



WB Appraisal - CEO Endorsement (CEO) entry – Full Sized Project Child – GEF - 7

Resilient Urban Sierra Leone Project

Part I: Project Information

Name of Parent Program

[Sustainable Cities Impact Program](#)

GEF ID

10768

Project Type

FSP

Type of Trust Fund

GET

CBIT/NGI

☐ CBIT

☐ NGI

Project Title

Resilient Urban Sierra Leone Project

Countries

Sierra Leone

Agency(ies)

World Bank

Other Executing Partner(s)

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

Executing Partner Type

Government

GEF Focal Area

Multi Focal Area

Taxonomy

Focal Areas, Climate Change, Climate Change Adaptation, Community-based adaptation, Disaster risk management, Climate resilience, Ecosystem-based Adaptation, Climate Change Mitigation, Agriculture, Forestry, and Other Land Use, Sustainable Urban Systems and Transport, Biodiversity, Forest, Forest and Landscape Restoration, Land Degradation, Sustainable Land Management, Community-Based Natural Resource Management, Ecosystem Approach, Influencing models, Strengthen institutional capacity and decision-making, Stakeholders, Beneficiaries, Local Communities, Civil Society, Trade Unions and Workers Unions, Community Based Organization, Non-Governmental Organization, Type of Engagement, Consultation, Participation, Partnership, Private Sector, Individuals/Entrepreneurs, SMEs, Gender Equality, Gender results areas, Access to benefits and services, Participation and leadership, Capacity Development, Gender Mainstreaming, Sex-disaggregated indicators, Gender-sensitive indicators, Integrated Programs, Sustainable Cities, Urban Biodiversity, Urban Resilience, Green space, Integrated urban planning, Municipal waste management, Municipal Financing, Capacity, Knowledge and Research, Innovation, Knowledge Generation, Training, Knowledge Exchange, Peer-to-Peer, South-South

Rio Markers**Climate Change Mitigation**

Climate Change Mitigation 2

Climate Change Adaptation

Climate Change Adaptation 1

Submission Date

3/11/2021

Expected Implementation Start

7/1/2021

Expected Completion Date

6/30/2026

Duration

60In Months

Agency Fee(\$)

605,454.00

A. FOCAL/NON-FOCAL AREA ELEMENTS

Objectives/Programs	Focal Area Outcomes	Trust Fund	GEF Amount(\$)	Co-Fin Amount(\$)
IP SC	Transforming cities through integrated urban planning and investments in innovative sustainability solutions	GET	6,727,262.00	50,000,000.00
Total Project Cost(\$)			6,727,262.00	50,000,000.00

B. Project description summary**Project Objective**

To improve integrated urban management, service delivery, and disaster emergency management in Western Area and secondary cities of Sierra Leone

Project Component	Component Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
-------------------	----------------	-------------------	------------------	------------	---------------------------	----------------------------

Component 1: Institutional & Capacity Development in Urban Management Subcomponent 1.1: Strengthening Integrated Urban Planning & MSDI	Technical Assistance	Strengthened capacity and tools for integrated urban planning in participating cities Enhanced government transparency and accountability to citizens	(a) spatial plans (master, local plans, and planning schemes) prepared and implemented and training in urban planning conducted; (b) building control unit established at the FCC (c) planning laws, strategies, and codes reviewed and developed (d) robust municipal spatial data infrastructure (MSDI) implemented, including training in geospatial infrastructure, applications and data management	GET	600,000.00	1,600,000.00
Subcomponent 1.2: Upgrading Urban Property Tax Administration & System	Technical Assistance	Municipal property-tax systems upgraded to enhance own-source revenues for sustainable urban management	At the city level: (a) property surveys conducted to update the property tax database	GET		3,200,000.00

(b) information technology (IT) system developed/ upgraded to house the property tax database and related training and capacity building delivered

(c) structured training conducted in geographic information systems (GIS), property valuation, development control, and surveying

(d) systems developed to facilitate taxpayer billing and payments

(e) taxpayer sensitization and outreach activities carried out.

At the national level,
(f) national standards and guidelines for property taxation and a monitoring system

for municipal fiscal
evaluation developed.

Component 2: Resilient Municipal Infrastructure Investment & Urban Greening Subcomponent 2.1 : Neighborhood Upgrading & Greening in Freetown	Investment	Improved access to basic services and flood risk mitigation in areas of extreme poverty in Freetown	(a) Neighborhood upgrading in underserved neighborhoods with infrastructure investments (drains, access roads, walkways, footbridges, water supply and sanitation, public spaces, local markets, and LED street lighting) designed to climate- and disaster-resilient standards.	GET	3,797,262.00	11,200,000.00
		Expanded tree and vegetation cover in targeted upper catchment and high slope areas for improved natural resources management and enhanced biodiversity	(b) Capacity building and institutional strengthening to enhance the performance and suitability of the infrastructure and services provided			
			(c) Forest inventory across the Freetown Peninsula's 11 catchment areas carried out and research conducted to			

improve forest
performance and
encourage adaptive
community-based
management

Subcomponent 2.2 : SWM Upgrading in Freetown & Secondary Cities	Investment	Improved solid waste management in Freetown and Secondary Cities	In Freetown, (a) modern landfill constructed, along with street-level infrastructure (transit points) and transport and disposal equipment (b) TA provided to design a sustainable SWM model incorporating the entire value chain (c) informal waste management supported to stimulate the recycling sector and provide livelihood alternatives for the existing dump sites In secondary cities, (d) ancillary infrastructure at the existing landfill	GET	2,000,000.00	18,300,000.00
---	------------	---	--	-----	--------------	---------------

and operational
systems upgraded in
Bo

(e) equipment and
vehicles for improved
SWM collection
provided in Kenema
and Makeni

(f) training and
institutional
strengthening
program carried out to
establish a
comprehensive
financial model and
develop cost recovery
strategies and
implement data driven
planning and rigorous
performance
management

Subcomponent 2.3: Market Upgrading	Investment	Upgraded markets support improved working conditions and increased revenue	(a) Market upgrading investments integrating universal access designs and including market stalls, roofing, water and sanitation facilities, drains, electricity, and childcare centers	GET	6,700,000.00
------------------------------------	------------	--	---	-----	--------------

