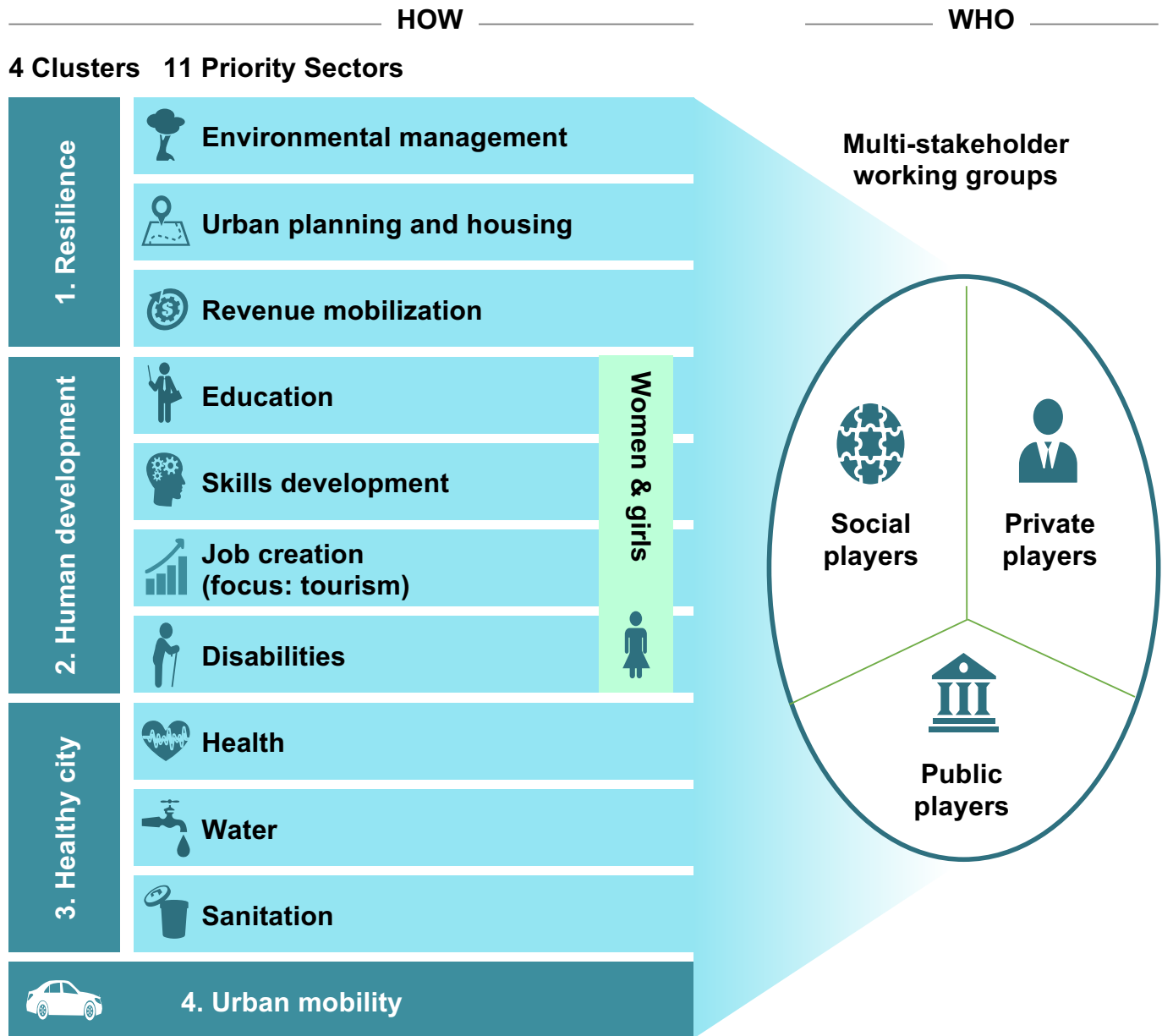




Her Worship the Mayor, Yvonne Aki-Sawyerr, OBE,  
Councillors and Staff of Freetown City Council present

# Transform Freetown: One Year Report January 2019 - January 2020

# Launched on 24th January 2019, Transform Freetown focuses on 11 priority sectors in 4 clusters, using an inclusive data-driven approach



*“The complex challenges facing our city require the adoption of an integrated and inclusive approach to urban development. It also requires prioritization because everything cannot be delivered at the same time. I am excited about what we have achieved within the first year of Transform Freetown by focusing on targeted interventions, working with the central government, multiple local and international stakeholders and by strengthening a sense of community ownership amongst Freetonians .”*

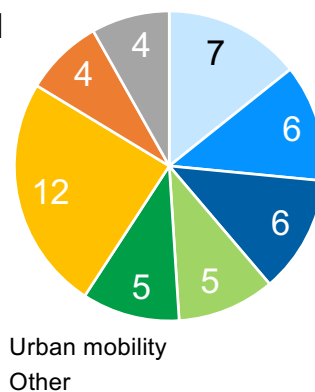
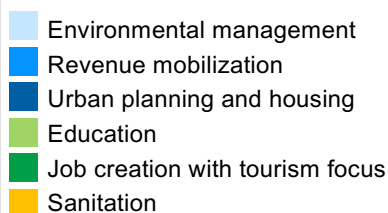
Mayor Yvonne Aki-Sawyer OBE

# During the first year of Transform Freetown we started 49 projects, of which 31 have already been completed

We started **49 projects** with a total contracted value of **SLL 87 bn** (USD 9m)

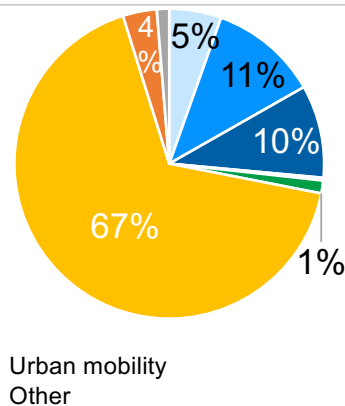
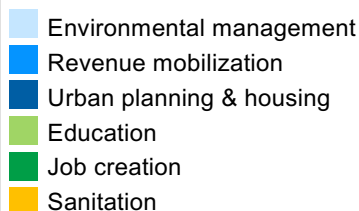
## The projects were delivered across all sectors...

