Resilient Urban Sierra Leone Project (P168608)

WESTERN AND CENTRAL AFRICA | Sierra Leone | IBRD/IDA | Investment Project Financing (IPF) | FY 2021 | Seq No: 9 | Archived on 12-Feb-2026 | ISR06673

1. OBJECTIVE

1.1 Development Objective

Original Development Objective (Approved as part of Approval package on 25-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 6,565,202.00)
Resilient Municipal Infrastructure Investment and Urban Greening:(Cost 38,588,562.00)
Emergency Management Institutional and Capacity Development:(Cost 5,844,122.00)
Project Management:(Cost 5,729,376.00)

3. OVERALL RATINGS

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

4. KEY ISSUES & STATUS

4.1 Implementation Status and Key Decisions

Overall implementation has progressed, with key milestones achieved, including the signing of the Market Upgrading contracts and Presidential assent to the National Country Planning Act (NCPA) in October 2025. At the same time, Environmental and Social (E&S) performance is currently rated Moderately Unsatisfactory, reflecting delays in meeting safeguards requirements.

The disbursement rate is 37 percent relative to time elapsed, owing to delays in implementing some contracted activities. This is due to varying levels of implementation readiness, and cross-functional coordination needs across technical, procurement, and financial areas.

Actions are being undertaken to strengthen coordination, enhance implementation readiness, and accelerate delivery and disbursement while maintaining compliance with Bank requirements. These include: (i) targeted contract management support to facilitate timely execution of high-value activities; (ii) streamlining of internal review and clearance processes; (iii) strengthened cross-functional coordination among technical, procurement, and financial teams; and (iv) prioritized completion of safeguards documentation and timely adherence to E&S requirements.

5. SYSTEMATIC OPERATIONS RISK-RATING TOOL

Risk Category	Rating at Approval Approval Package - 25 Jun 2021	Last Approved Rating ISR Seq. 08 - 26 Jun 2025	Proposed Rating
Political and Governance	Substantial	High	Substantial
Macroeconomic	Substantial	High	Substantial
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	High	Substantial
Environment and Social	High	High	High
Stakeholders	Moderate	Moderate	Substantial
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	Feb/2021	53.00	01-May-2025	53.00	22-Dec-2025	45.00	Jul/2028
	Comments on achieving targets		The revised target of 45% was surpassed with the deployment of property tax systems and development of revenue mobilisation strategies. The overall municipal own source revenue has recorded a 53% increase. The municipal property tax system has been deployed in Kenema and the revenue collection has increased by over 200% compared to 2023. The TOR for the roll out of the system to Makeni, Koidu and Bo are being developed and to be finalized by January 2026 for procurement. The development of Revenue Mobilization Strategies for secondary cities has been completed and will support increased own source revenue. The performance of the Owned Source revenue by the City Councils for the 4th Quarter of 2025 will be available by January 2025 and will be updated to reflect the percentage increase in 2025 from 2024.					
Local Councils with new planning frameworks adopted (Number)	0.00	Feb/2021	1.00	26-Dec-2024	1.00	22-Dec-2025	4.00	Jul/2028
	Comments on achieving targets		The Western Area Rural District Development Plan has been completed and launched in January 2025. Final Structure Plans for Western Area (WARSP) has been approved by the Bank subject to refinement of the plan on comments from the bank . The Draft Freetown Structure Plan (FSP) is under review by the consultant based on comments from the bank Final Structure Plans for the 6 Cities (Bo, Kenema, Koidu , Port Loko , Makeni and Bonthe have been developed and approved by the bank subjected to refinement of the plans based					

			on comments from the Bank. It is anticipated that the 8 plans will be finalized an adopted in 2026 and the end target of 4 will be surpassed.					

