Document of
The World Bank

Report No: ICR00003736

IMPLEMENTATION COMPLETION AND RESULTS REPORT
(TF-96537)

ON A

GRANT

FROM THE
GLOBAL ENVIRONMENT FACILITY TRUST FUND

IN THE AMOUNT OF US$5.0 MILLION

TO THE
REPUBLIC OF SIERRA LEONE

FOR A
BIODIVERSITY CONSERVATION PROJECT

July 25, 2016

Environment and Natural Resources Management
Africa Region

CURRENCY EQUIVALENTS
(Exchange Rate Effective December 1, 2015)
Currency Unit = Sierra Leone Leones (SLL)
US$1 = 3,948.04SLL

FISCAL YEAR
July 1 to June 30

ABBREVIATIONS AND ACRONYMS

A4P	Agenda for Prosperity
BCP	Biodiversity Conservation Project
CAP	Community Action Plan
CAS	Country Assistance Strategy
CBO	Community Based Organization
CBD	Convention on Biological Diversity
CITES	Convention on International Trade in Endangered Species
CS	Conservation Site
CSMC	Conservation Site Management Committee
CSMT	Conservation Site Management Team
CSSL	Conservation Society of Sierra Leone
DC	District Council
DDP	District Development Plan
DFO	District Forestry Officer
EC	European Commission
EFA	Environmental Foundation Africa
EIA	Environmental Impact Assessment
ENFORAC	Environmental Forum for Action
EOP	End of Project
EPA	Environmental Protection Agency
EU	European Union
FD	Forestry Division
FFS	Farmer Field School
FM	Financial Management
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEO	Global Environmental Objective
GIS	Geographic Information System
GPS	Global Positioning System
GoSL	Government of Sierra Leone
ICR	Implementation Completion and Results Report
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IRIS	Integrated Records and Information Services
ISR	Implementation Status and Results Report
IUCN	International Union for Conservation of Nature

KHFR	Kangari Hills Non-Hunting Forest Reserve
LMFR	Loma Mountain Non-Hunting Forest Reserve
LMNP	Loma Mountains National Park
OKNP	Outamba Kilimi National Park
M&E	Monitoring and Evaluation
MAFFS	Ministry of Agriculture, Forestry and Food Security
METT	Management Effectiveness Tracking Tool
MLCPE	Ministry of Lands, Country Planning and Environment
MMR	Ministry of Mineral Resources
MMWS	Mamunta Mayosso Wetland Sanctuary
MOU	Memorandum of Understanding
MP	Management Plan
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organization
NPAA	National Protected Area Authority
NSC	National Steering Committee
NTFPs	Non-Timber Forest Products
PA	Protected Area
PAD	Project Appraisal Document
PDO	Project Development Objective
PEMSD	Policy Evaluation, Monitoring and Statistics Division
PF	Process Framework
PMT	Project Management Team
PR	Public Relations
PRS	Poverty Reduction Strategy
PY	Project Year
RAP	Resettlement Action Plan
REDD	Reduced Emissions from Deforestation and Degradation
RPF	Resettlement Policy Framework
RPSDP	Rural and Private Sector Development Project
RSPB	Royal Society for the Protection of Birds
SL	Sierra Leone
SLRE	Sierra Leone River Estuary
SO	Strategic Objective
SP	Strategic Program
ToR	Terms of Reference
TTL	Task Team Leader
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WAPF	Western Area Peninsula Forest
WAPFNP	Western Area Peninsula Forest National Park
WB	World Bank
WCP	Wetland Conservation Project

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SIERRA LEONE
Biodiversity Conservation Project

CONTENTS

Project Data Sheet

A. Basic Information			
Country:	Sierra Leone	Project Name:	SL-GEF Biodiversity Conservation Project
Project ID:	P094307	L/C/TF Number(s):	TF-96537
ICR Date:	07/19/2016	ICR Type:	Core ICR
Lending Instrument:	SIL	Borrower:	SIERRA LEONE
Original Total Commitment:	USD 5.00M	Disbursed Amount:	USD 4.87M
Revised Amount:	USD 5.00M		
Environmental Category: B (partial assessment)		**Global Focal Area: B**	
Implementing Agencies: National Protected Area Authority			
Cofinanciers and Other External Partners:			

B. Key Dates				
Process	**Date**	**Process**	**Original Date**	**Revised / Actual Date(s)**
Concept Review:	11/16/2005	Effectiveness:	07/20/2010	05/27/2010
Appraisal:	07/27/2009	Restructuring(s):		05/24/2014
Approval:	01/21/2010	Mid-term Review:	11/26/2013	11/26/2013
		Closing:	12/01/2014	12/01/2015

C. Ratings Summary	
C.1 Performance Rating by ICR	
Outcomes:	Satisfactory
Risk to Global Environment Outcome	Low
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

C.2 Detailed Ratings of Bank and Borrower Performance			
Bank	**Ratings**	**Borrower**	**Ratings**
Quality at Entry:	Satisfactory	Government:	Satisfactory
Quality of Supervision:	Satisfactory	Implementing Agency/Agencies:	Satisfactory
Overall Bank Performance:	Satisfactory	**Overall Borrower Performance:**	Satisfactory

C.3 Quality at Entry and Implementation Performance Indicators			
Implementation Performance	**Indicators**	**QAG Assessments (if any)**	**Rating**
Potential Problem Project at any time (Yes/No):	No	Quality at Entry (QEA):	None
Problem Project at any time (Yes/No):	Yes	Quality of Supervision (QSA):	None
GEO rating before Closing/Inactive status	Moderately Satisfactory[1]		

D. Sector and Theme Codes		
	Original	**Actual**
Sector Code (as % of total Bank financing)		
General agriculture, fishing and forestry sector	100	100
Theme Code (as % of total Bank financing)		
Biodiversity	100	100

E. Bank Staff		
Positions	**At ICR**	**At Approval**
Vice President:	Makhtar Diop	Obiageli Katryn Ezekwesili
Country Director:	Henry G. R. Kerali	Ishac Diwan
Practice Manager/Manager:	Magdolna Lovei	Idah Z. Pswarayi-Riddihough
Project Team Leader:	George C. Ledec, Sachiko Kondo	John W. Fraser Stewart
ICR Team Leader:	George C. Ledec	
ICR Primary Author:	Joachim Gotthard Ballweg	

[1] When the last ISR was archived in November 2015 it was rated MS, but there was a post-Ebola surge in project implementation that led to completing all the planned civil works and successful execution of Community Action Plans (CAPs). As a result, most of the target indicators were achieved or exceeded, resulting in the rating being upgraded to Satisfactory in this ICR.

F. Results Framework Analysis

Global Environment Objectives (GEO) and Key Indicators(as approved)

The Project Development Objective (PDO)/Global Environmental Objective (GEO) is to assist GoSL in improving the management of selected priority biodiversity conservation sites (CSs) and enhancing its capacity for replication of best biodiversity conservation practices.

Revised Global Environment Objectives (as approved by original approving authority) and Key Indicators and reasons/justifications

The PDO and GEO are the same and directly contribute to Strategic Objective 1 (SO-1) (To Catalyze Sustainability of Protected Area Systems) of the GEF Biodiversity Program.

(a) GEO Indicator(s)[2]

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	(i) Management Effectiveness in selected priority conservation sites supported by the Project has improved by 20% by end of project (Outamba Kilimi National Park, OKNP)			
Value (quantitative or Qualitative)	41	60		65
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Original target was exceeded by 5 points. This was attributed to the following: Construction of headquarters and five ranger outposts increase in number of staff assigned, provision of logistical support in the form of transportation and accommodation facilities, community collaboration and CAP support, and on-the-job training provided to field staff to improve their skills in modern conservation management practices like the use of GPS and camera traps.			
Indicator 2 :	(i) Management Effectiveness in selected priority conservation sites supported by the Project has improved by 20% by end of project (Loma Mountains National Park, LMNP)			
Value (quantitative or Qualitative)	22	30		62
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. %	Original target was exceeded more than double. This was attributed to the following: Construction of one office, research base camp, and outpost;			

[2] This analysis is based on PAD Annex 3, Part B, Arrangements for Results Monitoring (which is more comprehensive than Part A, Results Framework).

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
achievement)	increase in number of staff assigned; provision of logistical support in the form of transportation and accommodation facilities; community collaboration and CAP support; and on the job training provided to field staffs to improve their skills in modern conservation management practices like the use of GPS and camera traps.			
Indicator 3 :	(i) Management Effectiveness in selected priority conservation sites supported by the Project has improved by 20% by EOP (Kangari Hills Non-Hunting Forest Reserve, KHFR)			
Value (quantitative or Qualitative)	25	32		60
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Target was exceeded almost double. This was attributed to the following: Construction of one office complex and three ranger outposts, increase in number of staff assigned, provision of logistical support in the form of transportation and accommodation facilities, community collaboration and CAP support, and on the job training provided to field staffs to improve their skills in modern conservation management practices like the use of GPS and camera traps.			
Indicator 4 :	(ii) Phased plan for replication of best practices in conservation site (CS) management throughout Sierra Leone adopted by MAFFS			
Value (quantitative or Qualitative)	Not replicated yet.	New priority conservation sites using BCP-generated best practices		New priority conservation sites using BCP-generated best practices
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	The target was achieved 100%. Best practices for CS management generated under the project that are now accepted formats for NPAA system-wide implementation include conservation site reports, standardized CAP assessment formats, standardized management plans, and biodiversity monitoring formats and maps (including field data collection during law enforcement patrol activities). Additionally, through BCP implementation, information-sharing meetings between site managers and District Forestry Officers (DFOs) have intensified across different sites in the country.			
Indicator 5 :	Direct project beneficiaries			
Value (quantitative or Qualitative)		n/a		32,132
Date achieved	12/18/2009	12/01/2014		12/01/2015
	This Core Indicator was not required at the time of approval. The target was			

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
	set later during project implementation and was achieved. The total number of beneficiaries listed reflects participants in the Community Action Plans around the three Project-supported protected areas, comprising 47 villages and an estimated 4,965 households and 32,132 individuals.			
Indicator 6 :	Female beneficiaries			
Value (quantitative or Qualitative)		n/a		40%
	(sub-indicator, same as above).			

(b) Intermediate Outcome Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	Component 1 (i) Updated Wildlife Protection Act and associated regulations drafted, to include requirements of effective PA management.			
Value (quantitative or Qualitative)	Existing Act (1972)	Drafting of new Bill.		The final draft Act was forwarded to MAFFS; the new Minister is to give approval for presentation to the Parliamentary Commission
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Achieved. Completed drafting of new Bill. The updated Wildlife Protection Act was revised and validated at national level with wide input from different institutions and individuals across the country. The document was finalized and ready to be approved by the Minister of Agriculture, Forestry and Food Security, and to be submitted to Parliament for endorsement.			
Indicator 2 :	Component 1 (ii) Updated Forestry Act and associated regulations in line with current best practices and approaches to resource management and conservation by EOP.			
Value (quantitative or Qualitative)	Existing Act (1972)	New bill drafted and submitted to relevant authorities for		The final draft Act was forwarded to MAFFS; the new Minister is to give approval for

		approval		presentation to Parliamentary Commission
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Achieved. New bill drafted and submitted to relevant authorities for approval. The updated Forestry Act was revised and validated at national level with wide input from different institutions and individuals across the country. The document was finalized and is ready to be approved by the Minister of Agriculture, Forestry and Food Security and submitted to Parliament for endorsement.			
Indicator 3 :	Component 1 (iii) Conservation Site GIS system established and operational.			
Value (quantitative or Qualitative)	No system in place	Baseline maps for priority Conservation Sites prepared		Thematic maps produced for all three sites; satellite images used for vegetation analyses, fire and village mapping
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Completed. Baseline maps for priority Conservation Sites were prepared. Hardware and software were purchased and installed. Data were forwarded to the NPAA-GIS unit. The biodiversity monitoring unit provides data for the GIS unit to show biodiversity hotspots.			
Indicator 4 :	Component 1 (iv) Permanent co-ordination among agencies on matters related to biodiversity operational by PY2 (as stipulated by NBSAP).			
Value (quantitative or Qualitative)	No mechanism in place.	Quarterly meetings held.		Regular meetings with National Minerals Agency to inform on new mining licenses; regular collaboration with MLCPE on land issues
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Target achieved and maintained. Semi-annual steering committee meetings were conducted following the establishment of the steering committee. This has enhanced coordination between NPAA and other agencies especially the Mineral Agency responsible for issuing license to mining companies to explore and mine minerals in the country. MAFFS quarterly peer-review meetings approved annual work plan and budget for 2015.			
Indicator 5 :	Component 2 (i) Participatory management plans for selected conservation sites and buffer zones developed.			
Value (quantitative or	MPs for project sites do not exist	MP implementation in		MP implementation in

Qualitative)		progress; goals being met according to plan		progress
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Target achieved. Management plans for all three conservation sites have been developed through wider and transparent consultation with local community stakeholders, local government authorities and other institutions. These plans resulted in the first participatory management actions ever for these conservation sites. These management plans are being utilized and constitute the main reference material for the Community Action Plans that provide support for community livelihoods.			
Indicator 6 :	Component 2 (ii) Community Action Plans developed for each site			
Value (quantitative or Qualitative)	CAPs do not exist	CAPs under implementation		CAPs were implemented
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Target achieved. CAPs were developed through needs assessment surveys to identify programs that will enhance community welfare, while conserving protected area resources. Besides the direct economic benefits they might generate (from the supply of CAP materials like tree crops), the local communities are beginning to realize that they can improve their welfare if the nearby PAs are managed well. For instance the solar installation has improved their social lives by providing lighting in their community meeting places and charging up their mobile phones.			
Indicator 7 :	Component 2 (iii) Annual work plans for the three CSs are approved by Conservation Site Management Committees (CSMCs) from PY2 onwards.			
Value (quantitative or Qualitative)	CSMCs not existing.	Quarterly CSMC meetings held.		Quarterly CSMC meetings held.
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Target achieved. Work plans exist for all conservation sites. Staff have been trained in work planning activities, although the budget support for work plan implementation still remains a challenge.			
Indicator 8 :	Component 2 (iv) Essential park infrastructure as identified in management plans (e.g. offices, visitor center, nature trails, sign posts) are operational by EOP.			
Value (quantitative or Qualitative)	Basic infrastructure inadequate (OKNP) or absent (LMFR and KHFR)	Key infrastructure in place in each project site		Key infrastructure in place in each project site
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Target achieved and all the infrastructure is well maintained. Construction of park infrastructure such as offices, visitor centers, nature trails, and outposts were carried out at all conservation sites. One Office			

	complex and 5 ranger outposts were constructed at OKNP. One office complex and three ranger outpost at KHFR and one office, research base camp and one outpost at LMNP. The Visitor Centre at OKNP has running water and toilet facilities and two visitor huts constructed. Five (5) permanent trails ranging from 2km to 10km were done at each conservation site.			
Indicator 9 :	Component 2 (v) % of households (hh) targeted under CAPs receiving training and/or support for conservation-linked activities			
Value (quantitative or Qualitative)	0%	30%		40%
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Target exceeded. The education and awareness raising strategy was developed and provided community outreach and awareness programs through local and national communication programs.			
Indicator 10 :	Component 2 (vi) All District Development Plans of the four Districts have a chapter on biodiversity conservation by EOP.			
Value (quantitative or Qualitative)	No chapters on biodiversity conservation exist.	4		4
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments (incl. % achievement)	Biodiversity conservation considerations have been substantively incorporated within each of the revised District Development Plans, although not necessarily as a separate chapter. The District Councils were part of the National Steering Committee and the Conservation Site Management Committee. The district development officers (and the environment and social officers) were part of the management planning process and learnt the skills of developing management plans.			
Indicator 11 :	Component 2 (vii) Chiefdom by-laws updated to include existing national conservation laws and regulations			
Value (quantitative or Qualitative)	Existing by-laws do not reference conservation objectives	By-laws updated as need arises		By-laws updated as need arises
Date achieved	12/18/2009	12/01/2014		12/01/2015
Comments	Target achieved. Some by laws from the chiefdoms targeting conservation objectives were documented.			