Component 3: Emergency Management Institutional & Capacity Development	Technical Assistance	Enhanced emergency preparedness and response capacity	Component 3: Emergency Management Institutional & Capacity Development (a) investment in organizational structures (district committees, emergency operation centers [EOCs], command posts, and incident command teams); equipment; training; operational plans and procedures; critical infrastructure; and facilities	GET	4,530,000.00
--	----------------------	---	--	-----	--------------

Component 4: Project Management	Technical Assistance	Advocacy, knowledge exchange and strengthened national and international partnerships of practitioners working on sustainable urbanization.	(a) Project management, including monitoring and evaluation, safeguards, financial management, procurement, and training (b) Knowledge products on best practice to be shared nationally and internationally (c) Participation in GEF-7 Sustainable Cities events	GET	330,000.00	4,470,000.00
Sub Total (\$)					6,727,262.00	50,000,000.00
Project Management Cost (PMC)						
GET						
Sub Total(\$)					0.00	0.00
Total Project Cost(\$)					6,727,262.00	50,000,000.00

C. Sources of Co-financing for the Project by name and by type

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount(\$)
GEF Agency	World Bank	Grant	Investment mobilized	50,000,000.00
Total Co-Financing(\$)				50,000,000.00

Describe how any "Investment Mobilized" was identified

Investment mobilized is a World Bank IDA grant.

D. Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)
World Bank	GET	Sierra Leone	Biodiversity	BD STAR Allocation	2,752,294	247,706
World Bank	GET	Sierra Leone	Climate Change	CC STAR Allocation	917,431	82,569
World Bank	GET	Sierra Leone	Land Degradation	LD STAR Allocation	917,431	82,569
World Bank	GET	Sierra Leone	Multi Focal Area	IP SC Set-Aside	2,140,106	192,610
Total Grant Resources(\$)					6,727,262.00	605,454.00

E. Non Grant Instrument

NON-GRANT INSTRUMENT at CEO Endorsement

Includes Non grant instruments? **No**

Includes reflow to GEF? **No**

F. Project Preparation Grant (PPG)
PPG Required



PPG Amount (\$)				PPG Agency Fee (\$)		
Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)
				Total Project Costs(\$)	0.00	0.00

Core Indicators

Indicator 3 Area of land restored

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
0.00	1000.00	0.00	0.00

Indicator 3.1 Area of degraded agricultural land restored

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Indicator 3.2 Area of Forest and Forest Land restored

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
	1,000.00		

Indicator 3.3 Area of natural grass and shrublands restored

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Indicator 3.4 Area of wetlands (incl. estuaries, mangroves) restored

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Indicator 4 Area of landscapes under improved practices (hectares; excluding protected areas)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
0.00	0.00	0.00	0.00

Indicator 4.1 Area of landscapes under improved management to benefit biodiversity (hectares, qualitative assessment, non-certified)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
----------------------	----------------------------------	----------------------	---------------------

--	--	--	--

Indicator 4.2 Area of landscapes that meets national or international third party certification that incorporates biodiversity considerations (hectares)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
----------------------	----------------------------------	----------------------	---------------------

--	--	--	--

Type/Name of Third Party Certification

Indicator 4.3 Area of landscapes under sustainable land management in production systems

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
----------------------	----------------------------------	----------------------	---------------------

--	--	--	--

Indicator 4.4 Area of High Conservation Value Forest (HCVF) loss avoided

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Documents (Please upload document(s) that justifies the HCVF)

Title	Submitted
-------	-----------

Indicator 6 Greenhouse Gas Emissions Mitigated

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO ₂ e (direct)	0	1815665	0	0
Expected metric tons of CO ₂ e (indirect)	0	0	0	0

Indicator 6.1 Carbon Sequestered or Emissions Avoided in the AFOLU (Agriculture, Forestry and Other Land Use) sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO ₂ e (direct)		736,253		

Expected metric tons of CO ₂ e (indirect)	
Anticipated start year of accounting	2022
Duration of accounting	20

Indicator 6.2 Emissions Avoided Outside AFOLU (Agriculture, Forestry and Other Land Use) Sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO ₂ e (direct)		1,079,412		
Expected metric tons of CO ₂ e (indirect)				
Anticipated start year of accounting		2022		
Duration of accounting		20		

Indicator 6.3 Energy Saved (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Total Target Benefit	Energy (MJ) (At PIF)	Energy (MJ) (At CEO Endorsement)	Energy (MJ) (Achieved at MTR)	Energy (MJ) (Achieved at TE)
----------------------	----------------------	----------------------------------	-------------------------------	------------------------------

**Target Energy Saved
(MJ)**

Indicator 6.4 Increase in Installed Renewable Energy Capacity per Technology (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Technology	Capacity (MW) (Expected at PIF)	Capacity (MW) (Expected at CEO Endorsement)	Capacity (MW) (Achieved at MTR)	Capacity (MW) (Achieved at TE)
------------	---------------------------------	---	---------------------------------	--------------------------------

Indicator 11 Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female		866,677		
Male		866,677		
Total	0	1733354	0	0

Provide additional explanation on targets, other methodologies used, and other focal area specifics (i.e., Aichi targets in BD) including justification where core indicator targets are not provided

