Strengthening Land-Use Planning in Local Councils, Guidelines

Preparatory Components and Studies of the Freetown Development Plan: Support to Freetown City Council and to the Urban Planning Authorities

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Coordination: Urban Planning Project by FCC and the MLCPE
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This manual is prepared to strengthen land-use planning in cities and districts in Sierra Leone. The manual has been prepared for FCC and other City and District Councils.

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<td>Area Action Plan</td>
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<td>BCC</td>
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<td>BP</td>
<td>Building Permit</td>
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<td>CUPO</td>
<td>Chief Urban Planning Officer</td>
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<td>CC</td>
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<td>City Development Plan</td>
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<td>Acronym</td>
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<td>NALUPA</td>
<td>National Land Use Planning Authority</td>
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<td>NDP</td>
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<td>National Spatial Development Plan</td>
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<td>Regional Development Plan</td>
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<td>Regional Spatial Development plan</td>
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<td>SL/AAPs</td>
<td>Structure, Local, and Action Area Plans</td>
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<td>Strategic Local Plan = Structure Plan</td>
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<td>UPD/U</td>
<td>Urban Planning Department/Unit</td>
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Summary

The purpose of this report is to prepare guidelines to assist the Sierra Leone’s Local Councils (LCs) to build capacity in the Development Planning Departments concerning land-use planning, urban planning, and development control. The terms: urban planning, town planning, land-use planning, physical planning, spatial planning, land-use management, or development control used in the report refer to the citizens’ use of land, the area, and the plot. These terms do not refer to the land tenure, ownership, or property of land.

In March 2004 the Local Government Act 2004 (LGA 2004) was enacted into law for local government financing and decentralization of decision making and resource allocation. Among the functions allocated to the local authorities was responsibility for the development, improvement, and management of human settlements and the environment in the administrative area of the local authority, plus to manage the responsibilities, among other powers, for strategic local planning, preparation of land-use plans, and issuance of building permits.

Need to strengthen the Urban Planning and Development Control Division

The local councils had to establish Development Planning Departments (DPD) which currently, among other tasks, prepare social and economic development plans. However, the legal base and the human resources for urban planning and development control are a challenge. The report proposes the development of the urban planning division within the development planning departments taking into account the need for tight co-ordination and information sharing (see Annex 2). A proposal for the MLCPE has furthermore suggested a revision of the urban planning laws, making it possible for local government to support LGA 2004. The draft for the future division of the land-use planning authority is presented in Annex 1 and the content of the draft law in Annex 5.

It is important to emphasize that land-use planning must have sufficient resources to be implemented. Well-executed urban planning is advantageous for the development of industry, services, commerce, and transport as well as the employment these sectors create. Urban planning, furthermore, prevents uncontrolled settlement in risk zones and uneconomic and hazardous urban sprawl in general.

The proposed staffing

The staff of the Urban Planning and Development Control Division must be professionally qualified. IT skills and Geographic Information System, GIS, experience will be needed. The required professionals can be shared with other local council departments, but others must be contracted specifically for urban planning and development control activities. All urban planning decision-making senior staff members must have a post-graduate Urban Planning Diploma qualification at university level. The number of staff must be reinforced and the report presents a draft for the staff needed and the Terms of Reference, TOR for the positions in Annex 3 and 4.

Planning methodologies and tools

The Urban Planning Division will use various tools to prepare land-use plans. One of them is analysis of the present use of the land in city and district areas identifying development potential among others. Population growth and population distribution are also important to bear in mind in preparation for the future ensuring rational use of land and improvements for all. The political reality is important to take into consideration and the planners must help the councils in identifying the
relevant development goals, set up priorities, and ensure political backing for plans and development control measures. A step-by-step guideline for the preparation of Structure and Local Plans and other planning tools is presented in Annexes 6–10.

**Equipment and information technology (IT)**
The land-use planning division needs funds for equipment and daily running costs. IT equipment, GIS software, GPS, and transport by vehicles or motorbikes for surveys and inspection are all necessary requirements.

**Plan system and building permits**
The land-use plan system to be used in the local councils consists of three types of legally binding plans approved by the local council. The land-use plan system is in Annex 5. The Urban Planning Division has to co-ordinate the work with the other departments of local government to ensure that the plans reflect local government needs as a whole. Additionally, local governments might require help by outsourcing the preparation of plans to urban planning, engineering, or development consulting firms. Local governments will take over the issuing of building permits, while the Ministry of Works, Housing and Infrastructure is supposed to prepare revised guidelines and regulations for the technical and administrative procedures to be used.

**Public participation**
Public participation in land-use planning will be important. Before approving or reviewing the development plan the residents of the locality, agencies of government, and non-governmental and international organizations that have an interest in working in the locality should be consulted. The draft legal procedure for ensuring public and community participation in the land-use planning is presented in the Annex 5.

**Political approval of land-use plans**
The local councils will be in charge of the preparation and approval of the land-use plans in their areas. During the plan preparation process the general developing goals must been presented to council members, and the council members will also have been presented with the final draft plan before presentation and consultation with the stakeholders and the community. If the council considers that the plan has been properly prepared and support the plan, the council will then approve the plan and present it to the National Land-use Planning Authority (actually the MLCPE) for endorsement. The draft legal approval procedures are presented in Annex 5.
1 Introduction

The purpose of this report is to prepare guidelines to assist local councils (LCs) in general and Freetown City Council (FCC) in particular to build capacity in the Development Planning Departments concerning land-use planning, urban planning, and development control.

The material for the preparation of the report is based on interviews with local council officers, officers in the MLCPE and FCC, and a desk study using data and information collected from various reports prepared by national and international consultants, including professionals with working experience in African countries. Finally, urban planners who have been working in the Sierra Leone Government Service also have contributed to this report.

To avoid confusion, the authors want to mention that when the terms “urban planning, town planning, land-use planning, physical planning, spatial planning, land-use management, or development control” are used in the report they refer to the human use of the territory, the land, the area, and the plot. These terms do not refer to the land tenure, ownership, or property of land.

2 Assignment of Functions to Local Councils

In March 2004 the Local Government Act 2004 was enacted into law by Parliament. The spirit and purpose of the LGA 2004 was to ensure good governance, democracy, and direct participation of the people at the local level. The Act provides for elections at local level, and political and administrative devices set up at the local level. Provision is also made for local government financing and decentralization of decision making and resource allocation. Statutory instruments were enacted when establishing 18 local councils across the country, each with responsibility for its territory.

The 2004 LGA specified the first four years after the passing of the Act as the transition period for implementing the new relationships between central and local governments. During this transition period, authority and corresponding resources for a defined set of functions were to be transferred to the local councils. Section 34 (1) of the LGA makes provision for the transfer of staff from the central to local government to provide support as and when required by the authority.

Among the functions allocated to the local authorities under Section 20 of the LGA, the local authority has to:

- promote and support productive activity and social development in the locality, initiate and maintain
- programmes for the development of basic infrastructure and provide works and services in the locality;
- be responsible for the development, improvement, and management of human settlements and the
- environment in the locality;
- initiate, draw up, and execute development plans for the locality;
co-ordinate and harmonize the execution of programmes and projects promoted or carried out by public corporations, other statutory bodies, and non-governmental organizations in the locality.

The above-mentioned key responsibilities which are devolved to the local authorities make it mandatory for the local authorities to provide and set up both the management structure and personnel to develop, improve, and manage human settlements and the environment in their localities.

To manage the responsibilities listed the following powers were devolved from the Ministry of Lands, Country Planning and the Environment to the local authorities under the Third Schedule of the LGA 2004:

- land surveying;
- land registration and control of illegal sale of land;
- leasing Government land;
- Strategic Local Plans;
- issuance of building permits;
- sand dues;
- preparation of land-use plans;
- education and sensitization on environmental issues.

As the issuance of building permits in 2008 was transferred to the Ministry of Works, Housing and Infrastructure (MWHI), this ministry also took over the responsibly of devolving the issuance of building permits to local government, including the necessary training and guidelines.

The local authorities across the country, to varying degrees, do have the basic institutional framework and management structures to accommodate some of the devolved functions listed above. These institutional framework and management structures are, without exception, weak and understaffed across the board. Nevertheless, land surveying, land registration and control of illegal sale of land, and the leasing of government land can be handled within the Engineering and Estates Division common to all local authorities. This is also the case with sand dunes, education, and sensitization on environmental issues, which can be handled by the Education, Environment and Revenues sections common to all the local authorities.

However, in contrast to the ‘traditional’ functions carried out by local authorities, the LGA 2004 also introduces new responsibilities, which the local authorities do not presently have either the institutional framework or the personnel to carry out. Among others, such functions include: designing strategic local plans; preparation of land-use plans, which had never been managed locally before; and the LGA 2004 also provides for the creation of a Development Planning Department in local governments.
3 The Development Planning Department

According to the LGA 2004, FCC and the other City and District Councils of Sierra Leone had to establish Development Planning Departments (DPD), to carry out social–economic development planning and urban rural physical planning in their respective areas of jurisdiction. The DPDs are still in their embryonic stage. The DPDs are currently structured into the following units: Social–Economic; Monitoring and Evaluation; Gender and Children’s Affairs; and an Urban Planning Unit. Currently the DPDs, among other tasks, prepare social–economic development plans with a time perspective of three years.

However, the staffing structure can be described as skeletal. In the instance of FCC, its DPD has no more than five staff. Because physical planning activity has been non-existent at the local authority level, no staff members have special working experience or professional training to take care of urban planning tasks. Also, physical development control has not yet been initiated. In general, the same situation applies at national scale in the other cities and districts, even if some cities have made progress in this area. The MLCPE has suggested a revision of the urban planning laws, making it possible for local government to meet the new challenges of the LGA 2004. (See the MLCPE division of planning authorities between central and local governments in Annex 1.)

4 Strengthening Local Government Development Planning Departments

The Development Planning Department (DPDs) should remain as currently structured in the following divisions:

- Social–Economic Development Planning Division;
- Monitoring and Evaluation;
- Gender and Children’s Affairs;
- Urban Planning and Development Control.

The staff in the Development Planning Departments (DPD) must be strengthened with regard to professional capacity and the number of staff members. The Urban or Land-use Planning Division is, of nature, tightly connected to the Social–Economic Division in order to ensure development policy and data co-ordination. This is because land-use planning must reflect the districts’ socio-economic development planning. In some countries the district socio-economic development plan and district structure plan are combined into one plan, as the structure plan must reflect socio-economic development planning. In Sierra Leone they are separate.

However, as much as possible, efforts should be made to join forces in data collection and community consultations activities when preparing the two types of development plans. Furthermore, it is essential that co-ordination exists between all the cities’ or district councils’ departments in the preparation of the plans, as the planning activity must include and consider all local government activities.
The proposed organogram is presented in Annex 2. The tasks performed by the divisions are as follows:

The **Monitoring and Evaluation Division** functions will be directly linked to the Head of the Development Department as his/her responsibilities in order to ensure general supervision and monitoring, plus the development of assessment criteria for the continuous monitoring of management and implementation structures.

The functions of the **Social–Economic Planning Division** include: preparation of the Local Government Development Plan; collection and analysis of socio-economic data; correlation of such data for use by the various departments, divisions and units in the local council; financial analysis and costing of all council projects, proposals, investments, and other related financial matters; and previewing proposals, projects, and investments.

The **Gender and Children’s Affairs Division** will take care of social care functions and the responsibilities will include: all cross-cutting gender related matters and those social issues related to the citizenry of the local authority, including slum upgrading, relocation, urban renewal, or plan implementation.

The functions of the **Urban Planning/Land-use Division** will include: preparation of long-term plans such as Structure Plans and Local Plans as well as detailed land-use plans for neighbourhoods and development projects, and the Area Action Plans. Also slum upgrading, resettlement, and renewal plans will be dealt with as well as draft plans to visualize options for future development in town centres, neighbourhoods, or recreation areas.

Another priority task of the urban planning division is the development control function which will monitor development and ensure that approved legally binding land-use plans are being followed and implemented. Development control activities include issuance of building permits, and enforcement of building regulations and planning directives – including the preparation of legal action against citizens not following the law and regulations, including the demolition of structures.

The proposed divisions are recommended having taken into consideration the types of functions that have been devolved to local government. However, it is proposed that the reviewed survey functions and the lease of state land when devolved are handled by the Engineering Department and the Estates Department respectively, which currently exist in FCC and other local authorities.

It is important to emphasize that land-use planning – in urban districts called ‘urban planning’ – is a considerable and important task in itself and should have sufficient resources in order to be implemented effectively. Urban planning, apart from serving to improve urban functionalities advantageous for industry, commerce, and transport among other functions, is also of a nature to foresee future additional urban growth problems, such as increased traffic congestion, build-up of uncontrolled settlement in risk zones, and uneconomic and hazardous urban sprawl in general.

In this context, some planning tasks are related to resolving urgent current urban problems such as slum improvements and resettlement projects. In the cities, where these tasks can demand considerable attention, it is recommended to establish a special Slum Upgrading and Resettlement Division inside the Urban Planning Division.
5 Proposed Staffing

The staff of the DPD should be adequate for the various divisions and units in order to undertake efficiently and effectively the core functions of the division and unit. As mentioned above, professional skilled staff will be needed. Moreover, consideration must be given to the general low level of experience related to land-use planning and the low number of professionals with land-use planning experience in Sierra Leone. Therefore, continuous further training of the staff must be considered by local governments and supported by the responsible ministries as well as the national universities.

Some of the professionals in the Land-use Planning Division can be shared with the Social–Economic Development Division such as development planners, sociologists, economists, and the GIS professionals, but also others such as urban planners, engineers, environmentalists, architects, and building technicians who must be contracted especially for urban planning and development control activities. The heads of the Development Department, the Urban Planning Division, and all urban planning decision-making senior staff members must have an Urban Planning Diploma qualification at university level.

The number of staff in the Urban Planning Division must depend on the size of the district or city and the special characteristics related to urbanization pressure. Staff numbers in the cities and the districts in the metropolitan area, as well as the regional capitals, must be paid particular attention – as well as the districts close to the mining and agricultural growth zones. A draft for the number of needed land-use planning staff at national level is presented in the table in Annex 3, and the TOR for the positions in the Urban Planning Divisions are presented in Annex 4.

6 Land-use planning activities and tools

The Urban Planning Division will use various tools to prepare land-use plans. One of them is analysis of present use of the land in city and district areas, identifying development potential and constraints bearing in mind important issues such as urban health and sanitation, the natural environment, plus gender and livelihoods in the different communities. For the land-use planner, issues such as population growth and population distribution are important to have in mind when preparing future infrastructure and availability of areas for commerce, industry, housing, education, and health-care facilities – with the purpose of ensuring rationality in use and improvements for all citizens.

Consultation by survey, interviews, and meetings with the private sector and the communities is also important. Citizens must have the possibility to participate, discuss, and contribute to planning processes when defining the general development goals, as well as when plan options are being discussed, and before plans are finally approved.

After analyzing the planning situation, the subsequent tools required are (a) the preparation of development goals and strategies, (b) visualizing development options, and (c) the preparation of legally binding long-term plans for the district area, or part of the area. Furthermore, detailed Area
Action Plans for projects and construction, including development regulations for the neighbourhoods and land parcels, are also requisite for effective planning.

Development control is an important part of the implementation of approved plans. The land-use plans will, when they are approved, be legally binding and all development taking place must follow the directives from the plans. Development control is to ensure that this happens by revising projected development projects, schemes, and building projects before granting development and building permits.

Later on, at implementation stage, development control can monitor and inspect the development of the use of land and building projects on site to ensure that developments and construction follow the approved plans and granted permissions. In cases of conflict, such as settlements in health risk or natural disaster-risk areas, or construction not following the building permits, development control must intervene to demand resettlement, adjustments, or demolition of wrongly executed development activities using the legal and institutional powers available.

The land-use planning division must prepare work programmes and time schedules for the plan preparation processes to ensure co-ordination with, and contributions from, council and other local government departments.

Political reality is important to take into consideration, and the planners must help the councils in identifying the relevant development goals plus set up priorities and time schedules for possible developments. Good relations and frequent communication with local government councils and their Development Committees is a priority matter in ensuring political backing for all plans and development control measures.

6.1 Equipment

The land-use planning division needs funds for equipment such as laptops, printers, GPS map plotters, digital cameras and GIS software. Funds for maintenance of the equipment and the running costs must be taken into consideration. As the access to maps is limited, satellite images are useful alternatives, including satellite images from Google Earth. GPS is valuable for updating maps and satellite images, while the use of GIS is a new tool available for land-use planning and map data analysis. IT skills and GIS experience are highly needed, but as equipment and software are expensive and power supply unreliable, traditional urban planning calculation and drawing skills are still very useful. For land-use survey and building control, transport by vehicles or motorbikes will be needed.
7 Plan Preparation Process and Planning Systems

The land-use plan system to be used in the local councils consists of three types of plan. The plans are prepared to different scales and with different levels of detail. However, the three plan types are all legally binding and have all to be designed in consultation with the community and approved by the local council. The three levels of land-use plan are:

- **Level 1** is the Structure Plan (SP) covering the whole district or city territory. The Structure Plan is a policy and strategy framework for land-use development of the district territory or the city during a period of 15 years. The Structure Plan will comprise a report and a plan. The report will cover the justification for the plan, the analysis, details of the phasing of the proposed development, and the monitoring proposals.

- **Level 2** is the Local Plan (LP), which more or less can be described as more detailed sub-structure plans for specially selected areas within the district or city, such as larger development projects, town/city centres etc., and areas which need special land-use planning attention.