G. Ratings of Project Performance in ISRs

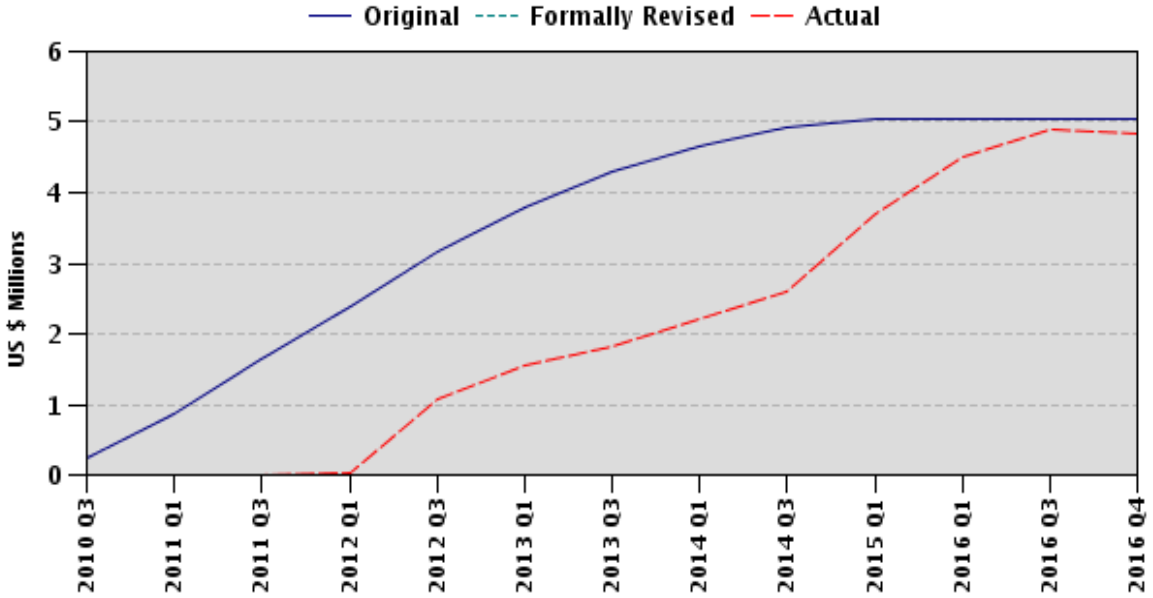
No.	Date ISR Archived	GEO	IP	Actual Disbursements (USD millions)
1	06/09/2010	Satisfactory	Satisfactory	0.00
2	03/16/2011	Moderately Satisfactory	Moderately Satisfactory	0.01
3	12/26/2011	Moderately Satisfactory	Moderately Satisfactory	0.58
4	07/11/2012	Satisfactory	Satisfactory	1.56
5	03/27/2013	Satisfactory	Satisfactory	1.83

6	10/14/2013	Satisfactory	Moderately Satisfactory	2.21
7	06/22/2014	Satisfactory	Moderately Satisfactory	2.92
8	02/03/2015	Moderately Unsatisfactory	Moderately Unsatisfactory	3.70
9	08/06/2015	Moderately Satisfactory	Moderately Satisfactory	4.27
10	11/30/2015	Moderately Satisfactory	Moderately Satisfactory	4.65

H. Restructuring (if any)

Restructuring Date(s)	Board Approved GEO Change	ISR Ratings at Restructuring		Amount Disbursed at Restructuring in USD millions	Reason for Restructuring & Key Changes Made
		GEO	IP		
05/24/2014	N	S	MS	2.92	The extension of the closing date for 12 months.

I. Disbursement Profile



1. Project Context, Global Environment Objectives and Design

1.1 Context at Appraisal

1. Sierra Leone's position at the westernmost extent of the Upper Guinea Forest Ecosystem provides for significant diversity and endemism. The country' land area (72,280 km^2) has five main ecosystem types: (i) lowland rainforests; (ii) montane forests; (iii) savanna woodlands; (iv) freshwater and wetlands; and (v) coastal and marine ecosystems. Savanna vegetation covers about 35% of the total land area. Indigenous fauna includes 15 species of primate; 18 species of antelopes and duikers and over 500 bird species. More than 4,800 km^2 of Sierra Leone is wetland, including freshwater swamp, riparian forests and mangroves, which are host to more than 200,000 migrant bird visitors annually.

2. Sierra Leone's biological diversity is diminishing rapidly and the capacities of ecological systems to function properly are being reduced. Surveys of the distribution and composition of forest fragments indicate that approximately 70% of the country was formerly covered by forest, whereas less than 5% of intact original forests remain. In some areas, deforestation followed commercial logging during the colonial period. The decline of Sierra Leone's forests continues largely as a result of population growth, unsustainable slash-and-burn agriculture involving short fallow periods as well as uncontrolled mining practices. Other threats to biodiversity conservation and sustainable natural resource management include (i) gaps in national policy, legislation, and regulations and (ii) insufficient financial resources for effective protected areas management.

3. The Government of Sierra Leone (GoSL) recognized these threats to environment and acknowledged the importance of sustainable management of Sierra Leone's natural resources--forests, wildlife, biodiversity, soil, water, land, fisheries and mineral resources--for achieving future economic growth in its second Poverty Reduction Strategy (PRS), which represented the Government's overarching development strategy for the period 2008-2012. The PRS also emphasizes the need to strengthen the linkages between poverty reduction and management of the environment as a key challenge to reducing poverty in Sierra Leone. However, Government's capacity to effectively conserve Sierra Leone's biodiversity assets was severely stretched. Multiple donors and aid agencies were active in the sector, and all projects emphasized the importance of responding to immediate threats as a matter of urgency, as well as developing capacity. The Joint Country Assistance Strategy (CAS [3]) FY10-FY13 acknowledged the effective management of natural resources and the environment as a challenge the country was facing and refers to the Biodiversity Conservation Project (BCP) under CAS objective 2 – promoting inclusive growth. The BCP was also listed as one of the projects to leverage additional funding outside IDA.

[3] The document is referred to as JAS.

4. The Biodiversity Conservation Project was built on existing Government and donor initiatives and was designed to complement and strengthen current conservation efforts, such as the new demarcation of the Western Area Peninsula Forest Reserve, funded by European Union (EU) or the conservation of the Gola Forest National Park, funded by EU and the NGO Royal Society for the Protection of Birds (RSPB). BCP emphasized building the capacity of governmental institutions and personnel to carry out their mandates effectively through engaging local communities, local Government, and other key stakeholders to participate in conservation planning and management. Unlike previous or other on-going projects during appraisal, the BCP was targeting simultaneously three priority conservation sites aiming on the development of mechanisms for sharing best practice more broadly, in a nation-wide context with an existing network of 48 forest reserves and conservation sites. The three sites were Outamba Kilimi National Park (OKNP), Loma Moutains National Park (LMNP)[4] and Kangari Hills Non-Hunting Forest Reserve (KHFR). These sites were among the identified eight national priority sites in the National Biodiversity Strategy and Action Plan (NBSAP).

5. The project was expected to lay a foundation to mainstream biodiversity in national and district development planning, and to scale up and replicate successful outcomes across the country, during and after project implementation.

1.2 Original Global Environment Objectives (GEO) and Key Indicators (*as approved*)

6. In accordance with the NBSAP's aim to restore the integrity and ecological functionality of priority sites, **the Project Development Objective (PDO) and Global Environmental Objective (GEO) both were "to assist the GoSL in improving the management of selected priority biodiversity conservation sites (CSs) and enhancing its capacity for replication of best biodiversity conservation practices".** For the BCP, the PDO and GEO were the same and directly contributed to Strategic Objective 1 (SO-1) of the GEF Biodiversity Program[5].

7. The Key Outcome Indicators were defined as follows:

- Management effectiveness in selected priority conservation sites supported by the Project has improved by 20 percent;
- Phased plan for replication of best practices in conservation sites management throughout Sierra Leone adopted by MAFFS.

1.3 Revised GEO (*as approved by original approving authority*) and Key Indicators, and reasons/justification

8. No formal changes in the GEO or key indicators were made.

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[4] When the project was approved Loma Mountain area was Loma Mountain Non-Hunting Forest Reserve (LMFR) and it was upgraded as Loma Mountain National Park (LMNP) during project implementation.

[5] Focal Area Strategies and Strategic Programming for GEF-4, October 2007. SO-1: To Catalyze Sustainability of Protected Area Systems.

1.4 Main Beneficiaries

9. The main beneficiaries are rural households in communities adjacent to protected areas. Being extremely poor, especially in the case of the difficult-to-reach areas of Outamba Kilimi National Park (OKNP) and Loma Mountain National Park (LMNP), these households were often lacking access to basic social infrastructure such as schools, health centers, drinking water, etc. The case of Kangari Hills Non-Hunting Forest Reserve (KHFR) is slightly different, since this conservation site is close to a relatively good road system enabling trade and easier access to markets for rural products and next to a vibrant mining sector in the surroundings of the Kangari Hills that provides jobs outside of agriculture.

10. Another main beneficiary was the previous Forestry Division and the new National Protected Area Authority (NPAA) at all levels: central level in Freetown, District Council level and conservation site level; but also other Government staff within the District Councils, such as personnel of the Policy Evaluation, Monitoring and Statistics Division (PEMSD) and Planning Departments of the District Councils.

11. Traditional authorities, such as Paramount, Section and Town Chiefs, were also beneficiaries as they are the crucial stakeholders for land use and conservation within and adjacent to protected areas. They received targeted training and funds to cover the incremental costs of their participation in BCP-supported meetings and events.

1.5 Original Components

12. The Project had three components designed to complement each other and lead to the overarching aim which is conservation of biodiversity through mainstreaming conservation site management and biodiversity into local, regional and national development planning and implementation.

13. **Component 1: Strengthening of the National Framework for Biodiversity Conservation** (US$ 0.8 million) with two sub-components:

a. **Sub-component 1.1: Policy, Legal and Financial Framework**, which entailed: (i) reviewing and updating forest, wildlife and biodiversity policies and regulations in consultation with stakeholders; and (ii) exploring options for sustainable financing of conservation sites, including payments for environmental services, etc.

b. **Sub-component 1.2: Institutional Framework**, which entailed: (i) establishing a National Steering Committee (NSC) for project activities; (ii) developing a strategy for replication of best practice, including the Forestry Division (FD) and other relevant authorities; (iii) introducing multi-year planning and budgeting within the FD; and (iv) developing a GIS database to support conservation site management.

14. **Component 2: Conservation Site Planning and Management** (US$ 4.5 million). This component aimed on providing services to support planning and management, goods

(e.g. vehicles, GPS, radios, etc.), minor infrastructure improvements, training, and some operational costs, in order to develop and implement more effective conservation management at selected priority sites. Best practice sharing with managers and stakeholders at other priority sites around the country were planned in the context of implementing a national strategy for replication. The component included three sub-components:

a. **Sub-component 2.1: Pilot Site Management Planning and Implementation**, which comprised: (i) establishing Conservation Site Management Teams (CSMTs) at each of the selected sites, and building partnerships among government, non-government organizations, community-based organizations, traditional village leaders and the private sector; (ii) developing site specific conservation management plans that are endorsed by traditional and local authorities; (iii) implementing management plans (include minor infrastructure improvements for staff and visitors, observation posts, water supply, road access, research facilities, trails and camp sites), boundary demarcation, working with local communities to improve resources management, implementing monitoring systems, exploring financing options; and (iv) building capacity of field staff and key stakeholders to undertake conservation planning, management, and enforcement through joint training programs.

b. **Sub-component 2.2: Community Mobilization and Outreach and Conservation-linked Development**, which entailed the provision of consultant services, goods, and training for: (i) community outreach and awareness through strategic local and national communications programs that will include contributing to schools curricula, preparing information materials, extension by field staff, and developing nature clubs; and (ii) conservation-linked community development through the preparation and implementation of Community Action Plans (CAPs), including activities such as: training for developing income-generating activities; supporting potential small-scale entrepreneurs, supporting indigenous practices for sustainable land use, and possible introduction of energy-saving technologies to reduce unsustainable dependency on natural resources.

c. **Sub-component 2.3: Mainstreaming Conservation in District Development Planning**, which focused on supporting the Government's decentralization process by training conservation staff and local officials in working with District Councils and Ward Development Committees to ensure that conservation and sustainable natural resource management is incorporated in district and regional planning for development and service delivery.

15. **Component 3: Project Management, Monitoring and Evaluation** (US$ 0.7 million). This component involved funding services, goods, minor works, and limited incremental operating costs (office and vehicle supplies and maintenance) to support a Project Management Team (PMT) within the Forestry Division of the Ministry of Agriculture, Forestry, and Food Security (MAFFS) with office facilities and training for planning and management. Activities also included: (i) operation of the National Steering Committee (NSC) and Project Management Team (PMT); (ii) developing and supervising annual and quarterly work plans and budgets; (iii) overseeing procurement, financial management and conducting annual audits; and (iv) establishing baselines, and developing planning, monitoring and evaluation systems for the national conservation program.

1.6 Revised Components

16. The original components remained unchanged throughout implementation.

1.7 Other significant changes

17. The Project's design, scope, and implementation arrangements remained substantially unchanged.

18. There was a change in the implementation structure because GoSL created a new authority. The key implementation institution at the beginning was the Forestry Division in MAFFS; it underwent substantial reorganization towards the end of 2014, with the creation of the National Protected Area Authority (NPAA) and the shift of staff, resources, and functions from the Wildlife Unit of the Forestry Division to the newly created Authority.

19. The direct project beneficiaries was set as one of the GEO Indicators during the course of project implementation. The total number of beneficiaries listed reflects participants in the Community Action Plans around the three Project-supported protected areas, comprising 47 villages and an estimated 4,965 households and 32,132 individuals. A target for this Core Indicator was never set because the project was approved in 2009, before this indicator was required.

20. The project experienced one restructuring with a 12-month no-cost extension of the closing date. The post-closure disbursement deadline was also extended for 2 months.

2. Key Factors Affecting Implementation and Outcomes

2.1 Project Preparation, Design and Quality at Entry

21. **Rationale for number of priority sites.** Project design was guided by lessons learned from numerous past and ongoing World Bank and non-Bank supported biodiversity projects, primarily in West and Central Africa as well as from donor supported conservation projects in Sierra Leone. [6] Initially, the Project design was confronted between two extremes:

[6] More or less concurrent donor-funded conservation projects in Sierra Leone were (i) Wetland Conservation Project (WCP, sister Project of BCP funded by GEF through the World Bank); (ii) World Bank-funded Bumbuna Environmental and Social Management Project (conservation offset, US$2 Million); (iii) the Western Area Peninsula Forest Project (€ 3 Million); (iv) Gola Forest Project (with RSPB/CSSL, € 5 Million); (v) Trans-boundary Peace Park Project between Sierra Leone and Liberia at Gola Forest (€ 3.2 Million); (vi) REDD+ Project (€ 1.8 Miillion); (vii) USAID Trans-boundary Livelihood Project between Guinea and Sierra Leone with the Sustainable and Thriving Environments for West African Regional Development (STEWARD) Program and the Center for International Forestry Research (CIFOR) as implementing partners; and (vii) Critical Ecosystem Program for Tiwai Island Sanctuary (Irish Aid-funded).

encompassing a nation-wide network of 19 individual priority sites as was set out in the NBSAP, with an estimated cost of about US$ 95 million, or concentrating efforts more narrowly on one single site only. The first option was rejected for several reasons, key amongst these being that neither the Government nor donors were in a position to commit the required financial resources. The latter was rejected due to recognition of the need to build national level capacity in parallel to ensure support and success of the site interventions, and also provide for replication. A third option, to use GEF funds to feed into a Conservation Trust Fund for national protected area financing was raised by Royal Society for the Protection of Birds (RSPB), but this approach was not selected. Consequently, it was decided to focus on a limited number of conservation sites, and build the capacity for sharing lessons learned in the context of a phased strategic plan for replication.