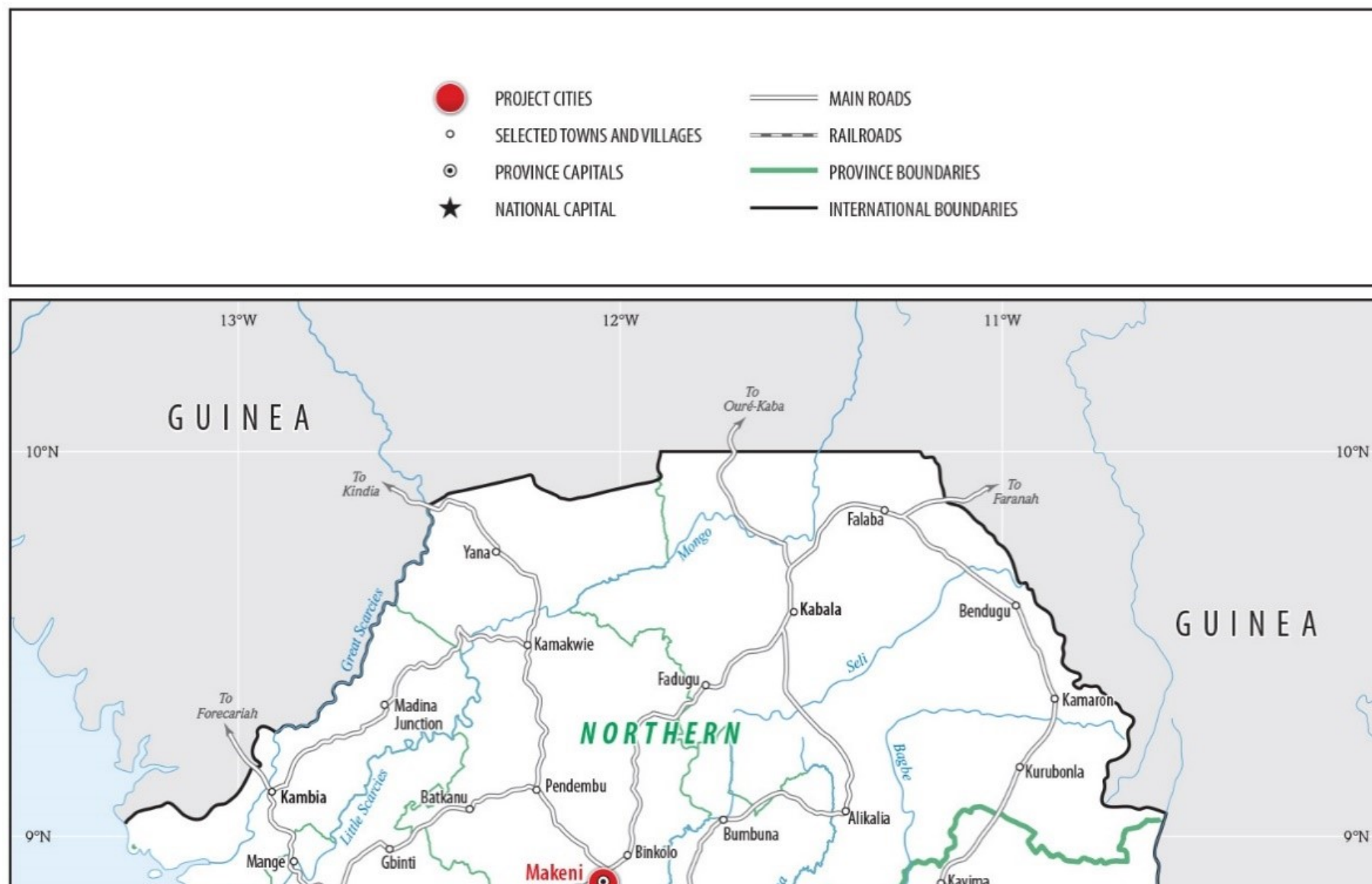
Area of land restored (Hectares) : Based on recommendations noted in the Multi-city Hazards Assessment Report funded by the World Bank in 2018, catchment areas were assessed for reforestation in high slope and upper catchment areas to address recurring flooding, landslide susceptibility, and coastal erosion as well as to protect critical infrastructure. Building on the Multi-City Hazards Assessment Report, additional technical study with satellite and drone imagery assessment was conducted to quantify the designated reforestation areas into hectares to determine the number of trees to be planted. To ensure sustainability of this tree planting activity, the GEF funding will support: (a) community-based forest management in Freetown and the Western Area Peninsula through a community planting and stewardship program model; (b) comprehensive forest inventory across the 11

catchment areas of the Freetown Peninsula using remote sensing to catalog and monitor existing and potential tree and vegetation cover; and (c) capacity building to improve forest performance and encourage adaptive community-based management. For monitoring and evaluation, the project will support data collection through remote sensing using drones and satellite imagery for tracking of trees to establish (a) baseline tree cover, (b) available space for new planting and growing, (c) geo-coding of individual trees, (d) computer vision for identifying different tree crops from aerial images, and (e) artificial intelligence for analyzing change for the trees over time (90-day) intervals. Greenhouse Gas Emissions Mitigated (metric tons of CO₂e) : GHG emissions mitigated under this project arise from two sources: (i) Lifetime direct project GHG emissions mitigated are based on the GHG emissions that will be avoided through the development of modern landfilling capacity including LFG capture and flaring as well as waste diversion activities such as material recovery in Freetown, (ii) Lifetime consequential (indirect) GHG emissions mitigated are based on the carbon stocks in the plant biomass resulting from afforestation that will be protected over a 20-year period across all target areas, and the increase in sequestration that will take place over the life of the project. Lifetime direct project GHG emissions avoided are estimated using World Bank Climate action for URBan sustainability (CURB) scenario planning tool. Building on Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) as well as Intergovernmental Panel on Climate Change (IPCC) Guidelines for National GHG Inventories for Sierra Leone, CURB allows for calculating baseline emissions as well as reductions scenarios based on specific actions. Baseline calculations were informed by recent sectoral studies that provided waste volumes and composition as well as growth parameters over the next 20 years. The calculation of project emissions reflects the sequence of activities as planned in the project and corresponding ramp-up of GHG reduction activities. Avoided emissions resulted from the difference between baseline scenario and project scenario emissions. Avoided emissions are calculated on a yearly basis and cumulated over a period of 20 years from the implementation of the project, leading to a direct reduction of 1,079,412 tonnes CO₂e. The estimates of consequential GHG emissions mitigated by tree planting activities was estimated by using Intergovernmental Panel on Climate Change (IPCC) based carbon accounting methods. Input was provided by project data and local policies such as the FCC Tree Planting and Growing Strategy 2020 -2022. Subsequent calculation of emission reduction was conducted with the Agriculture, Forestry and Other Land Use (AFOLU) Carbon Calculator from USAID. Results show that GHG emissions mitigated are estimated at 736,253 tonnes CO₂e over a period of 20 years from the completion of the project. The combined estimate of direct and consequential GHG emission reductions for the project was estimated as 1,815,665 tonnes CO₂e. It is worth noting that other activities under the project such as urban upgrading will further contribute to climate mitigation through energy-efficient lighting, emphasis on the separation and treatment of recyclable materials and improved waste collection efficiency, although corresponding values have not been incorporated in the total target. Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment: The project will directly benefit an estimated 1,733,354 people, including residents and businesses in the seven targeted cities: Greater Freetown (including Western Area Rural District), Makeni, Koidu New Sembehun, Kenema, Bo, Port Loko, and Bonthe. The main benefits will stem from (a) improved access to services (across a range of subsectors, including access roads, SWM, sanitation, markets, stormwater drainage and flood reduction, and street lighting); (b) improved living and working conditions; and (c) job opportunities from labor-intensive construction activities and community tree planting intervention. The participating cities' administration and national public sector staff will benefit from training and support to gradually improve their management capacity and provide services to the city inhabitants. Central government entities involved in the project will also benefit from capacity building to better fulfill their roles. The local construction sector, especially small and medium enterprises (SMEs), will benefit from the project's contract opportunities.

