disaster preparedness including evacuation drills</li> </ul> <p>area-based support systems are established, with a view to ensuring rapid and effective response to</p>

Audit Question	Source	Description
		disasters and related displacement, including access to safe shelter, essential food, and non-food relief supplies, as appropriate to local needs.

**APPENDIX 4:DETAIL OF STATUS OF THE ESTABLISHMENT OF DISTRICT DISASTER MANAGEMENT COMMITTEES IN THE COUNTRY**

Region	District	Status of the District Disaster Management Committee
	Western Rural	Established and Functional
	Western Urban	Not established
North East	Bombali	Established and Functional - infact most functional
	Falaba	Not established
	Koinadugu	Not established
	Tonkolili	Not established
North West	Kambia	Established and functional
	Karene	Not established
	Portloko	Established and functional
East	Kailahun	Not established
	Kenema	Established and functional
	Kono	Not established

South	Bo	Established and functional
	Bonthe	Not established
	Moyamba	Not established
	Pujehun	Not established

**APPENDIX 5: DETAIL OF STATUS OF THE ESTABLISHMENT OF CHIEFDOM DISASTER MANAGEMENT COMMITTEES IN THE COUNTRY**

Region	District	Chiefdom	Status of the Chiefdom Disaster Management Committee
North		Biriwa	Not established
		Bombali Shebora	Not established
		Bombali Siari	Not established
		Gbanti	Not established
		Gbendembu	Not established
	Bombali	Kamaranka	Not established
		Magbaiamba Ndowahun	Not established
		Makari	Not established
		Ngowahun	Not established
		Paki Massabong	Not established
		Safroko Limba	Not established
		Mara	Not established
		Diang	Not established
		Gbonkobon Kayaka	Not established
		Kalian	Not established
		Kamukeh	Not established
		Kasunko Kakellian	Not established
		Nieni	Not established
		Sengbe	Not established
		Tamiso	Not established
	Wara-Wara Bafodea	Not established	
Koinadugu	Wara-Wara -Yagala	Not established	

Region	District	Chiefdom	Status of the Chiefdom Disaster Management Committee
		Delemandugu	Established
		Dembelia	Established
		Dembelia Sikunia	Not established
		Folasaba	Established
		Kamadu Yiraia	Not established
		Kebelia	Established
		Kulor Saradu	Not established
Falaba		Mongo	Established
		Morfindugu	Established
		Neya	Established
		Nyedu	Established
		Sulima	Established
		Wollay Barawa	
		Dansogoia	Not established
		Gbonkolenken Masankong	Not established
		Kafe	Not established
		Kalanthuba	Not established
		Kholifa Mabang	Not established
		Kholifa Mamuntha Mayosso	Not established
		Kholifa Rowalla	Not established
		Kunike Barina	Not established
		Kunike Folawusu	Not established
		Kunike Sanda	Not established
Tonkolili		Malal	Not established
		Mayeppoh	Not established
		Poli	Not established
		Sambaia	Not established
		Simiria	Not established
		Tane	Not established
		Yele	Not established

Region	District	Chiefdom	Status of the Chiefdom Disaster Management Committee
		Yoni Mabanta	Not established
		Yoni Mamaila	Not established
North West		Bakeh Loko	Established
		Bureh	Not established
	PortLoko	Kaffu Bullom	Established
		Kamasondo	Established
		Loko Massama	Established
		Mange	Established
		Kaseh	Not established
		Koya	Established
		Maconteh	Not established
		Maforki	Established
		Makama	Not established
		Marampa	Established
		Masimera	Not established
		Tinkatopa	Not established
		Brimaia	Not established
		Dixing	Not established
		Gbinle	Not established
		Khonimakha	Not established
		Magbema	Not established
	Kambia	Mambolo	Not established
		Masungbala	Not established
		Munu Thala	Not established
		Samu	Not established
		Tonko Limba	Not established
		Buya	Established
		Debia	Established
		Gbanti	Established
		Libesaygahun Gbombahun	Not established
	Mafonda Makerembay	Established	