22. *Site selection criteria*: The decision to choose OKNP, LMNP, and KHFR as priority sites within a GEF-funded biodiversity project was influenced by the fact that two other important conservation sites, Gola Forest and Western Area Peninsula Forest, were already being supported through EU and RSPB, respectively. OKNP and LMNP have long been favored for their ecological uniqueness, and for historical and size reasons. OKNP is the largest PA (110,000 ha) and the first National Park in Sierra Leone. LMNP has the country's largest Chimpanzee population and is the only PA with substantial montane forest; it also contains the second highest peak in West Africa. KHFR, with a relatively easy access from the PMT-office in Makeni, was chosen due to its large forest area and REDD+ potential, importance for water sources and geographical location in the center of the country. Though the rationale for the selection of the sites is justified, the main problems for efficient Project field monitoring at the sites have been (i) their difficult access, especially in the rainy season, and (ii) very limited mobile phone network.

23. *Wetlands Conservation Project:* The Wetlands Conservation Project (WCP) was a "sister" project to the WCP, implemented over approximately the same time period by the same implementing agency (FD, which became NPAA). The WCP (P115836) was funded with a GEF Grant of US$1.8 million. It was approved in June 2011 and closed on March 31, 2016. The WCP had the same Project Management Team and a similar design to the BCP. It focused (through Component 2) on two wetland conservation sites (Mamunta-Mayosso Wildlife Sanctuary and Sierra Leone River Estuary) with a (more or less) identical methodology to that used by the BCP for its three conservation sites. Like the BCP, the WCP supported Community Action Plans to promote improved livelihoods and build goodwill in the communities adjacent to (or within) its two conservation sites. The WCP's results, broadly similar to those achieved under the BCP, will be discussed in a separate, forthcoming ICR Report. The same Map IBRD 42313 (showing project-supported conservation site locations in Sierra Leone) is being used in the separate BCP and WCP ICR Reports.

24. *Project structure*: The project design with its three components was ambitious in the sense that it tried to address multiple issues: Legal, institutional, and policy development at three levels (central, district, community); management capacity of sites; human capacity building; physical infrastructure; and community awareness and livelihood activities.

Nevertheless, the multiple-approach proved to be relevant during Project implementation, when it became evident that an effective site conservation requires: (i) A firm legal basis and functioning institutions which are visible and recognized at site level, (ii) direct and active involvement of all stakeholders in site management planning and capacity building, as well as (iii) visible and tangible outputs and benefits for decision makers and natural resource users to become partners in conservation.

25. Two guiding principles reflected in the project design have been crucial for the Project's outcomes. These were: (i) building ownership for sustainability through active and meaningful involvement of key stakeholders in project preparation, implementation and monitoring, specifically including local communities and traditional authorities in decision making; and (ii) ensuring that stakeholders are fully informed, understand and support the objectives of conservation and their responsibilities and the potential benefits that will accrue. For example, the involvement of the Ministry of Mineral Resources and the mining company Cluff Gold PLC has been crucial in the case of the long-running dispute on KHFR boundary definition, which in the end led to cancellations of exploration licenses issued to mining firms. Large areas of KHFR forest and water catchment areas were therefore brought under protection status, which most likely would not have happened without Project intervention.

26. Further, the creation and functioning of the Conservation Site Management Committees (CSMCs) was central for the development of site-specific conservation strategies that targeted key threats and their underlying causes. These Committees had a critical role in finding joint solutions for the threats identified, by involving and putting pressure on those individuals or groups which had been causing environmental hazards earlier on. Examples include some (Paramount) Chiefs or councillors who might be benefiting from, or even spearheading, illegal mining activities or cattle grazing.

27. Strengthening Government's position, presence and performance on the ground of the selected sites has been important. This has gradually induced a more trusting and reliable partnership between dwellers around the sites and Government, after decades of suspicion and disbelief against Government. Awareness and communication activities (e.g. road shows) and joint patrolling, led by CS staff in the communities, have also contributed to more positive relationships between the parties.

28. Sub-components 2.1 and 2.2, received the highest budget allocation shares. Key elements in these sub-components were the (i) physical infrastructure, especially the boundary demarcations and headquarters and outpost buildings at all sites and (ii) the implementation of the Community Action Plans in all buffer zone villages. Both measures contributed substantially to a collaborative and pro-conservation attitude of all major stakeholders, especially of those who had been rather skeptical and critical at the beginning of the Project, such as the Section and Paramount Chiefs at OKNP.

29. From the Concept Review in November 2005 to effective implementation in June 2011, there was a gap of more than five years. It took longer than expected to complete three project preparation studies, which were linked to a Government request to expand the

Project's scope. These studies were for (i) sustainable and predictable long-term financing instruments for protected area system management in Sierra Leone; (ii) financial and economic feasibility of alternative livelihoods and rural enterprises, including the ecotourism potential of selected protected areas; and (iii) design and installation of a simple result-based monitoring and evaluation system for tracking progress and assessing impacts on beneficiaries and protected areas during and after the implementation of Project activities. In addition, during FY06 the GEF embarked on internal organizational changes, introduced the new resource allocation framework (RAF), and brought in a new Chief Executive Officer. These reforms created uncertainties and affected the World Bank approval process for the BCP and other proposed GEF projects.

30. **Assessment of risks.** There were four risks anticipated during Project preparation: (i) Government might not sustain adequate commitment to biodiversity conservation; (ii) institutional capacity; (iii) local population might give higher priority to livelihoods than to support for biodiversity conservation; and (iv) inadequate local participation in boundary demarcation. Among them, the institutional capacity of field staff proved to be a valid concern: Protected area rangers complained repeatedly about their low salaries of around US$ 70 per month, insufficient to adequately provide for themselves and their dependents. This problem was partly addressed during Project implementation by including field food rations (like other supplies) as an eligible Project expenditure. This mitigation measure was properly implemented, and the other risks mentioned did not turn into real obstacles to Project success.

2.2 Implementation

31. **Multi-stakeholder approach and coordination.** Despite the multi-level and diversified character of the BCP, its clear structure with three components and few sub-components was easily understood by all stakeholders. The multi-stakeholder approach contributed to its success, by engaging a wide range of players and by linking to other programs at national, regional and local levels. Any other biodiversity-related program was coordinated under the Forestry Department Wildlife Unit, or from December 2014 onwards by the National Protected Area Authority (NPAA), hence information flow between Projects was rather prompt and constant. For instance, the Western Area Peninsula Forest Reserve adopted BCP's Management Planning format shortly after its finalization at LMNP, and Gola Forest site staff offered an exchange program for BCP in biodiversity monitoring procedures and techniques. Monitoring and mapping formats for all sites have been harmonized in principle under the GIS unit of NPAA. This does not only facilitate a better data management of all conservation sites, but also allows to replicate proved concepts and methods in other sites which attract presently less attention and support.

32. **Challenges identified during inception period.** The main threats or challenges identified for Project implementation[7] during the inception period have been reduced. For

[7] As mentioned in the mid-term review report by PIU from November 2013.

example, the initially insufficient number of staff for effective patrolling has increased substantially under NPAA. Further, the negative or indifferent attitude of the local population and main traditional authorities towards biodiversity conservation at OKNP and KHFR, diagnosed during the inception period, has substantially changed into a pro-conservation mind-set, especially for OKNP. This was confirmed during numerous interviews and meetings with stakeholders during the end-of-project mission in February 2016. Through the implementation of the project, multiple consultations at various levels have been conducted, and have contributed to a shift in people's mind-set.

33. **Cooperation.** The high level of cooperation was a notable Project feature already embedded into Project design (see Section 2.1). For that, a significant and supportive role had the NSC at national level, besides the regular up-date meetings with all site managers, PMT, FD Coordinator and DFOs at Makeni level and the CSMCs meetings at site level. These regular coordination meetings were used to present BCP efforts, increasing the importance of biodiversity conservation to stakeholders hitherto less attentive to biodiversity and other environmental aspects of development.

34. **Government and Key Stakeholder Commitment.** The driving force for the functioning of the Committees (NSC, CSMCs) and stakeholder cooperation were prominent and experienced staff in the PMT and FD/NPAA, some of them with a decade-long desire to promote nature conservation and wildlife protection.

a. Deserving special mention here are the Project Coordinator (Head of Conservation Unit under FD/NPAA), the PMT National Project Manager, and other experienced wildlife core staff within the main office in Freetown or at the PA site levels (such as the Site Manager for OKNP). All these people were key drivers in the Project and for strengthening Sierra Leone's long history to promote conservation in general.[8] The leadership and professionalism of dedicated staff in the respective Freetown, Makeni or site offices were critical in building strong collaboration and alliances among stakeholders, even if these had previously been indifferent with respect to conservation.

b. Also meriting recognition are the former Minister of MAFFS, who repeatedly advocated in public meetings for banning mining from the protected areas, the external consultants from the ÖBf consulting firm (who provided important technical advice), as well as the TTLs of the World Bank, who managed to keep in regular contact and provide professional advice even during the Ebola crisis.

35. **Co-Management and CAPs.** The BCP Mid-term Report (November 2013) made reference to the importance of co-management, which was at an initial stage that time. This report emphasized that "…co-management is surely the key for effective management of natural resources. Hence, considerable efforts for the remaining project period should be in the

[8] To mention here also: the late Sheku Mansaray (former FD Director) had been very keen on making the BCP a success story.

field of the management capacities of villages and CSMC (with inclusion of the District Councils), the boundary demarcation for OKNP and KHFR, as well as in the implementation of the CAPs". In fact, the implementation of the CAPs, which started rather late, as these have been embedded in the Management Plans, has helped tremendously in the creation of good relationships of government staff with the buffer zone population.

36. **Flexibility during implementation:**

a. As designed, the Project was expected to support the elaboration of Community Action Plans (CAPs) by an external consultancy firm. This was modified in mid-2013 as it became evident that: (i) the tender process would require several months before effective start, likely causing delays in CAP implementation; (ii) the quality of out-sourced consultancies was below expectations[9], (iii) fewer funds for implementing the CAPs would have been left. Therefore, it was agreed to integrate the CAPs into the management planning process, thereby shortcutting the process.

b. The Project was also flexible in the procurement process of services, goods and works for implementation of the CAPs. The initial plan to outsource all services and procurement of goods to NGOs and development partners was not considered feasible in the absence of qualified bidders. Instead, participatory appraisals in all buffer zone communities have been carried out to assess their individual priorities for CAP development. This was done directly through the three Conservation Site Management Teams (CSMTs) with technical guidance from the Project Management Team (PMT). Implementation of the CAPs has been steered by PMT and FD/NPAA after a validation process at site levels. The day-by-day assistance of PMT/FD/CSMTs and Conservation Site Management Committees (CSMCs) in this process has led to a (i) a high level of knowledge and acceptance by community people; (ii) high efficiency in planning and implementation; and (iii) direct coordination with villages and therefore high effectiveness during CAP implementation.

37. **Effects of the Ebola Outbreak.** Implementation progress greatly—and understandably-- slowed during the 2014-2015 Ebola crisis, during which time the project was rated MS or MU. During this time, the World Bank task team often could not effectively communicate with the project counterparts and could not get enough actual information. No World Bank implementation support missions took place during June 2014-January 2016, mainly due to Ebola-related travel constraints. Moreover, project-related public consultations and community meetings could not take place for months because the Government banned public gatherings of more than three people; this particularly delayed the preparation and implementation of the Community Action Plans (CAPs). Fortunately, a post-Ebola surge in project implementation led to the achievement (and more) of most targets, along with the completion of planned civil works and successful implementation of the CAPs. The progress noted during the February 2016 ICR Mission (the first Task Team visit to the Project area

[9] As it was the case for the Socio-Economic Survey Report for OKNP and KHFR, which was deemed unsatisfactory for PMT and Forest Department then.

since May 2014) was therefore considerably greater than had been reflected in the Final ISR of November 2015.

38. **Intermediate Outcome Indicators.** For the first two Intermediate Outcome Indicators of Component 1 ("Updated Wildlife Protection Act and Forestry Act to be submitted to Cabinet"), a slightly different interpretation was discussed at various stages during Project implementation. The main argument was that it is mainly the Project's responsibility to elaborate and deliver revised Draft Acts and Regulations to MAFFS, not to the Cabinet. MAFFS in turn has the mandate to submit them to the Parliamentary Committee which is in charge of assessing the draft documents for final enactment.

39. One indicator of Component 2: "All District Development Plans (DDPs) have a chapter on biodiversity conservation by EoP", faced the difficulty that DDPs are only revised and up-dated every 3 to 5 years, and the updating of the Plans did not synchronize with the Project's work plan.

40. **Restructuring.** The BCP was extended through a no-cost extension agreement between the World Bank and MAFFS for one year until December 1, 2015. This was deemed necessary mainly due to implementation delays during the Ebola epidemic period in 2014-15.

2.3 Monitoring and Evaluation (M&E) Design, Implementation and Utilization

41. **Design.** The key output and impact monitoring instrument was the Results Framework and Monitoring table, which identified key indicators according a given timetable, measuring achievements of PDO outcomes and intermediate outcomes. The indicators used included the Management Effectiveness Tracking Tool (METT) scores for each of the three Project-supported protected areas (see also Annex 2). Financial monitoring was done in Freetown within the Rural and Private Sector Development Project (RPSDP) office; however, resource monitoring was done at all levels, from Freetown down to site level and included budget, expenditure, procurement, resource allocation, maintenance of vehicles, etc.

42. **Implementation.** The PMT had a lead role in M&E by producing quarterly reports and managing data inflow from the sites. M&E related activities were in place at the following levels:

a. **National Level.** The NSC oversaw and approved annual work plans, reports and budgets. It served as a corrective mechanism which allowed the incorporation of different line ministries' views with regard to biodiversity conservation. The PMT provided annual reports, plans and budgets to NSC and MAFFS. MAFFS requested reporting in their own formats and time frames, as the BCP was integrated within the monitoring system of the Policy Evaluation, Monitoring, and Statistics Division of MAFFS. The M&E documents were NSC/MAFFS meeting protocols and approved annual and semester work plans and budgets.

b. **Intermediate Level (Makeni).** The PMT was based in Makeni and served as a central hub for monitoring the sites and forwarding issues from and to the national Forestry Division level in Freetown. Monthly meetings for planning, reporting, information exchange and harmonization took place, integrating the site managers and District Forestry Officers (DFO) from the District Councils (DCs). The PMT in particular had the role of providing guidance, support and supervision to the work of Conservation Site Management Teams. Central monitoring documents were the quarterly PMT project reports, which highlighted achievements, bottlenecks and work plans.

c. **Conservation Site Level.** At the conservation site level there were four M&E activities: (i) The regular weekly meetings at the sites with the CSMTs; (ii) the quarterly meetings of the CSMCs[10] to steer and approve work plans and budgets; (iii) the METT, which was organized in the form of participatory annual monitoring meetings to measure project progress from the point of view of the key stakeholders around the sites; and (iv) the monthly District Council meetings with participation of Site Managers. Important M&E documents at this level were (i) monthly CS monitoring reports with photos, GPS data to verify evidence and monitoring of key ecological indicators in conservation sites (human interference, camera trapping of key species, etc.), and monitoring of community development activities at the site level and (ii) meeting minutes.

43. **Management Effectiveness Tracking Tool.** The most important monitoring and evaluation tool to measure Project outcomes was the Management Effectiveness Tracking Tool (METT), which was applied four times at all three conservation sites. The METT provides a means to track overall progress in improving the quality of protected area management across a broad range of variables. The METT was developed by the IUCN World Commission on Protected Areas and is now used in many protected area projects (including those supported by the World Bank and the Global Environmental Facility, GEF). At its core, the METT is a standardized questionnaire about different aspects of protected area management, with a theoretical "perfect" top score of around 100. (Most protected areas worldwide face protection and management challenges of different kinds and thus have scores that are considerably lower than the theoretical maximum.) For the Sierra Leone BCP, the first PDO indicator's target was defined that "Management Effectiveness has increased by 20% by the end of the project". The target scores were substantially exceeded for all three sites. For LMNP and KHFR, the METT score increased to more than double the original target values. The high score increments for LMNP and KHFR were due to the low score levels during baseline and the accomplishment of Project tasks, including Management Plans, civil works, and completion of the Community Action Plans.

