




Her Worship the Mayor, Yvonne Aki-Sawyerr, OBE,
Councillors and Staff of Freetown City Council present

Transform Freetown: An Overview | 2019 - 2022



*"Our city belongs to
all of us and we all
have a role to play in
making it the best it
can be."*

**Mayor Yvonne
Aki-Sawyerr OBE**



LETTER FROM THE MAYOR OF FREETOWN



Dear Residents of Freetown,

This document is an overview of the approach we are adopting for addressing the challenges faced

by our city, while maximising the enormous potential our city holds.

It charts how we are working together to Transform Freetown over the course of the next three years by establishing targets, determining how to effectively achieve those targets and assessing and reporting on our progress.

At its core is the need to address Freetown's socio-economic and environmental vulnerabilities and emerge as the dynamic city of opportunity we have the potential to become.

It is intended to inform Freetown City Council's district plan, which will be completed after the Ministry of Planning and Economic Development's National Development Plan has been published.

We believe in inclusive strategic planning and implementation, with experience, knowledge and expertise drawn in from all quarters – FCC councillors and staff, ward committees, representatives from MDAs, development partners and NGOs, members of the public, community leaders, CSOs as well as the private sector. Collaboration is essential so thank you to everyone who has and continues to contribute.

At the start of our planning process, we carried out the most comprehensive zone by zone analysis of service satisfaction ever undertaken by a city council in Sierra Leone, in order to determine which areas in the city were lacking in which public services. This data was subjected to validation by the ward committees.

We are working within a framework that identifies 11 priority sectors, grouped into four key clusters - Resilience, Human Development, Healthy City and Urban Mobility.

Priority sector working groups have been formed

to determine targets and identify initiatives which would most comprehensively address our challenges, as well as provide firm foundations for future development. This is a demanding and time-consuming process, and particular acknowledgement is due to all sector working group participants who continue to devote many, many hours to this process on a pro bono basis.

We are approaching the funding of Transform Freetown initiatives from several angles. We have already secured funding for specific initiatives and are working with development partners to secure additional funding. Some initiatives will become private sector projects. We are also pursuing innovative approaches to revenue generation. As residents, you can play your part by ensuring compliance with taxes and other dues.

Transform Freetown is attracting international support, and I am pleased to report that I have been invited to join several valuable knowledge-sharing platforms. These include the the Mayors Migration Council Leadership Board, the Bloomberg Harvard City Leadership Initiative, OECD Champion Mayors, Women4Climate_C40 Cities and the Cities that Work Council.

Strategic planning is a continuous process. Transform Freetown represents FCC's partnership with the residents of Freetown. It reflects the wishes and ambitions we have for a productive, healthy and safe environment for our families, and our communities. It identifies how we can all work together to Transform Freetown, for us now and for our children in years to come.

Mayor Yvonne Aki-Sawyerr OBE

January 24th 2019

OUR FREETOWN

"The one thing I appreciate most about Freetown is family. Having family members around to cry or laugh with, even to fight with, makes it all worthwhile." Shirley Aisha
Francess Valerie Bell, Restaurant Owner

"I love the beaches and mountains surrounding the city." Ali Nasser,
Businessman

Since 1787, when the city was founded, Freetown has been many things. A haven for freed slaves, a trading hub, a World War II Naval Base, the heart of academic excellence in West Africa and in 1961 it became Sierra Leone's capital city and the seat of government.

We are the largest city in Sierra Leone and home to our nation's legal, business and diplomatic communities. We are the engine of Sierra Leone's economy, creating 30% of the country's GDP despite housing only 15% of its population, and occupying less than 0.5% of the national land mass.

The city's natural environment is unique. Its boundaries are mountains, forests, rivers, and the Atlantic Ocean.

Our city has the potential to be the most beautiful in Africa, and one of the richest and most dynamic, but we face severe challenges.

The Urban Explosion

With over one million residents, and a growth rate of 4.2% per annum, Freetown's population is expected to double by 2028, yet as we stand, housing, health, education, sanitation and other services are already inadequate for the existing population.

The Environmental Timebomb

Our way of life is threatened by the lack of city planning, which has led to inefficient and sometimes dangerous land use. The built-up area beyond Freetown's municipal boundaries started in 2000s, and has expanded by almost by a third. The result is a sprawling and fragmented city, with poor infrastructure, poor management of road space, and inadequate public transport.

We know from bitter experience that unabated deforestation, coastal and river bed constructions and land reclamation have created a perfect recipe for flooding and landslides.

The water and sanitation gap

About 95% of Freetown's population does not have access to mains water. The entire city outside the Central Business District is served by septic tanks, pit and bucket latrines. Solid waste is dumped on the streets and in rivers, blocking drains and watercourses and itself adding to the flood risk. The absence of an adequate waste management system caused both health and environmental problems. Diseases such as malaria, typhoid, cholera and dysentery can be attributed directly to our water and sanitation gap. The health costs associated with such waterborne diseases can represent more than one third of the income of poor households.

Revenue Matters

Freetown City Council faces increasing demand for services. To finance essential services and future development, raising revenue is necessary. Yet the city's tax base is limited and levels of collection are among the lowest in West Africa. There is also the need to improve equity in enforcement, and strengthen transparency and dialogue with taxpayers to build trust.