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	Feb/2021	0.00	01-May-2025	0.00	22-Dec-2025	320,000.00	Jul/2028
	Comments on achieving targets		Works contract for Market Upgrade was signed in October 2025. Bank and safeguards instruments for both Contractors are under review and site hand over is expected by February 12 2026. Construction is expected to take 24 months and completed in Q1 of 2028. Packages for the Neighborhood upgrading are expected to be finalized by January 2026 and the contracts to be awarded by March 2026. It is expected that the targets will be met as all civil works packages are planned to be completed by project closing.					
People provided with increased access to resilient municipal infrastructure and services - Female (Number (Thousand))	0.00	Feb/2021	0.00	01-May-2025	0.00	22-Dec-2025	160,000.00	Jul/2028
	Comments on achieving targets		The sub target is expected to be met following completion of civil works.					

Outcome 3: Enhanced emergency preparedness and response services

Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Regions with functional decentralized emergency response services (Number)	0.00	Mar/2021	0.00	01-May-2025	0.00	22-Dec-2025	2.00	Jul/2028
	Comments on achieving targets		The project has supported the establishment of national and regional offices for the NDMA . The project is also supporting the preparation and operationalization of contingency plans and emergency preparedness and response plans which are expected to be completed to be completed by April 2026 in time to be implemented during the upcoming rainy season.					
	0.00	Feb/2021	205,567.00	01-May-2025	659,485	22-Dec-2025	600,000.00	Jul/2028

People provided with access to enhanced hydromet early warning systems (Number)	Comments on achieving targets	The project supported the installation of 5 synoptic weather stations for SLMet at Lungi Airport, Kamabia, Freetown Bo and Bonthe and rehabilitation of weather forcasting center at Tower Hill. The Weather stations are up and running and weather forecasting are been broadcasted daily in several media platforms. Construction/ rehabilitation of surface and groundwater monitoring stations are at an advance stage and expected to be completed By January 2026. Data on flood forecasting from the water monitoring stations is to be integrated with the weather data to produce a comprehensive early warning data to be regularly update the public especially communities in disaster prone areas.

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	106.00	01-May-2025	106.00	22-Dec-2025	150.00	Jul/2028
	Comments on achieving targets		Recruitment of a firm to undertake urban planning capacity building has commenced and will target municipal and national level planning staff and will train additional 50-100 staff by August 2027.					
City councils staff trained in urban planning methods - Female (Number)	0.00	Feb/2021	21.00	01-May-2025	21.00	22-Dec-2025	30.00	Jul/2028
	Comments on achieving targets		While the intermediate target has been achieved, there is a significant lack of participation in planning activities. The urban planning capacity development program will target female local council and national level staff involved in planning activities in addition to urban planners and development planning officers.					
	0.00	Feb/2021	1.00	01-May-2025	1.00	22-Dec-2025	2.00	Jul/2028

City councils with ICT system for property tax upgraded/established and operational (Number)	Comments on achieving targets		The Kenema Municipal Property Tax System (MPTS) is now operational, showing a 30% increase in property tax revenue from 2023 to 2024.The TOR for the roll out of the system to Makeni, Koidu and Bo are being developed and to be finalised by January 2026 for procurement of a firm to implement the rollout of the system . It is aniticpated that the end target will be surpassed after the rollout of the system.					
Secondary cities that have developed a revenue mobilization strategy (Number)	0	Oct/2024	4	30-May-2025	4	22-Dec-2025	4	Jul/2028
	Comments on achieving targets		Revenue mobilization strategies have been completed for the cities of Kenema, Koidu New-Sembehun, Makeni, and Bo to enhance their Own Source Revenue (OSR) base. Implementation has begun in some councils, with Koidu and Kenema initiating digitalization of market and business license revenues. It is expected that the revenue strategies and associated implementation support will contribute significantly to the increase of PDO indicator 1, on improved OSR in local councils .					
Local councils using a citizen engagement platform (Number)	0.00	Mar/2021	0.00	01-May-2025	0.00	22-Dec-2025	5.00	Jul/2028
	Comments on achieving targets		Development of the websites are at the advance stage . The websites are now accesible and running through websites links developed by the consultant. It is expected all 6 cities (Bo, Kenema, Makeni ,Koidu , Port Loko and Bonthe) and WARDC will commence using these websites after the training in January 2026 thereby suppassing the end target of 5.					

