



Resilient Urban Sierra Leone Project (P168608)

WESTERN AND CENTRAL AFRICA | Sierra Leone | Urban, Resilience and Land Global Practice |
IBRD/IDA | Investment Project Financing | FY 2021 | Seq No: 4 | ARCHIVED on 06-May-2023 | ISR55622 |

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

Key Dates**Key Project Dates**

Bank Approval Date: 25-Jun-2021

Effectiveness Date: 14-Sep-2021

Planned Mid Term Review Date: 15-Dec-2023

Actual Mid-Term Review Date:

Original Closing Date: 31-Jul-2026

Revised Closing Date: 31-Jul-2026

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

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

No

Components Table

Name

Institutional and Capacity Development in Integrated Urban Management:(Cost \$5.40 M)

Resilient Municipal Infrastructure Investment and Urban Greening:(Cost \$42.00 M)

Emergency Management Institutional and Capacity Development:(Cost \$4.53 M)

Project Management:(Cost \$4.80 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial

Implementation Status and Key Decisions

The project is steadily progressing towards achieving its development objective. Several critical path procurement activities have been completed with a few ongoing. To date, fifteen (15) procurement activities from all components have been completed and contracts signed, 8 are at advanced stages awaiting contract signature, and 11 are ongoing. Studies (feasibility, ESIA and RAPs) for landfill, neighborhood and markets upgrading are ongoing. About 450,000 trees have been planted in the Western Area Region. These are being tracked through a digital tracking platform. National government and local council officials have undergone through training on several aspects. Key among these include nature based solutions, climate action planning, urban planning and design, and city finance.



Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current 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
Other	--	--	--
Overall	□ Substantial	□ Substantial	□ Substantial

Results

PDO Indicators by Objectives / Outcomes

Outcome 1. Improved capacity for integrated urban planning and revenue generation				
► Increased municipal own source revenue (aggregated for all city councils) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	15.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Jul-2026
Comments:	<p>The project has provided technical support to all secondary cities in terms of computers and mobility which has contributed to increased capacity in own source revenue mobilization. The procurement of consultancy services for the assessment of capacity and development of municipal property tax systems in six local governments is being concluded. A TOR for the development of a revenue mobilization strategy for City Councils has been developed and reviewed by the Bank.</p>			
► Cities with new planning frameworks adopted (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	4.00



Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	<p>The consultancy for the preparation of the Western Area Rural Development Council (WARDC) Development Plan has signed and activity has commenced, and expected to be completed early CY 2024.</p> <p>The Western Area Spatial Plan consultancy is in final contracting stage now and will start within the coming month.</p> <p>The procurement for the preparation of spatial plans for 6 local councils is at an advanced stage and under review. The activity is anticipated to by Q3 of CY 2023 and completed in CY 2024, at which point this indicator will be achieved.</p>			

Outcome 2. Improved access to municipal infrastructure and services				
▶ People provided with increased access to resilient municipal infrastructure and services (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	1,700,000.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	<p>Construction works in neighborhood upgrading , market upgrading and sanitary landfill expected from the third year of operation. All design and E&S consultancies are contracted and it is therefore anticipated that the procurement for works will commence before the end of CY2023, allowing works to commence around Q2 CY 2024. Only once these works are completed will this indicator start to move. However, the task team is confident that this indicator will be met before the end of the project.</p>			
□ People provided with increased access to resilient municipal infrastructure and services - Female (Number (Thousand), Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	850,000.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026

Outcome 3: Enhanced emergency preparedness and response services				
▶ Districts with functional decentralized emergency response services (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	<p>Procurement for the equipping of NDMA regional hubs is about to start, which will enable NDMA in operationlizing its emergency response services at local level.</p> <p>Furthermore, the TOR for the design of the Emergency Operations Center (EOC) is being finalized, and procurement will be launched in May, and at the same time the site for the EOC is expected to be confirmed.</p>			
▶ People provided with access to enhanced hydromet early warning systems (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	0.00	0.00	0.00	600,000.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	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. This has been developed now and the procurement for the equipment of the system will commence in Q2 CY 2023.			

Overall Comments

While no tangible results can yet be claimed by the project in terms of PDO indicators. The project is on course to achieving all of these PDO indicators before the end of the project end date.

Intermediate Results Indicators by Components

Component 1: Institutional and Capacity Development in Integrated Urban Management				
▶ Staff trained in urban planning methods (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	42.00	46.00	100.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	In order to bridge skill gap evident, the project in close collaboration with C40 Urban Shift program, has trained 46 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. The newly recruited urban planning technical advisor continues to provide on-demand training and support to Ministry of Lands and Country planning staff and local council staff on urban planning processes, and recently trained 4 Senior Management staff of the Directorate of Country planning.			
□ City councils staff trained in urban planning methods - Female (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	14.00	14.00	50.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
▶ City councils with ICT system for property tax upgraded/established and operational (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	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 before end of Q2 CY2023.			



