



Project Information Document (PID)

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BASIC INFORMATION

A. Basic Project Data

Country Sierra Leone	Project ID P168608	Project Name Resilient Urban Sierra Leone Project	Parent Project ID (if any)
Region AFRICA WEST	Estimated Appraisal Date 08-Mar-2021	Estimated Board Date 05-Apr-2021	Practice Area (Lead) Urban, Resilience and Land
Financing Instrument Investment Project Financing	Borrower(s) Sierra Leone (Through its Ministry of Finance)	Implementing Agency Freetown City Council, Fiscal Decentralization Division in Ministry of Finance, National Disaster Management Agency, Western Area Rural District Council, Bo City Council	

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Proposed Development Objective(s)

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

Components

Institutional and Capacity Development in Urban Management
Resilient Municipal Infrastructure Investment and Urban Greening
Emergency Management Institutional and Capacity Development
Project Management

PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	56.73
Total Financing	56.73
of which IBRD/IDA	50.00
Financing Gap	0.00



DETAILS

World Bank Group Financing

International Development Association (IDA)	50.00
IDA Grant	50.00

Non-World Bank Group Financing

Trust Funds	6.73
Global Environment Facility (GEF)	6.73

Environmental and Social Risk Classification

High

Decision

The review did authorize the team to appraise and negotiate

Other Decision (as needed)

B. Introduction and Context

Country Context

1. **Sierra Leone emerged from the tragedy of its 11-year civil war (1991–2002) through political and social progress and steady economic growth.** The postwar period has seen remarkable success in the establishment of a peaceful democracy, with per capita gross domestic product (GDP) increasing on average by 5.9 percent per year from 2002 to 2014, driven mainly by agriculture and mining. Poverty declined significantly, from 66.4 percent in 2003 to 56.8 percent in 2018. Overall inequality also fell, as evidenced by the decrease in the Gini coefficient from 0.39 to 0.32 over the same period. Urban areas have become local trading and commercial centers, with Freetown (the capital city, accounting for a third of GDP) recording many sources of new wealth and development. The country also attracted large-scale foreign direct investment in mining and agriculture, though with limited contribution to fiscal revenue and job creation. Nationally, access to basic services improved, particularly in education and health.

2. **Despite the notable postwar progress and absence of conflict, key fragility risks remain.** A persistent vulnerability to multidimensional shocks (epidemic, economic, and climatic);¹ a North-South ethno-regional divide; high youth unemployment; high inequality and poverty rates; and weak institutions threaten national cohesion. The combination of inadequate health care systems, increasing global movement of goods and people, and porous borders—coupled with limited government capacity to respond to health shocks—exacerbates the risk of rapid cross-border disease transmissions and outbreaks. Macroeconomic underperformance (including volatile growth, high fiscal deficits, and large debt and arrears burdens) renders the country prone to economic

¹ Sierra Leone has experienced four successive shocks between 2014 and 2020: the Ebola epidemic (2014–16), an iron ore mining collapse (2015–16), the Freetown landslide (2017), and the present COVID-19 pandemic crisis.

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shocks, while high exposure to natural hazards with significant economic consequences poses a major threat to the country's prosperous and resilient future. Political polarization along ethnic lines is an underlying basis for the struggle over resources, while patrimonial practices in the awarding of jobs, contracts, and political appointments have been evident under successive administrations. The decade-long civil war has left youth undereducated and with large skills gaps, resulting in 70 percent youth underemployment. The national poverty rate, after declining between 2003 and 2014, has recently increased to 56.8 percent in 2018; and with a Gini index of 34, income inequality remains high. Finally, weak governance and corruption² have had cross-cutting implications, including an increased cost of doing business, low investor confidence,³ and poor accountability for service delivery to citizens, undermining state legitimacy.

3. The global COVID-19 pandemic and the outbreak in Sierra Leone pose significant developmental risks.

The multidimensional risks that Sierra Leone face will be dramatically amplified when these risks intersect with the COVID-19 impacts. COVID-19 mitigation measures to reduce the spread of the virus have dramatically slowed economic activity, disrupting domestic and global supply chains and significantly reducing local employment and output, while the economy remains highly vulnerable to direct fiscal impacts from the health system's efforts to contain the disease outbreak. Sierra Leone's economy contracted by 2.2 percent in 2020 and macroeconomic conditions remain challenging evidenced by the worsening of key economic indicators. Fiscal deficit almost doubled to 6.2 percent of GDP driven mainly by revenue shortfalls and health-related spending pressures. Public debt increased slightly to 73.6 percent of GDP from 72.0 percent in 2019 largely reflecting the increase in fiscal deficits financed by additional loans. The recent IMF and World Bank debt sustainability analysis indicated that the country is at high risk of debt distress, same as in 2019. On the supply side, the services sector shrank by 11 percent due to the combined adverse effect of international and domestic restrictions on trade, travel and tourism. The pandemic also slowed activities in agriculture and industry reflecting domestic restrictions and disruption in global supply chains. On the demand side, the contraction of the economy was mainly caused by the fall in gross fixed investments and net exports with increased health-related expenditure. The diversion of expenditures to fight the outbreak will continue to stress government revenues and affect the government's ability to adequately provide public sector services.

4. Notwithstanding modest improvements in human development during the postwar period, Sierra Leone's Human Capital Index, at 0.35 in 2018, is among the lowest in the world.⁴

Access to and quality of health and education services are extremely low. Life expectancy, at 51 years, is the fifth lowest in the world. More than a tenth of newborns die before age five; a quarter of children under five are chronically malnourished; about four of every 10 people have not completed any level of education, and the national literacy rate is below 50 percent.⁵ High fertility (4.2 births per woman), adolescent pregnancy, and child marriage⁶ perpetuate the vicious cycle of poverty and gender inequality. Between 2011 and 2018, the total number of unemployment increased by 83.4

² The World Bank's Worldwide Governance Indicators (<http://info.worldbank.org/governance/wgi/>) suggest the public's perception of the quality of governance in the country is one of the lowest in the world. In 2018, the country's scores on the WGI's dimensions of governance were -0.18 for Voice and Accountability, -1.14 for Government Effectiveness, -0.91 for Regulatory Quality, -0.77 for Rule of Law, and -0.49 for Control of Corruption.

³ *Doing Business 2019* (Washington, DC: World Bank) ranked Sierra Leone 163rd out of 190 economies. As result, private investment, especially foreign direct investment, has slowed.

⁴ World Bank's Human Capital Index data from <https://www.worldbank.org/en/data/interactive/2018/10/18/human-capital-index-and-components-2018>.

⁵ Stats SL (Statistics Sierra Leone). 2019. "Sierra Leone Integrated Household Survey (SLIHS) Report 2018." Statistical report, Stats SL, Freetown.

⁶ Nearly 40 percent (39 percent) of girls are married before 18 years of age, and 15 percent are married before 15 years of age. 2018 SLIHS.



percent, while youth aged 15–24 years constituted about 21.4 percent of the total economically active population.⁷

5. 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. According to the 2013 Demographic and Health Survey data for Sierra Leone, nearly 40 percent of 15-to-19-year-old adolescents surveyed said that they are survivors of physical violence, 28.7 percent said are survivors of sexual or physical violence in the last 12 months, and 5.1 percent said they have suffered some form of sexual violence in the previous 12 months. 23.9 percent of women living in Western Area have experienced sexual or physical violence. Given the existence of stigma and underreporting, there is a likelihood that the actual incidence of these forms of abuse is higher than reported. Such violence is frequently interrelated with gender disparities, which are staggering in Sierra Leone. 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.⁸ 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 alarming GBV rates prompted President Julius Maada Bio to declare a National Declaration of a State of Emergency on Rape and Sexual Violence against Women on February 7, 2019 and elevate the issue to the highest level for action.⁹

Sectoral and Institutional Context

6. Sierra Leone’s urban population has been growing rapidly in the past five decades, with over 40 percent of the population now living in urban areas.¹⁰

Urbanization has been a continuing trend, with the share of the population living in urban areas almost doubling between 1967 (21 percent) and 2015 (41 percent). With an urbanization rate of 2.75 percent per year, the country is expected to cross the 50 percent urbanization mark by 2040. Each year, more than a hundred thousand people move to urban areas in search of employment. About 24 percent of the country’s 7.9 million population live in the five largest cities: Freetown, Kenema, Bo, Makeni, and Koidu New Sembehun (Table 1).¹¹ Freetown, which has been growing by 3.01 percent per year since 1985 on average, dominates the urban landscape with over 1 million residents (59 percent of the total urban population) and a density of 8,450 people per square kilometer in 2015. The city’s population has increased roughly tenfold in the past 50 years,¹² and its built-up area has similarly expanded considerably in the past few decades.¹³ Of the major cities, poverty has increased only in Freetown, having grown by 7 percent in last decade from 21 percent to

⁷ Stats SL, “SLIHS Report 2018.”

⁸ United Nations Development Programme (UNDP). 2018. “Human Development Indices and Indicators: 2018 Statistical Update” (UNDP, New York).

⁹ Bio, Julius Maada. 2019. “Statement for the Declaration of Rape and Sexual Violence as a National Emergency by His Excellency President Julius Maada Bio on Thursday, 7th February 2019, at the State House, Freetown.”

¹⁰ Stats SL (Statistics Sierra Leone). 2016. “2015 Population and Housing Census: Summary of Final Results.” Census report, Stats SL, Freetown.

¹¹ Sierra Leone is a unitary state comprising the presidency, 5 administrative regions (Western Area, North West Province, Northern Province, Eastern Province and Southern Province) that are divided into 16 administrative districts, and 22 local councils (7 city councils and 15 rural district councils).

¹² Stats SL (Statistics Sierra Leone). 2017. “Sierra Leone 2015 Housing and Population Census: National Analytical Report.” Census report, Stats SL, Freetown. Similarly sized European cities took 150 years to achieve such an increase.

¹³ For example, the Western Area (comprising Freetown and the neighboring Western Area Rural District) almost doubled over the past 40 years, from 36.9 square kilometers to more than 65 square kilometers.



28.5 percent (2018). Urbanization in Sierra Leone’s secondary cities is at an early stage, with a population below 250,000 in each. For instance, Kenema, the second largest city, has about one-fifth of the population of Freetown, and hosts 9.4 percent of the country’s total urban population. ¹⁴ Yet, with an average annual urbanization rate exceeding 3 percent — slightly higher than the overall population growth rate of 2.5 percent per year¹⁵ — these cities are expected to grow rapidly. All secondary cities attained city status in 2017. Although urbanization is increasing across the country, the urban sector is ill-equipped to deal with rapid urbanization challenges and harness potential benefits.

Table 1. Key Data on Project Cities

Administrative Region	City	Total urban resident population	Urban population projection for 2030	2015–16 population growth rate (%)	Urban sector population density (population per km ²)	Urban poverty rate (%)*
Western Area	Freetown	1,088,957	1,488,217	3.1	8,450	28.5
	Western Area District	450,755	630,118	1.5	724	53.0
Eastern	Kenema	206,889	284,428	3.2	96	62.4
	Koidu	132,125	177,526	3.2	93	65.9
Southern	Bo	179,725	247,450	3.1	105	64.9
	Bonthe	10,255	14,041	1.8	56	82.5
Northern	Makeni	129,611	178,316	2.9	73	65.9
North West	Port Loko	44,285	64,130	2.9	103	70.9
	National	7,296,402	10,038,361	2.9	97	64.8

Sources: Government of Sierra Leone, Local Government (Amendment) Act of 2017 (Amendment of First Schedule of Act No. 1 of 2004); and the following Statistics Sierra Leone reports: “2015 Population and Housing Census: Summary of Final Results” (2016), “2015 Population and Housing Census: Thematic Report on Migration and Urbanization” (2017), and “2015 Population and Housing Census: Thematic Report on Population Projections” (2017).

*Urban poverty rate for districts with secondary cities. Urban poverty rate for Freetown.

7. **City councils in Sierra Leone face several challenges related to their fiscal sustainability and investment capacity, constraining their ability to deliver services to their residents and undermining their ability to tap into their economic growth potential.** Although their institutional capacity varies, all city councils remain highly dependent on central government transfers,¹⁶ have inadequate cadaster systems that do not capture all revenue streams, and lack the capacity to raise own-source revenue with limited tax bases that make their levels of collection among the worst in West Africa. On average, between 2013 and 2017, 80.3 percent of expenditure by local councils was funded through intergovernmental fiscal transfers, which are often late, unpredictable and remain far below the councils’ budget needs. A high proportion of these transfers are earmarked or conditional,

¹⁴ Population growth in Sierra Leone has averaged 2.5 percent over the past decade and has been steadily increasing during this period. By 2028, the population could grow to 9 million.

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¹⁶ There are three broad types of transfers: Administrative Grants, Grants for Devolved Functions and the Local Government Development Grant (LGDG). The first two are provided for in the LGA2004 and are financed solely from central government. The LGDG is financed by the development partners.



leaving local councils with limited degree of control over the use of these tied resources while also posing a critical constraint for local planning. The main sources for local revenues are property tax and market dues (contributing 26.2 percent and 33.5 percent, respectively), while property rental, business licenses, and general service and development levies generate the remaining 40 percent. Although the current rapid urbanization trend with development expansion provides revenue opportunities through property taxation, there has been no considerable addition to property records since 2010, an indication of the inadequacy of the existing systems to capture new properties. With a manual property tax collection system that lacks integration with geospatial data, city councils are losing a considerable amount of potential revenue. Overall, the local capacity on property tax management and land management is very limited in all the secondary cities, with a high dependency on external local valuers, inadequate IT equipment and an obsolete computer software. Enhancing own-source revenue mobilization, particularly in the emerging secondary cities is critical to strengthen budgetary predictability and enable meaningful budget execution and enhanced and sustainable service delivery to residents.

8. The lack of planning and development controls in Sierra Leonean cities has exacerbated precarious living conditions. To date, physical development in Sierra Leone has taken place largely in the absence of a comprehensive and up-to-date urban planning policy, framework, or strategy. The current legislations for planning (Town and Country Planning Act of 1946) and development control (Freetown Improvement Act of 1960 and Greater Freetown' Zoning rules of 1969) are outdated and lack clear enforcement provisions for effective application.¹⁷ Regulatory tools to manage the built environment, such as land use plans at national, regional or local levels or adequate processes to issue building permits are nonexistent. For Freetown, the last official land use plans, known as Area Planning Schemes, were adopted in 1948, with subsequent failed proposals for adoption of a city-wide Master Plan (ex: Town Planning Scheme for Freetown in 1944 and Freetown Redevelopment Plan in 1963) or national urban plans (ex: the National Urbanization Plan of 1965), due to lack of political will and institutional capacity.¹⁸ Effectively, there has not been a master plan guiding the capital city's development for decades, which reflects the institutional challenges the city faces. The more recent Freetown Structure Plan for 2013-2028 drafted in 2014 is in a protracted approval process. The country's unplanned and uncontrolled urban expansion has generated low-density development and leapfrog urban growth onto unsuitable land including former wetlands, floodplains, steep slopes, and coastal lines. As a result, approximately 38 percent of Freetown's built-up expansion has taken place in either medium- or high-risk areas of flooding or landslide.¹⁹ Further, the city's growth is shaped by informality with approximately 36 percent of residents living in informal settlements. In secondary cities, while the level of urbanization is presently low, development is already occurring haphazardly, where housing settlements along river basins and in floodplains are becoming prevalent. The current urban growth pattern in those cities (sprawl rather than densification) has the potential to add to the cost of services provision, which could be avoided with proactive local planning. To overcome these challenges, all the secondary cities, will need to pursue more integrated and pro-active approaches to urban planning in order to design resilient, healthy and safe urban centers.

¹⁷ Among key challenges, these Acts have not been modified to reflect decentralization provisions under the Local Government Act 2004 (LGA) wherein land use planning and development control functions have been devolved to the Local Councils, they lack dedicated enforcement bodies to ensure compliance, the provisions for public participation in planning processes are inadequate and the building standards' provisions are limited in scope to meet modern day building designs requirements.

¹⁸ Ministry of Lands, Country Planning and the Environment. 2014. "Assessment and Evaluation of the Functioning Laws of Significance for Urban and Land Use Planning and Development Control in Sierra Leone."

¹⁹ World Bank. 2018. "Sierra Leone Multi-City Hazard Review and Risk Assessment (Vol. 2): Freetown City and Hazard Risk Assessment." Report No. 130797, World Bank, Washington, DC.



9. **Poorly managed urbanization is taking an increasing toll on the natural environment, leading to land degradation and depletion of biodiversity and natural forest areas,** which have significant values with unique ecological, aesthetics, recreational resources, and combating the effects of urban heat islands. The fringes of the city are rapidly pushing up into the mountains of the forested peninsula, leading to a tree cover loss of 12 percent (or 555 hectares) per year between 2011 and 2018.²⁰ Such an expansion fueled by intense deforestation is particularly threatening the preservation of the Western Area Peninsula Forest Reserve, which has rich biodiversity and serves as home to various endangered species including five threatened species of chimpanzee. It also provides vital functions for the city, such as a catchment for water reserves that supply the city and protection against natural hazards including landslides, flooding, and coastal erosion. Well-managed urbanization with adequate planning and green space protection are essential for Sierra Leone to achieve its aspirations for sustainable growth.

10. **Basic infrastructure and services in urban areas are inadequate, with significant adverse impacts on the well-being of households and productivity of firms.** Access to basic services in urban areas is quite limited, and coverage is systematically below Sub-Saharan levels with significant gaps in terms of access to potable water and sanitation. Basic urban sanitation coverage is low, at 27 percent,²¹ compared with the 40 percent average for Sub-Saharan Africa—and this has barely improved over the past 15 years. Similarly, access to water services in urban areas remains extremely low, with 3 percent access to safely managed water and 69 percent access to basic water services. While overall, access to water services is better in Freetown than the rest of the country, levels still remain low: only 75 percent of Freetown’s inhabitants have access to an improved water source compared to 86 percent on average in Sub-Saharan urban areas. Less than 30 percent of Freetown’s residents have access to improved sanitation, compared with 40 percent regionally. The level of access to water, sanitation, and hygiene (WASH) services is extremely low for both wealthy (16 percent) and poor (1 percent) urban households.²² Similarly, households in secondary cities suffer from limited access to safe and clean water. For example, households use public tap in Kenema (11.2 percent) and protected ordinary wells in both Makeni (12.2 per cent) and Bo (11.1 percent). For sanitation, community pits are used in Port Loko city (11.1 percent) and Kenema city (10.3 percent). In all cities, inadequate drainage and lack of maintenance, frequent blockage due to solid waste and poorly constructed bridges and culverts exacerbate vulnerability to flooding and landslides. Investments in resilient infrastructure and basic services are needed for the cities to meet the growing demands, catalyze their development potential and counter some of the conditions that exacerbate the spread of diseases in poor and vulnerable communities, including the COVID19 pandemic and the more prevalent Cholera outbreak.

11. **The solid waste management sector, in particular, has not kept pace with urbanization, especially in Freetown, hampering the city’s livability.** Presently, only 46 percent of Freetown’s households are serviced by waste collection providers, and 25 percent of the city’s waste is transported to dump sites while the remaining (more than 300 tons per day) is buried, burned, or dumped in waterways or drains. Waste, especially plastics, clog the already insufficient stormwater drainage system, exacerbating flood risks and the prevalence of vector-borne diseases. Adding to the low collection rate, disposal has become a major concern. Currently, all the three dump sites servicing the Western Area (Kingtom, Granville Brook, and Waterloo) have long reached saturation and remain unmanaged while receiving all types of waste, ranging from regular household waste to medical waste,

²⁰ Freetown City Council Tree Planting and Growing Strategy (2020–2022).

²¹ “Basic urban sanitation coverage” is defined as access to improved sanitation facilities that are not shared. Forty-seven percent of urban households have access to improved facilities that are shared, and 22 percent and 4 percent use unimproved facilities and open defecation, respectively. 2017. Government of Sierra Leone (GoSL). 2018. “Water, Sanitation and Hygiene Sector Performance Report 2017.” Annual sector performance report, Ministry of Water Resources and Ministry of Health and Sanitation, GoSL, Freetown.

²² *ibid.*



fecal sludge, and hazardous and toxic waste. The dumps are persistently on fire during the dry season, and the release of large amounts of leachate is spreading contamination far beyond site boundaries, heavily affecting vulnerable communities. Immediate physical risks such as ground stability issues and flooding due to hydraulic blockages have also been identified. The quantities of solid waste and leachate washed into the ocean have resulted in massive coastal and marine plastic pollution impacting marine biodiversity, tourism, and the fisheries sector, which is a source of livelihoods and employment for over 500,000 people. In secondary cities, although waste management is relatively better—owing to far smaller populations and recent investments in comprehensive solid waste management (SWM) systems²³— sustainable solutions are needed to operate and maintain the current systems and keep ahead of the projected urban growth.

12. Sierra Leone’s high vulnerability to natural catastrophes adds mounting pressure to its already strained urban infrastructure and limited fiscal space. Owing to its topography, location, high annual mean rainfall,²⁴ and underlying socioeconomic conditions – such as poverty, the increase in urban assets and population exposed to disaster risks²⁵ and low levels of economic development – Sierra Leone is highly exposed to a range of natural hazards. Recurrent flooding, landslides, and droughts pose the greatest risks, significantly disrupting economic and social functions and imposing high public and private costs for rehabilitation. Thirty-five percent of the population and 15 percent of the territory are vulnerable to multiple natural hazards. The country is ranked 24th in the world for overall natural-hazard risk, 8th in disaster vulnerability, and 6th on lack of adaptive capacities to natural shocks.²⁶ In the past four decades, Sierra Leone was hit by 30 adverse natural events that affected over 300,000 people. On average, the country suffers annual losses of about US\$7.72 million (0.2 percent of 2019 GDP) due to flooding alone.²⁷ The most recent major adverse natural event was the August 2017 mudslide in Freetown, which affected more than 6,000 people, claimed about 1,141 lives and caused total economic impact estimated at around US\$35 million, approximately 0.8 percent of the 2016 GDP. Much like in other countries, poor households in Sierra Leone have been and remain particularly vulnerable to, and disproportionately affected by natural disasters due to overexposure, higher vulnerability, and a lower ability to cope and recover. And while many people have moved out of poverty in postwar Sierra Leone, they remain at risk of slipping back if affected by shocks against which they cannot protect or insure themselves. The exposure to recurrent natural shocks further strains the coping capacity of Sierra Leone as a country, which is still recovering from a decade of civil war, the Ebola outbreak of 2014–2016 and the current COVID-19 pandemic.

13. Climate change is expected to aggravate the impact of adverse natural events in the future and emerging epidemics. Sierra Leone’s exposure to climate change and its associated disaster risks can undermine the country’s growth prospects and slow down poverty reduction efforts. Future climate scenarios indicate (a) increases in temperature; (b) more extreme weather, including more intense precipitation; and (c) sea level rise. This extreme climate leads to risks specific to Sierra Leone’s society. On the one hand, the combination of such higher average temperatures and humidity leads to high heat index values, which can have a detrimental impact

²³ The DFID supported Bo, Kenema, and Makeni on SWM systems (including landfill, equipment, and so on) between 2014 and 2017. A similar project is starting in Koidu in 2020.

²⁴ Sierra Leone has among the highest annual rainfall in the world.

²⁵ With rapid urbanization increasing the base of assets exposed to disaster and climate risks, there is a significant rise in losses, particularly if investments in new assets are not accompanied by measures to mitigate vulnerabilities.

²⁶ Bündnis Entwicklung Hilft and IFHV (Institute for International Law of Peace and Armed Conflict, Ruhr University Bochum). 2018. *World Risk Report 2018; Focus: Child Protection and Children’s Rights*. Berlin: Bündnis Entwicklung Hilft.

²⁷ EMDAT.



on some areas of the economy such as the energy sector²⁸ and has the potential to bring additional health risks. Among them are a higher prevalence of diarrheal diseases; an increase in toxic algae blooms, leading to seafood poisoning; and an expansion in breeding locations and seasons for mosquitoes, which are carriers of malaria and dengue, among other diseases. On the other hand, extreme rainfall events can lead to flash floods in urban areas, riverine flooding, and landslides. If poorly managed, the effects of climate change could be significant, particularly given the high dependence on agriculture and natural resources, combined with high poverty levels, unemployment, and environmental degradation.

14. Greenhouse gas (GHG) emissions are also expected to rise in Sierra Leone due to continued urban population growth. Between 2000 and 2015, total annual GHG emissions were estimated to have grown from 0.57 to 4.8 million tons of carbon dioxide equivalent (CO₂e) and projected to reach about 6.6 million tons in 2030. In 2013, over half of Sierra Leone's GHG emissions were from the land-use change and forestry (LUCF) sector, which accounted for 51.3 percent of the country's total emissions. Within the LUCF sector, changes in forest land contributed 95 percent of the sector emissions. By 2030, under a business-as-usual scenario, total GHG emissions are expected to be 6.6 million tons of CO₂e. This increase is driven by waste and agriculture sectors, with combined projected emissions between 95 to 98 percent of the projected national emissions from 2015 to 2030. The expected largest emitting category is waste management and will be responsible for about 56 percent in 2030. Multi-sectoral action is needed to tackle these challenges and curb future emission increases. For instance, each day in Freetown, more than 350 tons of municipal waste are buried in uncontrolled dumpsites, burned, or dumped in waterways or drains, contributing to the release of contaminants into the natural environment. Improving the performance of waste collection and disposal is therefore essential to reduce emissions, while vegetation enhancement can both protect existing carbon stocks and promote the sequestration of carbon dioxide.

15. Despite Sierra Leone's exposure to recurrent emergencies, disaster preparedness and response systems remain inadequate. Experience from past disasters and a deep assessment of the disaster risk management (DRM) system²⁹ have highlighted the lack of adequate institutional and policy frameworks for efficient execution of DRM mandates as well as the overall inadequate disaster preparedness and response systems, including lack of early warning and monitoring capability, infrastructure, equipment and human resources. The Disaster Management Department (DMD) within the Office of National Security (ONS) created in 2004 with a focus on disaster response, has not kept pace with changes in national, regional, international laws, and the increasing frequency and intensity of disasters that require increased and comprehensive DRM strategy and requisite capacity. The country's meteorological infrastructure was largely destroyed during the civil war and has not been rebuilt, thereby limiting the capacity for accurate observation and monitoring of weather and climate events or issuing predictions and warnings. Cognizant of these challenges, the Government established the Sierra Leone Meteorological Agency in 2017 to provide comprehensive meteorological services, and the National Disaster Management Agency (NaDMA) in 2020 as the apex agency for DRM with clear mandate, competencies, and accountabilities for overseeing disaster preparedness and response, supporting and coordinating different ministries, agencies and local district-level teams which have a role in DRM. These institutions require comprehensive capacity building, including equipment, infrastructure and training to deliver robust meteorological services and ensure adequate emergency preparedness coordination and response systems.

²⁸ High temperatures can affect solar panel efficiency, although some cell types do better than others in tropical regions (Osarumen et al., 2017; Peters et al., 2018) an aspect to consider as there exists a push for Sierra Leone to rely largely on mini solar grids and standalone solar panel for electrification of some communities (see for instance PAD3995). Further temperature increases likely under climate change could lead to load shedding and impact the country's energy policy.

²⁹ World Bank. 2020. "Capacity Needs Assessment for Emergency Preparedness and Response." Assessment report conducted under the Freetown Emergency Recovery Project (Project No. P166075), World Bank, Washington, DC.



16. **Notwithstanding renewed interest in advancing the decentralization agenda, an incomplete devolution has left local councils with limited means and capacity to discharge their functional mandate.** Although decentralization is provided for in the 2004 Local Government Act, national government ministries and agencies continue to play a predominant role in local planning, infrastructure and service delivery.³⁰ The assignment of functional responsibilities as spelled out in the Local Government Act is also relatively open-ended or vaguely delineated, leaving them to be shared between the national and subnational governments concurrently and hence making vertical coordination a major challenge. This fragmented governance system coupled with delays in effectively transferring powers and resources to local governments, low local level capacity to fulfill the new functions, and the lack of defined urban policies on land use and management of public investments, continue to hamper sound urban management at local levels, particularly in secondary cities. The recent Devolution Directive of March 7, 2019 as well as the ongoing review of the 2004 Local Government’s Act, offer prime opportunity for clarifying responsibilities with respect to urban management and facilitating vertical coordination to ensure well managed urbanization that supports growth, investment, and community aspirations.³¹

17. **Within this context, the Government of Sierra Leone has vowed efforts toward “improving people’s lives through education, inclusive growth and building a resilient economy” for a sustainable development and poverty reduction for the coming five years, as outlined in Sierra Leone’s Medium-Term National Development Plan 2019–2023 (NDP).** Premised on the NDP, the national government’s strategy for urban development focuses on a spatial strategy to transform urban centers through planning and investment in basic services, informal settlement upgrading, low-income housing, and local government fiscal enhancement. The NDP also establishes disaster risk management (DRM) and climate change as core elements of its development program, with a commitment to increase climate and disaster resilience. In alignment with the NDP, Freetown’s five-year plan “The Transform Freetown Strategy” (2019–2022) aims to transform the capital into a productive, livable, and resilient city by improving urban governance, spatial planning and development control, and investing in resilient infrastructure, basic services, and urban greening interventions. To support Sierra Leone’s twin aspirations to grow the development potential of cities and increase the country’s climate resilience, an integrated approach to strengthen institutional, policy and governance frameworks at national and local levels, and investments in hard and soft infrastructure are essential.

18. **While the challenges facing the urban sector in Sierra Leone are many and complex, this project focuses on building basic foundations to help city councils guide resilient urban development in line with the Government’s decentralization agenda.** These are urban management, basic infrastructure and disaster preparedness. Investing in these core areas are likely to trigger changes to other challenges facing cities. The project’s balanced approach with (a) strengthening institutions and putting in place the right systems for integrated urban planning, local revenue generation and disaster preparedness, and (b) investing in urgent local

³⁰The decade long civil war that ended in 2002 was rooted in regional inequality that grew out of a highly centralized system of government. Decentralization was the policy tool the Government put in place to establish institutions for social, political and economic inclusion, as Sierra Leone’s Constitution has no provision for local government. Local Councils (LCs) abolished in 1972, were re-established by the Local Government Act of 2004, which provides the main legal framework for LCs. There are 19 local councils, made up of 5 city councils and one municipal council in the urban areas, and 13 district councils in the predominantly rural areas.

³¹The Devolution Directive of March 7, 2019 is meant to delegate and devolve the mandate for land surveying, strategic local plans, issuance of building permits, and preparation of land use plans to local councils with immediate effect. With this new Directive, the GoSL reemphasized its support for devolution. However, the devolution of these functions has varied. For instance, secondary cities are already issuing building permits, while the Freetown City Council is yet to commence this function.



infrastructure in select poor areas and in the large-scale metropolitan infrastructure that is crucial for the sustainable development of the country and that will provide a foundation for subsequent urban sector investments. Over the longer-term, the project aims to strengthen cities' institutional and financial capacity and develop the appropriate integrated urban planning tools and instruments to enable the country to fully capture urbanization dividends.

Relevance to Higher Level Objectives

19. **The proposed project is fully aligned with the World Bank Group (WBG)'s Systematic Country Diagnostic (SCD) for Sierra Leone completed in 2018 and the Country Partnership Framework (CPF)³² FY21–26 (Report No. 148025-SL)** endorsed by the Board of the Executive Directors on May 26, 2020. The Project addresses the two key issues that the SCD has identified as fundamental for sustainable development in Sierra Leone: (i) improving governance constraints; and (ii) strengthening the fiscal position to safeguard fiscal sustainability. Under the first theme, the Project aims to address the serious constraints that poor governance imposes on the country, ranging from management of resource revenues, the provision of basic services, to rural and urban productivity. The Project also indirectly contributes to improving the country's fiscal sustainability; disasters represent a contingent liability for the Government and increasing the resilience of the infrastructure and assets³³ and restricting new construction in high-risk zones would potentially reduce recurrent costs for their rehabilitation and reconstruction following a disaster. The project supports all three focus areas of the CPF: (a) Sustainable Growth and Accountable Governance; (b) Human Capital Acceleration for Inclusive Growth; and (c) Economic Diversification and Competitiveness with Resilience. In the first case, on governance, the project will support improving cities' governance and revenue generation by providing capacity building and strengthening own-source revenue mobilization. In the second case, the project will support upgrading of basic services, markets and SWM infrastructure for improved human capital outcomes. In the third case, the project will support resilient infrastructure for enhanced competitiveness and resilience through disaster preparedness and improved response.

20. **The project is aligned with the WBG COVID-19 Crisis Response Approach Paper³⁴.** The project contributes to Pillar 2: Protecting the Poor & Vulnerable by providing settlement-level responses through improving access to basic services to alleviate the spread of COVID-19 among vulnerable urban households in crowded and precarious neighborhoods and improving working conditions for vendors in underserved central markets. The project also provides livelihood opportunities for the poor through short-term job creation, including labor-intensive public works in settlements using proper safety precautions and community tree planting intervention, which targets the youth, women and other vulnerable groups in particular. In addition, the project contributes to Pillar 4: Strengthening Policies, Institutions and Investments for Rebuilding Better by building the capacity of cities for (a) enhancing financial resilience and own source revenue generation to catalyze their development potential, (b) strengthening their planning capacity to develop resilient infrastructure investment pipelines that meet their

³² World Bank. 2020. Sierra Leone: Sierra Leone: Country Partnership Framework for the Period FY21–FY26. Washington, DC: World Bank (Report No. 148025-SL). <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/851731590804122431/sierra-leone-country-partnership-framework-for-the-period-fy21-fy26>

³³ The costs of investing in disaster-resilient infrastructure are much lower than repairing, retrofitting, and reconstructing buildings and infrastructure in the aftermath of a disaster (up to one to five, in certain cases), and disaster-resilient infrastructure is also key to ensure business and services continuity and enable a quick recovery in the aftermath of a disaster.

³⁴ World Bank Group COVID-19 Crisis Response Approach Paper: Saving Lives, Scaling-up Impact and Getting Back on Track (English). Washington, D.C. June 1, 2020: World Bank Group. <http://documents.worldbank.org/curated/en/136631594937150795/World-Bank-Group-COVID-19-Crisis-Response-Approach-Paper-Saving-Lives-Scaling-up-Impact-and-Getting-Back-on-Track>



urban needs ,and (c) adapting preparedness protocols and procedures for operation of emergency services facilities to include social-distancing measures, personal protective equipment and hygiene protocols for the responders and population attended. Further the development and updating of policies for urban planning and fiscal policies for local councils. planned under the project will contribute to strengthening the physical, social, and economic resilience of vulnerable communities affected by the pandemic and rebuild the country for a greener, more sustainable and resilient future.

21. **The proposed operation is aligned with the WBG’s twin goals of poverty reduction and shared prosperity as well as with the WBG Climate Change Action Plan (2016–2020).** The project investments in infrastructure, urban greening and emergency preparedness and technical assistance (TA) to strengthen integrated urban planning will have substantial climate change adaptation and mitigation co-benefits. Neighborhood upgrading in vulnerable communities includes flood and landslide risk reduction measures combined with the integration of nature-based solutions and community awareness campaigns. The tree planting will increase green spaces and additional vegetation areas, thereby helping to increase GHG sequestration. In addition, the SWM upgrading will support the eventual closure of unsafe and uncontrolled dump sites, which in turn will reduce the massive emissions of CO₂, methane, and leachate directly into the surrounding environment. The TA will support knowledge development for climate change and mainstream climate-related considerations throughout all project components, which can significantly contribute to mitigating carbon emissions, avoiding climate vulnerability lock-in, and strengthening urban resilience to climate and disaster risks.