Resilient Municipal Infrastructure Investment and Urban Greening

Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
People provided with water, sanitation, and hygiene (Number of people) CRI	0	Aug/2021	0	01-May-2025	0	22-Dec-2025	20,000	Jul/2028
	Comments on achieving targets		The total number of beneficiaries for WASH will be reduced due to feasibility constraints, affecting the siting of sanitation (toilet) facilities in the selected neighborhoods.					
People provided with water, sanitation, and hygiene – Youth	0	Aug/2021	0	01-May-2025	0	22-Dec-2025	10,000	Jul/2028

(Number of people) CRI								
Number of improved toilet facility constructed / rehabilitated (Number)	0	Mar/2025	0	30-Mar-2025	0	22-Dec-2025	45	Jul/2028
	Comments on achieving targets		A total of (14) toilet facilities are to be constructed across the three neighborhoods which will include pour flush toilets with associated water points.					
Total number of improved water points constructed/ rehabilitated across the 3 neighborhoods (Number)	0	Mar/2025			0	22-Dec-2025	40	Jul/2027
	Comments on achieving targets		A total of (54) water points are to be constructed/rehabilitated across the three neighborhoods which will include hybrid powered borehole source pumps; hand dug/water table wells and refillable plastic tanks.					
People provided with water, sanitation, and hygiene – Female (Number of people) CRI	0	Aug/2021	0	01-May-2025	0	22-Dec-2025	10,000	Jul/2028
	Comments on achieving targets		This indicator is expected to show results from August 2026					
Terrestrial and aquatic areas under enhanced conservation and management (Hectare(Ha)) CRI	0	Aug/2021	300	01-May-2025	300	22-Dec-2025	300	Jul/2026
	Comments on achieving targets		This accounts for trees planted and tracked with support from RUSLP. FCC is to commence a new tracking cycle in January 2026.					
Area of forested land restored and/or under improved management (Hectare(Ha))	0.00	Mar/2021	493.00	01-May-2025	493.00	22-Dec-2025	300	Jul/2028
	Comments on achieving targets		This accounts for trees planted and tracked with support from RUSLP. FCC is to commence a new tracking cycle in January 2026.					
Traders using upgraded markets (Number)	0.00	Feb/2021	0.00	01-May-2025	0.00	22-Dec-2025	3,300.00	Jul/2028
	Comments on achieving targets		Works contract signed on 10th October 2025 but site handover has been delayed by 3 months due to completion of contractors bank and safeguards documents. The end target					

			will be achieved after the construction and handing over of the markets in Kenema and Makeni before project closing.					
Traders using upgraded markets - Female (Number)	0.00	Feb/2021	0.00	01-May-2025	0.00	22-Dec-2025	2,800.00	Jul/2028
	Comments on achieving targets		As above.					
Average citizen satisfaction rate with at least 1 subproject provided under Component 2 (Percentage)	0.00	Feb/2021	0.00	01-May-2025	0.00	22-Dec-2025	80.00	Jul/2028
	Comments on achieving targets		Citizen satisfaction survey is to be undertaken in 2026. Recruitment process has commended and ongoing.					
Average citizen satisfaction rate with at least 1 subproject provided under Component 2 - Female (Percentage)	0.00	Feb/2021	0.00	01-May-2025	0.00	22-Dec-2025	80.00	Jul/2028
	Comments on achieving targets		Citizen satisfaction survey about to be undertaken.					
Number of Street Lights, Sanitation facilities and Water Points Upgraded (Number)	0	Oct/2024	0	01-Oct-2024	0	22-Dec-2025	450	Jul/2028
	Comments on achieving targets		This indicator is expected to show results from August 2026					
Length of roads Constructed/ Rehabilitated (Meter(m))	0	Oct/2024	0	01-Oct-2024	0	22-Dec-2025	3,500	Jul/2028
	Comments on achieving targets		This indicator is expected to show results from August 2026					
Green house gas (GHG) reduction (Metric ton)	0.00	Feb/2021	33,990.00	01-May-2025	33,990.00	22-Dec-2025	27,000	Jul/2028
	Comments on achieving targets		This indicator accounts for trees planted with support from RUSLP.					
Length of foot bridges constructed / rehabilitated(Meters) (Meter(m))	0	Oct/2024	0	01-Oct-2024	0	22-Dec-2025	50	Jul/2028
	Comments on achieving targets		This indicator is expected to show results from August 2026					