"I like the fact that no matter how difficult things tend to get in Freetown we always get to reach our goals at the end of the day. I also like the fact that everyone is busy in Freetown, even the youths are always finding something to do that'll bring food to their table."
Esther Turay, Market Woman

THE TRANSFORM FREETOWN PROCESS

"The research that has gone into planning Transform Freetown is unique in Sierra Leone. The scale of it allowed for more inclusion and more participation than anything we have done before. We drew together data from a needs assessment conducted at zonal level, as well as direct observation of service provision, and interviews with service providers. It has set a benchmark for work in this field in Sierra Leone and we are already considering how we can build on it." Abdul Karim Marah - Development Planning Officer, Freetown City Council

"Coordination and collaboration are some of the biggest challenges facing policy implementation in Sierra Leone. Transform Freetown aims to combat this by mapping and bringing onboard relevant stakeholders for each sector. This strategy ensures that stakeholders take ownership of the implementation process, thereby increasing buy-in and effectiveness." Binta Akibo-Betts, Volunteer facilitator

We have gathered input from a broad spectrum of community stakeholders to ensure that the Transform Freetown priorities reflect the needs of Freetown and its residents.

ACTION-ORIENTED & ACHIEVABLE
BUDGETED **CONSENSUS**
ACCOUNTABILITY & TRANSPARENCY
BOTTOM UP **MULTI-SECTORAL** **TIMED**
INCLUSIVITY & COLLABORATION
INTERACTIVE **FLEXIBLE** **ANALYSIS**
VERIFIABLE & DATA DRIVEN

Zonal meetings

In August 2018, a comprehensive needs assessment of residents' views of service delivery was undertaken through 310 meetings which were held at zone level. This is the first time a city-wide consultation of this scale, captured service-level resident satisfaction data for the purpose of developing a strategy. This allowed Freetown's zones to reflect on FCC's service delivery record and present their priorities. These meetings were attended by ward committee members, various community stakeholders, councillors, youth groups, religious groups, women's groups; and facilitated by 500 trained facilitators including members of the Federation of Urban and Rural Poor (FEDUP).

Additional outreach

Outreach efforts acknowledged that not all Freetown's residents have access to formal channels of feedback. The planning process therefore incorporated a facility for online input with the launch of FCC's first website and Facebook page, one-to-one meetings, an open-door policy and a community walkabout programme.

Ward validation workshops

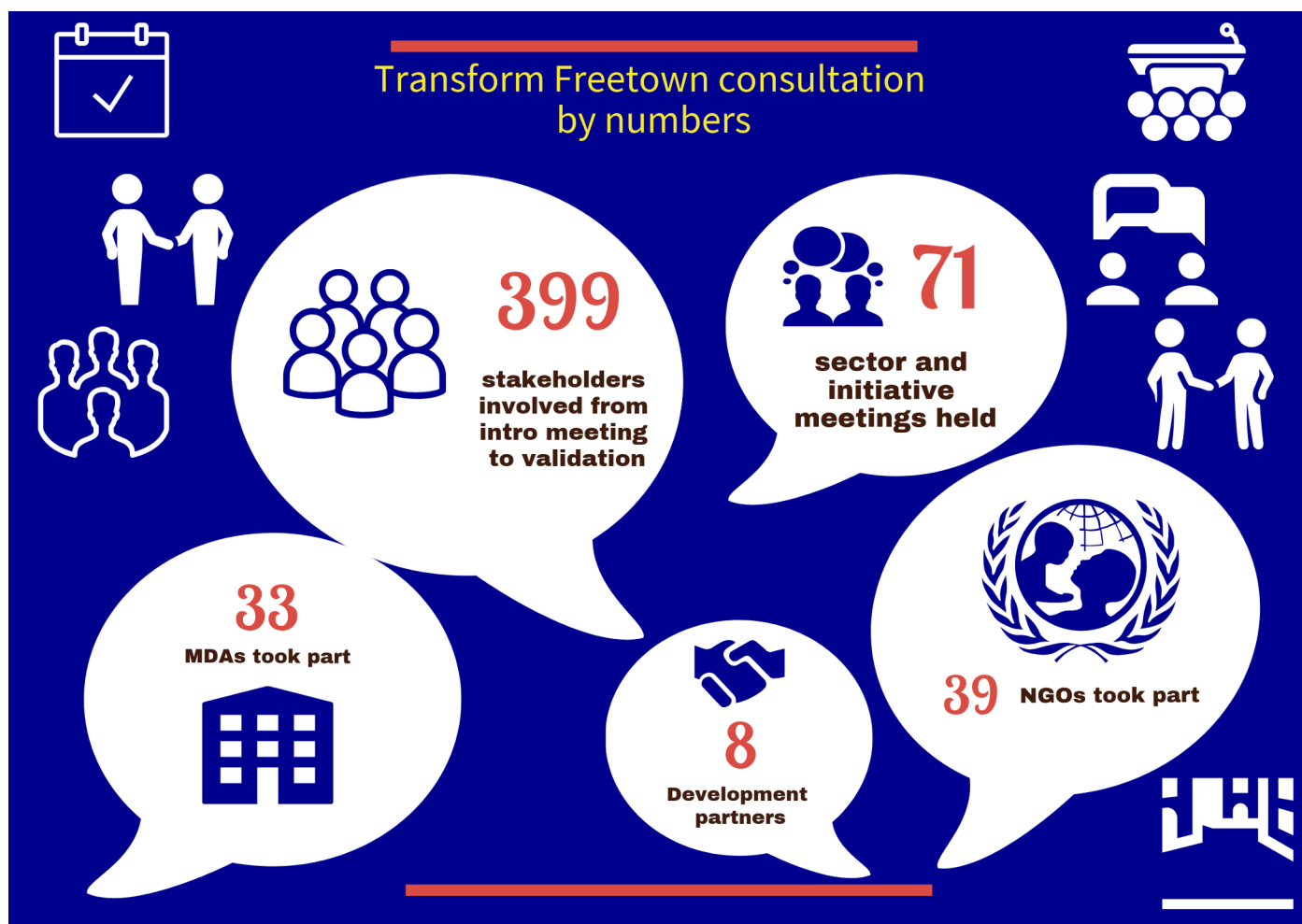
During September 2018, the data from the zonal meetings was reviewed in a series of meetings held in each of Freetown's 48 wards, with the Ward Development Committees. These meetings allowed data from the zonal meetings to be subjected to a further layer of validation, and ensure consensus on the priorities identified.