22. **The scope of this project is also in line with broader World Bank climate-related commitments, GEF-7 program areas and national policies for climate resilience.** The proposed project strengthens climate resilience and contributes to scaling up climate action in accordance with the WBG Climate Action Plan 2016-2020 and the Action Plan on Climate Change Adaptation and Resilience. In addition, it is consistent with 3 of five areas of GEF-7’s Programming Directions, namely: biodiversity, climate change mitigation, and landscape degradation. The program is carried out through selected “impact programs” to leverage GEF’s ability to design and implement integrated solutions. Specifically, Sierra Leone is a recipient of the GEF’s Sustainable Cities Impact Program,³⁵ which aims to help cities pursue integrated urban planning and increase their ambitions to deliver impactful sustainable development outcomes with global environmental benefits. In addition, RUSLP is well-aligned with the country’s climate change efforts, including the establishment of a Ministry of Environment (MoE) in 2019 with a stronger mandate on climate change management, the recently approved CC Adaption Plan (2020) to build the resilience of coastal communities, and the establishment of the National Water Resources Management Agency (NWRMA) in 2017 for enforcement of sustainable water management practices, including, *inter alia* mitigating encroachment of river basins and enhancing watershed monitoring and management for sustainable water supply and mitigate flooding. Through investments in resilient infrastructure, nature-based solutions, and institutional strengthening to improve the capacity for climate resilient planning, the project will both reduce the frequency and impact of water-related disasters thereby reducing the vulnerability of urban areas to climate change, and support climate mitigation efforts.

23. **This project is closely aligned with the World Bank Group’s Gender Strategy (FY16-23).** Pillar 2: Removing Constraints for More and Better Jobs; Pillar 3: Removing barriers to women’s ownership and control of assets; and

³⁵ The Sustainable Cities Impact Program (SCIP) supports 9 countries and 24 cities under the GEF-7 financing round. The cohort of countries includes Argentina, Brazil, China, Costa Rica, India, Indonesia, Morocco, Rwanda, and Sierra Leone. SCIP consists of an allocation of approximately US\$147 million in GEF resources, bringing in US\$2.1 billion in co-financing and contributing more than 120 million tons of CO₂ in GHG mitigation benefits. SCIP is one the three GEF-7 impact programs that were created to help countries pursue holistic and integrated approaches for greater transformational change in key economic systems.



Pillar 4: Enabling Women’s Voice and Agency/Gender-Based Violence. The project is also aligned with the Social, Urban, Rural and Resilience Global Practice Gender Note (FY16-23) and the Africa Regional Gender Action Plan (FY18-22). Lastly, this project draws from the Good Practice Note on Addressing Gender-Based Violence in Investment Project Financing involving Major Civil Works.

C. Proposed Development Objective(s)

Development Objective(s) (From PAD)

The Project Development Objective (PDO) is to improve integrated urban management, service delivery, and disaster risk management in Western Area and secondary cities of Sierra Leone.

Key Results

The key indicators for tracking progress toward the PDO include the following:

(a) Outcome 1: Improved capacity for integrated urban planning and revenue generation

- Cities with new planning frameworks adopted (number)
- Increase in municipal own-source revenue (percentage)

(b) Outcome 2: Improved access to municipal infrastructure and services

- People benefitting from access to sustainable, resilient municipal infrastructure and services (number, disaggregated by gender)³⁶

(c) Outcome 3: Enhanced emergency preparedness and response services

- Districts or councils with decentralized emergency response services (number)³⁷
- People provided with access to enhanced early warning systems (number)

D. Project Description

24. **Overview.** The project will support all seven city councils in Sierra Leone and the Western Area Rural District Council (WARDC). It will address the needs of Freetown as the economic engine of Sierra Leone, while catering to the unique opportunities and challenges in the secondary cities of Sierra Leone. It is designed to support an integrated spatial approach to the multisectoral urban development challenges facing the country namely, integrated urban planning, own-source revenue enhancement, infrastructure upgrading, solid waste management, and disaster preparedness and management, with the aim to support and advance livable, well-planned, financially sustainable, and productive urban centers. The project is designed in coordination and complementarity with a range of World Bank projects, government programs, and development partner support to leverage maximum impact. The estimated total cost of the project is US\$56.73 million, of which US\$50 million is financed through the International Development Association (IDA) grant and US\$6.73 million is from the GEF.

25. **A programmatic approach.** Transforming urban centers in Sierra Leone into livable, inclusive, resilient, and productive cities cannot be achieved through any single project or intervention. In light of the depth and scale of the urban challenges and the World Bank’s novel involvement in the sector, a long term programmatic approach

³⁶ This is a World Bank Corporate Results Indicator to measure the number of people living in urban areas provided with access to improved services, assessed by improvement in access to core municipal services, i.e. SWM, municipal road and stormwater drainage, and rehabilitation of urban space.

³⁷ This outcome assumes 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.



has been designed to support the country’s sustainable urban development objectives and help address the complex institutional issues that require incremental and sustained interventions to develop adequate structure, systems and capacity of City Councils to manage urban development. Under the first phase, through this operation, the Bank and GEF will support the urgent infrastructure demands for basic services and SWM in Freetown and in the secondary cities, as well as the foundational institutional capacity building for urban governance and disaster risk management, identified through analytical work under the Freetown Emergency Recovery Project (FERP - P166075). Institutional strengthening efforts will take time, but is critical to ensure the effectiveness and sustainability of investments prepared through the project and for possible future interventions. For the second and subsequent phases, engagements will focus on (a) medium-term and more strategic infrastructural investments in Freetown and the emerging cities with focus on operational and maintenance solutions with potential PPP arrangements for some municipal services and property tax collection and (b) scale-up of successful activities implemented under phase 1. Importantly, the next generation urban and resilience operations will largely depend on the central and local Government’s efforts, performance and results achieved towards strengthening urban governance arrangements and the capacity of the City Councils. To that end, the Project will collect city-level performance data that will be used to establish and integrate performance-based elements that will guide project fund allocations to cities based on performances, in subsequent operations.

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26. **Project design, sector coverage, and selectivity of the investments were based on the following:**
- (i) opportunities to address institutional and capacity bottlenecks;
 - (ii) benefits to the urban poor and vulnerable communities;
 - (iii) potential for transformation, enabling broader metropolitan impacts;
 - (iv) contribution to disaster preparedness and resilience and COVID19 impact alleviation and recovery;
 - (v) ‘no regret’ infrastructure, in consideration of current planning environment; and
 - (vi) overall readiness and capacity of institutions to deliver.

27. **COVID-19 considerations.** The project will contribute to the government’s effort to contain the COVID-19 outbreak and alleviate the short-term economic and poverty impacts of COVID-19 on vulnerable households in three ways: (a) by improving access to basic services for improved living conditions of urban households in crowded, precarious neighborhoods and improved working conditions for vendors in underserved markets; (b) through short-term job creation with labor-intensive public works for the neighborhood and market upgrading investments as well as through the community tree planting intervention, especially for the youth, women and other vulnerable groups; and (c) by adapting emergency protocols and procedures to include social-distancing measures, personal protective equipment and hygiene protocols for the responders and population attended, and spatial design and operation of emergency services facilities.

Component 1: Institutional and Capacity Development in Integrated Urban Management

28. This component will support the government’s decentralization agenda through supporting City Councils in institutionalizing and strengthening their urban management capabilities that are critical for efficient revenue generation, planning, as well as delivery and sustainable management of resilient infrastructure and services. The activities under this component will assist the participating cities to lay the necessary foundation for well-functioning urban centers that are prepared and able to reap the full benefits from subsequent interventions planned for the country as well as prepare them for a second-generation/next phase urban resilience project to support investments in those cities. The component consists of:

29. **Subcomponent 1.a: Strengthening Integrated Urban Planning and Spatial Data Infrastructure** This



subcomponent will support all project cities in (a) spatial planning, (b) municipal investment planning; (c) local economic development; (d) monitoring and regulating the built environment; and (e) use and management of spatial data necessary for decision making. Proposed activities include (a) preparation and implementation of spatial plans (master, local plans, and planning schemes) and training in urban planning; (b) support to set up a building control unit at the FCC; (c) support for reviewing or developing planning laws, strategies, and codes; and (d) support for implementing a robust municipal spatial data infrastructure (MSDI), including training in geospatial infrastructure, applications and data management.³⁸ GEF resources will be used toward equipping CCs with knowledge, data, and tools to perform spatial planning and related functions that will help reduce further encroachment and biodiversity loss, shape cities' sustainable growth, and catalyze future investments. This subcomponent will also finance the creation and implementation of a digital platform for citizen engagement for city councils, with the dual purpose of (a) providing updates to communities on the status of public projects (including those funded under this project); and (b) receiving feedback from the community on the quality of service delivery to enable the cities to address the reported issues in a timely and systematic manner. This platform will be built upon and linked with MSDI activities to improve the CCs' ability to monitor and respond to citizen feedback. This platform will enhance government transparency and accountability to citizens.

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30. **Subcomponent 1.b: Upgrading Urban Property Tax Administration and System** This subcomponent will provide capacity building and training for a comprehensive upgrading of the municipal property-tax systems to enhance own-source revenues through better mapping, classifying, and valuation of properties; building data infrastructure; managing relevant data; and enhancing collection procedures in all seven CCs. The modernization of the tax system at the local level deals with the full cycle of property tax management: discovery, assessment (or valuation), billing, sensitization, and collection and is based on a technology improvement strategy and process automation. The system will be based on the development of a Municipal Spatial Data Infrastructure (MSDI) supported by a spatial framework. The property surveys will include land and properties in areas under city council jurisdiction (residential, commercial, industrial, institutional). The proposed activities will help cities capture accurate property information and ensure further revenue mobilization.

31. The proposed package of activities for each city includes (a) carrying out property surveys to update the property tax database; (b) developing and upgrading an information technology (IT) system to house the property tax database and providing related training and capacity building; (c) conducting structured training in geographic information systems (GIS), property valuation, development control, and surveying; (d) developing systems to facilitate taxpayer billing and payments; and (e) carrying out taxpayer sensitization and outreach activities. At the national level, the project will support the development of national standards and guidelines for property taxation and a monitoring system for municipal fiscal evaluation. The project will finance goods, consultancy and non-consultancy services, trainings, works, and incremental operating costs for these activities.

Component 2: Resilient Municipal Infrastructure Investment and Urban Greening

32. This component will finance priority resilient municipal infrastructure and services at neighborhood-and city-levels, including the preparation of technical designs, as needed. The focus will be on investments identified as having positive social and economic impacts as well as contributing to disaster risk reduction and prevention. The neighborhood infrastructure upgrading will provide basic services to areas of *extreme poverty* in Freetown and will also reduce flooding in these areas; the waste management infrastructure upgrading will address one of

³⁸ Using the four-pillar MSDI framework of the World Bank's City Planning Labs technical assistance initiative. A comprehensive MSDI capacity assessment will inform the capacity-building needs and subsequent activities that the project will finance.



the most urgent service needs of the Western Area; it will consolidate and expand the service delivery through ensuring systemic collections, transfer and disposal of waste thereby contributing to improved health outcomes as well as reduced flooding. The market upgrading investments in secondary cities, which are in dire conditions, will have significant direct and indirect local economic benefits to the traders and the Councils, as well as the residents of the participating cities. The component include financing for urban greening, including tree planting in Freetown. The subcomponents include:

33. **Subcomponent 2.a: Neighborhood Upgrading and Greening in Freetown** This subcomponent will support the comprehensive upgrading and flood risk mitigation in underserved neighborhoods – these could include Coconut Farm, Moyiba, and Rokupa.³⁹ This subcomponent promotes better integration of these neighborhoods into the urban fabric and ensures that all the infrastructure investments improve mobility and access to basic services to excluded groups such as persons with disabilities, the elderly, children and women. The investment menu includes drains, access roads, walkways, footbridges, water supply and sanitation, public spaces, local markets, and light-emitting diode (LED) street lighting. This subcomponent will also include capacity building and institutional strengthening to enhance the performance and suitability of the infrastructure and services provided. A catchment-based approach would be applied for integrated flood risk reduction of drainage catchment areas where the selected communities are located.⁴⁰ The selection of the potential three settlements was based on the following criteria: (a) settlement size and population density; (b) level of hazard risk; (c) contribution to a drainage catchment area improvement; (d) minimal demolition and resettlement; and (e) alignment with other government infrastructure programs. The interventions will be designed and implemented in a participatory manner, leveraging existing programs and services and maximizing local livelihood opportunities through labor-intensive works for job creation and economic recovery in the wake of COVID-19. The project will finance the detailed designs, construction supervision, and safeguards instruments to support the preparation and implementation of the upgrading investment. These infrastructure investments will be designed to climate- and disaster-resilient standards. Further, low-impact investments (such as energy-efficient street lighting and use of locally sourced materials) and low-carbon construction designs will be prioritized to reduce GHG emissions.

34. **Subcomponent 2.a will also finance urban greening initiatives through large-scale tree planting that will be implemented by communities, environmental stewards, and community-based organizations (CBOs).** This activity will contribute to the FCC’s goal to increase tree and vegetation cover by 50 percent from 2018 levels by 2022, as a core component of the Resilience Pillar in the “Transform Freetown” agenda for 2019–22. Specifically, GEF resources will be used toward this pilot activity that utilizes the sustainable spatial planning for expanding tree and vegetation cover in targeted upper catchment and high slope areas identified in Multi-city Hazards Assessment Report.⁴¹ Project preparation advance (PPA) financing enabled the FCC in partner with 10 community based organizations to plant and grow 225,000 trees in 48 reforestation areas across Freetown. Phase 1 of the tree planting has been completed and created more than 550 short-term jobs, especially for youth, women and other vulnerable groups affected by the economic impact of the COVID-19. Phase 2 will focus on tree monitoring to ensure high tree survival rate and knowledge development based on lessons learned for further capacity

³⁹ Final settlements would be determined through community and stakeholder engagement processes, feasibility studies and application of the settlement selection criteria.

⁴⁰ Among 13 catchment areas in Freetown, the three neighbourhoods are located within the Gloucester (C4) and Kissy (C5) catchments. C4 and C5—identified as hot-spot areas of densely populated urban informal settlements by the 2018 Freetown City and Hazard Risk Assessment (World Bank, Report No. 130797)—also do not cover areas within the government-led Freetown Coastal Area Development Plan. Comprehensive upgrading will provide access to trunk infrastructure and major “sitewide” infrastructure to ensure that tertiary infrastructure can function efficiently to reduce flood and landslide risks.

⁴¹ World Bank (2018), “Sierra Leone Multi-City Hazard Review and Risk Assessment,” Vol. 2.



building. The pilot activity aims at strengthening city’s ability to manage natural resources and mitigate critical recurring hazards through scaling up spatial planning capacity with robust data-driven approach. A comprehensive forest inventory across the Freetown Peninsula’s 11 catchment areas, using remote sensing, will catalog and monitor existing and potential tree and vegetation cover, and research will be conducted to improve forest performance and encourage adaptive community-based management, with the aim to increase the diverse tree population citywide, using “right tree, right place” principles to preserve and enhance local natural biodiversity.

35. **Subcomponent 2.b: Solid Waste Management Upgrading in Freetown and Secondary Cities.** Activities under this subcomponent include (a) comprehensive SWM system investment for the Greater Freetown across the entire value chain; (b) upgrading of the ancillary infrastructure at the existing landfill and operational systems in Bo; and (c) support to selected secondary cities to improve SWM sector performance. These engagements will have a transformational impact, directly contributing to the reduction of flooding and addressing waste-related health issues. In Freetown, the project will build on the current ‘Transform Freetown’ initiative and finance (a) the construction of a modern landfill that will service the residents of Freetown and its neighboring Western Area Rural District (WARDC); (b) construction of street-level infrastructure (transit points); (c) transport and disposal equipment;⁴² (d) TA to design a sustainable model incorporating the entire SWM value chain, including the development of cost recovery strategies to ensure financial sustainability; and (e) support to the informal waste management to stimulate the recycling sector and provide livelihood alternatives for the existing dump sites, which will eventually be closed once the new landfill is operational.⁴³ Waste is valuable source of livelihoods for many of the project beneficiaries, especially for young people and women, due to limited formal employment opportunities. The ESMF has identified several youth groups that are involved in the waste collection, disposal, and recycling value chains. In Bo, the project will finance (a) renovation of site ancillaries such as access road, perimeter fence and weighbridge at the existing landfill, (b) the upgrading of the current vehicle maintenance facility, (c) transport and disposal equipment, such as dozers and trucks, (d) an ESIA, feasibility and design for the future upgrading of the existing landfill to restore clear access to the site and create additional disposal capacity, and (e) a comprehensive training and institutional strengthening program to establish a robust financial model and develop cost recovery strategies and implement data driven planning and rigorous performance management. For Kenema and Makeni cities, the support include: (a) equipment and vehicles for improvement of collection along with adequate provisions for maintenance to ensure high availability of the fleet while keeping maintenance costs under control, and (b) a comprehensive training and institutional strengthening program to establish a comprehensive financial model and develop cost recovery strategies and implement data driven planning and rigorous performance management. Training on health and safety (H&S) will also be provided to formal and informal workers.

36. **The SWM support will be informed by a comprehensive sector review in each city,** including a capacity-building needs assessment to enhance the performance and sustainability of the SWM systems in place. An Initial survey suggests that SWM operational performance support, training, and SWM plans will be provided to Kenema

⁴² This subcomponent will promote material recovery from municipal waste streams, with private sector engagement to incentivize innovative recycling and stimulate local businesses and jobs related to waste diversion. It will benefit from the support of ProBlue Trust Fund to maximize positive spillovers of the new system on informal workers, including women, and to support initiatives in circular economy.

⁴³ Once the new landfill is constructed and operational, dump site closure will be necessary because the three existing sites are overflowing, dangerous, and continue to harm the health of nearby communities and the environment. The existing project envelope does not have sufficient resources to accommodate this, but it could be considered as second phase of the project, potentially through additional financing or other donors.



and Makeni.⁴⁴ Considering the potential for private sector participation, support will include targeted capacity strengthening for private operators to manage the new infrastructure and operate the services. The design of the Freetown intervention builds on SWM studies conducted by DFID in 2019.⁴⁵

37. **Subcomponent 2.c: Market Upgrading in Select Secondary Cities** This subcomponent will finance the comprehensive upgrading of central markets in select cities to improve working conditions for traders, stimulate local economies, and provide city councils with increased revenues through increased collection of market dues. Market dues, paid daily or weekly, are the lifeblood of councils because they finance council operations—contributing, on average, about 33.5 percent of total own-source revenue in councils. The central markets lack water, electricity, proper toilets, ablution and storage facilities, pavements, and adequate roofing, and are not disability accessible. During rainy seasons, markets are often flooded. With women representing 90 percent of traders, improving market conditions contributes to their agency. The selection of markets to be upgraded will be informed by feasibility studies for each central market (financed by the project) and will be based on the following criteria: (a) contribution to local economic development; (b) cost-effectiveness; (c) state of existing services and connections; and (d) site suitability. Potential upgrading investments will integrate universal access designs and include market stalls, roofing, water and sanitation facilities, drains, electricity, and childcare centers.

Component 3: Emergency Management Institutional and Capacity Development

38. This component will build the capacity of the national and local governments in emergency preparedness and response, to better prepare them to respond to and recover from disasters. It will (a) support technical and operational capacity building; and (b) provide access to financing for immediate response through a contingent emergency component.

39. **Subcomponent 3.a: Strengthening Emergency Preparedness and Response Systems** This subcomponent will finance investment in, inter alia, organizational structures (district committees, emergency operation centers [EOCs], command posts, and incident command teams); equipment; training; operational plans and procedures; critical infrastructure; and facilities. The overall goal is to design and operationalize an integrated emergency management system in Sierra Leone that will enable the country to plan and respond to both common, everyday emergencies and major disasters in an organized and effective manner. The project will support activities aimed at strengthening the new DRM agency, design and delivery of early warning services at the national, provincial, district, chiefdoms, community, sectoral and organisational levels, and equipping the EOCs. The project will also support training and tools to respond adequately to the specific needs of persons with disabilities during emergencies. Technical assistance with funding from the WMA's Climate Risk and Early Warning Systems (CREWS) Trust Fund, will support these activities. Activities under this subcomponent will draw on the outcome of the 2020 Emergency Preparedness and Response Capacity Assessment for Sierra Leone.

40. **Subcomponent 3.b: Contingent Emergency Response Component** In accordance with the World Bank Policy on Investment Project Financing dated October 1, 2018, Paragraphs 12 and 13 for situations of urgent need of assistance, the project includes a Contingency Emergency Response Component (CERC). The CERC will allow for

⁴⁴ Support to Koidu is not considered because of the foreseen implementation of an integrated SWM system with financial support from the DFID.

⁴⁵ DFID (UK Department for International Development). 2019. "Sierra Leone: Support to Freetown City Council – Waste Management, July 2019 - New Landfill Site Selection Report, Waste Flow Modelling Report, Granville Brook Dumpsite: Outline Engineering Options Appraisal Report, User Manual for Financial Model of Solid and Liquid Waste Management Systems."



rapid reallocation of project funds in the event of a natural crisis during implementation of the project to address eligible emergency needs under the conditions established in the CERC operational manual. This subcomponent will have no initial funding allocation but will draw resources from other expenditure categories at the time of its activation.

Component 4: Project Management

41. This component will finance project management costs of the Project Management Unit (PMU) for staffing, monitoring and evaluation, including project technical audits (as needed) and mid-term and end-project evaluations, safeguards, financial management, procurement, and training. This component will also cover any costs related to the setup of a grievance redress mechanism. The component will also support advocacy, knowledge exchange and partnerships for sustainable urban development, building upon the global Sustainable Cities Impact Program (SCIP)⁴⁶ as knowledge development is a core element of the GEF financing. Project resources will be specifically allocated to allow city leaders and urban development experts to present their knowledge and lessons learned at SCIP forums and webinars, participate in SCIP regional City Academies⁴⁷, and organize peer to peer exchanges and visits with SCIP cities.

42. With the project preparation advance (PPA) resources, the PMU has been established with the hiring of essential project staff, including a project manager, 2 safeguards specialists (environment and social), communication and community officer, gender and GBV specialist and a monitoring and evaluation officer. In addition, a Senior Urban Planner/Manager has been hired to support the urban planning TA activities under component 1a and the hiring processes for a Municipal Engineer and SWM resident advisor for components 2a and 2b respectively are due to be completed before the effectiveness of the Project. Furthermore, the procurement processes for critical consultancies have also been launched, including for the feasibility studies and designs for the neighborhood upgrading and the ESIA and designs for the Western Area landfill construction.

Project Cost and Financing

43. **The estimated total cost of the project is US\$56.73 million**, of which US\$50 million is financed through the International Development Association (IDA) grant and US\$6.73 million is from the GEF Trust Fund (Table 2).

Table 2: Project Cost Estimate and Financing

Component or subcomponent	IDA financing	GEF co-financing	Project cost
Component 1: Institutional and Capacity Development in Integrated Urban Management	4.8	0.6	5.4

⁴⁶ Barnwal, Alope. n.d. "GEF Sustainable Cities Impact Program." PowerPoint presentation, Global Environment Facility, Washington, DC. For more about the GEF's Global Platform for Sustainable Cities, see the GPSC website: <https://www.thegpsc.org/>.

⁴⁷ SCIP offers 3 regional thematic trainings from the City Academy Curriculum including a set of eight interconnected modules of content such as: Circular Economy, Nature based solutions and urban resilience; and climate action planning.

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<i>Subcomponent 1.a: Strengthening Integrated Urban Planning and Spatial Data Infrastructure</i>	1.6	0.6	2.2
<i>Subcomponent 1.b: Upgrading Urban Property Tax Administration and System</i>	3.2	0	3.2
Component 2: Resilient Municipal Infrastructure Investment and Urban Greening	36.2	5.8	42
<i>Subcomponent 2.a: Neighborhood Upgrading and Greening in Freetown</i>	11.2	3.8	15
<i>Subcomponent 2.b: Solid Waste Management Upgrading in Freetown and Secondary Cities</i>	18.3	2	20.3
<i>Subcomponent 2.c: Market Upgrading in Select Secondary Cities</i>	6.7	0	6.7
Component 3: Emergency Management Institutional and Capacity Development	4.53	0	4.53
<i>Subcomponent 3.a: Strengthening Emergency Preparedness and Response Systems</i>	4.53	0	4.53
<i>Subcomponent 3.b: Contingent Emergency Response Component</i>	0	0	0
Component 4: Project Management	4.47	0.33	4.8
Total costs	50.0	6.73	56.73

Cross-Cutting Considerations

44. **Climate co-benefits.** The project investments in infrastructure, urban greening, and emergency preparedness under Components 2 and 3, and the TA to strengthen institutional and capacity building (Subcomponent 1.1) will have substantial climate change adaptation and mitigation co-benefits. Service delivery upgrading in vulnerable neighborhoods includes flood and landslide risk reduction measures combined with the integration of nature-based solutions, including tree planting. Community awareness campaigns will complement the physical interventions. The tree planting will increase green spaces and additional vegetation areas, thereby helping to increase GHG sequestration. In addition, the SWM upgrading will support the eventual closure of unsafe and uncontrolled dump sites, which in turn will reduce the currently massive emissions of CO₂, methane, and leachate directly into the surrounding environment. The TA will support knowledge development for climate change and mainstream climate-related considerations into SWM, integrated urban planning, and settlement upgrading, which can significantly contribute to mitigating carbon emissions, avoiding climate vulnerability lock-in, and strengthening urban resilience to disaster risks and climate-related impacts.

45. **The project will directly benefit an estimated 1.7 million 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. The improvements in meteorological and hydrological forecast and warning capacity, together with disaster preparedness and response strengthening interventions will have countrywide benefits.

46. **Community labor.** The project will encourage contractors to use local labor in the infrastructure construction or rehabilitation to the extent possible. Emphasis will be given to the inclusion of various social groups facing marginalization or barriers to participation (for example, women, youth, ethnic minority groups, and people with disabilities) and ensuring their access to community infrastructure and daily wage labor opportunities. It will be especially important to include women in the design and construction of WASH and public lighting facilities, for instance, to ensure these facilities are rehabilitated in ways that promote security and gendered needs. Attention will be paid to how to ensure that hiring and retention of community members do not perpetuate existing gender inequalities and power imbalances. In parallel, substantive preparation and consultations with communities, especially women, people with disabilities, and youth, will identify the risks to labor participation and solutions to mitigate them.

47. **Citizen engagement.** Citizen engagement will be at the core of the project, with communities engaged at all stages of implementation. Citizen 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 mechanisms. 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.b).

48. **Gender.** While GoSL 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 gender-based violence (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.

49. 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.

50. 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.

51. The RUSLP will take the following actions on gender inclusion and GBV:

- 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.

Result Chain

52. **Problem statement**

- Poor institutional performance hinders local governments’ capacity to deliver resilient infrastructure and services.
- Inadequate infrastructure and basic services increase morbidity and mortality and reduce productivity.
- Low resilience to natural hazards adversely affects lives, livelihoods, the economy, and the sustainability of investments.
- Jobs and economic opportunities are limited, leading to unemployment and poverty especially among youth.

53. **Critical assumptions**

- Local councils are committed to the project development goals and chosen subprojects, as well as their future maintenance and sustainability.
- The national government is committed to advance the decentralization process and continuously support local councils through TA and capacity building for devolution of functions.

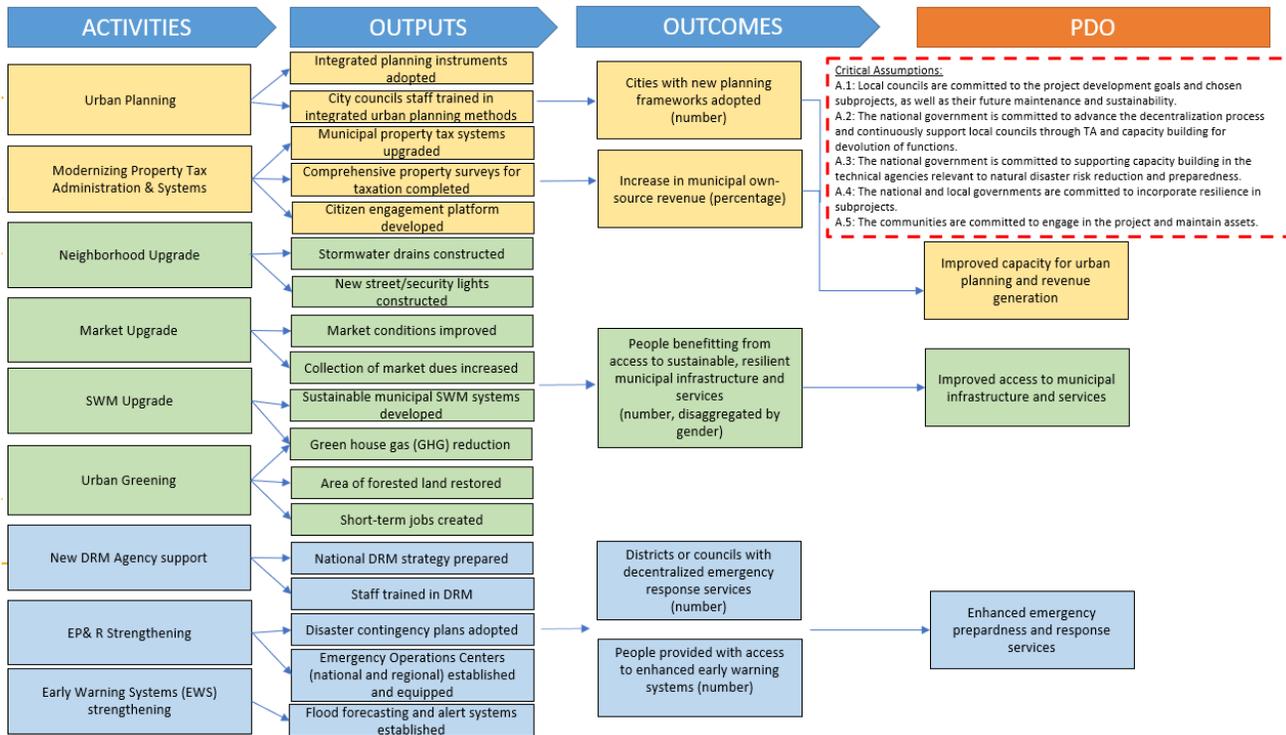


- The national government is committed to supporting capacity building in the technical agencies relevant to natural disaster risk reduction and preparedness.
- The national and local governments are committed to incorporate resilience in subprojects.
- The communities are committed to engage in the project and maintain assets.

54. **The project’s theory of change identifies three core development objectives, two of which directly align with the GEF SCIP objectives:** (a) Improved institutional capacity for integrated urban management will reduce the pressure on the natural forest area that surrounds the city as urban sprawl is controlled and densification is encouraged. This will help protect biodiversity and reduce land degradation. Enhanced own-source revenue mobilization will also provide CCs with greater ability to implement and enforce the plans that they have set out, thereby enhancing sustainability; (b) Improved urban living conditions (through improved municipal infrastructure and services) will lead to climate change mitigation outcomes (owing to enhanced SWM systems, including gas capture, as well as through urban greening and forest management initiatives). The project components reflect catalytic investments that will yield multiple global environmental benefits and serve as pilot models that can be replicated at scale. As a result of these investments, Sierra Leone’s shift toward a sustainable development pathway will be strengthened, leading to (a) reduced GHG emissions; (b) avoided land degradation and biodiversity loss; and (c) enhanced resilience to climate change.

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Figure 1. Results Chain



Note: A = project critical assumptions. C = project component. DRM = disaster risk management. EP&R = emergency preparedness and response. PDO = Project Development Objective. SWM = solid waste management.

Rationale for Bank Involvement and Role of Partners

55. **The proposed project activities are beyond the financing capacity of the government.** The COVID-19



outbreak further complicates an already fragile economic outlook, stresses the government's revenues, and constrains its ability to invest in basic infrastructure and services—and the poor stand to be hit particularly hard. Any resources the World Bank can offer to the government to support key public sector services are needed. The investment needs for large infrastructure, such as a sanitary landfill are significant and therefore well suited to the scale of financing that the World Bank can bring. The Bank's global experience in leading policy dialogue in the SWM sector in other economies (such as Azerbaijan, Liberia, Morocco, Tunisia, and West Bank and Gaza) will be leveraged to help Sierra Leone rethink sector policies causing institutional bottlenecks, attract private firms in the sector, and innovate to restore livelihoods in project-affected communities. The project is fully grant funded, therefore it will not lead to any increase in public debt.

56. **The Bank is uniquely placed to support Sierra Leone's efforts to enhance access to infrastructure and basic services in urban areas and to strengthen disaster preparedness and response systems.** First, the Bank has substantial global experience in upgrading urban infrastructure and unplanned settlements and in strengthening DRM through numerous urban development projects, improving the capacity of technical agencies relevant to natural hazard identification and warning, and DRM operations integrated with hydromet services delivery. Second, it has the capacity to support a sizable investment over a long period and to facilitate and sustain cross-sectoral engagement with clients. Third, the Bank has been actively building capacity with key government stakeholders, such as the ONS and FCC, and creating a body of knowledge in Sierra Leone, including (a) on urbanization, through the 2018 Freetown urbanization review⁴⁸ and the 2018 Sierra Leone Economic Update, "Reviving Urban Development";⁴⁹ and (b) on DRM through the 2018 Multi-City Hazard Review and Risk Assessment,⁵⁰ the 2017 Rapid Damage and Loss Assessment (DaLA) of the August 2017 landslides,⁵¹ and the recently completed emergency preparedness and response assessment under the FERP. Lastly, the Bank can use its convening power to coordinate development partners' efforts to support urban development and DRM in Sierra Leone.

57. **Financing from the Global Environmental Facility (GEF) is catalyzing investments in sustainable urbanization through its Sustainable Cities Impact Program (SCIP).** GEF resources will be used to catalyze sustainable development investments throughout the first two components of the project. Related to Component 1 of the project (Institutional and Capacity Development in Integrated Urban Management), GEF resources will be used in particular to support integrated urban planning and land use that underpins and protects the reforestation initiatives, protects the urban adjacent protected area from urban stressors, and promotes sustainable urban growth. In addition, GEF funding will support local and national government representatives in participating in global knowledge platforms to enable access to international best practice and by exchanging ideas and experiences with other SCIP cities and using relevant analytical tools. Regarding Subcomponent 2.1 (Neighborhood Upgrading and Greening in Freetown), GEF resources will be targeted on promoting catchment-basin and ecosystems-based approaches for integrated flood risk reduction and watershed management, with an emphasis on forest protection, management, and regeneration. Related to Subcomponent 2.2 (Solid Waste Management Upgrading in Freetown and Secondary Cities), GEF resources will support the development of a comprehensive waste management system strengthening, including (a) waste sorting and recycling facilities; (b) engagement with the private sector and the informal recycling community, including waste pickers to incentivize

⁴⁸ World Bank. 2018. "Freetown: Options for Growth and Resilience." Urban Sector Review, World Bank, Washington, DC.

⁴⁹ World Bank. 2018. "Reviving Urban Development: The Importance of Freetown for the National Economy." Sierra Leone Economic Update No. 1, World Bank, Washington, DC.

⁵⁰ World Bank. 2018. "Sierra Leone Multi-City Hazard Review and Risk Assessment." 5 vols. Report No. 130797, WB, Washington, DC.