### Projects by sector



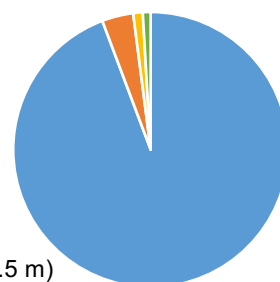
## ...with the largest investment in sanitation...

### Investment by sector





## ...and with donors providing most of the funding






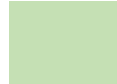
















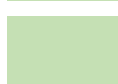







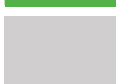
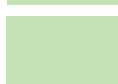
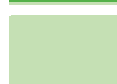


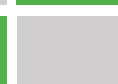





















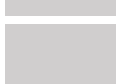

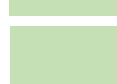







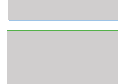



























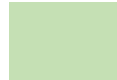




### Funding by source



The funding detailed above is for specific Transform Freetown initiatives. In accordance with the Local Government Act 2004, FCC and all local councils receive annual fiscal transfers from the central government in respect of the implementation of devolved sector functions. A breakdown of the 2019 devolved sector disbursements (SLL 14.1bn) made by the central government to FCC is provided on page 27 of this report.



# Transform Freetown sectors are aligned with the priority clusters of the Sierra Leone National Development Plan


















































































































































































 Specific relevance to NDP cluster
  Sensitive to NDP cluster

 National Development Plan		Human Capital Development	Diversifying Economy & Promoting Growth	Infrastructure & Economic Competitiveness	Governance & Accountability for Results	Empowering Women, Children & Persons with Disabilities	Youth Employment, Sports & Migration	Addressing Vulnerability & Resilience	Plan Implementation
1. Resilience	 Environmental management								
	 Urban planning and housing								
	 Revenue mobilization								
2. Human development	 Education								
	 Skills development								
	 Job creation								
	 Disabilities								
3. Healthy cities	 Health								
	 Water								
	 Sanitation								
4. Urban Mobility									














# Transform Freetown initiatives directly contribute to achievement of the Sustainable Development Goals

 Specific relevance to SDGs
  Sensitive to SDGs

		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
1. Resilience	 Environmental management																	
	 Urban planning and housing																	
	 Revenue mobilization																	
2. Human development	 Education																	
	 Skills development																	
	 Job creation																	
	 Disabilities																	
3. Healthy cities	 Health																	
	 Water																	
	 Sanitation																	
4. Urban Mobility	 4. Urban Mobility																	

# Overview of projects

The projects contributed to all priority sectors – in this report we will share some key projects in the sectors where most of our work was focused during 2019

1. Resilience	 Environmental management	7 related projects
	 Urban planning and housing	6 related projects
	 Revenue mobilization	6 related projects
2. Human development	 Education	5 related projects
	 Skills development	
	 Job creation (focus: tourism)	5 related projects
	 Disabilities	
3. Healthy city	 Health	
	 Water	
	 Sanitation	12 related projects
 4. Urban mobility		4 related projects

**NEXT:**  
Overview of projects in highlighted priority sectors. Each project reflects the continued progress being made against the 19 Transform Freetown targets



*"The public health and environmental hazards that result from poor waste management, joblessness and lack of economic opportunities are amongst the biggest problems faced by Freetonians. I am excited that through our donation of 61 tricycles for waste collection service providers we can play a part to transform Freetown!"*

Tom Vens, European Union Ambassador

# Resilience – Environmental management

## Targets 2022

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

Target 2: Ensure effective multi-stakeholder co-ordination mechanism is established and strengthen environmental governance

## What we have done so far

### Flood Mitigation – cleared drains in flood-prone areas

Following the success of this FCC initiated exercise in 2018, FCC again successfully excavated silt and garbage from gutters, drains, culverts and waterways to reduce the risk of flooding during the 2019 rainy season. Working in collaboration with the Republic of Sierra Leone Armed Forces (RSLAF) and community members, this intervention had a significant impact citywide as:

- 12.64 km of gutters were excavated
- 27 bridges were cleaned
- 57 waterways were cleared

The Flood Mitigation exercise was delivered in two phases - the first phase was funded by **Irish Aid** and second phase was funded by the Government of Sierra Leone through the **Road Maintenance Fund**. Flooding in 2019 was visibly reduced!



### Installed lights at the Cotton Tree

As part of plans to beautify the city, FCC collaborated with the **Irish Embassy** to install lights around one of the most cherished landmarks in Freetown - the Cotton Tree. The lights were installed in March 2019 and the Cotton Tree became the first landmark in West Africa to make it onto Ireland's Global Greening Lineup alongside globally recognised landmarks such as London's London Eye, Paris' Eiffel Tower and New York's Empire State Building.



## Resilience – Environmental management cont.

### Improved infrastructure for disaster resilience in communities

With funding from **Irish Aid** and implementation by **UNOPS**, FCC improved critical infrastructure in **7 communities** to reduce the risk of disasters occurring. Communities were involved in the implementation of each project under the supervision of the ward councillors.