- **Level 3** plans are the Area Action Plans (AAP), which identify the exact road system, parcels, the use of parcels, housing, institutions, and recreation areas, etc. The Area Action Plans include street names and plot numbers for precise identification. The Area Action Plan also identifies areas not to be used for construction and development, such as disaster-risk-prone areas as well as protected and restricted areas.

The legal proposal for the land-use plan system is presented with more detail in Annex 5. The preparation of the Structure, Local, and Area Action Plans will be the sole responsibility of the Urban Planning Division. However, the Urban Planning Division has to co-ordinate the work with the other departments of local government to ensure that the plans reflect local government needs as a whole.

Additionally, local governments might require help by outsourcing the preparation of plans to contract planning, architectural engineering, and development consulting firms. The selected firm should work directly under the supervision of the head of the Development Department, or in the cities under the head of the Urban Planning Division. The SPs, LPs, and AAPs are to be approved by the district and city councils (and also plans prepared by external consultants) with concurrence of the MLCPE. A step-by-step guide to preparing a Structure Plan and a Local Plan is presented in Annex 6.

The district and city councils should develop guidelines for control and monitoring of development activities within their respective localities. The following should be used to develop guidelines to guide applicants for building permits, and for the monitoring of construction activities after the issue of building permits. The draft legal proposal for content in the SPs, LPs, and AAPs are presented in Annex 5.

7.1 Procedures for application for building permits

According to the Local Government Act, local governments will take over the issuing of building permits, while the Ministry of Works, Housing and Infrastructure will prepare revised guidelines and regulations for the technical and administrative procedures to be used. In this context, a revision of
the existing building regulations in Sierra Leone should be made establishing a general set of building regulations for the country and leaving a space open for specific needed building regulations to be made by local government which do not contradict general national ones. A draft legal framework for the building permit procedure is presented in Annex 5.

8 Public Participation

The 2004 Local Government Act requires local councils to prepare a development plan to guide the development of their areas. Before approving or reviewing the development plan, the residents of the locality, agencies of government, and non-governmental and international organizations that have an interest in working in the locality, should be consulted. These institutions and individuals should be involved in:

- the contribution of data and information needed for plan formulation;
- the discussion of the plan goals to be chosen;
- the discussion on plan options;
- the revision of the final draft of the plans in order to assess and make recommendations; and
- the holding of sensitization meetings on the strategies for plan implementation.

The above will ensure that private sector and community members later on cannot give the excuse that they were not aware of the planning proposals or their role in the implementation of the plan. The draft legal procedure for ensuring public and community participation in land-use planning is presented in Annex 5.

9 Approval of Plans

When the land-use plans have been prepared according to established procedures, the plan must be presented to the city or district council for final approval. During the plan preparation process the general developing goals will have been presented to town or city council members and the council members will also have been presented with the final draft plan before presentation and consultation with the stakeholders and the community. If the council considers that the plan has been properly prepared and supports the plan, it will approve the plan and present it to the National Land-use Planning Authority, NALUPA, (actually the MLCPE) for endorsement. After the endorsement by the NALUPA, the plan can then be used by a council as a legally binding tool to conduct the development of the plan area. The draft legal approval procedures are presented in Annex 5.
10 Development and Building Permits

According to the Local Government Act, local governments will take over the issuing of development and building permits, while the MLCPE and the MWHI will prepare revised guidelines and regulations respectively for the technical and administrative procedures to be used. In this context, a revision of the existing building regulations in Sierra Leone should be made establishing a general set of building regulations for the country and leaving a space open for specifically required building regulations to be made by local government which do not contradict the general, national ones. It falls outside this report to propose guidelines for the technical and administrative procedures for the issuing of building permits. However, the MLCPE has prepared a proposal for new development control guidelines (see Annex 7).

The district and city councils shall control and monitor development activities within their respective localities. The guidelines for development control shall be prepared by the respective government ministries. The sections below give a general introduction to these guidelines.

10.1 Guidelines for planning permission (use of the land for any purpose)

The application for Planning Permission follows the following steps:

1. Application for an Intention to Build to utilise the land for a specified purpose, which may include activity/picnic/building.
2. Review of application to establish/confirm that the application is in compliance with the existing land-use plan.
3. Payment for planning permission fees.
4. Approval Notice: (planning permit) issuance of approval to undertake/carry out the USE OF THE LAND APPLIED FOR.
5. If buildings are involved, this approval (planning permit), together with the required drawings form an integral part of the application for a BUILDING PERMIT.

10.2 Procedures for application for building permits

1. Notice of Intention to build (application for Building Permit).
2. Review of application for completeness and correctness/conformity with building regulations.
3. The payment of Building Permit fees.
4. Issuance of Approval Notice (Building Permit) to the Applicant/Developer.
5. The Applicant/Developer gives Notice of Commencement of Building to the Planning Authority.
6. The Applicant/Developer gives Notice of Completion of Building to the Planning Authority.
7. Payment of Building Fees.
8. Approval Notice (Building Permit).
10.3 Procedures for monitoring building construction

1. Routine inspection tours are undertaken by the inspectors to ensure approved buildings are in conformity with permit issued and to identify unauthorised building or unauthorized development.
2. Inspector issues enforcement notice, which may include Notice to Stop Building Operation.
3. Inspector issues enforcement notice, which may include Notice to Amend.
4. Inspector issues enforcement notice, which may include Notice as to Dangerous Buildings.
5. Inspector/enforcement officer monitors notice for effective date and compliance period.
6. Enforcement officer recommends enforcement action, which may include litigation.
Annex 1

Division of Planning Authority between Central and Local Governments
Division of Planning Authority between Central and Local Governments
Annex 2

Organization of the Land-use Planning Division in the Development Department
Organization of the Land-use Planning Division in the Development Department
Annex 3

Estimated need for Staff in Urban and Land-Use Planning Departments
## Estimated need for Staff in Urban and Land-Use Planning Departments

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| Yearly salary + 30% training cost | 43,325 | 22,450 | 43,255 | 21,185 | 7,282 | 13,953 | 43 |

| MLCPF Head office | 10 | 10 | 2 | 0 | 16 | 82 |
| MLCPF Western region | 3 | 3 | 2 | 0 | 7 | 33 |
| MLCPF Northern Region | 2 | 2 | 2 | 0 | 1 | 33 |
| MLCPF Eastern Region | 2 | 2 | 2 | 0 | 7 | 33 |
| MLCPF Southern Region | 2 | 2 | 2 | 0 | 7 | 33 |

**Total: 15,002**

Monthly average salary per staff is calculated as 25 m Leones per month = 300,000 Leones per year.

Additional 30% of salary has been added to cover costing of the activity. DROAMO leaves per staff per year.

Planners and Development Coordinators staff have been calculated as average 1 staff per 3433 urban citizens and 1 staff per 11920 total population.
Annex 4

Duties and Responsibilities of the Urban/Land-Use Planning Officers
Duties and Responsibilities of the Urban/Land-Use Planning Officers

Below is a description of the qualification criteria, duties, and responsibilities of the staff members to be engaged in the urban planning and development control divisions in the local councils and the MLCPE.

Post: Head of the Development Planning Department

A. By direct entry

QUALIFICATIONS:
- Post-graduate degree in development planning, urban planning, environmental planning, geography, architecture, engineering, economics or sociology with >10 years of working experience of which 5 from experience of development planning in a public planning authority or a private development planning consulting firm.
- University level courses in administration and land-use planning and if not development planner, university level courses in development planning, having undertaken specialist courses in any one or more of the following; structure planning, site/detailed planning, urban design, planning law, housing studies, development control, and planning practice.
- Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
- Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
- Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules and to bring innovative solutions to complex planning issues. Should be proficient in the local laws/legislation relating to town planning and enforcement.

B. By promotion
- From the position of Deputy Head of Development Planning or transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
- Head of the Development Planning Department;
- Direct the Development Planning Department and co-ordinate the overall activities of the social–economic, urban planning, development control (including litigation) and eventual slum upgrading and resettlement units;
- Co-ordinate/facilitate the preparation of the Social–Economic Development Plan and the Structure, Local, Area Action Plans and urban renovation projects;
- Co-ordinate the implementation of the approved Social–Economic Development Plan; Structure, Local and Areas Action Plans, and urban renovation projects;
- Co-ordinate/facilitate the revision of approved Social–Economic Development, Structure, and Local Plans;
- Co-ordinate the activities of the Development Department with the other departments in local government councils planning activities.
• Provide professional and technical advice to the Mayor, Development Committee, Councillors, and Chief Administrator on all matters relating to development issues;
• Prepare approvals of Planning and Building Permits as well as litigation cases;
• Human resources development in the Development Department.

Post: Deputy Head of the Development Planning Department

A. By direct entry

QUALIFICATIONS:
• Postgraduate degree in development planning, urban planning, environmental planning, geography, architecture, engineering, economics, or sociology with >8 years of working experience of which 4 years are from experience of development planning in a public planning authority or a private development planning consulting firm.
• University-level courses in administration and land-use planning and if not a development planner, university-level courses in development planning having undertaken specialist courses in any one or more of the following; structure planning, site/detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.
• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical and negotiating skills and the ability to work under pressure, to tight schedules, and to bring innovative solutions to complex planning issues.
• Should be proficient in the local laws/legislation relating to town planning and enforcement.

B. By promotion
• From the position of Deputy Head of Development Planning or transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
Assist the Head of the Development Planning Department in the following matters:
• Directing the Development Planning Department and co-ordinate the overall activities of the Social–Economic, Urban Planning, Development Control (including litigation), and eventual Slum Upgrading and Resettlement Divisions;
• Co-ordinating/facilitating the preparation of the Social–Economic Development Plan and the Structure, Local, Area Action Plans and urban renovation projects;
• Co-ordinating the implementation of the approved Social–Economic Development Plan, Structure, Local, and Area Action Plans and urban renovation projects;
• Co-ordinating/facilitating the revision of approved Social–Economic Development Plan, Structure, and Local Plans;
• Co-ordinating the activities of the Development Department with the other departments in the local government councils planning activities.
• Providing professional and technical advice to the Mayor, Development Committee, Councillors, and Chief Administrator on all matters relating to development issues;
• Prepare approvals of Planning and Building Permits as well litigation cases;
• Human resources development in the Development Department;
• Carry out other duties as may be assigned by the Head of the Development Department Plan;
• Prospects exist for promotion to Head of the Development Department.

Post: Chief Urban Planning Officer (Head of the Urban/Land-use Planning Division)

A. By direct entry

QUALIFICATIONS:
• Postgraduate degree in urban planning, architecture, engineering, environmental planning, or geography with >10 years of working experience of which 5 years from experience of land-use planning in a public land-use authority, a private land-use planning consulting firm or a private or public or private housing institution.
• University level courses in administration and if not an urban planner, university level courses in land-use planning having undertaken specialist courses in any one or more of the following: structure planning, site /detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.
• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules, and to bring innovative solutions to complex planning issues.
• Should be proficient in the local laws/legislations relating to town planning and enforcement.

B. By promotion
• From the position of Head of Urban Planning Unit or transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
• Head of the Urban Planning Division;
• Refer to the Head of the Development Department;
• Co-ordinate/facilitate the preparation of Structure, Local and Area Action Plans;
• Co-ordinate the implementation of the approved Structure, Local, and Area Action Plans;
• Co-ordinate/facilitate the revision of approved Structure and Local Plans;
• Co-ordinate the overall activities of the Urban Planning Division;
• Co-ordinate the activities of the Urban Planning Division with other divisions in the Development Department and with the other departments in the Freetown City Council concerning land-use planning;
• Provide professional and technical advice to the Mayor, Development Committee, Councillors, and Chief Administrator on all matters relating to urban planning;
• Prepare approval of Planning Applications and Issuance of Planning Permission;
• Human resource development in the Urban Planning Division.

Post: Deputy Chief Urban Planning Officer

A. By direct entry

QUALIFICATIONS:
• Postgraduate degree in urban planning, architecture, engineering, geography or environmental planning with > 8 years of working experience of which 4 from experience of land-use planning in a public land-use authority or a private land-use planning consulting firm.
• University level courses in administration and if not urban planner, university level courses in land-use planning having undertaken specialist courses in any one or more of the following; structure planning, site/detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.
• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules and to bring innovative solutions to complex planning issues.
• Should be proficient in the local laws/legislations relating to town planning and enforcement.

B. By promotion
• From the position of Senior Planning Officer transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES
• Refer to the Head of the Urban Planning Division;
• To assist the Chief Urban Planning Officer in the supervision and co-ordination of the overall activities of the Urban Planning Department such as:
  • Co-ordinate/facilitate the preparation of Structure, Local, and Area Action Plans;
  • Co-ordinate the implementation of the approved Structure, Local and Area Action Plans;
  • Co-ordinate/facilitate the revision of approved Structure and Local Plans;
  • Co-ordinate the overall activities of the Urban Planning Division;
  • Co-ordinate the activities of the Urban Planning Division with other divisions in the Development Department and with the other Departments in Freetown City Council concerning land-use planning;
• Provide professional and technical advice to the Mayor, Development Committee, Councillors, and Chief Administrator on all matters relating to urban planning;
• Prepare approval of Planning Applications and Issuance of Planning Permission;
• Human resource development in the Urban Planning Division;
• Carry out other duties as may be assigned by the Chief Urban Planning Officer;
• Prospects exist for promotion to Chief Urban Planning Officer after gaining the requisite experience.

Post: Senior Planning Officers, Urban Planning Division

A. By direct entry

QUALIFICATIONS:
• Degree in urban planning, architecture, engineering, geography, environmental planning, economics, sociology with > 2 years of working experience of which 2 years are from experience of land-use planning in a public land-use authority or a private land-use planning consulting firm.
• If not an urban planner, university level courses in land-use planning having undertaken specialist courses in any one or more of the following: structure planning, site/detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.
• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules, and to bring innovative solutions to complex planning issues.
• Should be proficient in the local laws/legislation relating to town planning and enforcement.
• Liable to be transferred to any one of the Urban Planning Units/Departments.

B. By promotion
• From the position of Town Planning Officer transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
• Refer to the Chief of the Urban Planning Division;
• Co-ordinate/facilitate the preparation of Structure, Local, and Area Action Plans;
• Co-ordinate the implementation of the approved Structure, Local and Area Action Plans;
• Co-ordinate/facilitate the revision of approved Structure and Local Plans;
• Co-ordinate with other divisions in the Development Department and with the other departments in Freetown City Council concerning land-use planning;
• Assist in providing professional and technical advice to the Mayor, Development Committee, Councillors, and Chief Administrator on all matters relating to urban planning;
• Prepare approval of Planning Applications and Issuance of Planning Permission;
• Human resource development in the Urban Planning Division;
• Carry out other duties and responsibilities as directed by Chief and Deputy Chief of the Urban Planning Division.
Post: Chief of GIS Workstations and Map Analysis

QUALIFICATIONS:
- Postgraduate degree as GIS planner, urban planner, engineer or equivalent with > 8 years of general professional experience in the geographic area and a specific professional experience in GIS in urban or rural areas.
- If not a GIS planner, a university level course in GIS and LIS and considerable experience with various hybrid GIS software.

DUTIES AND RESPONSIBILITIES:
- Refer to the Chief of the Urban Planning Division;
- Participate in data collection and setting up the GIS support for preparation of the Social–Economic Development, Structure, Local, and Area Action Plans;
- Participate in revision of approved Structure and Local Plans;
- Co-ordinate with other divisions in the Development Department and with the other departments in Freetown City Council concerning data collection and data formats;
- Human resource development in the Urban Planning Division concerning the use of GIS;
- Ensure maintenance of the hardware and software related to the GIS workstation;
- Ensure updating of antivirus and GIS software;
- Present to the Chief of the Development Planning Department a yearly budget for maintenance of the GIS workstation.

Post: GIS Technician

QUALIFICATIONS:
- Technical Degree as GIS planner with > 3 years of general professional experience in using GIS for data administration, data analysis, and map-making.

DUTIES AND RESPONSIBILITIES:
- Refer to the Chief of GIS workstations;
- Participate in data collection and setting up the GIS support for the preparation of the Social–Economic Development; Structure, Local, and Area Action Plans;
- Participate in revision of approved Structure and Local Plans;
- Co-ordinate with other divisions in the Development Department and with the other departments concerning data collection and data formats;
- Ensure maintenance of the hardware and software related to the GIS workstation;
- Ensure updating of antivirus on used workstations;
- Present to the Chief of the Development Planning Department a yearly budget for maintenance of the GIS workstation.
Post: Town Planning Officers, Urban Planning Division

A. By direct entry

QUALIFICATIONS:
• Degree at university level in urban planning, architecture, engineering, geography, environmental planning, economics and sociology with > 2 years of working experience of which 2 years from experience of land-use planning in a public land-use authority or a private land-use planning consulting firm.
• If not an urban planner, university level courses in land-use planning having undertaken specialist courses in any one or more of the following; structure planning, site/detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.
• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules, and to bring innovative solutions to complex planning issues.
• Should be proficient in the local laws/legislation relating to town planning and enforcement.
• Liable to be transferred to any one of the Urban Planning Units/Departments.

