

## RUSLP Support to the Western Area Rural District Council (WARDC)

<b>Component 1: Institutional &amp; Capacity Development in Urban Management</b>	
<b><i>Subcomponent 1a: Strengthening Integrated Urban Planning &amp; MSDI</i></b>	<i>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.</i>

### **1. Develop an Integrated District Development Plan for WARDC (mid-term development plan)**

This support is to integrate some elements of spatial planning into the council's statutory Development Plan starting with the WARDC's. The project is hiring a multidisciplinary consulting firm to develop an integrated local socio-economic development plan which shall guide the development of the WARDC, with a 5-year planning horizon for local service delivery and economic development, and a 15-year horizon for land use plan and some of the most strategic sectors.

The Development Plan forms the basis for the preparation of the budget of the council, donor intervention in capital and human development and maximize the benefits of investment in the District. The plan will be developed through a participatory approach and according to the relevant statutory requirements for local/urban planning (Section 85 ss. 4 of the Local Government Act, 2004). It will include the process of investigating and responding to the needs and aspiration of all the people who live or work in a local government area. It uses a collaborative planning on community development issues; describes the local community, summarizes the key issues facing it, and recommends strategies that council or other agencies could implement to address identified needs. A comprehensive and up-to-date plan should provide a positive vision for the future of each area: a framework for addressing housing needs and other economic, social and environmental priorities. The development plan must include strategic policies to address priorities for the development and use of land, considering social/productive/disaster risk reduction sector development needs.

### **2. Western Area Regional Development Plan**

This support is for updating of the Freetown Structure Plan and integrating it into a spatial plan for the entire Western Area (including WARDC) that will inform the MLHCP and the two local councils areas to prioritize in order to ensure a sustainable urban growth, including: providing a strategic spatial framework for guiding forward development planning and settlement growth in the Western Area; integrate the region’s transportation systems (roads, airport, harbor, telecommunication, etc.) and land uses (residential, commercial, industrial, etc.) to facilitate linkages across the regional territory (e.g. urban-rural linkages) and mobility of people, goods, services, and access to markets and resources; provide a comprehensive framework for Western Area’s economic growth, essential infrastructure (water, electricity, education, health, etc.), housing development, industrial, trade and port development and the provision of social services that are inclusive, resilient and sustainable; link spatial development to the region’s and country’s economic development; mainstream climate-resilient adaptation and mitigation solutions/mechanisms for inclusive striving communities, towns and cities within the region; Environmental protection of the Western Area National Park and the biodiversity of the area.

**3. 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.

<p><b><i>Subcomponent</i></b>  <b><i>Upgrading Urban Property Tax Administration &amp; System</i></b></p>	<p><b><i>1b:</i></b>  <i>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.</i></p>
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## **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.***

<b>Component 2: Resilient Municipal Infrastructure Investment &amp; Urban Greening</b>	
<b><i>Subcomponent 2a: Neighborhood Upgrading &amp; Greening in Freetown</i></b>	<i>The activities under this subcomponent will be implemented only in Freetown. The subcomponent aims to reduce the vulnerability to flooding and other hazards in priority unplanned settlements through participatory neighborhood upgrading. The support includes financing for urban greening in the Western Area, and a direct provision to the EPA and the Ministry of Environment.</i>
<b><i>Subcomponent 2b: SWM Upgrading in Freetown &amp; Secondary Cities</i></b>	<i>Activities developed under this subcomponent are twofold, consisting of (i) developing backbone Solid Waste Management (SWM) infrastructure for the cities of Freetown and Bo; and, (ii) supporting secondary cities to improve operational performance in SWM service provision. Both engagements will have a transformational</i>

