



## Resilient Urban Sierra Leone Project (P168608)

WESTERN AND CENTRAL AFRICA | Sierra Leone | IBRD/IDA | Investment Project Financing (IPF) | FY 2021 | Seq No: 6 |  
Archived on 28-Jun-2024 | ISR01146

Implementing Agencies: Bo City Council, Fiscal Decentralization Division in Ministry of Finance, Freetown City Council, National Disaster Management Agency, Western Area Rural District Council

### 1. OBJECTIVE

#### 1.1 Development Objective

Original Development Objective (Approved as part of Approval package on 24-Jun-2021)

The Project development objective is to improve integrated urban management, service delivery, and disaster emergency management in Western Area and secondary cities of Sierra Leone.

Has the Development Objective been changed since Board Approval of the Project Objective?

No

### 2. COMPONENTS

Name

Institutional and Capacity Development in Integrated Urban Management:(Cost 5,400,000.00)

Resilient Municipal Infrastructure Investment and Urban Greening:(Cost 42,000,000.00)

Emergency Management Institutional and Capacity Development:(Cost 4,530,000.00)

Project Management:(Cost 4,800,000.00)

### 3. OVERALL RATINGS

Name	Previous	Current
Progress towards achievement of PDO	● Moderately Satisfactory	● Moderately Unsatisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Moderately Unsatisfactory
Overall Risk Rating	● Substantial	● Substantial



## 4. KEY ISSUES & STATUS

### 4.1 Implementation Status and Key Decisions

**Implementation Progress:** The mission noted that all activities cannot be completed by the end of the project in July 2026 due to compounded delays in project implementation due to long procurement processes, COVID 19, the recent elections, the attempted coup, quality of consultants' delivery, review times, and weak contract management. In addition, the project is facing significant financing gaps for the planned interventions related to civil works. Therefore, the available project budget envelope cannot cover all planned works activities. The project will undergo restructuring to address these delays and financing gaps.

## 5. SYSTEMATIC OPERATIONS RISK-RATING TOOL

Risk Category	Rating at Approval Approval Package - 25 Jun 2021	Last Approved Rating ISR Seq. 05 - 21 Dec 2023	Proposed Rating
Political and Governance	● Substantial	● High	● High
Macroeconomic	● Substantial	● High	● High
Sector Strategies and Policies	● Moderate	● Moderate	● Moderate
Technical Design of Project or Program	● Moderate	● Moderate	● Moderate
Institutional Capacity for Implementation and Sustainability	● Substantial	● Substantial	● Substantial
Fiduciary	● Substantial	● Substantial	● Substantial
Environment and Social	● High	● High	● High
Stakeholders	● Moderate	● Moderate	● Moderate
Overall	● Substantial	● Substantial	● Substantial



## 6. RESULTS

### 6.1 PDO Indicators by PDO Outcomes

Outcome 1. Improved capacity for integrated urban planning and revenue generation								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Increased municipal own source revenue (aggregated for all city councils) (Percentage)	0.00	Mar/2021	28.00	17-Nov-2023			15.00	Jul/2026
	Comments on achieving targets		<p>The project has provided technical support to all secondary cities in terms of computers and mobility which has contributed to increased own source revenue mobilization. In addition, capacity support has also been provided to the Fiscal Decentralization Department (FDD) in the Ministry of Finance, which in turn supports local councils in establishing institutional structures, such as the District Local Revenue Mobilization Committees. The project can therefore only claim a slight contribution to the increase in revenue by Councils to date, but expects that future activities will have a more direct impact. It must also be noted that the big increase in 28% by end of 2022 since the baseline in 2020 can partially be explained by revenue mobilization rates decreasing during COVID. Mid Term Review revised upward, likely to around 45%</p> <p>Looking forward, the project will be supporting the development of a revenue mobilization strategy for City Councils. It will upgrade property tax system in 6 City Councils and 1 district council in the establishment of web-based property tax systems, for which Phase one activities, including the assessment of the Municipal Finance Capacity in Secondary cities and WARDC and piloting in one council is just starting. Municipal own source revenue will also be improved through the upgrading of markets in Kenema and Makeni, which is expected to commence in 2024</p>					
Cities with new planning frameworks adopted (Number)	0.00	Mar/2021	0.00	27-Oct-2023			4.00	Aug/2026
	Comments on achieving targets		While the actual results to date remains zero, achievement of the target is on track, and will likely be exceeded.					