B. By promotion
• From the position of Assistant Town Planning Officer transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
• Refer to Chief of the Urban Planning Division;
• Co-ordinate/facilitate the preparation of Structure, Local, and Area Action Plans;
• Co-ordinate the implementation of the approved Structure, Local, and Area Action Plans;
• Co-ordinate/facilitate the revision of approved Structure and Local Plans;
• Co-ordinate with other divisions in the Development Department and with the other Departments in Freetown City Council concerning land-use planning;
• Assist in providing professional and technical advice to the Mayor, Development Committee, Councillors, and Chief Administrator on all matters relating to urban planning;
• Prepare approval of Planning Applications and Issuance of Planning Permission;
• Human resource development in the Urban Planning Division;
• Carry out other duties and responsibilities as directed by Chief and Deputy Chief of the Urban Planning Division.
POST: Assistant Town Planning Officer

A. By direct entry

QUALIFICATIONS:
• Must have an undergraduate Diploma/Certificate/GCSC, or must have taken courses or have had working experience in areas related to town planning, including geography, engineering, architecture, surveying, or building technology.
• Should be willing to undertake graduate courses in town planning, engineering, architecture, surveying, and building technology.
• Work experience in the area of town planning will be an advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
• Must have good communications abilities and basic drafting skills and the ability to work under pressure.
• Prospects exist for promotion to Town Planning Officer.
• Liable to be transferred to any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
• Refer to Chief of the Urban Planning Division;
• Assist the preparation of Structure, Local, and Area Action Plans;
• Assist the implementation of the approved Structure, Local, and Areas Action Plans;
• Assist the revision of approved Structure and Local Plans;
• Assist the co-ordination the Development Department and with the other departments in the local government concerning land-use planning;
• Assist the preparation of Planning Applications and Issuance of Planning Permission;
• Participate in human resource development in the Urban Planning Division;
• Carry out other duties and responsibilities as directed by Chief and Deputy Chief of the Urban Planning Division.

Post: Chief Development Control Officer (Head of the Development Control Unit)

A. By direct entry

QUALIFICATIONS:
• Postgraduate degree in architecture, engineering, geography, environmental planning, economics and sociology with urban or environmental planning with >10 years of working experience of which 5 years from building inspection in a public authority or building construction, and supervision experience from a private building or consulting firm.
• University level courses in administration and if not an architect or engineer, university level courses in building construction and supervision, or having undertaken specialist courses in any one or more of the following; structure planning, site/detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.
• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules, and to bring innovative solutions to complex planning issues.
• Should be proficient in the local laws/legislation relating to town planning and enforcement.
• Should have good managerial skills and knowledge of the planning and enforcement process, and should be able to provide leadership and to motivate other professional and technical staff.

B. By promotion
• From the position of Senior Town Planning Officer transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
• Direct the Development Control Division;
• Refers to the Head of the Development Department;
• Monitor the physical development according to approved laws, plans, and regulations;
• Participate in the preparation of urban planning policies and programmes as well as Structure and Local Plans;
• Co-ordinate with the Urban Planning Unit regarding development guidelines and regulations in Area Action Plans;
• Participate in the revision of Approved Plans;
• Suggest revision and enforcement of local building regulations and by-laws;
• Processing and preparation of approvals of applications for building permits;
• Carry out other duties and responsibilities as directed by Senior Officers.

Post: Deputy Chief Development Control Officer

A. By direct entry

QUALIFICATIONS:
• Postgraduate degree in architecture, engineering, geography, environmental planning, economics, and sociology with urban or environmental planning with >8 years of working experience of which 4 years from building inspection in a public authority or building construction and supervision experience from a private building or consulting firm.
• University level courses in administration and if not an architect or engineer, university level courses in building construction and supervision or having undertaken specialist courses in any one or more of the following: structure planning, site/detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.
• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical, and negotiating skills and the ability to work under pressure, tight schedules and to bring innovative solutions to complex planning issues.
• Should be proficient in the local laws/legislation relating to town planning and enforcement.
• Should have good managerial skills and knowledge of the planning and enforcement process, and should be able to provide leadership and to motivate other professional and technical staff.

B. By promotion
• From the position of Senior Town Planning Officer transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
Assist the Chief of the development Control division with the following:
• Direction of the Development Control Division;
• Monitor the physical development according to approved laws, plans, and regulations;
• Participate in the preparation of urban planning policies and programmes as well as Structure and Local Plans;
• Co-ordinate with the Urban Planning Unit regarding development guidelines and regulations in Area Action Plans;
• Participate in the revision of Approved Plans;
• Suggest revision and enforcement of local building regulations and by-laws;
• Processing and preparation of approvals of applications for building permits;
• Carry out other duties and responsibilities as directed by Senior Officers;
• Carry out other duties as may be assigned by the Chief Development Control Chief;
• Prospects exist for promotion to Chief Urban Planning Officer after gaining the requisite experience.

Post: Senior Development Control Officer

A. By direct entry

QUALIFICATIONS:
• Degree in architecture, engineering, geography, environmental planning, economics, and sociology with urban or environmental planning with >5 years of working experience from building inspection in a public authority or building construction and supervision experience from a private building or consulting firm.
• If not an architect or engineer, university level courses in building construction and supervision or having undertaken specialist courses in any one or more of the following; structure planning, site/detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.
• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.

• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules, and to bring innovative solutions to complex planning issues.

• Should be proficient in the local laws/legislations relating to town planning and enforcement.

• Should have good managerial skills and knowledge of the planning and enforcement process and should be able to provide leadership and to motivate other professional and technical staff.

• Liable to transfer to/from any one of the Urban Planning Units/Departments.

B. By promotion

• From the position of Town Planning Officer or transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:

• Monitor physical development according to approved laws, plans, and regulations;

• Co-ordinate with the Urban Planning Unit regarding development guidelines and regulations in Area Action Plans;

• Participate in the revision of Approved Plans;

• Suggest revision and enforcement of local building regulations an by-laws;

• Processing and preparation of approvals of applications for building permits;

• Carry out other duties and responsibilities as directed by Chiefs of the Division.

Post: Development Control Officer

A. By direct entry

QUALIFICATIONS:

• University level degree in architecture, engineering, geography, environmental planning, economics, and sociology with urban or environmental planning with >2 years of from building inspection in a public authority or building construction and supervision experience from a private building or consulting firm.

• If not architect or engineer, university level courses in building construction and supervision or having undertaken specialist courses in any one or more of the following: structure planning, site /detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.

• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.

• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.

• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules, and to bring innovative solutions to complex planning issues.

• Should be proficient in the local laws/legislation relating to town planning and enforcement.
• Should have good managerial skills and knowledge of the planning and enforcement process, and should be able to provide leadership and to motivate other professional and technical staff.
• Liable to transfer to/from any one of the Urban Planning Units/Departments.

B. By promotion
• From the position of Assistant Town Planning Officer or transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
• Monitor physical development according to approved laws, plans; and regulations;
• Vet enforcement notices, endorse their issuance, and monitor their effective date and compliance periods;
• Initiate the compilation of case histories of contraventions of planning and building regulations;
• Co-ordinate with the Urban Planning Unit regarding development guidelines and regulations in area action plans;
• Participate in the revision of Approved Plans;
• Suggest revision and enforcement of local building regulations and by-laws;
• Processing and preparation of approvals of applications for building permits;
• Carry out other duties and responsibilities as directed by Chiefs of the Unit;
• Liable to transfer to/from any one of the Urban Planning Units/Departments.

POST: Enforcement Officer

A. By direct entry

QUALIFICATIONS:
• Post-graduate university diploma as architect, engineer engineering, geography, urban/environmental planning, economics and sociology with/ law with more than 10 years of experience from building inspection or development control in a public institution or a private consulting firm or law office.
• If not a lawyer, university level courses in urban planning, building regulations and building law; if not engineer or architect university level qualification in urban planning, construction and supervision of building projects, or having undertaken specialist courses in any one or more of the following; structure planning, site/detailed planning, urban design, planning law, housing studies, development control, and/or planning practice.
• Membership of a professional body in the country of study or a similar internationally recognized professional body will be an added advantage.
• Should be computer literate and be able to use software for town planning, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules, and to bring innovative solutions to complex planning issues.
• Should be proficient in the local laws/legislation relating to town planning and enforcement.
• Should have good managerial skills and knowledge of the planning and enforcement process, and should be able to provide leadership and to motivate other professional and technical staff.
• Liable to transfer to/from any one of the Urban Planning Units/Departments.

B. By promotion
• From the position of Assistant Town Planning Officer or transferred from any one of the Urban Planning Units/Departments.

DUTIES AND RESPONSIBILITIES:
• Refers to the Head of the Development Control Division;
• Co-ordinate with the FCC Legal Department and the Land-use Planning and Development Control Units;
• Monitoring of enforcement notices, certify effective dates and compliance periods and vetting of case histories of defaulters;
• Scrutiny of reports on the violation of the Provisions of the Building Regulations/By-laws;
• Liaise with Legal Department of FCC to prepare cases for prosecution;
• Participation in the prosecution of cases before a Magistrate/Judge;
• Carry out other duties that may be assigned from time to time by the head of Development Department;
• Prospects exist for the promotion to the post of Chief Urban Planning Officer upon acquiring the requisite experience.

Post: Chief Building Inspector

A. By direct entry

QUALIFICATIONS:
• University degree in architecture, engineering, with >2 years from building inspection in a public authority or building construction and supervision experience from a private building or consulting firm.
• University level courses in building construction and supervision, in civil engineering or building construction.
• Membership of a professional body in the country of study or a similar internationally recognized professional body would be an added advantage.
• Should be computer literate and be able to use engineering/building/construction software, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules, and to bring innovative solutions to complex building/construction issues.
• Should be proficient in the local laws/legislation relating to building construction and enforcement.
• Should have good managerial skills and knowledge of the building regulations and enforcement process, and should be able to provide leadership and to motivate other professional and technical staff.

DUTIES AND RESPONSIBILITIES:
• Ensure that applications for Building Permits are processed in accordance with the provisions of the Building Regulations;
• Ensure routine and scheduled inspection of buildings;
• Endorses the issuance of enforcement notices relating to buildings;
• Co-ordination of the activities of the Building Inspectors;
• Other duties that may be assigned by Chiefs of the Development Control Unit.

B. By promotion
• From the position of Senior Building Inspector.

Post: Senior Building Inspector

A. By direct entry

QUALIFICATIONS:
• Degree in architecture, engineering, with >2 years of from building inspection in a public authority or building construction and supervision experience from a private building or consulting firm.
• University level courses in building construction and supervision, in civil engineering, building construction.
• Membership of a professional body in the country of study or a similar internationally recognized professional body would be an added advantage.
• Should be computer literate and be able to use engineering/building/construction software, or be ready to undertake a course in the use of such software.
• Must have good communication, analytical, and negotiating skills and the ability to work under pressure to tight schedules, and to bring innovative solutions to complex building/construction issues.
• Should be proficient in the local laws/legislation relating to building construction and enforcement.
• Should have good managerial skills and knowledge of the Building Regulations and enforcement process and should be able to provide leadership and to motivate other professional and technical staff.

DUTIES AND RESPONSIBILITIES:
• Responsible to the Chief Building Inspector;
• Assist the CBI in the general administration of the Building Control Section;
• Responsible for staff matters;
In collaboration with the Chief Building Inspector, assignment of zones and wards to Building Inspectors;

- General supervision of all zones and wards;
- Recommend to the Chief Building Inspector Applications for Building Permits;
- Other duties that may be assigned by Senior Officers;
- Prospects exist for the promotion to Chief Building Inspector upon acquiring the requisite training and experience.

B. By promotion

- From the position of Building Inspector

Post: Building Inspector

A. By direct entry

QUALIFICATIONS:

- HND in building and civil engineering with 5 years relevant working experience, technical certificate in construction, with 5 years work experience in relevant public institution or private construction or building consulting firm.
- Must have an undergraduate diploma/certificate/GCSC, or must have taken courses or have had working experience in areas related to civil engineering, architecture, surveying, or building technology.
- Should be willing to undertake graduate courses in civil engineering, architecture, surveying, and building technology.
- Work experience in the area of building technology will be an advantage.
- Should be computer literate and be able to use software for building technology, or be ready to undertake a course in the use of such software.
- Must have good communications abilities and basic drafting skills and the ability to work under pressure.
- Prospects exist for promotion to the position of Senior Building Inspector.

DUTIES AND RESPONSIBILITIES:

- Responsible to the Senior Building Inspector (SBI);
- Review of Building Plans and monitor construction at development sites and report to SBI;
- To assess the report of Building Technician Grade 2 on site inspection;
- Other duties that may be assigned (SBI);
- Prospects exist for promotion to Senior Building Inspector upon acquiring the requisite training and qualification.

B. By promotion

- From the position of Assistant Building Inspector
**Post: Assistant Building Inspector**

A. By direct entry

**QUALIFICATIONS:**
- Must have an undergraduate diploma/certificate/GCSC, or must have taken courses or have had working experience in areas related to civil engineering, architecture, surveying, or building technology.
- Should be willing to undertake graduate courses in civil engineering, architecture, surveying, and building technology.
- Work experience in the area of building technology will be an advantage.
- Should be computer literate and be able to use software for building technology, or be ready to undertake a course in the use of such software.
- Must have good communications abilities and basic drafting skills and the ability to work under pressure.
- Prospects exist for promotion to the position of Building Inspector after qualification.

**DUTIES AND RESPONSIBILITIES:**
- Responsible to the Senior Building Inspector (SBI);
- Assisting the review of building plans and monitor construction at development sites and report to SBI;
- Assisting to assess the report of Building Technician Grade 2 on site inspection;
- Assisting with other duties that may be assigned (SBI);
- Prospects exist for promotion to Building Inspector upon acquiring the requisite training and qualification.

**Post: Planning Technicians**

**QUALIFICATIONS:**
- Technical Certificate in Construction (City & Guilds of London Institute) or National Diploma as Building and Civil Engineer (NCTVA) or City and Guilds, OTD, with 10 years of work experience in a private or public housing institution.
- The grading of a planning technician will depend on the number of years of work experience in government service or in private institutions such as planning, architecture, engineering and/or surveying firms or companies.

**DUTIES AND RESPONSIBILITIES:**
- Assist the Urban Planning Officers to collect data and information for the preparation and revision of Structure and Local Plans; participate in the preparation of maps, diagrams and drawings of plans;
- Other duties that will be assigned Senior Officers.
Annex 5

The proposed Land-Use Plans System
The proposed Land-Use Plans System

Below is a brief description of the MLCPE proposed Spatial Development Planning System for Sierra Leone and some of the areas for the Town and Country Planning Act that its rules should be expected to cover. Today the MLCPE is the national land-use planning authority, which in the following is called NALUPA.

Plan types

THE NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (NSDF)
The National Spatial Development Framework (NSDF) will be prepared by the National Land-use Planning Authority (NALUPA) as a land-use plan for the national territory with the purpose of promoting and co-ordinating national development policies and projects concerning the use and development of national territory. A special issue for the NSDF is the consideration on how the urban settlement patterns shall develop. Current national policies and development programmes all have spatial dimensions, which will be interpreted and expressed by the NSDF. National strategies and development agendas for transformation – the Sierra Leone Vision 2025 (PRSP 1), the Agenda for Change (PRSP II), and the Agenda for Prosperity (PRSP III) – will provide a point of departure, and be supplemented with a range of economic, social, environmental, and infrastructure sector policies and programmes issued by GoSL, the Sierra Leonean private sector, development partners, and international institutions. The NSDF will also take into account the development policies, plans, and projects promoted by the local governments.

THE REGIONAL STRUCTURE PLAN (RSP)
The Regional Structure Plan (RSP) will be prepared by the NALUPA involving the Regional Offices of the NALUPA and co-ordinated with relevant sector ministries and the local councils in the respective regions. The RSP will follow the land-use development goals and directions outlined in the NSDF. The purpose of the RSP is further into the future to ensure development co-ordination with sector government ministries and the local councils regarding the use of land and development projects. The RSPs will co-ordinate with the regional social–economic development policies and plans. The NALUPA may, when needed, prepare Sub-regional Structure Plans to co-ordinate special land-use development in a part of the region using the same plan preparation procedures as for the preparation of the Regional Structure Plan. The preparation process for the Regional Structure Plans includes a legally binding procedure for co-ordination with the neighbouring regions and consultation with development stakeholders and the cities/towns and districts within the region. The NALUPA is responsible for the preparation of guidelines and plan preparation procedures for the Regional Structure Plans.

LAND-USE PLANNING AT CITY/TOWN AND DISTRICT LEVEL
Under the Local Government Act 2004 (LGA), the local councils have the responsibility for the human settlement development in their area including land-use planning. The proposed land-use planning system comprises three types of land-use plans in the Districts and City/Town Councils: the Structure Plan, the Local plans and the Area Action plans.

The Structure Plan
The purpose of the Structure Plan is to define the general guidelines or strategies for the physical development of a city/town or district. The Structure Plan will be prepared by the local councils. The
structure plans should normally be prepared in the scale of 50:000 to 75:000, and plan types must be endorsed by the NALUPA.

Structure Plans concern development policies for all land uses within the Structure Plan area such as uses and land reservations related to production, employment, housing, education, health, mining, recreation, protection of natural resources, transport and communication infrastructure, – among others – and their interrelations. The Structure Plan also relates to, and must co-ordinate with, developments and projects in the neighbouring district and/or city/town council structure plans. Structure Plans do not consider individual ownership of land when being prepared and therefore will not show precise boundaries of areas where policies apply.

The Structure Plans must reflect economic and social planning at national, regional, and local levels and integrate development projects approved by the corresponding national and regional authorities. The NALUPA must prepare procedures to ensure that the local planning authorities, when preparing the Structure Plan, work within the framework of the requirements of land-use plans at higher levels. The Structure Plan will consider the development for 15–20 years ahead and will be revised every 5 years or when needed. The procedures for the revision and modification of the Structure Plan are the same as for the preparation of the plan.