	<p><i>impact, directly contributing to the reduction of flooding, address waste-related health issues, and make Freetown more liveable and investment-friendly. A total of 10% of the financing for this subcomponent is from co-financing by GEF.</i></p>
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<b>WA Landfill Safeguards Instruments</b>	<p>The design of this subcomponent is building on the outcomes of a series of SWM studies conducted by DFID in 2019; namely, <i>"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."</i></p> <p>The key element of this subcomponent is the construction of a modern/engineered landfill for Freetown and Waterloo, for which a site has been identified in the Western Area Rural district. The site is the property of the Republic of Sierra Leone Armed Forces (RSLAF) and the necessary legal documents have been prepared for its transfer to the project.</p> <p>Key activities for this subproject are the Environmental and Social Safeguards studies, Resettlement Action Plan, Feasibility Studies, Preliminary Design. and Final Design and actual construction of the landfill. The project has hired an international consultant as a resident technical advisor to support the PMU and lead implementing institutions, primarily, for the feasibility studies, design, construction and operationalisation of the new landfill facility.</p> <p>In parallel, the project is considering the construction of waste Transfer Stations (waste collection transit points) and the procurement of equipment to ensure effective transport to the new engineered landfill facility. Additionally, the RUSLP will provide technical and institutional assistance to design a sustainable model that would incorporate the entire SWM value chain. Namely, the assistance will support the development of sustainable mechanisms to fund the operations, including tariff structure and cost recovery strategy.</p>
<b>SWM Resident Advisor</b>	
<b>WA Landfill Feasibility &amp; Pre-design</b>	
<b>Drone Surveys for collection of data on land suitability</b>	
<b>WA Landfill Design &amp; Build</b>	

<b>WA SWM Strategy &amp; associated studies</b>	<p>Considering the potential for private sector participation, support for SWM will include targeted capacity strengthening for the lead institutions to manage the new services, and private operators in the solid waste value chain. This subcomponent will encourage material recovery from municipal waste streams,</p>
<b>Comprehensive Assessment of SWM systems in secondary cities</b>	

<p>SWM operational capacity building and training for secondary cities</p>	<p>together with strong private sector engagement to incentivize innovative recycling and stimulate local businesses and jobs in relation with waste diversion.</p>
<p>Development of training programs for specific groups seeking employment in the SWM sector in Western Area</p>	<p>Needs assessment will be conducted in phases (the first of which has been undertaken by the PMU) to determine the capacity gaps both at the national and subnational government levels, as well as among private sector entities operating in the value chain.</p> <p>Targeted SWM operational performance support will be provided to the secondary cities. A comprehensive sector review in each city including equipment and capacity building needs will be a starting point to enhance the performance and sustainability of the systems in place. Following the initial survey, necessary investments in equipment (landfill and collection), infrastructure (landfill, vehicle maintenance facility), human capacity institutional and legislative reforms will be made.</p> <p><b><i>The project, in collaboration with the ProBlue Trust Fund through the Sierra Leone Economic Diversification project, is supporting the Ministry of Environment develop the first National Policy on Single Use Plastic.</i></b></p>
<p>Feasibility &amp; safeguards studies; design for closure of Waterloo &amp; Kissy dumpsites</p>	<p>After the operationalisation of the new engineered landfill for the Western Area, both the Waterloo and Kissy (Granville Brooke) dumpsites will be closed as dumping sites for municipal wastes.</p> <p>So far, no funds have been allocated for the repurposing of the two dumpsites after they are closed. However, the RUSLP is providing funds to conduct Environment and Social Impact Assessment, Resettlement Action Plan, Feasibility studies, and Preliminary design to inform the government and two local councils on the possible impact of the existing waste on the sites, financing needs, and alternative uses of the sites for future reuse.</p>
<p>Bo upgrade safeguards studies, design and auxiliary support</p>	<p>Similarly, as in the case of the existing Waterloo and Kissy dumpsites, the project does not have funding for the actual upgrading works for the Bo dumpsites. The Mile 5 Waste Recycling and Disposal Site was constructed with funds from DFID through the NGO Welt Hunger Hilfe (WHH). However, the facility was never completed or properly equipped. Currently, the council waste management collection team and private collectors are dumping waste within the facility including the entrance which had rendered the facility inaccessible.</p> <p>The initial assessment of the project is that the facility can be upgraded to a sanitary landfill site that can serve the increasing demands for waste collection and management of a rapidly expanding city. The RUSLP is providing funding for the conduct of ESIA, RAP, a Feasibility study and Design for the upgrading of the</p>

	site to a sanitary landfill facility. After the completion of the studies the project will engage the Government on options for financing the upgrade works.
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<b>Component 3: Emergency Management Institutional &amp; Capacity Development</b>	
<b>Subcomponent 3a: Strengthening Emergency Preparedness &amp; Response Systems</b>	<i>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).</i>

**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.

<b>Component 4: Project Management</b>	
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 development	<p>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).</p> <p>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 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.</p>