- Jalloh Terrace & Bottom Mango (Kissy) – Pre-fabricated footbridges installed
- Kola Tree & Sir Samuel Lewis Road – drainage channels installed
- Syke Street – Slope stabilisation
- Cold Water Kissy – Sandbag wall installed
- Shell Old Road – Road drainage channel and culvert installed



Jalloh Terrace Footbridge  
Before After

### Repaired and beautified the Aberdeen roundabout

Completed in November 2019, the renovation of Aberdeen roundabout was one of the biggest missions in the beautification sector. After months of negotiation and community engagement, traders and scrap vehicles have been swapped for shrubs, trees and lights. The beautification and maintenance of the Aberdeen roundabout was financed by **Standard Chartered Bank**. Thanks for the support of **His Excellency the President** in negotiating access to the roundabout with SLRA.





## Resilience – Environmental management cont.

### Planted 23,000 trees in communities across Freetown

Working in collaboration with **EPA, MAFFS** and with funding from the **EU, CRS** and other **private sector donors**, FCC planted a total of **23,000 trees** in communities and schools during the 2019 rainy season:

- **12,500** trees were planted along natural river and waterway channels at Peacock Farm-Wellington, Congo Water Wellington, Upper Philip Street, Kissy Mental catchment, Sorie Town, New England, Hill Station and Sumaila Town to reduce flooding along the natural drainage channels
- **10,000** trees were planted in Mayenkenie, Upper Gassama Street, Allen Town, Leicester Road and Tree Planting communities as part of FCC's drive to transform brown fields into green fields in the upper catchment areas
- **1,000** trees were planted in public green spaces including Taylor- Cummings Garden and Aberdeen Roundabout. Trees were planted along the main Bai Bureh Road from Allen Town, Rokupa, Congo Water and Portee
- **500** trees were planted in 30 Schools in Freetown and **500** trees in the Robis Cemetery in Calaba Town



### Launched the FreetownTheTreeTown Campaign

At the Mayor's Ball held on 3<sup>rd</sup> January 2020, FCC with the **Minister of Environment** launched our **FreetownTheTreeTown** Campaign to plant 1 million trees in 2020. Residents and institutions have already pledged approximately Le302m to the campaign to reforest our city and thereby halt and reverse the damage caused by deforestation, protect our water catchments and further enhance the tourism potential of Freetown. Thanks to everyone who attended the launch and supported the campaign! The FCC plant nursery in Victoria Park which already has over 5,000 seedlings, will be the main source of plants for the campaign but community and private nurseries will also be used.

The plants will include:

- 45 species of trees
- 37 species of shrubs
- 12 species of herbaceous perennials
- 8 species succulent plant species
- 12 species of ornamental plants

## Resilience – Environmental management cont.

### Constructing additional drainage and footbridges (ongoing)

Designs for a drainage construction project in ten locations are complete. This initiative is part of the **World Bank** funded FERP project. The investment in Coconut Farm, Moeba, Hill Station, New England, Sorie Town, Tree Planting, Leicester Road, Kissy Mental Home, Sumaila Town and Kolleh Town has already started with community engagement meetings in all ten communities.

Work at Kolleh Town is already underway, with hydrological & hydraulic surveys complete. The safeguards studies have indicated that some element of community relocation will be required in 5 of the sites. As a result, the existing project is no longer sufficient so the project will be delivered in two phases: Phase I being work at the 5 sites that do not require relocation of residents; and Phase II being the remaining 5 sites that will require relocation of residents for the works to be undertaken.



### Enforcement of prohibition of pasting handbills and posters on public walls

This simple but highly effective intervention gave the city a facelift and has made a tremendous difference to the overall presentation of the city! Following engagement with various stakeholders and affected groups including religious organisations, FCC gave a three-month notice period for handbills and posters to be removed from all public walls. From 31<sup>st</sup> March 2019, FCC cleared handbills, posters and other advertising materials that had been indiscriminately posted on fences, poles and other structures along streets and other public spaces. Since then, FCC has enforced its bye-law which has made the city a tidier place!



# Resilience – Urban planning and housing

## Targets 2022

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

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

## What we have done so far

### Working towards implementation of the issuing of building permits and land use planning

Further to the 7<sup>th</sup> March 2019 press release issued by the **Hon Vice President and Chairman of the Inter-Ministerial Committee**, FCC experts have designed an end-to-end workflow system for managing the issuance of building permits which integrates that process with other services the city already provides. FCC is currently working on procuring the IT services necessary to make building permit issuance seamless. **World Bank** funding has been identified for the roll-out of the building permit and land use planning function at FCC and for the development of a Masterplan for the Western Area Region and local area plans for the Central Business District and Allen Town. Key benefits of the FCC building permits system include:

- Allows the Freetown City Council in tandem with professionals and community stakeholders to determine how land can be used (e.g., commercial, high or low density residential, industrial)
- Restricts development in certain areas for environmental and safety reasons (e.g., hazard zones, waterways, forests)
- Improves on existing infrastructure to achieve better urban planning with a focus on water and utility
- Incorporates regulations for construction, building safety, and materials
- Sets minimum technical standards for acceptable buildings (e.g., requiring a bathroom and windows, disability access for public buildings)
- Monitors construction to ensure that structures are safe and in compliance

**Freetown March 7, 2019:** Pursuant to the Local Government (Assumption of Functions) Regulation, No.13 of 2004, seventy-nine (79) functions were stated by various Ministries, Agencies and Departments (MDAs) to be devolved to local councils. Between 2004 and 2007, fifty-four (54) functions were devolved. Some of these devolved functions were withdrawn during the last administration. To date, fifteen years after the enactment of the Local Government Act in 2004, only forty-three (43) of the 79 functions are devolved and thirty-six (36) of the scheduled functions continue to be implemented by central authority.