Working groups

Multi-stakeholder working groups comprising councillors, FCC staff members, representatives from the government, NGOs, development partners, community representative, members of the public, and members of the private sector were formed for each priority sector. Their expertise is helping clarify the issues and develop the solutions that will enable FCC to deliver the Transform Freetown agenda.

"My roots are in Freetown. Both of my parents are native Freetonians. I was born here and after long years away, returned to live with my husband and two daughters in 2005. I have been here ever since, that is going on 14 years.

"My desire is to see an orderly, well-planned and clean city. More than anything in the next three years, I would like to see a Freetown that is clearly delineated between residential and commercial areas." Nicky Spencer-Coker Esq (Mrs), Barrister and Solicitor of the High Court of Sierra Leone



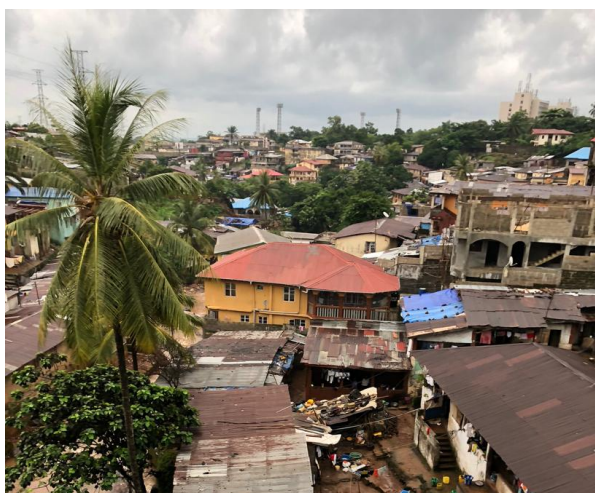
"The boost in the Tourism sector is very beneficial to us selling at the beach and we pray that the government continues to invest more in that department." Ramatu Feika, Fisherwoman

THE TRANSFORM FREETOWN PRIORITIES

Transform Freetown priorities are grouped within four clusters – Resilience, Human Development, Healthy City and Urban Mobility. The task of the Working Groups was to set targets in each priority sector and design the initiatives necessary to achieve them.

Resilience:

Recent experience has demonstrated that our city, like others around the world, must become more resilient to the environmental, social and economic shocks and stresses that are a growing reality of the 21st century. Tackling challenges within three priority sectors - **environmental management, revenue mobilisation** and **urban planning and housing** – will help achieve this.



Environmental management:

Target 1: Increase the capacity of Freetown's 48 wards to recognise risk and identify resilient solutions to prevent and recover from disasters

"The beauty of Freetown lies in us all as Freetonians."
Councillor Murray Alie Conteh, Ward 431, Kroo Bay

Initiatives

1. Empower communities and scale-up existing community-based disaster resilience efforts by
 - Involving key stakeholders (councillors and community based organisations)
 - Strengthening relevant community governance structures
 - Mapping communities and needs, and collaborating to pool and coordinate resources
 - Enabling communities to plan and implement specific solutions, e.g., clear and maintain drains, improve road surfacing, increase tree coverage
2. Better anchor environmental awareness and conducive mindsets/culture in the education system by
 - Facilitating collaboration of key stakeholders, eg FCC, Ministry of Basic and Senior Secondary Education, EPA, ONS, NPAA, CSO, UNDP, UNICEF, Ministry of Lands, CMC, FEDURP
 - Compiling list of educational institutions and their level of resources
 - Engaging educational staff and developing programmes to increase awareness and share best practice
 - Starting with a pilot, build a network of volunteers and nature clubs in schools
3. Increase vegetation coverage across Freetown by 50%, by
 - Conducting baseline analysis to establish current vegetation coverage
 - Engaging key stakeholders, including relevant communities and residents
 - Conducting feasibility study into planting options
 - Ensuring systems in place to ensure sustainability, incl. adequate maintenance and regular monitoring

"I am honoured and privileged to have fully participated in the Environmental Management working group on the development of Transform Freetown. It has the potential to significantly improve the well being of Freetonians and visitors. I commend Her Worship the Mayor for bringing together all relevant stakeholders. Together we can Transform Freetown." Haja Kaday Sesay, Executive Director, CEFCON-SL

RESILIENCE CONT.



Environmental management:

Target 2: Ensure an effective multi-stakeholder collaboration mechanism and strengthen environmental governance

Environmental governance is about political environmental policy related to defining, developing and implementing the elements needed to achieve sustainability. It is about the design and execution of policy.