Length of Steps constructed / rehabilitated (Meter(m))	0	Oct/2024	0	01-Oct-2024	0	22-Dec-2025	800	Jul/2028
	Comments on achieving targets		This indicator is expected to show results from August 2026					
Length of Walkways constructed / rehabilitated (Meters) (Meter(m))	0	Oct/2024	0	01-Oct-2024	0	22-Dec-2025	1,150	Jul/2028
	Comments on achieving targets		This indicator is expected to show results from August 2026					
Length of Drainages constructed /Rehabilitated (Meters) (Meter(m))	0	Oct/2024	0	01-Oct-2024	0	22-Dec-2025	7,700	Jul/2028
	Comments on achieving targets		This indicator is expected to show results from August 2026					

Emergency Management Institutional and Capacity Development

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	Jan/2021	0.00	01-Oct-2024	0.00	22-Dec-2025	2.00	Jul/2028
	Comments on achieving targets		Development of District Contingency plans for Western area Urban and Portloko Districts to commence in January 2026 and to be achieved by April 2026 in preparation for use in the raining season					
National Emergency Operations Center established and equipped (Yes/No)	0.00	Jan/2021	0.00	01-Oct-2024	0.00	22-Dec-2025	Yes	Jul/2028
	Comments on achieving targets		Procurement process for the recruitment of consultants to undertake safeguards studies and feasibility and design studies has commenced and ongoing. The location of the proposed EOC would require the rehabilitation of the access road, which will be considered as an associated facility to the EOC.					
Number of hydromet stations rehabilitated / constructed (Number)	No	Oct/2020	Yes	31-May-2024	28	22-Dec-2025	25	Jul/2028
	Comments on achieving targets		The project has completed the installation of 5 synoptic weather stations, replacement of spare parts for 20 surface and ground water monitoring stations and the construction of 3 new surface water monitoring stations .					
	0.00	Jan/2021	417.00	31-May-2024	417.00	22-Dec-2025	300.00	Jul/2028