⁵¹ World Bank and GFDRR (Global Facility for Disaster Reduction and Recovery). 2017. "Sierra Leone: Rapid Damage and Loss Assessment of August 14th, 2017, Landslides and Floods in the Western Area." Report No. 121120, World Bank, Washington, DC.



innovative recycling approaches; and (c) enhancement of awareness raising and outreach to reduce illegal dumping and littering in key terrestrial and marine habitats.

58. **Significant TA resources have been leveraged to support project implementation.** While an ongoing US\$300,000 bank-executed trust fund (BETF) from the Global Facility for Disaster Reduction and Recovery (GFDRR) ACP-EU Trust Fund⁵² supports ongoing government efforts to build the capacity of the new disaster management agency and enhance the use of spatial data for risk-informed decision making and planning, an additional US\$730,000 BETF from the GFDRR CREWS Trust Fund will strengthen Sierra Leone’s meteorological capacity. The GEF US\$6.73 million recipient-executed trust fund (RETF) co-financing will support capacity development for sustainable urban planning, resilient infrastructure and services, including for flood and landslide risk mitigations with nature-based solutions (see details in Annex 4). Finally, a US\$490,000 BETF from the World Bank’s PROBLUE Trust Fund will tackle marine litter and plastics and promote recycling, in coordination with the World Bank financed Sustainable Tourism Development Project (P164212).

59. **The project will be implemented in close collaboration with other ongoing World Bank and development partner operations** Specifically, the project will develop synergies with the Bank-financed operations, including inter alia the Integrated and Resilient Urban Mobility Project (P164353), the Third Productivity and Transparency Support Grant (P169498), the Sustainable Tourism Development Project (P164212) and the proposed Accountable Governance Project (172492). The project is also coordinating with the Quality Essential Health Services and Systems Support Project (P172102) which has a component on medical waste management and coordination between the two projects will allow for a more comprehensive approach to waste management in Sierra Leone. The project closely coordinates with DFID, which has commissioned several SWM technical studies that are informing the design of SWM activities supported under this operation, thereby ensuring that development efforts are harmonized and maximized. In addition, there is close coordination with DFID’s recently launched Cities and Infrastructure for Growth (CIG) program for Sierra Leone. AfDB supports Freetown in sanitation and environmental management with the US\$150 million Freetown WASH and Aquatic Environment Revamping Project, and this project will ensure that flood mitigation work and service upgrading is well aligned with AfDB’s activities. UNDP has several activities related to climate information and early warning systems, with which the project has been coordinating to ensure complementarity with the proposed investment in emergency preparedness. As the World Bank is the largest supporter of urban resilience activities in Sierra Leone, the project will bring transformational change through catalyzing these existing sector investments for integrated urban development. The project will use existing mechanisms to further strengthen collaborations with other development partners, such as the FCC-led multi-stakeholder Working Groups comprising councilors, FCC staff members, representatives from the public and private sectors, NGOs, development partners, and community representatives from each of the 11 priority sectors⁵³ identified through a comprehensive survey across the city. (see Annex 2 for a full list of projects and TA).

Lessons Learned and Reflected in the Project Design

60. **The project design draws on specific lessons learned from Bank lending in Sierra Leone regarding the implementation of multisector projects. In addition, as engagement in the urban sector is new in Sierra Leone,**

⁵² The ACP-EU Natural Disaster Risk Reduction Program is a joint initiative of the Organization of African, Caribbean and Pacific States (ACP); the European Union (EU); the World Bank and the GDFRR.

⁵³ The priority sectors include Environmental Management, Urban Planning and Housing, Revenue Mobilization, Education, Skills Development, Job Creation, Disabilities, Health, Water, Sanitation, and Women and Girls.



the project will draw on global expertise and lessons learnt from engagements of other donors and partners. Collaboration has been built in this regard, which will be strengthened during implementation. Key lessons reflected in the project design are the following:

- i. *Ensuring the availability of budgetary resources to finance payment of compensation to project-affected persons (PAPs) early on is critical to avoid implementation delays.* As documented in the FERP, delays in ensuring compensation budgets and releasing payments to PAPs have slowed down the handover of construction sites to contractors—and thus delayed works. Although the project approach promotes minimized resettlement, thereby limiting the size of compensation payments, these are likely to remain substantial. Project funds will therefore be secured for PAP compensation.
- ii. *Centralized implementation arrangements are necessary in low implementation capacity contexts with strong project management and technical teams, with significant consultant resources.* Bank experiences in post-conflict contexts recommend keeping design and implementation arrangements as simple as possible. This project has a centralized arrangement for implementation with a PMU based in MoF at the national level. However based on the FERP experience, the project is reinforcing the capacity of the lead technical agencies with technical consultants responsible for co-leading and overseeing project activities, together with existing personnel from target cities and relevant MDA; this includes the hiring of resident engineers and experts, including a Municipal Engineer to support FCC with neighborhood upgrading, Solid Waste Management Engineer to support the relevant City Councils in all the SWM activities and a Lead Urban Planner to support all planning activities. In parallel, TA provision will strengthen capacities for long-lasting impacts, contributing to the development of knowledge, its transfer, and its operationalization as well as to speeding up project implementation.
- iii. *To minimize the tendency to under-execute technical assistance,* the planning and timing of project activities has been designed to ensure that adequate consultant resources are included to support the responsible agencies participating in the project on the TA activities. To that end, PPA resources have been used to assure the maturity of TA activities during the preparation phase in order to facilitate their early implementation.
- iv. *O&M remains a recurring challenge in many informal upgrading projects.* The project design highlights the importance of improving cost recovery and revenue generation, especially in SWM, which is an operations-intensive activity. Private sector participation can be an efficient way to improve operational effectiveness. However, there are also examples of failure in private sector participation in the SWM sector in Africa, including in Sierra Leone. To overcome the potential challenges associated with the establishment of public-private partnerships (PPPs) for SWM, the project will (a) provide TA to enhance the financing mechanism and the PPP framework; (b) finance investment that are unlikely to be financed by private sector; and (c) introduce a performance management system for monitoring the performance of private operators. On infrastructure services and markets, the project will support community-based O&M mechanisms, some of which are existing on the central markets.
- v. *A long term engagement is needed for institutional and capacity improvements.* Improving the institutional arrangements for Sierra Leone is undoubtedly a complex technical exercise, which may require policy reforms with inherent political dynamics. The process will require time for the technical analysis and creation of an evidence base, for consensus building and prioritized decision making. Improving capacity of City Councils (in property tax collection, OSR and GIS) will also take time. Thus, expected targets for both institutional and capacity building elements of the project must be realistic and take advantage of the incentives of further



engagements in Sierra Leone through follow-up investments projects.

- vi. *With the right conditions, green infrastructure or nature-based solutions (NBS) can cost-effectively enhance service delivery while also empowering communities and increasing infrastructure systems' resilience and flexibility in a changing climate.* Recent research highlights the shift from conventional "gray" approaches to green and hybrid infrastructure solutions,⁵⁴ as well-designed nature-based solutions can be used to achieve multiple development goals, including disaster risk reduction, poverty alleviation, biodiversity conservation, and resilience to climate change while creating a triple-win scenario—for communities, the economy, and the environment. This project will apply NBS for integrated flood and landslide risk reduction, emphasizing forest, mangroves and wetland protection and regeneration to strengthen flood and landslide resilience and enhance other ecosystem services provision (i.e. heat stress reduction, wastewater treatment, habitat restoration, etc.) while creating economic opportunities and enhancing community ownership through an urban greening/tree planting campaign.

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Legal Operational Policies	Triggered?
Projects on International Waterways OP 7.50	No
Projects in Disputed Areas OP 7.60	No

Summary of Assessment of Environmental and Social Risks and Impacts

61. The Environmental and Social risks are classified as High due to the complexity and potential environmental and social risks and impacts that are expected to have broader spatial coverage beyond physical works of the Project. Some of the project activities will be implemented in congested and densely populated areas where health and safety issues could be significant as well as physical and economic displacements. The current client capacity to manage the anticipated risks is low and they do not have any experience in the application of the new Environment and Social Framework (ESF). Significant efforts will be required to build Client's capacity.

Implementation

Institutional and Implementation Arrangements

62. **Implementation arrangements have been designed to streamline project execution and cater to the multisectoral nature of the project.** The project proposes a centralized implementation mechanism to promote efficiencies in the use of funds and avoid delays that would arise if a decentralized arrangement is adopted in an environment of weak local execution capacities.

⁵⁴ Browder, Greg, Suzanne Ozment, Irene Rehberger Bescos, Todd Gartner, and Glenn-Marie Lange. 2019. *Integrating Green and Gray: Creating Next Generation Infrastructure*. Washington, DC: World Bank and World Resources Institute.



63. **The project will be managed by the Ministry of Finance’s (MoF) Fiscal Decentralization Division (FDD), which has established an internal Project Management Unit (PMU-FDD).** The FDD is well placed to manage the multi-city project owing to its mandates for coordinating city councils and their fiscal management and its experience in managing World Bank-financed operations. The PMU will work under the supervision of the FDD, and will be responsible for project management, including social and environmental safeguards, monitoring and evaluation, overall project communications, grievance redress, in coordination with and supported by the City Project Implementation Teams (CPITs) and / or Technical Lead Agencies. The PMU is staffed with a project manager, an environmental specialist, a social specialist, a community liaison and communications specialist, a gender and gender-based violence specialist and an M&E officer. A civil engineer and a procurement and contract management specialist will be recruited within the first six months of project effectiveness. The objectives, structure and responsibilities of the PMU-FDD has been outlined in the draft Project Implementation Manual (PIM), which will be finalized and approved before project negotiations.

64. **The MoF’s Project Fiduciary Management Unit (PFMU) will be responsible for all fiduciary activities under the project.** This centralized approach is in line with the agreed-upon practice for all World Bank projects in Sierra Leone. The project will finance a dedicated procurement specialist in view of the project size.

65. **Within Central government ministries and agencies, the PMU-FDD will work with three main Technical Lead Agencies (TLAs) to execute the project activities.** These are the Ministry of Local Government, Ministry of Lands and Country Planning and newly established National Disaster Management Agency (NaDMA). For Component 1, the Ministry of Local Government and Ministry of Lands will coordinate the implementation of all technical assistance activities. This is largely because, these two ministries are respectively responsible for urban management and urban planning. For Component 3, the NaDMA will be the TLA. Subcomponent 3.c (CERC) will be implemented under the joint coordination of MoF and NaDMA. Depending on the type and scale of the triggering event and the implementation priorities established in case of activation by the /NaDMA, CERC will be implemented by one or more of the following implementing agencies: (a) ONS/NaDMA; (b) FCC; and/or (c) Ministry of Public Works. Implementation arrangements for the CERC will be detailed in a specific Operational Manual. The primary role of TLAs is the development of TORs, participation in procurement evaluation processes as well as management and supervision of respective component activities. TLAs will work with the FDD-PMU and the PFMU in achieving these objectives.

66. **At the city level, all project activities will be coordinated through city project implementation teams (CPITs).** These teams, which will be comprised of staff of the City Councils will be responsible for the coordination of project activities in their respective cities. This could include facilitating stakeholders and community participation, collecting of project data, supervision of ongoing works and facilitating entrance of contractors in communities. All the 8 participating local councils will set up a CPIT each composed of officials from the following departments: development planning, SWM, engineering, valuation, and finance. Each CPIT will be coordinated by the Chief Administrator or his or her authorized representative. The CPITs will oversee project activities on the ground in support of the PMU-FDD and will have a dual line of reporting on the project, to both (a) the mayor, or councilor; and (b) the PMU. The project will augment the CPITs with consultants, as needed.

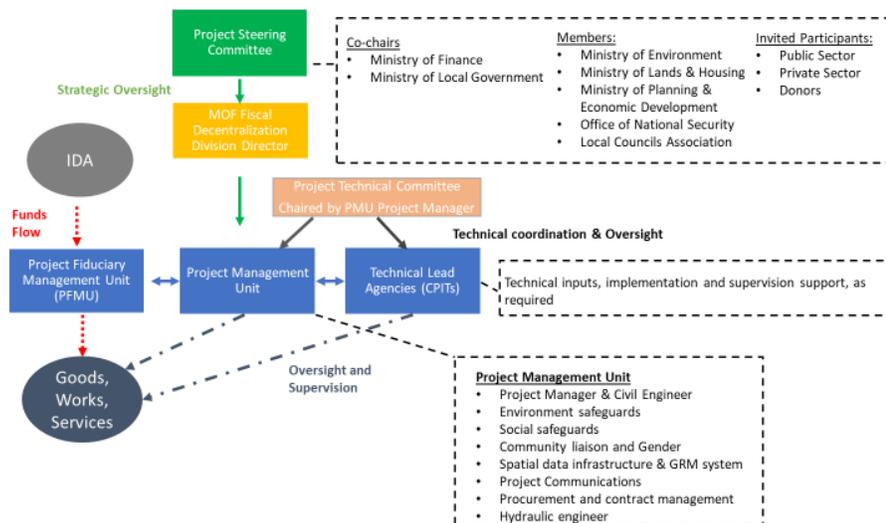
67. **Project implementation coordination will be enhanced through a project technical committee (PTC).** The technical committee would comprise of the coordinators of each CPITs and TLAs, chaired by the PMU Project Manager. Its purpose is to share project lessons and good practices, advance and agree on timelines for common project activities and establish standardized approaches to address common challenges. The PTC will meet at least once monthly and as needed. It will have a direct reporting relationship to the PMU-FDD.



68. **Ward-level structures will help project implementation in communities.** Ward committees (WCs) would be the main mechanism through which the project interfaces with the community. They would be responsible for community mobilization, facilitation of community planning, property surveys, enumerations or socioeconomic surveys, and other community capacity-building initiatives to support project implementation. In accordance with Section 95 of the Local Government Act 2004, of the 12 WC members, 5 should be women. Such gender representation will help ensure that proposed investments will reflect women’s specific needs. Representation of young people will be encouraged in WCs.

69. **A project steering committee (PSC) will be set up to oversee project planning and execution as well as to facilitate effective coordination of the project.** The MoF will be responsible for establishing, chairing, and maintaining the PSC throughout project execution. The PSC will comprise senior representatives of key ministries, departments, and agencies (MDAs) such as the Ministry of Local Government, Ministry of Environment, Ministry of Lands and Housing, Ministry of Planning and Economic Development, and the Local Councils Association of Sierra Leone (LoCASL). Other MDAs would be invited to attend meetings as needed depending on the issues to be addressed at each session of the committee. The PSC will meet at least every quarter to resolve strategic issues affecting the project execution, provide policy guidance, and review project implementation progress and results indicators. The PMU will serve as the secretariat to the PSC. The roles and responsibilities of the PSC has been detailed in the PIM.

Figure 2. Project Management and Coordination Arrangements



Results Monitoring and Evaluation Arrangements

70. **The PMU-FDD will establish a project monitoring and evaluation (M&E) system to assess progress on indicators set in the project’s results framework.** Data on activities and outputs will be included in regular quarterly reports prepared by the PMU-FDD based on inputs from the implementing agencies, including the MDAs’ focal points and CPITs at the local councils’ level, in accordance with the format in the PIM. The M&E specialist at the PMU-FDD will be responsible for collating the data from the IAs and providing quality assurance

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as well as overall reporting. Citizen engagement will be ensured by the development and implementation of the digital citizen engagement platform (under Subcomponent 1.1), through which citizens can access the status of activities funded under the project and provide feedback. This will be complemented by continuous, iterative beneficiary monitoring and a regular social audit to allow the project to adjust the implementation approach on a real-time basis.

71. **An annual assessment will be the main tool to measure progress toward the PDO.** The annual assessment will be carried out by the PMU in line with the procedures established in the PIM and will be complemented by social audits to ensure objectivity. The results framework will be reviewed regularly and updated if necessary during the annual reviews and the mid-term review, depending on adjustments and trends regarding the infrastructure and services supported by the project.

Sustainability

72. **Infrastructure sustainability.** At the project stage, sustainability is enhanced by ensuring that technical designs are based on thorough studies of past patterns and trends as well as future projections relevant to the infrastructure being developed. For example, in terms of neighborhood upgrading interventions and more particularly drainage works, designs must consider hydro-hydraulic modeling and long-term projections for flooding and climate change vulnerability. The project would support community-based Operation and Maintenance (O&M) mechanisms. For instance, beneficiaries would be encouraged to form street committees tasked with ensuring households do not clog drains and clear their respective drainage channels. For the markets, the city councils are already responsible for O&M and with expected increase in revenues from market dues, they are committed to ensure adequate O&M of the upgraded market facilities. The project would also enhance existing market traders committees in terms of record keeping and engagement skills so that they monitor the maintenance of markets by city councils. In terms of SWM, infrastructure sustainability rests on an integrated approach to improve sector performance, access and quality of services, and operational and financial sustainability by combining investments and institutional and policy reforms. More specifically, project-supported infrastructure will be screened upfront for sustainability of O&M arrangements, including an O&M plan that demonstrates adequate human, technical and financial resources to ensure continued flow of benefits from the investments. Ensuring the sustainability of improvements in the living conditions of beneficiaries is at the core of the project's design. The project includes actions to raise awareness in the communities on gender-based violence (GBV) and women's economic empowerment. The project expects to work with men and women to reduce violence in the communities sustainably and ensure that if cases appear, the principles are well-founded for the city to respond with well-known service providers, trained community focal points, and appropriate support for survivors even after project completion. Additionally, institutional strengthening and capacity building component will provide training and technical assistance to concerned City councils so that they have adequate capacity to manage and sustain the facilities to be built. Likewise, reskilling of the waste pickers and private sector participation will also enhance sustainability of infrastructure. The upgraded property tax system will be accompanied by training on O&M of the system by city council staff.

73. **Institutional and financial sustainability.** Each component includes institutional strengthening activities that will support the sustainability of project outcomes. Under Component 1, these activities will support the sustainability of the investments in municipal services in cities. This component is designed to enhance (a) financial sustainability through the strengthening of revenue management systems at the CC level; and (b) the optimal



exploration of private sector skills and resources to increase the value of the public services inter alia SWM functions.

F. Key Risks

74. **The overall risk rating for the project is Substantial** because of high E&S risk as well as substantial risks associated with the political, macroeconomic conditions, institutional capacity for implementation and sustainability and fiduciary management.

75. **Political risk is rated Substantial.** The government of Sierra Leone is reviewing three major pieces of legislation that can lead to the reassignment of functions targeted by the project for strengthening at local councils' level. These laws are the Local Government Act, Customary Land Rights Bill, and Land Commission Bill. The last two have a bearing on project activities regarding town planning, building permits, and property taxation. Also, the government's commitment to devolution of more built-environment functions to local government has been delayed. The Land Bills are part of the Prior Actions of the Development Policy Operation Series, which has provided the opportunity to provide inputs to the document along the way. In addition, the project is actively providing technical support to the review and amendment process for the 2004 Local Government Law to advance government's decentralization commitment. Another key political risk is related to the upcoming elections and the fact that the mayors in five of the seven cities the project is engaging in are from the opposition party, including Freetown, where the bulk of investments are focused. This includes the landfill site where the FCC is relying on the central government to finalize the purchase of the land. A clear project budget allocation and clear implementation arrangements are set out to help manage these risks; however, even with such mitigation measures in place, political risk remains substantial.

76. **Macroeconomic conditions risk is rated Substantial.** A rapid decline in fiscal space could impede the delivery of critical infrastructure and services in the long run. The economy remains highly vulnerable to direct fiscal impacts from the health system's efforts to contain the disease outbreak. Sierra Leone's economy contracted by 2.2 percent in 2020 and macroeconomic conditions remain challenging evidenced by the worsening of key economic indicators. Fiscal deficit almost doubled to 6.2 percent of GDP driven mainly by revenue shortfalls and health-related spending pressures. Public debt increased slightly to 73.6 percent of GDP from 72.0 percent in 2019 largely reflecting the increase in fiscal deficits financed by additional loans. The recent IMF and World Bank debt sustainability analysis indicated that the country is at high risk of debt distress, same as in 2019. The reduced fiscal space, as well as the increased exchange rate risk, could affect specific urbanization programs supported by this project. The macroeconomic risk is mitigated to some extent by the Government's commitment to fiscal discipline as demonstrated by the implementation of wide-ranging fiscal measures to date as well as the IMF's ECF program. Under the IMF ECF program, the Government has prepared a comprehensive arrears clearance strategy based on sound principles of debt transparency.

77. **The institutional capacity for implementation and sustainability risk is rated Substantial.** Limited capacity of the technical agencies to implement a project of this size is one key risk factor as well as the number of stakeholders that will need to be involved and the coordination implications. The technical capacities of the CCs and national stakeholders in the urban and DRM sectors are weak. The capacity support provided as part of this project will mitigate these risks, bolstering the technical and implementing capacity of the relevant agencies. In fact, it is specifically to address these weaknesses that the capacity-strengthening activities under subcomponent 1a and 1b are designed. Additionally, the multisectoral nature of the project, which involves many agencies with potentially overlapping responsibilities at national and local government levels, may result in poor



coordination. To mitigate this risk, the project will set up a PTC to provide the platform for regular coordination and decision-making among the national and local agencies Moreover, for activities that will be implementing in Freetown, the FCC’s already established working groups will also support better coordination and collaboration among the various stakeholders and will mitigate potential duplication of efforts.

78. **Fiduciary risks are rated Substantial.** This rating is due to: (a) the limited capacity of 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.

79. **Environmental and social risks are rated High.** Implementing agencies will use the 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 SEA/SH and 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.

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Table 2. Project Risk Rating, by Category

Risk category	Rating
1: Political and governance	S



2: Macroeconomic conditions	S
3: Sector strategies and policies	M
4: Technical design of project or program	M
5: Institutional capacity for implementation and sustainability	S
6: Fiduciary	S
7: Environmental and social	H
8: Stakeholders	M
Overall risk rating	S

Note: H = high. S = substantial. M = moderate.

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APPROVAL

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Approved By

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Country Director:		



ANNEX 1: RESULTS FRAMEWORK AND MONITORING

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.

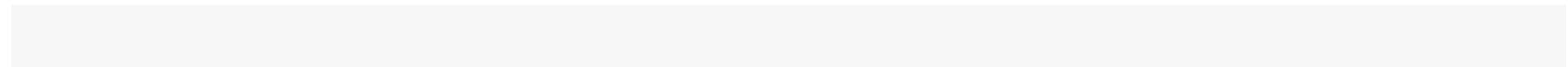
Project Development Objective Indicators

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

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Indicator Name	PBC	Baseline	End Target
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



Intermediate Results Indicators by Components

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
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

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Indicator Name	PBC	Baseline	End Target
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 solid waste services (Percentage)		0.00	30.00
Component 3: Emergency Management Institutional and Capacity Development			

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Indicator Name	PBC	Baseline	End Target
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

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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	Annual	City Councils - Municipal	FDD will compile data of revenue from	FDD and relevant City

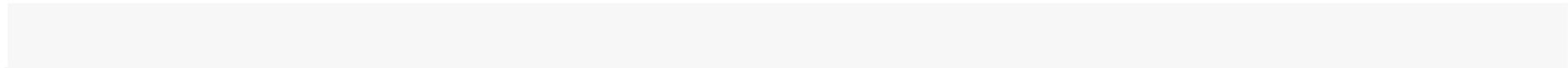


	and market fee collection.		Finance & Planning Dept and FDD Annual audit of LCs	property tax and market fee collection in all secondary cities that benefitted from the project TA.	Councils.
Cities with new planning frameworks adopted	Number of City Councils with planning instruments in place to guide 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 infrastructures 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	Semiannual	NDMA and Project Annual Report	Project progress report and consultants' report	The National Disaster Management Agency and the District-level DRM entity.

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	functions.				
People provided with access to enhanced 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)



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

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Number of city councils with ICT system for 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 a 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
Unplanned settlements upgraded	This indicator measures the total area of unplanned settlements in Freetown that have benefited from a comprehensive package of upgrading interventions (such as roads, footpaths, public lighting, bridges, drainage structures, community facilities, green infrastructure and other investments as identified in the PIM).	Annual	Project Progress Reports, Construction supervision consultants' reports.	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 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.	Construction supervision 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	Annual	Annual Project Progress	Activities progress reports	City Councils



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	under the Project		report		
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	Interviews, questionnaires, and surveys of beneficiaries	PMU and City Councils



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			Survey.		
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 components.	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.	Annual project update report.	PMU

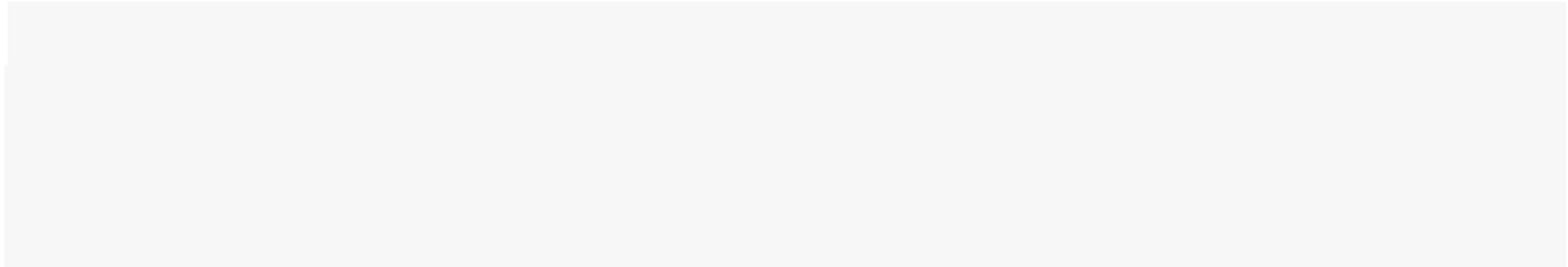


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			CBOs.		
Number of Districts with Disaster Contingency Plans adopted	Measure the number of Districts that have adopted Disaster Contingency Plans	Annual	Annual Project Progress Report	Project activities reports	PMU, National Disaster Management Agency, and Districts
Number of Emergency Operations Centers (national and regional) established and equipped	Measure the number of equipped and operational Emergency operation Centers, benefitting 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	Quarterly	Digital GRM system analysis	Data from Grievance Redress mechanism system	PMU



	to which grievances are resolved				
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



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ANNEX 2: Detailed Project Description

1. The Project will support all the 7 Cities in Sierra Leone and the Western Area Rural District, which neighbors the Capital city Freetown. The US\$56.73 million project, is co-financed with grants from IDA and GEF, and includes four mutually reinforcing components.

Component 1: Institutional and Capacity Development in Integrated Urban Management

Subcomponent 1.a: Strengthening Integrated Urban Planning and Spatial Data Infrastructure

2. This subcomponent will support the Government's decentralization agenda through capacity building and structured training programs in spatial planning to help councils strengthen town planning and related functions. The project will finance the preparation of spatial plans for all secondary cities, in line with the Local Government Act 2004. These include master and local area plans, and planning schemes. It will also support building comprehensive data inventory through cataloging existing sources of geospatial data, community data collection, and conducting a series of surveys and interviews with relevant municipal government stakeholders and establish a municipal spatial data infrastructure (MSDI) to enable city officials make evidence-based decision making in planning and service delivery.

3. Lack of city planning, development control and enforcement have been identified as a key constraint in managing city growth in Freetown and the secondary cities. While the population of the secondary cities is yet to reach 250,000 in any of them, investing in their planning capacity today enables them to guide and adequately manage the urbanization process, providing an opportunity to leverage the benefit of urbanization. Presently, all secondary cities are engaged in economic development planning, which does not guide the built environment. Attempts to prepare some spatial plans in Makeni and Bo have been initiated through partnerships with international and local universities and consulting firms.

4. Cities in Sierra Leone lack a comprehensive inventory or catalog of data sources, and current national level open data and spatial data infrastructure (SDI) efforts do not meet all the data requirements for urban planning and DRM at the local level. Moving toward evidence-based decision making requires cities to possess core datasets with clear documentations of how the data was collected, geocoded, processed, and disseminated across government agencies and external stakeholders. Data inventories also allow the GoSL to easily review existing datasets and assess the need to develop new datasets.

Subcomponent 1.b: Upgrading Urban Property Tax Administration and System

5. The objective of this Subcomponent is to upgrade the property tax system at local council level and develop national level guidelines and/ or standards on property tax, that currently do not exist in Sierra Leone, in accordance with the existing regulations as stipulated in the Local Government Act (Part VIII). This Subcomponent



will support the implementation of capacity building and technical assistance to upgrade the property tax administration and system for all the secondary cities, with the aim to enhance their ability to increase own source revenues. The modernization of the system deals with the full cycle of property tax management: discovery, assessment (or valuation), billing, sensitization, and collection and is based on a technology improvement strategy and process automation (figure A1.1). The overarching objective of the upgrading and modernization of the property tax system is to develop a fit-to-purpose municipal building cadastral system based on the development of a Municipal Spatial Data Infrastructure (MSDI) supported by a spatial framework.

Table A1.1: The Two Main OSRs in Secondary Cities (2018)

City	Property tax (% of total OSR)	Market dues (% of total OSR)
Bo	27.1%	25.7%
Kenema	36.8%	40%
Makeni	31%	24%
Koidu	9.8%	44.2%
Average	26.2%	33.5%

Source: Calculated from data supplied by city councils.

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6. In Sierra Leone, the major local revenue sources include property tax and market dues, contributing 26.2 percent and 33.5 percent respectively to Own Source Revenues (OSR) (see Table A1.1). Property taxation is a well-established local function, with all local councils having some mechanism/ cadasters to collect taxes, even if there is a lack of national guidelines, standards, and methods regarding property valuation. While there is significant potential to increase revenue through property taxation, the current Municipal Property Tax System (MPTS), which was established in 2004, faces several challenges⁵⁵, including: outdated property tax base, manual and outdated system of tax administration and outdated property valuations on which basis tax is assessed. The last survey of city properties was conducted a decade ago, and there has been no considerable addition to property records since 2010, an indication that the existing systems do not adequately capture new properties and that CCs are losing a considerable amount of potential revenue. Currently, there are no standardized approaches or guidelines for property valuation processes, while valuations were last updated more than a decade ago. Due to lack of technical capacity of local valuers and proper equipment, CCs rely on external support, which hinders sustainability and transparency of the procedure. Although the expansion of new properties with rapid urbanization provides opportunities for the revenue mobilization through property tax, most CCs still run the property tax collection system manually and GIS is not integrated. If all properties are captured in the Municipal Property Tax System coupled with a reassessment of all properties, there is a potential for doubling of total property tax collected (see Table A1.2).

7. To modernize the existing MPTS, the project will follow an incremental approach with clearly defined objectives with short and medium term actions and that could be extended to long-term actions within the framework of a broader program or in the next phase of this project.

⁵⁵ The MPST issues include: (i) manual standalone solution without clear access to back-end; (ii) inability for CC teams to edit, code or develop the software, creating dependence on external support; (iii) the impossibility to incorporate new properties in the system; (iv) the system is still run manually, only alphanumerical and not GIS integrated; (v) the current software does not capture all city revenue streams (property tax, local tax, business licenses, market dues among others) and is not linked to PETRA/IPSAS system, (vi) the software doesn't support GPS location for properties; (vii) the software does not show: fines, and penalties for nonpayment, year by year arrears and most do not have servers to store historical data hence only show data on the current financial year.



- *Short -Term actions:* Based on a pilot project to introduce and implement property tax system with knowledge management and lessons learned processes.
- *Mid-Term actions:* These include the scaling up for development of property tax systems in all 7 LCs and strengthening national level standards and guidelines.
- *Long -term actions:* These include the further integration of state and local property tax collection, enhanced data sharing between state and national revenue authorities and, over time, the establishment of a nationally consistent valuation regime and property register and a Law on Property Taxes.

Table A1.2: Property Information of Cities (2020)

City	Population	No. of properties in cadaster (current)	Property tax revenue (Leones) (2016 Report)	Estimated properties with a new system	Potential revenue after including all properties
Bo	180,000	14,000	210 million	35,000 – 40,000	700 million
Kenema	210,000	14,262	556 million	25,000 – 30,000 ⁵⁶	1 billion
Makeni	130,000	12,000	406 million	20,000 – 25,000	700 million
WARDC	460,000	31,000	2,670 billion	60,000 – 65,000	4 billion
Total	980,000	71, 262	3,842 billion	140,000 – 160,000	6,4 billion

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8. The main activities to be supported for the modernization of the property tax administration and system are the following:

- IT assessment of the existing property tax system and designing a new/upgraded system
- Municipal Property Tax System (MPTS) development and piloting in one Local Council
- Roll out of the MPTS to all the 7 Local Councils and Capacity development
- Development of standards and guidelines for property taxation

9. Prioritized activities:

- IT assessment of the existing property tax system and designing a new/upgraded system:* A property tax management software should allow to fulfill the complete cycle of property tax management, from assessing properties to the printing and delivery of demand notes to tracking of payments. For this component, a firm can be engaged on a phased contract to realize:
 - IT assessment of the existing property tax system (using Makeni pilot case example)
 - Definition of the Property Tax System/ Fiscal Cadastral Software Model
 - Software development based on fiscal cadastral model
- Municipal Property Tax System (MPTS) development and piloting in one Local Council:* Once the System has been modeled and developed, the full process of property tax management will be tested in the City of Makeni. The property tax development follows the different activities presented in figure A1.1:

⁵⁶Comparing to population, this is probably a sub estimate number. Kenema City should have around 50,000 properties and WARDC around 90,000.



Figure A1.1: Property Tax System Full Cycle



10. Makeni as a pilot project. The proposed pilot project will be implemented in the city of Makeni, considering the political willingness, in-house capacity and the potential for partnership with a local University. Bo City is working on a property tax reassessment, which should be concluded by the end of 2020. Kenema is a much bigger city not optimal for a pilot project. Koidu, Port Loko and Bonthe are smaller cities with much less human capacity and own source revenue improvement perspective. WARDC has started a modernization of his property tax system and partially finished the reassessment of some parts of the district.

11. The activities that will take place for the property tax pilot project development include : (i) with the support of satellite images or orthophoto, identification of the footprint of all building properties in a standardized coordinate system (can be combined with Open Street Map information if available); (ii) a new household survey and assessment of all building properties within cities and district boundaries based on GPS coordinate and linked to the building footprint previously identified; (iii) the installation of a municipal cadastral computerized and distributed platform based on open source geo-information tools (based on new system model) which include automatization of all technical and administrative processes for municipal property tax management; (iv) the definition of a new calculation of the AAV (taxation process) and printing and delivery of demand notes;(v) automatization of billing, mobile payment and payment process linked to banking system; (vi) monitoring and tracking of payments.

c. *Roll out of the MPTS to all the 7 Local Councils:* The scaling up from Makeni experience (taking into consideration lessons learned) to other Local Councils Kenema, Port Loko and Bonthe. For Bo City and the WARDC, a special methodology will be developed to validate the updated property tax system they have developed. The systematization of experience should be done at national level, with a committee under the leadership of the Ministry of Local Government and integrated by the technical officials of Stats SL, DSTI, Ministry of Finance and Ministry of Land. The activities are the following:

- Software implementation and customization in each LC
- Community and CC sensitization
- Data collection, Property assessment and taxation
- Development of administrative property tax system
- Harmonization of procedures and platforms

d. *Development of standards and guidelines for property taxation: At the national level,* under the leadership of the Ministry of Local Government, and based on the experience in the development of property tax system in the CCs, the project will support the development of a regulatory framework and national guidelines and standards that will be adopted for property tax management. These include:

- Municipal Fiscal Policy and Strategy
- National Guidelines for property taxations and fiscal cadastral maintenance

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- Monitoring system for municipal fiscal evaluation

Component 2: Resilient Municipal Infrastructure Investment and Urban Greening

Subcomponent 2.a: Neighborhood Upgrading and Greening in Freetown

12. This Subcomponent will support the comprehensive upgrading of three unplanned settlements and pilot an urban greening intervention through an integrated approach to community tree planting intervention in Freetown. Upgrading investments will be undertaken in Coconut Farm, Moyiba and Rokupa. The three neighborhoods proposed for support under RUSLP are among the 64 unplanned settlements in Freetown, and were prioritized by the city for upgrading on the basis of the following criteria and considerations: (a) population density level that would allow impactful interventions in-situ with minimal demolition and resettlement; (b) areas with a high potential to demonstrate the project’s impact on livability (to show tangible improvements at low cost for future replication or scaling-up); (c) high, yet manageable flood risk areas, as identified by the 2018 Multi-hazard Risk assessment⁵⁷; (d) contribution to a drainage catchment area improvement (detailed below); (e) complementarity with ongoing or future government investment plans and projects (including the government-led Freetown Coastal Area Development Plan); and (iv) low anticipated negative social and environmental impacts. Salient data on the three neighborhoods is provided in Table A1.3.