Region	District	Chiefdom	Status of the Chiefdom Disaster Management Committee	
		Romenda	Established	
		Safroko	Not established	
		Sanda Loko	Established	
	Karene	Sanda Magbolontor	Not established	
		Sanda Tenraren	Established	
		Sella Limba	Established	
		Tambakha Simi bungie	Established	
		Tambakha Yobangie	Established	
East		Dama	Not Established	
		Dodo	Not Established	
		Gaura	Not Established	
		Gorama Mende	Not Established	
	Kenema	Kandu Leppiam	Not Established	
		Koya	Not Established	
		Langurama	Not Established	
		Lower Bambara	Not Established	
		Malegohun	Not Established	
		Niawa	Not Established	
		Nomo	Not Established	
		Nongowa	Not Established	
		Simbaru	Not Established	
		Small Bo	Not Established	
		Tunkia	Not Established	
		Wando	Not Established	
		Kailahun	Dea	Not Established
			Jahn	Not Established
			Jaluhun	Established
			Jawei	Established
	Kissi Kama		Not Established	
	Kissi Teng		Not Established	
	Kissi Tongi		Not Established	
	Luawa	Established		

Region	District	Chiefdom	Status of the Chiefdom Disaster Management Committee
		Malema	Established
		Mandu	Established
		Peje Bongre	Established
		Peje West	Established
		Penguia	Not Established
		Upper Bambara	Established
		Yawei	Not Established
	Kono	Fiama	Not Established
		Gbane Kandor	Not Established
		Gbane	Not Established
		Gbense	Not Established
		Gorama Kono	Not Established
		Kamara	Not Established
		Lei	Not Established
		Mafindor	Not Established
		Nimikoro	Not Established
		Nimiyama	Not Established
		Sandor	Not Established
		Soa	Not Established
		Tankoro	Not Established
Toli	Not Established		
Koidu	Not Established		
South	Bo	Badjia	Not Established
		Bagbo	Not Established
		Bagbwe	Not Established
		Bongor	Not Established
		Bumpe - Gae	Not Established
		Gbo	Not Established
		Jaiama	Not Established
		Kakua	Not Established
		Komboya	Not Established
		Lugbu	Not Established

Region	District	Chiefdom	Status of the Chiefdom Disaster Management Committee
		Niawa Lenga	Not Established
		Selenga	Not Established
		Tinkoko	Not Established
		Valunia	Not Established
		Wonde	Not Established
	Moyamba	Bagruwa	Established
		Bumpe	Established
		Dasse	Established
		Fakunya	Not Established
		Kagboro	Established
		Kaiyamba	Not Established
		Kamajei	Established
		Kongbora	Not Established
		Kori	Not Established
		Kowa	Not Established
		Lower Banta	Established
		Ribbi	Established
		Timdale	Established
		Upper Banta	Not Established
	Pujehun	Barri	Not Established
		Gallines	Not Established
		Kagonde	Not Established
		Kpaka	Not Established
		Kpanga	Not Established
		Makpele	Not Established
		Malen	Not Established
		Mano Sakrim	Not Established
		Panga Krim	Not Established
		Peje	Not Established
		Perri	Not Established
Soro Gbema	Not Established		
Sowa	Not Established		

Region	District	Chiefdom	Status of the Chiefdom Disaster Management Committee
		Yekomo Kpukumu	Not Established
	Bonthe	Bendu	Not Established
		Bum	Established
		Dema	Not Established
		Imperri	Established
		Jong	Established
		Kpanda Kemo	Established
		Kwamebai Krim	Not Established
		Gbap	Established
		Nongoba Bullom	Not Established
		Sittia	Established
		Sogbini	Established
		Yawbeko	Established