Part II. Project Justification

1b. Project Map and Coordinates

Please provide geo-referenced information and map where the project interventions will take place.





5/4/2021

Global Environment Facility (GEF) Operations

Kenema: 7.8632° N, 11.1957° W

Makeni: 8.8720° N, 12.0376° W

2. Stakeholders

Please provide the Stakeholder Engagement Plan or equivalent assessment.

Stakeholder Engagement Plan uploaded

In addition, provide a summary on how stakeholders will be consulted in project execution, the means and timing of engagement, how information will be disseminated, and an explanation of any resource requirements throughout the project/program cycle to ensure proper and meaningful stakeholder engagement

Stakeholder engagement in the project will be carried out by (a) ensuring an intensive program of engagement with project stakeholders throughout implementation; (b) deepening the consultation process that began during project preparation; and (c) monitoring social impact through annual stakeholder surveys. Committees in each settlement and market, local leaders, women representatives, disability groups and other relevant community associations will work with the city officials at important review and decision-making points along the planning and implementation process, namely (a) during the preparation of inception, intermediate, and final reports for area planning; (b) during the preparation of feasibility study for infrastructure investments in the settlement and prioritization of those investment; (c) during preliminary and/or detailed design for infrastructure investments; and (d) at monthly site meetings with the construction supervision consultants and contractors. The project will follow the Stakeholder Engagement Plan (SEP) developed to ensure the implementation of the communication, consultation, engagement, and protocols for grievance redress mechanisms (GRM). The SEP outlines different access and communication needs of various groups and individuals particularly the vulnerable and disadvantaged groups (persons with disabilities, the elderly, women) to ensure effective engagement and disclosure of project information. The project will design and incorporate a comprehensive project wide GRM which will enable a broad range of stakeholders to channel concerns, questions, and complaints to the various implementation agencies. The citizen engagement will also be enhanced through the use of the city-level citizen engagement digital platform to be financed under the project (Subcomponent 1.1).

Select what role civil society will play in the project:

Consulted only;

Member of Advisory Body; Contractor; Yes

Co-financier;

Member of project steering committee or equivalent decision-making body; Yes

Executor or co-executor;

Other (Please explain)

3. Gender Equality and Women's Empowerment

Provide the gender analysis or equivalent socio-economic assesment.

With a gender Inequality Index value of 0.645, Sierra Leone ranked 150th out of 160 economies in 2017, reflecting women and girls inequities in economic activity, reproductive health, and empowerment. Men earn three times as much as women in wage employment, double in non-farm self-employment (80,000Le vs. 140,000Le), and nearly double in agricultural self-employment. There are significant gender gaps in land and business ownership, with women owning smaller plots of land (8.3 acres vs. 11.1 acres) and with less than 23 percent land ownership. The likelihood of working in a formal job, whether in wage employment or non-agricultural self-employment, is greater among men than women. The gender gap in Freetown's population with no education is nearly 10 percentage points (17.1 for men; 27.2 for women): women with more than secondary education account only for 7.6 percent while men represent 10.6 percent. The percentage of women who cannot read at all in Freetown is 34.3 percent, more than doubling men's rate. Gender-based violence (GBV), particularly against women and girls, is among the highest in the world. An estimated 45 percent of Sierra Leone's population have experienced physical or sexual intimate partner violence in their lifetimes.

While the Government of Sierra Leone is strongly committed to gender equality, women and men in Sierra Leone experience urban areas differently due to different gender-based roles and responsibilities, deep-rooted structural inequality, and the high prevalence of GBV. The COVID-19 pandemic has exacerbated the economic and social challenges faced by women and girls in Sierra Leone, as income, educational opportunities and social supports have been lost and rates of GBV have increased.

In Sierra Leone, women play a primary role in the waste disposal and environmental management. Yet they are disadvantaged in accessing jobs and income from the SWM market, as they are in many sectors. In the Sierra Leone economy, women participate in the labor force at roughly the same rate as men, but they are more likely to work informally, less likely to earn wages (4.5 percent of women versus 15.5 percent of men), and earn far less than men in both self- and wage-employment (men earn between two and three times as much). The majority of economically active women participate in informal micro- and small-business enterprises, and they lack avenues to acquire business skills, credit and financial services that support successful entrepreneurship. Women work in the SWM sector informally including in waste picking, diversion and sorting, although SWM service providers tend to be male-dominated.

Women in Sierra Leone are the primary collectors, transporters, and managers of domestic water and fuel, as well as the promoters of home and community sanitation activities, making investments in urban transport and sanitation key to easing women's domestic burden of care and increasing their income. However, women's voice in decision-making can be hindered by social norms that restrict women's leadership roles. While there has been legal progress, including the Local Government Act of 2004 which requires that five of the ten regular Ward Committee members are women, in reality, these Ward Committees may not be functional and the process of planning and approving policies, plans and strategies on urban development often engages men. This can limit women's ability to have their needs and interests in urban development taken into consideration effectively.