Table A1.3: Basic Data on Selected Neighborhoods

Reference	Name	Focus Area (ha)	Approx. Population	Typology
C4	Coconut Farm	10	10,000	Hilly
C5	Rokupa	7	20,000	Coastal
C4	Moyiba	15	15,000	Hilly
Total		32	45,000	

13. A catchment-based approach was applied to inform the selection of Coconut Farm and Moyiba neighborhoods located in Catchment Gloucester (C4) and Rokupa, which is in Catchment Kissy (C5). As demonstrated in Map A1.1, among the 11 catchment areas in Freetown, hotspot areas of densely populated urban informal settlements are in the Catchment Congo Town (C2), the Catchment Tower Hill (C3), C4, and C5, while highest risk catchments with densely populated urban areas are found in C3, C4, and the Catchment Regent-Lumley (C13). C2 and C3 are part of the Government-led Freetown Coastal Area Development Plan that may include demolition, relocation and redevelopment, therefore the project will not finance any interventions in those catchment areas. The C13 is the area where the 2017 Regent Landslide occurred, and where the World Bank supported Freetown Emergency Recovery Project is already financing rehabilitation of selected critical infrastructure. Hence, the proposed project has prioritized the C4 and C5 catchments as a pilot and explore scale-up to other catchment areas in subsequent phases. Since the mountain slopes of the upper catchment of C4 have been extensively deforested and built upon, intervention in the upper catchment will be critical to mitigate high flood and landslide hazard in the middle and lower catchment. In C5, buildings in the lower catchment are slightly less-densely filled, which is a more favorable condition for tertiary infrastructure improvement of informal settlements.

14. The Project will support an integrated package of investments in the neighborhoods to upgrade them with

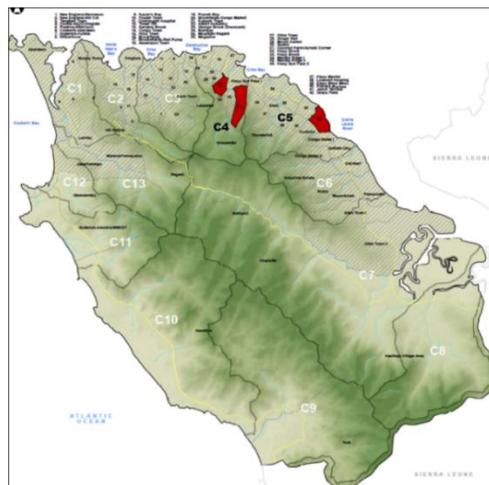
⁵⁷ World Bank. 2018. “Sierra Leone Multi-City Hazard Review and Risk Assessment.” 5 vols. Report No. 130797, World Bank, Washington, DC.

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access streets, pedestrian walkways, streetlights, footbridges, retaining walls, and storm water management solutions (tertiary and secondary drainage upgrading). Further, the project will consider a more expanded set of infrastructure investments including water supply and sanitation infrastructure, as well as community facilities such as community centers and local market improvements. leveraging existing programs and services. Low-impact investments such as energy-efficient street lighting and use of locally-sourced and low-carbon building materials will be prioritized to reduce greenhouse gas emissions.

Map A1.1 Map of Selected Two Catchment C4 (Gloucester) and C5(Kissy) and Three Selected Communities (Coconut Farm, Moyiba/Mamba Ridge I, Portee/Rokupa) in the Catchments



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15. A series of community consultations will be held with the whole targeted communities including marginalized groups, civil society, utility providers, and private sector service providers, to prepare a long list of critical investments for transforming their settlement and improving their living conditions. Dedicated focus group discussions with women will be conducted to identify gender-sensitive investments, which will be given higher priority once identified. Where appropriate, the design of the interventions will follow green infrastructure design principles and practices, which among other objectives, increase soil infiltration capacity and reduce run-off speed. In addition to these tertiary infrastructures, key secondary infrastructure (e.g. drainage) will be included to ensure that infrastructure upgraded in the settlements operate efficiently. To make upgrading more participatory throughout the planning and implementation process, RUSLP will consider establishing upgrading committee in each settlement, consisting of local leaders and representatives of women, youth, elderly and people with disability among others. Women will have a leadership role in these committees to reflect women’s needs and priorities. Feasibility studies, community facilitation, detailed area planning, engineering design, contract packaging and bidding document preparation will be funded under the Project.

16. Options for recurrent cost recovery, taking account of already established arrangements (e.g. water, wastewater, electricity charges), will be developed and discussed with the communities and the responsible delivery agencies, to assist in developing community upgrading plans. In particular, communities must be given clear explanations of the monthly (recurrent) costs associated with different levels of infrastructure and utility service (e.g. house collection of solid waste by the relevant agency would cost more than residents carrying waste to a communal



collection point, piped water from city systems might cost more than water from stand-alone schemes such as a local borehole etc.). Proposals and agreement will be set out in “Community Upgrading Plans (CUPs)” which will be prepared through an iterative process with the selected communities. These will not only set out the layout and details of the proposed physical interventions but also will describe the participatory process used to develop CUPs, community organizations and management arrangements, assign responsibilities to relevant agencies, detail O&M responsibilities and costs, and describe financing and cost recovery arrangements.

17. **Urban Greening in Freetown:** Subcomponent 2.a will also finance urban greening initiatives through a large-scale tree planting that will be implemented by communities, environmental stewards, and community-based organizations (CBOs). This activity will contribute to the FCC’s goal to increase tree and vegetation cover by 50 percent from 2018 levels by 2022, as a core component of the Resilience Pillar in the “Transform Freetown” agenda for 2019–22. Specifically, GEF resources will be used toward this pilot activity that utilizes the sustainable spatial planning for expanding tree and vegetation cover in targeted upper catchment and high slope areas identified in Multi-city Hazards Assessment Report.⁵⁸ PPA financing enabled the FCC in partner with 10 CBOs to plant and grow 225,000 trees in 48 reforestation areas across Freetown. Phase 1 of the tree planting has been completed and created more than 550 short-term jobs especially for the youth, women and other vulnerable groups affected by the economic impact of the COVID-19. Phase 2 will focus on tree monitoring to ensure high tree survival rate and knowledge development based on lessons learned for further capacity building. The pilot activity aims at strengthening city’s ability to manage natural resources and mitigate critical recurring hazards through scaling up spatial planning capacity with robust data-driven approach.

18. **The subcomponent will support canopy monitoring and asset management of the tree planting campaign to ensure sustainability and adequate maintenance of trees.** This includes two complementary approaches: (a) a remote (satellite-imagery-based) canopy monitoring system to track and quantify changes to the urban tree canopy in the city, in conjunction with (b) a field-based asset management that tracks the progress of individual plantings, working with local stewards to provide regular monitoring updates. PPA was used to build and operationalize the FCC’s Tree Tracking and Stewardship Program through installing tree tracker app⁵⁹. This robust data-driven approach is shifting the focus from simply planting trees to growing diverse forests by verifying the incremental growth of each tree and unlocking the untapped potential of mass employment in forest restoration on a per-tree basis. Extensive community engagement will be a key element of this activity to enhance stewardship of the city’s natural assets, both existing and newly planted vegetation. A comprehensive forest inventory across the Freetown Peninsula’s 11 catchment areas, using remote sensing, will catalog and monitor existing and potential tree and vegetation cover, and research will be conducted to improve forest performance and encourage adaptive community-based management, with the aim to increase the diverse tree population citywide, using “right tree, right place” principles to preserve and enhance local natural biodiversity.

Subcomponent 2.b: Solid Waste Management Upgrading in Freetown and Secondary Cities

19. **Examples of Waste Management System in Sierra Leone** Previous experience in the SWM sector in Sierra Leone has demonstrated capacity to successfully design, implement and operate integrated SWM system at

⁵⁸ World Bank (2018), “Sierra Leone Multi-City Hazard Review and Risk Assessment,” Vol. 2.

⁵⁹ The Greenstand’s Treetracker app allows for easy verification of trees that have been planted, their periodic growth, and the planter that is responsible for them. The app provides tree tracking at the individual level, allowing users to identify trees based on species, location, survival and more. By using a simple and efficient tree tracking system, users can quantify their ecological and social impact with just a few taps.



municipal level. From 2015 to 2019, UKAid funded three consecutive SWM projects in secondary cities (Bo, Makeni and Kenema). All three projects intended to provide City Councils with an integrated SWM system, informed by a comprehensive set of preliminary studies including waste audits and Council Waste Management Plans. Implementation led to the development of core infrastructure including modern sanitary landfills equipped with a weighbridge, leachate collection and evaporation pond, platform and a warehouse for sorting and recycling activities. Office facilities and garage for operating equipment were also built on each site. Support included provision a full range of vehicles for waste collection, transfer and landfill operation. Institutional strengthening led to the formation of Waste Management Departments and introduction of tariff systems to ensure financial sustainability. In Bo, the second largest city in Sierra Leone, the implementation was completed in 2018. The level of appropriation is high and Bo Council is now generating revenues up to 75 percent of the overall waste management budget only two years after project completion. Bo has also put in place enforcement of by-laws, built up technical capacity for maintaining its fleet of equipment while capturing adjacent opportunities in material recovery and up-cycling. Strong coordination between civil society, public and private sectors and key stakeholders has enabled leveraging private sector participation to enhance the overall operating efficiency while mainstreaming youth and women's participation in the operations.

20. **Greater Freetown:** The proposed intervention in Greater Freetown consists of an end-to-end solution to household waste management and provides a robust framework for implementation and operation. Based on a series of core infrastructure such as transit points, materials recovery facility (MRF), and disposal sites, this subcomponent aims to achieve 75 percent coverage for Greater Freetown, while maximizing opportunities for creating jobs and recovering value from waste streams (see Figure A1.1 and A1.2). The Project builds upon a series of initiatives launched in 2019 by Freetown City Council to develop and structure front-end activities as part of the Transform Freetown program. More specifically, the program has materialized into the construction 7 street-level infrastructure for transferring household waste and supported the creation of 20 micro-enterprises employing more than 200 young entrepreneurs, to provide door-to-door collection services. The Council also established by-laws imposing registration of households with service providers to prevent illegal dumping and specific fiscal instruments to finance the sector (local tax). These initiatives have led to visible improvement of the urban environment as regards waste management, leaving however significant gaps in middle-end and back-end activities. The Project is designed to specifically address these gaps and provide an end-to-end solution for household waste in Freetown. More specifically, the project will seek to complete the network of collection points, supporting the construction of approximately 20 transit points to achieve a 75-percent coverage of FCC's territory. The project includes the development of a Material Recovery Facility (MRF) for recovering recyclables and provides a clean and functional working space for operatives, for these activities are currently practiced in highly unsafe conditions, resulting in low performance and negative impacts on health and environment. Flexible design will accommodate for unsorted streams as well as pre-sorted streams from transfer points for polishing and conditioning. The MRF will generate a large amount of rejects (90 percent of incoming flow), requiring disposal. To avoid reloading and transporting the rejects, co-locating the MRF with the future landfill was evaluated as the best option. The MRF will generate employment opportunities for around 100 skilled and unskilled workers, as well as improve employment opportunities for female workers. The sorting capacity will be able to process approximately 10 tons of unsorted waste per hour. New skip trucks will be purchased for collecting and transporting waste from transfer points to the new landfill.

Figure A1.1 Current SWM System

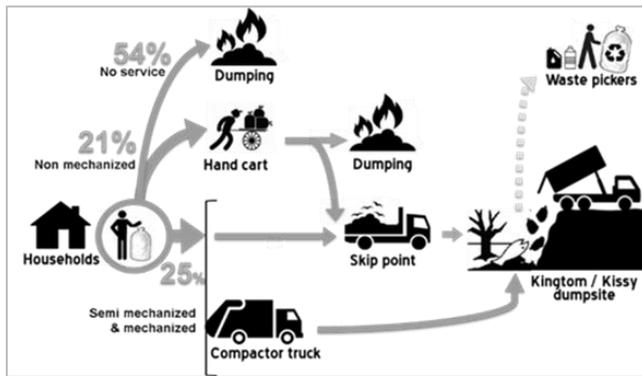
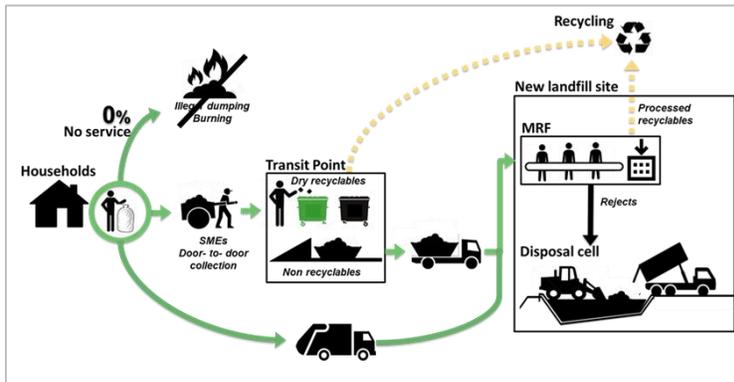


Figure A1.2 Proposed SWM System



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21. Development of modern landfilling capacity in Freetown is an urgent priority for the modernization of the SWM sector. Preliminary studies⁶⁰ show that the development of the new landfill including ancillary activities requires a minimum surface of 97 acres, providing a disposal capacity of 3 million cubic meters equivalent to a 17-year capacity in order to service the entire Western Area Peninsular, including Waterloo. The proposed technology is a bioreactor landfill to take advantage of the large biodegradable fraction to generate power. The site will include all amenities needed to ensure occupational and environmental safety. Leachate will be collected and stored before treatment on site and landfill gas will be entirely captured and used for power generation or flared to prevent the emission of GHG and release of harmful compounds. Site operation will be phased, keeping only one cell in operation at all times and final reclamation achieved at the end of the operating life. The facility will remain publicly owned and privately operated for FCC to receive a lower cost of debt while maintaining control of the landfill and benefits from competitive O&M costs.

22. Based on the site identification study conducted by ARUP in 2019, Hastings is considered as the best option among several candidate sites and land is currently being acquired (See Map A1.2). The possibility of extending the lifespan of existing dumpsites with engineered options is likely to run in parallel to the construction of a new landfill site, which is also being supported through a DFID-funded project. This could extend the lifespan

⁶⁰ DFID (UK Department for International Development). 2019. "Sierra Leone: Support to Freetown City Council – Waste Management, July 2019 - New Landfill Site Selection Report, Waste Flow Modelling Report, Granville Brook Dumpsite: Outline Engineering Options Appraisal Report, User Manual for Financial Model of Solid and Liquid Waste Management Systems."



of the largest dumpsite in Freetown (Kingtom) for an additional 5 years. It should be assumed that once the new sanitary landfill is constructed, the three existing dumpsites will be gradually closed, starting with Kissy and Waterloo and this new landfill would service the entire Western Area peninsula. With this approach, all waste generated in Freetown and Western Area Rural, including Waterloo, should be anticipated to be disposed in this new landfill. While the current project does not have the resources to finance dumpsite closure in its first phase, feasibility assessments will be conducted to inform the best approach to do so, so that once the new landfill is operational, a second phase of this project could support safe capping and closure, with livelihood support to those living and working on the dumpsites.

23. A comprehensive set of technical assistances will be implemented to ensure the sustainability of the Project interventions. The Project will finance strategic studies to enhance the overall SWM system in selected cities, including those relating to: (a) SWM collection transfer and disposal model for Western Area and secondary cities; (b) PPP and financial model for SWM in Western Area; and (c) strategy, policy framework and legislative options for SWM in Sierra Leone. Pro Blue grant resources have been secured to inform the design and implementation of the Project through: (i) a baseline survey for coastal litter and plastics; (ii) assessment of informal recycling sector and waste pickers to strengthen recycling activities; (iii) technical assistance around policy and legislation on SWM and plastics; (iv) feasibility study for a floating barrier to prevent plastics from seeping into the ocean; and (v) communications and outreach. The proposed activities will be coordinated with a parallel Pro Blue TA focused on the tourism and manufacturing sectors to maximize the synergies and development outcomes.

24. **Secondary Cities SWM Support:** Insufficient collection equipment is hindering waste collection and transport in secondary cities. The Project will finance capacity needs assessments to determine the exact number of vehicles and equipment required, along with needs for capacity building to enhance the sustainability of the current system in Makeni, Bo and Kenema. This builds upon a DFID-funded project, implemented through the NGO, WHH (Welt Hunger Hilfe), completed in 2018 for Bo and 2019 for Makeni and Kenema, which successfully established some collection, transfer and disposal capacity, including landfills in each city, but requiring further capacity support. Following the survey, equipment and vehicles will be provided along with adequate provisions for maintenance and operation. Support will also target youth groups involved in waste collection in each non-central area. Sustainability will be addressed by establishing a comprehensive financial model, supporting cost recovery strategies. Vehicle maintenance is a key part of the Project to ensure high availability of the fleet while keeping maintenance costs under control. Furthermore, the Project aims to develop opportunities for private sector finance at critical points in the waste supply chain to stimulate desired market behaviors. For data driven planning and rigorous performance management, the Project will support data collection, management and sharing through partnerships with the private sector to harness technology and foster innovation. Technical assistance will also support the creation of a policy environment for effective private sector participation and market access.

25. Among the three cities, Bo landfill receives significantly higher quantities of waste – up to 120 000 tons per year - as the facility is used by the entire district for disposing of waste. This situation has entailed a rapid saturation of the current site which has to be extended. Makeni and Kenema experience a relatively more simple situation due to the more recent project completion supported by DFID through the NGO, WHH (Welt Hunger Hilfe) in 2017-18.

26. Proposed support builds upon the system in place and includes a comprehensive training program, support to operations under the form of mobile equipment as well as support to the professionalization of youth



groups in charge of collection.

Bo: Commission an ESIA, feasibility and preliminary design for the upgrading of the existing landfill to restore clear access to the site and create additional disposal capacity;

- (i) Improve site ancillaries, such as access road, perimeter fence and weighbridge at the existing landfill;
- (ii) Procure additional equipment for daily operation of the landfill such as a dozer and trucks;
- (iii) Procure additional equipment to improve collection of waste;
- (iv) Support a comprehensive training and institutional strengthening program to establish a comprehensive financial model and develop cost recovery strategies and implement data driven planning and rigorous performance management.

Makeni and Kenema: For both cities, proposed support consists of the following:

- (i) Procure equipment and vehicles for improvement of collection along with adequate provisions for maintenance to ensure high availability of the fleet while keeping maintenance costs under control.
- (ii) Support a comprehensive training and institutional strengthening program to establish a comprehensive financial model and develop cost recovery strategies and implement data driven planning and rigorous performance management. Training regarding H&S will also be provided to formal and informal workers.

27. Detailed proposed support to secondary cities is summarized in the Table A1.4 below.

Map A1.2 Map of Candidate Sites for Landfill Development and Selected Site

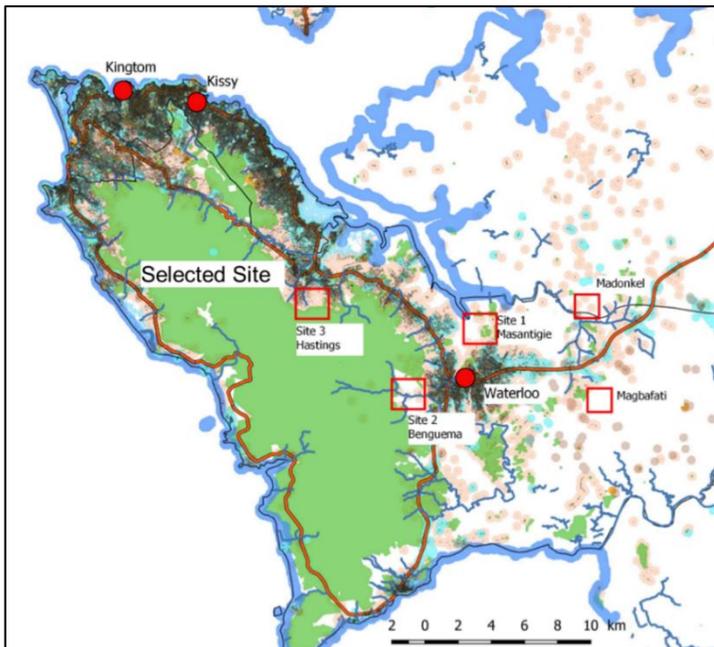


Table A1.4: Proposed SWM Interventions in Secondary Cities

City	Bo	Kenema	Makeni
Studies			

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Review of existing system performance, mapping of services, and needs identification	Yes	Yes	Yes
Landfill			
ESIA and feasibility for landfill upgrade	Yes	No	No
Fix weighbridge	Yes	No	Yes
Rebuild perimeter fence	Yes	Yes	Yes
Improvement of access road	Yes	No	No
Waste management depot and workshop			
Retrofit existing facility including tools and training	Yes	Yes	Yes
Equipment			
Landfill	Dozer or front wheel loader		
Collection	Skip trucks – 5 to 10 per city compactor trucks – 4 to 6 per city		
Containers	20 x 6 m ³ skip bins	15 x 6 m ³ skip bins	15 x 6 m ³ skip
Vehicles for supervisors	1 pick-up truck and 3 motorcycles		
Training			
Planning and performance management			
Landfill management	Yes	Yes	Yes
Maintenance of vehicle fleet			
Cost recovery strategies for financial sustainability			
Informal and formal actors in waste sorting and recycling			
Targeted technical and health and safety training	Yes	Yes	Yes
Youth groups			
Provision of collection equipment and vehicles	Yes	Yes	Yes
Capacity building			

Subcomponent 2.c: Market Upgrading in Select Secondary Cities.

28. The project will finance a comprehensive upgrading of 1 or 2 Central markets in selected secondary cities. The cities being considered for market upgrading under RUSLP are Bo, Kenema and Makeni (see Table A1.5); the selection will be informed by feasibility studies financed by the Project, and will be based on the following criteria: (a) contribution to local economic development; (b) cost-effectiveness; (c) state of existing services and connections; and (d) site suitability. The project will finance an integrated package of investments that will be identified by detailed designs financed by the project, and may include market stalls, roofing, water and sanitation facilities, drains, electricity, and childcare centers, and will integrate universal access designs.

Table A1.5: Markets, Traders and Revenues in Secondary Cities

City	No. of traders	Female traders	Total Monthly revenue (Leones)	Total Annual Revenue (Leones)
Bo	4,000	3,200	52,000,000	624,000,000
Kenema	5,000	4,500	52,769,236.8	633,230,841.6
Makeni	2,148	1,948	38,400,000	508,800,000
Total	11,148	9,648	143,147,236.8	1,204,430,841.6



Source: Data supplied by city councils

29. Market upgrading was selected as a priority investment by the city governments in consultation with the community due to the broad economic and social benefits the central markets bring to the cities. On the economic side, improving the markets will provide additional city revenues through increased collection of market dues and stimulate local economies. (Market dues, paid daily or weekly, contribute, on average, about one-third of the total own-source city revenues, with 143 million and 1.2 billion monthly and annual incomes, respectively). From a social perspective, improving the working conditions for traders will not only have safety and health benefits, it will also reduce school absenteeism: the absence of storage facilities has resulted in many traders asking children to accompany them to the market every morning carrying wares before going to school. A considerable number of children arrive at school late or decide to abscond due to the flogging associated with being late.

Component 3: Emergency Management Institutional and Capacity Development

Subcomponent 3.a: Strengthening Emergency Preparedness and Response Systems.

30. This subcomponent will finance investment in, inter alia, organizational structures (district committees, emergency operation centers [EOCs], command posts, and incident command teams, SLMet, NWRMA); equipment; training; operational plans and procedures; critical infrastructure; and facilities. The overall goal is to design and operationalize integrated emergency management systems in Sierra Leone that will enable the country to provide early warning services, plan and respond to both common, everyday emergencies and major disasters in an organized and effective manner. Given the identified lack of hydromet service providers capacity, any investment to develop EP&R capacity, should be in parallel with improving the quality and accuracy of meteorological and hydrological information and services, or improvements effected in early warning services alone, are unlikely to deliver benefits. Warnings of severe weather hazards such as storms which might lead to floods need to be issued by SLMet and NWRMA in sufficiently granularity and with a sufficient lead time to support appropriate early action by EOCs at a local level. For this purpose, the project will (a) support the development of the newly established DRM agency with institutional development tools (organizational structure, detailed functions and procedures manuals, management training), equipment, infrastructure, sustainable and appropriate technology, training, contingency planning and budgeting, strategy formulation, and so on; (b) set up EOCs and other response facilities in line with the EOC system concept developed under the Freetown Emergency Recovery Project (FERP) as well as international standards;⁶¹ (c) outfit the EOCs with modern, interoperable emergency communication systems and response equipment; (d) build capacity in firefighting, search and rescue, and other emergency support functions in select cities; (e) strengthen the technical and institutional capacity of the Sierra Leone Meteorological Agency and the National Water Resources Management Agency to produce and disseminate hydrological and meteorological services as well as early warning information services and establish collaboration and coordination mechanisms between these agencies and the newly established DRM agency as an end-to-end EWS;⁶² (f) support the proposed emergency management system with a robust and sustained capacity development program that establishes and trains a cadre of emergency management professionals; and (g) support key sectors in the development of service and operations continuity and contingency plans. The project will also support training and tools to respond adequately to the specific needs of persons with disabilities during

⁶¹ This includes establishing a national EOC in Freetown and provincial-level regional hubs: Makeni in the north, Bo in the south, Kenema in the east.

⁶² A comprehensive review of the hydrometeorological system will be conducted to inform the capacity-building needs that the project will finance.



emergencies. Technical assistance with funding from the Climate Risk and Early Warning Systems (CREWS) Trust Fund, will support these activities. Activities under this subcomponent would draw on the outcome of the 2020 Emergency Preparedness and Response Capacity Assessment.

31. The Government's medium-term strategy NDP establishes DRM as core elements of its development program, with the aim at increasing climate and disaster resilience. The NDP, under its policy cluster 7: addressing vulnerability and building resilience, highlights the need for key policy actions for improving disaster management governance, with a concrete goal to "reduce deaths and property loss from natural and human-made disasters and extreme climate events by 30 percent" by 2023⁶³. The Government has recognized that the current institutional system for DRM faces a number of obstacles to effectively leading the DRM policy agenda and managing disaster risks. Strengthening the institutional framework and operational capacity at the national and local levels has become a critical priority. The Government has also recognized that current early warning services are constrained by the weak technical capabilities and capacity of the hydromet services providers (SLMet and NWRMA) in Sierra Leone. For SLMet and NWRMA, key challenges include limitations in monitoring equipment, technology, administrative and human resources, and specialist technical personnel for analysis and forecasting of hazardous weather and related events. These challenges restrict the granularity and timeliness of warning provision, limiting the effectiveness of the warning services provided. Generalised warnings of a major hydromet event are of limited value to DRM and unless the population understand which specific areas and communities are likely to be impacted, when the impacts might occur, and what the potential impacts might be, it may not be possible to take appropriate and effective action. Experience from past disasters and a deep assessment of the DRM system have highlighted the need to mainstream a systemic, intersectoral, well-coordinated, collaborative and comprehensive approach to managing disasters risks across different sectors, relevant technical agencies and levels of government. The Disaster Management Department (DMD) within ONS was created in 2004 with a sole focus on disaster response, which was at the time considered a security issue. Almost 20 years since its establishment, and after several disasters, the ONS-DMD mandate has not kept pace with changes in national, regional, international laws, and the increasing frequency and intensity of disasters that require increased and comprehensive DRM capacity. Within the current institutional arrangement, activities, roles of government ministries, departments, and agencies across different levels (i.e. national, district, local), as well as roles of local government and private sector entities are not well defined for comprehensive risk management in line with internationally accepted principles of disaster risk, vulnerability reduction and management and climate change adaptation. To address part of this issue, the Government is establishing a National Disaster Management Agency (NaDMA) with a clear mandate, competencies, and accountabilities for overseeing DRM and coordinating different ministries and agencies which have a role in disaster preparedness and response. This policy action represents a critical step toward improving disaster risk governance; having an agency with the same legal and administrative level as other relevant ministries also strengthens its convening capacity, enabling it to better organize policy efforts by partner organizations and other government and civil organizations involved in DRM in the country.

Collaboration with World Bank, Government and Development Partner Programs

32. The project will be implemented in close collaboration with World Bank-financed, government-led and development partner operations. The project will develop synergies with the Bank-financed operations, including inter alia the Integrated and Resilient Urban Mobility Project (P164353), the Third Productivity and Transparency Support Grant (P169498), the Sustainable Tourism Development Project (P164212) and the Accountable

⁶³ Sierra Leone NDP, page 59



Governance Project (172492). The project closely coordinates with DFID, which has commissioned several SWM technical studies that are informing the design of SWM activities supported under this operation, thereby ensuring that development efforts are harmonized and maximized. In addition, there is close coordination with DFID’s recently launched Cities and Infrastructure for Growth (CIG) program for Sierra Leone. AfDB supports Freetown in sanitation and environmental management with the US\$150 million Freetown WASH and Aquatic Environment Revamping Project, and this project will ensure that flood mitigation work and service upgrading is well aligned with AfDB’s activities. UNDP has several activities related to climate information and early warning systems, with which the project has been coordinating to ensure complementarity with the proposed investment in emergency preparedness. For design and implementation of activities for reducing gender gap, the project will learn from and actively coordinate with development partners that have ongoing experience on this matter in Sierra Leone. As the World Bank is the largest supporter of urban resilience activities in Sierra Leone, the project will bring transformational change through catalyzing these existing sector investments for integrated urban development. The project will use existing mechanisms to further strengthen collaborations with other development partners, such as the FCC-led multi-stakeholder Working Groups comprising councilors, FCC staff members, representatives from the public and private sectors, NGOs, development partners, and community representatives from each of the 11 priority sectors⁶⁴ identified through a comprehensive survey across the city. Table A1.6 provides a summary of WB, Government and donor activities linked to this operation.

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Table A1.6: WB summary of WB, Government and donor ongoing and planned activities linked to this operation

Sector	Activities and Funder
Urban Planning and Land Use	<ul style="list-style-type: none"> - Third Productivity and Transparency DPO (Land Bill) - WB Land Study - FCC Building Permit Issuance Roll-out Framework
OSR and Property Tax Enhancement	<ul style="list-style-type: none"> - WB Accountable Governance Project - DFID WA properties registration and systems upgrade - FCC Assets Mapping and Valuation
Solid Waste Management	<ul style="list-style-type: none"> - WB Sustainable Tourism Development Project (Plastic Waste Management TA) - DFID SW transfer stations - EU Waste collection Micro-enterprises Support Project
Infrastructure Upgrading (WASH, roads, drainage) and Urban Greening	<ul style="list-style-type: none"> - WB Integrated and Resilient Urban Mobility Project - WB FERP - AfDB Freetown WASH and Aquatic Environment Revamping Project - DFID Sewage Treatment Plant for Freetown - IrishAid drainage construction in Freetown - FCC City-wide Tree Planting

⁶⁴The priority sectors include Environmental Management, Urban Planning and Housing, Revenue Mobilization, Education, Skills Development, Job Creation, Disabilities, Health, Water, Sanitation, and Women and Girls.



Emergency Preparedness & Response

- WB FERP
- WB COVID19 Emergency Health Response Project
- UNDP Climate Information and Early Warning System



ANNEX 3: Gender Inclusion and Gender-Based Violence (GBV) Analysis and Action Plan

1. This annex outlines how the project will seek to close gender gaps in Sierra Leone by removing constraints for more and better jobs in solid waste management through the results chain outlined below. In addition to activities identified under the results chain, the project will undertake a range of other actions to enhance women’s income and job opportunities, their agency and voice and the prevention of GBV. The Annex also sets out the project’s strategies to address the project-related risks of gender-based violence (GBV), and in particular the risks of sexual exploitation and abuse (SEA) and sexual harassment (SH).

Gender Gap Analysis

Table A2.7: Summary of Gender Inclusion in the Resilient Urban Sierra Leone Project (P168608)

WBG Gender Strategy Pillars	Gender gaps	Actions to address the gaps	Indicators
(2) Removing constraints for more and better jobs	<p>Gender gaps in access to skills and training for entrepreneurship and employment in SWM</p> <p>Women are more likely than men to work in the informal sector, and 70% of economically active women are in informal micro- and small business</p> <p>Avenues for women entrepreneurs in the informal sector to acquire business skills and financial services are severely limited (e.g., 6% of women have bank accounts versus 13% of men)</p> <p>Substantial wage gap: men earn twice as much as women in self-employment (non-farm) and three</p>	<p>Sub-component 2b Solid waste management upgrading</p> <ul style="list-style-type: none"> Generate survey data on women’s participation in informal SWM sector Develop gender-focused support program to build skills and opportunities for women focused on techniques and tools for key recycling value chains and basic business skills Provide formal SWM employment opportunities for women at Freetown Material Recovery Facility <p>Other jobs-focused gender interventions:</p> <p>Sub-component 2c Market upgrading</p> <ul style="list-style-type: none"> Provide improved access to childcare services in upgraded markets <p>Sub-component 2a. Labor intensive greening</p> <ul style="list-style-type: none"> Create short-term employment for women in tree planting and monitoring 	<p>Number of women completing the support program to enhance their chances of entering and/or succeeding in the SWM market</p> <p>A system monitoring the number of women economically active in the SWM sector is in place (Y/N)</p> <p>Note: targets will be determined on the basis of study results.</p>



	<p>times as much in wage employment</p> <p>Gaps in skills, training and opportunities for formal or informal employment in SWM</p>		
<p>(4) Enhancing women’s voice & agency (including GBV)</p>	<p>Gender gaps in women’s leadership and decision-making; high rates of GBV</p> <p>Low/limited leadership participation, agency and voice (e.g., less than 20% national and local political representatives are women)</p> <p>Social norms and gender roles restrict women’s participation in leadership and decision-making, including in community ward-level structures</p> <p>High rates of GBV</p>	<p><i>Component 2.a. Neighborhood upgrading</i></p> <ul style="list-style-type: none"> Establish and/or strengthen existing statutory Ward Committees to ensure gender-equal representation (as required by law) and seek to promote leadership roles for women Through Ward Committees (and FGDs), identify and prioritize infrastructure investments that respond to needs and interests identified by women Prioritize infrastructure that enhances safety from GBV, including street lighting <p><i>Other voice, agency and GBV interventions:</i></p> <p><i>Sub=component 2c. Market upgrading</i></p> <ul style="list-style-type: none"> Hold FGDs/consultations with women market traders and prioritize market upgrades that address the needs they identify (such as childcare and safety/security from GBV) The project will explore other GBV prevention activities (e.g., community-level outreach and education campaign on GBV, or developing women leaders/focal points on GBV through SWM gender support program) 	<p>While the project will not have a dedicated Intermediate Results Indicator for these activities, it will ensure that Ward Committees adhere to statutory requirements for representation and prioritize infrastructure investments identified as responding to women’s needs and interests. Further, the Results Framework includes the following indicator:</p> <p>Average Citizen satisfaction rate with at least 1 subproject provided under Component 2 (percentage) – Female (Percentage)</p>

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<p>(3) Removing barriers to women’s ownership & control of assets</p>	<p>Low/limited ownership and control of assets</p> <p>Women own smaller plots of land (8.3 acres vs. 11.1 acres) and with less than 23% land ownership</p>	<p><i>Sub-component 1b. Upgrading urban property tax administration and system</i></p> <ul style="list-style-type: none"> As a part of the Bank’s IDA 19 commitment on women’s land, housing, and property rights, the project will include a question on ownership of property for women in the property survey questionnaire 	<p>While the project will not have a dedicated Intermediate Results Indicator for this activity, the data obtained will help develop the knowledge base on women’s property ownership</p>
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- The burden of disasters, conflict and violence in Sierra Leone falls disproportionately on women and girls. The country ranks 155th out of 162 countries on the 2019 Gender Inequality Index, and women and girls face deep-rooted structural gender inequalities and GBV. Economic and social challenges have been exacerbated by the COVID-19 crisis, which has resulted in the loss of women’s income, economic opportunities and childcare options, growing gaps in education, and increasing rates of GBV.