APPENDIX 6: VULNERABILITY RISK ASSESSMENT REGISTER FOR DISASTER PRONE AREAS FOR 2021 - 2023

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
1	23016NW00 2SM	January 6	Port Loko	Lungi	Not Known	Livelihoods, coastal erosion, destructuion to infrastrcuture,	Living in slums communities and disaster prone areas, costal erosion youths involved in clique and gang	No action taken
2	23019WU00 1F	January 1	WU	Susan's Bay	Electrical	Stores	Not recorded	No action taken
3	23019WU00 1HRZ	Jan-09	WU	Kroobay	Not know	Not recorded	Not recorded	No action taken
4	230117NW0 01-IM	Jan-17	Tonkolili	Yarawaya	Mining	Poor water quality, diversion of river, disruption of livelihood activities, contamination of the water	No implementation of government policies, MDAs don't want to work together and some community stakeholders are compromising when it comes to policy impleentation	No action taken

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
5	2301WU003 SM	Jan-23	Urban	Aberdeen	Dumping of wastes along the Aberdeen Bridge on the Murray Town Axis	Livelihoods, coastal erosion, destructuion to infrastrcuture, loss of mangroves	Not recorded	The Freetown City Council has acknowledged it and has put a stop to it with an immediate effect. The FCC Team has Proposed that no one should use that site for dumping waste because the FCC workers had to do the Clearing of the Aberdeen Bridge Dump Site.
6	230122WR0 02F	Jan-22		Regent Grafton Road	Stone Mining	Rock fall leading to lose of lives ad damage to properties	Youth involved in drugs, theft, gangs, and political thugs.MDAs don't want to work together or	To inform the line MDAs (SLRA, MLHCP, WARD C, MoE)

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
							implement government policies	
7	230123WR001FL	Jan-23		Jeskar Drive Cain water street	Water overflow	High Risk of Flooding Leading to lose of lives nd Damage to Properties.	Floods,lose of lives and properties	No action taken
8	230126WRR001DB	Jan-26		Bonkah community	Drainage Blockage	Not recorded	Wastage of water and water shortage	No action taken
9	23019WU001VRA	Jan-09	Urban	Kissy Road	Damage Road	Not recorded	Collapsed bridges ,slabs, and distruction of culvert	SLRA Proposed alternative Routes for until construction work is completed. Cpnstrction work completed



Performance Audit Report on Disaster Risk Reduction Activities for the period 2021 -2023

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
10	230113WR001VRA	Jan-13	WR	6 Mile	Deforestation	Prone to wind storm	Not recorded	NDMA and Min of Environment to plant trees
11	230115ER001VRA	Jan-15	ER	Solar Farm BO Kenema High way	NA	Exposed to Danger	Not recorded	No action taken
12	230123WU003F	Jan-23	Urban	Wilberforce Barracks	Not Known	Damage of Properties	Not recorded	No action taken
13		Feb-01		Mountain Court	Not Known	Not recorded	Not recorded	No action taken
14	230131WU001	Jan-31	WU	Benz Garrage	Septic Pits	Damage to the road	Not recorded	No action taken
15	230131wu001WD	Jan-31	WU	Benz Garrage	Poor waste Disposal	Flooding	Not recorded	CSE workers to redesign drainage to ensure free flow

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
16	230131wu00 1DC	Jan-31	WU	St Martin's	Drainage Challenge and there's 24 inches Guma Pipe running at the Middle of the street	There's a Potential of High risk of flooding	Disease outbreak, Pose threat to human health, Contamination of food and Water.	CSE workers to redesign drainage to ensure free flow
17	230210wu00 1SC	Feb-10	WU	Railway Line	Slope Collapsed	Not recorded	Not recorded	No action taken
18	230214WU0 01SM	Feb-14	WU	Aberdeen	Sand Mining	Damage to coastline, coastal infrastructure	Youth Unemployment,Weak Governance.	Engaged Member of Parliament to institute community actions to stop it with immediate effect
19	230223NW0 02SM	Feb-22	NW	Bureh	Sand /Stone Mining	Not recorded	Not recorded	No action taken
20	230224NW0 01C	Feb-24	Bombali	Three Miles from Batkanu School	Cracks	Not recorded	Not recorded	No action taken