The RUSLP will take the following actions on gender inclusion and GBV (summarized below, with further analysis of the gender gaps and an elaboration of actions to be taken by the project included in the attached *Gender Analysis and Action Plan*):

- Address gaps in access to skills and training for entrepreneurship and employment in SWM (see results chain in Annex 3) while enhancing childcare for market traders and providing short-term jobs for women in tree planting;

- Address gaps in women's voice and agency by ensuring that Ward Committees are functional, reflect statutory gender representation requirements, and encourage leadership roles for women so that infrastructure projects that align with women's needs and interests will be prioritized;
- Address gaps in data on women's land rights by including questions on women's property ownership in tax administration survey questionnaires; and
- Address the risks of GBV, specifically sexual exploitation and abuse (SEA) and sexual harassment (SH) that may be exacerbated by the project, and take proactive steps on GBV prevention through safety-enhancing infrastructure (e.g., street lighting and market security upgrades) and exploring the potential for community outreach, awareness-raising and other GBV prevention measures.

Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment?

Yes

Closing gender gaps in access to and control over natural resources;

Improving women's participation and decision making Yes

Generating socio-economic benefits or services or women Yes

Does the project's results framework or logical framework include gender-sensitive indicators?

Yes

4. Private sector engagement

Elaborate on the private sector's engagement in the project, if any.

The project design and implementation will provide space for and promote private sector engagement. In the SWM component, material recovery from municipal waste streams will require strong private sector engagement to incentivize innovative recycling and stimulate local businesses and create jobs within the waste management and recycling sector, seeking opportunities to formalize employment of informal waste pickers, many of whom are women. To overcome the potential challenges associated with the establishment of a PPP for SWM, the proposed project will (a) explore options and provide assistance to enhance the financing mechanisms and PPP framework in the sector; (b) finance infrastructure and programs that are unlikely to be financed by the private sector (such as closure of dump sites and training of workers); and (c) introduce a performance management system for monitoring the performance of private operators. In addition, tree planting and forest protection schemes will seek to mobilize resources from private companies and individuals through sponsorship schemes to invest in forest protection, thereby enhancing the financial sustainability of forest protection and management programs.

5. Environmental and Social Safeguard (ESS) Risks

Provide information on the identified environmental and social risks and potential impacts associated with the project/program based on your organization's ESS systems and procedures

Overall Project/Program Risk Classification*

PIF	CEO Endorsement/Approval	MTR	TE
High or Substantial			

Measures to address identified risks and impacts

Elaborate on the types and risk classifications/ratings of any identified environmental and social risks and impacts (considering the GEF ESS Minimum Standards) and any measures undertaken as well as planned management measures to address these risks during implementation.

Environmental and social risks are rated High. Implementing agencies will use the World Bank's Environmental and Social Framework (ESF) instruments for the first time, thereby requiring time to adjust to new procedures for subproject preparation and supervision. Further, the scale and nature of the proposed activities are expected to have high E&S impacts and risks, including potential displacement due to landfill construction and neighborhood upgrading, temporary disruption of livelihood activities at the markets as well significant community health and safety risks during the construction phase, including sexual exploitation and abuse and sexual harassment (SEA/SH) and gender-based violence (GBV) risks. The solid waste disposal interventions are particularly high risk from the environmental perspective due to the lack of appropriate alternative disposal sites and the intervention could increase the risk of pollution from leachate, gas emissions as well as the possibility of outbreak of waterborne diseases. The E&S risk of the SWM operational support intervention in the secondary cities is substantial as it could lead to an increase in the disposal of wastes at the respective landfill sites, and subsequently to their saturation. There may also be the issue of environmental legacies associated with these landfill sites as well. Given the weak capacity of the client to handle such largescale movement of solid waste and supervision, the proposed environmental risk of the project is high. Collectively, these risks, if not adequately mitigated, will lead to pollution, ecosystem alteration, health- and safety-related incidents, and accidents or fatalities, culminating in conflict with the community. Furthermore, there is potential risk of COVID-19 transmission as workers are mobilized into the project area from across the country, in particular with respect to the construction related activities, which will start within the next six-twelve months. The project will take specific measures to address E&S issues, including the preparation of a COVID-19 Preventions and Risk Mitigation Plan and an ESHIA to address high-risk activities, such as the establishment or rehabilitation of landfill sites. Site-specific ESMPs will be prepared and cleared with the WB before contractor mobilization and civil works. The contractor will execute the project in accordance with the safeguards instruments and code of conduct to be observed by all employees and third parties operating in the project area. The sourcing and procurement of materials will be limited to certified (and where applicable, EPASL-licensed) suppliers. All parties shall adhere to the World Bank's ESF good practice note on SEA/SH to minimize SEA/SH risks. Lastly, the PMU has hired 4 staff to manage the project's social and environmental aspects of the project and the WB will continue to provide close safeguards support throughout the project execution.

Please see attached ESRS and ESCP for a detailed explanation of risks and mitigation measures.

Supporting Documents

Upload available ESS supporting documents.

Title	Module	Submitted
Environmental and Social Commitment Plan (ESCP)	CEO Endorsement ESS	
Appraisal Environmental and Social Review Summary (ESRS)	CEO Endorsement ESS	

ANNEX A: PROJECT RESULTS FRAMEWORK (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

Results Framework

COUNTRY: Sierra Leone
Resilient Urban Sierra Leone Project

Project Development Objectives(s)

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.