44. **Utilization during Project.** The data were harmonized quarterly and annually using formats from the Policy Evaluation, Monitoring, and Statistics Division (PEMSD) of MAFFS. M&E data were also presented and used during NCS or MAFFS meetings and discussions, in

[10] The CSMC includes a number of different agencies: relevant line ministries and district councils, traditional authorities, NGOs and CBOs, and local communities.

addressing the main obstacles for Project progress, such as illegal logging and mining concessions within PAs. GIS data and thematic maps were used for building consensus and for decision-making, as in the case for the new boundary of KHFR. Work and budget plans were utilized for overall monitoring of activities under the MAFFS, while the Results Framework and Monitoring table fed into the ISR and served to monitor progress towards achieving the project development objective. The counterpart agency (Forestry Division, which became NPAA) had the ownership of this project and wanted to make it successful.

45. **Utilization after Project.** In practice and beyond the Project cycle period, mechanisms are in place to continue M&E, as CS managers are able to (i) elaborate their quarterly work plans and budgets; (ii) elaborate their monthly reports in Power Point format; and (iii) present, discuss and evaluate results in monthly monitoring meetings in Makeni. A data monitoring system based on monthly GPS data from the field is being used in the GIS unit of the NPAA.[11] Further, satellite images and the Arc-GIS software acquired during the Project period are also being utilized within the newly-established NPAA, and are important tools to update information on the Protected Area system, such as to determine more accurately the boundaries and surface areas of existing and newly proposed conservation areas for a nation-wide mapping update.

2.4 Safeguards and Fiduciary Compliance

46. The BCP was designed and implemented to have highly positive net impacts from an environmental and social standpoint. The project was classified as Category B (partial assessment), in accordance with the provisions of the World Bank's Environmental Assessment Policy (OP 4.01) and Natural Habitats Policy (BP 4.04, Para. 2). An Environmental and Social Impact Assessment was prepared and publicly disclosed in June 2007. Project supervision confirmed that the project-supported small civil works (including protected areas headquarters, ranger outposts, and associated water supply systems) did not involve any significant adverse impacts. On the contrary, the project had a highly positive overall environmental impact by strengthening the Government's capacity to conserve biodiversity, particularly around the three project-supported protected areas (OKNP, LMNP, and KHFR).

47. With respect to social safeguards, the project triggered the World Bank's Involuntary Resettlement Policy (OP 4.12). Project preparation produced a Resettlement Policy Framework (RPF) and a Process Framework; both documents were publicly disclosed in July 2009. The RPF had been prepared because of the possibility of relocating certain existing human settlements within protected areas, notably OKNP. However, Government (with World Bank concurrence) decided not to attempt any such relocation over the life of the BNP; accordingly, no Resettlement Action Plan (RAP) was prepared under the project. The Process

[11] It is envisaged to streamline the data base system with other PA management, such as the wetland areas under WCP, WAPFoR and Gola Forest.

Framework was prepared in order to address any livelihood restoration issues related to the project-supported restriction of access to natural resources within the three project-supported protected areas. In accordance with the Process Framework, project implementation involved the preparation and successful implementation of Community Action Plans (CAPs) in the vicinity of all three protected areas. Project implementation is therefore rated as Satisfactory with respect to environmental as well as social safeguards.

48. The project's Financial Management (FM) risk was rated as Substantial at appraisal. This risk was associated with delays in the transfer of funds especially to remote protected areas. The risk was mitigated by having the Project Management Unit as the central disbursement point, including to the major suppliers and contractors for the protected areas; there was also the appointment of professionally qualified and experienced staff as well as close supervision by the Bank's FM Specialist. The Interim Financial Reports (IFRs) were satisfactory and met the Bank's minimum requirements. Late submission of the IFRs as well as the audit reports contributed to the project having an overall Financial Management performance of Moderately Satisfactory throughout most of the project period.

49. Almost throughout the project period, Procurement was also rated as Moderately Satisfactory. The Post Procurement Review was conducted at least once a year. Most of the procured items were Community Driven Development (CDD) type items in order to implement the Community Action Plans (CAPs). Several items classified as works were combined and procured as blocks.

50. The overall responsibility for financial management and procurement was assigned to two specialists from a consultancy firm who were already providing services for the ongoing World Bank-financed Rural and Private Sector Development Project (RPSDP). Though the specialists had highly professional skills and large working experience, their work load created some difficulties in efficient approvals of terms of references and bidding and evaluation processes of tenders.

2.5 Post-completion Operation/Next Phase

51. Besides the targeted increase in management effectiveness, the BCP contributed to the up-date of the Wildlife Protection Act and the Forestry Act, which are presently under revision by the new MAFFS Minister. These legal documents can be expected to have long-term positive impacts for mainstreaming biodiversity conservation within development activities in the NPAA and more widely throughout Sierra Leone. A GIS unit was set up in BCP, which is now operational and functioning under the NPAA. BCP encouraged long-term coordination between the Ministry of Mineral Resources, Ministry of Lands and Country Planning (MLCP), and MAFFS, and it provided Management Plans for the three sites including CAPs, which have been implemented beyond target indicators (see Section 3.3).

52. The work initiated laid the groundwork for the Government to use successful BCP experiences to be replicated in other conservation sites of the country. Nonetheless, the

continuation of management practices at the pilot sites and the envisaged replication in other sites will depend on financing sources and Government priority setting. A promising first initiative of NPAA was to recruit additional staff for all sites. For instance, the OKNP staff number almost doubled from 17 to presently 32; LMNP staff increased from 17 to 29. NPAA's financial budget exceeds also by far the previous GoSL budget allocation for the Wildlife Unit of the Forestry Division and salaries for newly contracted staff are above previous contracts. The Training Needs Assessment, organized under the BCP, is giving valuable recommendations for upgrading the skills and knowledge base of the new, exclusively young and inexperienced site staff. Hence, it is likely that NPAA can continue and even enlarge management operations to the three pilot and other sites, although potential future budgetary constraints may slow or limit the Authority's rate of progress.[12]

53. Whether BCP-initiated activities will be sustained also depends on constant leadership at national, district and site levels to ensure that annual work plans, budgets, and staffing arrangements continue to support management plan implementation. In this regard, the continuation of the BCP Coordinator, the new Executive Director of NPAA, previous PMT staff, and Site Managers are a positive signal, as they play a major role in guiding new staff and leading future development for conservation following Project closing.

54. With regard to the outcome indicator about the biodiversity chapters as part of the district development plans, it is important to note that the relevant districts for the three sites[13] do only revise development plans every three to five years. However, the inclusion of District officials, especially the DFOs, in all relevant Project affairs (such as membership in CSMC, District Council engineers supervising planning and works at sites, and MAFFS extension staff as CAPs trainers for villagers in buffer zones) has helped to ensure the consideration of biodiversity conservation within the District Council's daily work. At the same time, biodiversity is already a subject discussed at the monthly District Council meetings. Further mainstreaming of biodiversity into district planning is an area to be followed up by NPAA and respective sub-offices, which are currently established at decentralized district level.

3. Assessment of Outcomes

3.1 Relevance of Objectives, Design and Implementation

55. **Relevance of Objectives: Substantial.** The Government of Sierra Leone (GoSL) has recently confirmed its commitment to prioritize environmental aspects in its new "Agenda for Prosperity". By 2035, Sierra Leone aspires to be "an inclusive, green, middle-income country with an effective environmental management system in place that protects our biodiversity and is a model in responsible and efficient natural resource exploitation." The Agenda for

[12] LMNP Management Plan estimates between US$ 200,000 and US$ 400,000 annualy needed for its implementation (2013 to 2017).
[13] Bombali (OKNP), Tonkolili (KHFR), Koinadugu (LMNP) and Bo (KHFR).

Prosperity named its second Prosperity Pillar "Managing Natural Resources", with several sub-chapters dedicated to promotion of a sustainable environment and sustainable forest and land management. Unlike previous policy statements, the biodiversity conservation aspect was explicitly expressed in this most recent Agenda, corresponding to the main BCP objective which was "to assist the GoSL in improving the management of selected priority biodiversity conservation sites and enhancing its capacity for replication of best biodiversity conservation practices". The project was included in the Joint Country Assistance Strategy FY10-FY13[14], under a broader objective relating to improved efficiency and transparency of agriculture and fisheries. The project was also implemented in accordance with GEF objectives, particularly for the Biodiversity Focal Area.[15]

56. **Relevance of Design and Implementation: Substantial** (see also Section 2, Factors Affecting Project Design and Implementation). The National Biodiversity Strategy and Action Plan (NBSAP), up-dated in 2015, identified barriers to effective protected area management and highlighted issues to be addressed, such as policy and legal framework adaptation, capacity building, public participation, monitoring and evaluation, incentives, research and training, public education and awareness, access to technology and information, benefit sharing, indigenous knowledge and increased financial resources. BCP has actually tackled all of these aspects in its three components, therefore showing a high level of alignment with the NBSAP. The NBSAP had identified eight national priority sites where urgent actions are needed to restore their integrity and ecological functionality; three of these sites were selected for implementation under the BCP.

57. The BCP project objectives and activities still remain highly relevant for Sierra Leone, given the continuing pressures on its rich ecosystems, especially forests, areas with mineral resources (such as Kangari Hills), and the areas close to rapid urbanization (Western Area Peninsula Forest; Kambui Hills). In particular, BCP's achievements with respect to community-level engagement in conservation are highly relevant for these areas under significant human pressure.

3.2 Achievement of Global Environmental Objectives

Rating: Substantial

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[14] During the Ebola outbreak, the development of a new country strategy document was delayed. The Systematic Country Diagnostics (SCD) preceding the Country Partnership Framework is underway at the time of this ICR. The SCD concept note recognizes the environmental challenges posed by human activity, especially environmental degradation around mining sites, and vulnerability to natural disasters facing the country.

[15] The project has achieved especially three out of GEF's four biodiversity strategies; these three are (i) improving the sustainability of protected area system, (ii) mainstreaming biodiversity conservation and sustainable use into production landscapes/seascapes and sectors, and (iii) capacity building on access to genetic resources and benefits-sharing.

58. With regard to the first part of the GEO, "to assist the GoSL in improving the management of selected priority biodiversity conservation sites", the Project has made substantial progress by increasing the management effectiveness by on average 118% as compared to the early baseline scores in 2006. Compared with the updated baseline at beginning of the Project in 2011, the rise was even higher with 158% (average mean of the three sites). It has therefore by far exceeded the target increase of 20%.

Table 1: METT scores

METT scores	2006	2011	2012	2013	2014	2015	Dif.1	%	Dif.2	%
OKNP	49	41	54	55	56	65	16	33	24	59
LMNP	22	22	24	25	59	62	40	182	40	182
KHFR	25	18	25	32	52	60	35	140	42	233
Increase in %								118		158

note: Dif.1 refers to difference between 2015 and 2006
Dif.2 between 2015 and 2011 at effective start of Project operation

59. The higher scores for all sites were directly linked to the outputs achieved by the Project (as detailed in Annex 2). With reference to the individual sites the main outputs leading to higher scores were:

a. **OKNP:** The higher score achieved (65 against the baseline of 49 in 2006) is attributed to consultation meetings on illegal mining, the management planning process, co-management through CSMC, civil works, and livelihoods support through agriculture activities under CAPs (such as groundnut and pineapple plantings, solar installations, rice and vegetable seeds, and associated training sessions). OKNP scored highest among all sites due to Project-supported eco-tourism visitor facilities and tourism service improvements, which provide some income for local people. Illegal mining activities, a major problem in the Outamba area of OKNP during the early stages of BCP, have greatly diminished, with no reports of these activities thus far in 2016.

b. **LMNP:** The last METT stock-taking revealed a considerable score increase compared to the baseline. Except for the final steps in correcting defects to complete contractor payments for the civil works, all major Project activities at Loma were concluded already by the end of February 2014. The construction of an administrative complex and ranger housing at LMNP completed investments that were initially planned to be undertaken during the IDA-financed Bumbuna Hydroelectric Environmental and Social Management Project, which closed in 2014 before these works could be carried out. During BCP implementation, the Loma Mountains conservation site was finally upgraded from a Forest Reserve to a National Park; this upgrading had been planned as a biodiversity offset for the Bumbuna Hydroelectic Dam. There are no settlements nor mining activities within this Park.

c. **KHFR:** After the final mapping agreement with concerned stakeholders at the State House in Freetown, the agreed new boundary has not yet been physically demarcated, as it awaits final approval from the Government's high-level Strategic Policy Unit (SPU). The METT score (60) was significantly higher than at baseline (18). The main reasons for this improvement appear to be better management planning, budget availability, increased presence of staff and vehicles, civil works completion, community sensitization, training, and

CAP implementation. The new agreed boundary encloses an extension of 16,000 ha, which is almost double the size of the previous 8,500 ha Forest Reserve; this is significant with respect to Government's national and CBD target to bring 17% of Sierra Leone's land surface under some type of protection status.

60. BCP supported biodiversity monitoring activities at all three conservation sites, including (ii) the installation and regular monitoring of camera traps and (ii) wildlife point counts along defined transects as part of routine forest patrolling activities. Although there is no project indicator specifically involving biodiversity outcomes, the evidence that has amassed during BCP implementation indicates that (i) vegetative cover has remained relatively stable (i.e., deforestation is not evident) within the boundaries of the three BCP-supported protected areas, although wildfires set by cattle grazers during the dry season often affect portions of the savanna vegetation within OKNP and (ii) multiple larger mammal species are being discovered in areas from which they were previously unknown to occur (such as Forest Elephant *Loxodonta cyclotis*, unexpectedly found to occur in the KHFR.)

61. The second part of the GEO, "…enhancing its capacity for replication of best biodiversity conservation practices", is also substantially achieved. Some of the main achievements are:

- A **standardized management plan format** developed, and adopted by the Western Area Peninsula Forest National Park (WAPFNP);
- **Meetings between site managers** and DFOs for information sharing have become regular since these were introduced by BCP; the meetings serve, for instance, to replicate proven practices such as the biodiversity data collection methodology, monthly reporting formats, and implementation of PA Management Plans and Community Action Plans (CAPs);
- **Standardized CAP assessment formats** were developed and are already being used, such as by the Mamunta-Mayosso Wildlife Sanctuary (MMWS);
- **Biodiversity monitoring formats**, which are standardized in static- and non-static data and stored in the form of Excel sheets and with coordinates to create maps; these formats are now used within NPAA for all such areas that have established such monitoring systems. For example, the Gola Forest Administration (supported by RSPB) is using a similar (though less structured) format and methodology, as a result of the staff interchange between the BCP and Gola Forest Administration (particularly the biodiversity and research staff);
- The **creation of Conservation Site Management Committees** (CSMCs) allows more transparency and co-management through the participation of community, traditional- and district level authorities. It has been quite important also for other sites, such as for MMWS, where joint agreements reduced the pressure from cattle herders, or at WAPFNP, where a similar concept was adopted, but not institutionalized, and where communities and local authorities are cooperating more with the Park Authority; and
- A **by-laws methodology** was developed that can readily be used and adopted for all sites. It encourages the district and traditional authorities to take part in conservation decisions for their protected areas, thus increasing ownership at a decentralized level.

3.3 Efficiency

Rating: Substantial

62. Based on the nature of the Project and in line with the PAD (page 16), a conventional financial and economic analysis was not carried out. Instead, an assessment of the project's benefits in qualitative terms was carried out, with the results summarized below.