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
21	230323WC001CW	23-Feb		Hamilton	Constrcution in a waterway	Flooding, infrastructure damage, loss of lives and properties, strcutural collapse,	Deforestation,Consructing Building in water way and slum areas	No action taken
22	230323WC002CW	23-Feb		Regent Grafton Road	Constrcution in a waterway	Flooding, infrastructure damage, loss of lives and properties, strcutural collapse,	Lack of Implementing Government Polices,Choosing the wrong location to build	No action taken
23	230323WC003CW	23-Feb		Waterloo	Constrcution in a waterway	Flooding, infrastructure damage, loss of lives and properties, strcutural collapse,	Lack of Maintenance,Poor Planning,Poor Governance	No action taken
24	230323WA004CW	23-Mar		Lumley	Constrcution in a waterway	Flooding, infrastructure damage, loss of lives and properties, strcutural collapse,	Not recorded	No action taken
25	230323WA005F	23-Mar		Mile 13	Fire at Guma Dam axis	soil erosion, rapid evaporation, biodiversity loss, disruption of ecosystem services, poor water quality etc	Deforestation within the Guma Dam Forest reserved should be stopped immediately to save it from drying up.	National Disaster Management Says it will continue to engage relevant stakeholders within the security and



Performance Audit Report on Disaster Risk Reduction Activities for the period 2021 -2023

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
								environmental sectors to provide adequate security for the protection of the Guma Dam.
26	230323N005 F	23-Mar	North	Not recorded	Fire around Miro forestry	Loss of biodiversity, threat to the investment zone, loss of livelihoods, economic loss, social problems etc	Observed wildlife at large scale with MIRO's operational area with the risk of burning the plantation	NDMA to write Miro to inform them about the late incident and encourage them and EPA to continue engaging communities on their activities within industrial areas
27	230323WU0 01BC	23-Mar	Urban	Samuels	Building Collapse	Infrastructure Damage, Loss of Properties, Structural Collapsed.	Lack of Technical know how, Poor Budgeting, Unethical Practices by the suppliers.	Occupants of the Building have been advised to Evacuate the Entire Building.

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
28	Not indicated	30-Mar	Urban	Regent Jui High Way	Illegal Construction/on a water way	Not recorded	Not recorded	No action taken
29	Not indicated	30-Mar	urban	Hasting Market	Illegal Construction on a water way	Not recorded	Not recorded	No action taken
30	Not indicated	30-Mar	Urban	Tombo Market	Illegal Construction on a water way	Not recorded	Not recorded	No action taken
31	Not indicated	4-Apr	WU	Grafton total gastion	Illegal Construction of a Gas Station on a water way	Flooding, Land degradation, Pollute the water way because of spillage	Not recorded	No action taken
32	Not indicated	4-Apr		Jerimiah street	Clogged drainage /Gutters	Flooding, Foundation damage,Structural Collapse	Not recorded	No action taken
33	Not indicated	4-Apr	WR	Regent	Clogged Bridge /Poor drainage channels	Flooding,Structural Collapse, Loss of lives and Properties	Not recorded	No action taken
34	Not indicated	4-Apr	Urban	Waterloo Tombo Market	Illegal Construction ongoing	Increase landslide risk,Loss of lives and Properties	Not recorded	No action taken