Gender gaps in access to skills and training for entrepreneurship and employment in SWM
(Pillar 2: Removing Constraints to More and Better Jobs)

- Analysis.** Women in Sierra Leone face difficulties in accessing the skills, training and resources needed for successful entrepreneurship. While women participate in the labor force at roughly the same rate as men, their work is often more vulnerable and less lucrative. Women are more likely to work in entrepreneurial and informal sectors where access to job security, skills development and financial services are limited. Of the economically active female population, an estimated 70 percent participate in micro and small business enterprises in the informal sector, and 63 percent of urban women operate micro-enterprises—only 17 percent are employed in the formal sector.⁶⁵ Further, men earn far more: double what women earn in non-farm self-employment, and nearly three times in wage employment. Further, only 4.5 percent of women work in wage employment, as compared to 15.5 percent of men.⁶⁶ There are multiple reasons for these gender gaps in both formal and informal employment: women have lower levels of education and bear disproportionate household responsibilities. Further, avenues by which women entrepreneurs can acquire business skills, credit and financial services are under-developed—for example, only 6 percent of women hold a bank account, compared to 13 percent of men—and demand for business management skills goes unmet.⁶⁷
- The SWM sector presents significant employment and entrepreneurship opportunities for women, but

⁶⁵ International Finance Corporation, AFFORD SL, Cherie Blair Foundation for Women (2014). *National Study on Women’s Access to Financing in Sierra Leone*. <https://cherieblairfoundation.org/app/uploads/2015/10/National-Study-on-Women%E2%80%99s-Access-to-Financing-in-Sierra-Leone.pdf>.

⁶⁶ David Margolis, Nina Rosas, Abubakarr Turay, Samuel Turay. *Findings from the 2014 Labor Force Survey in Sierra Leone*. World Bank Publications (2016). Washington, D.C.

⁶⁷ IRC et al. (2014). *National Study on Women’s Access to Financing in Sierra Leone*.



barriers hinder their participation. The sector itself is primed for growth: while an informal network of waste pickers, youth groups and private collection companies collect waste from an estimated 46 percent of households, only 21 percent of solid waste is currently collected and disposed at designated disposal sites. Thus, the sector has the potential to generate jobs and income for women while reducing waste, enhancing urban sanitation, and expanding the circular/recycling economy. But women's participation is limited: while they are involved in SWM in some informal capacities including waste-picking, diversion and sorting, as in many countries in West Africa, SWM service providers are male-dominated. Entrepreneurship skills, qualifications and resources are needed to enhance opportunities and the likelihood of success, along with connections to formal job opportunities as a means to close employment gaps and to support women's role in the rapidly evolving waste management sector.⁶⁸

5. **Project actions to close gender gaps.** Under subcomponent 2.b (*Solid Waste Management upgrading*), the project will close gender gaps in SWM employment by providing support to women entrepreneurs in the informal SWM sector to enhance their skills and access to opportunities, and generating jobs in the formal SWM sector. First, the project will generate data on women's informal employment in SWM through the study, *Pathways for Waste Pickers – Enhancing and Strengthening the Informal Recycling Sector and Linkages with Formal Recycling and a Circular Economy*. The study will survey the socio-economic profile of informal workers in the SWM sector, including women, and will develop data on women's SWM working practices and economics (materials costs and sale values, access to capital, etc.). Second, based on the data generated by the study, the project will develop a gender-focused support program to develop the skills and opportunities for individual entrepreneurs and/or micro- or small businesses, focused on tools and techniques relevant to key recycling value chains as well as basic business skills and other capacities to help them participate more effectively in the SWM market. Third, the project expects to generate formal employment opportunities in SWM for women; with at least 100 jobs overall being generated at the Freetown Material Recovery Facility. Finally, particular attention will be paid in the Livelihoods Restoration Plan and/or Resettlement Action Plan to the livelihoods of women waste pickers who may be impacted by any future closure of the Waterloo and Kissey dumpsites.
6. The project will also advance women's economic opportunities under Subcomponent 2.c (*Market upgrading*) by enhancing childcare facilities in market centers in line with needs identified by market traders (80-90 percent of traders are women). The project will also generate short-term jobs for women in tree planting and monitoring under Subcomponent 2.a (*Neighborhood Upgrading and Greening in Freetown*), and will explore opportunities for gender inclusion in procurement and hiring of women in project infrastructure and other interventions in a safe manner.
7. **Indicators.** Gender indicators are (a) number of women completing the support program to enhance their chances of entering and/or succeeding in the SWM market; and (b) a system monitoring the number of women economically active in the SWM sector is in place. *Note:* targets for women's participation in the support program and the system for monitoring their participation in the SWM sector will be determined on the basis of the *Pathways for Waste Pickers* study results.

Gender Gaps in Leadership, Decision-Making, and High Rates of GBV
(Pillar 4: Enhancing women's voice and agency)

⁶⁸ Terraza, Horacio, Maria Beatriz Orlando, Carina Lakovits, Vanessa Lopes Janik, and Anna Kalashyan. 2020. The Handbook for Gender Inclusive Urban Planning and Designs. World Bank.



8. **Analysis.** Women’s voice and agency in Sierra Leone are hindered by their disadvantaged social and economic position, harmful gender norms and lack of representation. Women’s political representation, voice and visibility are low compared to men’s: for example, following 2018 national elections, only 12.3 percent of MPs and 17.7 percent of local representatives were women. There has been some legal progress on these issues, in particular legal requirements for representation in ward-level structures in the communities: in accordance with Section 95 of the Local Government Act 2004, of the 10 regular Ward Committee members, five should be women. However, in reality, Ward Committees may not be functional, and the process of planning and approving policies, plans, and strategies on urban development often engages men, in part due to social and gender norms that restrict women’s participation in decision making and limit their ability to have their needs and interests taken into consideration effectively. At the same time, urban upgrading and infrastructure development can be significantly empowering for women: access roads, walkways, foot bridges and street lighting can reduce the risks of gender-based violence (GBV) that women face in transit and economic activity, which (as discussed in more detail below), is endemic in Sierra Leone. Better and safer urban sanitation and infrastructure also eases women’s domestic burden of care and enhances economic opportunities and family well-being. Thus, ensuring women’s voices are reflected in decisions made about urban infrastructure is a key pathway for closing gender gaps and preventing GBV.
9. **Project actions to close gender gaps.** The RUSLP aims to address such gender underrepresentation under Subcomponent 2.a (*Neighborhood Upgrading and Greening in Freetown*) by facilitating women’s participation and leadership in decisions over upgrading investments so that women’s specific needs are addressed. To make upgrading more participatory throughout the planning and implementation process, the RUSLP will take steps to ensure that Ward Committees are constituted in the project communities and adhere to the statutory gender representation requirements while promoting leadership roles for women in accordance with Section 95 of the Local Government Act 2004. Through the Ward Committees, and through dedicated focus group discussions (FGDs) with women, the project will identify those infrastructure investments that are deemed most beneficial by women, and these will be given higher priority once identified. Priority will also be given to investments that help prevent GBV, such as enhanced street lighting. Further, under Subcomponent 2.c (*Market Upgrading in Select Secondary Cities*), similar consultations will be held through focus group discussions (FGDs) with women in market traders, who make up 80-90% of market traders, to prioritize upgrades that address the needs they identify (such as childcare and safety/security from GBV).

Gender Gaps in Land and Asset Ownership (Pillar 3)

10. **Analysis.** There are significant gender gaps in land ownership in Sierra Leone. Women own smaller plots (8.3 acres vs. 11.1 acres) and less than 23 percent of land overall. 58 percent of male-headed households (MHH) owns land, versus 49 percent of female headed households (FHH). Gaps in land ownership have an impact on economic opportunities, as there is strong evidence of a link between land tenure security and productive investments in land.⁶⁹
11. **Project actions.** To address gender data gaps related to women’s land ownership, under Subcomponent 1.b (*Upgrading Urban Property Tax Administration and System*) and as a part of the Bank’s IDA-19

⁶⁹ World Bank, (2018), Sierra Leone Systematic Country Diagnostic.
<http://documents.worldbank.org/curated/en/152711522893772195/pdf/SIERRA-LEONE-SCD-02132018.pdf>, pg. 68.



commitment on women’s land, housing, and property rights, the RUSLP will include one question on women’s property ownership and lease-holding in the property survey questionnaires to be developed as part of planned upgrades to the tax administration system. Building the knowledge base for how women own and use property is critical step toward closing gender gaps, as demonstrated by the growing body of research finding that strengthened property rights increase returns on women’s labor, increase their control over and benefit from assets, and increases their voice and agency.⁷⁰

Monitoring and Evaluation

The Results Framework thus includes the following indicators on gender inclusion:

PDO Outcome 2: Improved Access to Municipal infrastructure and services	People provided with increased access to resilient municipal infrastructure and services - Female (Number (Thousand))	Baseline = 0, End Target = 850,000 (of 1,700,000)
Component 1: Institutional and Capacity Development in Urban Management	<i>Component 1: Institutional Strengthening</i> Number of city councils staff trained in urban planning methods - Female (Number)	Baseline = 0, Target = 80 (of 200)
Component 2: Resilient Municipal Infrastructure and Urban Greening	Number of traders using upgraded markets - Female (Number)	Baseline = 0, Target = 6,000 (of 7,000)
	Average Citizen satisfaction rate with at least 1 subproject provided under Component 2 (percentage) – Female (Percentage)	Baseline = 0, Target = 80)
	Number of women completing the support program to enhance their chances of entering and/or succeeding in the SWM market A system monitoring the number of women economically active in the SWM sector is in place	Baseline = 0, Target = TBD Yes/No

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Gender-Based Violence Risk Analysis and Mitigation Strategy

- In Sierra Leone, rates of GBV, particularly against women and girls, are 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. According to the 2013 Demographic and Health Survey, nearly 40 percent of 15-to-19 year-old adolescents surveyed said that they are survivors of physical violence, 28.7 percent said are survivors of sexual or physical violence in the last 12 months, and 5.1 percent said they have suffered some form of sexual violence in the previous 12 months. Actual incidence rates are likely greater than reported, given high levels of stigma and underreporting. The alarming situation prompted President Julius Maada Bio to declare a National Declaration of a State of Emergency on Rape and Sexual Violence against Women on February 7, 2019.
- The threat of violence also hinders women’s access to economic opportunities.** A public transport user survey revealed that 18 percent of women surveyed have experienced sexual harassment in public

⁷⁰ Meinen-Dick, R. et al. (2017). *Women’s land rights as a pathway to poverty reduction: A framework and review of available evidence*. International Food Policy Research Institute Discussion Paper 1663. Washington, D.C.



transport (30 percent in the case of informal minibuses and 4 percent in formalized buses) and 50 percent of interviewees indicated physical violence as the main barrier to access public transport services. The threat of violence and harassment in workplace settings and transit hinders women’s ability to take advantage of economic opportunities.

14. **Urban areas in Sierra Leone present a higher incidence of sexual violence.** Freetown ranks third among the most vulnerable districts in the country in this indicator and second if one only considers the past 12 months. The situation is similar with regard to physical violence.
15. **Sierra Leone has enacted laws to prevent and respond to GBV, but faces challenges in implementation and enforcement.** For cases brought to criminal justice system (for example, through the Sierra Leone Police Family Support Unit) many fail to be successfully prosecuted for a range of reasons including delays in securing medical reports and hearing dates, lack of physical evidence, and the “compromising” of cases for monetary settlement, often with insufficient health care or psycho-social for survivors. Similarly, a local NGO found that 55 percent of its 2016 cases had been coded as GBV and registered in court, but only 2 percent were successfully prosecuted. Further, although official legislation is in place, traditional practices and the authority of tribal chiefs continue to play a significant role in day-to-day governance of village life. According to the National Referral Protocol on GBV, one of the main challenges for GBV prevention and response is the attitudes and actions of paramount chiefs and traditional authorities, who may not take steps to protect and uphold the rights of women, children and other survivors.
16. **GBV response services for survivors are limited in Sierra Leone.** A range of government actors are mandated under the National Referral Protocol to provide services and have expanded their reach through significant government effort, including the Ministry of Health and Sanitation, Police Family Support Units and the Ministry of Justice, and the Ministry of Social Welfare, Gender and Children’s Affairs (MSWGCA). Further, the sector receives significant support from local NGOs (such as the Rainbo Initiative, the only provider of free medical and psychosocial services in Freetown), and from development partners. However, major gaps remain in the availability of free services, which may be at far distances from survivors, where they do exist. International organizations have acknowledged the efforts of the FSUs and the MSWGCA in increasing awareness and action on these issues, but key gaps remain.
17. **Against this backdrop, the project has the potential to increase the risk of some forms of GBV, particularly sexual exploitation and abuse (SEA) and sexual harassment (SH).** All projects that place community members in contact with project workers—or project workers in contact with each other—have the potential to increase SEA/SH risks. Projects that involve construction labor may pose particular risks if they require an influx of non-local labor that lacks social ties and connections to the community. Here, most of the laborers hired for construction are expected to be local (although some non-local labor may be involved). However, even if an urban environment is more suitable to absorb a labor influx or provide local workers, given the extremely vulnerable situation of women in Freetown and the lack of employment opportunities in the city, local hiring and the moderate income increase could exacerbate the risk already present in the area.
18. **Other risk factors have been identified.** Using the SEA/SH Screening Tool, the project’s initial SEA/SH risk rating is “moderate.” However, the overall social risk rating is “high,” and project recognizes that the Tool is merely indicative and a starting point for analysis. In addition to the labor discussion above, several risk



other factors are present, including high rates of GBV in Sierra Leone and limited access to GBV services, and even higher prevalence rates of violence in the Western Area. Further, construction areas are likely to be close to schools, pedestrian access ways and other high-density urban features that women and girls use for their daily activities. Other risk factors may be identified through site-specific SEA/SH Risk Assessments. Accordingly, comprehensive SEA/SH prevention, risk mitigation and response measures will be implemented by the project, as outlined below.

SEA/SH Prevention, Risk Mitigation and Response Strategy

19. The project will take steps to assess, mitigate and respond to SEA/SH risks, taking into account the project's context in urban areas of Sierra Leone and the nature of the planned interventions. It will be based on best practices and in particular the World Bank Good Practice Note on Addressing Sexual Exploitation and Abuse and Sexual Harassment in IPF Involving Major Civil Works. Additional GBV measures that enhance the ability of the project to proactively address GBV among beneficiary communities will also be considered.
20. The project's SEA/SH prevention, risk mitigation and response measures will be documented in an SEA/SH Action Plan forming part of the ESMP. The measures will be determined based on site-specific SEA/SH Risk Assessments, but will generally include the following:
21. **Engagement of a GBV-specialized NGO.** The project intends to engage a specialized NGO service provider to assist in the development and management of SEA/SH prevention and response activities, including the management of any SEA/SH complaints. The NGO will assist in the development of the SEA/SH Action Plan, implementation and monitoring of the activities outlined below. The project will also provide direct support for the management of SEA/SH incidents, including delivery and/or coordination of GBV services for survivors (e.g., healthcare, psychosocial support and legal/justice services).
22. **Contractor Obligations.** The project will introduce contractual obligations in the construction contracts to address SEA/SH risks. Specific measures will include, among others, (a) briefing prospective contractors on Environmental, Social, and OHS Standards and on SEA/SH-related requirements during pre-bid meetings; (b) incorporating SEA/SH requirements in the bidding documents, including requirements to submit draft Codes of Conduct and an SEA/SH Action Plan with Accountability and Response Framework; and (c) clearly establishing how adequate SEA/SH risk management costs will be paid for in the contract, as well as worker training on SEA/SH, HIV/AIDS mitigation, and CoC obligations.
23. **SEA/SH Grievance Mechanism.** The project will put in place a gender and GBV-sensitive Grievance Mechanism to address any incidents of that arise and to ensure referral to service providers. The design of the SEA/SH Grievance Mechanism will be based on the project's needs in line with best practices set out in the Interim Technical Note on Grievance Mechanisms for SEA/SH in World Bank-financed Projects. In coordination with the NGO partner, the project will ensure that there are different entry points for reporting that are trusted by women and will ensure adequate training for all actors involved in addressing SEA/SH grievances on survivor-centered approaches. The partner NGO will also deliver and/or coordinate referrals to service providers using an established referral pathway. Communities will also be sensitized about the availability of the Grievance Mechanism, expectations for confidentiality and the potential outcomes of reporting.



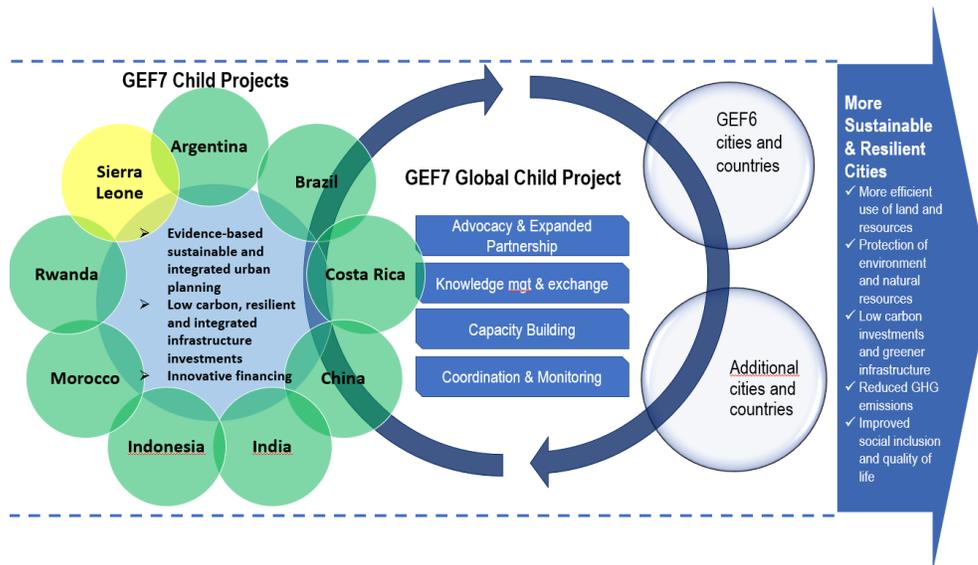
24. **GBV service provider mapping:** The project will ensure that GBV service providers are mapped (including healthcare, psychosocial and justice/legal service providers) and meet minimum quality standards, in order to provide a referral pathway to be utilized by the SEA/SH Grievance Mechanism. The mapping will draw from the referral pathway already defined by the GoSL in its National Referral Protocol on GBV.
25. **Community sensitization and awareness-raising:** Community dialogue and awareness-raising on issues related to SEA/SH will be carried out in project areas. Issues and concerns related to GBV have arisen in community engagements, and further engagement will be held to sensitize communities to behavioral standards under Codes of Conduct, and how to report SEA/SH incidents should they occur. Dialogue may be led by the partner NGO, considering previous similar successful experiences in the city. In addition, the project will explore expanding community engagement to include (potentially) community dialogues or behavioral change to reduce the prevalence of GBV at the community level, or similar GBV prevention activities with women participating in economic activities under the project (market traders, informal SWM workers, etc.). These activities would promote the sustainability of the actions taken and would prepare the community to address cases properly in the future, after project completion.
26. **PMU and IA capacity-building:** A Gender and GBV Specialist has been hired by the PMU and will be supported by the NGO partner to implement and monitor the SEA/SH Action Plan. Together with the NGO partner, they will launch activities and learning modules to increase awareness within the PMU and ensure its ability to address SEA and design an implement GBV-sensitive grievance protocols.
27. **Monitoring and coordination:** The PMU will monitor and report on SEA/SH risk mitigation activities, including implementation by a partner NGO. The ESMP will define the required resources to be allocated by the contractor and the implementing agency to ensure full compliance with SEA-related obligations outlined in the bidding documents. Monitoring of SEA/SH will also be done by the PMU Gender and GBV Specialist, the Supervision Consultant's Social Specialist, and potentially women who may be selected from markets to receive GBV training and play a role as focal points to ensure the sustainability of GBV efforts. The project will ensure coordination where necessary with mandated government actors (e.g., MSWGCA) and will also dialogue with NGOs, CSOs and development partners working to address GBV in Sierra Leone (e.g., UN Women, IRC and Irish Aid). The project's response to GBV risks will also be informed by the National Action Plan on GBV, the National Referral Protocol and other relevant policies.
28. **Other measures.** Other measures will be implemented as deemed appropriate on the basis of site-specific SEA/SH Risk Assessment and the SEA/SH Action Plan.



ANNEX 4: GEF-7 CHILD PROJECT DESCRIPTION

1. The Sustainable Cities Impact Program (SCIP) is a Global Environmental Facility (GEF) program to improve biodiversity conservation and reduce land degradation by strengthening the global platform for cities' knowledge exchange and learning on integrated sustainable urban planning and investments. The global program will support 24 cities in nine countries, of which Freetown is one of two African cities. Sierra Leone will receive US\$6.7 million to implement integrated urban management across sectors and enhance environmental benefits through support to urban planning, SWM sector reform, infrastructure upgrading, and urban greening activities. By effectively integrating natural capital considerations into planning and development frameworks in an urban area with unique environmental features, the city will have a transformational impact on urban growth in Sierra Leone and beyond. The relationship between SCIP's global and child projects is represented in Figure A3.1.

Figure A3.1. Relationship between Child and Global Projects in SCIP



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Source: Adapted from Global Environment Facility (GEF).

Note: "GEF6" refers to the sixth GEF financing round. "GEF7" refers to the seventh GEF financing round. GHG = greenhouse gas. SCIP = Sustainable Cities Impact Program.

2. Freetown is undoubtedly the prime economic hub of Sierra Leone and has the potential to provide most of the gains from faster urbanization. With the world's third largest natural harbor, plentiful rainfall, and proximity to beautiful beaches, Freetown is an excellent natural location for a major city. The city is led by an elected mayor, Yvonne Aki-Sawyerr OBE, who took office in May 2018. The mayor's priority sectors are Urban Planning and Housing, Environmental Management, Sanitation, and Revenue Mobilization, and these priorities recognize the interrelationship between sectors and support the achievement of sustainable development in the key areas identified by the SCIP. The FCC's recently launched, three-year "Transform Freetown" strategy (2019–2022) has the ambition to precisely transform the capital city into a productive, livable, and resilient city. The child project aims to directly support the national and local priorities laid out in the framework of the National Development Plan and the Transform Freetown strategy. It is designed to support an integrated urban planning



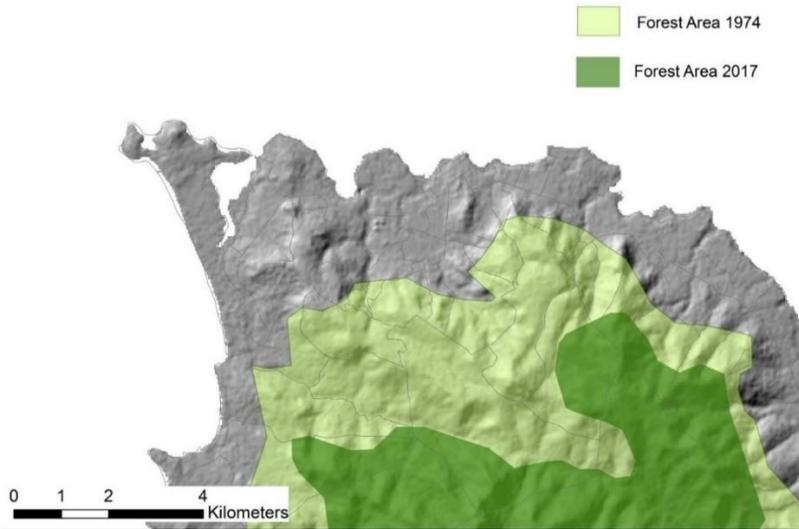
be planted. Based on soil analysis and local knowledge, 20 species have been selected and categorized into the following: (i) upper catchment and forest trees; (ii) economic trees; (iii) native trees; and (iv) mangrove trees. With sustainable spatial planning instruments integrating remote sensing, the project will closely monitor and track tree planting and growth to detect trees experiencing poor growth and requiring additional attention and examination. In addition, to strengthen enforcement, FCC, the Ministry of Environment, NPAA, and other partners will work together to establish Youth Conservation Corps to engage communities and protect targeted reforestation areas within Freetown and the Western Peninsula. Technical resources and strong monitoring and evaluation tools will further protect and enhance the biodiversity value of the Western Area Peninsular Forest. The GEF supported urban greening activity will utilize canopy monitoring and asset management approach to ensure sustainability and adequate maintenance of trees. This includes two complementary approaches: (a) a remote (satellite-imagery-based) canopy monitoring system to track and quantify changes to the urban tree canopy in the city, in conjunction with (b) a field-based asset management that tracks the progress of individual plantings, working with local stewards to provide regular monitoring updates. PPA was used to build and operationalize the FCC's Tree Tracking and Stewardship Program through installing tree tracker app⁷². This robust data-driven approach is shifting the focus from simply planting trees to growing diverse forests by verifying the incremental growth of each tree and unlocking the untapped potential of mass employment in forest restoration on a per-tree basis. Extensive community engagement will be a key element of this activity to enhance stewardship of the city's natural assets, both existing and newly planted vegetation.

5. **The Project is aligned with the GEF focal areas.** The GEF project adds innovative natural capital conservation components as well as overall integrated planning elements to an urban resilience project centered primarily around the Transform Freetown strategy. A successful project will be able to showcase how evidence-based spatial planning, urban resilience investments, and other target project elements can lead to sustainable outcomes in an urban setting that interacts heavily with areas holding globally valuable natural capital. The project takes an integrated approach to addressing three focal areas: biodiversity, climate change mitigation, and landscape degradation. GEF financing will enable the following: (a) Biodiversity will be protected through evidence-based and integrated spatial planning, in conjunction with reforestation and forest protection to protect and improve management of biodiverse areas. (b) Climate change will be mitigated through reduction of methane production through SWM sector enhancements, combined with urban greening activities. Such interventions will also have climate change adaptation benefits by reducing the risk of flood, landslide, and coastal erosion. (c) Land degradation will be minimized through enhanced integrated urban planning capacity and tools to reduce urban sprawl and protect natural forested areas that are assets to the city and the environment. Throughout all of this, fiscal sustainability will be enhanced through support to CCs in internal revenue mobilization, enhancing the long-term sustainability of solutions.

⁷² The Greenstand's Treetracker app allows for easy verification of trees that have been planted, their periodic growth, and the planter that is responsible for them. The app provides tree tracking at the individual level, allowing users to identify trees based on species, location, survival and more. By using a simple and efficient tree tracking system, users can quantify their ecological and social impact with just a few taps.



Map A3.2. Forest Loss in the Northern Western Area Peninsular Forest since 1974



Source: World Bank, Sierra Leone Damage and Loss Assessment; 2017.

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6. **Stakeholder engagement.** In Sierra Leone, the World Bank is the largest supporter of urban resilience activities. Following the Bank’s support immediately after the August 2017 landslide and flooding, two key reports were completed: the Freetown Urban Sector Review⁷³ presents the city’s options for growth and resilience, which was informed by the Multi-City Hazard Review and Risk Assessment.⁷⁴ The World Bank is committed to scaling up its support for resilient cities of Sierra Leone, and the proposed child project will directly support the priorities laid out in the Transform Freetown plan and NDP by fully using the outputs produced under the existing projects. Institutionally, there has been no integrated urban planning at all in Freetown and secondary cities for a protracted period. Capacity of city councils has historically been weak, and resource constraints are severe. The Transform Freetown plan has already made major strides in mobilizing resources to finance key projects. In August 2018, the FCC conducted a survey across the city to assess the state of service delivery across 11 sectors to produce a ward-by-ward heat map. The FCC then created multi-stakeholder working groups comprising councilors, FCC staff members, representatives from the public and private sectors, NGOs, development partners, and community representatives from each of the 11 priority sectors.⁷⁵ The project will use these existing multi-stakeholder working groups to scale up the integration of GEF activities across sectors.

7. **Attracting private sector financing and participation.** 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 be require strong private sector engagement to incentivize innovative recycling and stimulate

⁷⁵ The priority sectors include Environmental Management, Urban Planning and Housing, Revenue Mobilization, Education, Skills Development, Job Creation, Disabilities, Health, Water, Sanitation, and Women and Girls.



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) provide TA to enhance the financing mechanism as well as the PPP framework; (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.

8. **Advocacy, knowledge exchange, and partnerships.** The project will support cities in sharing data and analysis, lessons learned, and global discussions around urban sustainability by linking the global networks in which Freetown already participates. Freetown is twinned with Hull, UK. The mayor has joined the prestigious Bloomberg-Harvard City Leadership Initiative, including a nine-month project focusing on innovation in urban planning. Freetown belongs to a global network of C40⁷⁶ and non-C40 member cities focused on SWM. The mayor is a member of the C40 Cities' Women 4 Climate initiative and the Global Parliament of Mayors, while also serving on the Leadership Board of the Mayor's Migration Council. Freetown will be able to disseminate lessons learned widely throughout relevant networks. In addition, Sierra Leone will benefit from, and contribute to the global SCIP knowledge platform. Freetown and the secondary cities will benefit from SCIP knowledge and capacity building resources and trainings, which will be tailored to the country's specific needs. In turn, the cities will also share their lessons and experiences through the SCIP global platform. Project resources will be specifically allocated to allow urban policy experts to participate in global activities and forums. Freetown will seek to host international meetings to demonstrate best practices and promote knowledge exchange. Knowledge generated by the project will be utilized for public and private sector partners working on sustainable urbanization. Freetown will also leverage private sector partnerships and attract private capital by improving the living conditions of citizens as well as the built environment. The project will take the World Bank's Maximizing Finance for Development approach, which aims to leverage the private sector to provide sustainable development funding. For instance, the project will explore opportunities for densification in low-risk areas, which may allow for land value capture and promote private sector investment in certain areas. To foster viable PPP transactions for private real estate investment on the developed sites, a detailed feasibility study will be conducted through the project. Freetown is already establishing relationships with potential urban development partners and is further exploring the possibility of (additional) twinning partnerships with other municipalities from developed countries to ensure better access to capital markets.

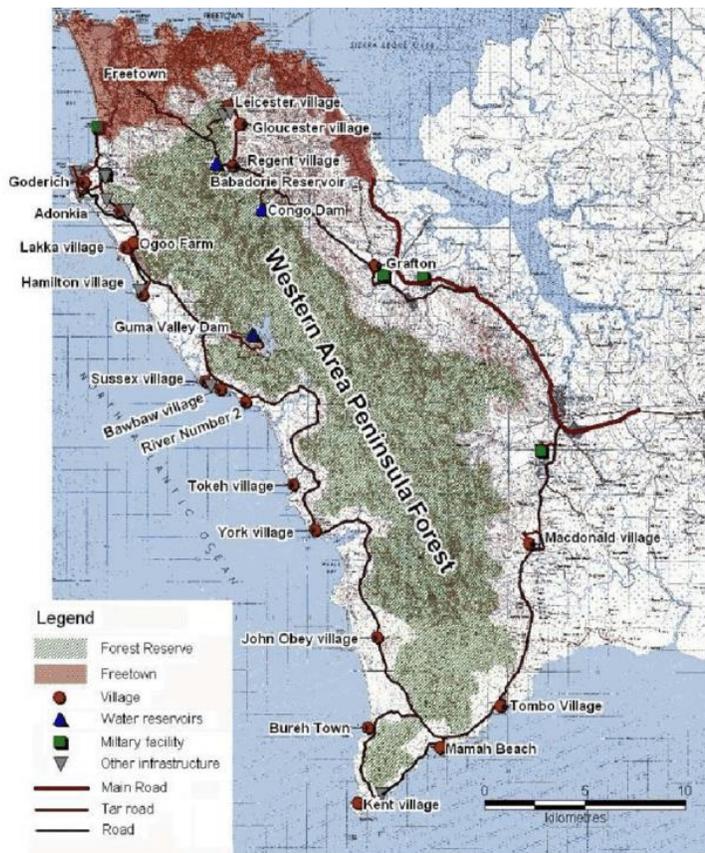
9. **Innovation, sustainability, and potential for scaling-up.** Most of the RUSLP project activities require interrelated geospatial data collection and application. To facilitate a coordinated approach, the adoption of a sustainable geospatial data strategy for Freetown and secondary cities is essential. A municipal spatial data infrastructure (MSDI) following open data and digital development principles functions as the platform by which geospatial information can be organized, shared, and leveraged to tackle the many challenges of sustainable integrated urban development. To enable this data-driven approach to integrated urban planning and service delivery, the World Bank's City Planning Labs (CPL) initiative has undertaken an ecosystem approach to operationalize MSDI in partner cities. It helps manage and maintain geospatial data through interventions across its agile and scalable four-pillared IPDS framework (IPDS: Institutional Arrangements, People, Data, Systems). GEF

⁷⁶ C40 is a network of the world's megacities committed to addressing climate change. C40 supports cities to collaborate effectively, share knowledge and drive meaningful, measurable and sustainable action on climate change.



funding will support cities in scaling up their integrated geospatial management through the inventory, cataloging, consolidation, and aggregation of existing sources of geospatial data; conducting a series of surveys and interviews with relevant municipal government stakeholders as part of an MSDI capacity and readiness assessment; and delivering guidance on the implementation road map and data standards. The GEF project components—especially SWM sector reform and the urban greening pilot program using this MSDI approach—will serve as catalytic investments that will yield multiple global environmental benefits and serve as pilot models that can replicated at the national and global levels.

Map A3.3. Freetown Peninsula



Source: Sesay, E. M. 2005. "Promoting Conservation for the Western Area Peninsular Forest Reserve (WAPFR) in Sierra Leone." Final report, The Environmental Foundation for Africa (EFA), Freetown. ©EFA.

10. **Results and monitoring.** The SCIP consists of four components: (a) evidence-based sustainable and integrated urban planning; (b) sustainable, integrated, low-carbon, resilient conservation or land restoration investments; (c) innovative financing and scaling-up; and (d) advocacy, knowledge exchange, capacity building, and partnerships. These components are directly tied to the RUSLP Components. GEF financing is provided to complement the project in supporting a series of technical assistance and investments to achieve integrated urban development. Among the global project’s 12 indicators linked to the four components presented in Table A3.1, the RUSLP will be measured by indicators 2, 5, 6, and 12 (Table A3.1). The project will report three indicators as described in Section VI of this project document:

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- a. Area of land restored and/or under improved management (hectares)
- b. GHG emissions mitigated (metric tons of CO₂e)
- c. Number of project beneficiaries (including direct beneficiaries as co-benefit of GEF investment, disaggregated by gender).