63. The Project has produced local, national, and global environmental benefits. Some of the direct benefits with economic or efficiency impacts are:

a. Improvements in the **legal and regulatory framework** for PA operations, which strengthened the legal basis for protecting the conservation sites. The BCP promoted increased discussion of national, district, chiefdom and local laws or by-laws with stakeholders. This led to improved awareness and acceptance of the Wildlife Act and other laws and regulations, especially by those individuals who were illegally using natural resources within the PAs. For example, mining within the Outamba area of OKNP has not been reported since mid-2014, while major mining activities are still ongoing on at some non-BCP conservation sites such as Kabba River (Little Scarcies).

b. Introduction of **new management techniques:** BCP-supported GPS data collection, patrolling formats, monthly reporting protocols, field computers, use of satellite images with fire mapping, training, hiring of computer-literate administrators, and camera trapping evidence have all improved the efficiency and professionalism in the day-to-day operations of Conservation Site staff. This has been reinforced by the substantial increase in staff number per site and exchanges between experienced and less experienced Site Managers and Assistant Managers. The introduction of Arc-GIS software and satellite images has prompted quick access and utilization of data for efficient decision making and agreements with stakeholders, such as for the validation of PA boundaries during management planning sessions. The software and satellite images can also be used for other conservation sites in the country.

c. Development of **opportunities for livelihoods:** Root causes of threats for the PAs are mainly associated to human activities. CAP activities have helped to raise the economic benefits of nature conservation for some communities above the benefits gained from exploiting natural resources. This was evident during the February 2016 World Bank mission to OKNP when community members of different buffer zone villages rated the benefits from protecting the National Park higher than using resources in it. Local ownership directly contributed to attitudes in favor of conservation, thereby reducing the costs of effective management, with reduced need for legal enforcement measures and other transaction costs associated with unlawful activities (transport costs, costs for mediation, etc.).

d. Increased **partnerships** at all levels have provided opportunities for the exchange of good practices. Coordinated efforts by CSMCs, including traditional authorities, councilors, and farmers have generated gains in efficiency through agreed decision-making. The Project's **capacity building** measures have trained stakeholders at all levels in the PA system, including the newest generation through nature club activities in schools. This improved knowledge and awareness of biodiversity conservation enhances the efficiency of PA management efforts by the GoSL.

e. In the longer term, **increased visitation linked to biodiversity conservation** can be expected, given the attraction of intact natural resources such as wildlife, mountains, and waterfalls, and the improved road access to OKNP and LMNP. OKNP already generates some income from the overnight stays of visitors who are keen to see Hippopotamus in the Kabba River or experience the presence of Forest Elephants. Loma Mountains attracts hiking visitors who seek to climb the second highest peak in West Africa, the Bintumani Mountain. Providing some cabin accommodations or camping facilities at Loma would be a logical next step, requiring further investment by NPAA or the private sector.

64. Other, indirect efficiency benefits are:

a. The civil works, like headquarters and outposts, are considered as important development investments linked to the protection of the sites. Further social and economic benefits are expected by using these facilities for eco-tourism or renting portions to third parties for specific events[16].

b. Assistance in tree crop farming (cocoa, oil palm, and cashew) was promoted together with increased inland valley swamp rice and vegetable cultivation. This has helped to reduce shifting cultivation and slash-and-burn practices, mainstreaming environmental-friendly practices in adjacent landscapes. The economic benefit from harvests, especially of 3,344 ha of tree crops, will increase over the years.

c. Protecting the forest is essential for keeping water sources, water catchment areas, and water quality intact. This is in particular important for Kangari Hills and Loma Mountains with their high number of river streams nascent in their mountainous areas, in order to maintain reliable access of local water supply for the surrounding populations and further downstream.

Table 2: CAP Agriculture Outputs (outside PA boundaries)

		Quantities				
Crop	**Unit**	**OKNP**	**Loma**	**KHFR**	**Total**	**Ha**
Cashew produced 2014	tree	30.000	5.000	5.000	40.000	1.111
Cashew produced 2015	tree	-	42.000	-	42.000	1.167
Oil Palm produced	tree	9.500	11.692	-	21.192	331
Cacao produced	tree	-	6.617		6.617	735
IVS Rice planted	bushel	12	18	25	55	22
Total						**3.366**

[16] This idea was raised during the February World Bank mission at OKNP by the Site Manager.

65. Comparing the Project expenditure of US$5 million with the 147,000 ha surface area of the three protected areas results in a per-hectare cost of US$7.50 per Project year. This does not consider benefits from sustainable agricultural activities in the surrounding areas (3,366 ha), their income effect, and the indirect positive impact on reduced shifting cultivation of rice upland farming (which leads to fewer fire incidents and less soil erosion).

Table 3: Population and Surface at BCP Sites

Conservation Site	Villages	HH	Population	Surface (ha)
OKNP	22	722	5.523	110.000
Loma	25	1.932	13.987	21.000
KHFR	25	2.311	12.622	16.000
Total	**72**	**4.965**	**32.132**	**147.000**

66. In relation to the total direct beneficiary population of 32,000 in the 72 communities of the buffer zones, the Project cost per capita and year is US$35. This interpretation does not consider the long- term benefits of some of the Project activities, such as solar power income, tree crop harvests, and multiplication of rice seeds, training effects, etc., which all accrue for much longer than the effective Project period of 4½ years.

3.4 Justification of Overall Outcome Rating

67. The relevance of BCP objective and initiatives were high at the time of project design and equally at the closing of the project. With project support, an effective policy framework for wildlife and forestry management was prepared and forwarded to MAFFS for Parliamentary Commission consideration. The institutional setting has changed and moved forward, as conservation aspects have got more attention through the newly established NPAA. The increase of budgetary support from GoSL has come to be effective already through a substantial increase of field staff at the sites and increased salaries. District Council representatives, including councilors, see themselves now as drivers for conservation defending prevailing laws and advocating for them in CSMC meetings and with communities. The same can be said for the traditional authorities, although a few exceptions exist around OKNP and LMNP, where chiefs profit from bilateral deals with nomadic Fulani cattle owners. These deals allow the nomads to graze their cattle on chiefdom land, in exchange for payment in the form of cattle. The general commitment of GoSL to protect natural habitats and biodiversity is manifested in the Agenda for Prosperity, which envisions Sierra Leone to be a "green" country by 2035, with "effective environmental management in place that protects biodiversity".

68. Loma Mountains was upgraded from a Non-Hunting Forest Reserve to a National Park in 2014 with a clear boundary demarcation consented and accepted by all stakeholders. The same holds for OKNP, where the boundary demarcation at Kilimi was a crucial step to gradually decrease pressure from nomadic cattle owners and timber loggers. The long-lasting boundary dispute at KHFR with the mining sector (including the Ministry and private

companies) has come to an end, with a compromise found in numerous stakeholder meetings at the State House and with mediator support from the SPU (Strategic Policy Unit). However, the physical demarcation of the adjusted KHFR boundaries with cement pillars still remains to be done.

69. The planned civil works were almost fully completed at all sites at the time of Project closing in December 2015. The only work remaining at the time involved the need to fix certain identified physical defects before the contractors could be fully paid. The main defect at multiple civil works sites involved insufficiently deep water wells, a problem which the contractors agreed to fix around March 2016, when the water table is typically low enough for deepening the wells. The new PA headquarters and outpost buildings constitute a major Project achievement that will benefit field staff and also people from local communities. Conservation site staff are now equipped with modern equipment, better trained, and now numerous enough that patrolling and monitoring can be carried out effectively. All sites have participatory Management Plans, approved and validated by CSMCs and representatives of the surrounding communities. The implementation of CAPs in all villages within a one mile buffer zone has created higher levels of trust between Government and local communities and their traditional authorities, who previously had been generally skeptical of Government programs.

70. All three BCP-supported conservation sites are not merely legally protected areas, but their status is also socially acknowledged by the public. Awareness about the PAs and associated laws is widespread, mentioned in several World Bank meetings with local residents in February 2016. Rampant mining has been halted at OKNP and reduced at KHFR. Co-management options through the CSNCs have become more interesting to community members, who stand to benefit more from conserving natural resources than by unsustainably exploiting them. Field rangers and managers have initiated partnerships with buffer zone villages and partly engaged these in patrolling, monitoring, and research activities (for example, in assisting researchers in making transects, as field guides for visitors, and for catering services). Villagers also benefit from a gradual increase of eco-tourism activities, especially at OKNP, where income is generated by offering tour and canoe guiding, catering services, and selling local food (fruits, palm wine) or handicraft (e.g. mats, baskets).

71. The overall outcome rating is satisfactory, based on substantial relevance of objectives and design, substantial achievement of objectives, and substantial efficiency.

3.5 Overarching Themes, Other Outcomes and Impacts

(a) Poverty Impacts, Gender Aspects, and Social Development

72. BCP had an explicit emphasis on global biodiversity benefits. Nonetheless, BCP has contributed through Component 2 to poverty reduction, gender, and social development benefits, especially through training and agriculture-related livelihood activities. BCP-

supported Community Action Plans played a notable role in local social development and promoted community support for PA management activities.

73. BCP involved local communities in PA management planning through the CSMCs, including PA boundary delineation and physical demarcation, allocation of CAP resources, and other matters. As a result, local ownership was built, people were exposed to "modern" and participatory conservation concepts, and social development was strengthened.

74. As part of the conservation site-specific CAPs, the Project supported rooftop solar power installations in 39 villages. Villages were selected in part according to their income generation potential, particularly where there would be a larger market for mobile phone users to charge up their devices. For instance, Kruto village at LMNP had an average income from electronic charging payments of 450,000 SLL (US$78) between October 2015 and January 2016, which is sufficient to set aside money aside for battery replacement after 6 years, invest in new charging equipment, and provide the operator with some extra earnings. The solar installations were working at all sites visited during the February 2016 World Bank mission, showing a positive impact not only for the operators' earnings, but also for increased night-time security and the facilitation of social and religious gatherings.

75. The civil works construction at the conservation sites has created temporary employment for villagers around the sites and income for local contractors. The maintenance of the infrastructures will need maintenance services (water and solar installations, painting, etc.) and offer therefore future income opportunities for local craftsmen and unskilled laborers, stimulating local economies in those remote areas. Likewise, the operation of the site infrastructures is creating employment for cleaners, security guards, caterers, and other local service providers.

76. From a gender perspective, BCP has monitored women's participation and benefits where feasible. Women have been prominent in Project management (the Project Coordinator was a woman), associated staff at the Makeni office, and CAP implementation. In training sessions on various topics women's participation was between 29% and 65%; groundnut planting and vegetable seeds were exclusively the domain of women. Many other activities were not gender-specific but also included women: Rice cultivation, cashew plantings, solar power, and drying floors (tarpaulin) equally benefited men and women (see Table 4). All villages were considered under the CAP program if they had at least one CAP activity; several households could participate in more than one CAP activity.

Table 4: CAP Activities and Women Participation per Site

	OKNP		Loma		KHFR		
CAP Activity	**% HH**	**% women**	**% HH**	**% women**	**% HH**	**% women**	**comment**
Nursery training			19	48			on FFS level
Pineapple training	27	43	8	29	11	39	on FFS level
IVS training	35	35					on FFS level
Vegetable training	21	65					on FFS level
Cashew planting			89	52			planted at village level
Rice cultivation	86	52	55	52	22	36	for whole village*
Groundnut planting	87	100	68	100			only women

** all women benefiting equally as men (= 52%)*

(b) Institutional Change/Strengthening

77. Long term benefits can be expected for Government and traditional authorities from the numerous training and working sessions organized during the effectively 4 1/2 year Project duration. BCP organized capacity-building programs for all levels of stakeholders, from executing agencies to training for local government staff, traditional authorities, and communities. The knowledge and capacity gained will most likely be used in continued management at the BCP sites and replicating successful practices at other sites (assisted by the BCP-organized meetings between different site managers).

78. FD, then NPAA, was successful in creating *working linkages among key ministerial representatives* and their regional bodies. This enhanced FD/NPAA's position as an active networking institution and ensured that key parties were involved from the onset in the design and implementation of BCP's components. Both the FD Coordinator and PMT have built an effective management team with well-institutionalized relations with other Ministries and agencies.

79. The *institutional complexity* of the Project set-up had pros and cons. On the one hand, it included stakeholders at different levels and brought the Project on a broad base with considerable capacity building effect at each segment. On the other hand, it complicated Project implementation, especially at the beginning in 2011. The implementation set-up with CSs embedded in chiefdoms and district council, PMT in Makeni, coordination through the Forestry Division (later NPAA) in Freetown, procurement and financial management through RPSDP, and overall supervision through the World Bank made information flow and decision-making sometimes complicated and lengthy and was a cause for implementation delays. For instance, the procurement process of the socio-economic baseline survey took almost one year between ToR draft and start-up of work. The institutional answer was to employ one permanent procurement specialist directly under MAFFS since 2013, in order to close information gaps between procurement, financial management, FD/NPAA, World Bank and PMT. Since then, procurement up-dates, information flow and procurement itself had speeded up considerably and FD/NPAA has improved its ability to manage bottlenecks.

80. The Bank provided training sessions for one staff within MAFFS on procurement and disbursement, financing guidelines and funding eligibility, approval processes, and verification and reporting requirements. In the end, GoSL capacity in project cycle

management and teamwork has increased, with support from PMT and World Bank, not only at Freetown level but also at district and site levels. The culture of cooperation that has emerged has strengthened GoSL's position and is likely to be sustained well after Project closing, particularly if BCP personnel continue to have key functions within NPAA.

81. During BCP implementation, MAFFS made a significant institutional change by creating the National Protected Area Authority (NPAA). Responsibilities that were formerly under the Wildlife Branch of FD have shifted to NPAA, with a greatly expanded national mandate for biodiversity conservation. At present, NPAA has not yet fully staffed up, particularly at its decentralized institutional offices in the districts. But the new reform process is part of the GoSL's Agenda for Prosperity and has already received higher budgetary allocations for staff than did the Wildlife Branch under the Forestry Division. It would be of great help to position experienced and dedicated leaders at decentralized level, similar to the Makeni PMT office, in order to replicate and sustain the close monitoring, training, and supervision role of PMT during the BCP.

(c) Other Unintended Outcomes and Impacts

82. BCP has helped in mainstreaming biodiversity considerations into other sectors, such as (i) EPA at the district level through PA management planning and legal reform discussions and (ii) the Ministry of Mineral Resources, which has started regular consultations with MAFFS before conceding exploration licenses to mining firms. These regular up-dates started with the KHFR boundary negotiations and have continued past the end of the Project.

83. The BCP did not support any involuntary resettlement of people from PAs. Since the LMNP boundaries had been drawn to exclude all villages and other human settlements, this issue was only relevant for OKNP and KHFR. A side effect of BCP's generally positive relationship with buffer zone communities was reduced human encroachment within the boundaries of OKNP and KHFR. Residents in the PAs were not eligible for receiving support from the Project, especially CAP activities; this contributed to a voluntary net migration out of the PAs. For KHFR, between 2012 and 2015, the number of illegal settlements dropped by 20% or 6 camps in absolute numbers, while the number of households dropped by 35% (see Annex 2, Table 8). Some settlements disappeared and new ones emerged, as people moved from one place to another in search of gold, and the sizes of the camps varied--but BCP's monitoring confirmed an overall decrease in the number and size of illegal settlements in OKNP and KHFR.

84. Another positive of BCP was that the traditional authorities and communities have increased hopes for economic benefits from protected areas. The Project has enhanced local peoples' belief that progress and support for their livelihoods is finally reaching them. It will be important for NPAA to sustain the development path taken through continued allocation of resources to the BCP-supported conservation sites. Partnerships with the private sector, such as for eco-tourism investments, could complement Government's efforts. Over time, eco-tourism is likely to become more significant as road access improves to OKNP and LMNP.

The main access roads to both sites are now paved: The Makeni-Guinea road passes fairly close to OKNP, although it still takes about 2½ hours to drive after leaving the paved Makeni-Koidu road reaching the buffer zone of LMNP.

3.6 Summary of Findings of Beneficiary Survey and/or Stakeholder Workshops

85. No formal beneficiary survey or workshops were conducted, but stakeholder feedback received during the post-completion mission in February 2016 has been referenced throughout this document.

4. Assessment of Risk to Development Outcome

Rating: Negligible to low

86. The risk assessment of the PAD had listed four substantial risk categories: (i) institutional, (ii) government capacity and (iii) reluctance of local population in protecting natural resources. Out of these risks the latter one was certainly a main hindering element at the beginning of the Project, especially at OKNP. With Project activities carried out, this mind-set turned around, mining activities stopped, and all stakeholders expressed their supportive attitude towards the protection of OKNP at the end-of-Project mission in February 2016. All the other risks mentioned did not turn into real obstacles or impediments to jeopardize Project success.