Consistent with the commitment of the GUPP to decentralisation as emphasised in its New Direction Roadmap, President Julius Maada Bio made a strong pledge to deepen decentralisation by devolving all outstanding functions. It is against this backdrop that the Inter-Ministerial Committee (IMC) meeting on Decentralisation Chaired by the Hon. Vice President was held on the 3<sup>rd</sup> March, 2019, and agreed that the following 26 of the 36 outstanding functions are devolved to local councils with immediate effect:

1. Registration of Births and Deaths
2. Maintenance of primary feeder roads
3. Maintenance of shambles/roads/tracks
4. Information services
5. Establishment and management of Community Development Funds
6. Rehabilitation of mixed use areas
7. Licensing of small caravans and attendant fishing gear
8. Celebration and regulation of real marriages
9. Maintenance of Council buildings
10. Land surveying
11. Strategic local plans
12. Issuance of building permits
13. Land use plans
14. Preparation of land use plans
15. Education and sanitation on Environmental issues
16. District Education Schools
17. Local sports
18. Youth affairs
19. Primary to Post Secondary Schools (200-1-2)
20. Local museums
21. Cultural villages
22. Enterprise development



**FREETOWN CITY COUNCIL**  
Department of Development Control  
Urban Planning and Building Control  
APPLICATION FOR PLANNING PERMISSION AND BUILDING PERMIT

Location Information:  
Address: \_\_\_\_\_  
Block: \_\_\_\_\_  
Nearest Area: ☐ Yes ☐ No  
Nearest Landmark: \_\_\_\_\_  
Details of Property Owner's Name: \_\_\_\_\_  
Nearest Address: \_\_\_\_\_





## Resilience – Urban planning and housing cont.

### Preliminary work for neighborhood upgrades in 3 communities and the provision of site and services for housing development

After several site visits to 8 different informal settlements, Rokupur, Moeba and Coconut Farm were identified as the beneficiaries of a **World Bank** funded neighborhood upgrade project. These informal communities were assessed based on their living conditions and will receive investments in drainage, sanitation, water supply, road access and access to local employment.

For the purpose of the same **World Bank** project, work was done to identify sites that would be appropriate for a donor investment in infrastructure and services that would be complimented by private sector investment in housing. This project would also consider support to the financial services sector to facilitate access to credit for homeowners.



### Established a consortium of NGOs to work on slum relocation programme

Following the 2<sup>nd</sup> August 2019 flooding incident in Freetown, the Mayor invited a number of NGOs to work with FCC to develop a comprehensive and sustainable programme for the relocation of informal communities living in hazard prone areas. Key elements of the programme were to include the provision of case management to those who relocate and the provision of affordable housing either within safe areas of the informal settlements, in densified brown field sites within the city or to areas outside of Freetown. The programme will be phased with the first informal communities being those living in the Kingtom Bomeh dumpsite and those living on “reclaimed land” in Cockle Bay. Consortium members are:

- CRS
- Concern
- Goal
- AHH
- Care
- FERDURP
- CODOHSAPA
- SLURC
- Home Leone

The slum relocation programme concept note has now been finalized and funding for phased implementation is being sought.



## Resilience – Urban planning and housing cont.

**In addition, we responded to several emergencies:**



### **Responded to the floods of August 2 & 15, 2019**

FCC supported rapid response to the flooding by gathering and consolidating data on the areas affected by flooding and mapping support from NGOs. FCC coordinated with the Office of National Security and co- led the needs assessments conducted at all disaster locations and jointly oversaw the distribution of relief items to the victims of the flooding. Furthermore, FCC made donations to families of victims and contributed to the funeral costs.

### **Rebuilt houses after the fires in Kroo Bay and Susan's Bay**

FCC, with support from **Concern**, provided materials for 385 households affected by fire disasters in Kroo Bay on 4th March 2019 to rebuild their homes. FCC also received support from **CRS**, through **Caritas**, to rebuild 27 single story houses that were completely destroyed and 31 single story houses that were partially destroyed by fire in Susan's Bay on 7<sup>th</sup> March 2019. 505 households and 2015 people were affected between Susan's Bay and Kroo Bay. All residents directly affected by the fire incidents were also provided with relief items (beddings & food items) to last them until their homes were rebuilt.

FCC supported risk assessments, development of fire emergency response plans, and training in use of fire extinguishers and sand buckets. A total of 150 fire extinguishers were provided and 700 sand buckets with numerous demonstrations over a month's period. This was complimented by radio broadcasts over a two-week period, explaining how to prevent a fire and outlining the steps that need to be taken immediately in the cases of the fire in these vulnerable communities. There was active participation by the Community Disaster Mitigation Committee (CDMC) and supervision and oversight provided by the ward councilors.



# Resilience – Revenue mobilisation

## Targets 2020

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

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

## What we have done so far

### Geo-mapping of all properties in Freetown to improve revenue collection (ongoing)

With funding from **DFID** and implementation by **IGC**, **ICTD** and **WARC**, this geo-mapping exercise will significantly improve FCC's ability to collect revenue and ensure that we can sustainably improve the delivery of services to our residents. Following a pilot exercise in early 2019 to test the methodology, approximately 150 enumerators were trained and dispatched across the city. In November to collect pre-agreed features of each property, take external photographs and record GPS locations. The exercise will be completed in mid-March 2020 and the data matched with satellite images of the city to confirm coverage. The geo-mapping and collection of data for each property will ensure that:

- all properties are captured in the FCC property database
- rate assessments are efficiently and fairly generated using a points-based computer software that takes into consideration property features as well as property size
- that rate demand notices are efficiently distributed because every property's GPS code and a unique identifier are held by FCC
- that new properties are automatically captured because this computer system will be linked to the **Building Permit system** that FCC is rolling out in 2020
- As at 24<sup>th</sup> January 2020, 66,106 properties in Freetown had been covered by the geo-mapping exercise. This is already more than the total number of properties (57,000) recorded in FCC's database in 2018.