The plan is presented as a report with analysis, policy goals, and the plan structure shown on a map. The Structure Plan also indicates the approved phasing of the development areas and need for detailing Local Plans. The Structure Plan finally will present the monitoring methodology for the plan implementation. Among the annexes the plan should include a report on the community consultation process and could include minority expressions of opposition to issues in the plan. The NALUPA will prepare guidelines for the preparation of the City and District Structure Plans and the training of local government planning staff in using the guidelines.

The stakeholders and the community members must be involved at least twice during the Structure Plan preparation process. The first consultation will concern ideas and proposals for development goals and development options and the final consultation will give the stakeholders and the community the opportunity to comment on the final draft of the proposed Structure Plan before its approval. A minimum notice of two months must be given by public announcement for the holding of any consultative activities. Stakeholder and community contributions must be recorded and may be annexed to the final plan. The local council must justify any of its decisions taken against the stakeholder and community proposals which have been presented within the prescribed time and according to prescribed procedures by the community members.

The Local Plan

The Local Plan is similar to the Structure Plan, but as the scale is different (1:10.000–1:20.000), it will be more detailed and zoning considerations (the kind of desired land-use in specific areas) can be included in the plan. The needs and priorities of preparing Local Plans should be identified in the Structure Plan and a decision to make Local Plans can be taken of the local planning authority, when a need occurs. A Local Plan could, for example, be prepared for an entire city centre for the capital and other important towns in a district, for a new area planned for extension of an urban area, or for the development of a new tourist development in a larger area.
Local Plans detail the development policies and goals for a sub-area within the context of the development policies and strategy set out in the Structure Plan. Local Plans indicate the existing and future road system and the general decisions of land use identified as zones for housing areas of different density and areas for industry, workshops, private and public services, commercial areas and markets, important district functions, protected areas, and risk-prone areas, etc. The plan is presented as a report with analysis, policy goals, a Local Plan Map and guidelines, timetable for phasing out of the implementation plan and a provisional development budget. The Local Plan will consider the development planning needs for 15–20 years ahead and will be revised every 5 years or when needed. The NALUPA is responsible for preparing the guidelines for the preparation of the Local Plans and the training of local government staff in the use of the guidelines.

Where an area in a Local Plan has been indicated for one or more uses, i.e. when special development zones (SPZ) have been identified, the Local Plan itself can be used as reference for building permits for constructions within the area as long as the development does not have a major impact on the surroundings. The possibility of making SPZs is ensured to avoid the work and expense associated with the preparation of Area Action Plans on land with little development.

Any building permission granted to a construction within a SPZ will be subject to a minimum of conditions such as the specific permitted land uses, including indication of building heights and densities, as well as non-built areas on each plot. The conditions must be presented in the Local Plan. The NALUPA shall prepare guidelines for the preparation and use of Local Plan Special Planning Zones.

Where there is no Action Area Plan in existence, Local Plans with SPZs which are legally binding may thus provide the basis for the exercise of a local planning authority’s development control functions (issuing of development permission and the issuing of building permits for minor development projects (1–4 smaller buildings)). This ensures that buildings and development projects are in accordance with indicators for land use presented in the Local Plan for the area in question. Nevertheless, where application for land use varies from that of the Local Plan or where applications for larger development projects or projects of a more complex nature are presented, Area Action Plans must be prepared to ensure co-ordination with the other functions and services in the area.

The Local Plan should follow policies and reflect key issues related to land use prepared by the NALUPA and also follow legally binding plan preparation procedures prepared by the NALUPA. These procedures include guidelines for co-ordination with the neighbouring districts if necessary. The NALUPA will prepare and update the procedures and guidelines. Stakeholders and the community members must be part of the consultative process in the preparation of the Local Plan; similar to the procedure of the Structure Plan.

**The Action Area Plan**

The most detailed land-use plan type proposed for the land-use plan system is the Area Action Plan. This detailed plan type must follow the planning goals and requirements made in the eventual Local Plan and the Structure Plan for the area. The Area Action Plan will also indicate the precise private and public use of all land and parcels within the ‘action planning area’ and indicate areas reserved for utility service, roads and transport systems, recreation, protection, etc. The Area Action Plan will indicate street names, parcel numbers, eventual reservation, or protection lines, as well as development and building regulations to be followed when using the parcels included in the plan.
Development permits as well as building permits will be granted where they do not contradict the information and regulations in the Area Action Plan.

The Area Action Plan shall take into account the general national policies and reflect key development issues related to land use, as well as follow legally binding plan preparation procedures also prepared and updated by the NALUPA. Community members, in relation to the Area Action Plan area, must be involved during the preparation process and the same procedure for public participation will be followed as in the Local and Structure Plans.

**Structure Plans, Local Plans, and Area Action Plans prepared by the Nalupa**

Structure, Local, and Area Action Plans may also be prepared by the NALUPA when needed for particular National Development Projects that require special attention or are of an urgent or special nature. For example, these areas may be reserved for major future infrastructure developments such as bridges, ports, larger tourist developments, major environmental protection interventions, or special urban renovation or resettlement projects. In such cases, the NALUPA must follow the established land-use planning guidelines and procedures for the corresponding plan types, including community consultation, i.e. the same guidelines as prepared for the local planning authorities.

**Preparation and Approval of Structure plans**

Though the present Town and Country Planning Act, TCPA allows for public participation in the instance where the Minister is of the opinion that a scheme should be made for an area, and also allows for representations to be made by those affected by a scheme before its final approval, there needs to be a more rigorous process which ensures active participation to its full potential, and also ensures transparency and accountability on the part of those preparing the scheme. Thus provision (either in the act or in rules) should be made to cover the following:

**Pre-deposit consultation**

When preparing a Structure Plan, a Local Plan, and an Area Action Plan, making supplements or revising the plans, the local council must follow the established procedures given by the NALUPA which include:

i. To comply with any requirements in the National Spatial Development Framework and the Regional Structure Plan for the area;

ii. To comply with any requirements from Sector Ministries and other National Development Plans and Development Projects considered for the area;

iii. To co-ordinate with neighbouring District and City/Town Councils;

iv. To follow the NALUPA guidelines for important land-use planning policies and goals to be considered;

v. To involve the local council departments in the preparation of the plan;

vi. To ensure that Local Council Head of Departments are involved in the land-use planning process and periodically consulted during the preparation process to ensure co-ordination;

vii. To ensure local councils’ involvement and support for definition and selection of development goals;
To consult on development goals and plans with stakeholders and interested organizations including the business sectors, environmental protection organizations, as well as sports, cultural, gender, and youth organizations, and other local interest groups.

The local planning authority shall, when preparing, revising, or altering Structure, Local and Area Action Plans before final approval consult the public in the following manner:

i. Follow the NALUPA established guidelines for public participation including establishing a list of parties and persons to be consulted; and take into consideration any comments, proposals, opposition, or claim made by the participants according to the guidelines;

ii. Prepare a statement of any other persons they have consulted when preparing the plan proposals, in addition to those listed above, and of steps they have taken to publicize their proposals and to provide persons with an opportunity for making representations in respect of the plan proposals;

iii. In addition to the list of those that must be consulted, the local planning authority has the discretion to consult others.

Deposit of proposals
When a planning authority (national or local) has prepared proposals for a Structure or a Local Plan, and before the final approval, they should present the draft plan for consultation with the community members concerned by:

i. Announcing the availability of the plan proposal in the local newspapers;

ii. Making copies of the proposals and the explanatory memorandum available for inspection by members of the community at the planning authority’s principal office (and website, where applicable), and such other places within their area as they consider appropriate;

iii. Sending a copy of the draft plan to the NALUPA before the beginning of the community consultation period;

Each copy of the proposals made available for inspection or sent to the Minister (NALUPA) must show conspicuously the dates of a prescribed two-month period within which objections may be made to the planning authority, along with how and where objections and representations shall be made to the planning authority. This information shall also be shown on the published note.

i. The period within which objections and representations may be made to the planning authority with respect to the proposals for the revision or replacement of a Structure Plan made available for inspection, shall be two months beginning with the date on which a notice is first published in a local newspaper.

ii. Comply with the guidelines and requirements for the consultation process prepared by the NALUPA.

The planning authorities shall not approve the proposals until after they have considered any objection made in accordance with the regulations or, if no objections are made, after the expiry of the prescribed two-month period.
Approval of the Structure Plan
The Local Planning Authority will approve the City/Town and District Structure Plans within its locality. After approval, the NALUPA shall endorse them by ensuring that the plans fulfil the requirements of the national land-use planning policy and guidelines.

Once approved and endorsed, the Structure Plan is valid and legally binding until it has to be revised in accordance with the NALUPA guidelines. However, an approved Structure Plan can, if needed, be adjusted or even changed before the obligatory revision. In this case the approval procedure for the revised plan must follow the same procedures as for the plan preparation, including the community consultation procedures and the endorsement by the NALUPA.

The Minister of NALUPA may, after having declared an area as a ‘Special Planning Area’, prepare and approve Structure Plans following the general NALUPA policies and guidelines for public consultation.

Adoption of proposals
After the public consultation process, the local planning authority may consider the objections or objections made by the community to the plan and include the proposals for adjustments it might find valid, and reject the proposals it cannot support. In the annex to the Structure Plan the local planning authority has to explain the reasons why it did not take into consideration rejected complaints and proposals.

Preparation and approval of Local Plans
The public participation approval and endorsement procedures for the preparation of Local Plans are the same as for the Structure Plans.

Preparation and approval of Area Action Plans
Pre-deposit consultation: when preparing the Area Action Plan, making supplements or revising an existing Area Action Plan, the Local Planning Authority must:

i. Follow the established Area Action [Plan] planning procedures and guidelines set out by the NALUPA;

ii. Comply with any requirements imposed by the National Spatial Development Framework, Regional Structure Plan, the Structure Plan and the eventual Local Plan for the area;

iii. Ensure co-ordination with neighbouring Area Action Plans;

iv. Following the NALUPA guidelines for important land-use planning policies and goals to be considered;

v. Involve the local council departments in the preparation of the plan;

vi. Ensure that the local government heads of department are involved and participate in the plan preparation process to ensure co-ordination;

vii. Ensure local council members are involved in the plan preparation process;

viii. The local planning authority shall, when preparing, revising or altering an Area Action Plan before final approval, consult the public in the following manner:

1. Consult the Area-Action-Plan-concerned community and stakeholders during the preparation process and before the final approval of the plan;

2. During the plan preparation process follow the established NALUPA guidelines for public participation and take into consideration any comments, proposals, opposition, or claim
made by the Area Action Plan neighbourhood community and stakeholders, including the local education, health, sports, cultural, gender and youth institutions, and organizations;

3. Prepare a record of statements of any persons they have consulted when preparing the proposals. The local planning authority must comment on the statements and justify decisions taken not in accordance with the statements. A report on the consultative process must be annexed to the final approved plan;

4. In addition to the list of those that must be consulted according to the NALUPA guidelines, the local planning authority has the discretion to consult others;

5. **Deposit of proposals:** when a local planning authority prepares a proposal for an Area Action Plan and before the final approval they shall:
   - Comply with the requirements, regulations, and guidelines imposed by NALUPA;
   - Announce the availability of the plan proposal in the local newspapers and in the concerned neighbourhood(s) according to NALUPA the public participation guidelines;
   - Make copies of the proposed plan available for inspection at the authority’s principal office, at the authority’s website, if any, and at the address/office of the significant local community organizations as they consider appropriate;
   - Send a copy of the draft plan to the corresponding Regional Office of NALUPA before starting the public consultation process;
   - From the date the draft plan has been publicly presented and announced, allow a two-month period for the community and directly involved stakeholders to make and submit their comments to the draft plan;
   - Record the comments and eventual objections or proposals for adjustment or changes of the plan with identification of the authors;
   - Objections and representations shall be made in writing and addressed to the local planning authority in accordance with the details given in the published notice;

6. The local planning authorities shall not approve proposals until after they have considered any objections made in accordance with the regulations or, if no objections are made, after the expiry of the two-month period for the submission of comments to the draft plan.

**Approval of the Area Action Plan proposal**

The local planning authority will approve the Area Action Plans. However, the NALUPA must endorse the approvals ensuring that the plans do not contradict planning policies or decisions in other national and regional planning areas.

The local councils will, during the plan preparation, monitor the preparation process to be familiar with the development considerations and involve themselves in the definition of the land use, development, and building regulations decided for the development of the Action Plan area.

Once endorsed, the Area Action Plan is valid and legally binding for any future use of land, development, and construction in the Action Plan area until it may be revised according to the NALUPA guidelines. Nevertheless, if needed, an approved Area Action Plan can be adjusted or even cancelled. In such a case the approval procedure for the revised plan must follow the same Area Action Plan procedures as for a new plan.
The Minister of the NALUPA can, after having declared an area for a special planning area, substitute the local planning authority. The NALUPA shall then prepare and approve the Area Action Plan following the normal Area Action Plan preparation procedures.

**Simplified Planning Zones (SPZ)**

The TCPA should make provision for zoning of areas in Local Plans. The zoned areas will identify one or more specific permitted uses of the land within a zoned area. The advantage of SPZs is that on granting planning permission for development specified in an SPZ scheme, developers know with certainty the precise type of development that can be carried out without having to make (and pay for) a development permit. However, in larger projects an Area Action Plan has to be prepared, while minor constructions or developments can be permitted without an Area Action Plan.

Obviously, all developments need a building permit and cannot contradict any planning decision made in the structure and local planning. The NALUPA has to prepare guidelines for the use of SPZ and could use the SPZs within a limited first phase period to step by step introduce land-use planning to the local governments.

**Public participation in the Planning Process**

As public participation plays a vital part in an equitable spatial planning system for land use, new procedures have to be developed that will take a variety of factors into consideration in order to strengthen the land-use plan system, ensure community participation in planning decisions, and to make the authorities more accountable for their decisions. Provision in the TCPA must be made to ensure the general procedures and enforcement of the community participation process, and give the NALUPA the mandate to prepare concrete guidelines to ensure:

i. Active and substantial public and stakeholder participation in the plan preparation process by established consultative procedures for community involvement in the definitions of general and neighbourhood development goals, discussion of eventual alternative plan solutions, as well as participation in the final consultation concerning the final draft plan before a final approval by the planning authority.

ii. A special planning tribunal or body should be set up at national level to evaluate the fulfilment of the legal planning procedures in case complaints arise from concerned community members.

Procedures for obligatory stakeholder and/or community consultation should be established in the case of:

i. Preparation and approval of the National Spatial Development Plans involving other ministries, local governments, and private sector organizations;

ii. Preparation of Regional Structure Plans involving ministries and the concerned City/Town and District Councils;

iii. Preparation of City/Town and District Strategic Structure Plans involving the community members in general, the private sector organizations, and local NGOs;
iv. Preparation of City/Town and District Local Plans (Sub-structure Plans) involving the community members in the plan area, the private sector, and local NGOs;

v. Preparation of City/Town and District Area Action Plans involving the community members in the planning area including the land and business owners;

vi. The community participation procedures should be legally binding, indicating ways of invitation to the public consultation activity (announcements in local press and radio/TV of consulting procedures and the content of the proposed plans), the period and dates available for the consultation activity (minimum eight weeks for each consultation process), and the procedures for the assessment and consideration of public opinion and contributions by the planning authorities;

vii. The same established public participation procedures should also be obligatory when making addendums to the plans or revising them;

viii. Landowners and citizens living immediately adjacent to the planning site should be notified of the contents of the planning proposal;

ix. All proposals for preparation of land-use plans be made easily available for viewing and reading in public space to make community members able to express their views/opinions.

Public access to information concerning development and building applications:

i. Landowners and citizens living immediately adjacent to applications for development must be notified of the contents of the application;

ii. Planning authorities to be compelled to give reasons publicly in writing on enforcement action which is to be taken against unauthorized development;

iii. A register of development and building permit applications should be kept at all times and made accessible to the public.

**Development Permits**

The following are proposed:

i. Planning officials have invariably found it difficult to carry out enforcement actions because of the lack of clarity within the provisions of the TCPA and the Freetown Improvement Act, FIA. Therefore, amendments should be made to provide for the making of procedures including the following:
   a) for planning authorities (national, regional, local) to be able to obtain information relating to breaches of planning control (planning contravention notices);
   b) for enforcing planning conditions (breach of condition);
   c) for obtaining injunctions to restrain breaches of planning control (planning injunctions);
   d) altering time-limits on the determination of planning applications and taking of enforcement action;
e) increasing the penalties for non-compliance with an enforcement notice according to list of penalty fees adjusted yearly by the NALUPA (note: the present penalty sums in both the TCPA and FIA need to be revised to represent today’s monetary values);
f) ensuring the authorities the rights of entry to property for enforcement purposes;
g) making provisions for stop notices and other methods of enforcement;
h) the outsourcing of enforcement action to other agencies.

ii. Provision for creating an enforcement division charged with responsibility of carrying out enforcement actions as a means of development control.

iii. Provision for the publication of Land Development Control Guidelines, which clearly set out prescribed forms of applications for planning permission to carry out development should be made mandatory.

iv. Provision should be made for mandatory consultation with other sector ministries/agencies if relevant before planning permission is granted. The NALUPA shall prepare and revise, when needed, the guidelines used in the process of determination of all planning permission applications.

v. Provision for the granting of building permits should be made under the TCPA with the condition that they do not contradict an identified legally binding land-use plan. Furthermore, these conditions must be attached to permits which obligate the holder to fulfil all the relevant building regulations. It shall be the responsibility of the NALUPA to support the process of granting building permits by making the necessary guidelines including drawing up a list of other national planning bodies and planning authorities to be consulted in special cases.

vi. Building Regulations under the FIA were made originally for Freetown and are being used as guidelines for the construction of buildings all around the country. These regulations need to be revised to meet universal standards and modern design. In particular, that buildings are required to be designed, constructed, and altered so as to be structurally safe and robust, and also so as not to impair the structural stability of other buildings. Ideally, a new law should be enacted which enshrines a standardized building code for the whole country.

vii. There should be a separate system of control over alterations to buildings, which are listed as being of architectural or historic interest (“listed buildings”). Alterations to such a building that affect its character or appearance should require "listed building consent" (and may also require planning permission if the scope of the proposed alterations or development is above that classified as “permitted development”). Such applications should be referred to the Monument and Relics Commission. The owner of a listed building can also be compelled to keep it in a good state of repair to safeguard its architectural or historic significance.