		<p>The consultancy for the preparation of the Western Area Rural Development Council (WARDC) Development Plan has completed, and expected to be adopted before the end of CY 2024. The Western Area Spatial Plan and 6 spatial plans for secondary city local councils is anticipated to be completed in early 2025.</p> <p>By early 2025 this indicator is therefore expected to be achieved, with more than 4 cities having adopted new planning frameworks.</p> <p>In parallel the project is providing support to the review and update of the Town and Country Planning Act, which when adopted will strengthen cities ability to enforce these plans.</p>
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**Outcome 2. Improved access to municipal infrastructure and services**

Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
People provided with increased access to resilient municipal infrastructure and services (Number)	0.00	Mar/2021	0.00	17-Nov-2023			1,700,000.00	Aug/2026
	Comments on achieving targets		Due to the proposed deferment of the landfill construction the number of beneficiaries expected needs to be revised downwards. The number of people that would have gained access to improved municipal sanitation services was significant. The new target is estimated to be 80% of Kenema and Makeni populations, plus 100% of the population of the three neighborhoods, which is about 350,000.					
People provided with increased access to resilient municipal infrastructure and services - Female (Number (Thousand))	0.00	Mar/2021	0.00	31-May-2024	0.00	31-May-2024	850,000.00	Aug/2026
	Comments on achieving targets		In line with the above explanation of the reduction in the overall beneficiary numbers in anticipation of the deferment of the landfill construction, the female beneficiaries would also need to be reduced accordingly.					

**Outcome 3: Enhanced emergency preparedness and response services**

Indicator Name	Baseline	Actual (Previous)	Actual (Current)	Closing Period
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	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Districts with functional decentralized emergency response services (Number)	0.00	Mar/2021	0.00	31-May-2024	0.00	31-May-2024	2.00	Aug/2026
	Comments on achieving targets		The project will defer the construction of the national Emergency Operations Center (EOC), due to no suitable site being available, however, support for equipping and capacitating NDMA and its national and regional offices will advance the objective towards functional decentralized response services.					
People provided with access to enhanced hydromet early warning systems (Number)	0.00	Mar/2021	0.00	17-Nov-2023			600,000.00	Aug/2026
	Comments on achieving targets		The Project has been supporting extensive technical assistance around the development of hydromet early warning systems in SL to inform the technical specifications and operational procedures for the new system. Additionally, the project is supporting NWRMA and SLMet to rehabilitate their non-functional stations rehabilitate new ones where they are required, with the procurement process for the purchase of equipment is at advanced stages. It is expected that the system will be fully operational before December 2024. Further sensitization of communities on early warning systems will be undertaken.					

## 6.2 Intermediate Results Indicators by Components

Institutional and Capacity Development in Integrated Urban Management								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Staff trained in urban planning methods (Number)	0.00	Mar/2021	56.00	31-May-2024	56.00	31-May-2024	100.00	Aug/2026
	Comments on achieving targets		The intermediate target of 40 has been achieved. In order to bridge skill gap evident, the project in close collaboration with C40 Urban Shift program, has trained 42 civil servants in Nature Based Solutions at the Kigali Urban shift Academy and in Regulating Climate Risk and Managing Urban Growth at the Freetown Urban shift Lab. Additionally, under the preparation of WARDC Development Plan, and the review of the Town and Country Planning Act, 14 senior staff from WARDC, FCC, FDD and PMU have been trained. Improved capacity					