## Resilience – Revenue mobilisation cont.

### Created a comprehensive database of FCC assets

FCC set up an Assets Review Panel in 2019 tasked with building an FCC Assets Database that would facilitate the efficient and effective management and monitoring of all FCC assets and optimize revenue generated from these assets. The panel has reviewed 276 units of assets to date. This exercise, although partially complete, generated a 33% increase in lease rent collected in 2019 compared to 2018. Whilst significant progress has been made with this exercise, it has become evident that a good number of FCC's properties have been illegally occupied and unlawfully claimed by some members of the general public without proper consultation with FCC.

Given this back drop, the Freetown City Council has appealed to all residents of the municipality with knowledge of any FCC properties, which include community fields, plots of land, cemeteries, markets, parks and buildings (offices, shops, community centres, domestic residences, etc) in their communities and wards to come forward and disclose information at their earliest convenience. This information will be used to verify our FCC Assets Database, and in the event that any property has been previously left out of the Database, FCC will engage current tenants and appropriately rectify the legal position and service delivery agreements.



### Increased daily market rate collection and improved services to markets

An increase in daily market dues from Le500 to Le1,000 became effective in January 2019 and enabled FCC to improve service delivery in markets. Instances of this, which are funded by FCC, include but is not limited to:

- Wages for 120 sweepers in 46 markets
- Daily garbage collection in 46 markets
- Emptying and rehabilitation of toilets at Dworzack Market
- Construction of the roof over a stores at Congo Town Market
- Repair of damaged toilet facilities at Lumley Market
- Currently ongoing process of installing water tanks at 9 markets (Hagan Street, Bombay, Kroo Town Road, Smythe Street, Lumley, Aberdeen Road & Congo Town, Kissy, Bottom Mango, Portee)

There is still a lot of rehabilitation work required in many of our markets and a comprehensive plan for 2020 has been developed to address this.



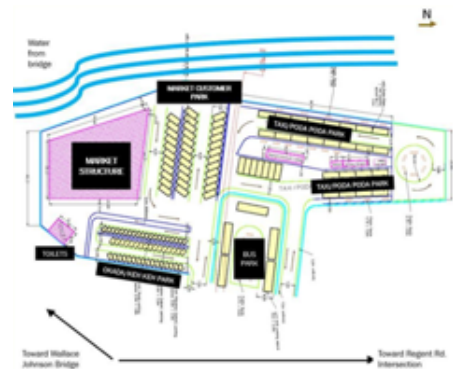
## Resilience – Revenue mobilisation cont.

### Sourcing investment for private sector construction of 9 (nine) markets

FCC has developed an EOI and RFP for a solicited public-private partnership to secure investment for the construction of nine new markets:

- Aberdeen Market,
- Hagan Street Market,
- Allen Town Market,
- Peters Brook Market (nicknamed Belgium),
- King Jimmy Market,
- Wilberforce Market,
- Calaba Town Market,
- Wellington Palm Bridge Market and
- Garrison Street Market.

The project design and development of the generic financial model for the markets was funded by **CordAid**. The construction of these markets will generate revenue for FCC but more significantly it will enable traders to be removed from the streets and thereby reduce traffic congestion in the city.



### Requested the approval of Ministry of Finance to upgrade financial accounting system

In a process that included holding a focus working group with 4 other local councils and the FCC Finance Department, FCC identified and has proposed the adoption of an upgrade (PFM Smart) to the current financial accounting system (PETRA). This enterprise resource planning system (ERP) is a web-based transparent financial management system that would integrate all revenue collection systems, significantly improve internal controls for the FCC and allow more detailed ward level reporting.

Ward level data will support the introduction of participatory budgeting at ward level. The Ministry of Finance responded positively to the presentation and demonstration of the proposed new system. **World Bank** funding has been identified for upgrading to this system subject to receipt of formal approval of the Ministry of Finance.



# Human Development – Education

## Targets 2022

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

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

## What we have done so far

### Built 49 new classrooms across 3 schools

With the assistance of UK charity **Make it Happen**, an upgrade in infrastructure was made in three municipal schools - EB Williams Municipal School, Fattah Rahman Municipal School and Henry Fergusson Municipal School. Classroom blocks, toilets and office spaces were constructed in an effort to create better learning environments for the pupils. The upgrade at EB Williams was particularly dramatic as the original structure was made of zinc giving the school the nickname “Pan Bodi” school. Today an impressive brick structure houses the pupils! And at the Henry Fergusson Municipal School rainwater harvesting was incorporated into the infrastructure upgrade!



*EB Williams School - Before*



*EB Williams School - After*

### Invested in physical infrastructure at several schools

FCC covered the costs to rehabilitate the perimeter fence and front drainage of the Regent Square Municipal School, which had become dilapidated after years of wear and tear. The school also benefited from the installation of a bore hole to improve access to water for pupils and teachers. A total of 15 toilets (at Amaria and Regent Square Municipal schools) were also rehabilitated and secured to prevent use by outsiders.