Project Development Objective Indicators

RESULT_FRAME_TBL_PDO

Indicator Name	PBC	Baseline	End Target
Outcome 1. Improved capacity for integrated urban planning and revenue generation			
Increased municipal own source revenue (aggregated for all city councils) (Percentage)		0.00	15.00
Cities with new planning frameworks adopted (Number)		0.00	4.00
Outcome 2. Improved access to municipal infrastructure and services			
People provided with increased access to resilient municipal infrastructure and services (Number)		0.00	1,700,000.00
People provided with increased access to resilient municipal infrastructure and services - Female (Number (Thousand))		0.00	850,000.00
Outcome 3: Enhanced emergency preparedness and response services			
Districts with functional decentralized emergency response services (Number)		0.00	2.00
People provided with access to enhanced hydromet early warning systems (Number)		0.00	600,000.00

PDO Table SPACE

Intermediate Results Indicators by Components

RESULT_FRAME_TBL_IO

Indicator Name	PBC	Baseline	End Target
Component 1: Institutional and Capacity Development in Integrated Urban Management			
Staff trained in urban planning methods (Number)		0.00	100.00
Number of city councils staff trained in urban planning methods - Female (Number)		0.00	50.00

planning methods - Female (Number)			
Number of city councils with ICT system for property tax upgraded/established and operational (Number)		0.00	5.00
Number of city councils using a citizen engagement platform (Number)		0.00	5.00
Component 2: Resilient Municipal Infrastructure Investment and Urban Greening			
Unplanned settlements upgraded (Hectare(Ha))		0.00	32.00
Number of people with access to new sanitation and/or water facilities constructed (Number)		0.00	20,000.00
Proportion of safely disposed municipal solid waste in Western Area (Percentage)		0.00	45.00
Area of forested land restored and/or under improved management (Hectare(Ha))		0.00	1,000.00
Number of traders using upgraded markets (Number)		0.00	7,000.00
Number of traders using upgraded markets - Female (Number)		0.00	6,000.00
Average citizen satisfaction rate with at least 1 subproject provided under Component 2 (percentage) (Percentage)		0.00	80.00
Average citizen satisfaction rate with at least 1 subproject provided under Component 2 (percentage) - Female (Percentage)		0.00	80.00
Green house gas (GHG) reduction (Metric ton)		0.00	1,815,665.00
Percentage of short-term jobs created for women through upgrading, tree planting and soli		0.00	30.00

d waste services (Percentage)			
Component 3: Emergency Management Institutional and Capacity Development			
Number of Districts with Disaster Contingency Plans adopted (Number)		0.00	2.00
Number of Emergency Operations Centers (national and regional) established and equipped (Number)		0.00	2.00
Flood forecasting and alert systems established (Yes/No)		No	Yes
Staff trained in DRM (Number)		0.00	300.00
Component 4: Project Management			
Percentage of registered grievances resolved within the agreed timeframe (Percentage)		0.00	80.00
Beneficiary feedback surveys conducted at mid-term and closing (Yes/No)		No	Yes

O Table SPACE

JL Table SPACE

Monitoring & Evaluation Plan: PDO Indicators					
Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Increased municipal own source revenue aggregated for all city councils	Accumulated revenue increase from property tax and market fee collection.	Annual	City Councils - Municipal Finance & Planning Dept and FDD Annual audit of LCs	FDD will compile data of revenue from property tax and market fee collection in all secondary cities that benefitted from the project TA.	FDD and relevant City Councils.

ities with new planning frameworks adopted	Number of City Councils with planning instruments in place to guide strategic & sectoral development plans	Annual	Participating City Councils	Annual project progress reports.	PMU
People provided with increased access to resilient municipal infrastructure and services	Number of direct beneficiaries from improved urban infrastructure financed under the project.	Semi-annual	Infrastructure works completion reports.	Supervising consultants and contractors' works completion reports.	PMU
People provided with increased access to resilient municipal infrastructure and services - Female	Number of women beneficiaries of improved urban infrastructure in the selected informal settlements, markets and SWM interventions.	Semiannual	Works supervision reports.	PMU will calculate the number of women directly benefiting from the improved infrastructure sites in all the selected project sites.	PMU
Districts with functional decentralized emergency response services	Measures the establishment of (a) at least one emergency management warehouse or equipped fire service, (b) an emergency operations center and disaster contingency plans, and (c) staff and volunteers trained in the delivery of emergency support functions.	Semiannual	NDMA and Project Annual Report	Project progress report and consultants' report	The National Disaster Management Agency and the District-level DRM entity.
People provided with access to enhance hydromet early warning systems	Number of people with access to reliable early warning systems.	Annual.	NDMA, Sierra Leone Met Agency (SLMet) & Water Resources Management Agency (WRMA)	Annual progress reports.	NDMA, Sierra Leone Met Agency (SLMet) & Water Resources Management Agency (WRMA)

ME PDO Table SPACE

Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Staff trained in urban planning methods	Measures cumulative number of staff in city councils, ministry of land and ministry of local government, trained in planning methods across all cities benefitting under this project.	Annual	Workshop/Training Reports	Annual project update report.	PMU
Number of city councils staff trained in urban planning methods - Female	Cumulative number of city council female staff trained in planning methods across all cities benefitting under this project.	Annual	Workshop/Training Reports	Annual project update report	PMU
Number of city councils with ICT system or property tax upgraded/established and operational	Measure the number of city council with functional ICT-based property tax system	Annual	Participating city councils	Annual project update report	City Councils, consolidated by PMU
Number of city councils using a citizen engagement platform	Measures the number of city councils that use the digital citizen engagement platform. 'Use' is defined as accessible to citizens, and monitored and updated, at least on a weekly basis.	Annual	Annual project update report	Activity reports and questionnaires to City Councils.	PMU
	This indicator measures the total area of unplanned settlements in Freetown that have benefited from a comprehensive package of upgrading interventions (such as road	Annual	Project Progress Reports, Construction supervision	The scope of works in the selected unplanned settlements will be determined upon contract signing. To measure this indicator, the total expected area of unplanned settlements to be upgraded	Construction supervision