Special Important and Prioritized Land-use Planning Issues

Special issues concerning environmental, historic, and cultural values should be the subject of special attention in any land-use planning law. Such issues may relate to historic and cultural places, constructions, conservation of the environment including, forests, wetlands, rivers, creeks, coasts, and landscapes, and the preservation of important trees. The main reason for including them in the law should be that the protection of these values will be made universal and not vulnerable for temporary weakening or negligence in the land-use planning and development control activity. Therefore, provision should be made in the TCPA for co-ordination and liaising of the planning
authorities with the various agencies such as the Environmental Protection Agency and the Monuments and Relics Commission. The NALUPA shall together with corresponding ministries and agencies prepare guidelines for when development and building permits are being given conditionally, taking into account the special environmental, historic, and cultural values. Such guidelines could include obligatory distances to be held to monuments and important landscapes or obligation to halt developments if historic material appears in the development site under implementation of a project.
The Planning Model

Volume 2

SPATIAL DEVELOPMENT FRAMEWORK
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## Glossary of Terms

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<tr>
<td>Cap 84</td>
<td>Town and Country Planning Ordinance, 1945</td>
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<tr>
<td>DA</td>
<td>District Assembly</td>
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<tr>
<td>DCE</td>
<td>District Chief Executive</td>
</tr>
<tr>
<td>DCD</td>
<td>District Coordinating Director</td>
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<tr>
<td>DPA</td>
<td>District Planning Authority</td>
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<tr>
<td>EPA</td>
<td>Environmental Protection Agency</td>
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<tr>
<td>LUPM(P)</td>
<td>Land Use Planning and Management (Project)</td>
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<tr>
<td>LUFMIS</td>
<td>Land Use Planning and Management Information System</td>
</tr>
<tr>
<td>MDA</td>
<td>Ministries, Departments and Agencies</td>
</tr>
<tr>
<td>MMDA</td>
<td>Metro, Municipal and District Assemblies</td>
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<tr>
<td>NDP</td>
<td>National Development Plan</td>
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<tr>
<td>NDPC</td>
<td>National Development Planning Commission</td>
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<tr>
<td>PPPs</td>
<td>Policy, Programmes and Plans</td>
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<tr>
<td>RCC</td>
<td>Regional Coordinating Council</td>
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<td>SDF</td>
<td>Spatial Development Framework</td>
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<tr>
<td>SEA</td>
<td>Strategic Environmental Assessment</td>
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<td>TCPA</td>
<td>Town and Country Planning Authority (proposed)</td>
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<td>TCDP</td>
<td>Town and Country Planning Department</td>
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1 Definition

An SDF is the spatial strategy for development. It will cover issues for the nation as a whole, for the region (or a sub-region where a Regional SDF does not exist and depending on common issues involved, not on boundaries, e.g., a development corridor, or for an area of special opportunity or even of decline), and the District. It addresses the spatial implications of issues like economic development, employment, housing, infrastructure services (waste, water, energy, etc.), education and training, tourism and leisure, transportation, communications, healthcare, economic infrastructure, culture and nature and the environment. The SDF is represented by an indicative plan of the area which will include the location of key components of the strategy aimed at achieving the desired development. The SDF will have legal status with which all lower levels of plan must be in compliance.

The SDF provides a strategic vision (desired future) for the spatial development of the Region over a 20 year period, and a perspective/view on and in some cases approval of proposals for what kinds of development should take place, how much/how many of it should occur, where this should happen, and, broadly, how this should happen in order to take advantage of opportunities. The SDFs will be subject of review and possibly revision every four year.

The SDF at the District level must be coherent with the Medium Term Development Plan/s (MTDP) and other relevant national and regional-level policies, plans and programmes (PPPs). The economic and social development goals, objectives and strategies of the MTDPs, as complemented where necessary with these other PPPs on national and regional scales, are to be given spatial expression in the SDF. The same applies to both the Regional and National SDF, which must consistent with the National Development Plan, as produced by the Administration at the time, and any Regional Development Plan.

The District SDF includes the identification of areas that must be subject to Structure Plans. It provides the parameters for Structure Plans, but must be in compliance with the higher level plan. Areas outside of the areas for Structure Plans within the District SDF will be treated as Rural Areas, and include forest reserves, wetlands, forest reserves, watershed protection areas, plantations, areas of different types of agriculture, wetlands, game reserves and areas of historic or cultural interest in which very limited development will be allowed.

2 Contents of the Spatial Development Framework

The contents of the SDF are provided in section 5 below. In brief an SDF will contain:

a. An overall discussion of the spatial definition of the planning area

b. A description and analysis of dominant development trends, including problems, which influence/drive spatial development

c. The current policy and planning responses, covering both development and spatial planning. As far as possible, these can be derived from the National Development Plan, the Medium Term Development Plans, to begin with, and associated sector policies, programmes and plans (PPPs).
d. A clearly stated vision for the region’s spatial development agreed by the primary decision makers (specifically the political leadership in the Districts concerned and/or the Regions).

e. Spatial strategy for achieving the vision based on an analytical discussion of National, Regional and District spatial priorities and policies on the key issues and topics as they affect the planning area, such as employment location, scale and location of housing, transportation infrastructure and accessibility, infrastructure location, environment and leisure, etc., and all supported by a Strategic Environmental Assessment.

f. The strategy will be supported by Analytical Maps which show the existing situation, trends and planning challenges affecting the study area, including amongst others, population distribution, water bodies, roads and their condition and capacity, transportation networks, water sources and major water works and trunk pipelines, power transmission lines, commercial, industrial and economic development areas, mining and quarrying areas, airports, ports, areas of outstanding natural beauty, historical and culturally sensitive sites, agricultural and forest lands including areas with high agricultural potential, areas unsuitable for construction without special engineering requirements, and other issues peculiar to the area.

g. Maps or Key Diagrams which illustrate the general content of the spatial strategy, and show the physical extent of proposals but does not identify detailed site boundaries.

h. A discussion of how the spatial strategy will be implemented, including a management and financial plan and a timescale for delivery.

i. An identification of clear targets or key performance indicators for monitoring purposes.

3 The Preparation of the SDF

3.1 Initiation of Preparation

The TCPA\(^1\) will have responsibility for overseeing the preparation of the National Spatial Development Framework that will form a complementary component of the National Development Plan (NDP). The TCPA under the Land Use and Planning Law, will have specific responsibility for preparing the spatial dimensions of the NDP. However, the National Development Planning Commission (NDPC) in line with its powers under Law 480, will review the NSDF to ensure it adequately reflects the requirements of the NDP, before it is sent to the President for ascent.

The SDF for the Region or for the Sub-Region is the responsibility of the Regional Coordinating Council, and will be prepared by the proposed Regional Spatial Planning Committee which includes the Regional Economic Planning Officer and the Regional office of the TCPA. The work will be led by the officer in charge of town planning. The SDF may be prepared using consultants which have skills in development planning and spatial planning. The requirement for the SDF will be specified in the proposed Land Use and Planning Law and

\(^1\) The proposed Town and Country Planning Authority, a central government body responsible for Spatial Planning including Land Use Planning and Management. Presently the TCPD
tailing, mining, quarrying, infrastructure (water, sanitation, drainage and electricity, with possible telephonic and internet coverage) and agricultural development and programs.

iv. Supplement review of MTDP with National Agency sector plans prepared by the various agencies responsible for the sectors identified in (iii) above and check the assumptions behind these plans (e.g. population projections, growth projections, financing assumptions etc.) to verify the veracity of these plans and programmes.

v. Consider impact of sectoral programmes and plans on population growth and distribution, transportation patterns and access to basic services.

vi. Identify alternative scenarios for development and establish the preferred form of future development for the study area, through consultation with key decision makers.

vii. Bearing in mind the preference of the key decision makers, National Policy, sector policies, programmes and plans, develop planning responses required to ensure the future development in each of the sectors moves to the desired end situation through the alignment of spatial development. (In considering the options, it is important that the proposed interventions take into account the financial constraints)

viii. Consultation with representatives of affected Districts, Regions and the National sector agencies or departments to identify impact of the planning responses to achieve the preferred spatial option.

ix. Provide opportunity for general public and other stakeholders to make representation on the proposed preferred option, as set out in these guidelines.

x. Develop preferred option and identify implications for the policies, programmes and plans of the responsible sector agencies.

xi. Prepare a Strategic Environmental Assessment to ensure proposals are not in conflict with environmental policies.

xii. Review proposals in consultation with the sector agencies and consider the timing of each development or intervention, taking into account potential investment, and budgetary and resource limitations.

xiii. Prepare diagrammatic representations of the proposals, and the timing of development.

xiv. Prepare brief reports on the strategies to be developed by each sector to achieve the common vision (see below for proposed list of reports).

xv. Identify scale of investment required in each affected sector.

xvi. Prepare a financing plan for the major interventions required for implementation of the SDF.

xvii. Submit the proposals to review by the general public and stakeholders

xviii. Identify key indicators for each sector and for SDF as a whole.

xix. Prepare presentation of SDF, taking adequate notice of the feedback from the public and stakeholders, for approval by responsible authority.

xx. Final revision and dissemination of the SDF.
3.4 Period of Preparation of SDF

Preparation of SDFs should take a maximum of sixteen months, although it is expected that this could be achieved in a shorter period. The four yearly reviews should be undertaken during the period used for the preparation of the MTDPs. The suggested time lines propose a maximum period for the work as follows:

1. Identification of Planning Area, Establishment of Joint Planning Team and preparation of Base Map: up to one month
2. Data collection – present situation: up to one month
3. Data collection on programmes, projects and plans and projections: up to one month
4. Consultation with stakeholders on projections and trends: up to one and half months
5. Preparation of alternative scenarios, and public consultation to identify preferred scenario: up to one and half months
6. Public consultation on options: up to two months
7. Identification of preferred ‘vision’ by decision makers: up to two weeks
8. Analysis of gaps and identification of strategies, including levels of investment: up to one and half months
9. Preparation of Draft final SDF, including SEA: up to two months
10. Public consultation, preparation and presentation of revised SDF and approval by MMDAs and RCC: up to two months
11. Financial and Phasing Plan: up to one and a half months
12. Submission and publication of final revised addition of Report: up to one month

3.5 Stakeholder Consultation

The requirement is for a participatory planning system to be used in the preparation of all levels of plans. The plan preparation process will require periods for key stakeholders to air their views and opinions. The SDF preparation requires the participation of three groups: the key sector agencies, the MMDAs and the RCCs, and: the general public.

3.5.1 Stages and methods of Consultation

The SDF requires a minimum of three rounds of consultation. These are:

1. After data collection and during analysis stage when trends and issues identified.
2. When determining the preferred scenario/option for development.
3. To consider Draft Final Plan

At all three stages, adequate notice must be given to the general public to make meaningful inputs or, if published in the newspaper or exhibited in the Regional Coordinating Council or Assembly Public Data Rooms, adequate time provided for interested parties

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2 The Land Use and Planning Law proposes all District level Assemblies should have a Public Data Room, open to the public during the office hours of the Assembly and at weekends where this can be arranged, in
to make representation. Adequate notice for meetings of stakeholders will be ten working days. Adequate time for comments following publication in the print or electronic media will be 20 working days. Copies of the plans at District level must be made available for a minimum of twenty working days in the District Public Data Room. The decision on which of the scenarios should be followed must involve the ‘decision makers’, namely, in the case of National SDF, the NDPC, Regional Ministers, all line Ministries, the Lands Commission and other institutions responsible for major infrastructure development and chair persons of Parliamentary sub-committees identified by NDPC; for Regional SDF, the Regional Minister, the DCEs, RCD, the sitting members and chairperson of each Assembly; or for District SDF, the Statutory Planning Committee members and the Assembly, including the DCE. For both the Regional and District SDF consultations, the NDPC should also be asked to send an observer. After comments by the general public and other interested parties have been summarised and presented, copies of the alternatives and the rationale for each will be published in appropriate print and electronic media and by being posted in all the MMDA offices and the Regional Coordinating Council Offices. Similar means should be used to elicit the views of the public and stakeholders on the Draft Final Plan. Additional methods of consultation can be tried such as ‘town hall’ meetings arranged by the Joint Planning Team in a number of venues throughout the planning area.

3.5.2 Reports on Stakeholder Consultation/Public Forum
Reports on the public consultation process will be published and summarised in the local media. Full copies of the outcome should be made available at the offices of the RCC and affected MMDAs. The reports should identify how many responses were received and where from and the weight of opinion expressed, and will form an annex to the SDF.

4 Format of the SDF

4.1 Coverage of Report
The Report for the SDF will contain the following, allowing for the peculiarities of the SDF area:

a. **Background**: the boundaries of area being covered; why plan is being prepared (National, Regional and District SDFs will be a statutory obligation, while sub-regional are developed normally in response to potential impact of major development scheme on area between the development and the major urban centre)
b. **The Vision**: the commonly accepted objectives for the area, including how to achieve broader goals, including national and regional policy objectives for social, economic and environmental sectors.
c. **Description of the Area**: covering what exists on the ground, the major functions of each settlement, areas of special interest such as areas of historic or cultural interest, environmental sensitivity, areas of forestry and with high agricultural po-

which copies of the Plans are available for public scrutiny. Comments on the plans should be sent to the Physical Planning Departments of the Assemblies or given in a form provided for in the Public Data Room, such as a postbox or book for comments.
tential or farmed commercially, and the dynamics of growth (changes in previous census period, especially where growth rates differ markedly from national average, and changes in function).

d. **Major Concerns and Issues:** this should include the main development issues and problems, whether in terms of living conditions, access to health, education, markets etc., conflicts between different land uses (e.g. housing and agricultural), environmental, transportation and communications problems, and potential of the area, emphasizing the competitive advantage the area has as a location for specified types of development.

e. **Sectoral Analysis:** the present and projected situation given existing trends and the potential of the problems or issues to be solved, covering; agriculture, education, health, commerce, industry, tourism, transportation, housing, waste disposal, water resources and distribution, communications, power and flood control. This analysis should look at the plans and programmes that the sectors have and how they meet the needs as identified in the analysis. It should also identify how present trends and plans reflect national policies. The analysis should be illustrated with the data produced in layers for each major sector or group of sectors. A composite map should also be developed.

f. **Development Options:** The development of different scenarios (at least two) for potential development in the next twenty years, and the rationale for each and a preliminary indication of the sorts of complementary development that will be required to achieve the patterns proposed. These will be accompanied by explanatory diagrammatic maps.

g. **Proposal:** Proposals for development under each sector showing how it contributes to the overall achievement of the ‘vision’. It should identify the locations where specified development is expected to take place. It should identify the land requirements for the major land uses in each of the proposed major development areas, the need to upgrade the trunk infrastructure and other critical issues, particularly those that constitute a threat to the environment or require special sensitive handling. Indicative maps must be provided showing the locations of the proposed development proposals.

h. **Strategic Environmental Assessment:** SEA of preferred option.

i. **The SDF key diagram:** A composite map of the proposals in the SDF forms the key diagram showing the proposals for the whole area diagrammatically.

j. **Phasing Plan and Financing Plan:** this should identify the approximate level of investment required in each sector and the expected source of the investment (public or private, and whether national, regional or local if public). This may include maps showing the stages of development.

k. **Key indicators:** these reflect to overall vision for the development. This should be limited to no more than five indicators.

### 4.2 Maps

Three types of maps are required: text maps, presentation maps and digital maps. As mentioned in 4.1 above, maps are required for the following:

a. **Base Map:** showing administrative boundaries, boundaries of planning area, main water bodies, roads, soil types, forest and urban areas. This will take the form of a map...
of the scale between 1:100,000 to 1:250,000, although the scale may vary according
to the size of the area covered. Preferably the maps should fit on an A2 size sheet.
b. Data layers for major land uses where applicable
c. Indicative proposals for the scenarios

d. Indicative plans of future preferred development, including size of population and
function of urban and urbanising areas; areas that should be subject of Structure
Plains, including both urban areas and areas of special consideration such as tourism
areas or conservation areas; plans by sector or group of sectors, showing where infra-
structure development is required to complement the proposed growth pattern pro-
posed.
e. A composite plan showing the whole SDF proposal including phasing plans, showing
the priorities for infrastructure improvement, extension or development.

5 Approval of SDFs

The preparation of National SDF is the responsibility of the TCPA working in conjunction
with the NDPC. The National SDF will be approved by the NDPC and given to the President
for ascent. Regional (and Sub-Regional SDFs) are the responsibility of the Regional authority
and so must be approved by RCCs. They should be in compliance with the National SDF
District SDFs need to be approved by the affected District (Municipal and Metropolitan) As-
semblies. The District SDF should be in compliance with the Regional SDF. The SDFs will
provide the target and scope of the Structure Plans, which must be prepared by the MMDAs.
Appeals can be made against the SDF on a limited number of grounds:

i. The general public was not adequately consulted

ii. The SDF is not in conformity with the NDP, the NSDF or the RSDF

iii. The SDF ignores or takes inadequate cognizance of statutorily protected areas or Na-
tional policies affecting specific land uses (e.g. agricultural priority areas, historic sites,
cultural heritage sites, forest areas, etc.).