87. There has been strong adoption of Project-promoted practices by government agencies, buffer zone population, and traditional decision-makers within the chiefdoms. Some of the guidelines and practices developed under the Project were already replicated in other areas (such as a standardized management plan format developed under BCP, which was adopted by the Western Area Peninsula Forest National Park (WAPFNP). NPAA makes use of BCP experience in data management in its GIS unit, or the decentralized satellite-office strategy[17]. Project induced results are further: continued coordination with other GoSL agencies, such as the regular meetings between the Ministry of Mineral Resources and NPAA, and increased local ownership for protecting the CSs, through active involvement of local stakeholders (CSMC) and tangible economic benefits and livelihood activities at site level, which has emphasized the synergies between conservation and social welfare.

[17] Managing different sites from one satellite office as it was the case for Makeni-PMT office steering and monitoring the three BCP sites.

88. The creation of the NPAA and new staff recruitment are strong indicators for GoSL commitment to biodiversity conservation. Overall, the likelihood of sustainability and replication of Project-initiated activities is considered to be high and the risk to the development outcome is therefore assessed to be low.

5. Assessment of Bank and Borrower Performance

5.1 Bank Performance

(a) Bank Performance in Ensuring Quality at Entry

Rating: Satisfactory

89. The BCP was designed to assist GoSL to improve effectiveness of biodiversity management at selected sites with long-term and replication objectives. The Project's design had benefited from solid knowledge base, such as the Sierra Leonean context and an extensive practical experience with other Bank operations in Africa (e.g. the Protected Area Development Project in Ghana). Project indicators have been defined on a realistic judgment of what can be achieved, with a slight difficulty for the Project to synchronize with District planning to include a biodiversity chapter in the DDPs. Risk factors and risk description have been properly appraised, though the rating of risk was generally too pessimistic (mostly substantial risks).

90. Procurement responsibility was assigned to a consultancy firm, which was already rendering services for the World Bank-financed Rural and Private Sector Development Project (RPSDP). This allowed making use of existing resources and avoided Ministry constraints in procurement and financial management. However, only after the employment of one procurement specialist within MAFFS, procedures were fast-tracked and an efficient and constant link between the consultancy firm and PMT/ borrower was created.

91. In its appraisal and project preparation missions the Bank has operated closely with the borrower (FD) to capture its major interests and priorities; e.g. the selection of sites and the components of the Project have been developed jointly with the Forestry Division. The whole Project concept was then presented to and discussed with a wider forum of stakeholders in a validation workshop, including representatives from e.g. Gola Forest Project, RSPB, EC, other line Ministries, as well as NGOs such as ENFORAC, EFA and CSSL. In this workshop the strategic outline as well as certain topics relevant for other Projects and donors have been coordinated and adapted; e.g. the role of different parties in the legal and institutional reform process of Component 1 (RSPB and the European Commission (EC) in particular had similar objectives in their programs).

92. The result of this participatory and well-conceived project preparation was a Project design with strategic relevance, realism and clarity in structure. Hence, the Project could start

effective implementation in June 2011 on a solid base of the stakeholders' understanding of Project approach and objectives, and with a strong level of Government ownership.

(b) Quality of Supervision

Rating: Satisfactory

93. World Bank staff provided regular implementation support inputs during Project implementation. Additional support was rendered from the World Bank Freetown office through a consultant and experts on financial management and procurement, who were participating regularly in (video conference) meetings with the Project team (Client and PMT).

94. Along its 4 and half years, BCP had four different TTLs, with smooth handover each time. The TTLs provided motivation and stimulus to borrower, PMT, site staff and beneficiaries. Additionally, the TTL's commitment contributed to a trustful relationship between Client, Bank, Project and traditional leaders and communities. A final country and field mission in February 2016 reinforced this relationship, expressed often in meetings with beneficiaries. Findings and recommendations from supervision missions have been presented in debriefing meetings with the Minister (representing MAFFS), borrower and PMT.

95. The World Bank team in Washington maintained strong contact with the client and PMT also during the Ebola outbreak period, via regular video conferences. Decisions have been taken with a clear understanding of the Country's context, the client's strengths and weaknesses and in reflection of certain circumstances, such as Ebola, which led to a 12-month, no-cost extension of the BCP.

96. Throughout Project duration, the different TTLs and Bank teams worked effectively with the Client and PMT to address implementation hurdles as they were encountered: e.g. technical advice in preparation of different terms of reference and no-objections with regard to procurement adjustments and contracting external consultancy services. Mission Aide Memoires and ISRs were regularly completed, providing a consistently satisfactory view of the implementation status of the Project's components.

97. Finally the Bank team initiated and contributed actively in the preparation of a conceptual project proposal outline for a post-BCP phase with NPAA/ PMT. The team also spearheaded a meeting with the Bank's Country Director and EPA to explore financing and cooperation options for a GEF-6 proposal. This initiative, regardless of its successful financing, reflects the Bank's long-term view in supporting GoSL's commitment to protect biodiversity beyond Project end.

(c) Justification of Rating for Overall Bank Performance

Rating: Satisfactory

98. Given the quality of Bank performance at entry and during supervision, the Bank's overall performance is rated *Satisfactory*. After an initial rather difficult phase of changing TTLs, supervision and monitoring became more consistent and focused with the taking over of the third TTL team around mid-2013. From then on, the Project benefited greatly from the experience, advice and objective-oriented leadership during field- and debriefing missions, and helped to improve project performance.

5.2 Borrower
(a) Government Performance

Rating: Satisfactory

99. Government provided strong support to establish an effective and pragmatic approach throughout Project implementation. This support was basically conveyed by Government staff including Project Coordinator, the late FD Director, the new NPAA Director and the MAFFS Minister. All have contributed to a high level of integration and consent. Their presence and guidance was manifested e.g. during monthly meetings with site managers, coordination meetings with the Bumbuna Project, inter-ministerial Steering Committee meetings in Freetown, MAFFS monitoring and planning sessions, or extra-ordinary sessions, such as the workshop on illegal mining with MAFFS Minister, and site visits of the Minister to OKNP and KHFR. Despite the several changes of TTLs, the PMT did not change, and it shared the previous information with the new TTL each time.

100. Sustained political commitment has underpinned the Project's success. The Government was, and remains, a strong advocate for biodiversity conservation in the Country. This was demonstrated by the creation of an independent National Protected Area Authority in 2014, with an increased budget support to invest into the Protected Area network, and by a significant increase of CS staff number. The expansion in biodiversity engagement is also expressed in the Government's vision to be a "green" country with an "effective environmental management system in place that protects our biodiversity"[18].

101. At the sub-national level, various district councils have become drivers in BCP program activities. Not only designated Forestry staffs of the District Councils, but also the Environment and Social Officers took part in the management planning process for the conservation sites and were active in the constitution and the functioning of Conservation Site Management Committees.

(b) Implementing Agency or Agencies Performance

Rating: Satisfactory

[18] Cited from Agenda for Prosperity 2013, GoSL.

102. Government commitment has remained strong throughout Project life with a well-prepared and committed Project Coordinator (FD/NPAA). Despite the work load with several projects in parallel (e.g. alone four EU funded projects[19]) she was able to bridge between the central Ministry in Freetown, the PMT satellite office in Makeni and the sites in the districts, and build up and maintain contacts at inter-ministerial level and with the World Bank. This coordination ability was paired with a strong sense of cooperation drawing on a wide spectrum of partners and increasing ownership of the Project among a broad range of stakeholders.

103. While there have been several changes of personnel in PMT and changing TTL in the Bank, the Project Coordinator of FD/NPAA has been the institutional and Project memory from the beginning of the conceptual planning phase throughout BCP's entire implementation. This has surely been crucial for orientation and guidance and seamless continuity of functions throughout Project duration, including the very difficult Ebola state of emergency.

104. Though the Project Coordinator was based in Freetown, the organizational nature of the Project had operations on three levels of Project intervention: central government, district council and site levels. The PMT, which was hired under a consultancy contract with Oesterreichische Bundesforste (ÖBf), had a central hub function for its office location in Makeni and its operational role in Project management. Most of the PMT personnel were experienced experts and known and recognized by the Client, which led to smooth coordination between Freetown, Vienna and Makeni offices. By this means, one major change in personnel, the replacement of the PMT Manager, induced by the Client, could be handled efficiently without jeopardizing Project continuity or outcomes.

(c) Justification of Rating for Overall Borrower Performance

Rating: Satisfactory

105. The project was completed in a satisfactory manner, in large part due to the commitment and leadership demonstrated by FD/NPAA, and due to the constructive collaboration that was initiated with other ministries and their regional bodies. Moreover, key Government agencies have taken important, positive steps to sustain and consolidate Project achievements.

6. Lessons Learned

106. *Co-Management to Reduce Threats to Conservation Sites*: At the beginning of the Project, buffer zone community representatives repeatedly expressed the sentiment that they neither received benefits from the protected areas nor were they included in discussions about development of PAs. Further, since the initiation of the planning process for BCP in 2005-

[19] Four EU funded projects are (1) The Western Area Peninsula Forest Project (€ 3 Million); (2) Gola Forest Project (with RSPB/CSSL, € 5 Million); (3) Trans-boundary Peace Park Project between Sierra Leone and Liberia at Gola Forest (€ 3.2 Million); and (4) REDD+ Project (€ 1.8 Miillion).

2006, challenges and threats to biodiversity conservation had increased, particularly in the case of OKNP (mining, fire) and KHFR (mining and logging). Since the BCP and Bumbuna Project at LMNP started implementation, communities with their authorities have realized a serious and steady revival of government's presence and development activities in the PAs and the surrounding communities. This led to substantially higher METT scores for all sites. Essential for Project success were (i) participatory site management with villages and CSMCs (with inclusion of the District Councils), and (ii) the implementation of the CAPs, which satisfied finally communities' expectations especially at OKNP. *Community-level investments*, although small, had contributed to new participatory development paradigms, by enabling communities in the vicinity of CSs to realize direct and indirect benefits from integrated ecosystem management. Though co-management is only at an initial stage, it is surely the key for effective management of natural resources, as all threats are related to human interference.

107. Whether the role of the CSMCs in their present form is long-lasting cannot be affirmed yet; but BCP has laid the foundation for co-management mechanisms. Communities with their authorities experienced (and expect further on) more benefits from protection than exploitation. This increased both, (i) their understanding of the importance of conservation efforts and (ii) shared ownership for the Conservation Sites.

108. *Inter-sectoral coordination*: Before BCP, the Ministry of Mineral Resources did not enquire with MAFFS when issuing exploration licenses to the private sector. When BCP started it became evident that the entire KHFR was declared a mining (exploration) area, without recognition of the Protected Area schedule, which defined larger parts as a non-hunting forest reserve. It was only through Project intervention and a lengthy negotiation process that licenses for mining firms were revoked and certain areas for mining outside of a new PA boundary were agreed. As one result out of that, MAFFS has decided to continue this coordination process among line ministries and agencies, especially with the Ministry of Mineral Resources, Ministry of Lands and Country Planning and EPA. This became important for the national objective to expand the conservation areas considerably from presently 5% to 17%.

109. *Consistent Implementation Support:* Willingness and motivation of stakeholders were key issues to achieve success in biodiversity conservation. FD/ NPAA, PMT and World Bank worked together very closely during Project implementation, with joint project visits and several meetings with different beneficiaries and authorities, speaking with one voice in the support of Project's objectives. Continued presence of these partners raised trust and contributed to a much better relationship between traditional societies living around the PAs and the Government.

110. *Dependency on External Consultancies*: The procurement plans, based on Project cost tables, included a larger number of external consultancy services, such as the Biodiversity Study, the Socio-Economic Study, the Law Review, Training Needs Assessment, Assessment of the Impact of Wild Fires on Biodiversity and Carbon Emission for OKNP and LMNP, among others. Despite the need for additional capacity, it became evident that not every

consultancy service was as useful as expected; sometimes the result was a net increase in the workload for the PMT and CSMT. The results from certain consultancies did not always reflect the terms of reference and were partly disconnected from relevant information needs. The best example was the Socio-Economic Survey, which neither followed closely the ToR in the first draft, nor did it provide a final version with much use for the development of CAPs as required in the ToR. Likewise, the consultant for the legal review did not efficiently provide the services expected, causing delays and uncertainties for Project Management. For the high costs involved with these external consultancies, the need and practicability for each external consultancy service should be examined critically; especially considering the limited number and limited capacities of firms applying. A way forward would be (i) expanded advertisement of consultancies--via web-based internet pages, (ii) closer cooperation between PMT and external consultancies, and (iii) by creating efficiency gains between Project activities, such as the integration of the CAPs into the Management Plans.

111. *Adaptive and Efficient Management*: Project implementation involved considerable use of adaptive management to adjust to changing conditions, unforeseen constraints, and new opportunities. For example, the originally planned consultancy contract for the Community Action Planning (CAP) was dropped and the CAPs integrated into the Management Plans. This did not only avoid lengthy procurement procedures, but also left more financial resources for the implementation of the CAPs. Further, the legal revision contract of Forestry and Wildlife Acts was merged with Wetlands Act of the Wetland Conservation Project (WCP) which increased efficiency in procurement procedures. The willingness to apply an adaptive management of Project activities was evident among the World Bank task team, client and PMT/ÖBf contractor.

7. Comments on Issues Raised by Borrower/Implementing Agencies/Partners

(a) Borrower/implementing agencies

On behalf of the Government of Sierra Leone, the Project executing agency (National Protected Area Authority, NPAA) prepared a concise self-assessment report on the BCP, provided in Annex 7. NPAA did not provide any comments on a draft version of this ICR.

(b) Cofinanciers

Not applicable.

(c) Other partners and stakeholders

Not applicable.

Annex 1. Project Costs and Financing

(a) Project Cost by Component (in US$ Million equivalent)

Components	Appraisal Estimate (US$ millions)	Actual/Latest Estimate (US$ millions)	Percentage of Appraisal
Component 1	0.70	0.70	100.0%
Component 2	3.90	3.77	96.7%
Component 3	0.40	0.40	100.0%
Total Baseline Cost	**5.00**	**4.87**	**97.4%**
Physical Contingencies	0.00	0.00	-
Price Contingencies	0.00	0.00	-
Total Project Costs	**5.00**	**4.87**	**97.4%**
Project Preparation Facility (PPF)	0.00	0.00	-
Front-end fee IBRD	0.00	0.00	-
Total Financing Required	**5.00**	**4.87**	**97.4%**

(b) Financing

Source of Funds	Type of Cofinancing	Appraisal Estimate (US$ millions)	Actual/Latest Estimate (US$ millions)	Percentage of Appraisal
Global Environment Facility (GEF)		5.00	4.87	97.4%

Annex 2. Outputs by Components

PROJECT OBJECTIVES	OUTPUT INDICATOR	PROJECT OUTPUTS
Component 1: Strengthening of the National Framework for Biodiversity Conservation		
Effective policy, legal and institutional framework for biodiversity conservation in place	(i) Updated Wildlife Protection Act to include requirements of effective conservation site management drafted & submitted to Cabinet	Both final draft Acts were finalized and validated in a stakeholder workshop and forwarded to MAFFS; its new Minister Dr. Jones is to give approval before submission to Parliamentary Commission.
	(ii) Updated Forestry Act and associated regulations in line with best practices and approaches to conservation	
	(iii) GIS system to support management of selected priority CSs established and operational	Thematic maps were produced for all three sites; satellite images used for vegetation analyses, fire and village mapping; NPAA has set-up a GIS unit, built on BCP experience. The GIS database is functional and now used by the National Protected Area Authority to include data collected from other conservation sites. The GIS system has been very helpful in the new boundary demarcation process in KHFR, and thematic maps like the wildlife presence and fire maps are playing critical roles in the management decisions of these protected areas. Data collection from sites using GPS is still ongoing, as is geo-referencing this information, especially on monitoring illegal activities and settlement, as well as camera traps to detect wildlife. The staff, especially the site managers and their assistants, have received a number of on-the-job trainings by both national and international experts on the use of GPS, maps, and datasheet handling for biodiversity and law enforcement.
	(iv) Permanent co-ordination among agencies on matters related to biodiversity operational by PY2	Regular meetings with National Minerals Agency and MMR to inform on new mining licenses; regular collaboration with MLCP on land issues; both initiatives resulted out of BCP, especially with regard to KHFR boundary finding process.
Component 2: Conservation site Planning and Management		
Participatory management plans for selected priority conservation sites and buffer zones implemented	(i) Participatory management plans for selected priority conservation sites developed and adopted by CSMCs	Management plans produced for all three sites and under continued implementation, though with limitations due to budgetary constraints.
	(ii) Community Action Plans developed for each site	Community Action Plans prepared for all three sites and fully implemented accordingly; for details see tables 5-7 below.
	(iii) Annual work plans for selected priority conservation sites are approved by CSMCs from PY2 onwards	Conservation Site Management committees were established and are functional. Annual work plans were prepared for all three sites. One key outcome from the quarterly meetings on work planning and reporting was that the less experienced managers were able to learn from the more experienced ones by being brought together. Moreover, the assistant site managers learned on-the-job managerial skills, enabling them to take over the responsibility of the experienced managers who are due to retire soon. The formation of CSMCs provides adequate opportunity for key stakeholders, especially local community