Initiatives

1. Establishment of a high-level platform for all key stakeholders with clear TOR and leadership by
 - Developing a clear concept document which demonstrates the value of participation to potential stakeholders and with an accompanying communications strategy
 - Developing a clear TOR for the platform including professional administrative arrangements and identifying the platform's core areas of focus, namely disaster management, air quality, erosion, deforestation and education
2. Review, harmonise and formulate environmental laws and enforcement at local level by
 - Reviewing existing legal/regulatory framework in order to identify what is covered, where there are gaps in the law or enforcement, capturing and/or adapting national laws to work at local level, and what new laws are required
 - Reviewing existing enforcement processes in order to identify what works & what doesn't
 - Developing new or amended laws/regulations
 - Developing partnerships with enforcement entities in implementing new practices to ensure effective enforcement

"Transform Freetown is ambitious, but its participatory, interdisciplinary and multi-stakeholder nature promises to contribute to a more liveable and productive city. SLURC is one of the lead stakeholders for the Environmental Management Initiatives. We hope, through the City Learning Platform, to be able to provide the space to facilitate coordination and knowledge sharing across different stakeholders involved in activities aimed to improve the quality of life of those living in precarious informal settlements in Freetown." Braima Koroma, Director of Research and Training, Sierra Leone Urban Research Centre

RESILIENCE CONT.



Revenue mobilisation:

Target 1: Increase tax revenue fivefold from 7bn to 35bn Le by 2020

We are a Freetown based sales and marketing organisation and a member of the revenue mobilisation sector working group, with a specific role of lead – FCC asset maximisation initiative. We fully support Transform Freetown and believe the methodical and inclusive approach undertaken will yield the required results. Linford Roy-Macauley - Chief Executive Officer, ACS (SL) LTD

Initiatives

1. Establish an automated property rate and business license system (registries and tariffs) by
 - Obtaining a tailor-made system under ownership of FCC, incl. database for property and business registry and effective tariff structure
 - Leveraging existing resources (e.g., mapping)
 - Running pilot in selected Wards
 - Securing funding and resources and roll-out
 - Creating interfaces to other revenue streams and developing continuously
2. Optimise local tax by
 - Clarifying and communicate purpose of local tax
 - Enhancing the customer experience and facilitate the payment process of local tax
 - Establishing external gateways and points-of-contact with tax payers, to ensure tax payers are often prompted with the opportunity to pay and required to produce evidence of payment
 - Planning strategy for phased increases in local tax tariff
 - Embedding local tax in compliance framework
3. Establish customer engagement and compliance framework, incl. introduction of external gateways and payment experience by
 - Enhancing “customer experience” of tax payers
 - Facilitating payment and introducing new payment options
 - Anchoring and enforcing tax payment through external gateways, e.g., requirement of tax receipt for certain services
 - Improving transparency in use of tax, incl. tangible examples, documentation and audit trail
 - Creating a tax platform that is integrated with other FCC services

RESILIENCE CONT.



Revenue mobilisation:

Target 2: Increase non-tax revenue threefold from 2bn to 6bn Le by 2020

"Freetown is exploring with development partners the possibility of a twinning partnership with other municipalities from developed countries to assure a better access to capital markets in order to finance the implementation of Transform Freetown. Such a twinning partnership will also enable knowledge exchange based on the expertise of the twinning municipalities." Yvonne Aki-Sawyerr, Mayor of Freetown

Initiative

1. Optimise revenue from FCC assets (including markets and other licensing), by

- Creating a full asset register and baseline of bankable FCC assets
- Identifying and utilising the key value potential and value propositions of existing asset base
- Defining a strategy to leverage and offer asset-based services
- Rolling-out and advertising asset-based services
- Clearly setting out FCC's legal mandate and scope to tax property development-related activities
- Identifying key charges to be levied, incl. building permits and extension/upgrading of existing structures
- Establishing an effective enforcement system that is linked to the compliance framework

"The valuation department supports the Mayor's dream to transform Freetown as we are working assiduously in reaching the 2020 revenue target . The synergistic team work among us and partners, both local and international is nothing to underrate .The technical advice , the final automation of the property database - I say long live people of Freetown ." Miatta Karimu, FCC, Evaluation department

"Collecting local tax more efficiently means having more resources with which to deliver better services to the residents of Freetown. We are taking a multi-pronged approach to revenue mobilisation. Updating the data we hold on properties and businesses is key, as is moving towards an automated system and making the process more transparent and accountable. We have already introduced initiatives that have positively impacted our collection rates and are optimistic about harnessing untapped potential such as street parking, cemeteries, property and other council assets." Festus Kallay, Chief Administrator, FCC

RESILIENCE CONT.



Urban Planning and Housing:

Target 1: Build >5'000 quality low-cost housing units for Freetown in collaboration with Western Area Rural District Council by 2022

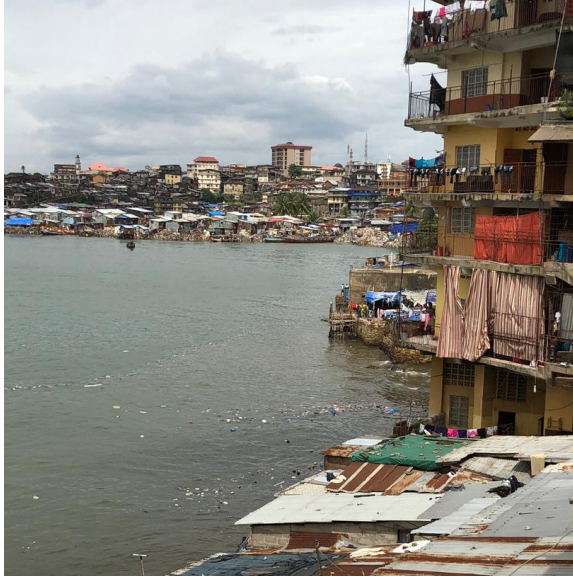
"We are ready to be part of Transform Freetown. One of the main issues facing Freetown has been the lack of affordable housing for all. The 'relocate where necessary, and develop where possible' approach can only happen if we collaborate with MDAs, NGOs, and put into practice what we say, so we can achieve our mutual goal. FEDURP is fully in support to make sure we achieve the goal to transform Freetown. Yirah Oryanks Conteh, The Association of Slum Dwellers Federation of Urban and Rural Poor, Sierra Leone (FEDURP/SL)