Given the legal requirements for all these grounds for appeal, the complainant may take their
case to the courts. The courts, however, cannot change the SDF but may require the respon-
sible authority to review their proposals in such a way that they can satisfy the courts that they
have complied. On matters of fact, the appeal is made in the all cases initially to the body re-
sponsible for the preparation of the Framework who can review the complaint and decide
whether or not to alter the respective Framework accordingly.

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3 The amount of information will depend on the size of the area being considered. National will be limited
to major towns and cities, transportation corridors, main ports and airports, areas with specific function or
use including national parks and other areas requiring special treatment or protection and other factors that
need to be considered for development of national significance.
6 Review of the SDF

The SDF covers a period of twenty years but will be subject to review and revision after four years, to coincide with the MDTP cycle. This is also in time with the elections for the President and Parliament and of the Assemblies. The major reworking of the SDFs should coincide with the availability of the Population and Housing Census data.

The District SDF must be reviewed in line with the production of the MTDPs and the harmonisation of these plans by the RCCs. The reviews of SDFs must take into account the monitoring of the implementation plan and indicative budget. The reviews will concern changes in the sector strategies but will not revise the basic policies on which they are based. This will take the form of supplementary documents that replace the sections of the report covering the affected sector.

The twenty-year review of the SDF will be considered a New SDF and will be produced in line with the NSDF and the long-term National Development Plan. The new SDFs will also take into account the results of the evaluation of the impact of the previous SDFs’ implementation, identifying its effectiveness in achieving its objectives and also identifying unforeseen effects.

7 Implementation of the SDF

7.1 Plan Implementation

The SDF identifies key activities that need to be undertaken if the plan is to achieve its objectives. In so far as the critical investments required are directly under the control of the Government, sector budgets are proposed, both for the long-term investment requirement and in more detail for the more immediate requirements in the first four years of the planning period. Where the private sector is identified as the main actor in the development, often complementary activities and assistance by the Government are identified. Government, whether at central or local level is the facilitator of the desired development but rarely is it able alone to ensure the end result is as desired.

7.2 Monitoring Procedure

The implementation of the SDF needs to be monitored, to ensure that the SDF does not remain simply a plan but never a reality. At the District level, annual reports from each department will be compiled together jointly by both the Head of the Physical Planning Department and the Economic Planning Department and used to monitor progress of the SDF. These reports on progress and development in each of the MMDAs covered by the SDF, along with the sector agencies and utility providers, will be compiled by the Regional Economic Development Planning Officer (REDPO) and the Head of the Regional TCPA Office responsible for land use planning and management, and submitted to the RSPC. The MMDAs, through the Assemblies’ Physical Planning Departments and Development Planning Officers will be responsible for ensuring that the budgets of the Assembly include the sector investments identified in the SDF. The Annual reports will include a review of actual disbursement of the budget to ensure that the proposed investment by the responsible Assembly or sector agency is being made. This will enable the REDPO to flag for the RCC, the sectors that have failed to make the necessary investments as part of the realisation of the plan. This report should be produced in a timely manner to influence the annual budget preparation process.
At the National Level, the reports of the Regional offices, as well as annual reports from each of the line Ministries will be reviewed by the NDPC to identify gaps in the implementation schedule and the causes for these gaps.

Not only will levels of expenditure be monitored but also the actual outputs of this expenditure. Hence investment in road development, improvement or extension should be measurable not only in terms of the level of investment but also in the length of road affected. At the District level, in addition, the Assembly Physical Planning and Development Planning offices must also monitor the level of complementary investment by the private sector. Hence investment in housing, for example, needs to be measured in terms of units planned and built. Investment and outcomes of investment by the utility companies will also need to be measured and monitored to ensure they are complementary to the objectives of the SDF.

8 Evaluation of the SDF

The evaluation of the SDF will be based on how well the plan has managed to achieve the objectives of the broader National Development Plan and the District Development Plans. It should consider both the successes and failures of the strategies proposed to achieve the desired spatial development. The main function of the Evaluation is to assess the appropriateness of the strategies assumed in the SDF. It is, therefore, a vital step in the revision of the SDF and the preparation of a new SDF.
The Planning Model

Volume 3

STRUCTURE PLAN GUIDELINES
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1 Definition

A Structure Plan is a long term (fifteen years) statutory framework used to guide the development or redevelopment of land. It is used to define future development and land use patterns, the layout of trunk (primary distribution networks) infrastructure and main transportation routes, including terminals; conservation and protected areas; and other key features for managing the direction of development.

The land use proposals included in the Structure Plan are based on meeting the strategic objectives and sector policies included in the Spatial Development Framework (SDF) for the District or Sub-Regional Area. These objectives and policies form part of the District Medium Term Development Plan, which is approved by the Assembly.

A Structure Plan should generally be prepared for the following areas as identified in the SDF:

1. Areas of rapid urban growth,
2. Urban settlements that are subject to redevelopment and regeneration due to changing dynamics of economic growth and employment (e.g., the old mining towns, or towns where the main industrial base has collapsed or changed
3. New towns or urban settlements
4. Parts of towns, or ‘sectors’, where development is to be phased over time
5. Areas likely to be affected by major industrial, communications or other development schemes (e.g., areas near planned new national or international airport sites, inland ports, mining etc.)
6. Areas proposed for major tourism projects, nature conservation areas and development including near important heritage sites.

The Structure Plan has specific functions which include but are not limited to:

1. Identify zones and infrastructure required for the plan area to achieve its stated development objectives. Reason: to ensure there is adequate provision of land for the functions proposed in the planning area and that the infrastructure provision is adequate to serve the users of the land. It is also to ensure that sensitive areas within the planned area are protected.
2. Co-ordinate the staging of development over time, particularly where large areas are to be developed. Reason: to minimise the impacts on existing development and safeguard long term development proposals for the area.
3. Ensure patterns and intensities of development are co-ordinated and compatible between existing and proposed areas of development and redevelopment. Reason: to ensure that new development makes most efficient use of an area’s resources/facilities/services to avoid potential conflicts
4. Provide a co-ordinated approach to infrastructure provision and other services across land parcels in different ownerships, Reason: to facilitate new development that makes most efficient use of an area's resources/facilities/services

5. Provide higher levels of certainty to developers, the Assembly, the local community, the general public and other affected parties regarding the character of permitted development in an area earmarked for growth or redevelopment. Reason: to promote development in accordance with the Plan in the public interest.

6. Identify inner city areas suitable for redevelopment Reason: to ensure that land in moribund land uses is utilised more effectively in the changing economic reality

7. Identify inner city areas suitable for regeneration. Reason: to ensure that areas with substantial populations of disadvantaged persons but whom play a vital role in the service sector required for the efficient functioning of the inner city are provided improved living conditions.

8. Identify areas where the land is presently underutilized and yet is suitable for housing and other uses, Reason: to ensure that land is made available to meet demand

9. Identify sensitive areas where special controls are needed to ensure water quality and quantity, and protection of sites with natural and/or cultural heritage value Reason: to make most efficient use of an area's resources/facilities/services and safeguard for future generations

A Structure Plan should identify:

1. Main land uses, present and proposed (this will include rezoned areas), as well as identifying land for which no specific zoning has been proposed (often known as 'white' land or undesignated zones) and areas of outstanding significance and subject to special treatment and controls.

2. All trunk infrastructure, including roads, water, drainage and sewerage and electricity. It should provide sufficient detail of the capacity of the main systems to know whether they are adequate to support the levels of development proposed, or are a constraint to the density of development.

3. Main public transport termini

4. How development will be phased over the period covered by the plan

5. Development proposals for stimulating the realisation of the plan (e.g., investment in roads and other infrastructure, or the cleaning of old industrial sites, and housing area development, etc.)

6. A Preliminary Budget for the investment required and a four year development budget covering the first four years to guide public sector investment.
2 CONTENT OF THE STRUCTURE PLAN

The Structure Plan will comprise of a report and a plan. The report will cover the justification for the plan, the analysis, details of the phasing of the proposed development, the investment and management plan, operating budget and the monitoring proposals.

2.1 The Plan

The Plan should designate the zones or areas for specific uses and purposes, with an accuracy of ± 10 metres, such as:

1. Industrial areas (heavy including areas with special considerations regarding their location such as shipbuilding, or requiring good road, rail or port access, industries with special environmental requirements such oil refining, gas works or metal processing works, and industry that have little environmental impact and may be located in residential and commercial land use areas)
2. Commercial areas (including shopping malls, mixed office and shopping areas and markets)
3. Civic development (including all office development both public and private)
4. Warehousing
5. Residential areas of various categories (eg. High, medium and low density and mixed residential commercial areas)
6. Major areas for institutional use (eg. Universities, school complexes, hospitals, religious complexes)
7. Military and Police complexes including barracks
8. Public cemeteries
9. Prisons and Correctional Institutes
10. Major recreational areas (stadia, sports fields, parks, camping grounds etc.)
11. Agricultural areas
12. Forest areas and timber plantations
13. Main drainage system including rivers, streams and canals and land reserved for flood protection, such as spill areas
14. Watershed protection areas
15. Historic and cultural sites
16. Main road network including highways (primary roads) and main connector roads (secondary) but not local distributors, and road reservations.
17. Location of bus, trotro terminals and lorry parks
18. Ports (sea, river, inland and air ports) and related land uses
19. Rail lines and land reserved for railway network and use
20. Main power distribution lines and sub-stations, including buffer zones
21. Main water distribution system (primary network)
22. Water treatment works
23. Main sewerage network
24. Sewage treatment plants
25. Land fill (solid waste disposal) sites
26. Areas of mining activities
27. Other areas with specific uses of a critical nature
28. Natural disaster high risk zones unsuitable for development
29. Boundaries of areas identified for urban regeneration
30. Boundaries of areas identified for urban redevelopment
31. Areas without specified zoning ("White Land")
Additional categories of land may be identified on the plans, depending on its critical nature.

The plan will also identify the indicatively the locations of the following:
1. Public drinking water wells or other sources
2. Public toilets and sanitation facilities (sanitary areas)
3. Radio masts for telephone and radio transmission.
4. Drainage system

The requirements and conditions as to the use of the land within the classifications are defined in the Zoning Regulations. However, some additional Planning Conditions/Restrictions may be made and specified in the Structure Plan Report Volume 1 (see below)

2.2 The Report
The report of the plan should be in two volumes

Volume 1
1. Executive Summary
2. Introduction
3. Background: Overview of development over past 20 years, identifying population changes and functions of town and highlighting any significant development or factor that has had a significant impact on growth. Identify the function and proposed function of the town as proposed in the National, Regional and District development plans, in particular the Medium Term Development Plan (MTDP) and the SDF of the DA. Identify factors that will impact on growth in the town, or determine/constrain the direction of growth. These should be drawn from the assumptions and strategies outlined in the SDF. In cases where the Structure Plan is being revised, a comparison of the actual development with the planned development should be made, and an analysis provided of the changes. Note this chapter should include a plan a map showing the location of the town in the District and or Region and the relevant SDF
4. Data analysis and projections
   a. Population Projections for sectors, neighbourhoods or zones
   b. Housing demand projections
   c. Commercial space projections, including major markets
   d. Tourism and hotel space capacity and projections
   e. Industrial space projections
   f. Educational facilities projections
   g. Health facilities projections
   h. Open space projections (including large scale public recreation areas)
   i. Capacity of roads, transport terminals and Lorry Parks and projected requirements during planning period
   j. Water needs projections, present capacity and gaps
   k. Sewage disposal requirements
   l. Solid Waste projections, capacity of land fill sites and gaps
   m. Electricity distribution and service, capacity and gaps
   n. Identification of flood risk in different areas and capacity of drainage system
5. Land requirement projections based on projections in 4 above, plus projections for additional land for other special requirements
6. Land Supply Analysis, based on layers of information about existing land use, suitability of land and availability of land. Data presented as a number of maps culminating in a composite map of areas identified as suitable for different uses (apart from the existing land use and composite map, the other maps may be placed in Volume 2)
7. POCC1 analysis of options based on stated assumptions presented in schematic form (simplified schematic plans included)
8. Preferred land use option presented as a plan, with text justifying the decision in choosing this option.
9. Infrastructure requirements: roads and other transport, drainage, water, electricity, sewerage, solid waste and ancillary land use requirements for preferred option (Plans presented showing proposed extensions of network and location of increased capacity)
10. Planning Conditions/Restrictions2 to be applied to the development of specified areas, where relevant (These form part of the Zoning Regulations and are effectively bye-laws attached to the Plan)
11. Phasing of implementation of proposals (Include phasing plan)
12. Costs of proposed development
13. Financial and management Plan and Strategy to implement the Structure Plans,
14. Detailed DA budget for MTDP period

Volume 2: Appendices/Attachments
1. Report on Stakeholder consultations,
   - Report on preliminary consultation
   - Report on public forum where options discussed
   - Report on public forum during presentation of Draft plan/report
2. Report on Studies undertaken as part of plan
3. Methodology used in projecting land use requirements
4. Land supply related maps and tables (see Volume 1.6)
5. System of analysis used for projecting infrastructure extension and increased capacity including roads, water, drainage and power (see Volume 1.9)

3  THE PREPARATION OF STRUCTURE PLANS

3.1 Initiation of Structure Plans

The preparation of Structure Plans should be initiated by the Metropolitan, Municipal and District Assemblies (MMDA) and will be based on the priorities for the development of an area, as identified in the current District SDF. In situations where an urbanising area crosses administrative boundaries, (i.e. between two districts, a district and a municipality, or a district and a metropolitan area), the decision to prepare the Structure Plan will be made by the Assemblies of both authorities.

1 POCC=Potentials, Opportunities, Constraints and Challenges
2 This section may be included in Volume 2 as an appendix as it can be very long and detailed.
The Assembly should seek the advice of the Development Planning Coordination Unit advised by the Physical Planning Department or the Statutory Planning Committee that a new Structure Plan should be prepared or the existing approved plan revised. This may include the need to consider re-zoning of specified parts of the planned area, or to extend the planning into areas outside the present areas of the approved plan.

3.2 Persons /Bodies Authorized to Prepare Structure Plans

The District Assembly shall direct the Physical Planning Department to prepare Structure Plans. The Structure Plans may be prepared internally by a Planning Team. This team would be made up of staff from the; Physical Planning Department; Works Department; Development Planning Coordinating Unit; and individual short-term consultants engaged by the Assembly, or the Assembly may outsource the preparation of the plan which would then be subject to evaluation, critical appraisal by the Technical Sub Committee of the MMDA who will recommend it for approval by the Statutory Planning Committee and ratification by the General Assembly.

The Physical Planning Department may also ‘outsource’ this task and would be responsible for preparing detailed specifications for the consultants chosen to undertake the task. These Specifications would form part of the Request for Proposals (RFP) which would be advertised according to standard operating procedures in line with Government of Ghana (GoG) procurement practices. The Physical Planning Department should either ask organisations or institutions to ‘pre-qualify’ to undertake this work (In particular this would consider the capacity of the organisation or institution, the quality and professional qualifications of its employees and associates, the experience they have in this type of work, or similar type of assignments, financial capacity to forward fund such work before payment, etc.), or this information would be requested with the submission of their bids. The evaluation system would be explained as part of the RFP. The choice of the contractor will be made by evaluation team. A report on the evaluation will be prepared and submitted to the Assembly for approval.

Where consultants are engaged to prepare the plans, the Technical Sub Committee as represented by the Head of the Physical Planning Department will act as the ‘client’ on behalf of the Assembly in the day-to-day administration of the contract, and recommend acceptance of each stage of the work to the District tender Review Board for approval.

The scope of work should clearly identify:

- town boundaries where the Structure Plan is to be prepared;
- the SDF and its policies, including the functions of the town, its hierarchy and respective hinterlands, and any major infrastructure or other development proposed;
- the nature of stakeholder consultation to be carried out;
- information on approved plans and programmes for infrastructure, utilities and other major development projects that are located in the planning area or will impact on the planning area;
- areas to be protected because of their cultural, religious and historical importance; and
- the form of the final recommendations, including the types and numbers of reports and maps to be presented by the consultant.
The District Physical Planning Department should also provide quality assurance if the plan preparation is outsourced. This will involve the Planning Department liaising with the technical departments of the MMDA, Ministries, Departments and Agencies (MDAs), utilities and services providers, regulatory agencies and Regional Planning Departments at various stages of the evaluation as it is being prepared.

3.3 Maps for Preparing and Presenting the Structure Plan

All plans shall be prepared using one or more of the following:

1. Current Survey and Mapping Division’s approved standard maps and line maps converted to a georeferenced system using WGS 84
2. Ortho-rectified aerial photography, geo-referenced using WGS 84, or
3. Ortho-rectified satellite images, georeferenced using WGS 84.

All topographic maps should be approved by the Survey and Mapping Division of the Lands Commission. However, the Structure Plan (including the zoning plan) is not subject to such approval. All hard copies of maps and overlays will be produced on A0 size or any other appropriate large scale paper (usually between 1:10,000 or 1:50,000 depending on the size of the town.

Electronic copies of all maps should be prepared, using the Government preferred GIS software, presently used by Town and Country Planning Authority, Map Maker.