			in urban planning is gradually being observed, with the PMU under discussions with relevant stakeholders in advancing urban planning as part of university curriculum.					
City councils staff trained in urban planning methods - Female (Number)	0.00	Mar/2021	14.00	17-Nov-2023			50.00	Aug/2026
	Comments on achieving targets		The project is struggling to find enough women in relevant Council Staff to train. Extra efforts will be made by the team to identify relevant women, and broaden out the definition to other civil servants in local and central government.					
City councils with ICT system for property tax upgraded/established and operational (Number)	0.00	Mar/2021	0.00	17-Nov-2023			5.00	Aug/2026
	Comments on achieving targets		This activity will support 6 City Councils and 1 district council in the establishment of web-based property tax systems. The procurement of Phase one activities including the Assessment of the Municipal Finance Capacity in Secondary cities and WARDC and piloting in one council , is at advanced stages of procurement with the consultant expected to commence in January 2024. In parallel, the Fiscal Decentralization Division (FDD) will continue to support local councils in establishing institutional structures as the District Local Revenue Mobilization Committees, and in the development of a revenue mobilization strategy for City Councils.					
City councils using a citizen engagement platform (Number)	0.00	Mar/2021	0.00	17-Nov-2023			5.00	Aug/2026
	Comments on achieving targets		The PMU have engaged the local councils, and have agreed that the development of websites would be developed to serve as the citizen engagement platforms for up to 5 local councils. A consultancy has been hired for this and it is expected that 3 local councils will have established citizen engagement platforms by August 2024.					
<b>Resilient Municipal Infrastructure Investment and Urban Greening</b>								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Unplanned settlements upgraded (Hectare(Ha))	0.00	Mar/2021	0.00	17-Nov-2023			32.00	Aug/2026
	Comments on achieving targets		The three settlements targeted for upgrading, including Moyiba, Coconut Farm and Rokupa, accommodate over 80,000 residents. The designs are under review. It expected that procurement of construction works will commence before September 2024.					
	0.00	Mar/2021	0.00	17-Nov-2023			20,000.00	Aug/2026



People with access to new sanitation and/or water facilities constructed (Number)	Comments on achieving targets		The neighborhood and market upgrading works have not commenced. Designs for both interventions are under review. Over 3,000 traders in Kenema and Makeni, and over 80,000 residents in the three neighbourhoods targeted for upgrading in Rokupa, Coconut Farm, and Moyiba, are expected to benefit from improved access to sanitation and portable water upon the completion of works. It is expected that procurement of construction works will commence before September 2024.					
Proportion of safely disposed municipal solid waste in Western Area (Percentage)	0.00	Mar/2021	0.00	31-May-2024	0.00	31-May-2024	45.00	Aug/2026
	Comments on achieving targets		With the recommended deferment of the landfill construction this target will not be achieved, and will be deleted as part of the project restructuring.					
Area of forested land restored and/or under improved management (Hectare(Ha))	0.00	Mar/2021	980.00	31-May-2024	980.00	31-May-2024	1,000.00	Aug/2026
	Comments on achieving targets		This target has largely been achieved. The project has directly supported planting of over 500,000 trees. In addition, RUSLP support has setup the tree growing platform and launch the #FreetowntheTreetown Program. With this platform in place Freetown City Council has been able to mobilize additional funding from other projects and donors, and has now over 980,000 trees planted and being managed through the tree growers, which is equivalent to approximately 980 hectares.					
Traders using upgraded markets (Number)	0.00	Mar/2021	0.00	17-Nov-2023			7,000.00	Aug/2026
	Comments on achieving targets		Due to the limited land available for the market construction, the current design for the upgraded markets will accommodate around 3,300 traders, so this indicator will need to be revised down during restructuring.					
Traders using upgraded markets - Female (Number)	0.00	Mar/2021	0.00	17-Nov-2023			6,000.00	Aug/2026
	Comments on achieving targets		Similar to the above, the number of traders being designed for is lower than originally anticipated and so the number of female traders target will also need to be revised down.					
Average citizen satisfaction rate with at least 1 subproject provided under Component 2 (Percentage)	0.00	Mar/2021	0.00	17-Nov-2023			80.00	Aug/2026
	Comments on achieving targets		Citizen satisfaction survey about to be undertaken.					
	0.00	Mar/2021	0.00	17-Nov-2023			80.00	Aug/2026