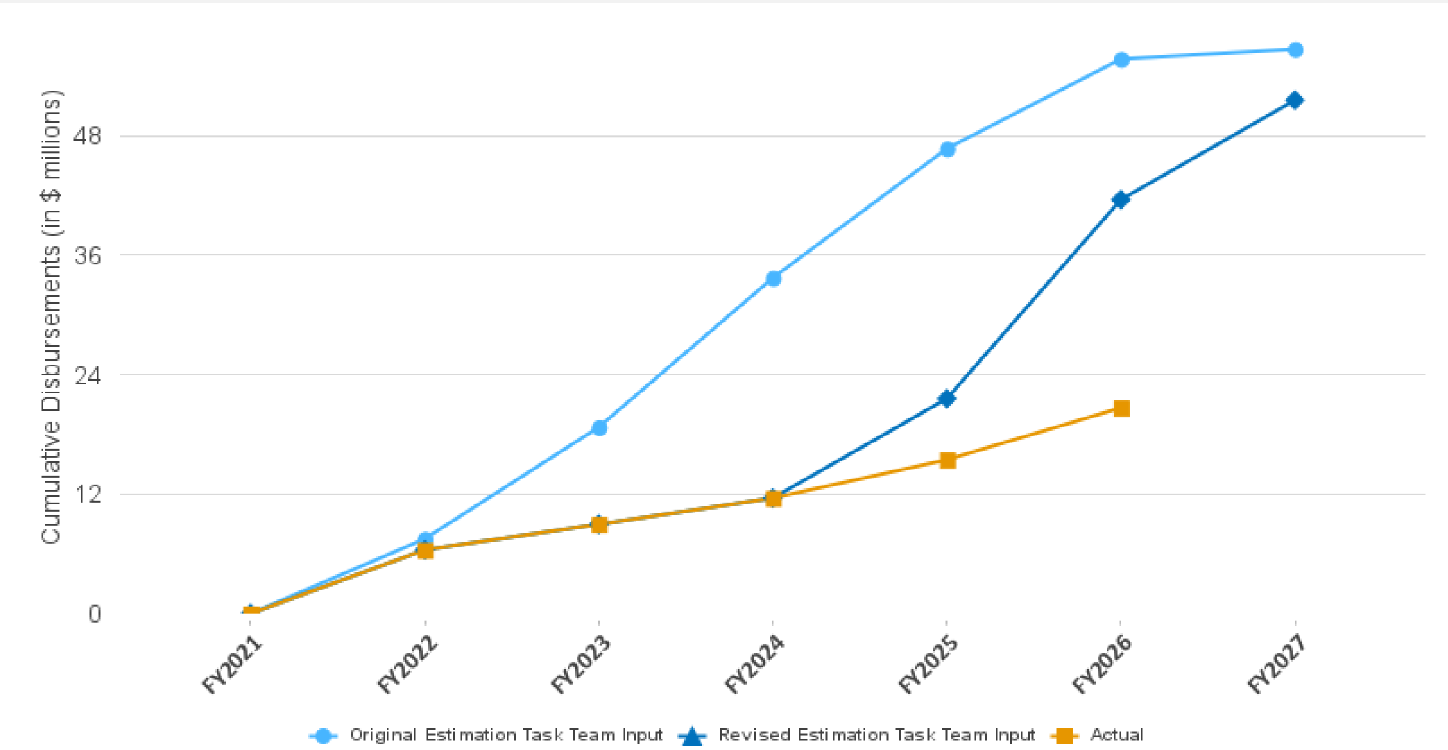
Staff trained in Emergency Preparedness and Response (Number)	Comments on achieving targets	The target has been achieved since May 2024, however capacity gaps remain amidst coordination challenges. The project will support enhanced coordination and capacity building through TF activities supported by GFDRR.

Project Management

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	Jan/2021	80.00	01-Oct-2024	80.00	22-Dec-2025	80.00	Jul/2028
	Comments on achieving targets	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.						
Beneficiary feedback surveys conducted at mid-term and closing (Yes/No)	No	Sep/2020	No	31-May-2024	No	22-Dec-2025	Yes	Jul/2028
	Comments on achieving targets	Procurement is being finalized and the activity will be undertaken in 2026.						

7. DATA ON FINANCIAL PERFORMANCE

7.1 Cumulative Disbursements



7.2 Disbursements (by loan)

Loan/Credit/TF	Status	Original	Revised	Cancelled	Disbursed	Undisbursed	Historical Disbursed	% Disbursed
IDA-D8420	Effective	50.00	48.74	0.00	18.07	30.67	17.81	37.07%
TF-B5658	Effective	6.73	6.73	0.00	2.86	3.87	2.86	42.50%

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-Sep-2021	31-Jul-2026	31-Jul-2028

TF-B5658	Effective	25-Jun-2021	29-Jul-2021	14-Sep-2021	31-Jul-2026	31-Jul-2028

8. KEY DATES

Key Events	Planned	Actual
Approval	25-Jun-2021	25-Jun-2021
Effectiveness	14-Sep-2021	14-Sep-2021
Mid-Term Review No. 01	31-Jan-2024	22-Mar-2024
Operation Closing/Cancellation	31-Jul-2028	

9. RESTRUCTURING HISTORY

Restructuring Level 2 Approved on 25-Apr-2025

10. ASSOCIATED OPERATION(S)

There are no associated operations