## Human Development – Education cont.

### 2019 National Primary School Examinations (NPSE) Monitoring

FCC, with funding from **UNICEF**, trained & equipped teams of monitors to observe the pre-, intra- and post examination process and to note deviations from best practice. The exercise revealed examination malpractice specific to Freetown, and informed ways in which FCC will most efficiently fulfil its regulatory role to improve the credibility of the NPSE.



### Hosted NPSE Data Conference

Findings from the NPSE monitoring exercise were communicated to the public & key stakeholders in education, including the Ministry of Basic & Secondary Education, WAEC and teachers. These findings included weakness in systems, areas of candidate deficiency, analysis of results, and marking scheme/expectation of examiners. Mechanisms for reforms (some as simple as providing the correct grade of pencils for examination candidates) were also proposed for implementation by the relevant stakeholders. The conference was funded by **UNICEF** and **private sector** donations.



### Secured funding and identified sites for pre-school facilities in 2 markets

Through the incredible generosity of an **American philanthropist**, FCC has received funding to establish and operate pre-school facilities in two markets. The beneficiaries of these cost-free facilities will be the under-five children of traders in the KooTown Road and Wellington Congo Water markets. These markets were chosen because of their existing infrastructure which is suitable for adaption to accommodate the facilities. The funding secured for the facilities will cover two years of operations after which FCC will use own source revenue to continue the operations.



# Human Development – Job creation

## Targets 2022

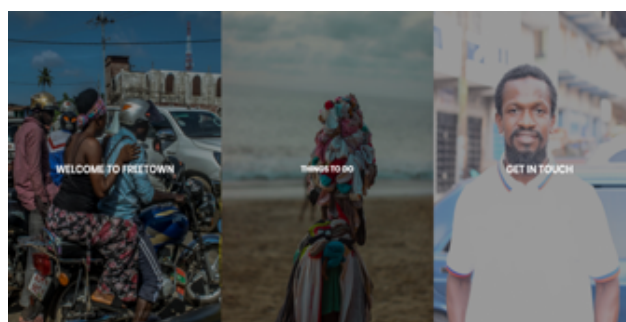
Target 1: Facilitate the creation of at least 4,000 tourism related jobs in Freetown by 2022

*The focus of our interventions in this sector is to promote Freetown as a **destination city** so that tourism investments grow and jobs are created by the private sector*

## What we have done so far

### Launched Discover Freetown, an online information center

Launched an online platform (<https://discoverfreetown.sl/>) for locals and tourists to share and promote events, activities and hang-outs in Freetown. The platform was created by **Sensi Hub** as a pro bono contribution to and in collaboration with FCC.



### Collaborating with the historic city of Charleston, South Carolina and the International African American Museum

FCC hosted the Chief Executive Officer, the Chief Curator and the Director of Education and Engagement of the International African American Museum ("IAAM") in February 2019. They visited Sierra Leone to deepen their understanding and appreciation of the journey made by enslaved Africans from Bunce Island to Gadsden's Wharf, Charleston, the site of the new International African American Museum. FCC strengthened the historic relationship between Freetown and Charleston by signing a sister-city agreement with the city of Charleston in July during a visit that offered Mayor Aki-Sawyerr the unique opportunity to address the Gullah community at the legendary Penn Centre.



The Freetown-Charleston relationship and tourism opportunities were further strengthened when Mayor Aki-Sawyerr was given the honour of participating in the "groundbreaking" ceremony at the start of construction for the new museum. FCC is in discussions with IAAM about the possibility of having a satellite of the IAAM located here in Freetown. This would have a phenomenally positive impact on tourism in Freetown as visitors to the IAAM in Charleston would not complete their experience of visiting the museum until they visited the satellite museum in Freetown!



# Human Development – Job creation

## Helped aspiring tourism professionals make informed career decisions

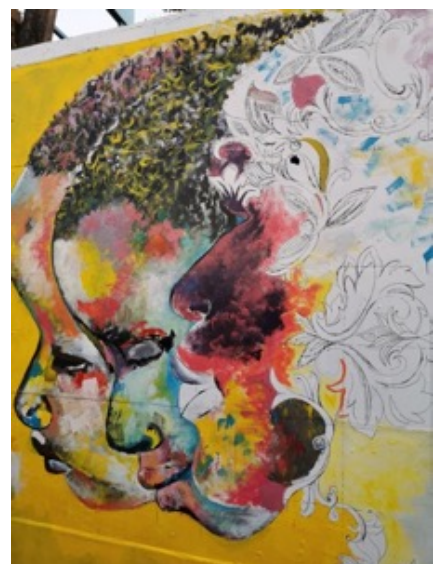
In collaboration with **Sierra Leone Local Content Agency**, FCC organised two Tourism Speakers' Sessions, during which students and potential employees of the tourism sector discussed industry trends and career opportunities with industry experts.

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## Supported installation of street art

FCC partnered with **Affixed Productions** to produce a second installation of street art along Jomo Kenyatta Road. The first installation was done by a renowned Portuguese street artist. The second installation featured American and Sierra Leonean artists and continued the theme of celebrating religious tolerance in Freetown. Work is in progress to increase the scope and participation of this annual street art event.





# Healthy Cities – Sanitation

## Targets 2022

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

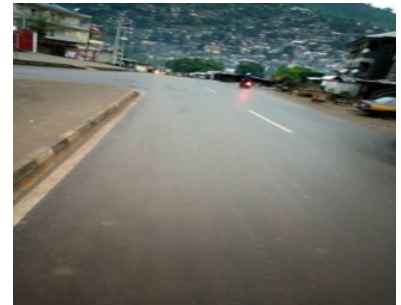
Target 2: Ensure that 40% of all plastic waste in Freetown is recycled by 2022

## What we have done so far

### Started daily sweeping of key streets and all markets

Freetown has made significant gains in its cleanliness after FCC rolled out its **self-funded** public space cleaning strategy in January 2019. 55 major streets and all markets across our 48 wards are swept between 4AM and 8AM daily. The garbage swept by the sweepers is collected by FCC's limited garbage collection fleet comprising 4 trucks donated to FCC by **the Government of Sierra Leone**, 3 FCC funded open back trucks and 5 tricycles – all of which are allocated to specific streets and markets on a pre-agreed collection schedule. FCC has developed internal systems to track the performance of sweepers and bin emptying including the use of monitors who track work done daily using an app.