Initiatives

1. Establish a partnership with with key stakeholders building on existing programs and strategies to deliver on >5'000 units of low cost and quality housing by
 - Involving key stakeholders, incl. FEDURP, Ward-C, line ministries
 - Developing a joint urban/rural strategy for housing development
 - Establishing a baseline of ongoing initiatives to build upon and finding/tapping into available funding for housing development
 - Planning, executing, and sustaining housing development projects within Freetown and in Western Rural to build >5'000 units
2. Develop the minimum standards and a practical training program to support implementation
 - Identify minimum requirements for decent low-cost housing, incl. climate resilience
 - Collaboratively and consultatively develop standard to ensure all new low-cost housing built meets minimum requirements
 - Disseminate standard and train key stakeholders, such as funders, developers, and construction companies regarding standard



RESILIENCE CONT.



Urban Planning and Housing:

Target 2: Develop the Freetown Zonal Plan and ensure that >90% of new buildings and structures constructed abide by the plan and appropriate regulations by 2020

"Transform Freetown's urban planning and housing process has highlighted that urban planning is the answer to Freetown's housing challenges. Competence, commitment and focus will deliver a more-robust solution for Freetown." Ing. Trudy Morgan, FICE FSLIE
C. Eng, MBA, B Eng (hons)

Initiatives

1. Create competent capacity at FCC to improve urban planning in Freetown in collaboration with stakeholders by
 - Reviewing and assessing FCC capacity
 - Designing and getting resource support for establishment of function at FCC
 - Getting relevant competencies and responsibility devolved from ministries
 - Maintaining utilizing land and property registry in collaboration with tax department
 - Strictly enforcing zonal plan and other appropriate regulations, particularly regarding new structures and by finding ways to foster compliance of existing structures
2. Research and develop the Freetown zonal plan through a multi-stakeholder task force by the end of 2020 by:
 - Establishing a multi-stakeholder taskforce, incl. FCC urban planning function, Ministry of Land, and other enforcement-critical stakeholders
 - Identifying relevant regulation and guidelines, e.g., Zonal Plan from Draft Freetown Structure Plan and other regulations
 - Revising, developing and adopting a consistent and revised Zonal plan
 - Promoting the establishment/revision of other regulations/guidelines as needed
 - Collaborating with FCC planning function for enforcement

"Developing an implementable urban plan for Freetown in consultation with stakeholders will provide a robust framework for land usage which will improve access to vital services such as utilities, housing, transport and help us better manage limited resources more sustainably." Modupe Williams, B Eng (Hons), MBA, MICE C.Eng, ChPP MAPM

HUMAN DEVELOPMENT

Diversified employment opportunities and an appropriately skilled population is essential to our individual and collective prosperity. In this cluster we have four priority sectors – **education, skills development, job creation and support for people with disabilities**. These are intended to cultivate a diverse and dynamic economy with a skilled workforce, that attracts and retains businesses.



Education

Target 1: Ensure that by 2022, 100% of schools for which FCC has responsibility are covered by a monitoring framework that includes teaching, learning, and safety standards

"A quality education for every child is one of the great challenges of our time. Across the world there are examples of cities that have risen to this challenge: if we work together, Freetown can be next. To that end, at Rising Academies we strongly welcome the Mayor's Transform Freetown Initiative, along with the clear priorities, the focus on measurable results and the spirit of collaboration that underpin it." Dr Stephanie Dobrowolski, Co-founder, Rising Academies

Initiatives

1. Create competent capacity at FCC to conduct M&E and enforce framework leveraging multi-stakeholder input on teaching and learning, by

- Reviewing and revising existing M&E activities and guidelines and mapping schools in Freetown
- Involving key stakeholders to define requirements for schools for which FCC has responsibility, incl. monitoring of teachers, examination taking, and school safety standards and amend framework to reflect changes.
- Facilitating devolution for M&E to FCC
- Identifying measures to enforce M&E outcomes

2. Develop and adopt a comprehensive M&E system on child safety standards and interventions, by

- Convening key stakeholders and create task force
- Identifying relevant applicable guidelines and regulations for safety and safeguarding
- Reviewing documents and identifying gaps/needed changes
- Revising, developing and adopting effective safety and safeguarding guidelines and mechanisms
- Developing and implementing training for key stakeholders

HUMAN DEVELOPMENT CONT



Education

Target 2: Ensure that by 2022, 100% of school children in the municipality can take public exams in transparent and credible conditions

Initiative

1. Enhancing quality control of public examinations, by

- Convening key stakeholders and creating a task force
- Working with the Ministry to identify relevant applicable guidelines and regulations for examinations
- Developing and implementing training for key stakeholders,



"The Teaching Service Commission welcomes the prospect of collaboration with the Municipality of Freetown on the Transform Freetown initiative. As we strive to deploy competent and dedicated teachers to schools, we believe that children can learn best in schools that are equipped, safe and secure. We believe also that Child Friendly Schools operate best in Child Friendly Cities. Transform Freetown captures these vital connections in a holistic approach through mutually-supportive partnerships and networks to achieve this goal. The TSC is committed to the initiative and will be represented in the Education Committee by the Deputy Director of the Western Urban District. We wish Her Worship the Mayor and her team every success in the process of transforming Freetown, instilling high standards, fostering good governance and restoring the glory of a city that we can all be proud of."