11. **Land restored.** Based on recommendations noted in the Multi-city Hazards Assessment Report funded by the World Bank in 2018,⁷⁷ 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. Table A3.3 and Map A3.4 are based on indicative mapping of 48 reforestation areas across the 11 catchment areas of the Western region of Sierra Leone, which includes the Western Area Peninsula Forest Reserve. 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 (Table A3.3). 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) employing machine learning models to detect annual change in canopy cover.

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⁷⁷ World Bank (2018), "Sierra Leone Multi-City Hazard Review and Risk Assessment," 5 vols.



Table A3.1. SCIP Components and Link to RUSLP Activities

GEF program level project components	Outcome	RUSLP activities	Indicators
C. 1. Evidence-based sustainable and integrated urban planning	Local and national governments have strengthened institutions, processes, and capacities to undertake evidence-based sustainable integrated planning.	C.1 Urban Planning (TA) C.3 New DRM Agency support (TA and Investment) C.3 EP& R Strengthening (TA) C.3 Early Warning Systems (EWS) strengthening (TA)	Indicator 1 - # of countries that improve enabling framing conditions to support vertical integration Indicator 2 - # of cities with improved gender sensitive evidence-based sustainable integrated planning and processes
C. 2. Sustainable, integrated, low-carbon, resilient conservation or land restoration investments	Local and national governments have undertaken sustainable integrated low carbon, resilient, conservation or land restoration investments.	C.2 Neighborhood Upgrade (TA and Investment) C.2 Market Upgrade (TA and Investment) C.2 SWM Upgrade (TA and Investment) C.2 Urban Greening (TA and Investment)	Indicator 3 – US\$ of sustainable integrated low carbon, resilient, conservation or land restoration demonstrations and/or investments [including leveraged]
			Indicator 4 - # ha of sustainable integrated low carbon, resilient, conservation or land restoration demonstrations and/or investments (hectares with improved practices)
			Indicator 5 - Tons of GHG emission reduced from sustainable integrated low carbon, resilient, conservation or land restoration demonstrations and/or investments (tons of GHG emissions avoided)
C. 3. Innovative financing and scaling-up	Local and national governments initiate innovative financing and business models for scaling-up sustainable urban solutions.	C.1 Modernizing Property tax administration & systems (TA) C.2 SWM Upgrade (TA and Investment) C.2 Urban Greening (TA and Investment)	Indicator 6 - # of cities with enhanced access to financing for scaling-up sustainable urban solutions
			Indicator 7 - # of cities and countries that have initiated innovative financial mechanisms and/or business models for scaling-up sustainable urban solutions
			Indicator 8 - USD leveraged through the innovative financial mechanisms and business models for scaling-up sustainable urban solutions
C. 4. Advocacy, Knowledge Exchange, Capacity Building, and Partnerships	Policy making, and action are influenced at local, regional and national levels to advance the urban sustainability agenda.	C.4 Knowledge products on best practice to be shared nationally and internationally (TA) C.4 Participation in GEF-7 Sustainable Cities events (TA)	Indicator 9 - # of resolutions and/or commitments to advance urban sustainability in high-level policy making events
			Indicator 10 - # urban practitioners that used the knowledge acquired from the training or materials from the SCIP GP (gender disaggregated)
			Indicator 11 - # of cities that have more ambitious environmental targets for their sustainable integrated plans
			Indicator 12 - # of cities that have shared their good practices and lessons learned with the SCIP GP

Note: DRM = disaster risk management. GHG = greenhouse gas. RUSLP = Resilient Urban Sierra Leone Project. SCIP = Sustainable Cities Impact Program. TA = technical assistance.

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Table A3.2. RUSLP GEF Project Indicators

Project indicators		Unit of measurement	Target
Global project level			
C.1	Indicator 2 - # of cities with improved gender sensitive evidence-based sustainable integrated planning and processes	Number	Seven cities (Freetown, Makeni, Koidu New Sembehun, Kenema, Bo, Port Loko, and Bonthe)
C.2	Indicator 5 - Tons of GHG emission reduced from sustainable integrated low carbon, resilient, conservation or land restoration demonstrations and/or investments (tons of GHG emissions avoided)	Metric tons of CO2e	Direct: 1,079,412 Consequential: 736,253 Total: 1,815,665
C.3	Indicator 6 - # of cities with enhanced access to financing for scaling-up sustainable urban solutions	Number	Seven cities (Freetown, Makeni, Koidu New Sembehun, Kenema, Bo, Port Loko, and Bonthe)
C.4	Indicator 12 - # of cities that have shared their good practices and lessons learned with the SCIP GP	Number	Seven cities (Freetown, Makeni, Koidu New Sembehun, Kenema, Bo, Port Loko, and Bonthe)
Child project level – Core Indicators			
1	Land restored	Hectares	2,300
2	Greenhouse gas emissions mitigated	Metric tons of CO2e	Direct: 1,079,412 Consequential: 736,253 Total: 1,815,665
3	Direct beneficiaries as co-benefit of GEF investment (disaggregated by gender)	Number	1.7 million (Female: 50%)

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Table A3.3. Catchment Area Information

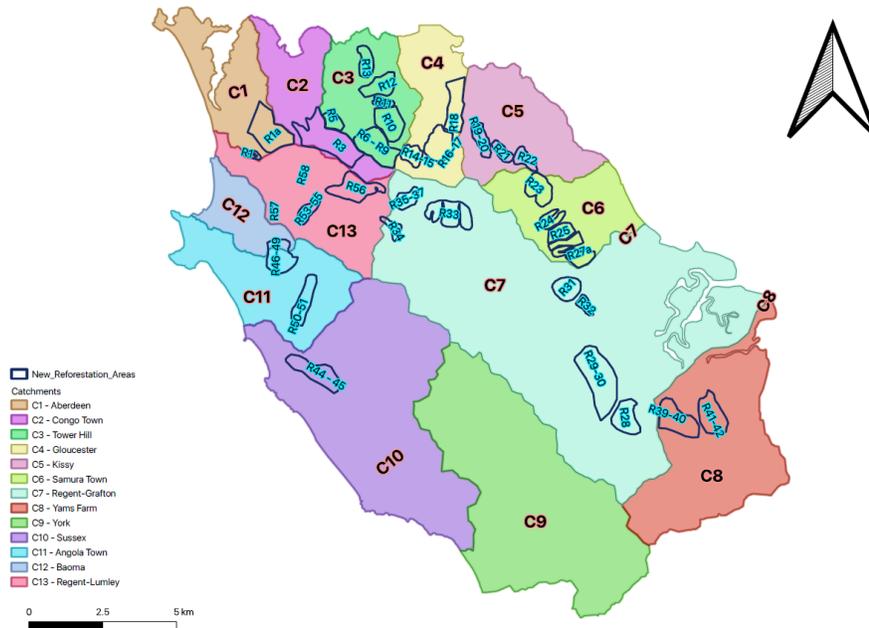
Name of CBO	Catchment	Total size of reforestation area (HA)	Total Number of Trees	Reforestation Areas
Fedurp	C1 - Aberdeen	148	3190	R1, R1a
YEP-SL	C2- Congo Town	189	21370	R3
Fedurp-SL	C3-Towerhill	359	28110	R5, R6-9, R10, R11, R12, R13
Africa Wise	C4-Gloucester	216	29133	R14-15, R16-17, R18
YARDO-SL	C5-Kissy	110	16466	R19-20, R21, R22
YARDO-SL	C6-Samura Town	248	13475	R23, R24, R25, R26, R27, R27a
CAN-SL	C6-Samura Town			
EICSEDAP	C7-Regent Grafton			
I4D	C7-Regent Grafton	525	77364	R28. R29-30, R31, R32, R33, R34, R25-37
Youth Council	C7-Regent Grafton			



YARDO-SL	C8-Yams Farm	206	44056	R39-40, R41-42
Green Scenery	C10-Sussex	101	44380	R44, R45, R45a
Green Scenery	C11-Angola Town	160	33120	R46, R47-49, R50-51
Little Green Farms	C13-Regent Lumley	154	17980	R53-55, R56, R57, R58
Total		2416	328644	

Source: FCC Tree Planting and Growing Strategy 2020 -2022

Map A3.4. Sierra Leone Western Area Reforestation



Source: FCC Tree Planting and Growing Strategy 2020 -2022

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12. Greenhouse gas (GHG) emissions mitigated. Greenhouse Gas Emissions (Core indicator 2). 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 direct 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.

a. Lifetime direct project GHG emissions avoided through the SWM upgrading 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.

b. The lifetime direct 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 tons CO₂e over a period of 20 years from the completion of the project.

13. The combined direct GHG emission reductions for the project are 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.



ANNEX 5: Resilient Urban Sierra Leone Project COVID-19 Response

Context

The virus reached Sierra Leone in mid-March 2020, and as of February 19, 2021, 3,841 cases were confirmed with the recovery of 2,602 people (68 percent) and 79 deaths⁷⁸. COVID-19 mitigation measures to reduce the spread of the virus have dramatically slowed economic activity, disrupting domestic and global supply chains and significantly reducing local employment and output, while the economy remains highly vulnerable to direct fiscal impacts from the health system's efforts to contain the disease outbreak.⁷⁹ Sierra Leone's economy contracted by 2.2 percent in 2020 and macroeconomic conditions remain challenging evidenced by the worsening of key economic indicators. The diversion of expenditures to fight the outbreak will continue to stress government revenues and affect the government's ability to adequately provide public sector services. Further, an extended crisis in the face of limited inventory could precipitate a food security crisis and lead to major disruptions in the service sector (trade, tourism, and transportation in particular) with substantial job losses and increased poverty, setting back progress on poverty reduction. Cities are particularly vulnerable to rapid spread of the virus owing to high population densities, overcrowding in poorer neighborhoods, and reliance on crowded transport services, contributing to rapid and broader transmission. Limited access to sanitation facilities and health services further extend this risk, especially in informal communities.

RUSLP COVID-19 Response

The project will contribute to the government's effort to contain the COVID-19 outbreak and alleviate the short-term economic and poverty impacts of COVID-19 on vulnerable households in three ways:

- a. by improving access to basic services for improved living conditions of urban households in crowded, precarious neighborhoods and improved working conditions for vendors in underserved markets;
- b. through short-term job creation with labor-intensive public works for the neighborhood and market upgrading investments as well as through the community tree planting intervention, especially for the youth, women and other vulnerable groups; and
- c. by adapting emergency protocols and procedures to include social-distancing measures, personal protective equipment and hygiene protocols for the responders and population attended, and spatial design and operation of emergency services facilities.

Under Subcomponent 2.a Urban Greening: project preparatory advance (PPA) financing enabled the FCC in partner with 10 CBOs to plant and grow 225,000 trees in 48 reforestation areas across Freetown. This Phase 1 of the tree planting has created more than 550 short-term jobs especially for the youth, women and other vulnerable groups affected by the economic impact of the COVID-19.

World Bank projects related to COVID-19 response in Sierra Leone

- [Sierra Leone COVID-19 Emergency Preparedness and Response Project \(P173803\)](#) supports national and subnational public health institutions for prevention and preparedness to enable

⁷⁸ Sierra Leone Ministry of Health and Sanitation. Corona Virus Disease (COVID-19) Situational Report No.316 Date of Issue 19th February 2021.

⁷⁹ In terms of preparedness, surveillance, isolation, and treatment of those affected by the disease.



Sierra Leone to adequately prepare and prevent COVID-19 or limiting local transmission through containment strategies. The project also aims at strengthening multi-sector national institutions and platforms for policy development and coordination of prevention and preparedness using one health approach.

- [Enhancing Sierra Leone Energy Access Project \(P171059\)](#) supports the country's post COVID-19 economic recovery by providing electricity to households, businesses, health clinics and schools, which is a critical part of the recovery process. It also supports the replacement of costly fuel generation plants with low cost power, which would free up scarce fiscal resources for other urgent socio-economic needs. This project will provide electricity to approximately 276,000 people and about 700 health facilities and schools and help cut an average of 15,135 tons Greenhouse Gas emissions per year.
- [Additional Financing for COVID-19 Response under the Free Education Project \(P174958\)](#) aims to improve the management of the education system, teaching practices, and learning conditions given to the following priorities: (a) catching up on learning losses; (b) bringing back to school learners at risk of dropping out; and (c) focusing on the social and emotional welfare of the student population, teachers, and staff.
- [Third Additional Financing for the Sierra Leone Social Safety Net Project \(P174813\)](#) aims to establish the key building blocks for a basic national safety net system and to provide income support to extremely poor households in Sierra Leone. This additional financing will expand the national coverage of Sierra Leone's flagship social safety net program to help offset the negative impacts of COVID-19 while continuing to further strengthen the key building blocks of the country's basic national safety net system.
- [SL Inclusive and Sustainable Growth Financing \(P175342\)](#) will support not only the government's short-term response to the pandemic but also the post-COVID recovery. It has two pillars designed to help the government implement its National Development Plan (2019-23) and Medium-Term Debt Management Strategy (2018-22). Pillar 1 focuses on boosting inclusive growth through reforms promote economic participation and empowerment of the most vulnerable groups of the population. This pillar also intends to support reforms to improve the business environment. Such reforms will be critical to facilitate private sector development and women and youth participation. Pillar 2 focuses on ensuring sustainable development financing through reforms to improve debt transparency, debt management and fiscal sustainability.

ANNEX 6: GEF Funds Budget Template

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

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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
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
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.

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ANNEX 7: STAKEHOLDER ENGAGEMENT PLAN

THE GOVERNMENT OF SIERRA LEONE

STAKEHOLDER ENGAGEMENT PLAN

PROJECT: RESILIENT URBAN SIERRA LEONE PROJECT (P168608)

February 2021

ACRONYMS

Acronym	Full Meaning
ACC	Anti-Corruption Commission
CBOs	Community Based Organizations (CBOs)
CERC	Contingent Emergency Response Component
COVID-19	Coronavirus
CPF	Country Partnership Framework
CPITs	City Project Implementation Teams
CRP	City Resilience Program
DFID	United Kingdom's Department for International Development
DRM	Disaster Risk Management
EFA	The Environmental Foundation for Africa
EIA	Environmental Impact Assessment
EOC	Emergency Operations Center
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESHS	Environmental, Social, Health and Safety
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Safeguards
FCC	Freetown City Council
FDD	Fiscal Decentralization Division
FERP	Freetown Emergency Recovery Project (P166075)
FM	Financial Management
GEB	Global Environmental Benefits
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Greenhouse Gas
GIS	Geographic Information System
GoSL	Government of Sierra Leone
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
GVWC	Guma Valley Water Company
IA	Implementation Agency
IDA	International Development Association
IT	Information Technology
LCs	Local Councils
LRP	Livelihood Restoration Plan
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MoPED	Ministry of Planning and Economic Development
NDP	National Development Plan
NBS	Nature-Based Solutions
NDMA	National Disaster Management Agency
OSR	Own Source Revenue
PAI	Project Area of Influence

PMU	Project Management Unit
POM	Project's Operational Manual
PPA	Project Preparation Advance
PPP	Public-Private Partnership
PPSD	Project Procurement Strategy for Development
PSC	Project Steering Committee
RAP	Resettlement Action Plan
RUSLP	Resilient Urban Sierra Leone Project
SCIP	Sustainable Cities Impact Program
SEP	Stakeholder Engagement Plan
SWM	Solid Waste Management
TA	Technical Assistance
ToR	Terms of Reference
WARDC	Western Area rural District Council
WB	World Bank

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1.0 INTRODUCTION/PROJECT DESCRIPTION

1.1 Overview

Sierra Leone’s urban population has been rapidly growing in the past five decades, with over 40 percent of the population now living in urban areas.⁸⁰ Urbanization has been a continuing trend, with the share of the population living in urban areas almost doubling between 1967 (21 percent) and 2015 (41 percent). With an urbanization rate of 2.75 percent per year, the country is expected to cross the 50 percent urbanization mark by 2040. Each year, more than a hundred thousand people move to urban areas in search of employment. About 24 percent of the country’s 7.9 million population live in the five largest cities: Freetown, Kenema, Bo, Makeni, and Koidu New Sembehun. Freetown, which has been growing by 3.01 percent per year since 1985 on average, dominates the urban landscape with over 1 million residents (59 percent of the total urban population) and a density of 8,450 people per square kilometer in 2015. The city’s population has increased roughly tenfold in the past 50 years,⁸¹ and its built-up area has similarly expanded considerably in the past few decades. Urbanization in Sierra Leone’s secondary cities is at an early stage, with a population below 250,000 in each. Yet, with an average annual urbanization rate exceeding 3 percent—slightly higher than the overall population growth rate of 2.5 percent per year—these cities are expected to grow rapidly.

Despite this increasing urbanization trend across the country, the urban sector is ill-equipped to deal with rapid urbanization challenges and harness potential benefits. City councils in Sierra Leone face several challenges related to their fiscal sustainability and investment capacity, constraining their ability to deliver services to their residents and undermining their ability to tap into their economic growth potential. The lack of planning and development controls has exacerbated precarious living conditions and the depletion of biodiversity and natural forest areas. Basic infrastructure and service delivery in urban areas are also inadequate, with significant adverse impacts on the well-being of households and productivity of firms.

Sierra Leone’s high vulnerability to natural catastrophes adds mounting pressure to its already strained urban infrastructure and limited fiscal space. Owing to its topography, location, high annual mean rainfall, and socioeconomic conditions, Sierra Leone is highly exposed to a range of natural hazards. Recurrent flooding, landslides, and droughts posing the greatest risks, which significantly disrupt economic and social functions and impose high public and private costs for rehabilitation. Thirty-five percent of the population and 15 percent of the territory are vulnerable to multiple natural hazards. With the rapid urbanization that is increasing the base of assets exposed to disaster and climate risks, there is a significant rise in losses, particularly if investments in new assets are not accompanied by measures to mitigate vulnerabilities. And, despite Sierra Leone’s exposure to recurrent emergencies, disaster preparedness and response systems remain inadequate.

The Global COVID-19 pandemic has exacerbated the already precarious situation in Sierra Leone because COVID-19 mitigation measures have dramatically slowed economic activity, disrupted domestic and global supply chains and significantly reduced local employment and output. Initial World Bank estimates indicate that, under a baseline scenario, the pandemic may contract the economy by 2.9 percent in 2020, growth could be lower than the original projections by 0.3-1.8 percent over the medium

⁸⁰ Stats SL (Statistics Sierra Leone). 2016. “2015 Population and Housing Census: Summary of Final Results.” Census report, Stats SL, Freetown.

⁸¹ Stats SL (Statistics Sierra Leone). 2017. “Sierra Leone 2015 Housing and Population Census: National Analytical Report.” Census report, Stats SL, Freetown. Similarly sized European cities took 150 years to achieve such an increase.

term and the overall budget deficit could increase by 1 percent of GDP in 2020. The diversion of expenditures to fight the outbreak will stress government revenues and affect the Government's ability to adequately provide public sector services. Further, an extended crisis in the face of limited inventory could precipitate a food security crisis and lead to major disruptions in the service sector (trade, tourism and transportation in particular) with substantial job losses and increased poverty, setting back progress on poverty reduction.

Within this context, the Resilient Urban Sierra Leone Project (RUSLP) is designed to support an integrated intervention that takes a spatial approach to address, comprehensively, the multisectoral urban development challenges of the country, including integrated urban planning, own-source revenue enhancement, infrastructure upgrading, solid waste management, and disaster risk management (DRM), with the aim for livable, well-planned, financially sustainable, and productive urban centers. In light of the depth and scale of the urban challenges, the Project is conceptually designed using a programmatic approach to support Sierra Leone's long-term urban development objectives and help address the complex institutional issues that require incremental and sustained interventions to develop adequate structure, systems and capacity of City Councils to manage urban development. .

The project will support all seven city councils in Sierra Leone and the Western Area Rural District Council (WARDC), The beneficiary cities and Local Councils will be supported to upgrade their urban planning processes, enhance own source revenue mobilization, market infrastructure upgrading, solid waste management, and disaster risk management, with the aim for healthy, well planned, financially sustainable, and productive urban canters. Citizen engagement will be at the core of the Project with communities engaged at all stages of the project.

In light of the depth and scale of the urban challenges, the Project is designed using a programmatic approach to support the country's long-term urban development objectives and help address the complex institutional issues that require incremental and sustained interventions to develop adequate structure, systems and capacity of City Councils to manage urban development. At the same time, the approach responds to immediate service provision and capacity building demands. Under the first phase, through this operation, the Bank will support the urgent infrastructure demands for basic services and SWM in Freetown and in the secondary cities, as well as institutional capacity building for urban governance and disaster risk management. Institutional strengthening effort will take time, but is critical to ensure the effectiveness and sustainability of investments prepared through the project and for possible future interventions. Rather than attempting to address all the challenges and dimensions of urban transformation in one operation, this first engagement is envisaged to demonstrate potential for city transformation, build consensus and political buy-in, and lay the institutional groundwork for follow-up investment operations. The project is also designed in coordination and complementarity with other World Bank projects, government programs and development partner support to leverage maximum impact.

1.2 Project Development Objective and Components

The project development objective (PDO) is to improve integrated urban management, service delivery, and disaster emergency management in Freetown and select cities in Sierra Leone. The PDO will be achieved through the following four components as follows:

Component 1: Institutional and Capacity Development in the Urban Sector. This component will support City Councils in institutionalizing and strengthening their urban management capabilities that are critical

for efficient revenue generation, planning, as well as delivery and sustainable management of resilient infrastructure and services. It has two subcomponents:

- *Subcomponent 1a.* Strengthening Integrated Urban Planning and Spatial Data Infrastructure;
- *Subcomponent 1b.* Upgrading Urban Property Tax Administration and System

Component 2: Resilient Infrastructure and Services Delivery and Urban Greening. This component will finance priority resilient municipal infrastructure and services at neighborhood-and city-levels, including the preparation of technical designs, as needed. There are three subcomponents:

- *Subcomponent 2a.* Neighbourhood upgrading and greening in Freetown: comprehensive upgrading of basic services and flood mitigation investment in underserved neighborhoods. The investment menu includes drains, access roads, walkways, footbridges, public spaces and street lighting.
- *Subcomponent 2b.* Solid waste management upgrading in Western Area and select cities, including a landfill construction for Greater Freetown, upgrading of the SWM operational performance and training.
- *Subcomponent 2c.* Market Upgrading in select secondary cities: the selection of markets to be upgraded will be informed by feasibility studies. Potential upgrading investments include market stalls, roofing, water and sanitation facilities, drains, electricity, and childcare centers.

Component 3: Disaster Risk Management Capacity Development. This component will build the capacity of the national and local governments in emergency preparedness and response, to better prepare them to respond to and recover from disasters. It will support two subcomponents:

- *Subcomponent 3a.* Strengthening emergency preparedness and response systems
- *Subcomponent 3b.* Contingent Emergency Response Component

Component 4: Project Management. This component would finance project management costs of the Project Management Unit (PMU) for staffing, monitoring and evaluation, including project technical audits (as needed) and mid-term and end-project evaluations, safeguards, financial management, procurement, and training as well as cover any costs related to the setup of a grievance redress mechanism and for the creation and implementation of a citizen engagement digital platform in which citizens can access the status of activities funded under the Project and provide feedback.. The component will also support advocacy, knowledge exchange and partnerships for sustainable urban development, building upon the global Sustainable Cities Impact Program (SCIP) as knowledge development is a core element of the GEF financing.

1.3 Objectives of the Stakeholder Engagement Plan (SEP)

The SEP is to define the protocols for stakeholder engagement, including public information disclosure and consultation, throughout the project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project and other activities related to the project. The involvement of the local population is essential to the success of the project in order to ensure smooth collaboration between project staff and local communities and to minimize and mitigate environmental and social risks related to the proposed project activities. Of significance, is to manage stakeholder expectations emanating from

project related interventions in a socially and culturally sensitive manner in order to enhance the attainment of RUSLP's objectives.

Specific objectives of the SEP include the following:

- i. Establish a systematic approach to stakeholder engagement that will help it identify stakeholders, build and maintain a constructive relationship with them, especially project affected parties;
- ii. Assess the level of stakeholder interests and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance;
- iii. Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them;
- iv. Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format;
- v. Provide project-affected parties with accessible, inclusive, and culturally sensitive means to raise issues and grievances, and allow the Government to respond to and manage such grievances effectively.

2.0 STAKEHOLDER IDENTIFICATION AND ANALYSIS

2.1 Stakeholder Identification

Project Stakeholders are individuals, groups or other entities who are impacted or likely to be impacted directly or indirectly, positively or adversely by the Project (Affected parties). These categories of people may have an interest in the Project ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence its outcomes in any way.

Cooperation and negotiation with stakeholders throughout the Project development often also require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder group, i.e., the individuals who have been entrusted by their fellow group members with advocating the groups' interests in the process of engagement with the Project. Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of Project-related information and as a primary communication/liaison link between the Project and targeted communities and their established networks. Verification of stakeholder representatives (i.e., the process of confirming that they are legitimate and genuine advocates of the community they represent) remains an important task in establishing contact with the community stakeholders.

The following principles for stakeholder engagement shall be applied to ensure best practices are followed in the determination of stakeholders.

- *Openness and life-cycle approach:* Public consultations for the RUSLP will be arranged during the whole life-cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.
- *Informed participation and feedback:* Adequate information will be provided to and widely distributed among all stakeholders in an appropriate format. Opportunities will be provided for communicating stakeholders' feedback as well as analyzing and addressing their comments and concerns.
- *Inclusiveness and sensitivity:* Stakeholder inclusivity shall be given adequate attention so as to build effective relationships and trust. All stakeholders at all times would be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Vulnerable groups as well as the excluded such as women, youth, elderly and persons with disability are to be given special attention within the context of the appropriate cultural sensitivities of those concern.

For the purposes of effective and tailored engagement, stakeholders for the RUSLP will be divided into the following core categories:

- **Affected Parties** – persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management of their present conditions.
- **Other Interested Parties** – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way; and

- **Vulnerable Groups** – persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their state of vulnerability and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with RUSLP.

Table 1: List of stakeholders identified under RUSLP

Project Proponents	Affected Parties	Other Interested Parties	Vulnerable Groups
<ol style="list-style-type: none"> 1. Ministry of Finance 2. Ministry of Local Government and Rural Development 3. Ministry of Lands Housing and Country Planning 4. Office of National Security 5. Ministry of Works and Public Assets 6. Ministry of Health and Sanitation 7. Ministry of Environment 	<ol style="list-style-type: none"> 1. Environment Protection Agency 2. The Seven Local Councils (City/local councils' officials/Ward Committees) 3. The Environmental Foundation for Africa (EFA) 4. Municipal waste collection and disposal workers 5. Land owners 6. Residents in flood-prone or inaccessible areas 7. Small and Medium Enterprises (SMEs) 8. Property Taxpayers 9. Market women/businesses 10. Workers at construction sites of roads, drainage system and other infrastructure 11. Residents and businesses around construction areas 12. Waster pickers 	<ol style="list-style-type: none"> 1. Judiciary/police 2. Parliament 3. Ministry of Justice and Attorney-General's Office 4. The Ministry of Social Welfare 5. Ministry of Gender and Children's Affairs - Resettlement issues for displaced populations 6. Office of the Administrator and Registrar-General 7. Guma Valley Water Company 8. Sierra Leone Roads Authority 9. Roads Maintenance Fund 10. Electricity Distribution and Supply Agency 11. Quantity Surveyors 12. The Anti-Corruption Commission (for grievance redress) 13. Contractors 14. The World Bank 15. Other Specialized NGOs to address project related issues 16. Civil society groups, and community-based organizations 17. National and local politicians 18. The business community 19. The public at large 	<ol style="list-style-type: none"> 1. Elderly persons 2. Children 3. Women 4. Illiterate people 5. Persons with Addictions 6. Residents in slums or temporary settlements 7. Persons with disability 8. Ebola survivors/Covid-19 patients 9. Commercial Sex workers

		<ul style="list-style-type: none">20. Community leaders, religious leaders21. The media (national and local)22. Sierra Leone Institution of Engineers23. Association of Contractors	
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2.2 Stakeholder Analysis

A comprehensive analysis of stakeholder groups is crucial to the Stakeholder Engagement Plan preparation process as it helps in the identification of various stakeholder groups that are likely to influence or be affected by the project activities and sorting them according to their impact on the project and the impact the project activities will have on them. It also helps in shaping the design of stakeholder consultation activities by specifying the role(s) of each stakeholder group thereby helping in determining which stakeholders to engage, when and where. The process may be reviewed, and new changes effected as other interest groups may be identified at any stage of project implementation.

Table 2: Analysis of Stakeholder Interest and likely Influence in Project

Stakeholder Group	Role in Project	Interest	Influence
Project Proponents:			
Ministry of Finance (FDD, PFMU, PSC)	<ul style="list-style-type: none"> • Disbursement of project funds • Government Implementing Agency/Responsible for establishing and chairing Project Steering Committee • Management of project fiduciary activities: procurement, PFM, recruitment, fiscal decentralization, etc. • Consultation and coordination on policy issues. • Management of project Environmental and Social activities. 	High	High
Ministry of Local Government and Rural Development	<ul style="list-style-type: none"> • Provide advisory policy guidance on RUSLP implementation and leads reform where necessary. • Supervises project implementation at Local Council and city level 	High	High
Ministry of Lands, Housing and Country Planning	<ul style="list-style-type: none"> • Provides advisory policy guidance on issues/component related to access to land and urban planning • Surveying of project sites • Confirmation of landownership and legal status. 	Low	High
Office of National Security	<ul style="list-style-type: none"> • Provides advisory policy guidance on disaster risk management 	High	High
Ministry of Works and Public Assets	<ul style="list-style-type: none"> • Provide technical guidance on land access and use pertaining to the project. 	High	High
Ministry of Environment	<ul style="list-style-type: none"> • Provides policy framework and guidelines on environmental management issues pertaining to the project. • Support in the coordination and implementation of project 	High	High
Ministry of Health and Sanitation	<ul style="list-style-type: none"> • Provides policy guidance on health and sanitation component of the project • Coordinates the implementation of health components of the project. 	High	High
Affected Parties:			
Environment Protection Agency	<ul style="list-style-type: none"> • Provides environmental regulatory oversight and guidance on project implementation 	High	High

Stakeholder Group	Role in Project	Interest	Influence
The Seven Local Councils (City/local councils' officials/Ward Committees)	<ul style="list-style-type: none"> • Support project implementation on the ground • Monitor project implementation • Enforce by-laws pertaining to project implementation. • Ensure compliance to safeguard instruments at council/city level. • Represent community members at key decision taking platforms and or meetings. • Facilitates community mobilization initiatives to support the project 	High	High
The Environmental Foundation for Africa	<ul style="list-style-type: none"> • Deliver on behalf of FCC the Tree Planting sub-project under the RUSLP • Procure nurslings and distribute them to CBOs and Stewards • Recruit, train and monitor CBOs and stewards in planting and nurturing of the nurslings 	High	High
Municipal waste collection and disposal workers	<ul style="list-style-type: none"> • Collection and disposal of municipal waste 	High	High
Land owners	<ul style="list-style-type: none"> • Recipients of information on RUSLP compensation process. • Comply with guidelines for land acquisition and compensation processes 	High	High
Residents in flood-prone or inaccessible areas	<ul style="list-style-type: none"> • Support project activities in localities • Comply with E&S protocols governing project implementation • Adhere to information on rights and responsibilities of slum dwellers in the implementation of project 	Moderate	Moderate
Small and Medium Enterprises (SMEs)	<ul style="list-style-type: none"> • Provide information on how RUSLP will affect their businesses and associated compensation • Support Local Councils to implement project interventions • Seek information on local procurement opportunities in project 	Low	Low
Property Taxpayers	<ul style="list-style-type: none"> • Participate in discussions on the property tax system upgrade • Comply with tax laws pertaining to the project 	Moderate	Moderate
Market women/businesses	<ul style="list-style-type: none"> • Voice concerns pertaining to women welfare on project implementation. • Comply with information on RUSLP particularly on temporary displacement, relocation, and settlement, and associated compensation arrangements. 	Moderate	Low
Workers at construction sites of roads, drainage system and other infrastructure	<ul style="list-style-type: none"> • Comply with all labor, occupational, health and safety protocols for project 	Moderate	Moderate

Stakeholder Group	Role in Project	Interest	Influence
Residents and businesses near the construction areas	<ul style="list-style-type: none"> Engagement on Environmental and social risks of the construction activities, mitigation measures and Compliance with information on safety protocols during project construction 	High	Moderate
Waste pickers	<ul style="list-style-type: none"> Participate in discussions on the potential implication of the Landfill construction on their livelihood. Participate in decision on construction designs. 	High	Moderate
Other Interested Parties			
The Ministries of The Ministry of Social Welfare	<ul style="list-style-type: none"> Provide advisory and policy guidance for RUSLP intervention particularly on compensations to displaced populations due to the project 	High	High
Ministry of Gender and Children's Affairs	<ul style="list-style-type: none"> Provision of support and guidance on GBV/SEA/VAC issues emanating from the project 	High	High
Judiciary/police	<ul style="list-style-type: none"> The Judiciary will adjudicate on cases related to RUSLP Enforce applicable laws relevant to the implementation of RUSLP 	Moderate	Moderate
Parliament	<ul style="list-style-type: none"> Pass laws and regulations that are necessary to facilitate smooth implementation of RUSLP 	Moderate	Moderate
Ministry of Justice and Attorney-General's Office	<ul style="list-style-type: none"> Member of the negotiation committee of GoSL for acquiring all lands for RUSLP Provides legal guidance on the legal regime for lands for RUSLP 	Low	Low
Office of the Administrator and Registrar-General	<ul style="list-style-type: none"> Registration of ownership of lands. Validates claims of land ownership by landowners dealing with RUSLP. Registers all lands acquired under RUSLP 	Low	Low
Guma Valley Water Company (GVWC)	<ul style="list-style-type: none"> Provides water supply for the entire Wester Area. A beneficiary of the Tree Planting sub-component of RUSLP. May also be affected by works activities at the location of the landfill site at Hastings. GVWC will be needed for the Site and Services under RUSLP 	High	Low
Sierra Leone Housing Corporation	<ul style="list-style-type: none"> Provide guidance on opportunities for investment in housing - sites and services 	Moderate	Moderate
Sierra Leone Roads Authority	<ul style="list-style-type: none"> Conducted initial studies and provides services to local councils for flood mitigation during the raining season 	Low	Low
Roads Maintenance Fund	<ul style="list-style-type: none"> Provides funding to local councils for the rehabilitation of trunk roads and flood mitigation 	Low	Low
Electricity Distribution and Supply Authority	<ul style="list-style-type: none"> EDSA is a state-owned utility responsible for the distribution of electricity across the country. Collaboration with EDSA will be essential for the provision of Site and Services. 	Low	Low
Contractors	<ul style="list-style-type: none"> Execute contracts awarded on RUSLP Enforce E&S safeguards in their project sites 	High	High

Stakeholder Group	Role in Project	Interest	Influence
Quantity Surveyors	<ul style="list-style-type: none"> • Provide technical backstopping to major infrastructure development • Survey and estimate compensation packages for impacted persons 	High	High
Other Specialized NGOs to address project related issues	<ul style="list-style-type: none"> • Support implementation of RUSLP • Hold government accountable during project implementation 	Low	Low
Civil society groups, and community organizations	<ul style="list-style-type: none"> • Hold government accountable during project implementation 	Moderate	High
The Businesses Community	<ul style="list-style-type: none"> • Support project implementation processes • Adhere to laws and regulations governing project implementation • Information on local procurement opportunities in project 	Low	Low
The public at large	<ul style="list-style-type: none"> • Recipients of information on RUSLP • Support project implementation processes 	Low	Low
National and local politicians	<ul style="list-style-type: none"> • Ensure Recipients of information on RUSLP • Support project implementation processes • Monitor project implementation • Ensure compliance to safeguard instruments at council/city level. • Represent constituents at key decision taking platforms and or meetings. • Facilitates community mobilization initiatives to support the project 	Moderate	Moderate
Community leaders, religious leaders	<ul style="list-style-type: none"> • Ensure compliance to safeguard instruments at council/city level. • Represent community members at key decision taking platforms and or meetings. • Facilitates community mobilization initiatives to support the project 	Moderate	Moderate
Media	<ul style="list-style-type: none"> • Disseminate information on RUSLP to the public. • Hold leaders accountable during project implementation 	Low	Low
Sierra Leone Institution of Engineers	<ul style="list-style-type: none"> • Design of projects • Monitor and supervise projects • Prepare E&S reports 	Moderate	Moderate
Association of Contractors	<ul style="list-style-type: none"> • Support in the enforcing standards during project implementation • Support in monitoring project sites • Support in the redress of complaints and grievances among its members 	Moderate	Moderate
Vulnerable Groups			

Stakeholder Group	Role in Project	Interest	Influence
Children	<ul style="list-style-type: none"> • Engage on project and its impacts on children • Recipients of information on RUSLP • Adhere to guidelines on children's involvement in the project 	High	Low
Women	<ul style="list-style-type: none"> • Engage women groups on project and explain impacts on women • Recipients of information on RUSLP • Adhere to guidelines on women's involvement in project 	High	Moderate
Illiterate people	<ul style="list-style-type: none"> • Engage illiterate population on project • Recipients of information on RUSLP • Adhere to information pertaining to the implementation of project 	Low	Low
Residents in slums or informal settlements	<ul style="list-style-type: none"> • Engage residents of slums on project activities • Provide information to aid project implementation • Adhere to information rights and responsibility of slum dwellers in the implementation of project 	Moderate	Moderate
Persons with addiction	<ul style="list-style-type: none"> • Provide information to aid delivery of project support to persons with addiction • Adhere to information pertaining to the implementation of project 	Low	Low
Persons with disability	<ul style="list-style-type: none"> • Engage associations of persons living with disability to factor their needs into project design • Provide information to aid delivery of project to persons with disability • Adhere to information, rights, and responsibility of persons with disability in project implementation 	High	Moderate
Ebola survivors/Covid-19 patients	<ul style="list-style-type: none"> • Provide information to aid delivery of project to Ebola survivors/Covid-19 patients • Adhere to information rights and responsibility of persons with disability in project implementation 	High	Moderate
Elderly persons	<ul style="list-style-type: none"> • Provide information to aid delivery of project to elderly persons • Adhere to information pertaining to the implementation of project 	Moderate	Low
Commercial sex workers	<ul style="list-style-type: none"> • Provide information to aid delivery of project to commercial sex workers. • Adhere to information pertaining to the implementation of project 	Moderate	Low

3.0 STAKEHOLDER ENGAGEMENT PROCESSES

3.1 Summary of Consultation activities undertaken

During project preparation stage, rounds of meetings and consultation were conducted with different stakeholder groups pertaining to project needs and priorities, as presented in table 3.