3.4 Format of the Maps

a. Size of the Map
   For hard copies of the map showing designated land uses (zones), the paper size should not be bigger than A0 paper. The paper size should be uniform.

b. Key Plan
   The plan should indicate the location of the planning area in the wider context on a scale of 1:250,000 or some appropriate scale, at the top of the Legend Box.

c. Legend Box
   The legend box contains a legend showing the colours and shading/hatching and other symbols used to identify all the land uses both existing and proposed in the plan. It should also indicate the road types, utility lines, administrative and proposed special planning project areas’ boundaries as well as the scale, the North Point. The box will also include the approval seal with date of approval and signature of authorized person, with place and date. There should also be a name tag box, which should indicate the District, Region, Department, name of the plan, number of the plan, authors/professions, drafting team, District Head. Where the plan is prepared by consultants, their name should also be indicated in the name box.

d. Town Planning Colours and Shading
   Town planning colours and shading to be applied in the planning scheme should conform to those indicated in the Zoning Regulations.
3.5 Time Required for Plan Preparation and Approval

Preparation of SPs should take a maximum of sixteen months, although it is expected that this could be achieved in a shorter period. The four yearly reviews should be undertaken during the period used for the preparation of the MTPs. The suggested timelines propose a maximum period for the work as follows:

1. Identification of Planning Area, Establishment of Joint Planning Team and preparation of Base Map: up to one month
2. Data collection – present situation: up to one month
3. Data analysis, needs projections and gaps: up to one month
4. Consultation with stakeholders on projections and gaps: up to one and half months
5. Preparation of alternative scenarios, and public consultation to identify preferred scenario: up to one and half months
6. Public consultation on options: up to two months
7. Identification of preferred ‘option’ by decision makers: up to two weeks
8. Analysis of key investment, identification of sources and strategies: up to one and half months
9. Preparation of Draft final SP, including SEA: up to two months
10. Public consultation, preparation and presentation of revised SP and approval by MMDAs: up to two months
11. Financial and Phasing Plan: up to one and a half months
12. Submission and publication of final revised addition of Report: up to one month

3.6 Required Stakeholder Consultation

The preparation of Structure Plans requires the involvement of all stakeholders. The minimum requirements include:

1. Consultation with Stakeholders (see below) in the presentation of the data analysis and the development of alternative options
2. Exhibition of data analysis, assumptions and development alternatives, in Data Room of MMDA, with a period of 60 days for comment
3. Presentation and review of Draft Structure Plan (which has taken into account comments from Public after exhibition) by Stakeholders (see below)

4. Exhibition of draft Structure Plan, showing Zoning Plan and Phasing Plan, in Data Room of MMDA, with period of 60 days for comment

5. Publication of at least half page broadsheet size in locally available newspaper of information about the Plan and where more details can be found.

6. Presentation of revised plan to MMDA (taking into account comments from Public), review and approval by Statutory Planning Committee

7. Placing of approved plan in Data Room

8. Publication of Plan in Gazette.

The following category of stakeholders should be involved in the planning process particularly in already developed areas.

1. The District Assembly including the chairpersons of all sub committees of the Assembly and Assembly men representing the area being planned

2. Representatives of the Urban/Town/Area or Sub-Metro Councils

3. Members of the Statutory Planning Committee

4. Heads of Technical Departments of the Assembly, including those on Statutory Planning Committee and including those concerned with Agriculture, Forestry, Employment, Education, Health, Sports etc.

5. Lands Commission including Survey and Mapping Division and Lands Title Registry

6. Security Agencies (where relevant)

7. Representatives of specific interest groups, such as Ghana Real Estate Developers Association (GREDA), Chambers of Commerce, Market Traders, artisan groups, social and environmental pressure groups, etc.

8. Chiefs/Elders/Traditional Rulers

9. The OASL

10. Customary Lands Secretariat (CLS) (if it exists for part or all of town area)

11. Land Owners and Developers

12. Representatives of Utility Providers

13. District Budget Office

The requirements listed above constitute the minimum requirements for consultation during the preparation and approval of the Structure Plan. Other means of involving the public may be used, along with a broader list of those who are to be consulted.

3.7 Review of the Structure Plan

The requirement to revise a Structure Plan will depend on a number of factors. First, the Structure Plan is a plan for 15 years from the date of its approval. The Plan will make a number of assumptions about activities and function of the area, the availability of land for development, population growth, changes in occupancy rates and family size and so on. These as-
sumptions are then compared with what actually is happening over the period covered by the plan (see 4.1 below). The greater the actual changes are from the assumptions underpinning the Structure Plans, the more urgent a review will be required and a new Structure Plan developed. As the SDF is reviewed every four years in line with the MTDPs, so there is the opportunity to identify the need to revise or prepare a new Structure Plan for the area.

4 IMPLEMENTATION OF THE STRUCTURE PLAN

Plan implementation should be linked to plan preparation. The involvement of stakeholders, (whether implementing departments of Central Government or District Assemblies, or the private sector), serves the purpose of ensuring that the plan reflects the stakeholders needs but also that the stakeholders are aware of their obligation to invest in the realisation of the plan. Those sector agencies and departments that are key to the successful realisation of the plan, need to develop their own implementation strategies, financing concepts and process controlling systems. This is a step-by-step as well as a participatory process. The Assembly in particular should ensure that its investment program as expressed in the annual budget complies with the Structure Plan's program of phased development.

It is desirable that those organizations, institutions and beneficiary groups, that are outside the control of the MMDA, and were involved in the planning process, should also implement both the land use plan and other related development schemes so as to facilitate the realisation of the whole plan.

Planning is a sequential prescription of measures to be taken into account by all parties which are involved. The same applies to the implementation process: prescribed negotiation and co-ordination steps are to be carried out in a certain sequence. Implementation requires mechanisms to link plans to public and private budgeting. As the public sector is less frequently directly involved in development of the parcels of land, public investment is used to stimulate private sector investment. This may also require additional stimulus through fiscal measures taken by the District Assembly.

A Management and Financial Plan will be prepared for implementation as part of the Structure Plan, which will consider the capital costs and the operations and management costs and will identify potential sources of funding including amongst others: the District Assembly Common Fund, the District Development Fund, International Funds, Internally Generated Funds, Public Private Partnerships, loans and other sources, including the investments by the public utility companies. Strategies will need to be developed to ensure the required funding is available when needed.

4.1 Plan Implementation and Monitoring Procedure

The following procedures and measures should be put in place to implement the plan:
1. Based on the Structure Plan, the Physical Planning Department or private developers or other state institutions will prepare detailed local plans, which will comply with the Structure Plan. As far as possible, these detailed plans will be prepared according to the phasing proposed for the Structure Plan.
2. The Physical Planning Department should record on maps, all development proposals for land, on, above and below ground. Thus when local plans are prepared and approved, these should be recorded, using the Permit Database software where avail-
able. Likewise, once construction starts, the information should be updated. This will also apply to when a building is demolished or there is a change of use.

3. The Physical Planning Department should coordinate the implementation of the SP and make regular reports on the progress of the implementation of the Structure Plan to the Statutory Planning Committee (SPC).

4. The SPC should evaluate the progress of the plan’s implementation against the Spatial Development Framework and the MTDP and pass on recommendations for action by the full Assembly.

5. All technical Departments and Chairmen of Sub-metrotas and Urban Councils should have copies of the approved Structure Plan. This would enable them to assist the Statutory Planning Committee to monitor the developments taking place in their area. They should also make sure that Local Plans and other developments in their area or under their control conform to the Structure Plan.

6. Each department of the Assembly should include an action plan, as part of their annual plan to support the realisation of the Structure Plan. This should contain implementation strategies, financing measures, and other actions aimed at the coordination of development and growth of the local area.

4.2 Evaluation of the Plan

The evaluation of the Structure Plan will be based on how the plan manages to achieve the objectives of the broader National and Regional Development Plans, the MTDP and the District Spatial Development Framework and how successful is its realisation. As part of this exercise the Assembly will also consider the level of involvement of the stakeholders and the success or not of the financial strategy developed to facilitate the Plans realisation. Based on the findings of the evaluation, a decision will be made whether to revise or review or re-make the Structure Plan.
Annex 7

Knowledge Mapping Analysis, Dr. Corrado Minervini
Knowledge Mapping Analysis
Contribution by Corrado Minervini, Resettlement and Urban Planning expert

A Knowledge Mapping Analysis (KMA) is preliminary and preparatory to a city wide planning program. The KMA has been developed since the GIS tool was introduced in the urban planning practice.

By definition the Knowledge Mapping Analysis consists of the collection and collation of spatial data and information of a resident group of people, buildings and parcels rendered on maps (usually through GIS). Data and information could be finally cross-checked (through GIS queries) for reading and understanding the actual functioning and the likely development planning of a given geographic (urban or rural) area.

Relevance & Applications

In the urban planning practice the KM analyses the links among the three basic urban development components (housing, services and facilities and the productive areas) and provides information on.

**Housing**
- the number of people living in a specific urban/rural area, and
- the physical features of the buildings (i.e. building materials and construction period), in order to know the building life span, the number of dwelling needed to be replaced as structurally dilapidated, the buildings in hazardous locations, the quantity and quality of buildings to be planned for the different social-economic categories, etc.

**Services**
- the number of citizens to be served by the water, sewage and power supply network,
- the size the waste-water treatment plant.

**Facilities**
- the standards for education, health, greenery etc. on the basis of the local residents

**Productive areas**
- the number of jobs generated by the existing industrial and commercial area and eventually by planned spatial development,
- the needed services and facilities to the productive areas.

**Additionally** KMA could contribute to the planning and management of
- land development (in the light of decentralized activities as for instance micro-planning managed by local districts),
- hazardous areas, and
- traffic and main road infrastructure (identifying traffic nodes and flows, likely
destinations and connections, at the city, metropolitan and regional levels, means of transportation types.

KMA is also particularly relevant for the classification of hazardous areas and related restricted buffer areas, where potential risks for residential and production activities should to be restricted or reduced. There are many kind of different risks that could be identified and classified. Among others the risks due to natural (flooding, sliding) and health hazards (slaughterhouse, water source, cemetery, etc.), physical risks (risks of electric shocks, injuries and illnesses caused by living under or close to electromagnetic fields, high tension electric cables and railways), seismic risks, and last but not least the risks due to the historic and environmental identity loss.

Map 1: Example of restricted areas (Kolasin Urban Development Preparedness Plan, 2004)
Other queries could be required to the GIS system for the following purposes

<table>
<thead>
<tr>
<th>Queries</th>
<th>Why queries?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Housing quantity</strong></td>
<td></td>
</tr>
<tr>
<td># inhabitants per parcel</td>
<td>To evaluate life quality and establish housing tax rate</td>
</tr>
<tr>
<td># inhabitants per road (# inhabitants living in parcels served by each road)</td>
<td>To calculate the size of the ducts according to the # of people to be served</td>
</tr>
<tr>
<td># inhabitants per area</td>
<td>To calculate the size of the ducts according to the # of people to be served</td>
</tr>
<tr>
<td>Occupancy rate (ratio between occupied dwellings and # of dwellings) in a area</td>
<td>To identify one of the Housing factors affecting the housing market</td>
</tr>
<tr>
<td>Population density per parcel (# inhabitants/ha)</td>
<td>Helps enquiring the population density per block or area. It is taken into account for the construction fee and property tax in the area</td>
</tr>
<tr>
<td></td>
<td>- To check the compliance of the actual conditions with the minimal required EU standards</td>
</tr>
<tr>
<td></td>
<td>- To evaluate life quality, establish housing tax rate, and construction fee</td>
</tr>
<tr>
<td><strong>2. Housing quality</strong></td>
<td></td>
</tr>
<tr>
<td>Cross-tabulation 1: housing condition/occupied houses</td>
<td></td>
</tr>
<tr>
<td>Cross-tabulation 2: housing condition/house type</td>
<td></td>
</tr>
<tr>
<td>Cross-tabulation 3: housing condition/IPM restrictions</td>
<td>To identify the reasons of the building asset decay</td>
</tr>
<tr>
<td>Cross-tabulation 4: housing condition/# buildings in the parcels</td>
<td></td>
</tr>
<tr>
<td>Cross-tabulation 4: housing condition/# building age</td>
<td></td>
</tr>
<tr>
<td><strong>3. Urban and Public Facilities</strong></td>
<td></td>
</tr>
<tr>
<td>Identification of the urban and public catchment areas (at the neighbourhood level)</td>
<td>To identify the parcels included into the catchment area</td>
</tr>
<tr>
<td># of families in the catchment area of educational facilities</td>
<td></td>
</tr>
<tr>
<td># of people in the catchment area of educational facilities</td>
<td>- To check the compliance of the actual conditions with the minimal required EU standards</td>
</tr>
<tr>
<td></td>
<td>- To evaluate life quality, establish housing tax rate, and construction fee</td>
</tr>
<tr>
<td># of families in the catchment area of health facilities</td>
<td></td>
</tr>
<tr>
<td># of people in the catchment area of health facilities</td>
<td>ditto</td>
</tr>
<tr>
<td>Rate of Greenery per inhabitant (make the difference between neighbourhood garden and city garden)</td>
<td>To check the compliance of the actual conditions with the minimal required EU standards</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>
| Distance from the closest neighbourhood garden | - To check the compliance of the actual conditions with the minimal required EU standards  
- To evaluate life quality, establish housing tax rate, and construction fee |
<p>| Distance from the closest city garden | ditto |</p>
<table>
<thead>
<tr>
<th># of commercial activities per road</th>
<th>To assess the need of realising more concessions in the area (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td># of commercial activities per ha</td>
<td></td>
</tr>
</tbody>
</table>

4. **Services**

<table>
<thead>
<tr>
<th>Potential water supply need per parcel</th>
<th>To calculate the amount liters/sec (water flow) to be provided to the neighbourhood or to the block</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential electrical supply need per parcel</td>
<td>To calculate the amount of Kw/h to be provided to the neighbourhood or to the block</td>
</tr>
<tr>
<td>Potential excreta volume per parcel</td>
<td>To calculate the volume of excreta to be moved out of the neighbourhood or the block</td>
</tr>
<tr>
<td>Sqm needed for natural wastewater treatment plant</td>
<td>To calculate the extension of land to be allocated to WWTP</td>
</tr>
</tbody>
</table>

**Table 13: Most common KMA queries**
Annex 8

SWOT Analysis, Example Freetown April 2012, Urban Planning Project
SWOT REGARDING THE DEVELOPMENT POTENTIAL OF FREETOWN URBAN DEVELOPMENT

STRENGTHS

- Beautiful landscape with streams, rivers, coasts and beaches
- Good climate, average 27 degrees Celsius
- Topography promote good natural drainage
- Good natural ventilation by the breezes
- Green areas in the mountains
- Existence of educational institutions
- Existing of service facilities for economic development
- Limited flooding risks from the sea
- Good natural deep sea port
- Good soil for construction
- Water catchments areas close to the city
- The belt structure of the city between sea and hills make possible functional future development
- Long coast which can be used for supplementary transport
- Historical places
- City with many different qualities
- Space available for urban renovation
- Availability of existing basic infrastructure that can be used and improved
- Funds and technical assistance for the institutional building up of urban planning

WEAKNESSES

- Topography with too much steep inclinations
- Many streams and rivers with needs to build bridges and culverts
- High potential for landslides and erosion
- Only two development directions
- Location of the deep sea port in the City Centre
- Lack or urban maintenance
- Uncontrolled deforestation taken place
- Lack of institutional capacity to plan and control urban development
- Lack of qualified professional urban planners
- Little investment
- Little preparedness for investments
- Low institutional performance regarding
  - Project management and implementation
  - Monitoring
The Urban Planning Project April 2012

- Professional performance
  - No attention to historical values, monuments, buildings and neighborhoods
  - Too much delays in implementation of urban renovation

OPPORTUNITIES

- High potential in relation to development of tourism in all aspects
- The belt structure can promote rational infrastructure development
- Many neighborhoods can be renovated and redeveloped
- Availability of the deep sea port for future economic development
- International airport close to the City
- Job creation in Freetown
- Opportunities for capacity building
- Young and strong population
- Open minded and peaceful population
- High level of education

THREATS

- Having no urban development plan and no efficient planning authority
- Urban planning not a political priority area
- Continuation of the present urban development without service facilities creating social problems and anger
- High unemployment creating instability
- Too low ability to contribute to investment in the urban utility service
- No alternative options for low cost settlement than slums on land without owner
- Too poor urban health management and risk of outbreak of diseases
- Poor and insufficient sewage system
- Poor clean drinking water distribution system
- Low level of community commitment
- Low contribution level to public service from informal sector
Annex 9