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
35	Not indicated	4-Apr	WR	Samba Gutter	Drainage Partly Clogged, Watter well very close to the Gutter which is affected or Contaminated during flooding, Stone Mining, No dustbin dumpster in the communities around .	Floodiing, Contaminatination of water, exposed to bacteria	Not recorded	No action taken
36	Not indicated	4-Apr	WR	Congo Town	Enchrochment into the main water channel	Flooding, Loss of livelihood,	Not recorded	No action taken
37	Not indicated	4-Apr	Urban	Water Street	Clogged drainage / Gutters	Clogged drains can affect your health,	Not recorded	No action taken
38	Not indicated	4-Apr	WR	Lumley Bridge	There are people living under the bridge	Sea Level rise(Flooding),Infrastructu re Collapse, Loss of lives and Properties	Not recorded	No action taken
39	Not indicated	4-Apr	Urban	Wellington Portee	Clogged drainage /Gutters	Damage the Foundation of your home	Not recorded	No action taken

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
40	Not indicated	4-Apr	WR	Cooke Bay	Massive Construction on a water way	Not recorded	Not recorded	No action taken
41	Not indicated	8-Apr	Urban	SLRA HQ	Broken Perimeter Fence	Not recorded	Not recorded	No action taken
42	Not indicated	17-Apr	Urban	Grafton Cow Yard	Illegal Construction on a water way	Environmental Degradation, Loss of lives and properties, Damage to Infrastructure	Not recorded	No action taken
43	Not indicated	14-Apr	WR	Kolleh Town	Operation of the flood Mitigation Activity	Health Risk, Distruption of livelihood and other Economic activities	Not recorded	Clearing of major drainage basins and water way, Enhance Communication of Early Warning Messages by doing door to door Sensitization to Stakeholders that are likely to be impacte

No	Incident ID	Date of Occurrence	District	Cummunity/ Town/Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken
44	Not indicated	14-Apr	WR	Not recorded	Flood Mitigation Activity	Loss of life and Properties,Damage to Infrastructure,Displacement of People	Not recorded	Clearing of major drainage basins and waterways, Enhance Communication of Early Warning Messages by doing door to door Sensitization to Stakeholders that are likely to be impacted

**APPENDIX 7: ANALYSIS OF WORKDONE ON THE VULNERABILITY RISK IDENTIFIED**

Incident ID	Region	Cummunity/ Town/ Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken	Auditor's Comment
2301WU003SM	WA-U	Aberdeen	Dumping of wastes along the Aberdeen Bridge on the Murray Town Axis	Livelihoods, coastal erosion, destructuion to infrastrcuture, loss of mangroves		The FreeTown City Council has acknowledged it and had put a stop to it with an immediate effect. The FCC Team has Proposed that no one should use that site for Dumping waste because the Team(FCC) had to do the	

Incident ID	Region	Cummunity/ Town/ Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken	Auditor's Comment
						Clearing of the Aberdeen Bridge Dump Site.	
230122WR002F	WR	Regent Grafton Road	Stone Mining	Rock fall leading to lose of lives ad damage to properties	youth involved in drugs ,theft,gangs and political thugs.MDAs don't want to work together or impliment government policies	To inform the line MDAs (SLRA, MLHCP, WARD C, MoE)	
23019WU001V RA	WU	Kissy Road	Damage Road		collapeded bridges ,slabs and distruction of culvert	SLRA Proposed alternative Routes for until construction work is	Work done

Incident ID	Region	Cummunity/ Town/ Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken	Auditor's Comment
						completed. Cpnstruction work completed	
230113WR001V RA	6 Mile	6 Mile	Deforestation	Prone to wind storm		NDMA and Min of Environment to plant trees	
230131wu001W D	WU	Benz Garrage	Poor waste Disposal	Flooding		CSE to redesign drainage to ensure free flow	
230131wu001D C	WU	St Martin's	Drainage Challenge and there's 24 inches Guma Pipe running at the Middle of the street	There's a Potential of High risk of flooding	Disease outbreak, Pose threat to human health, Contamination of food and Water.	CSE to redesign drainage to ensure free flow	
230214WU001S M	WU	Aberdeen	Sand Mining	Damage to coastline, coastal infrastructure	Youth Unemployment,	Engaged Member of Parliament to	