Additionally, extensive consultations, including focus group discussions and interviews were conducted in the context of the preparation of the Project SEP, RPF and ESMF. Details and participants list of those consultations are attached under Annex 1.

Table 3: Summary of Consultation activities already undertaken during Project preparation

Stakeholder	Purpose of engagement	Method of engagement	Location
PROJECT PREPARATION PHASE			
PFMU	Discuss RUSLP preparation timeline, staffing arrangements, required documents and PPA	Formal meeting	World Bank Office
Safeguards meeting with PCU and Ministry of Finance	Present the ESF, discussion on required safeguards instruments for RUSLP and delivery timelines, staffing arrangement and capacity assessment, agreements on PPA activities, lead in the consultation and disclosure of project SEP, RPF, ESMF etc.	Formal meeting, PowerPoint presentation, Discussions	World Bank Office
Meeting with Freetown City Council (FCC) Mayor and Western Area Rural District Council (WARDC)	Debrief on mission findings on slum upgrading, E&S risk assessment and mitigation, agreements on next steps	Formal meeting	FCC Office
Sierra Leone Housing Corporation	Understand housing challenges	Formal meeting	World Bank Office
Ministry of Works and Public Assets (Director of Feeder road) and Sierra Leone Roads Authority	To understand infrastructure provision and discuss standards (particularly access/road standards)	Formal meeting	World Bank Office
Utility companies: Energy distribution services agency, Guma Valley Water Company	<ul style="list-style-type: none"> • To understand service provision in informal settlements, discuss conditions and programs in the settlements; • Discussion on solar lighting projects 	Formal meeting	World Bank Office
Director of Housing – Ministry of Works	To understand the housing situation in Freetown	Formal meeting	World Bank Office
Head of Planning Dept. - Ministry of Lands, Housing and Environment (MLHE)	Town planning, plans available, town planning status of some of the sites for services land and upgrading	Formal meeting	Ministry of Country Planning and Environment

Stakeholder	Purpose of engagement	Method of engagement	Location
Ministry of Planning and Economic Development	Medium Term National Development Plan update, understand the national slum upgrading direction, provide RUSLP preparation update and M&E framework	Formal meeting	Ministry of Planning and Economic Development
Ministry of Health	Solid Waste Management	Formal meeting	World Bank Office
Mayor FCC and her Delivery Team	Solid Waste Management	Formal meeting	FCC Office
GUMA, Sierra Leone Roads Authority, Office of National Security and Ministry of Social Welfare	Disaster Response needs assessment	Formal meeting	World Bank Office
FCC Sanitation/Waste management team and Catholic Relief Services	Solid Waste Management	Formal meeting	FCC Office
FCC Head of Town Planning and team and WARDC Head of Development Planning and team	Town planning, plans available, town planning status of some of the sites for services land and upgrading; and agree on TOR for the WA Plan	Formal meeting	FCC Office
FCC Treasurer / Head of Finance and team	State of finances, review management systems, issues for prioritization among others	Formal meeting	FCC Office
Environment Protection Agency	Discuss solid waste management regulations, E&S permitting and licensing etc.	Formal meeting	EPA Office
Office of National Security (ONS) (Coordinator, Director and Technical team)	Capacity Needs Assessment + Disaster Mgt Agency and WB support under new Project + Intro to CERC	Formal meeting	ONS Office
PPP Unit Office of the President	Understand the PPP framework	Formal meeting	World Bank Office
Chief Innovation Officer Directorate of Science, Technology and Innovation (DSTI)	Partnership on Participatory approaches for data collection and mapping for resilience	Formal meeting	DSTI
Head of the Infrastructure Unit Office of the President	To understand the Government's infrastructural development plans	Formal meeting	State House Office of the President
Head of the Renewable Energy Department, Ministry of Energy	To discuss potential investment in street lighting under the neighborhood upgrading investments	Formal meeting	Ministry of Energy
National Fire Force	Assess Preparedness capacity and needs	Formal meeting	Fire Force Head Quarters
Local Disaster Committee heads (Rokupa, Coconut Farm), ONS, FCC	Discuss status of disaster response at local level	Formal meeting	World Bank Office
Slum Dwellers Association, Concern Worldwide, Don Bosco, Center for Dialogue on Human Settlements and Poverty Alleviation CRS/Caritas, potentially the CDMCs and Sierra Leone Urban Research Centre	<ul style="list-style-type: none"> To understand NGOs' roles, learn from their past/ ongoing projects, collect baseline data, etc. and To understand social cohesion and capital in the community, learn about their roles, activities, and priorities 	Formal meeting	World Bank Office
DFID	Solid waste management discussion	Formal meeting	World Bank Office

Stakeholder	Purpose of engagement	Method of engagement	Location
UNICEF, WFP	Disaster Response	Formal meeting	World Bank Office
Red Cross, Concern Worldwide, CRS, Caritas, VSO, UNDP, UNOPS	Emergency Preparedness and Response: Discuss ongoing activities, particularly EWS and hydromet	Formal meeting	World Bank Office
Commercial and residential Real-estate developers	To understand the RE sector, explore PPP potential	Formal meeting	World Bank Office
Commercial Banks: Eco Bank, UBA, Zenith	To understand the Banking sector, its lending portfolio for private sector businesses, and mortgage sector	Formal meeting	Ministry of Finance
Professional service providers (Architects, surveyors, engineers)	To get a sense of construction costing prices and the market	Formal meeting	World Bank Office
Professional service providers (lawyers)	To understand the legal implications of the project	Formal meeting	World Bank Office
Quantity Surveyors	To get a sense of costing prices and the market	Formal meeting	World Bank Office
Rolf Westerhof	JE Consortium Plan on SWM	Formal meeting	World Bank Office
Fiscal Decentralization Division – Ministry of Finance	To discuss project implementation	Formal meeting	Ministry of Finance
FCC PPP team	Exchanging ideas on PPP and agreements on next steps	Formal meeting	FCC Office
Ministry of Finance - Director of the Multilateral Projects Division	RUSLP introduction	Formal meeting	Ministry of Finance
Commerce & Mortgage Bank	Understand the mortgage sector	Formal meeting	World Bank Office
National Social Security and Insurance Trust (NASSIT)	To learn from their experience in implementing affordable and commercial housing and explore potential to invest in housing under the RUSLP Site and Services	Formal meeting	World Bank Office
Guoji Investment Company – Private Developer	To learn from their experience building and selling/renting private/commercial properties in high-end neighborhoods like the Lumley Beach.	Formal meeting	World Bank Office
Home Leone	To learn from their experience in implementing a social housing scheme and explore potential to collaborate in housing under the RUSLP Site and Services	Formal meeting	World Bank Office
Real estate broker	Independent valuation of land identified for landfill site in Western Area	Formal meeting	Ministry of Finance
Mayor of Makeni City and staff	To understand the state of own source revenue and planning services and existing capacities	Formal meeting	Makeni City Council
Mayor of City of Koidu New Sembehun and Municipal Staff	To understand the state of own source revenue and planning services and existing capacities	Formal meeting	Koidu New Sembehun City

Stakeholder	Purpose of engagement	Method of engagement	Location
Mayor of City of Kenema and Municipal staff	To understand the state of own-source revenue planning services and existing capacities	Formal meeting	Kenema
Mayor of City of Bo and Municipal staff	To understand the state of own-source revenue planning services and existing capacities	Formal meeting	Bo
Landowners of the new Landfill site in Hastings	Negotiations for transfer of ownership to Government; Due diligence for acquisition of land for the Landfill site	Formal meeting and site visit	Ministry of Finance and Hastings Village
The Environmental Foundation for Africa	Capacity Assessment and previous work in reforestation and urban greening	Formal meeting	FCC, EFA
Mayors and Chief Administrator of Port Loko City Council	Introductory meeting with the World Bank RUSLP Team. To understand the state of own-source revenue, planning services and existing capacities	Formal meeting	Video Call
Mayors and Chief Administrator of Bonthe Municipal Council	Introductory meeting with the World Bank RUSLP Team. To understand the state of own-source revenue, planning services and existing capacities	Formal meeting	Video Call
Women groups (SL Association of Market Women, 50-50 Group, Rainbo Initiative)	Interest and project impact on women and opportunities. SEA/SH risk assessment.	Formal Meeting	Email
Disability Institutions (National Commission for Persons with Disabilities)	Interest and project impact on Persons with Disabilities and opportunities.	Formal	Email/ Whatsapp

3.2 Stakeholder Engagement Methods

The SEP has used and will continue to use a variety of engagement techniques to build relationships with stakeholders, consult and gather information from them, as well as disseminate project information to all stakeholders. In selecting any consultation technique, a number of issues will be taken into consideration including stakeholders’ level of formal education and cultural sensitivities in order to ensure that the purposes of each engagement will be achieved. It is also anticipated the methods of stakeholder engagement will be affected by the COVID-19 pandemic. Therefore, the methods of stakeholder engagement will be done taking into consideration all the recommended social distancing protocols. In general, a precautionary approach will be taken to the consultation process to prevent contagion, given the highly infectious nature of COVID-19. The following will be considered while selecting channels of communication, in light of the current COVID-19 situation:

- Avoid public gatherings (taking into account national restrictions or advisories), including public hearings, workshops and community meetings;
- If smaller meetings are permitted/advised, conduct consultations in small-group sessions, such as focus group meetings. If not permitted or advised, make all reasonable efforts to conduct meetings through online channels;
- Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders;
- Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, and mail) when stakeholders do not have access to online channels or do not use them frequently. Traditional channels can also be highly effective in conveying relevant information to stakeholders, and allow them to provide their feedback and suggestions;
- Assess and deploy alternative tools to engage stakeholders such as the use of community radio, use of key community influencers and peer groups, visual aids, and social media;
- Where direct engagement with project affected people or beneficiaries is necessary, identify channels for direct communication with each affected household via a context specific combination of email messages, mail, online platforms, dedicated phone lines with knowledgeable operators;
- Each of the proposed channels of engagement should clearly specify how feedback and suggestions can be provided by stakeholders.

The techniques to be used for the different stakeholder groups have been summarized in the table below:

Table 4: Stakeholder Engagement Methods

Engagement Method	Purpose and Details
Correspondence (Phone, Emails)	<ul style="list-style-type: none"> • Distribute information to the World Bank Group, Government officials, NGOs, Local Government, Impacted Communities, and organisations/agencies • Invite stakeholders to meetings and follow-up
One-on-one meetings (via zoom, skype, teleconference etc.)	<ul style="list-style-type: none"> • Seek views and opinions • Enable stakeholders to speak freely about sensitive issues • Build personal relationships • Record meetings • Resolve concerns and grievances as appropriate
Formal and informal meetings	<ul style="list-style-type: none"> • Present the Project information to a group of stakeholders • Allow group to comment – opinions and views • Build impersonal relation with high level stakeholders

	<ul style="list-style-type: none"> • Disseminate technical information • Record discussions
Public meetings	<ul style="list-style-type: none"> • Present Project information to a large group of stakeholders, especially communities • Allow the group to provide their views and opinions • Build relationship with the communities, especially those impacted • Distribute non-technical information • Facilitate meetings with presentations, PowerPoint, posters, brochures etc. • Record discussions, comments, questions.
Focus group meetings	<ul style="list-style-type: none"> • Present Project information to a group of stakeholders • Allow stakeholders to provide their views on targeted baseline information • Build relationships with communities • Record responses
Website/ National news papers	<ul style="list-style-type: none"> • Present project information and progress updates • Disclose ESIA, ESMP, RPF, SEP and other relevant project documentation
Direct communication with affected PAPs	<ul style="list-style-type: none"> • Share information on project impacts and mitigation measures and implementation timelines • Agree options for neighbourhood upgrade and relocation options. • Participatory development of community action plans

3.3 Methods of Consulting Disadvantaged / Vulnerable Individuals or Groups

Disadvantaged/vulnerable individuals and groups, who often do not have a voice to express their concerns or understand the impacts of a project, are sometimes excluded from stakeholder engagement. Table 5 shows potential disadvantaged/vulnerable individuals/groups and limitations they may have regarding participating in the consultation process.

Consultations⁸² will take place to better determine the needs and strategy for community dialogue and awareness raising and will be detailed further. Awareness campaigns, trainings, dissemination activities about the different entry points, among other activities, will ensure the sustainability of the actions taken and will prepare the community to address cases properly in the future, after project completion.

In regard to GBV/SEA, the SEP will be recognizing the gender power and social dynamics within a community and how they may inhibit participation, it is key to ensure that spaces are made available for women, men and children affected by the project to participate in consultations.

Table 5: Methods of Consulting Disadvantaged / Vulnerable Individuals or Groups

Vulnerable groups and individual	Specific Needs and Characteristics	Preferred means of notification/consultation	Additional Resources Required
Residents in slums or informal settlements and flood-prone or inaccessible areas,	Limited voice, poor representation in decision table, lack of access information, inaccessible to meeting places,	Focus group meetings, engagement at the local level including the use of radio and town hall meetings	More information dissemination through the local radio and town criers, posters, local language skits and discussions. Community level engagement and consultations than at a district headquarters.

⁸² Ethics section of the Violence Against Women and Girls Resource Guide.

Vulnerable groups and individual	Specific Needs and Characteristics	Preferred means of notification/consultation	Additional Resources Required
			Personal Protective Equipment (PPE) against COVID-19
Physically challenged persons with visual and hearing impairment	Lack of access to meeting places, transportation and language barriers, visual impairment	Meet identifiable associations of persons with disabilities	Information translated to indigenous languages, sign language/ translators, braille, accessible meeting locations
Women, girls, poor and disadvantaged, children, pregnant school-age girls	Limited voice, low representation, lack of access to information Cultural and traditional barriers, poverty stigma	Focus group meetings, use of gender champions, Focus group meeting with disadvantaged children and their guardians	Engagement of local NGOs and CBOs who work with vulnerable people at the community level to help disseminate information and organize consultation
Ebola/COVID-19 Survivors	Stigma, limited voice	Focus group meetings, meeting with association of Ebola/COVID-19 survivors.	
Stakeholders in remote area/ high illiteracy including the homeless	Limited voice, low representation, lack of access to information,	Focus group meetings, engagement at the local level including the use of radio and town hall meetings	More information dissemination through the local radio and town criers, posters, local language skits and discussions. community level engagement and consultation than at a district headquarters
Drug addicts, commercial sex workers	Stigma, gender-based violence, limited voice,	Focus group meetings	

3.4 Stakeholder Engagement Plan (SEP)

The SEP seeks to define the most appropriate approach to meaningfully engage, consult, and disclose information about the project to all relevant stakeholders. The main goal of this SEP is to ensure inclusivity in the decision-making processes at every stage of the project preparation which will create an atmosphere of understanding that actively involves project-affected people and other stakeholders in a timely manner. It will also provide sufficient opportunity for the various stakeholder groups to voice their opinions and concerns that may influence project decisions during the project design, implementation, and closure stages. It must be emphasized that the stakeholder engagements methods must be done in accordance with all the required COVID-19 social distancing and safety protocols.

Table 6: Stakeholder Engagement Plan

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
Project Preparation	Agreeing on components and institutional arrangements for the implementation of RUSLP	<ul style="list-style-type: none"> • Correspondence (Phone, Emails) • Formal and informal meetings; 	<ul style="list-style-type: none"> • Invite stakeholders to meetings and follow-up • Soliciting stakeholder input into the PAD organisations/agencies, 	<ul style="list-style-type: none"> • Ministry of Finance • Ministry of local Government and Rural Development • Ministry of Works and Public Assets • Ministry of Lands, Housing and Country Planning • Ministry of Environment • Local Councils • Development partners • World Bank Group • CSOs/NGOs 	<ul style="list-style-type: none"> • MoF-FDD • MLGRD-Decentralization Secretariat • Local Councils
	Preparation of safeguard instruments	<ul style="list-style-type: none"> • Correspondence (Phone, Emails); • Formal and informal meetings; 	<ul style="list-style-type: none"> • Invite stakeholders to meetings and follow-up • Soliciting stakeholder input into the safeguard instruments 	<ul style="list-style-type: none"> • Ministry of Finance • Ministry of Local Government and Rural Development • Ministry of Environment • Environmental Protection Agency • Local Councils • Development partners • CSOs/NGOs • Landowners • PAPs (including informal occupants), residents/businesses in construction area • Vulnerable groups, • Municipal waste collectors • 	<ul style="list-style-type: none"> • MoF-FDD • MLGRD-Decentralization Secretariat • Local Councils
	New landfill	<ul style="list-style-type: none"> • Meetings • radio/TV discussions • engagement with community representatives' influencers 	<ul style="list-style-type: none"> • Invite stakeholders to meetings and follow-up • Soliciting stakeholder input into the safeguard instruments 	<ul style="list-style-type: none"> • Ministry of Finance • Ministry of Local Government and Rural Development • Ministry of Environment • Environmental Protection Agency • Local Councils • Development partners • CSOs/NGOs • Landowners 	<ul style="list-style-type: none"> • MoF-FDD • MLGRD-Decentralization Secretariat • Local Councils

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
				<ul style="list-style-type: none"> • PAPs (including informal occupants), • Residents/businesses in construction area • Vulnerable groups, • Municipal waste collectors 	
	GRM establishment, dissemination and awareness	<ul style="list-style-type: none"> • Meetings • radio/TV discussions • engagement with community representatives' influencers 	<ul style="list-style-type: none"> • Dissemination of information to mass audiences 	<ul style="list-style-type: none"> • Parliamentarians • Anti-corruption Commission • Ombudsman • National Commission for Persons with Disability (NCPD) • The General public • People losing land and other assets due to project interventions • Impacted Communities/Flood-prone areas/slums • Persons with disabilities 	<ul style="list-style-type: none"> • MoF • MLGRD-Decentralization Secretariat • Local Councils • Focal Person for GRM
Project implementation	Strategies for increasing Own Source Revenues of councils	<ul style="list-style-type: none"> • Correspondences (Phone, Emails); • Formal and informal meetings 	<ul style="list-style-type: none"> • Invite stakeholders to meetings and follow-up • Soliciting stakeholder input on ways to increase Internally Generated Funds 	<ul style="list-style-type: none"> • Ministry of Finance Officials • MLGRD • Local Council Workers • Local Council's service providers for Cadastral management and own source revenue collection • Market women/Traders • Development partners • World Bank Group • Security forces • Business associations • NGOs 	<ul style="list-style-type: none"> • MoF • MLGRD-Decentralization Secretariat • Local Councils

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
	Strategies for enforcing safeguards instruments	<ul style="list-style-type: none"> Formal and informal meetings 	<ul style="list-style-type: none"> Invite stakeholders to meetings and follow-up Soliciting stakeholder input into the PAD organisations/agencies, 	<ul style="list-style-type: none"> Environmental Protection Agency Disaster Risk Management Agency Parliamentarians Ministry of Environment Ministry of Lands, Housing and Country Planning Ministry of Works and Public Assets Officials LCs Development partners World Bank Group CSO/NGO Security services Community representatives 	<ul style="list-style-type: none"> MoF MLGRD- Decentralization Secretariat Local Councils
	Discussion on the provision of resilient municipal infrastructure/restoration of green land, etc.	<ul style="list-style-type: none"> Radio and Television Discussion and Phone-in Programs Formal and informal meetings 	<ul style="list-style-type: none"> Enable stakeholders to speak freely about project related issues Build public trust and confidence 	<ul style="list-style-type: none"> Officials of Ministry of Works and Public Assets EPA The General public (including land owners where trees will be planted) Residents in slums or informal settlements Workers of construction firms CSOs/NGOs 	<ul style="list-style-type: none"> MoF MLGRD- Decentralization Secretariat Local Councils
	Stakeholder consultation forum on the establishment of National Disaster Management Agency and decentralised emergency response services	<ul style="list-style-type: none"> Public hearing Formal/ Informal meetings with technical people in the field 	<ul style="list-style-type: none"> Invite stakeholders to meeting and follow-up 	<ul style="list-style-type: none"> Emergency response officials – DRMA ONS Guma Valley Water Company MLGRD Officials of LCs The General public Impacted Communities, Residents in slums or informal settlements 	<ul style="list-style-type: none"> MoF MLGRD- Decentralization Secretariat Local Councils
	Disaster risk mitigation/management strategy development	<ul style="list-style-type: none"> Meetings radio/TV discussions engagement with community 	<ul style="list-style-type: none"> Dissemination of information to mass audiences 	<ul style="list-style-type: none"> Ministry of Environment ONS DRMA EPA 	<ul style="list-style-type: none"> MoF MLGRD- Decentralization Secretariat

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
		representatives' influencers	<ul style="list-style-type: none"> Solicit inputs into strategy for mitigating disasters 	<ul style="list-style-type: none"> NPPA Guma Valley Water Company The general public Homeless Children Impacted communities Persons with disability 	<ul style="list-style-type: none"> Local Councils
	Guidelines for compensation to affected individuals and households	<ul style="list-style-type: none"> Meetings radio/TV discussions, engagement with community representatives' influencers 	<ul style="list-style-type: none"> Dissemination of information to mass audiences Solicit inputs into guidelines for social and financial support to affected households 	<ul style="list-style-type: none"> Ministry of Social Welfare FDD Anti-corruption Commission Ombudsman NCPD The general public Women Children Informal occupants Businesses affected Vulnerable groups Waste pickers Persons with disability 	<ul style="list-style-type: none"> MoF MLGRD- Decentralization Secretariat Local Councils
	Labor and working conditions associated with the construction resettlement homes for affected households	<ul style="list-style-type: none"> Formal and informal meetings 	<ul style="list-style-type: none"> Present information on employees contracts Display information on notice boards, sign posts, radio announcement etc. Encourage the use of GRM mechanism to address issues on labour and working conditions 	<ul style="list-style-type: none"> Ministry of Finance Ministry Social Welfare Ministry of Labor Ministry of Lands Sierra Leone Institution of Engineers Contractors Land owners 	<ul style="list-style-type: none"> MoF MLGRD- Decentralization Secretariat Local Councils Contractors
Project Closure	Lessons Learning Sessions	<ul style="list-style-type: none"> Public online surveys Focus group meetings Expert one-on-one interviews 	<ul style="list-style-type: none"> Present Project information to a large group of stakeholders, especially communities 	<ul style="list-style-type: none"> Ministry of Finance Ministry of Works and Public Assets EPA MLGRD Development partners World Bank Group 	<ul style="list-style-type: none"> MoF (FDD, PFMU) MLGRD- Decentralization Secretariat LCs

Project Stage	Topic of consultation	Engagement Technique	Application of the technique	Target Stakeholders	Responsibility
		<ul style="list-style-type: none"> Formal meetings 	<ul style="list-style-type: none"> Allow stakeholders to provide their views and opinions Distribute technical and non-technical information Record discussions, comments, questions. 	<ul style="list-style-type: none"> Security forces The general public Impacted Communities Project Affected Persons (PAPs) Persons with disabilities Elderly persons Illiterate people 	
	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Public online surveys Focus group meetings Expert one-on-one interviews Formal meetings 	<ul style="list-style-type: none"> Present Project information to a large group of stakeholders, especially communities Allow stakeholders to provide their views and opinions Distribute technical and non-technical information Record discussions, comments, questions. 	<ul style="list-style-type: none"> Ministry of Finance Officials Ministry of Works and Public Assets Officials EPA Officials MLGRD key staff Development partners World Bank Group Security forces The general public Impacted Communities, Persons with disabilities 	<ul style="list-style-type: none"> MoF (FDD, PFMU) MLGRD- Decentralization Secretariat LCs
	<ul style="list-style-type: none"> Project Assets 	<ul style="list-style-type: none"> Expert one-on-one interviews Formal meetings 	<ul style="list-style-type: none"> Present Project information to a large group of stakeholders, especially communities Allow stakeholders to provide their views and opinions Distribute technical and non-technical information Record discussions, comments, questions. 	<ul style="list-style-type: none"> Ministry of Finance Officials Ministry of Works and Public Assets Officials EPA Officials MLGRD key staff Development partners World Bank Group Security forces The general public Impacted Communities, Persons with disabilities 	<ul style="list-style-type: none"> MoF (FDD, PFMU) MLGRD- Decentralization Secretariat LCs

3.5 Stakeholder Engagement Strategy

At each of the stages identified above, the PIU will ensure meaningful engagement and consultation and disclosure of project information to all relevant stakeholders. The disclosure and consultation activities will be designed along with some key guiding principles, including the following:

- Consultations must be widely publicised particularly among the project affected stakeholders/communities, preferably 2 weeks prior to any meeting engagements
- Ensure non-technical information summary is accessible prior to any event to ensure that people are informed of the assessment and conclusions before scheduled meetings
- Location and timing of meetings must be designed to maximise stakeholder participation and availability
- Information presented must be clear, and non-technical, and presented in all appropriate local languages where necessary
- Engagements must be facilitated in ways that allow stakeholders to raise their views and concerns
- Issues raised must be addressed, at the meetings or at a later time.

Table 7: Stakeholder Engagement/Consultation Strategy

KEY Project Preparation Advance (PPA) Activities	Target Stakeholders	Expected discussions and decisions	Locations	Responsibilities
Integrated Development Plan for WARDC (mid-term development plan)	Ward Development Committee members, Councilors, Development Planning officer-WARD-C, Devolved Sector heads for WARD-C, Head men, youth groups, women's group, CSOs/CBOs/NGOs	Discuss and agree on priority needs and requirements for development plan	WARD-C administrative council, Various Wards	Development planner collate contribution of other stakeholders and guide the discussions; Devolved sector heads discuss sector priorities vis- a-vis national sector plans;
Capacity Development Plan in Secondary Cities and WARDC	Core and devolved staff of secondary cities (WARD-C), FDD- MoF, Dec-Sec- MLGRD, LGSC, PFMRU- MoF, IA- MoF	Capacity needs, available capacity and capacity gaps	Secondary cities +Ward-C; Freetown (FDD- MoF, Dec-Sec- MLGRD, LGSC, PFMRU- MoF, IA- MoF)	Core and devolved staff identify available skills and support systems; MoF, Dec-Sec- MLGRD, LGSC, PFMRU- MoF, IA- MoF identify basic requirement, capacity building requirement in tandem with statutory FM regulations and central support systems
Municipal Finance Capacity Assessments in Secondary Cities and WARDC	Chief Administrators Finance officers, Accountants, Procurement Officers, Internal Auditors of secondary cities, WARD-C, FDD-MoF, PFMRU-MoF, IA-MoF	Capacity requirement and needs of financial management staff	Secondary cities, Ward-C; Freetown (FDD- MoF, Dec-Sec- MLGRD, LGSC, PFMRU- MoF, IA- MoF)	Finance Officers, Accountants and Procurement Officers Identify available skills and support systems; MoF, , PFMRU-MoF, IA-MoF identify FM capacity requirement, with respect to statutory FM regulations and

KEY Project Preparation Advance (PPA) Activities	Target Stakeholders	Expected discussions and decisions	Locations	Responsibilities
				central support systems requirements
Pre-operational studies for the construction of a new landfill	Land owning families, EPA, Waste Management Companies	Land fill and access road to land fill, effect on infrastructure of public utilities including collaboration the improvement of green cover over water catchment	Land fill sites, Freetown-EPA, WARDC	Land owning families identify compensation and resettlement packages; EPA lead discussions on regulations and guidelines governing establishment of landfill; and Waste Management companies discuss on links between transit points and land fill sites for effective waste collection and management
Feasibility and detailed designs for neighbourhood upgrading	Ministry of Lands, Ministry of Environment, Community members of identified neighborhoods for upgrade	Feasible options for upgrade	Freetown-Ministry of Lands and Housing and Country Planning, Ministry of Environment, FCC, Communities of neighborhood for upgrade	Ministry of land leads discuss on feasible upgrade options; Affected communities members proffer
Development of RPF, ESCP, SEP, Labor Management Procedure etc.)	FCC, 7 secondary cities, WARDC; FDD, Ministry of Lands and Housing and Country Planning, Ministry of Environment, EPA, Office of National Security, Ministry of Labour and Social Security	Environmental and social risk assessments and mitigation	Secondary cities, Ward-C and Freetown	Ensure national laws and policies are followed through
Disclosure of Environmental and social risk management plans	Media, EPA, Communities	Environmental and social risk management plans	Secondary cities, Ward-C; and Freetown	Share information on Environmental and social risk management plans

3.6. Proposed Strategy for Information Disclosure

Stakeholder consultation and information disclosure will be an integral of the project implementation process which shall be consciously carried at every phase of the project implementation. The project implementation team shall ensure that each consultation process is well planned and inclusive which must be documented and communicate feedback on all follow up issues, concerns, and actions emanating from the stakeholder consultation processes. The engagement and consultation will be carried out on an ongoing basis to reflect the nature of issues, impacts, and opportunities emanating from the implementation of the project.

Table 8: Information Disclosure and Consultation Plan

Project stage	Target stakeholders	List of information to be disclosed	Methods	Timing proposed
Implementation	<ul style="list-style-type: none"> • Officials at MoF-FDD • PMU • PSC • LCs • Development partners • World Bank Group • PAPs • General Public 	<ul style="list-style-type: none"> • ESMF • RPF • SEP • GRM 	<ul style="list-style-type: none"> • News paper • Website • Online and ICT enabled 	<ul style="list-style-type: none"> • Before appraisal • Throughout project implementation
	<ul style="list-style-type: none"> • The public • Impacted Communities, • Traders Association • Traders/Market women • Transport operators and commuters • SMEs 	<ul style="list-style-type: none"> • Detailed information about RUSLP (Beneficiary LCs, likely impact of project, etc.) • ESMF, RPF, LRP, ESMP, RAP, SEP, GRM, 	<ul style="list-style-type: none"> • Radio and phone in interaction with public • Television • Social media • News paper • Posters and brochures 	<ul style="list-style-type: none"> • Before project implementation is started
	<p>Vulnerable Groups:</p> <ul style="list-style-type: none"> • Residents in slums or informal settlements and flood-prone or inaccessible areas. • Physically challenged persons with visual and hearing impairment 	<ul style="list-style-type: none"> • ESMF, ESMP, RPF, LRP, RAP, SEP, GRM and other relevant project documentation. 	<ul style="list-style-type: none"> • Engagement with specialized agencies dealing with these stakeholders to employ the most 	<ul style="list-style-type: none"> • Throughout project implementation

	<ul style="list-style-type: none"> • Women, girls, poor and disadvantaged children pregnant school age girls • Ebola/COVID-19 Survivors • Stakeholders in high illiterate areas • Drug addicts, commercial sex workers 	<ul style="list-style-type: none"> • Project information and progress updates 	appropriate means of engagement.	
Construction/ Rehabilitation	<ul style="list-style-type: none"> • Landowners • PAPs (including informal occupants), • Residents/businesses in construction area • Vulnerable groups, • Municipal waste collectors • The public • Ministry of Lands • Contractors • Workers (including Stewards for afforestation sub-project) • Traders/Market women • Transport operators and commuters • SMEs 	RAP/ ESMP	<ul style="list-style-type: none"> • Limited informal meetings • Website • National news papers • Notice boards at construction sites/communities 	<ul style="list-style-type: none"> • Two months after project effectiveness. • Throughout project implementation

4.0 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

4.1. Resources

The Fiscal Decentralization Division (FDD) will provide oversight and supervision in implementing the SEP. The FDD will also ensure the hiring of the required personnel to implement the project including the roll out of activities related to SEP. In addition, the FDD will ensure that the required funds are allocated and disbursed for the implementation of the SEP. A proposed budget for the stakeholder engagement activities is outlined below:

Table 9: Proposed Budget for SEP on RUSLP

Budget Item	Cost (USD)
SEP updating by consultant (including community consultations):	
O/w Consultant Fees	10,000
Community Consultations	10,000
General expenses for SEP implementation (travel, printing, and community engagements):	
O/w Local Travel	10,000
Printing - including IEC materials	10,000
Community Engagement	50,000
Specific expenses on logistics related to SEP activities	10,000
Additional expenses on resource persons on SEP activities	10,000
Other (contingency)	40,000
Total	150,000

4.2. Management Functions and Responsibilities

The Fiscal Decentralization Division (FDD) of the Ministry of Finance will provide overall oversight for the implementation of the stakeholder engagement activities. The FDD will coordinate the process of establishing the Project Steering Committee (PSC) which will comprise of senior representatives of key ministries Departments and Agencies (MDAs) such as Ministry of Local Government, Ministry of Environment, Ministry of Lands and Housing, and Ministry of Planning and Economic Development etc. The PSC will meet at least every quarter to resolve strategic issues affecting project execution, provide policy guidance, and review project implementation progress and results indicators. The PMU will serve as the secretariat to the PSC. The roles and responsibilities of the PSC will be detailed in the Project Appraisal Document (PAD) and the Project Implementation Manual.