Average citizen satisfaction rate with at least 1 subproject provided under Component 2 - Female (Percentage)	Comments on achieving targets		Citizen satisfaction survey about to be undertaken.					
Green house gas (GHG) reduction (Metric ton)	0.00	Mar/2021	33,867.00	17-Nov-2023			1,815,665.00	Aug/2026
	Comments on achieving targets		The assumption is that growing to maturity of 1 million trees will lead to the reduction of 76,000 tonnes of GHG. This would be fully achieved by 2026.  The deferment of the landfill construction will reduce GHG emission reduction targets considerably, so this target will need to be revised downwards.					
Formal jobs in SWM created by the project, of which female (Percentage)	0.00	Mar/2021	0.00	17-Nov-2023			40.00	Aug/2026
	Comments on achieving targets		With the deferment of the landfill construction activities to support SWM job creation will also be deferred, so this target will be deleted during restructuring.					
Women completing the SWM livelihood support program under the project (Number)	0.00	Mar/2021	64.00	17-Nov-2023			800.00	Aug/2026
	Comments on achieving targets		With the deferment of the landfill construction activities to support SWM job creation will also be deferred, so this target will be deleted during restructuring.					
<b>Emergency Management Institutional and Capacity Development</b>								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Districts with Disaster Contingency Plans adopted (Number)	0.00	Feb/2021	0.00	17-Nov-2023			2.00	Jul/2026
	Comments on achieving targets		As emergency response services are yet to be installed in the Districts, this activity is being rolled out with the support of the Resident DRM Advisor, with the plans expected to be developed in 2024 and adopted and operationalized in 2025. The target of 2 is expected to be exceeded.					
	0.00	Feb/2021	0.00	31-May-2024	0.00	31-May-2024	2.00	Jul/2026



Emergency Operations Centers (national and regional) established and equipped (Number)	Comments on achieving targets		Procurement of equipment and refurbishment of NDMA offices has been fully financed under the project.  While construction of a new National EOC building is being deferred the mission discussed that equipping the existing NDMA with additional equipment for national and regional offices, would help to establish EOC systems and operations within existing facilities.					
Flood forecasting and alert systems established (Yes/No)	No	Oct/2020	No	17-Nov-2023			Yes	Dec/2025
	Comments on achieving targets		The WB has been supporting extensive technical assistance around the development of hydromet early warning systems in SL to inform the technical specifications and operational procedures for the new system. Procurement of equipment for flood forecasting for SLMeT and NWRMA is now completed and supply and installation ongoing.					
Staff trained in DRM (Number)	0.00	Feb/2021	262.00	17-Nov-2023			300.00	Jul/2026
	Comments on achieving targets		The final target of 300 has already been surpassed, thanks to continuous training and drills, supported by the project. The trainings continue to adopt a training of trainers approach. The trainings continue to build the capacity of National and Government institutions to respond to various incidents and accidents.					
<b>Project Management</b>								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Registered grievances resolved within the agreed timeframe (Percentage)	0.00	Feb/2021	33.00	31-May-2024	33.00	31-May-2024	80.00	Jul/2026
	Comments on achieving targets		The intermediate target of 30% has been met. The GRM framework has been completed and disclosed. GRM committees in beneficiary local councils have been constituted and sensitized on the project. The development of the GRM ICT system has been finalized. The project has received three complaints in the reporting period through the various GRM channels, two relates to land claims, and one on non-payment which has been addressed and has been closed. The PMU in collaboration with the Local councils and WB support to address the complaints within agreed timelines. It is anticipated that more complaints will be registered with the advancement of the consultancies and commencement of the works contracts.					