Chairperson of the Teaching Service Commission, Madam Stanella Beckley

HUMAN DEVELOPMENT CONT.



Skills development

Target 1: Provide market-driven skills training to at least 20,000 youths in Freetown by 2022

Initiatives

1. Convene key stakeholders to develop and implement Freetown Skills Development Programme (FSDP) to scale up and formalise skills training in Freetown by
 - Convening key private, public and social (e.g., teaching institutions) stakeholders
 - Identifying bottlenecks and measures to create more training opportunities (e.g., FCC to encourage business take up of apprentices)
 - Aligning increase of teaching capacity with market needs, e.g., leveraging the skills platform
2. Establish a “skills platform” to match skills and training supply and demand and to get visibility on trending skills needs and sectors by
 - Creating an online platform to offer and seek employment/jobs as well as internships or apprenticeships
 - Leveraging FCC and other stakeholders to promote and boost the skills platform
 - Using the skills platform to generate insights, e.g., on trending skills needs or to identify skills gaps and loop back into FSDP



"Freetown needs nothing short of a transformational leader with a vision and a set of policies to realise this vision. My organisation wholeheartedly supports Transform Freetown. It will require equipping our young people with the right skills for them to become job takers and job creators; it will also require providing opportunities for skills development for those who do not have a formal education. At the end of the day, it is the development of Freetown's human capital that will truly transform our city." Francis Stevens George, Managing Director, Global Entrepreneurship Network SL and Innovation SL

HUMAN DEVELOPMENT CONT.

Skills development

Target 2: Teach functional literacy skills to at least 15,000 adults in Freetown focusing on women by 2022

Initiative

1. Operationalise the Freetown Literacy Challenge and map and track existing adult literacy networks and organisations and link them with emerging initiatives and programmes by

- Conducting a community baseline-survey to establish status quo of literacy
- Engaging key stakeholders and conducting desk-review to map existing networks, organizations, and programs promoting adult literacy
- Creating a regular community-based literacy challenge / competition to incentivise communities to increase literacy
- Leveraging proven concepts and programmes to provide input to communities on establishing community-based literacy programmes



"I grew up in Freetown; this is my city and I love it. It has saddened me over the years to see its decline, and I therefore wholeheartedly welcome and support Transform Freetown. JobSearch is pleased to be a part of the Skills Development sector working group, which aims to improve literacy in Freetown for economic development and the wellbeing of individuals and communities." Edleen Elba, Managing Director, JobSearch

HUMAN DEVELOPMENT CONT.

Job Creation (tourism focus)



Target 1: Facilitate the creation of at least 4000 tourism related jobs in Freetown by 2022



Initiatives

1. Develop and implement a 'Discover Freetown' campaign by

- Raising local and international awareness of Freetown's tourist and heritage sites
- Working in collaboration with Ministry of Tourism, the Monuments and Relics Commission and other stakeholders to ensure that Freetown's tourist and heritage sites are protected and preserved
- Working with relevant stakeholders to reduce the cost of accessing Freetown's tourist and heritage sites

2. Collaborate with relevant stakeholders to enhance the quality of training for hospitality professionals and link them to market opportunities by

- Mapping stakeholders in the Freetown hospitality training industry
- Undertaking a Freetown hospitality training needs and market assessment and working with public and private sector players to fill the gaps
- Working with Ministries of Tourism and Higher Education to strengthen the hospitality training certification system
- Working with the Ministries of Tourism and Labour to strengthen the regulatory framework for Freetown hospitality sector working conditions

"Job creation is an important catalyst to ensure that those who live at the margins, can have ownership of their lives and future. The Mayor of Freetown's focus on ensuring inclusive access to economic opportunities was key in brainstorming ideas in the job creation working group. We are confident that through such a collaborative exercise, the Transform Freetown initiative will lead to more job generation, innovation and creativity in the tourism sector." Ngozi Cole, Cordaid.

HUMAN DEVELOPMENT CONT.



Support for persons with disabilities

Target 1: By 2022, improve the environment for persons with disabilities in the areas of work, education and social inclusion

"Stigma, discrimination and a lack of opportunities are some of the major challenges confronting our disabled residents in Freetown and nationwide. As a Ministry, we stand ready to work in partnership with the Freetown City Council to alleviate some of these challenges. Through the Transform Freetown Agenda, our ministry will work with the Mayor and her team to advocate and provide access to job and learning opportunities, to enhance the meaningful participation of persons with disabilities in society." Mohamed Haji-Kella, Deputy Minister of Social Welfare, Gender and Children's Affairs

Initiatives

1. At least one teacher in 50% of FCC's schools to be appropriately trained as trainers in special needs education, by

- Identifying all stakeholders carrying out existing work in this area
- Ensuring that all actions planned/ undertaken fit in with and build on the Ministry of Basic and Senior Secondary School Education and other relevant central govt departments
- Building on existing work done to create an appropriate training package
- Identifying appropriate schools to ensure wide reach of initiative across Freetown
- Training teachers to be trainers so as to increase the reach of the initiative

2. Strengthen the network of Disabled Persons Organisations (DPO) engaged in training and improve their capacity to train 1,000 PWDs living in Freetown and link them to employment opportunities, by

- Identifying DPOs engaged in training
- Understanding the vocational training offered
- Developing a selection criteria to identify 1000 PWDs to be trained
- Identifying the skills that the market needs and link with NCTVA

I fully endorse the FCC's Transform Freetown, which explicitly includes FCC Disabilities Sector. As an active disabled participant, I can confidently say that the FCC is a trailblazer institution in engaging persons with disabilities in the development of Transform Freetown; thus demonstrating the disability empowerment mantra: "nothing about us without us". Dr Abdulai Dumbuya (Abs) PhD, CEng, MSc, BEng (Hons.), Dip (Mgt & Tech), MIET, AMAPM, MAIRSO, MICTL, representing two disability institutions - the Dorothy Springer Trust (disability training and employment creation service provider) and the Freetown Cheshire Home (historic residential/school for children living with disabilities)

HEALTHY CITY

Recognising the link between public health, economic promotion and community development, and addressing challenges related to three priority sectors - **health, water and sanitation** - will help Freetown become a healthier and more productive place to live and work.