5.0 GRIEVANCE REDRESS MECHANISM (GRM)

A comprehensive project-wide GRM will be instituted to enable a broad range of stakeholders channel their concerns, questions, and complaints to the various implementation agencies, through multiple grievance uptake channels. Particularly the GRM will have a trained specialist to address any related issues and complaints.

Essentially, the Grievance Redress Mechanism (GRM) will assist in resolving complaints and grievances in a timely, effective and efficient manner that satisfies all parties involved. It outlines a transparent and credible process for fair, effective and lasting outcomes. Similarly, it builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. Specifically, the GRM:

- Ensures that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants.
- Avoids the need to resort to judicial proceedings as a way of seeking redress.
- Provides affected people with avenues for making a complaint or resolving any dispute that may arise during the course of project implementation.

5.1 The Grievance Redress Mechanism Process

Grievances will be handled at the Project Steering Committee (PSC) level through a multi-channel grievance uptake process, through which project related grievances will be resolved. The GRM will provide for anonymous reporting in ways that will ensure confidentiality and anonymity. This will largely create an enabling environment to allow for grievances to be raised by project affected persons without fear of victimisation. The GRM process will be coordinated by the PSC via the PMU to ensure transparency and accountability in financial flow and distribution of relief items/supplies/consumables to people affected by the project. Grievances will be recorded at all levels, including communities and project sites. A focal person (s) within the PMU shall be assigned to coordinate all the grievances and complaints coming from all levels, man the call/documentation center and ensure timely escalation of complaints and grievances to the resolving officers. The Grievance Redress Mechanism Process will also be integrated into the Anti-Corruption Commission platform.

The GRM will include the following steps:

- Receiving and registering a complaint;
- Screening and investigating the complaint;
- Formulating a response;
- Selecting a resolution approach;
- Implementing the solution;
- Announcing the result;
- Tracking and evaluating the results;
- Learning from the experience and communicating back to all parties involved; and
- Preparing timely reports to management on the nature and resolution of grievances

5.2 Scope of the GRM

The GRM for the RUSLP will be available for use by all project stakeholders including those directly and indirectly impacted, positively or negatively. This will offer an opportunity to project affected persons to

submit questions, concerns/complaints, comments, suggestions and obtain resolution or feedback. Below is the list of persons/groups the project’s GRM will be targeting;

- People potentially losing land and other assets to make way for major infrastructure development and tree planting
- Displaced communities
- Municipal waste collection and disposal workers
- Quantity Surveyors
- SMEs
- Community leaders and the clergy
- Disability association
- Women and girls centered groups
- Officers working at city councils
- Workers at construction sites
- Tax/dues payers
- Revenue collectors
- Traders/Market women
- Transport operators and commuters
- Water supply companies/organisations
- Private business owners
- Waste pickers
- Persons affected by or otherwise involved in project-supported activities

5.3 Implementation Steps of GRM

The GRM implementation process will involve the following steps which have been summarized in table 10:

Table 10: Steps in project-specific grievance handling processes

GRM stages	Description of tasks	Responsibility	Timeline
Assign Focal Persons (FP)	The Social Safeguards Specialist liaise with stakeholders to identify Focal Persons for each category of complaints.	FDD-PMU	Prior to project implementation
Train assigned focal persons on the design and operation of the GRM	Train Focal Persons on grievance redress processes	PMU, GRM Consultant Social Safeguards Specialist	Before Project Implementation
Receive, transfer and register complaints	Focal Persons receives and register complaints into the grievances register	Focal Persons	1 working day after receiving complaint
Screen and refer complaints	Once complaints are received Focal Person will undertake preliminary assessment of the eligibility of complaints and acknowledge receipts of complaints to complainant. The	Social Safeguards Specialist of PMU	2 working days after receiving complaints

	complaint will also be transferred at this stage to the resolving officer or party		
Assess the complaint	Once transferred to the appropriate resolving officer, the focal person will undertake further assessment to establish the eligibility of the complaint, and hence determine its gravity (classified in terms of high, medium, and low severity)	Social Safeguards Specialist of EOC, 117 call centre coordinator, and focus persons of pillars	Ongoing 2 working days
Formulate an initial response	Once the assessment is completed, the concerned focal person will formulate a response and communicate with the Social Safeguards Specialist, who would then contact the complainant. The communication should state whether the grievance has been accepted or rejected, providing reasons for the decision, and indicate next steps.	Social Safeguards Specialist Focal Persons	2 working days
Select a resolution approach	Where the complaint is not of fraud or corruption, working with the Social Safeguards Specialist, the GRM Committee will investigate and resolve complaints and where applicable to a specialised body or an appropriate pillar focal person will assign the complaint for mediation at different levels, engage in direct negotiations and dialogue, facilitate negotiations through a third party, conduct further investigation through the review of documents, etc.	Social Safeguards Specialist Focal Person GRM Committee	Ongoing; 3 working days after receiving complaints
Settle the issues (or further escalate the issues)	The Social Safeguards Specialist will ensure that the GRM Committee takes appropriate measures to remove the cause of the grievance and initiate a monitoring process to assess any further impacts of project-related work. Once settled, the social safeguards specialist and focal person record the complaint in the system as 'resolved', and inform the complainant of the outcome of the resolution process. Where not addressed, the complainant is informed about the next steps in the grievance redress process including options open to them, and the outcome recorded accordingly.	Social Safeguards Specialist Focal Person GRM Committee	Ongoing; 5 working days after registering complaint

Monitor and evaluate grievance redress process	The PMU through the Social Safeguards Specialist Focal Persons will monitor the grievance redress process and the implementation of the decisions made. The Social Safeguards Specialist will work with focal persons to ensure that redress is granted to affected persons in a timely and efficient manner. They will also provide regular reports to the Bank, noting the progress of implementation of grievance resolutions, timelines of grievance redress, documentation procedures, etc.	Social Safeguards Specialist Specialist Focal Person GRM Committee	Ongoing
Feedback to complainant and other interested parties	The GRM System will be updated once the complaint has been resolved so as to close the complaint in the GRM System. The PMU will contact the complainant, to evaluate if the complainant is satisfied with the resolution before the complaint is closed in the GRM system. If the complainant is not satisfied with the outcome of the investigation, a judiciary alternative could apply.	PMU	Ongoing

The coordination responsibility of the GRM shall rest with the RUSLP Social Safeguards Officer and the focal person of the call/report center. Complaints can be registered through calls, text messages, emails or voice mail, and suggestion boxes, etc. at all project sites and communities . Once they receive complaints from the call or report centre, they will be responsible for logging all complaints, the fraud/corruption complaints will be investigated and resolved by the PSC. All other complaints will be forwarded to the GRM Committee or the appropriate bodies, persons or pillar leads for resolution. Specifically, the following responsibilities shall be adhered to by the team;

- 1) Ensure that committees investigate grievances and propose appropriate measures to avoid or minimize adverse impacts of the interventions
- 2) Ensure that the processes comply with existing safeguard procedures and policies
- 3) Build the capacity of focal persons in effective community engagement, grievance handling, and negotiation and conflict resolution
- 4) Build trust and maintain rapport by providing affected persons and the wider public with adequate information on the project and its GRM procedures
- 5) Follow up with GRM committee on the status of investigations and resolution of grievances, as well as communicating outcomes with complainants
- 6) Regularly provide a report on GRM results to the PSC and the World Bank.

The RUSLP will put in place a GRM to gather and refer GBV and Sexual Exploitation and Abuse (SEA) related grievances. The project will have a robust approach to the GRM by providing survivors with

different entry points to report, including an NGO service provider with strong capacity to respond to GBV. The team will identify partners that can ethically manage a GBV-GRM.

The SEP would be an effective mechanism to set up and monitor community feedback, and especially so that appropriate modalities are in place for SEA/H. Therefore, the SEP will consider establishing community feedback mechanisms for possible healthcare providers focusing on overall service provision (including adequacy of the response, areas where corrective action would be needed) and this would also cover SEA/H.

5.4 Cases and their Description

This section describes the various types of cases that can arise during the implementation of the project. Examples of the type of cases to be handled shall comprise of the following:

- Corruption/Fraud – for example, misappropriation of project funds, non or underpayment of risk allowances, diversion of project response materials/resources for use other than project implementation etc.
- Neighbourhood upgrading and greening:
 - Case management such as communities/inhabitants losing land and other assets due to construction of access roads, waterways/drainage, etc. Persons displaced in the process of flood risk mitigation measures.
 - Affected persons not getting the necessary compensation, inaccurate data of persons affected, difficulties in locating affected persons due to logistical constraints, lack of corporation from general population due to insufficient information about the project, safety of officers undertaking disaster risk assessment, inadequate resources for officers to implement assigned tasks.
 - Temporary shelter for displaced population: Inadequate provision of food and non-food items to displaced persons, poor conditions of temporary shelter facilities, proper monitoring of the shelters to ensure compliance especially in facilities vis-a-vis environmental considerations.
 - Solid Waste Management such as lack or inadequate personal and equipment and waste handling material and logistics to deal with solid waste, exposure of the general population and workers to waste etc.
 - Misinformation and/or inadequate information to the population about the project that could create an environment of resistance from sections of the general public.
 - Psychosocial: lack of or inadequate response to tackle psychosocial issues arising from the project, lack of or inadequate staffing to respond to psycho social requests
- Administrative and Logistics: inadequate or lack of data protection, delay and under payment or non-payment of compensations, delay in procurement processes, delay in availability of project implementation funds; insufficient or lack of funds for project implementation, illegitimate spending of implementation funds, lack of or inadequate logistics to implement project, misuse of project logistics etc.

5.5 Key Stakeholders in the GRM Process

The GRM will require all project stakeholders to actively participate in the identification, recording and resolution of grievances. Specific roles and responsibilities are outlined in the table below;

Table 11: Stakeholder Roles and Responsibilities in GRM Processes

Actor	Role
Ministry of Finance	Provides implementation oversight of Government of Sierra Leone and other Donor Partners on the RUSLP funding
Project Fiduciary Management Unit (PFMU)	Responsible for all fiduciary activities under the project
GRSGRM Report Centre	General Platform that receive/record/log/document, screens and refer all RUSLP related complaint to appropriate channels for investigation and resolution
GRM focal person/PSC	Detect or investigate and resolve any complaint pertaining to the project
MLGRD-Decentralization Secretariat	Provide supervisory role on local councils' cooperation on the project and help in the area of giving directives on relevant sector policies to guide project implementation
PMU-FDD	Responsible for project management component including social and environmental safeguards as well as technical aspects
NGO	Appropriate partners/NGOs with capacity to provide the necessary technical backstopping to project implementation process
Local councils/Ward Committees	WCs would be responsible for community mobilization, facilitating community planning, enumeration/ socio-economic surveys, and other community capacity building initiatives to support project implementation
Police/Judiciary	Appropriate police/judiciary body with capacity to receive/record/log/document, re-investigation and resolve all RUSLP related complaints when resolution fails at the first level.
PSC	The PSC will meet at least every quarter to resolve strategic issues affecting the Project execution, provide policy guidance, and review project implementation progress and results indicators

6.0 MONITORING, EVALUATION AND REPORTING

A project monitoring and evaluation system will be established by the PMU-FDD to assess progress on indicators in the Project's result framework. Data on activities and outputs will be included in regular monthly and quarterly reports prepared by the PMUs based on inputs from the implementing agencies, including MDAs' focal points and City Project Implementation Teams (CPITs) at the local councils level, in accordance with the format in the Project's Operational Manual (POM). The M&E Specialist at the PMU will be responsible for collating the data from the Implementing Agencies (IAs) and providing quality assurance as well as overall reporting. Citizen engagement will be ensured by the development and implementation of a digital citizen engagement platform in which citizens can access the status of activities funded under the Project and provide feedback. This will be complemented by a continuous iterative beneficiary monitoring and regular social audit to allow the project to adjust the implementation approach on a real-time basis.

6.1 Involvement of Stakeholders in Monitoring Activities

A participatory system of monitoring and reporting on all project activities and related impacts shall be adopted. The key stakeholders to be involved in the participatory monitoring system will comprise representatives from the PMU, Local Councils, Implementing Agencies, Affected Communities, and Development Partners etc. The move is expected to promote strong, constructive and responsive relationships among the key Project stakeholders and the implementing agency. Effective involvement of relevant stakeholders in the monitoring and reporting of project activities will not only improve the environment and social sustainability of the projects but will also enhance stakeholder acceptance of the project thereby improving the design and implementation of the project. The monitoring framework for the project will also include putting in place systems to keep track of the commitments made to various stakeholder groups at various times, and communicate the progress made against these commitments on a regular basis.

The FDD, under the MoF, shall provide overall coordination, monitoring, and evaluation of the project by putting in place the requisite tools and systems in place to collect, analyze, and report all information to relevant stakeholders. The Stakeholder Engagement Plan (SEP) will be published on the MoF official website, and updated regularly detailing public consultations, disclosure information and grievances throughout the project, which will be available for public review on request. Qualified and experienced experts in the field should evaluate the Stakeholder Engagement Plan periodically to reflect relevant changes as may be required.

6.2 Reporting back to Stakeholder Groups

Managing stakeholder expectation is a sine qua non to determining the success of people centered project like RUSLP. The SEP will be periodically revised and updated as necessary in the course of project implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP and communicated to key stakeholder of the project in a timely manner.

Key Performance Indicators (KPIs) for RUSLP will be monitored by responsible staff and monthly summaries and internal reports on public grievances, enquiries, related incidents, together with the status of implementation of associated corrective/preventative actions generated and conveyed to the World Bank and all other relevant stakeholders. Publication of status/annual report on stakeholder interaction on the project among others shall constitute one of the possible ways of conveying information to stakeholders.

Table 12: Monitoring and Evaluation Plan for SEP

Indicator Name	Definition/Description	Frequency	Data source	Methodology for Data Collection	Responsibility for Data Collection
Goal:					
Inclusive delivery of project through effective stakeholder consultations and engagements	This measures the extent to which project results are delivered without any major environmental and social risks	Annual	Annual survey	Conduct stakeholder satisfaction survey on implementation of project	MoF/FDD & C/LCs
Outcomes:					
Stakeholders satisfied with project activities/outputs	This measures the extent to which key stakeholders are satisfied with project activities.	Bi-annual	Bi-monthly survey	Conduct bi-annual stakeholder satisfaction survey on project activities in their localities	MoF/FDD & C/LCs
Complaints and grievances resolved amicably	This measures the rate at which complaints and grievances arising from the project are resolved peacefully to the satisfaction of all parties	Monthly	Complaints and grievances register	Review statuses of grievances resolved	MoF/FDD & C/LCs
Zero or minimal incidences of gender-based violence during project implementation	This measures the extent to which the project is implemented without any reported cases of gender-based violence	Monthly	GBV records/reports	Monthly review of project reports for incidences of GBV	MoF/FDD & C/LCs
Outputs:					
Key stakeholders identified	This measures the number and types of stakeholders identified	Biannually	SEP for RUSLP	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs

	for engagement during project implementation		Stakeholder register for project		
Key stakeholders consulted	This measures the number of consultations carried with key stakeholders before and during project implementation	Monthly	Stakeholder consultation reports	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs
Key stakeholders engaged	This measures the number and types of stakeholders during project preparation and implementation	Monthly	Reports on stakeholders engaged	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs
Key project information disclosed	This measures the number and type of project information disclosed	Monthly	SEP, reports on information disclosure	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs
Key issues/topics stakeholders are consulted or engaged on	This measures the number and types of issues or topics stakeholders are consulted or engaged on	Monthly	SEP ESCP	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs
Grievances recorded	This measures the number and types of grievances recorded as a result of project activities	Monthly	GRM reports E&S reports	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs
Grievances resolved			GRM reports E&S reports	Review project documents at MoF/FDD & C/LCs	MoF/FDD & C/LCs

Annex 1: Stakeholder Consultations held for the Project Preparation:

Stakeholders Consulted for the SEP

Name of Stakeholder Group	Topics for Discussion	Contact person	Mode of consultation	Schedule
<i>Fiscal Decentralization Dpt. (MoF)</i>	<ul style="list-style-type: none"> • Confirm RUSLP (components) • Role in RUSLP • Confirm key collaboration MDAs • Confirm key national laws/regulations governing project • Key capacity gaps/needs 	<i>Adams S. Kargbo (Director)</i>	Email correspondence, Zoom meetings, and WhatsApp	<i>2nd and 7th June, 2020</i>
		<i>Saad Barrie (Assistant Director)</i>	Email correspondence, Zoom meetings, and WhatsApp	<i>2nd, 7th and 16th June, 2020</i>
<i>MLGRD</i>	<ul style="list-style-type: none"> • Role in RUSLP • Key capacity gaps/needs • Confirm key stakeholders 	<i>Edward Gaujah (Deputy Secretary)</i>	Email correspondence, Zoom meetings, and WhatsApp	11am on Tuesday June 9
		<i>Collina Macauley (M&E Manager, Decentralization Secretariat)</i>	Email correspondence, Zoom meetings, and WhatsApp	9 th and 18 th June, 2020
		<i>Sinneh Mansaray</i>	<i>Email, zoom meeting</i>	10th June, 2020
		<i>Abubakar Kamara</i>	<i>Email</i>	13th June, 2020
<i>Office of National Security</i>				
<i>Ministry of Lands</i>				
<i>Freetown City Council</i>	<ul style="list-style-type: none"> • Role in RUSLP • Key capacity gaps/needs • Confirm key stakeholders 	<i>Modupe Williams (Transition Technical Advisor RUSLP)</i>	<i>Email, zoom meeting</i>	10th June, 2020
		Mariama Withmore (Safeguards/ Procurement Lead for RUSLP)	<i>Email, zoom meeting</i>	9th June, 2020

	<ul style="list-style-type: none"> Likely impacts-affected persons, land, structures, businesses, other livelihoods etc. 	Email: mariama@hastingsp3m.com		
Western Rural Council		Alhassan Yillah (Development Planning Officer)	<i>Email, zoom meeting</i>	<i>11th June, 2020</i>
		Lamin Kamara (Civil Engineer)	<i>Email, zoom meeting</i>	<i>11th June, 2020</i>
Bo city Council		<i>Haja Alima Lukay (Development Planning Officer)</i>	<i>Email, zoom meeting</i>	<i>12th June, 2020</i>
Kenema Council		Augustine Will (Civil Engineer)	WhasApp call	<i>15th June, 2020</i>
Makeni Council		Sheik Gibrill Sesay (Civil Engineer)	Email or WhasApp call	<i>9th June, 2020</i>
Koidu Council		Lahai K. Mansaray (Deputy Chief Administrator)	WhatsApp	<i>8th June, 2020</i>
Bonthe Council		Francis M. Tiffa (Chief Administrator)	Webex WhatsApp	<i>10th June, 2020</i>
Port Loko City Council		Festus Gador (Chief Administrator)	WhatsApp	<i>10th June, 2020</i>
CSO relevant to RUSLP	<ul style="list-style-type: none"> Role in RUSLP Key interest in project Key capacity gaps/needs Confirm key stakeholders 	Francis A. Reffel (Director, CODOHSAPA)	<i>Email</i>	<i>15th June, 2020</i>
		Joe Rahal (Director, Green Scenery)	<i>Email</i>	<i>15th June</i>
Disability Association		Sahr Lamin Kortequee (Executive Secretary, National Commission for Persons with Disability)	<i>Email, Whatsapp</i>	<i>15th June, 2020</i>
Women centered bodies		Haja Marie Bob Kandeh (President, Sierra Leone Association of Market Women)	<i>Email</i>	<i>15th June, 2020</i>
		Dr. Nemata Majeks-Walker (Founding President, 50-50 Group)	<i>Email</i>	<i>17th June, 2020</i>
<i>Environmental Foundation for Africa (EFA)</i>		Mr. Tommy Garnett	<i>Email</i>	<i>9th July, 2020</i>

Stakeholders Consulted for the preparation of the RPF:

Name of Stakeholder Group	Topics for Discussion	Major concerns/issues and agreement
Fiscal Decentralization Department (MoF)	<ul style="list-style-type: none"> • Confirm RUSLP (components) role in RUSLP • Confirm key collaboration MDAs • Confirm key national laws/regulations governing project • Key capacity gaps/needs 	<ul style="list-style-type: none"> • High quality PMU staff who are adequately compensated for their demand roles. • FDD will need to hire two drivers as support from the project. • FDD needs support (Consultant) to help improve our documentation, records management and retrieval processes. • FDD recommends for thorough due diligence during site selection • Dual land ownership system could delay RAP implementation. • Litigation over issues disputes delays funds disbursement from World Bank • Capacity building support in new ESS especially on aspects related to land field site management
MLGRD	<ul style="list-style-type: none"> • Role in RUSLP • Key capacity gaps/needs • Confirm key stakeholders 	<ul style="list-style-type: none"> • Strong familiarity with ESS at national level • Capacity support in data collection, analysis and reporting, GIS based monitoring techniques to aid RAP implementation
Ministry of Lands		<ul style="list-style-type: none"> • Limited knowledge on new ESF and related RAP issues. • Refresher training on Land issues and Urban development training • Capacity support on GPS, GIS, data management and analysis. • Agree to provide oversight to E&S Officers engaged on RAP implementation
Freetown City Council Western Rural Council Bo city Council Kenema Council Makeni Council Koidu Council Bonthe Council Port Loko City Council	<ul style="list-style-type: none"> • Role in RUSLP • Key capacity gaps/needs • Confirm key stakeholders • Likely impacts-affected persons, land, structures, businesses, other livelihoods etc. 	<ul style="list-style-type: none"> • Engagement of land owing family and chiefdom council. • Assessment and management of Environment and social risk and impacts • Will lead in the field engagements with PAPs and implement RAP activities on the ground. • Requires capacity support on E&S frameworks and reporting requirements related to RAP • Logistical support such as GPS machines, cameras, Laptop computer, and motorbikes) to aid RAP activities.
Centre of Dialogue on Human Settlement and Poverty Alleviation (CODHSAPA)	<ul style="list-style-type: none"> • Role in RUSLP • Key interest in project • Key capacity gaps/needs • Confirm key stakeholders 	<ul style="list-style-type: none"> • Express concerns about the likely impacts of project on such as loss of cultural values; sentimental attachment to the neighborhood, and the loss of proximity to livelihood source and other essential services • Proposed the conduct feasibility study to assess affected properties, prepare full cost of project including cost of affected properties and ensure the project fund is secured before execution commence so that compensation runs in tangent with commencement
Green Scenery		<ul style="list-style-type: none"> • Planting and growing/ stewarding trees in and around their land / property
Environmental Foundation for Africa (EFA)		<ul style="list-style-type: none"> • Anticipated complaints and grievances associated with the tree planting and growing component of the project. • Role of is though tree giveaways set-up through a distribution process linked to registered stewards who agree and consent to plant and grow. Through our planting area third party monitoring system

Name of Stakeholder Group	Topics for Discussion	Major concerns/issues and agreement
		through FCC Council structure FCC will engage stewards continually and address grievances as they arise.
50:50		<ul style="list-style-type: none"> • Impact of project on women • Avenues for lodging of complaints and grievances by women • The need to reform land tenure system to be inclusive of women views. • Information disclosure and consultation with women during project implementation including RAP • The need to be involved in GRM processes.
Rainbo Initiative		<ul style="list-style-type: none"> • GBV issues related to projects, • Mechanisms for GBV redress • Safeguarding and protection of vulnerable persons, girls and women during project implementation.

Stakeholder Consultations for the preparation of the ESMF:

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
FDD	Adams Kargbo	Director, FDD	11 Nov.2020	In person E mail	Project overview, project Management, provision of literature	076614710
FDD	Saad Barrie	FDD	11 Nov.2020	In person Email	Project Management, provision of literature	077893543
National Disaster Management Agency	Major General Bureh Kargbo	Head, Disaster Management Agency	12 Nov.2020	Telephone	Views in New Agency, challenges and expectations.	076619353
ONS	Francis Lagumba Keili	Director of Planning, ONS	10 Nov.2020	In person Telephone	The role of ONS in Disaster Management, provision of literature, views on New Disaster Management Agency	076418194
<u>EPA</u>	Mohamed Bah	Director, EPA	10 Nov 2020	In person	EPA's practices and procedures as relates to this project, New EPA Act.	078350627
Ministry of Works	Paul Bockarie	Professional Head, Ministry of Works	13 Nov. 2020	In person	MWTIE's role in certifying contractors, Relationship between MWTI and MLHCP	076652976

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
WARDC	Rahman Tom-Farmer	Chief Administrator	13 Nov. 2020	In person	WARDC's operation. organogram	+23276345504
WARDC	Maurice George Ellie	Development Planning Officer	13 Nov 2020 10 Dec 2020	In person In person	Operation of planning Department, Plans for spatial planning in WARDC	+23276995314 Mgellie2017@gmail.com
WARDC	Marian J Tucker	Environmental & Sanitation Officer	13 Nov 2020 10 Dec 2020	In person In person	Operation of Environmental Department, SWM issues in WARDC	+23276914369 Mjtucker46@gmail.com
WARDC	Sheku Jah	Valuator	13 Nov 2020	In person	Property valuation in WARDC	+23276753482
WARDC	Chernoh Juldeh Bah	Information Education Comm. Officer	13 Nov 2020 10 Dec 2020	In person In person	Communications issues within WARDC	+23277677692
Shaadeen Enterprise	Isaac Lamin	Manager	14 Nov. 2020	In person	SWM project run for WARDC	3 Frey Street Waterloo
Freetown City Council	Yvonne Aki Sawyerr	Mayor	9 Dec 2020	In person Email	Management of FCC-plans and constraints, Relationships with GOSL, Current WB projects, All subcomponents of project dealing with FCC.	yvonne.aki.sawyerr@fcc.gov.sl
Freetown City Council	Modupe Williams	Consultant	11 Nov 2020 9 Dec.2020	In person Email	Operation of Mayor's delivery units. Current WB FCC projects, All subcomponents of project dealing with FCC.	+232 30 557 415 Email: modupe@hastingsp3m.com
Freetown City Council	Eugenia Kargbo		11 Nov 2020	In person	SWM in FCC	Tel - 078/909/065
Freetown City Council	Lyndon Baines-Johnson	Development Policy Analyst, Mayor's Delivery Unit	12 Nov. 2020	In person	WM projects in FCC	+232-78-222-303
Freetown City Council	Marrah	Development Officer	17 Nov.2020	Telephone	Current WB FCC projects, All subcomponents of project dealing with FCC	

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
Bo City Council	Veronica J Fortune	Chief administrator	17 Nov.2020	Telephone	Management and Organisational structure of BCC	076654986
Bo City Council	Haja Halima Lukay	Dev.& planning officer	17 Nov. 2020 18 Nov. 2020	In person Telephone Email	Spatial planning, Property tax management, SWM issues, Gender issues.	078367109
Bo City Council	Juliana Bah	Environmental & social officer	17 Nov.2020	In person	SWM issues	078609922
Bo City Council	Saidu D. Kamara	Property tax manager	17 Nov.2020	In person	Property tax management issues	076893305
Bonthe City Council	Layemie Joe sandy	Mayor	17 Nov.2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Bonthe District Council	076885902
Bonthe City Council	Adu Vandi Kondorvoh	Development planning officer -	19 Nov. 2020	Telephone	Spatial planning and property tax management issues.	076770211
Bonthe City Council	Sylvester Abdul Dagima	Information, Education, & Communication	19 Nov.2020	Telephone	Communications issues	077440316
Kenema City Council		Deputy Mayor	20 Nov. 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Kenema District Council	076- 72629
Kenema City Council		Development /Planning Officer	20 Nov. 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Kenema District Council	07953150
Kenema City Council		Environmental Officer	20 Nov. 2020	In person	SWM issues	099- 29497
Kenema City Council		Property Tax Officer	20 Nov. 2020	In person	Property tax issues	07- 3522
Kenema City Council	Mr. Hardy Jalloh	Chairman, Kenema Traders Union.	23 Nov. 2020	In person	Issues related to constraints faced by traders	076- 797654, 076- 650061

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
Port Loko City Council		Deputy Mayor	23 Nov. 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Kenema City Council	07- 24930
Port Loko City Council		Chief Administrator	23 Nov. 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Kenema District Council	077-367747
Port Loko City Council		Environmental Officer	24 Nov 2020	In person	SWM issues	077 – 474709
Port Loko City Council		Development/Planning Officer –	24 Nov. 2020	Telephone	Planning issues, property tax management issues	076 -323745
Makeni City Council	Santigie Brima Mansaray	Deputy Mayor	24. Nov 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Makeni City Council	077276668
Makeni City Council	Daniel Kpukumu	Chief Administrator	24 Nov 2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Makeni City Council	076130529
Koidu City Council		Mayor Komba Sam Sam	24 Nov.2020	Telephone	Management and Operation of council. All subcomponents of project dealing with Koidu City Council	078409940
Port Loko City Council		Chief Administrator	24 Nov. 2020		Management and Operation of council. All subcomponents of project dealing with Port Loko City Council	077-367747
Port Loko City Council		Ing Sesay	24 Nov.2020		Management and Operation of council. All subcomponents of project	

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
					dealing with Port Loko City Council	
Coconut farm - Ward 421	Musa Almamy Sesay	Councillor	25 Nov. 2020	In person	Discuss plans for FGD meeting	077-692141
	Kadiatu Kamara	Women's Leader	25 Nov. 2020	In Person	Discuss plans for FGD meeting	088262960
Moyiba - Ward 419	Solomon J Kamara	Councillor	25 Nov. 2020	In Person	Discuss plans for FGD meeting	076-788822
	Kadie Haward	Women's Leader	25 Nov. 2020	In Person	Discuss plans for FGD meeting	099-208230
Rokupa - Ward 408	Shaka A G Turay	Councillor	25 Nov. 2020	In person	Discuss plans for FGD meeting	079-255775
Rokupa - Ward 408	Nene Sesay	Women's Leader	25 Nov. 2020	In person	Discuss plans for FGD meeting	077-572445
Shaadeen Enterprise	Isaac Lamin	Manager	13 Nov 2020			+232794829
WARDC	Kasho Holland-Cole	Chairman	10 Dec 2020	In person	Management and Operation of council. All subcomponents of project dealing with WARDC	+23279691118
WARDC	Rahman Tom-Farmer	Chief Administrator	10 Dec 2020	In person	Management and Operation of council. All subcomponents of project dealing with WARDC	+23276345504
WARDC	Marian J Tucker	Environmental & Sanitation Officer	10 Dec 2020	In person	Management and Operation of council. All subcomponents of project dealing with WARDC	+23276914369 Mjtucker46@gmail.com
WARDC	Chernor Juldeh Bah	Information Education Comm. Officer	10 Dec. 2020	In person	Management and Operation of council. All subcomponents of project dealing with WARDC	+23277677692
FCC	Rosetta Wilson		14 Dec 2020	Telephone Email	Digital town hall pilot in Ward 422	rosetta.wilson@btinternet.com

Work Area	Name	Designation	Date	Communications medium	Issues discussed	Contact
FCC	Eugenia Kargbo		14 Dec. 2020	Telephone Email	5 year (Transform Freetown) strategy for waste management	eugeniakargbozt@gmail.com
FCC	Amira El Halabi		14 Dec 2020	Telephone Email	Details of recycling projects	amira.elhalabi@gmail.com
FCC	Manja Kargbo		14 Dec 2020	Telephone Email	Employee information by gender	manja.kargbo@fcc.gov.sl

Moyiba – Focus Group Discussion participants

1. Abu Turay - Councilor's representative - 077300340
2. Fatmata Bangura (F) - Women's Leader/Mammy Queen - 088391037
3. Ibrahim S. Bangura - Youth Leader - 077236161
4. Abu Bakarr Sesay - Disabled person
5. Saidu Koroma - Elderly person (over 65) - 078793675
6. Moses Pessima – Policeman - 077551684
7. Yaraba Bangura – Section Chief – 077272392
8. Lamrana Jalloh – Chairman – 077326071
9. Kadie Howard (F) – Chair lady for Bike Riders – 099208230
10. Suad Kamara (F) – Youth representative
11. Safie Turay (F) – Women's representative – 074270271
12. Abdul Karim – Council committee member - 088753574

Rokupa – Wharf Community- Focus Group Discussion participants

1. Sheku A.G. Turay – Councilor - 079-245775
2. Nana Sesay (F) - Women's Leader - 077-572445
3. Chrispin Koroma - Police Officer - 099-706676
4. Sallu Bah - Elderly Person - 076-962396
5. Ibrahim Sesay - Disabled Person - 077-514153
6. Saidu Bangura - Youth Leader - 077-599472
7. Isata Conteh (F) – Youth - 030-708064
8. Alima Kamara (F) - Youth - 077-250837
9. Abdul S. Bangura – Youth - 077-377504
10. Alusine M. Sesay – Youth - 077-263495
11. Mabinty Fofanah (F) – Youth - 088-949908
12. Ishmael Kamara – Youth - 077-507894
13. Alhaji M.S.Y. Kanu – Observer - 078-440617

Coconut Farm -Focus Group Discussion participants

1. Musa Sesay – Councilor - 077-692141
2. Nawoh Mansaray (F) - Women's Leader - 077-349987
3. Ibrahim Jibu Kamara - Disabled Person - 088-674942
4. Ibrahim Mansaray - Youth Leader - 079-691951
5. Yeabu Kargbo (F) - Elderly Person -
6. Fatmata Kamara (F) – Youth - 099-037414
7. Chernoh Saidu - Police officer - 077-347131
8. Fatmata Koroma (F) – Youth - 088-413454
9. Ibrahim Kamara – Youth - 088-390303
10. Mohamed A. Kabia – Youth - 088-699134
11. Chernor Bangura – Youth - 077-202663
12. Musa Bah – Youth - 080-113315
13. Foday Kuyateh - Youth 030-048046

Focus Group Discussions for Market project – Interviews

Kenema City Market - Participants:

A. Fisheries City Market Chairladies

- Madam Massa Mansaray – 076 -650600.
- Madam Haja K.Ngiawo – 076 – 711761.
- Madam Lucy Mattia – 076 – 840587.
- Madam Jebbeh Junisa – 076 – 512106.

B. Kenema Traders Union Reps.

- Mr. Hardy Jalloh – Chairman – 076 – 797656.
- Mr.Lansana Jawara – PRO – 076 – 508199.
- Mr. Mohammed Saidu Fornah – 076 – 507663.

Campbell Street Market – Makeni - Participants:

1. Isatu Koroma - Chairlady
2. Zainab Yambasu - Junx seller - 033642940
3. Fatmata J. Bangura - Onion and Seasonings trader - 080631033
4. Samuel Fornah - Meat seller (butcher) - 088019543
5. Mohamed Sesay - Frozen products (chicken) - 030884300
6. Isatu Jalloh - Fish trader - 033642940
7. Isatu Kamara - Vegetable seller - 080023399
8. Hassan Kamara - Grinder -
9. Zandra - Union Chairman - 077703738
10. Daniel Gbukumu - CA Makeni - 099394687

Bo Market People interviewed:

1. Fina Tommy - Market chairlady - 078467647
4. Mamie Kamara - Market Vice chairlady

Interviews were also held with people around Kingtom and Kissy landfill sites.