This intervention keeps Freetown's streets clean but also provides casual employment for about 500 sweepers!



### Installation and emptying of bins on key streets across the city

FCC has successfully installed 157 street bins through a combination of its **own funding** and kind donations made by individuals, diaspora groups and private sector firms. We continue to work toward our goal of installing 500 street bins citywide to reduce littering. In the meantime the difference made by the installation of the street bins is already being seen!

# Healthy Cities – Sanitation

## Tricycles and business support provided to 80 waste collection micro-enterprises

During September and October 2019, FCC with funding from the **European Union** and **IOM**, procured and distributed 80 tricycles and ancillary support materials to 80 micro-enterprise groups to collect household waste across Freetown. Each group is made up of 10 members so employment was provided for 800 youth! Additionally each group has at least one female member and the KOFC group operating in ward 428 with all of its 10 members registered as deaf and dumb, is amongst the most proficient. As at 17th January waste is being collected from 16,205 registered households on a daily and sometimes weekly schedule by the 80 groups.



To ensure sustainability of the micro-enterprises, the groups are all enrolled in a 15 months business mentoring programme. To date 60 micro-enterprises have received 32 hours of coaching session held over a period of 16 weeks; 480 youths now belong to one of 48 newly registered cooperatives satisfying legal requirements to operate business bank account in the name of the group. The groups are on track to have registered over 24,000 households in the city for waste collection and disposal by June 2020 and to have sustainable businesses with adequate working capital by November 2020.



FCC is committed to encouraging more youth to enter the micro-enterprise waste collection market as it serves the dual purpose of increasing household waste collection capacity and providing employment!



## Registered waste service providers and launched [www.findmeinfreetown.com](http://www.findmeinfreetown.com) web app

In June 2019, FCC registered 364 solid and liquid waste service providers that operate in Freetown, as a first step toward regulating the sanitation sector. Information collected from the exercise is made available to the general public on the website, <https://findmefreetown.herokuapp.com>. The site, provided by TBI, displays general ward information together with information on waste service providers operating within each ward.

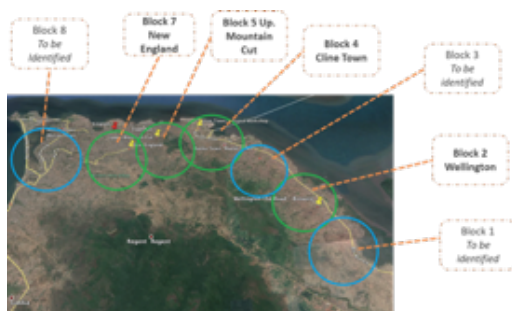
## Healthy Cities – Sanitation cont.

### Rolling out 7 solid waste transfer stations

To support the financial viability of the waste collection micro-enterprises by reducing their travel distances, FCC is establishing 7 solid waste transfer stations across the city. With funding from **DFID** and with **CRS** as the implementing partner, work on 4 of the 7 sites has begun:

- New England
- Macauley Street
- Cline Town
- Wellington

A typical site includes a 900m<sup>2</sup> to 1,600m<sup>2</sup> surface with concrete walls, drainage system, 24/7 security, lighting, on-site latrine and (a) office, (b) access gate, (c) delivery platform for tricycles, (d) skips and roof, (e) additional space for other activities, and (f) space for additional skips and skip trucks. During the opening hours, the site will be managed by 2 waste attendants and 1 field agent. External landscaping will ensure that the transfer stations are aesthetically pleasing and help to “green” the city.



### Installed geo-tubes for wastewater treatment at Kingtom dumpsite

FCC is working with **GOAL** on a faecal sludge treatment plan at the Kingtom dumpsite, with funding from **DFID** and using new technology called geotubes. Geotubes retain dewatered sludge and turn it into compost, which can then be sold. With the generous assistance of Premier Enviro Solutions, a trial geotube system is currently up and running at Kingtom, and faecal sludge from Vacuum Truck Operators is being treated in Freetown for the very first time! The full scale geotube system will be installed in Kingtom by the end of March 2020. This area of the Kingtom dumpsite has been secured by the erection of a wall funded by **AfDB**. This will have a major impact on the environment as it will reduce pollution caused by previously untreated faecal sludge being discharged into the sea.





## Healthy Cities – Sanitation cont.

**Studies conducted and plans developed to address the Kissy and Kingtom dumpsites**  
FCC, in partnership with **DFID**, has commissioned engineering studies for the safe closure of the 40 year-old hazardous Kissy dumpsite. The engineering consultants **ARUP** have developed a waste flow model with projections on solid waste generation to provide an indication of potential sites and required actions for a sanitary landfill. Two suitable sites for a new state of the art waste management park have been identified in nearby WARD-C, and the FCC is now working with all stakeholders involved to map out a route for securing a site for the new waste management park which is to be constructed with **World Bank** and **private sector** funding.

Studies conducted at the Kingtom dumpsite by **DFID** funded engineering consultants **IMC Worldwide**, recommend the conversion of the Kingtom dumpsite into an engineered landfill. Work is underway to procure technical experts to undertake this work in 2020. In the immediate term, with funding from **AfDB**, a weigh bridge with an office and a gate house is being installed at the Kingtom dumpsite to facilitate the measurement and analysis of daily waste collected.