► City councils using a citizen engagement platform (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	5.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	The TORs for consultancy services for the development of the citizen engagement platform in secondary cities has been developed and procurement about to be launched before the end of Q2 CY 2023.			

Component 2: Resilient Municipal Infrastructure Investment and Urban Greening				
► Unplanned settlements upgraded (Hectare(Ha), Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	32.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	The neighbourhood upgrading works activities have not commenced. However the design and feasibility studies are ongoing, and procurement for works will commence in Q4 CY 2023.			
► People with access to new sanitation and/or water facilities constructed (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20,000.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	The neighbourhood and market upgrading works activities have not commenced. However the design and feasibility studies are ongoing, and procurement for works will commence in Q4 CY 2023.			
► Proportion of safely disposed municipal solid waste in Western Area (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	45.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	The sanitary landfill design and associated ESF instrument preparation has commenced . Procurement for works will commence in Q4 CY 2023. A Western Area Integrated Solid Waste Management Plan consultancy has been contracted and the second iteration of the Inception Report has been reviewed by the Bank. Procurement ongoing for consultancy to support a Comprehensive Assessment of Solid Waste Management systems in Secondary cities.			
► Area of forested land restored and/or under improved management (Hectare(Ha), Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	491.00	491.00	1,000.00



Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	Total number of trees, shrubs and grasses planted and tracked to date is 491, 217 (227, 432 in phase 1 and 263,785 in phase 2), with a survival rate of 89%. For this indicator, the assumption is that 1 Hectares accommodates 1000 trees/shrubs/grasses. The project has fully financed this activity, and therefore phase three is not expected. With the changing survival rates especially because of land grabbing and destruction from sand harvesting, the measured outcome may reduce in the subsequent ISRs..			
► Traders using upgraded markets (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	7,000.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	The market upgrading works activities have not commenced. However the design and feasibility studies are ongoing, and procurement for works will commence in Q4 CY 2023, with works to commence in Q2 CY 2024, so tangible results will start to show in early 2025.			
<input type="checkbox"/> Traders using upgraded markets - Female (Number, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	6,000.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
► Average citizen satisfaction rate with at least 1 subproject provided under Component 2 (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	Citizen satisfaction surveys shall be undertaken at mid-term and the end of the project.			
<input type="checkbox"/> Average citizen satisfaction rate with at least 1 subproject provided under Component 2 - Female (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
► Green house gas (GHG) reduction (Metric ton, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	33,867.00	33,867.00	1,815,665.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	Planting of 1 million matured trees will lead to the reduction of 76,000 tonnes of GHG. The achievement to date is an estimate of the GHG reduction that is achievable assuming tree planted to date reach full maturity.			



The landfill construction design studies and associated ESF instrument preparation are ongoing, and procurement for works will commence in Q4 CY 2023, with works to commence in Q2 CY 2024, so tangible results will start to show in CY 2025.				
► Formal jobs in SWM created by the project, of which female (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	40.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	Although the SWM works activities have not commenced, the project has commenced training of local councils, communities and SWM-related enterprises on enterprise development around SWM. The plastic policy has also been finalised and enacted and will strengthen the enabling environment around creating a circular economy and creation of jobs around SWM.			
► Women completing the SWM livelihood support program under the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	64.00	800.00
Date	01-Mar-2021	12-Oct-2022	31-Mar-2023	31-Aug-2026
Comments:	The PMU has undertaken capacity building training on SWM in six secondary cities, with a total of 233 people trained on SWM circular economy business models.			

Component 3: Emergency Management Institutional and Capacity Development				
► Districts with Disaster Contingency Plans adopted (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2.00
Date	01-Feb-2021	12-Oct-2022	31-Mar-2023	31-Jul-2026
Comments:	This activity is being rolled out with the support of the Resident DRM Advisor that is already in position, so the plans are expected to be developed in 2023 and adopted in 2024.			
► Emergency Operations Centers (national and regional) established and equipped (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2.00
Date	01-Feb-2021	12-Oct-2022	31-Mar-2023	31-Jul-2026
Comments:	Procurement of equipment and refurbishment of NDMA offices has been undertaken under the project. The design of the Emergency Operations Center is starting procurement in May.			
► Flood forecasting and alert systems established (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	No	No	No	Yes
Date	01-Oct-2020	12-Oct-2022	31-Mar-2023	31-Dec-2025
Comments:	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. This has been developed now and the procurement for the equipment of the system will commence in Q2 CY 2023.			
► Staff trained in DRM (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	128.00	300.00
Date	01-Feb-2021	12-Oct-2022	31-Mar-2023	31-Jul-2026
Comments:	The National Disaster Management Agency (NDMA) has undertaken training for government agencies on flood disaster preparedness and conducted drills and simulations. The newly recruited DRM Advisor is greatly contributing to this training program.			