Health



Target 1: By 2022, reduce by 40% maternal mortality in Freetown

"Good health is dependent on the city we live in. Transform Freetown is a welcome step forward to advance sustainable Urban development that supports healthier lives for all." Dr Dan Youkee, Country Director, King's Sierra Leone Partnership, KCL

Initiatives

1. Increase access to quality, respectful maternal care, by

- Establishing blood banks and encouraging blood donation together with technology to track blood availability
- Supporting the provision of ambulances for each PHU or groups of PHUs
- Improving access to efficient service delivery for pregnant women in particular an increase in delivery wards
- Incentivising pregnant women to present early

2. Empower and support teenagers to make informed decisions about sexual behaviours, by

- Supporting the introduction of appropriate sex education in Freetown's schools



The Health Working Group

HEALTHY CITY CONT.

Health



Target 2: By 2022, increase by 20% the adoption of healthy behaviours to reduce specific non-communicable conditions (diabetes, hypertension, reproductive cancers, mental health, and substance abuse)

"Bringing health professionals together to brainstorm on issues affecting service delivery in the health sector and how to combat these perils was a relief that we are in the right path in changing the health sector for the better in our country." Dr Sarah K. Conteh, Ag. Medical Superintendent

Initiatives

1. Introduce regular 'Healthy Freetonian' days, by

- Collaborating with health providers for outreaches on education and awareness
- Introducing a quarterly 'keep fit week' to improve exercise including free screening
- Making health screening affordable and accessible
- Introducing a public health education competition

2. Facilitate the creation of healthy schools and public spaces, by

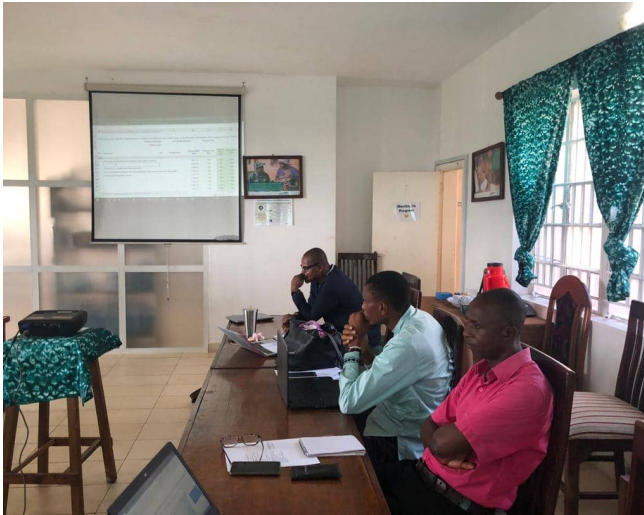
- Regulating, protecting and enhancing healthy spaces and behaviour in FCC public spaces and FCC work environment
- Ensuring healthy settings and supporting health promotion in FCC schools

"I am particularly encouraged by the proposals to catch children early by providing health education in schools. The healthy habits they learn in the classroom, will influence their choices beyond the school gates and into their homes." Dr Eva Hanciles, Connaught Hospital



HEALTHY CITY CONT.

Water



Target 1: By 2022, 75% of residents in Freetown will have access to a safe, affordable and sustainable water supply

"The management and staff of Guma Valley Water Company feel privileged to have participated in the development of the water sector component of the Transform Freetown programme, and remain fully committed to its implementation." Ing. Maada S Kpenge, General Manager, Guma Valley Water

Initiatives

1. Collaborate with relevant stakeholders to restore and protect the four key watersheds that supply water to Freetown and support the provision of basic water supply infrastructure in Freetown, by

- Identifying and co-ordinating effective engagement of relevant stakeholders including their ongoing activities to avoid duplication
- Undertaking mapping exercise to update baseline of existing waterpoints
- Developing a basic water supply monitoring system
- Increasing service delivery of existing water supplies
- Improving equity of distribution



"Freetown WASH Consortium is committed to work towards improved access to WASH in Sierra Leone and welcomes this much-needed and timely Transform Freetown initiative of Her Worship the Mayor. The Consortium will continue to support the City Council and relevant government departments and ministries to achieve the SDGs and help communities out of poverty."
Mohamed Naveed - WASH

HEALTHY CITY CONT.