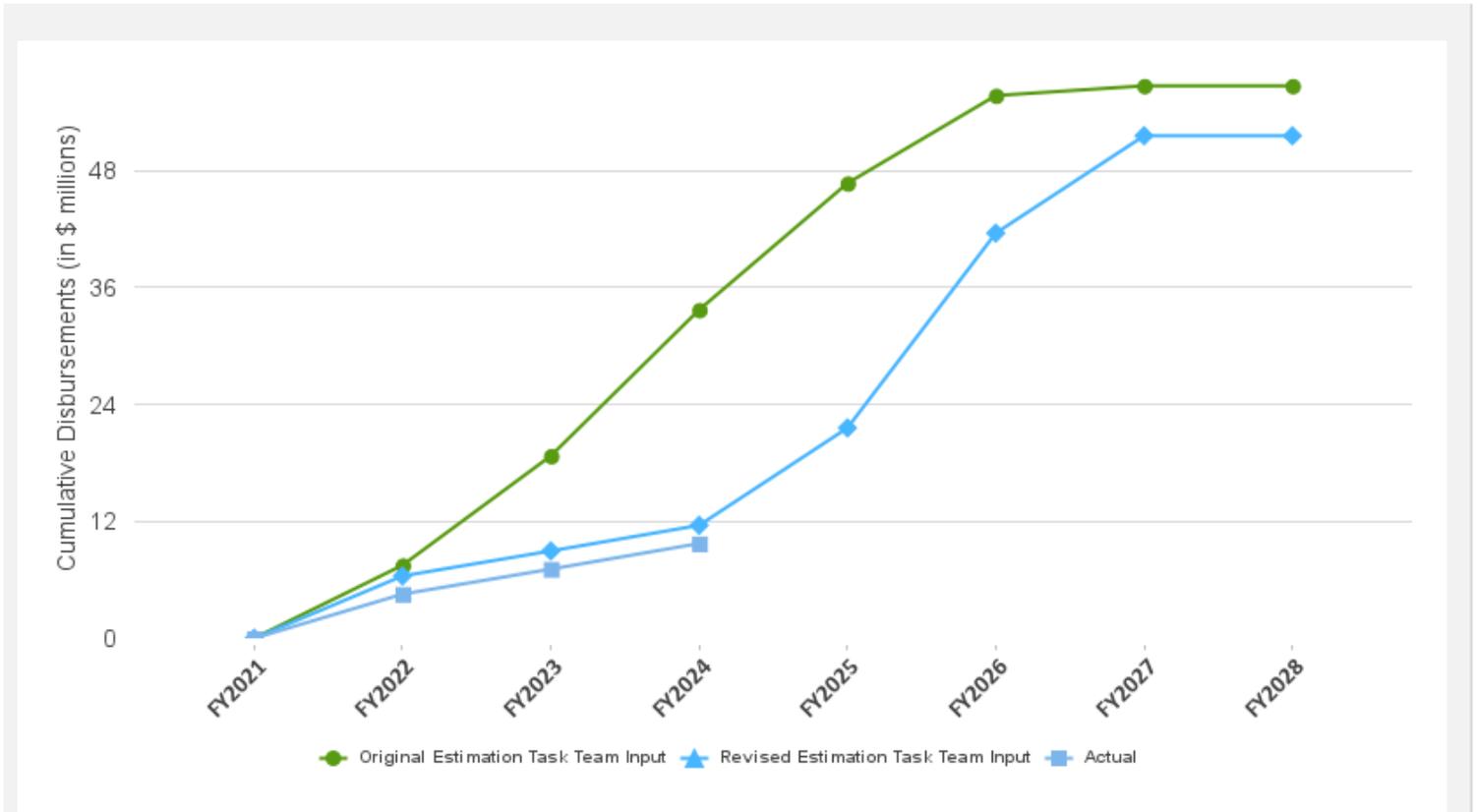
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Beneficiary feedback surveys conducted at mid-term and closing (Yes/No)	No	Oct/2020	No	17-Nov-2023			Yes	Dec/2025
	Comments on achieving targets		Procurement is being finalized and the activity will commence before the end of 2024.					



## 7. DATA ON FINANCIAL PERFORMANCE

### 7.1 Cumulative Disbursements



### 7.2 Disbursements (by loan)

Loan/Credit/TF	Status	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
IDA-D8420	Effective	50.00	50.00	0.00	10.68	36.24	21.36%
TF-B5658	Effective	6.73	6.73	0.00	0.92	5.81	13.68%

### 7.3 Key Dates (by loan)

Loan/Credit/TF	Status	Approval	Signing	Effectiveness	Orig. Closing	Rev. Closing
IDA-D8420	Effective	25-Jun-2021	29-Jul-2021	14-Sept-2021	31-Jul-2026	31-Jul-2026



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TF-B5658	Effective	25-Jun-2021	29-Jul-2021	14-Sept-2021	31-Jul-2026	31-Jul-2026
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## 8. KEY DATES

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Key Events	Planned	Actual
Approval	25-Jun-2021	25-Jun-2021
Effectiveness	30-Jul-2021	14-Sept-2021
Mid-Term Review No. 01	31-Jan-2024	22-Mar-2024
Operation Closing/Cancellation	31-Jul-2026	

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## 9. RESTRUCTURING HISTORY

## 10. ASSOCIATED OPERATION(S)

There are no associated operations