Component 4: Project Management				
► Registered grievances resolved within the agreed timeframe (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	01-Feb-2021	12-Oct-2022	31-Mar-2023	31-Jul-2026
Comments:	The GRM framework has been completed and disclosed. GRM committees in beneficiary local councils have been constituted and sensitized on the project. Development of the digital platform is completed and is being tested to ascertain the functionality of the various modules before it is deployed for use by the project. Other forms of GRM mechanisms have been set up with communities informed including toll free line. No grievances have been reported to date.			
► Beneficiary feedback surveys conducted at mid-term and closing (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	01-Oct-2020	12-Oct-2022	31-Mar-2023	31-Dec-2025
Comments:	To be completed at mid-term.			

Overall Comments

Some progress made on intermediate indicators. Many indicators dependent on works that will not commence until 2024. Project on track to achieve all of its targets.

Performance-Based Conditions



Data on Financial Performance

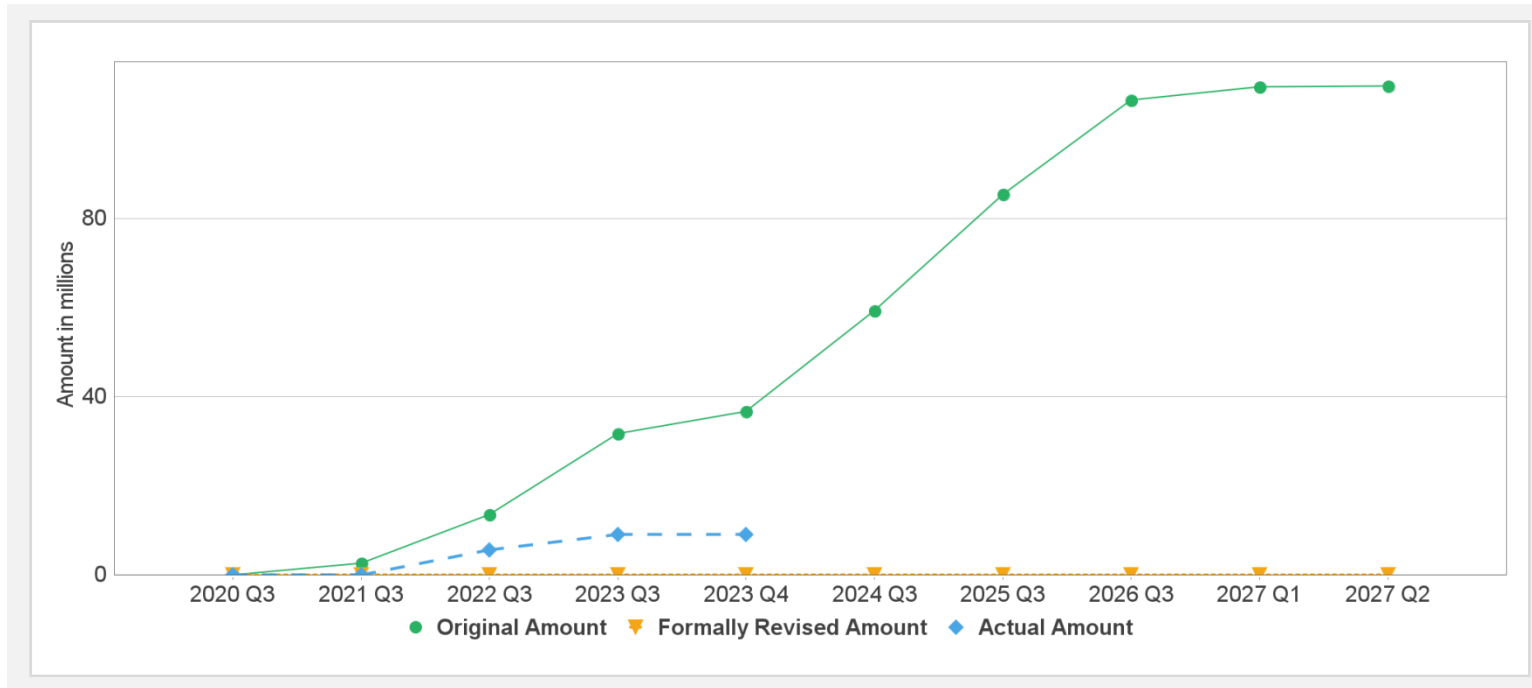
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P168608	IDA-D8420	Effective	USD	50.00	50.00	0.00	8.05	39.76	17%
P168608	TF-B5658	Effective	USD	6.73	6.73	0.00	0.92	5.81	14%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P168608	IDA-D8420	Effective	25-Jun-2021	29-Jul-2021	14-Sep-2021	31-Jul-2026	31-Jul-2026
P168608	TF-B5658	Effective	25-Jun-2021	29-Jul-2021	14-Sep-2021	31-Jul-2026	31-Jul-2026

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.



Related Project(s)

P173676-Resilient Urban Sierra Leone Project
