RUSLP Support to Koidu New Sembehun City Council

Component 1: Institutional & Capacity Development in Urban Management	
Subcomponent 1a: Strengthening Integrated Urban Planning & MSDI	*This subcomponent will focus on all cities in the development of integrated urban development planning to mitigate land degradation and promote climate-resilient development while ensuring the protection of biodiversity and natural resources. It supports activities that are aimed at institutionalizing and strengthening capacity in areas related to integrated planning in city councils, participatory urban planning, enhancing collaboration between the councils and the Ministry of Lands, Housing and Country Planning (MLHCP) in monitoring and regulating the built environment in the cities. The subcomponent will leverage the ICT backbone infrastructure to be developed in the secondary cities under subcomponent 1b (for Municipal Property Tax System) to store data, spatial plans and other digital tools. It will provide structured training in spatial planning (including GIS, land use planning, development control, surveying etc) for relevant local and national officials.*

1. Spatial Development Plans for Six (6) Secondary Cities

The Town and Country Planning Act (Cap. 81) mandates the preparation of planning schemes on defined planning areas. However, the Cities have grown beyond statutory planning areas necessitating the need for inter-planning area planning and inter-local authority planning. These Spatial Development Plans for the six (6) Secondary Cities - Koidu, Kenema, Makeni, Port Loko, Bo, and Bonthe - is therefore an attempt for a comprehensive town planning in the Provinces. The planning process will cover the following areas:

- ***A historical growth analysis of each municipality*** that provides an overview of how the City or Municipality has developed over time giving prominence to key population, planning, residential, economic, and infrastructure developments and growth drivers over time.
- ***Assessment of the Planning Area*** to determine the status quo and changes overtime on population, informal urban economy, industry, and commerce, traffic, transportation cost and networks and drainage, socio-economic indicators and access to public infrastructure and services.
- ***Existing Situation, Principles and Vision:*** state the spatial vision, analyzed the status quo, challenges, capacity, opportunities, and constraints to show the link between proposals and the status quo.
- ***Spatial Development Strategies:*** to be used by the City Councils to guide growth in their cities or municipality and perform development control functions.
- ***Spatial land use base map for the Planning Area:*** planning proposals for various land uses in-cooperating layers of information on physiographic features and areas of outstanding natural beauty, land use zoning on informal urban economy, industry and commerce, traffic, transportation networks, real estate/housing, drainage, solid waste management, environment, infrastructure (roads, water, sewerage, power, railways, airports, telecommunications), tourism and recreation. medium, and long-term economic investment

scenarios; and renewal and redevelopment proposals for informal settlements, with special focus on slum upgrading.

- **Environment Protection and resilient development:** assessment of short term, medium-term and long-term resilient strategies.
- **Implementation and Financing Plan:** planning proposals will be categorized into short-, medium- and long-term projects. Financing issues like costing, resource mobilization, etc. shall be prepared under the implementation section.

The process of preparation of Municipal/City Structure Plans must build on previous and existing planning documents and anchor on legislation guiding the conduct of town planning and the management and development of land. Therefore, the MLHCP work with the local councils to provide supervisory oversight over the delivery of this activity.

2. Urban Planning Technical Advisor

The Urban Planning Technical Advisor is an individual International Consultant with extensive international expertise in providing technical advisory services and demonstrated hands-on experience in developing planning tools, and designing and delivering capacity building programs for municipalities in African countries. He has been recruited, currently seated at the Project Management Unit (PMU), and tasked with responsibilities in the following areas:

- Provide technical support in project implementation by supporting the PMU, and the institutional leads in the delivery of this subcomponent like the MLHCP and beneficiary local councils.
- Provide technical support, training and capacity development activities to the MLHCP and beneficiary local council.
- Provide support in areas of linkages with the development and rolling out of Municipal Property Tax System.

Provide technical support in the development of appropriate policy and regulatory instruments, including for the review of the Town and Country Planning Act, at National and local government levels.

Subcomponent 1b: Upgrading Urban Property Tax Administration & System	*This subcomponent will provide capacity building and training in property valuation methodology and build data infrastructure to strengthen revenue mobilization in all seven (7) of the eight (8) RUSLP beneficiary local councils (FCC is exempted). The largest own-sources revenue (OSR) streams for most secondary cities in Sierra Leone are property tax, business licenses, and market dues. The infrastructure and training provided under this subcomponent will improve revenue collection from property taxes and business licenses.*

Phase 1: Development and piloting of Municipal Property Tax System

The project will provide a comprehensive support for standardisation and upgrading of the Municipal Property Tax Systems (MPTS) using a phase approach. The support will start by conducting an analysis of the information technology (IT) infrastructure at the national, especially MOF and Ministry of Local Government and Rural Development (MLGRD) and the 7 beneficiary local councils. This will be followed by a requirement analysis from users' perspective (MOF and LCs), evaluate current applications and software used in local councils for Property Tax Management (sampling those in Freetown, WARDC, and Bo City), and propose user cases and describe functionalities/software specification before going to develop a fit-to-purpose system. The diagnostics will lead to data gathering (including GIS, property valuation, and surveying) and the development of a conceptual design of the proposed Municipal Property Tax System (including resource estimates: financing, timing, staffing, etc.).

Phase 2: Roll out of the MPTS to all the 7 Local Councils and capacity development

The support at this phase is for the actual upgrading of the Municipal Property Tax Systems in all seven beneficiary local councils based on the work done in the first phase. As the expansion of new properties with the rapid urbanization in the municipalities provide opportunities for the revenue mobilization through property tax, the upgraded systems should help the cities capture accurate property information and ensure further revenue mobilization.