Unplanned settlements upgraded	ds, footpaths, public lighting, bridges, drainage structures, community facilities, green infrastructure and other investments as identified in the PIM).	Annual	Annual Project Progress Report	ed will be multiplied by the percentage of physical progress of works. Physical progress will be based on the most recent progress report provided at the end of each year.	consultants and FCC
Number of people with access to new sanitation and/or water facilities constructed	Number of direct beneficiaries from improved sanitation services financed under the Project	Annual	Annual Project Progress Report	Activities progress reports	City Councils
Proportion of safely disposed municipal solid waste in Western Area	Measures the average amount (tons) of solid waste collected and disposed into a sanitary landfill per month in Western Area.	Annual	Annual Project Progress Report	Newly operational sanitary landfill will gather real time data on waste tipped at the sites. This will be monitored carefully and consolidated into monthly reports to get monthly average (tons) solid waste disposed in Western Area.	FCC and Ward-C
Area of forested land restored and/or under improved management	Area of land that has either been reforested and/or has increased the sustainability of its management and/or protection.	Annual	FCC and Ministry of Environment.	Combination of satellite imagery & local field based surveys, to be supported through the project.	FCC
Number of traders using upgraded markets	Cumulative number of traders using the upgraded markets in participating cities.	Annual	Supervision Reports	Supervision Reports	City Councils, PMU consolidating

Number of traders using upgraded markets - Female	Cumulative number of female traders using the upgraded markets in participating cities	Annual	Supervision Reports	Supervision Reports	City Councils, PMU consolidating
Average citizen satisfaction rate with at least 1 subproject provided under Component 2 (percentage)	Captures the percentage of project beneficiaries satisfied with project interventions.	Mid-term and at project end.	Beneficiary Impact Assessment/Perception Survey.	Interviews, questionnaires, and surveys of beneficiaries	PMU and City Councils
Average citizen satisfaction rate with at least 1 subproject provided under Component 2 (percentage) - Female	Captures the percentage of project beneficiaries satisfied with project interventions.	Mid-term and at project end.	Beneficiary Impact Assessment/Perception Survey	Surveys, questionnaires and interviews	PMU and City Councils
Green house gas (GHG) reduction	Reduction in GHGs thanks to construction of modern sanitary landfill and gas recovery, as well as GHGs sequestered by trees planted, and strengthened forest protection.	At the completion of tree planting and landfill component.	Various technical, feasibility & design studies, and city council reporting to indicate waste generation and collection amounts, waste characterization.	Calculated based on internationally recognized methodology for GHG accounting.	FCC and PMU
Percentage of short-term jobs created for women through upgrading, tree planting and solid waste services	Percentage of short-term jobs created for female traders, informal waste workers, and community members through the project component 2.	Annual	Annual Project Progress Reports, Construction supervision consultant reports. CBOs.	Annual project update report.	PMU

Number of Districts with Disaster Contingency Plans adopted	Measure the number of Districts that have adopted Disaster Contingency Plans	Annual	Annual Project Progress Report	Project activities reports	PMU, National Disaster Management Agency, and Districts
Number of Emergency Operations Centers (national and regional) established and equipped	Measure the number of equipped and operational Emergency operation Centers, benefiting from the project	Annual	NDMA and City councils	Annual project update report	PMU
Flood forecasting and alert systems established	Assessment of the system to ensure that basic elements including observation, data management and analysis, forecasts and the production of information services are in place and operational, and basic information services are provided.	Annual	Annual project update report	Self-assessment by Sierra Leone Meteorological Agency, Water Resources Management Agency, and NDMA validated by a stakeholder workshop	Sierra Leone Meteorological Agency, Water Resources Management Agency, and NDMA, consolidated by PMU
Staff trained in DRM	Cumulative Number of staff from the national DRM agency, Districts, City Councils (other relevant MDAs) and MoF, trained in various areas of DRM	Annual	Workshops/training reports	Annual project progress report	PMU
Percentage of registered grievances resolved within the agreed timeframe	Measures the efficiency of the grievance redress mechanism established by the project and the extent to which grievances are resolved	Quarterly	Digital GRM system analysis	Data from Grievance Redress mechanism system	PMU
Beneficiary feedback surveys conducted at mid-term and closing	At least 2 beneficiaries surveys are conducted - one at project mid-term and a second right before project closing	Mid-Term Review and before Project Completion	Mid-Term aide-memoire and project completion mission aide-memoire.	Surveys, questionnaires, and interviews	PMU

ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

Comments received from United Kingdom in December 2019:

• *SL is a high fiduciary risk environment, with a very weak local audit regime, and therefore adequate and active local programme management needs to be in place.*

The fiduciary risk of this project is rated as Substantial due to: (a) the limited capacity of Project Fiduciary Management Unit (PFMU) staff; (b) the inadequate number of staff available compared to the workload; (c) limited knowledge in the Bank's Procurement Regulations and use of the Bank's Systematic Tracking of Exchanges in Procurement (STEP); (d) lack of procurement record keeping system; (e) inefficiencies and delays in procurement process; (f) insufficient competition in procurement, and (g) weak complaint redress system. Concrete action plans have been agreed with the government to mitigate the risks identified, including, inter alia: (a) capacity building of PFMU staff through regular procurement clinics, training and hiring of additional procurement specialist for the project; (b) aggregation of small packages when feasible; (c) sensitization of private sectors to bid for public tenders; and (d) biannual reporting on all complaints received and actions taken.

An implementation strategy has been defined to support project implementation. The strategy was developed based on the project's nature and its risk profile, thus focusing on priority activities to overcome the main risks outlined in the risk section, such as institutional capacity for implementation, environmental and social safeguards, fiduciary aspects and political and governance. The implementation support plan also reflects the planned implementation schedule, lessons learned from similar projects and specific needs identified by various assessments. It will focus on: (a) strengthening the capacity of the Project Management Unit (PMU), the PFMU and implementing agencies (IAs) throughout project execution, and especially safeguards capacity of the PMU, fiduciary capacity of the PFMU, and technical capacity of IAs; and (b) regular provision of implementation support through Bank missions and on-demand / concurrent support covering technical and other aspects. It will be regularly reviewed as required.

Implementation support will consist of formal implementation support missions; additional technical missions during the first two years of project implementation; regular technical meetings (including virtual meetings) and field visits by the Bank between missions; and regular reporting and monitoring of FM, procurement and environmental and social safeguards. Formal missions will be carried out at least three times a year, with ongoing and continued on-demand implementation support provided as needed. Local consultants based in Sierra Leone will also provide additional coordination and support to implementing agencies during the first year of implementation. The volume of support is expected to be particularly high in the first three years of implementation.