Draft MLCPE Land-use Classes & Classification and Colours 2012
<table>
<thead>
<tr>
<th>Land-use</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Brown</strong></td>
<td></td>
</tr>
<tr>
<td>RESIDENTIAL</td>
<td>RE</td>
</tr>
<tr>
<td>Residential, high density</td>
<td>RE-H</td>
</tr>
<tr>
<td>Residential, medium density</td>
<td>RE-M</td>
</tr>
<tr>
<td>Residential, low density</td>
<td>RE-L</td>
</tr>
<tr>
<td>Mixed residential (predominant) &amp; commercial</td>
<td>RE-C</td>
</tr>
<tr>
<td>Mix residential (predominant) &amp; light industrial</td>
<td>RE-I</td>
</tr>
<tr>
<td><strong>2 Blue</strong></td>
<td></td>
</tr>
<tr>
<td>COMMERCIAL</td>
<td>CO</td>
</tr>
<tr>
<td>Market</td>
<td>CO-M</td>
</tr>
<tr>
<td>Shopping mall</td>
<td>CO-S</td>
</tr>
<tr>
<td>Tourist office, hotel, guest house, restaurant</td>
<td>CO-T</td>
</tr>
<tr>
<td>Fuel service station</td>
<td>CO-F</td>
</tr>
<tr>
<td>mixed commercial (predominant) &amp; residential</td>
<td>CO-R</td>
</tr>
<tr>
<td><strong>3 Yellow</strong></td>
<td></td>
</tr>
<tr>
<td>CIVIC and CULTURE</td>
<td>CI</td>
</tr>
<tr>
<td>Health centre, polyclinic, hospital</td>
<td>CI-H</td>
</tr>
<tr>
<td>Public administration, assembly area</td>
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<tr>
<td>Cultural site, religious site, historic site, museum</td>
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<td>Schools and education facilities</td>
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<td><strong>4 Green 1</strong></td>
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<tr>
<td>RECREATION, SPORT AND OPEN SPACES</td>
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<tr>
<td>Major recreational area, park</td>
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<tr>
<td>Sports field, stadium, swimming pool</td>
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</tr>
<tr>
<td>Cemetery</td>
<td>OS-C</td>
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<tr>
<td>Other</td>
<td>OS-O</td>
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<tr>
<td><strong>5 Red</strong></td>
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<tr>
<td>INDUSTRIAL</td>
<td>IN</td>
</tr>
<tr>
<td>Workshop</td>
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<tr>
<td>Light industry</td>
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</tr>
<tr>
<td>Mining</td>
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</tr>
<tr>
<td>Heavy polluting industry</td>
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<td><strong>6 Grey</strong></td>
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<td><strong>7 Grey</strong></td>
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<tr>
<td>UTILITIES &amp; TRANSPORTATION</td>
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</tr>
<tr>
<td>Category</td>
<td>Description</td>
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<td>-------------</td>
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<td>Road, lane</td>
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<td>Harbour, fishing harbour</td>
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<tr>
<td>Drinking water tank</td>
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<tr>
<td>Power &amp; energy lines, energy stations</td>
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</tr>
<tr>
<td>Communication masts</td>
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<tr>
<td>Dumping sites</td>
<td>UT-D</td>
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<td><strong>URBAN AGRICULTURAL</strong></td>
<td>UA</td>
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<td><strong>FORESTRY</strong></td>
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<td><strong>WATER BODIES</strong></td>
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<td>Lake, sea</td>
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<tr>
<td>River, creek</td>
<td>WA-R</td>
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<td><strong>PROTECTED AREAS</strong></td>
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<td>PA-C</td>
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<tr>
<td>Water catchment protection area</td>
<td>PA-W</td>
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<td>Area prone to flooding</td>
<td>PA-F</td>
</tr>
<tr>
<td>Area prone to landslide</td>
<td>PA-L</td>
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</table>

---

**Draft Classification Colours MLCPE**

- Residential high dense
- Residential medium dense
- Residential low dense
- Residential in risk area
- Commercial
- Civic and culture
- Parks and Recreation
- Industrial
- Special use & security
- Transportation
- Agriculture
- Forestry
- Water bodies
Draft Urban Facilities & Standards
Dr. Corrado Minervini

In Sierra Leone there are not minimum standards for urban facilities. This section proposes basic standards for consideration to guide the future urban development of Freetown on the basis of the current practices, the regional trend and the common sense of the planning practice.

The Urban Facilities are Urban Secondary Infrastructure (city parks and part of regional parks, health care centres, administrative buildings, cemeteries, slaughterhouse, library, museums, auditoriums, theatres, sport centres, etc.). These are city-wide urban development pillars. The Local Secondary Infrastructure instead are facilities (services and facilities necessary for the neighbourhood development – gardens, local markets, neighbourhood library and cinemas, kindergarten) used at the neighbourhood level only.

The present Freetown Structural Plan 2013-28 propose the set up a set of minimal Urban Secondary Facilities on the basis of the existing ones, the increase of population and sectoral potential development (Culture, Sport, etc.).

It is to be underlined that the exact location of the facilities will be defined in the following planning phases in Local and Area Action Plans. The general standards will in most cases be negotiated between the Land use Planning Authority and the corresponding sector ministries.

Assumptions for the Urban Facility Need Assessment

Hospital: Capacity requested 2 beds/1000 inhabitants of the foreseen equivalent population. Floor Area = 18 sqm per bed. Plot Area = 0.6 FAR.

Healthcare Centers: Capacity requested (Floor Area) = 0.035 sqm per inhabitant (foreseen equivalent population). Plot Area = Floor Area / 0.6 FAR.

Kindergartens: Target: 50% of 10.4 % of the foreseen equivalent population. Floor Area = 5 sqm per kid. Plot Area = Floor Area / 0.6 FAR.

Primary schools: Target: 85 % of the 11% of the foreseen equivalent population. Floor Area = 6 sqm per pupil. Plot Area = Floor Area / 0.5 FAR.

Secondary junior schools: Target: 75 % of 11 % of the foreseen equivalent population. Floor Area = 6 sqm per student. Plot Area = Floor Area / 0.4 FAR.

Secondary senior schools: Target: 70 % of 11 % of the foreseen equivalent population. Floor Area = 6 sqm per student. Plot Area = Floor Area / 0.4 FAR.

Sport Facilities: 1 sqm/inhabitant, Floor Area = Plot Area * 0.03 FAR.

Swimming pools: Floor: Area: 1250 sqm *3*3 (number of swimming pools). Plot Area =
Floor Area / 0.03 FAR.

**Cinemas and Theatre:** 0.01 sqm per person, Plot Area = Floor Area / 0.8 FAR.

**Libraries & Cultural Centres:** 0.01 sqm per person, Plot Area = Floor Area / 0.7 FAR.

**Park/Gardens:** 0.05 sqm per inhabitant of the foreseen equivalent population.

**Cemetery:** 20 deaths per 1000 inhabitant a year multiplied by 20 years.

**Market Places:** 0.5 sqm per inhabitant, Plot Area = Floor Area / 0.7 FAR

**Administrative facilities:** 1 sqm per inhabitant, Plot Area = Floor Area / 3.5 FAR

**Religious areas:** 0.16 sqm per inhabitant, Plot Area = Floor Area / 3.5 FAR

**Police Stations:** 0.24 sqm per inhabitant, Plot Area = Floor Area / 3.5 FAR

---

**Planning Data**

<table>
<thead>
<tr>
<th>Health Facilities</th>
<th>beds</th>
<th># health facilities</th>
<th>m2/bed</th>
<th>floor area</th>
<th>plot area needed</th>
<th>FAR</th>
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</thead>
<tbody>
<tr>
<td>Hospitals</td>
<td>1,150</td>
<td>46</td>
<td>18</td>
<td>26,880</td>
<td>34,800</td>
<td>0.6</td>
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<tr>
<td>Healthcare Centers</td>
<td>301</td>
<td>3</td>
<td>92</td>
<td>67,667</td>
<td>112,778</td>
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<table>
<thead>
<tr>
<th>Education Facilities</th>
<th>potential students</th>
<th>actual # students</th>
<th>floor area</th>
<th>plot area needed</th>
<th>FAR</th>
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</thead>
<tbody>
<tr>
<td>Kindergarten</td>
<td>201,067</td>
<td>180,534</td>
<td>502,669</td>
<td>837,781</td>
<td>0.6</td>
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<td>Primary Schools</td>
<td>217,668</td>
<td>180,767</td>
<td>1,984,604</td>
<td>3,169,209</td>
<td>0.5</td>
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<td>Secondary Junior Schools</td>
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<td>159,501</td>
<td>957,044</td>
<td>1,932,599</td>
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<td>148,867</td>
<td>893,208</td>
<td>1,233,009</td>
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</table>

<table>
<thead>
<tr>
<th>Sport Facilities</th>
<th>sqm per swim pool</th>
<th>sqm per inhabitant</th>
<th>#</th>
<th>floor area</th>
<th>plot area needed</th>
<th>FAR</th>
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<tbody>
<tr>
<td>Swimming Pools</td>
<td>1,250</td>
<td>3</td>
<td>11,250</td>
<td>175,000</td>
<td>0.03</td>
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<tr>
<td>Sport Centers</td>
<td>58,000</td>
<td>1</td>
<td>58,000</td>
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<td>0.03</td>
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</table>

<table>
<thead>
<tr>
<th>Cultural Facilities</th>
<th>potential user</th>
<th>sqm per inhabitant</th>
<th>m2/user</th>
<th>floor area</th>
<th>plot area needed</th>
<th>FAR</th>
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</thead>
<tbody>
<tr>
<td>Cinema and theatre</td>
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<td>4</td>
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<td>27,619</td>
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<table>
<thead>
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<th>Other Urban Facilities</th>
<th>potential user</th>
<th>sqm per inhabitant</th>
<th>m2/user</th>
<th>floor area</th>
<th>plot area needed</th>
<th>FAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park/Gardens</td>
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<td></td>
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<td></td>
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<td>Administrative Facilities</td>
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<td>Fire Brigade Stations</td>
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<td></td>
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<tr>
<td>Military areas</td>
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<td></td>
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**TOTAL URBAN SECONDARY INFRASTRUCTURE needed**

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<th>sqm</th>
<th>23,627,962</th>
<th>12.22 sqm/inhab</th>
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<tr>
<td>ha</td>
<td>2,363</td>
<td>2,363</td>
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### Existing Data 2012 | Planning Data 2030 | difference | occupation generated

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<th>Floor area</th>
<th>Plot area</th>
<th>F.A.R.</th>
<th>Floor area</th>
<th>Plot area</th>
<th>F.A.R.</th>
<th>Floor area</th>
<th>Plot area</th>
<th>Total per year</th>
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<tr>
<td>Hospitals</td>
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<td>34.800</td>
<td>0.80</td>
<td>10.188</td>
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<td>49.500</td>
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<td>112.778</td>
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<td>33.917</td>
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<td></td>
<td></td>
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<td>Kindergarten</td>
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<td>837.781</td>
<td>502.909</td>
<td>837.781</td>
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<td>1,810.000</td>
<td>58.000</td>
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<td>295.341</td>
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<tr>
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<td>0.09</td>
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<td>47.786</td>
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<tr>
<td>Cinema and Theatre</td>
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<td>24.167</td>
<td>0.80</td>
<td>19.358</td>
<td>24.167</td>
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<td>Libraries &amp; Cultural Centers</td>
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<td>6.967</td>
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<td>Market places</td>
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<td>166.107</td>
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<td>560.599</td>
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<td>Pump areas (temporary sites)</td>
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<td>51.300</td>
<td>0</td>
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<td>141.300</td>
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<td>6,786.694</td>
<td>1,933.341</td>
<td>0.40</td>
<td>6,786.694</td>
<td>1,933.341</td>
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<td>Police stations</td>
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<td>253.600</td>
<td>324.801</td>
<td>464.002</td>
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<td>144.481</td>
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<td>605.862</td>
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<td>Fire Brigade Stations</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Military areas</td>
<td>767.500</td>
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<td>183.750</td>
<td>0</td>
<td>383.750</td>
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<tr>
<td><strong>TOTAL URBAN SECONDARY</strong></td>
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<td>14,136.010</td>
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</tbody>
</table>

Percentage over the tot FT: 12% 29% 17%
Annex 11

Questionnaire for Land-use Survey, Urban Planning Project 2013

### AVAILABLE AREAS FOR DEVELOPMENT IN THE WARD
Are there any sub-utilized, abandoned, or available plots/land or areas in the ward?

<table>
<thead>
<tr>
<th>If yes?</th>
<th>Where?</th>
<th>And why?</th>
<th>Identify location on the map.</th>
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## THE EXISTING LAND USES IN THE WARD

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<th>Land-use</th>
<th>Code</th>
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</tr>
<tr>
<td>RESIDENTIAL</td>
<td>RE</td>
</tr>
<tr>
<td>Residential, high density</td>
<td>RE-H</td>
</tr>
<tr>
<td>Residential, medium density</td>
<td>RE-M</td>
</tr>
<tr>
<td>Residential, low density</td>
<td>RE-L</td>
</tr>
<tr>
<td>Mixed residential (predominant) &amp; commercial</td>
<td>RE-C</td>
</tr>
<tr>
<td>Mixed residential (predominant) &amp; light industrial</td>
<td>RE-I</td>
</tr>
<tr>
<td>2 Blue</td>
<td>CO</td>
</tr>
<tr>
<td>COMMERCIAL</td>
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</tr>
<tr>
<td>Market</td>
<td>CO-M</td>
</tr>
<tr>
<td>Shopping mall</td>
<td>CO-S</td>
</tr>
<tr>
<td>Tourist office, hotel, guest house, restaurant,</td>
<td>CO-T</td>
</tr>
<tr>
<td>Fuel service station</td>
<td>CO-F</td>
</tr>
<tr>
<td>Mixed commercial (predominant) &amp; residential</td>
<td>CO-R</td>
</tr>
<tr>
<td>3 Yellow</td>
<td>CI</td>
</tr>
<tr>
<td>CIVIC AND CULTURE</td>
<td></td>
</tr>
<tr>
<td>Health centre, polyclinic, hospital</td>
<td>CI-H</td>
</tr>
<tr>
<td>Public administration, assembly area</td>
<td>CI-A</td>
</tr>
<tr>
<td>Cultural site, religious site, historic site, museum</td>
<td>CI-C</td>
</tr>
<tr>
<td>Schools and education facilities</td>
<td>CI-E</td>
</tr>
<tr>
<td>4 Green</td>
<td>OS</td>
</tr>
<tr>
<td>RECREATION, SPORT AND OPEN SPACES</td>
<td></td>
</tr>
<tr>
<td>Major recreational area, park</td>
<td>OS-R</td>
</tr>
<tr>
<td>Sports field, stadium, swimming pool</td>
<td>OS-S</td>
</tr>
<tr>
<td>Cemetery</td>
<td>OS-C</td>
</tr>
<tr>
<td>Other</td>
<td>OS-O</td>
</tr>
<tr>
<td>5 Red</td>
<td>IN</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td></td>
</tr>
<tr>
<td>Workshop</td>
<td>IN-W</td>
</tr>
<tr>
<td>Light industry</td>
<td>IN-L</td>
</tr>
<tr>
<td>Mining</td>
<td>IN-M</td>
</tr>
<tr>
<td>Heavy polluting industry</td>
<td>IN-P</td>
</tr>
<tr>
<td>Mixed light industrial (predominant) &amp; residential</td>
<td>IN-R</td>
</tr>
<tr>
<td>6</td>
<td>SE</td>
</tr>
<tr>
<td>SECURITY</td>
<td></td>
</tr>
<tr>
<td>Police</td>
<td>SE-P</td>
</tr>
<tr>
<td>Military</td>
<td>SE-M</td>
</tr>
<tr>
<td>Law enforcement, prison</td>
<td>SE-L</td>
</tr>
<tr>
<td>7 Grey</td>
<td>UT</td>
</tr>
<tr>
<td>UTILITIES &amp; TRANSPORTATION</td>
<td></td>
</tr>
<tr>
<td>Road, lane</td>
<td>UT-R</td>
</tr>
<tr>
<td>Bus terminal, lorry park</td>
<td>UT-T</td>
</tr>
<tr>
<td>Harbour, fishing harbour</td>
<td>UT-H</td>
</tr>
<tr>
<td>Drinking water tank</td>
<td>UT-W</td>
</tr>
<tr>
<td>Power &amp; energy lines, energy stations</td>
<td>UT-P</td>
</tr>
<tr>
<td>Communication masts</td>
<td>UT-C</td>
</tr>
<tr>
<td>Dumping sites</td>
<td>UT-D</td>
</tr>
<tr>
<td>8 Green</td>
<td>UA</td>
</tr>
<tr>
<td>URBAN AGRICULTURAL</td>
<td></td>
</tr>
</tbody>
</table>
3 QUALITY OF RESIDENTIAL AREAS

i. Residential Area category I:
Please identify on the map residential areas category I, with no need of renovation within the next 20 years.

ii. Residential Area category II:
Please identify on the map residential areas category II, with no need of intervention within the next 10 years.

iii. Residential Area with need for rehabilitation and improvement category III:
Please identify on the map the residential areas which urgently need attention within the next 10 years.

iv. Slum Area with need for resettlement category IV:
Please identify on the map the residential slum areas which urgently need resettlement as the inhabitants live daily in health and natural disaster risks.
4 **RECREATION AND SPORT**
In general what is the situation regarding recreation facilities in the ward?

<table>
<thead>
<tr>
<th>General situation? Identify recreation areas and facilities for location on the map.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

5 **MILITARY COMPOUNDS OR BARRACKS**
Are there any military facilities in the wards such as warehouses, barracks, or others?

<table>
<thead>
<tr>
<th>If yes, what type of military installation? Identify location on the map.</th>
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<tbody>
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</tbody>
</table>

6 **TOURIST ATTRACTIONS**
Do you have any attractions such as historic, religious or national monuments of interest in your ward for international and national tourists visiting Freetown?

<table>
<thead>
<tr>
<th>If yes, what type of attractions? Identify location on the map.</th>
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</thead>
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</tbody>
</table>

7 **URBAN HEALTH AND SANITATION IN GENERAL AND POLLUTION**

a. Health and sanitation

<table>
<thead>
<tr>
<th>How is the health situation in general using a scale 1-3, where 1 = very poor, 2 = poor and 3 = fair. Also identify critical sub-areas on the map.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drinking water supply (1-3)</td>
</tr>
<tr>
<td>Sewage and drainage situation (1-3)</td>
</tr>
<tr>
<td>Garbage collection and administration (1-3)</td>
</tr>
</tbody>
</table>
b. Are there any areas/plots in your ward where high potential health risks are present due to smoke pollution/hazardous liquid waste/dust/noise or risks from landslides or flooding? Are there noise, traffic, or garbage problems?

If yes: where? What type of pollution or risk? Identify location on the map.

8 TRAFFIC AND TRANSPORT

Are there any serious traffic problems or disturbances in your ward due to congestion, high speeds, noise, parking problems, pedestrian crossings, or accidents?

If yes: where? What type of traffic problems and where?