PROJECT OBJECTIVES	OUTPUT INDICATOR	PROJECT OUTPUTS
		members, to participate and influence the management of the conservation sites. This serves as an effective co-management model that can be replicated to other conservation sites. For instance, communication and trust between local community members and protected area managers have now improved at these sites and contributed to more effective management.
	(iv) Essential park infrastructure as identified in Management Plans (e.g. offices, visitor centre, trails, sign posts) established and operational by EoP	The civil work for OKNP and KHFR were lumped into 4 lots, with lot 1 & 2 in OKNP and lot 3 & 4 in KHFR. Completion certificates have been issued by the supervising architect for all components in lot 1, 3 and 4. Lot 2 has three ranger outposts constructed, but Kamabanda outpost has no water well for the difficulty to dig the well nearby. It was agreed to use the money saved for finding a solution to the water problem, possibly by digging a well close to a swamp area. Water well problems are common also for the other outposts and headquarter places. Agreements with the supervising architect and the contractors, during meetings on 29th of February and 1st of March 2016 foresaw to deepen the wells in the dry season (March). NPAA reports from the 10th of April 2016 confirmed that water wells have been re-dug and they are now functioning in all KHFR and OKNP sites, except for the HQ at Baomahun-KHFR and Kamabanda-OKNP where other locations were proposed for digging wells. All the buildings defects have also been corrected except that the reflective window glasses (a cause for birds to fly against them) were not changed because it would need extra funds, which were not planned for. In LMNP, the civil work contract was signed in April 2015, but it took some time for the contractor to mobilize resources to the site. Recent site visit of WB team in February 2016 estimated that the work completed to roughly 90%; main works remaining were: no connection of water well pump to buildings; toilet and shower, windows and door frame partly missing; drainage around buildings not done; partly electrical wiring and painting still not completed. However, evidence of building materials at site, and contractor was as construction site in February during the Bank mission. The District engineer for Koinadugu will prepare his final report for Loma works after his site visit in the 15th calendar week, necessary for payment for retention fees. According Site Management reports, the works have been completed (by 11th of April 2016).
	(v) % of households (hh) targeted under CAPs receiving training and/or support for conservation-linked activities	CAPs were prepared for all three sites and implementation completed. <u>All villages benefited</u> from minimum 1 CAP activity; details see table 5, 6 and 7: LMNP: Reaching 1,600 hh in 16 villages; on average 63% of hh for all activities (training, trees, rice, groundnut, solar systems; school roofing);

PROJECT OBJECTIVES	OUTPUT INDICATOR	PROJECT OUTPUTS
		OKNP: On average 56% of households reached for all activities; KHFR: 28% of households reached on average over 6 different activities. The education and awareness raising strategy was developed and provided community outreach and awareness through local and national communication activities, including television and radio programs, newspapers, road shows, workshops, preparing information materials (posters, stickers, and calendars), training field staff, and developing nature clubs. The BCP supported community sensitization meetings, while field staff received adequate training in the use of public communications tools. Besides the radio discussion program that was conducted on a monthly basis at the community radios, several workshops and conservation site management meetings have helped greatly in changing the negative perception and attitudes of local communities towards conservation. For instance, the CSMC took the responsibility to sensitize the people of OKNP on the agreement signed between government and their forefathers that led to the gazettement of this site as a National Park.
	(vi) All District Development Plans (DDP) of the four Districts have a chapter on biodiversity conservation by EOP.	DC staffs were part of Mgt. Planning process; DDPs are to be revised only every 5 years. The conservation site management plans have been made available to the various Councils, which they will use to extract relevant portions for their DDPs activities. Conservation Site Managers attend District Councils meetings in which they provide updates on conservation activities and challenges at the sites.
	(vii) Chiefdom bye-laws updated to include existing national conservation laws and regulations	Meeting was organized with Tonkolili District for "addendum" or chapter in next DDP; Bo DDP has already a small chapter on biodiversity/ environment. Legal reviews have incorporated common practice in chiefdoms.

Table 5: Summary OKNP CAP

	Unit	Qty	No. villages	Ha	No. HH	people	% villages	% HH	% women	comment
IVS training	farmer/hh	250	10		250	250	45	35	35	on FFS level
Pineapple training	farmer/hh	195	9		195	195	41	27	43	on FFS level
Vegetable training	tree	150	6		150	150	27	21	65	on FFS level
Oil Palm produced	tree	9.500	13	148	590	4745	59	82	52	planted individually
Rice planted	bushel	12	12	5	620	4897	55	86	52	for whole village
Groundnut planted	bushel	66	16		629	2567	73	87	100	only women
Pineapple suckers	sucker	9.500	19						52	not FFS
Solar Systems	set	11	11		817	5.719	50		52	for whole village
Tarpolin* (drying floor)	sheet	71	21		-	-	95		52	beneficiaries are all hh
average % of HH and villages				153	3.251		56	56		

Total Population	**5.523**	*(from CAP assessment 2013)*
Total HH	**722**	*(from CAP assessment 2013)*
Total villages	**22**	*(from CAP assessment 2013)*

** of total PA edge villages population*

** the number of households is difficult to assess, as several hh can share one tarpolin*

Table 6: Summary Loma CAP

	Unit	Qty	No. villages	Ha	No. HH	people	% villages	% HH	% women	comment
Nursery training	farmer	374	24			374	96	19	48	on FFS level
Pineapple training	farmer	151	16			151	64	8	29	on FFS level
Cashew produced	tree	42.000	20	1.167	1.725	12.075	80	89	52	planted at village level
Oil Palm produced	tree	11.692	16	183			64			intented to be planted individually
Cacao produced	tree	6.617	12	735			48			planted individually: no exact figure
Nursery tool set	set	-	24		1.932	13.524	96	100	52	for whole village
Pineapple planted	sucker	9.000	9			151	36	-	29	for participants of p.apple training
Rice planted	bushel	18	14	7	1.061		56	55	52	for whole village
Groundnut planted	bushel	11	18		1.319		72	68	100	only women (52% of popul.)
Solar Systems	set	14	14		1.137	7.959	56	59	52	for whole village
Zinc for school roof	bundle	26	11		1.402	9.814	44	73	52	beneficiaries are all households
Total				**2.092**	**8.576**					
average % of HH and villages							**65**	**52**		

Total population **13.987**
No. of HH **1.932**
No. of villages **25**

note:
a. tree nurseries are organized on village level and distribution modi was left to decision of villagers
b. on average women participation in trainings was 42%
c. all forest edge communities were implementing elements from the CAPs; so 100% of target achieved results framework asks for 30% only
d. the women beneficiaries % are estimates in the case of activities which benefit the whole community

Table 7: Summary KHFR CAP

	Unit	Qty	No. villages	Ha	No. HH	people	% villages	% HH*	% women	comment
Pineapple training	farmer/hh	245	13		245	245	52	10,6	39	on FFS level
Pineapple suckers	sucker	21.590	10		127	127	40	5,5	28	on FFS level
Cassava planting	bundle	90	6		70	70	24		34	planted individually
Rice (seeds)[1]	bushel	25	25	10	500	2.750	100	21,6	36	for whole village
Solar Systems	set	11	11		1.858	10.219	44	80,4	52	for whole village
Tarpolin[2] (drying floor)	sheet	106	25		530	2.915	100	22,9	52	beneficiaries are all hh
average % of HH and villages				10			60	28,2		

Total Population **12.622** *(from CAP assessment 2013)*
Total HH **2.311** *(from CAP assessment 2013)*
Total villages **25** *(from CAP assessment 2013)*

[1] *rice distributed to FFS: on average 20 hh/village*
[2] *assumption: 4 hh share 1 tarpolin of 4x5m*
** of total PA edge villages population*

Table 8: Settlement Monitoring at KH 2012 to 2015

No.	X	Y	Settlement	Section	HH-2012	HH -2015	Abandoned	New
1	213536	935405	Bangura camp	South	26	20		
2	29 P 207797	941302	Borkusha	South	7		x	
3	211843	934383	Capsule Camp	South	45	56		
4	217038	931859	Chinese Camp	South	3		x	
5	29 P 206502	932640	FBC camp	South	50		x	
6	206598	943589	Gbakom	North		20		x
7	210894	938662	Gbalanya	North		38		x
8	205345	939661	Gbanguya camp	South	50	22		
9	29 P 202761	944121	Gbon Jalloh	North	65		x	
10	207794	941244	Gbapie	North		40		x
11	210901	938657	Gbarina camp	South	22	78		
12	29 P 206075	932403	Kantaga	South	20		x	
13	207753	938103	Kampala	South	0	5		x
14	204897	945700	Karefe	North	85	43		
15	204261	936538	Kenema camp	South	11		x	
16	202281	938048	Kotorboima camp	South	85	28		
17	204426	942635	Liberia camp	North	15	20		
18	209273	938264	Libya camp	South	0	15		x
19	204330	943295	Magbafie	North	0	11		x
20	205008	941655	Makoth	North	56	60		
21	29 P 210913	938641	Malone	North	14		x	
22	29 P 199633	940953	Mapota	South	2		x	
23	204089	944783	Mayeye 1	North	20	20		
24	203772	944701	Mayeye 2	North		23		x
25	204301	944771	Mayeye 3	North		15		x
26	213587	935262	Mende Camp	South	45	34		
27	202485	940718	Mexico camp	South		20		x
28	29 P 198569	944020	Rogbum Lungi	South	20		x	
29	205209	946337	Rogbank	North	45	21		
30	29 P 203729	944586	Rokabeh 1	North	83		x	
31	29 P 204096	944791	Rokabeh 2	North	111		x	
32	29 P 199606	940940	Rornangoro	South	40		x	
33	205995	946120	Rongola	North	20	14		
34	212124	937066	Temne camp	South	0	6		
35	208066	938691	Uganda camp	South	11	11		
	Number of Households				951	620	12	9
	Number of illegal settlements				29	23		

Annex 3. Economic and Financial Analysis

Classical economic and financial analyses cannot be undertaken due to the nature of the Project. Yet, the PAD identified numerous expected incremental benefits in its Annex 15 and compares likely scenarios with and without Project interventions.
While the main incremental values added and outputs are derived directly from BCP components and indicators, additional sections on incremental Global Environmental Benefits (GEB) and incremental values added are provided in Annex 15 of the PAD. These anticipated benefits and values are compared with Project achievements in the table below:

GEB mentioned in PAD	Achievement by BCP
Effective conservation of globally important ecosystems and threatened species as part of priority biodiversity ecosystems of biodiversity importance/conservation areas.	Management effectiveness for three priority sites in Sierra Leone has increased on average by 118%.
Investments in biodiversity at ecosystem level removing the root causes of threats, thus improving the efficacy and cost-effectiveness of management endeavors.	Human negative attitude towards GoSL, coupled with indiscriminate exploitation of PA resources has been halted and replaced widely by a pro-conservation co-management attitude.
Strengthened institutions at regional, national, and local levels through targeted capacity building for planning, management and monitoring of national biodiversity conservation including land-use planning and zoning.	Set-up of CSMCs included District Councils as drivers for continued coordination. Management planning process (with community action planning) has increased capacity at site and district level. Sustainable agriculture activities in buffer zones contribute to control fires and soil erosion and increase production levels (3.366 ha with tree crops and IVS rice; see chapter 3.3).
Harmonization of fragmented national environmental policies and legislation.	Multi-sector participation in the revision and elaboration of new Forestry and Wildlife Acts comprise a wide spectrum of stakeholders, including EPA, Ministry of Mineral Resources, MLCP, USAID and EC funded project representatives.
Increased partnerships at all levels, providing opportunities to better collaborate and communicate the exchange of good practices.	BCP had intensive collaboration with national and international partners, such as WAPFNP and Gola Forest NP management, EPA, mining sector (government and private actors), DCs, NSC, and traditional authorities. Permanent exchange between MAFFS and MMR and MLCP has been established to coordinate e.g. land use planning.
Increased local ownership through enhancement of public participation in planning and management of biodiversity resources.	Communities and their authorities have been active in boundary definition and pillaring. Co-management is practiced: selected and qualified village personnel joins patrolling, villagers provide services for researchers, act as trekking guides for visitors, are involved in building and maintenance of park infrastructure, form part of CSMCs, participated in Mgt. & Community Action Planning and implementation.
Agreement on consolidated national	Standardized management planning and CAP formats

biodiversity monitoring and information system accessible to key stakeholders (harmonized data collection and effective data dissemination will be a valuable capacity for national, regional and local decision makers).	available through NPAA – formats applied by the WAPFNP; biodiversity monitoring data formats harmonized with Gola Forest (mostly in form of excel sheets); set-up of GIS unit in NPAA provides up-dated information on sites (thematic maps, satellite images, applied data processing for e.g. surface calculations, vegetation interpretation)
Incremental Values Added (from PAD)	Achievement by BCP
Cooperation between sectors will be channeled and catalyzed. This will be crucial, for instance in the case of the definition of site boundaries, especially in Kangari Hills Non-Hunting Forest Reserve, with its potential conflicts with the mining industry.	The boundary conflict at Kangari Hills has been solved after several years of negotiation with National Mineral Agency (and MMR), EPA, SPU and private mining sector. A new boundary has been agreed by all stakeholders. Without Project, the whole Kangari Forest area would have been lost for mining operations, as it was already planned by the MMR.
The Project provides assistance through development of rural enterprises and market mechanisms, and provides support to community members toward income generating activities compatible with appropriate natural resources management systems.	Direct income generation through BCP: a. Solar system operators income in 39 villages b. Pineapple income from 8 ha in 38 villages c. Cashew, palm oil and cocoa from 3.344 ha d. IVS rice from 22 ha Trainings on the solar systems, and crop cultivation were coupled with private sector participation (African Felix Juice Factory in Newton; private solar firms around sites for supply of solar devices).
GEF financing will help introduce on a pilot basis energy-saving technologies and the use of renewable energies, such as solar, biogas or hydropower	Solar systems were installed in 39 villages providing light and charging stations and saving batteries.