Early on in the project, dedicated support will be provided to the PMU and all implementing agencies for the technology and equipment required to facilitate effective remote implementation support. Laptops for key project staff in the PMU and the implementation teams, data for internet connectivity as well as relevant software, video conferencing and internet connectivity equipment, along with associated trainings may be provided based on a technical capacity needs assessment (which will be conducted during preparation). This will be useful for the PMU to coordinate with the 9 implementing agencies, as well as the World Bank task team. This support also aligns with the objectives of the first component of the project, to build the capacity of city councils in the area of urban planning and development, which often requires computer literacy and spatial data and geospatial skills amongst at least some of the team.

In view of the limited client technical capacity, both at national and local level, significant technical support will be provided. A range of technical experts will be hired on the Bank side to work with the client to provide hands on assistance and build capacity as the project is implemented. This requires additional consultants being brought onboard from the task team side to provide needed implementation support. This includes both in terms of the technical activities the project is supporting, but also for safeguards, where capacity is quite weak and risks remain high. Also in considering the COVID-19 situation and associated travel restrictions, the task team will seek to employ a team of local consultants that will support project implementation support, as well as provide technical assistance, through ongoing trust funds.

- If the GEF's Sustainable Cities programme will be working in SL it will need to do so in conjunction with the Cities and Infrastructure for Growth Sierra Leone (CIG) programme. CIG will be working with Freetown City Council. Also, the WB are about to start an urban resilience programme with Freetown.

This suggestion is duly noted. The RUSLP will be the WB's first Urban Resilience project in Sierra Leone and the team is closely coordinating with the Freetown City Council, which is one of the lead implementation agencies of the project. To seize opportunities to collaborate, we will ensure coordination with CIG program teams. The project team is also collaborating with SCIP Global team to leverage potential synergies for knowledge development and capacity building activities.

ANNEX C: Status of Utilization of Project Preparation Grant (PPG). (Provide detailed funding amount of the PPG activities financing status in the table below:

ANNEX D: Project Map(s) and Coordinates

Please attach the geographical location of the project area, if possible.

See section 1b.

ANNEX E: Project Budget Table

Please attach a project budget table.

Expenditure Category	Detailed Description	Component (USDeq.)							Total (USDeq.)	Responsible Entity
		Component 1: Institutional & Capacity Development in Urban Management	Component 2: Resilient Municipal Infrastructure Investment & Urban Greening		Component 4: Project management	Sub-Total	M&E	PMC		
		Subcomponent 1.1: Strengthening Integrated Urban Planning & MSDI	Subcomponent 2.1 : Neighborhood Upgrading & Greening in Freetown	Subcomponent 2.2 : SWM Upgrading in Freetown & Secondary Cities	Component 4: Project management					
Works	C2.1: Neighborhood Upgrading C2.2:WA Landfill Design & Build		2,050,000	1,150,000					3,200,000	FCC, MoF
Goods	C2.1: Seedling supplies from nurseries for Urban Greening activities		616,045						616,045	FCC
Vehicles									-	

Grants/ Sub-grants									-	
Revolving funds/ Seed funds / Equity									-	
Sub-contract to executing partner/ entity	C.2.1: Community Based Organization Operational Management Cost for Urban Greening activities		633,955						633,955	FCC
Contractual Services – Individual									-	
Contractual Services – Company	C.1.1: Firm contract to conduct spatial plans and capacity building for Western Area Regional Development Plan. C2.1: Firm contract to develop tree tracking and monitoring platform	600,000	492,262						1,092,262	FCC/6 Local Councils in secondary cities (Makeni, Koidu New Sembehun, Kenema, Bo, Port Loko, and Bonthe)
International Consultants									-	FCC
Local Consultants	2.2: WA SWM Strategy and associated studies and Comprehensive Assessment of SWM systems in secondary cities			850,000					850,000	FCC and secondary cities
Project management unit staff										
Trainings, Workshops, Meetings	C.4: Participation for the global SCIP capacity building and knowledge development activities.				230,000				230,000	FCC and secondary cities
Travel	C.4: Participation for the global SCIP capacity building and knowledge development activities.				100,000				100,000	FCC and secondary cities
Office Supplies									-	
Other Operating Costs									-	
Grand Total		600,000	3,792,262	2,000,000	330,000		-		6,722,262	

Note: As this is a fully blended IDA-GEF project, and all GEF project management and M&E requirements are fully integrated into the project, PMC and M&E costs will be fully financed by the IDA grant.

ANNEX F: (For NGI only) Termsheet

Instructions. Please submit an finalized termsheet in this section. The NGI Program Call for Proposals provided a template in Annex A of the Call for Proposals that can be used by the Agency. Agencies can use their own termsheets but must add sections on Currency Risk, Co-financing Ratio and Financial Additionality as defined in the template provided in Annex A of the Call for proposals. Termsheets submitted at CEO endorsement stage should include final terms and conditions of the financing.

ANNEX G: (For NGI only) Reflows

Instructions. Please submit a reflows table as provided in Annex B of the NGI Program Call for Proposals and the Trustee excel sheet for reflows (as provided by the Secretariat or the Trustee) in the Document Section of the CEO endorsement. The Agency is required to quantify any expected financial return/gains/interests earned on non-grant instruments that will be transferred to the GEF Trust Fund as noted in the Guidelines on the Project and Program Cycle Policy. Partner Agencies will be required to comply with the reflows procedures established in their respective Financial Procedures Agreement with the GEF Trustee. Agencies are welcomed to provide assumptions that explain expected financial reflow schedules.

ANNEX H: (For NGI only) Agency Capacity to generate reflows

Instructions. The GEF Agency submitting the CEO endorsement request is required to respond to any questions raised as part of the PIF review process that required clarifications on the Agency Capacity to manage reflows. This Annex seeks to demonstrate Agencies' capacity and eligibility to administer NGI resources as established in the Guidelines on the Project and Program Cycle Policy, GEF/C.52/Inf.06/Rev.01, June 9, 2017 (Annex 5).