Incident ID	Region	Cummunity/ Town/ Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken	Auditor's Comment
					Weak Governance.	institute community actions to stop it with immediate effect	
230323WA005F	WA	Mile 13	Fire at Guma Dam axis	soil erosion, rapid evaporation, biodiversity loss, disruption of ecosystem services, poor water quality etc	Deforestation within the Guma Dam Forest reserved should be stopped immediately to save it from drying up.	National Disaster Management Says it will continue to engage relevant stakeholders within the security and environmental Sectors to provide adequate security for	Demolition is on going

Incident ID	Region	Cummunity/ Town/ Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken	Auditor's Comment
						the protection of the Guma Dam.	
230323N005F	Tonkolili		Fire around Miro forestry	Loss of biodiversity, threat to the investment zone, loss of livelihoods, economic loss, social problems etc	Observed wildlife at large scale with MIRO's operational area with the risk of burning the plantation	NDMA to write Miro to inform them about the late incident and encorage them and EPA o continue engaging commuities on their activities within industrial areas	

Incident ID	Region	Cummunity/ Town/ Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken	Auditor's Comment
230323WU001B C	WU	Samuels	Building Collapse	Infrastructure Damage, Loss of Properties, Structural Collapsed.	Lack of Technical know how,Poor Budgeting, Unethical Practices by the suppliers.	Occupants of the Building have been advised to Evaculate the Entire Building.	
	WR	Kolleh Town	Operation of the flood Mitigation Activity	Health Risk,Distruption of livelihood and other Economic activities		Clearing of major drainage basins and water way,Enhance Communicati on of Early Warning Messages by doing door to door Sensitization to	



Performance Audit Report on Disaster Risk Reduction Activities for the period 2021 -2023

Incident ID	Region	Cummunity/ Town/ Village	Cause of Incident	Potential Impacts	Nature of Event	Actions Taken	Auditor's Comment
						Stakeholders that are likely to be impacte	
	WR		Flood Mitigation Activity	Loss of life and Properties,Damage to Infrastructure,Displacement of People		Clearing of major drainage basins and water way,Enhance Communicati on of Early Warning Messages by doing door to door Sensitization to Stakeholders that are likely to be impacte	

**Appendix 8: Analysis of the Vulnerability Report**

<b>Range of Issues as per Assessment</b>	<b>Action Taken</b>	<b>Challenges</b>	<b>Responsible Authorities</b>
Waste Disposal in drainage and blockage and collapse of these drainages.	Freetown City Council and other NGOs are working tremendously to clear these drainages in disaster-prone areas. However limited actions have been taken on the reconstruction of these drainages.	Some of these drainage are collapsed and attitudinal change to stop the disposal of household waste in these drainages	NDMA and FCC
Water contamination due to Mining activities	No action taken	Lack of implementation of government policies and monitoring	Ministry of Mines, National Mineral Agency, NDMA, and the Local Council
Stone and sand mining	Engagement with MP, However, stone and sand mining activities are ongoing because no actions were taken.	Leading to rock erosion causing loss of lives, properties and national infrastructures, coastal erosion, damage of coastlines and infrastructure	NDMA, SLRA, MLHCP, WARD C, MoE
Illegal construction in water ways	One out of the 12 assessed identified areas was demolished by the Ministry of Lands, leaving the remaining 11 assessed within Western Areas with no action taken.	Flooding, infrastructure damage, loss of lives and properties, structural collapse, Land/ Environmental degradation, Pollute the waterway because of spillage	NMDA, Ministry of Lands and Country Planning, Council, MoE
Windstorm due Deforestation	Freetown City Council, Ministry of Environment, and other stakeholders have been involved in planting of trees and encouraging citizens in trees planting.	We recommended and encouraged the continuation of the tree-planting projects, especially in windstorm areas	FCC, MoE, NDMA
Fire and building Collapse	No action taken	Enforcement of the building permit regulation	Ministry of Lands and Country Planning, Council and NDMA