Sanitation

Target 1: By 2022, ensure that 60% of Freetown's annual solid and liquid waste is safely collected, managed and disposed of

Initiatives

1. Ensure community engagement and ownership by establishing the biannual Cleanest Zone Competition
 - First prize is 10 solar powered street lights, a water point, 250 m of road paved with recycled plastic paving stones, and 10 school scholarships to cover cost of uniform; and 4 runner-up prizes available.
 - Independent panel of judges appointed
 - Current baseline level of cleanliness set for each zone by inspection
 - Secret inspection followed by final inspection prior to determination of winners
 - Winners determined by increase in cleanliness and beautification against baseline
 - Prizes to be award in March 2019, then every 6 months thereafter
 - Criteria for winning are cleanliness of streets, drainage, etc.; beautification (greenery, street art); innovation and sustainability (not one-off clean but systems implemented)
- 2 Establish a sustainable solid and liquid waste collection system, which includes solid waste separation at source, strengthening of the sector's regulatory and enforcement framework by
 - Enforce legislation and bye-laws
 - Reviewing existing and where necessary implementing new legislation/bye-laws
 - Registering all households for waste collection
 - Registering all waste collection service providers (from companies to manual carts) and signing Service Level Agreements for operation in allocated 8-ward blocks across the city
 - Encourage additional waste collection service providers incl. micro-enterprise tricycle operations
 - Implement demand and supply monitoring system

"Cordaid Sierra Leone is supporting Freetown City Council's sanitation initiatives which include daily street cleaning. This is a key part of Cordaid's urban resilience programme as well, which ties into supporting communities avoid high risk activities and flood mitigation strategies.

"Freetonians deserve a clean, healthy and ultimately more liveable city. As the EU we are delighted to support this effort and for Freetown to realise its potential as a growth and innovation centre." Ambassador Tom Vens, EU Head of Delegation

"If you want to go quickly, go alone, if you want to go far, go together" We at Catholic relief Services (CRS) choose to go together- with Freetown City Council and the Office of the Mayor, local communities, donors and partners to #Transform Freetown!" Paul Emes (CRS Country Representative), Catholic Relief Services

Sanitation

Target 1: Ensure that 60% of Freetown's solid and liquid waste is safely collected, managed and disposed of by 2022

3. Establish efficient, effective and sustainable disposal management for solid and liquid waste by,

- Improving management of existing facilities
- Upgrading Kingtom dumpsite into an engineered landfill
- Introducing decentralized faecal sludge disposal and treatment units and upgrade existing polders at Kingtom
- Conducting a feasibility study at existing dumpsites to include: use of weigh bridge & pilot a Material Recovery Facility to determine viability of expansion
- Delivering a pilot decentralized unit to convert organic waste to energy with potential for citywide scale up
- Identifying an appropriate new sanitary landfill and liquid waste treatment site(s) within the Western Area
- Involving the private sector to clear existing illegal dumpsites and linking clearance with communities via the Cleanest Zone Competition
- Ensuring FCC enforcement and community ownership to keep their areas clean once removed

Target 2: Ensure that 40% of all Freetown's plastic waste is recycled by 2022

Initiative:

Promote and support the reduction, re-use and recycling of plastic, by

- Ensuring separation of plastics by householders and institutions
- Providing support to recycling enterprises
- In collaboration with other stakeholders, developing an appropriate plastics waste and recycling policy



"Poor waste management has been a public health issue in Freetown for quite some time. Communities will benefit in terms of health, there will be less expenditure on illnesses related to poor waste management and a better quality of life by reduction of garbage in the community." Councillor Abdul Karim Turay, Ward 446, Juba/Kaningo

URBAN MOBILITY

Rapid urban population growth, the increasing use of private modes of transport and poor urban planning limit urban mobility, and create particular challenges for women and children, the elderly and the disabled. Addressing some of these challenges will support the achievement of other priorities, particularly those related to the environment, economic development, health and safety and job creation.



Urban Mobility

Target 1: Reduce congestion by at least 50% in five locations by 2022 (Congo Cross, Eastern Police, Lumley/Juba, Wilberforce/Bottom Mango, and Wellington/PMB Junction)

"I was and I am very impressed with the spirit of collaboration exhibited by the Mayor to ensure that Council works with central Government to achieve the goal of making Freetown a better place." Hindolo Shiaka, Director Ministry of Transport and Aviation.

Initiatives

1. Eliminate parking and street trading at the identified locations, by
 - Conducting a journey time survey study at identified junction locations during peak traffic hours
 - Improving the provision of dedicated public transport stops near identified locations
 - Identifying suitable sites and constructing markets for the relocation of street traders
 - Ensuring effective parking enforcement at key locations and routes
 - Ensuring clear and unambiguous road signage at key locations
2. Work with Ministry of Transport and Aviation to set up a single regulatory authority for urban mobility, to
 - Undertake a study of the current governance arrangements for transport related activity across central and local government.
 - Consolidate responsibility for public transportation along fixed routes under a single regulatory authority



URBAN MOBILITY CONT.

Urban mobility

Target 2: Increase public awareness and understanding of traffic and road safety by at least 50% by 2022

"Transforming Freetown is a monumental but achievable task and FCC has made a good start. The challenges are complex and systemic and so require the sort of focused, integrated, consultative, collaborative and results based approach that has been adopted by FCC's Transform Freetown. Let us all get behind it!" Wilben Short , CTI Ltd



Initiatives;

1. Support SLRA to introduce, upgrade and maintain adequate and appropriate road signage and markings, by
 - Introducing junction markings (eg no entry until road ahead is clear)
 - Enforcing of penalty point system already in the law books
 - Erection of road signs, markings and enforcement.
 - Introducing requirement for every driver to take and pass a theory and practical drivers test by December 2019 before the issuance of drivers licenses
2. Work with SLRSA to expand road safety campaigns in communities, targeting drivers and school children, by
 - Introducing the concept of public awareness in school curriculum
 - Introducing road safety messages in other FCC public awareness campaigns.

***"There is real energy
and enthusiasm
behind the ambitious
Transform Freetown
agenda. By working
together we can all
play our part in making
Freetown a better
place to live and work."***

**Bobby Stansfield,
Economic Growth
Team Leader, DFID**