A new standardized and upgraded system will have several benefits including: (i) cost effectiveness in providing technical support for one system as opposed to several across the seven councils; (ii) consistency and standardization of training and capacity building; and (iii) in-built accountability system by its linkage to the councils' accounting software; (iv) facilitating revenue performance monitoring of local government by national government; and, eventually, (v) integrating a digital building permit issuance system to track and capture property development thus making "discovery" a seamless process.

In this perspective, the upgraded property tax system should take into consideration the following: (i) the possibility to capture and identify properties and will help LCs include satellite images or orthophoto, Digital Terrain Model (DTM) and the identification of the footprint of all building properties in a standardized coordinate system; (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 in the MSPT; (iii) the development of a municipal cadastral computerized and distributed platform based on open source geo-information tools (based on Land Administration Domain Model - LADM) which include automatization of all technical and administrative processes for municipal property tax management.

Digital Citizen Engagement Platform

By their legal mandate and mode of operations, local councils engage with their citizens (clients) on a daily basis. This engagement ranges from the statutory monthly council meetings to the Ward Development Committee (WDC) meetings which are open to all citizens. In addition to WDC meetings, some councillors engage their constituents through community meetings; the Chief Administrator and Development Planning Officers support the councillors and WDCs in carrying out Needs Assessment by facilitating focus group discussions with citizens; Valuation Officers undertake sensitisation and public education on property tax administration; Environment and Social Officers engage waste collectors and citizens alike on waste management issues; etc. Other forms of engagement with citizens are in digital forms such as live discussion programs on radio and television; interactions on the council's Facebook and Twitter pages (for the few that have such), WhatsApp groups administered by the local councils, and letters/comment section on the council's website.

However, the assessment of the project is that, in several councils, there is limited visible evidence of the outcome and positive impact of the councils' effort in engaging their citizens. The shortcomings in most instances are that the engagement methods and tools/medium used are inappropriate, it is dominated by councils, engagement is one of and no feedback loop or follow-through is made by the councils on the concerns raised by the citizens.

Based on the results of the assessment and the requests from the councils, the project will provide support that will enhance and create lasting impact of the outcome of local councils' effort in communications and citizens engagement. The support will include to procure equipment like camera, storage devices, and audio-visual editing software, provide technical support in ICT and training of relevant staff responsible for citizens engagement.

Component 3: Emergency Management Institutional & Capacity Development	
Subcomponent 3a: Strengthening Emergency Preparedness & Response Systems	*This sub-component will build the capacity of the national and local governments in emergency preparedness and response through investment in, inter alia equipment, training, operational plans, critical infrastructure and facilities. Activities under this component would draw on the outcome of the Emergency Preparedness and Response Capacity Assessment conducted under the World Bank-funded Freetown Emergency Recovery Project (FERP).*

1. **Development of Flood Risk Assessment and Management Plan for Makeni, Bo, Kenema, Koidu, and Bonthe Municipal**

Flood risk in Sierra Leone's cities is a growing problem that requires clear and focused action. The rapid rate of urban growth and limited or unenforced planning and development control has resulted in both an increased frequency of flooding, and escalating impacts from flooding. The

project will hire a multi-disciplinary consulting firm to undertake comprehensive studies that will be used to design a sustainable solution to the problem. The assignment involves the following:

- Collection of existing data and reports, and creation of necessary new data for the Area of Interest.
- Detailed mapping of each city using Drone technology or through purchase of Satellite derived data.
- Carry out a hydrological assessment for the study areas based on available local or regional hydro-met data in order to develop suitable model inputs of rainfall and flow.
- Develop an understanding of flood dynamics within the cities, and produce flood hazard mapping and data.
- Preparation of an inventory of all exposure within the flood prone areas, and determination of associated vulnerability.
- Assessment of flood risk for each of the secondary cities. The risk assessment should include validation against a review of all available historic data and recorded flooding events, and will include a range of combined climate change and urban growth scenarios.

Based on the comprehensive urban flood risk assessment, develop scientifically sound strategies to include the full range of feasible hard and soft (including nature-based) options for flood risk mitigation for the area of interest from local community to city-wide levels.

Finally, the consultant will complete a preliminary cost-benefit analysis to define different investment scenarios for the area of interest to allow an initial comparison and potential risk reduction interventions and their feasibility.

Component 4: Project Management	
Capital Expenditure for CPITs	Each beneficiary council has established a City Project Implementation Team. The CPIT is chaired by the mayor/chairperson and includes all the local council staff that are relevant to the implementation of the RUSLP - Chief Administrator, Development Planning Officer, Valuation Officer, Environment and Social Officer, Gender Officer etc. The project will provide support to the beneficiary local councils for the operations of the CPITs. The support includes procurement of motor bikes, laptops, cameras, tablet devices for mobile data collection and digital reporting on progress of project implementation, GPS devices, internet modems and monthly subscription etc.
Participation in global UrbanShift capacity building & knowledge	UrbanShift is an initiative funded by GEF. Its implementation is led by the UN Environment Programme (UNEP), in partnership with the World Resources Institute (WRI), C40 Cities, International Council for Local Environmental Initiatives (ICLEI), the UN Development Programme (UNDP), the World Bank and the Asian Development Bank (ADB). The support being provided through the RUSLP is for an international training and knowledge sharing program for beneficiary local councils and relevant national institutions in climate

development.	change impact mitigation and risk reduction, adaptation of infrastructure and greater use of nature-based solutions, geospatial analysis for managing urban growth to mitigate its impact on delicate urban ecology, integrating climate action planning into local and national plans, and advocacy for greater access to financing adaptation projects.