Annex 4. Bank Lending and Implementation Support/Supervision Processes

(a) Task Team members

Names	Title	Unit	Responsibility/ Specialty
Lending			
John Fraser Stewart	Team Leader, Sr. Environment & Natural Resources Specialist	AFTEN	TTL
Edward Dwumfour	Team Leader during original preparation, Sr. Env. Spec	AFTEN	TTL
Thomas Muenzel	Agricultural Economist	FAO	Agricultural Economist
Alexander Horst	Consultant	OBF	Natural Resources Mgmt
Joachin Ballweg	Consultant	FAO	Natural Resources Mgmt
Herbert Acquay	Program Coordinator	AFTEN	Program Coordinator
Mi Hyun Miriam Bae	Social Dev. Specialist	SDV	Social Dev. Specialist
David A. Bontempo	Operations Analyst	ECSS3	Operations Analyst
Gayatri Kanungo	GEF Technical Specialist	AFTEN	GEF Technical Specialist
Ferdinand T. Apronti	Procurement Specialist	AFTPC	Procurement Specialist
Oluwole Pratt	Financial Management Analyst	AFTFM	Financial Management Analyst
Anders Jensen	M&E Specialist	AFTRL	M&E Specialist
Victoria Bruce-Goga	Team Assistant	AFCW1	Team Assistant
Sergiy Kulyk	Country Program Coordinator	AFCGH	Country Program Coordinator
Manush Hristov	Sr. Counsel	LEGAF	Sr. Counsel
Rajiv Sondhi	Senior Finance Officer	LOAFC	Senior Finance Officer
Yusuf Bob Foday	Economist	AFTP4	Economist
Wolfgang Chadab	Sr. Finance Officer	LOAFC	Sr. Finance Officer
Fatu Karim-Turay	Team Assistant	AFMSL	Team Assistant
Robert Robelus	Consultant, Environment	AFTEG	Consultant, Environment
Carolyn Winter	Sr. Soc. Dev. Specialist	AFTCS	Sr. Soc. Dev. Specialist
Beatrix Allah-Mensah	Soc. Dev. Specialist	AFTCS	Soc. Dev. Specialist
Robert W. DeGraft-Hanson	FM Specialist	AFTFM	FM Specialist
Rose Ampadu	Program Assistant	AFCW1	Program Assistant
Nyaneba E. Nkrumah	Sr. NRM Specialist	AFTEN	Sr. NRM Specialist
Supervision/ICR			
George Campos Ledec	Team Leader, Lead Ecologist	GEN01	Team Leader, Lead Ecologist
Sachiko Kondo	Co-Team Leader, Natural Resources Mgmt. Spec.	GEN01	Co-Team Leader, Natural Resources Mgmt. Spec.
Joachim Gotthard Ballweg	ICR author, Consultant	GEN01	ICR author, Consultant
Nevena Ilieva	Operations Adviser	GEN07	Operations Adviser
Ferdinand Tsri Apronti	Procurement Specialist	GEDDR	Procurement Specialist
Sydney Augustus Olorunfe Godwin	Financial Management Specialist	GGO31	Financial Management Specialist
Anders Jensen	Sr. M&E Specialist	GEN05	Sr. M&E Specialist

Names	Title	Unit	Responsibility/ Specialty
Charity Boafo-Portuphy	Program Assistant	AFCW1	Program Assistant
Edward Felix Dwumfour	Safeguards Specialist	GEN01	Safeguards Specialist
Mi Hyun Miriam Bae	Safeguards Specialist	CRKI4	Safeguards Specialist
Salieu Jalloh	Program Assistant	AFMSL	Program Assistant
Yesmeana N. Butler	Program Assistant	GEN01	Program Assistant
John W. Fraser Stewart	TTL during implementation	AFTEN	Sr. Natural Resources Mgmt. Spec.
Flavio Chaves	TTL during implementation	AFTEN	Natural Resources Mgmt. Spec.
Jingjie Chu	TTL during implementation	GEN01	Sr. Natural Resources Mgmt. Spec.
Stephen Ling	Sr. Natural Resources Mgmt. Spec.	GEN01	Sr. Natural Resources Mgmt. Spec.
Valya Georgieva Nikolova	Consultant	FAO	Natural Resources Mgmt

(b) Staff Time and Cost

Stage of Project Cycle	Staff Time and Cost (Bank Budget Only)	
	No. of staff weeks	USD Thousands (including travel and consultant costs)
Lending		
2005	4.10	6,571.05
2006	18.46	45,845.03
2007	20.61	109,013.77
2008	14.94	53,696.78
2009	20.58	80,188.89
2010	18.64	75,207.63
Total:	97.33	370,523.15
Supervision/ICR		
2010	4.76	10,910.53
2011	11.79	49,681.58
2012	6.55	43,735.42
2013	9.65	49,768.82
2014	8.35	59,391.01
2015	4.95	30,570.04
2016	6.08	44,171.01
Total:	52.13	288,228.41

Annex 5. Beneficiary Survey Results

Not applicable for this ICR.

Annex 6. Stakeholder Workshop Reports and Results

Not applicable for this ICR.

Annex 7. Summary of Borrower's ICR and/or Comments on Draft ICR: Self-Assessment by the Project Coordination Unit on Results Achieved under the Sierra Leone Biodiversity Conservation Project

OBJECTIVES AND OUTCOMES	Outcome Indicators	Baseline	Target	Actual
Project development objective (PDO)/ Global Environmental Objective (GEO) is improved management of selected priority conservation sites (CSs) and enhanced capacity for replication of best practices.	(i) Mgmt. Effectiveness in priority conservation sites supported by the project has increased by 20% by the end of the project (EOF)	(a) OKNP 49% (2006) (b) LMFR 22% (2006) (c) KHFR 25% (2006)	(a) OKNP 60% (b) LMFR 26.4% (c) KHFR 30%	(a) OKNP 65% (b) LMFR 62% (c) KHFR 60% The project at all conservation sites surpasses its targets of management effectiveness. This was attributed to the following: increase in number of staffs assigned, provision of logistical support in the form of transportation and accommodation facilities, community collaboration and CAP support, and on the job training provided to field staffs to improve their skills in modern conservation management practices like the use of GPS, camera traps etc
	(ii) Mechanism for replication of best practices established by EOP	**None**	New priority conservation sites using BCP-generated best practices	A number of formats and procedures generated during the project implementation are now accepted formats for NPAA implementation activities and include: conservation site report formats, standardized management plan, and field data collection format for field patrol activities. Law enforcement activities are simultaneously done along biodiversity data collection on field patrols.

Institutional Framework strengthened	(i) Updated Wildlife Protection Act and Forestry Act and associated regulations drafted, to include requirements for effective PA Mgmt.	Forestry Act 1988, and Wildlife Conservation Act of 1972 outdated for modern conservation demands	Notes from the Attorney General's Reports, Government Gazette	These Acts have been revised and validated at national level with a wide ranging input from different institutions and individuals across the country. Document finalized and ready to be approved by Honorable minister of MAFFS to be submitted to parliament for endorsement
	(iii) CS GIS system established and operational	No system in place	Hardware and software purchased and system come functional	GIS database is functional and now used by the National Protected Area Authority to include data collected from other conservation sites. The GIS system has been very helpful in the new boundary demarcation process in KHFR, and thematic maps like the wildlife presence and fire maps are playing critical role in management decision of these Protected Areas. Data collection from sites using GPS is still ongoing and geo-referencing these information especially on key activities like illegal activities, settlement, and camera trapping constitute the newly collected information. The staffs, especially the site managers and their assistants have received a number of on the job training by both national and international experts on the use of GPS, maps and datasheet handling for biodiversity and law enforcement
	(iv) Permanent co-ordination among agencies on matters related to biodiversity operational by PY2	No mechanism in place	A steering committee has been established comprising key MDAs representatives	Semi-annual steering committee meetings were conducted following the establishment of the steering committee. This has enhanced coordination between NPAA and other agencies especially the Mineral Agency responsible for issuing license to mining

				companies to explore and mine minerals in the country.
Conservation sites management planning and implementation	Participatory management plans for selected conservation sites and buffer areas developed	Management Plan for conservation sites do not exist	Management Plan prepared and under implementation for all three conservation sites	Management plans for all three conservation sites have been developed through wider and transparent consultation with local community stakeholders, local government authorities and other institutions. These plans resulted in the first participative management actions ever for these conservation sites. These management plans are being utilized and constitute the main reference material for Community Action Plans which provide support for community livelihoods.
	Community Action Plans (CAP) developed for each site	**CAP do not exist**	**CAP developed and implemented for all conservation sites**	CAP were developed through need assessment surveys to identify programmes that will enhance community welfare, while conserving protected area resources. Besides the direct economic benefits they might generate (from the supply of CAP materials like tree crops), the local communities are beginning to realise that they can improve their welfare if these PA are managed well. For instance the solar installation has improved their social lives by providing lighting in their community meeting places and charging their mobile phones
	Annual work plans for the three conservation sites are developed and approved by Conservation sites Management Committee	Annual work plan and CSMC do not exist	Regular work plan developed that guides the management process of the conservation sites and local stakeholders influencing the management of the	Work plans exist for all conservation sites. Staffs have been trained in work planning activities although budget support for the implementation of work plan still remains a challenge. One key lessoned learned during the quarterly meetings on work planning and reporting was that the inexperienced managers were able to learn from the experienced managers by bringing them together on

			sites	this activity. Moreover, the assistant site managers learnt on the job managerial skills and they would take over the responsibility of the skilled experienced managers who are due to retired soon. The formation of CSMCs provides adequate opportunity for key stakeholders especially local community members to participate and influence the management of the conservation sites. This serves as an effective co-management model that can be replicated to other conservation sites. For instance communication and trust between local community stakeholders and protected area managers have now improved at these sites and contributed to effective management
	Essential park infrastructure as identified in park management. plans (e.g. offices, visitor center, nature trials, sing posts) are operational by EoP	Basic infrastructure (e.g. office, accommodation, nature trails etc.) inadequate or absent	Key infrastructure in place at each conservation site by EoP	Construction of park infrastructures such as offices, visitor centers, nature trials, and outposts were carried out at all conservation sites. One Office complex and 5 ranger outpost were constructed at OKNP. One office complex and three ranger outpost at KHFR and one office, research base camp and one outpost at LMNP. The Visitor Centre at OKNP has running water and toilet facilities and two visitor huts constructed. 5 permanent trails ranging from 2km to 10km were done at each conservation site
	Updated information on biodiversity at the conservation sites available by EOP	There exist little or outdated information on species	Information on key biodiversity species available for management action	A Biodiversity Study was carried out by external consultancy services and key species like elephant chimpanzee, etc still exist at these sites. Moreover, camera trapping have been useful as it generate information on the presence and distribution of large mammals species in the conservation sites. Notable discoveries from the camera trap activities includes the presence of elephants in KHFR and Golden cat in

				OKNP. Field staffs have acquired the necessary skills in setting up camera traps and the skill gain together with the availability of the camera trap will help in monitoring the large mammal species in the future
Community outreach and conservation linked development activities supported	Community perception and knowledge on PA management improved	Community perception on PA management is very negative	Community show positive attitude toward PA management, and contributing to PA management activities	The education and awareness raising strategy was developed and targeted community outreach and awareness programmes through local and national communications programs that includetelevision and radio programs, newspaper, road shows, workshops, preparing information materials (posters, stickers calendars), training field staff, and developing nature clubs. The BCP procure PA systems that that was used for community sensitisation meeting and the field staffs have adequate training in the use of these tools. Besides the radio discussion program that was conducted on a monthly basis at the community radios, several workshops, and conservation site management meetings have helped greatly in changing the negative perception and attitudes of community people towards conservation. For instance the CSMC took the responsibility to sensitize the people of OKNP on the agreement signed between government and their fore fathers that led to gazette this site as a national park
	Conservation-linked community development needs identified and supported	Communities not deriving benefit from PA conservation activities	Conservation-linked community development needs jointly identified with local stakeholders,	The community needs assessment led to the production of CAP documents that guided the support of community livelihoods

			document it into community action plan and explore options to support them	
	All district development plans of the four districts have a chapter on biodiversity conservation by EOP	No chapters on biodiversity conservation exist	District development plans have a chapter on biodiversity conservation	The District Councils were part of the National Steering Committee and the Conservation Site Management Committee. The district development officers (and the environment and social officers) were part of the management planning process and learnt the skills of developing management plans. Because of poor health facilities and road infrastructure network in the rural communities, the main focus of the councils has been health and roads so far. However, the biodiversity issues were generally captured in all district councils development plans under the umbrella of environmental management.
	Chiefdom by-laws updated to include existing national conservation laws and regulations	Some by-laws exist but not documented.	By laws related to conservation objectives documented	Some by laws from the chiefdoms targeting conservation objectives were documented

Annex 8. Comments of Cofinanciers and Other Partners/Stakeholders

Not applicable to this ICR.

Annex 9. List of Supporting Documents

Forestry Division. 2007. *Biodiversity Conservation Project: Environmental and Social Impact Assessment.* Freetown: Ministry of Agriculture, Forestry, and Food Security, Forestry Division, June 2007.

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Forestry Division. 2009. *Biodiversity Conservation Project: Resettlement Policy Framework.* Freetown: Ministry of Agriculture, Forestry, and Food Security, Forestry Division, July 2009.

Forestry Division. 2013. *Sierra Leone Biodiversity Conservation Project: Mid-term Report.* Freetown: Ministry of Agriculture, Forestry, and Food Security, Forestry Division, November 2013.

Forestry Division and NPAA. 2011-2015. BCP-PMT Quarterly Reports. Freetown: Ministry of Agriculture, Forestry, and Food Security, Forestry Division and National Protected Area Authority.

NPAA. 2015. *Sierra Leone Biodiversity Conservation Project: Final PMT-ÖBf Report.* Freetown: Ministry of Agriculture, Forestry, and Food Security, National Protected Area Authority, July 2015.

Sierra Leone. 2008. *Poverty Reduction Strategy.* Freetown: Government of Sierra Leone.

Sierra Leone. 2013. *Agenda for Prosperity.* Freetown: Government of Sierra Leone.

Sierra Leone. 2015. *National Biodiversity Strategy and Action Plan* (revised). Freetown: Government of Sierra Leone.

World Bank. 2009. *Project Appraisal Document: Biodiversity Conservation Project.* Washington: The World Bank.

World Bank. 2011-2015. Implementation Support (Supervision) Mission Aide Memoires (various).

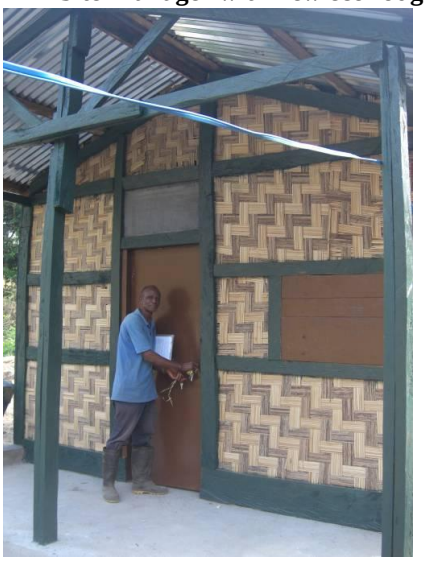
World Bank. 2012-2015. Implementation Status Reports (ISRs), Sequence 1-10.

Annex 10. Photographs

(all taken during Bank mission in February 2016, except the OKNP canoe trip photo)

OKNP eco-tourism services: canoe tour on Kabba River

OKNP Site Manager with new eco-lodge



CSMT at KHFR HQ during Bank mission, February 2016

New KHFR HQ at Baomahun

Solar charging station at Loma Mountains

Pillar at Kilimi boundary; February 2016

HQ at Konombaia, Loma Mountains

Outpost at Lablama; KHFR 2016

Meeting at Gbenekoro with Bank Mission and PMT Manager, Loma Mountains

Working session with FD Coordinator and PMT during ICR mission; Freetown


SIERRA LEONE
BIODIVERSITY CONSERVATION PROJECT AND WETLAND CONSERVATION PROJECT
3 CONSERVATION SITES SUPPORTED BY BCP PROJECT
2 CONSERVATION SITES SUPPORTED BY WCP PROJECT
OTHER PROTECTED AREAS
OUTPOSTS
HEADQUARTERS
SELECTED CITIES AND TOWNS
PROVINCE CAPITALS
NATIONAL CAPITAL
MAIN ROADS
RAILROADS
PROVINCE BOUNDARIES
INTERNATIONAL BOUNDARIES
GUINEA
OUTAMBA KILIMI NATIONAL PARK (OKNP)
KILIMI NATIONAL PARK (KNP)
LOMA MOUNTAINS NATIONAL PARK (LMNP)
SIERRA LEONE RIVER ESTUARY (SLRE)
MAMUTA MAYOSO WILDLIFE SANCTUARY (MMWS)
KANGARI HILLS NON-HUNTING FOREST RESERVE (KHFR)
Sanya
Gbereya
Kabba
Kamabanda
Ganya
Konombia
SLRE
Mamunta
Mayossoh
Masaba
Lablama
Baomahun
NORTHERN
EASTERN
SOUTHERN
WESTERN AREA
FREETOWN
Makeni
Bo
Kenema
LIBERIA
ATLANTIC OCEAN
SIERRA LEONE
0 20 40 Kilometers
0 20 40 Miles
IBRD 42313 | JUNE 2016
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