### Organized Cleanest Zone Competitions

The Cleanest Zone Competition rewards the communities which demonstrate the most improvement in sanitation and beautification in their zones, with amazing prizes which will make a real difference to those communities in the long term. The winners and runners-up of the inaugural competition were announced on 11<sup>th</sup> April 2019, the next announcement will be on 31<sup>st</sup> January 2020. The prizes for the winning zones are:

- 250m of paved road using recycled plastic
- 10 solar street lights
- 1x 10,000 liter water tank
- 10 scholarships for school pupils

The baseline and improvement assessments are undertaken by FCC's team of assessors. Assessments are made with reference to clear and publicly available criteria, which are themselves designed to encourage communities to make sustainable and permanent changes. The Cleanest Zone Competition is a key part of FCC's overall waste management strategy: we believe that it will eventually change behaviours and encourage long term use of safe waste collection services. The 2019 competition was funded by **Hull City** and other donors and the 2020 competition has been funded by **Irish Aid**, the **Chinese Embassy** and other donors. It has been exciting to see communities planting flowers along their streets and installing their own community managed street bins!



# Urban Mobility

## Targets 2022

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

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

## What we have done so far

### Maintenance of feeder roads

FCC has repaired the Sankie Street Bridge at Brookfields and done drainage works and road repairs on the Moyiba Main Road with **FCC own source revenue**. No additional maintenance of feeder roads was undertaken as the FCC budget allocation with RMFA was not disbursed to FCC in spite of FCC submitting a request for the funds. Discussions are ongoing to seek clarification about the status of this critical budget allocation that is due to all local councils.

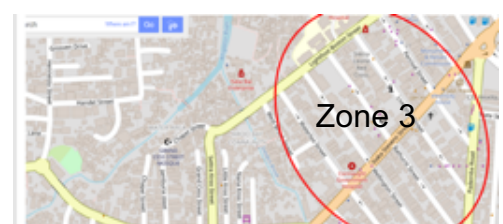
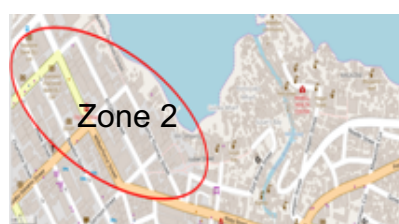
### Designed a controlled parking zone scheme for the CBD, roll out will be in 2020

Controlled parking is a means of revitalising the CBD and improving road safety. The CBD has been highly congested with irregular parking and great disregard for safety. Currently on-street parking in the CBD is controlled by groups of un-regulated youths. Monies collected by these youths do not contribute to public amenities and are of no benefit to the delivery of FCC services to the CBD. Over the past 6 months, FCC has worked with transport and traffic engineers to design a Controlled Parking Zone scheme for the CBD which will be rolled out in 2020.

The Freetown Central Business District (CBD) has been divided into 3 zones and implementation will be done in phases starting with zone 1. The zones are defined as follows:

- Zone 1: Wilberforce Street to Percival Street (South of Siaka Stevens Street)
- Zone 2: ECOWAS Street and Malamah Thomas Streets
- Zone 3: Liverpool Street to Brook Street (Between Lightfoot Boston Street and Pademba Roads)

The parking scheme will be operated on 6 days (Monday to Saturday) from 09:00 to 17:30. Sunday parking will not be controlled. The redesigned controlled parking scheme will cater for a total number of 1133 potential revenue generating bays. The currently un-regulated youth will be given the opportunity to be absorbed within the new controlled parking.



# Urban Mobility

## Conducted pre-feasibility study on cable car system for Freetown

FCC conducted a pre-feasibility study of the suitability of the cable car system as a means to address the congestion and accessibility problems in the city. With increased urbanization, there has been a rapid increase in public transport demand in Freetown (up to 14,000 Passengers per Hour, source: World Bank 2018). With most of that demand being met by low passenger occupancy vehicles (okadas, kekes and taxis), congestion along Freetown's key corridors is significant, contributing to high CO<sub>2</sub> emissions and other forms of pollution associated with traffic congestion. Additionally, there is social isolation of specific areas, community segregation between informal communities and more established settlements and inaccessible and hard to reach hillside communities that have limited access to services, e.g., education, healthcare. The cable car as a mass transit mode compares more favourably to other options in terms of initial capital investment and on-going operating costs. The cable car is a simple and proven technology with a shorter proof of risk and safety case before commissioning. Installing a cable car system will cause limited traffic disruption and the requirement for additional land acquisition when compared to other forms of mass transit systems or when extending the road network in the city will be much less. The results of the pre-feasibility study indicate that the cable car system will be an effective and cost-efficient solution given Freetown's topography and demographics.

FCC is working with climate action network **C40Cities**, with a dedicated research team from the **University of Pennsylvania** and with the **American Institute of Architects** to move this project to the full feasibility and investment stages. Following a meeting between Mayor Aki-Sawyerr and Governor Aníbal Correa, former Mayor Medellín, FCC also has the technical support of the Colombian city of Medellín, the first city to install a cable car system as a mass transit transport in 2004. One of the two principal manufacturers of cable car systems globally, German company Doppelmayr, has visited Freetown and the proposed cable car station sites. The second principal manufacturer, French company Poma, will make a site visit in the first quarter of 2020.

The Freetown Cable Car system will be designed to complement the **Ministry of Transport's** proposals for a Bus Improvement scheme by creating stations at key intersections and providing connections between the Bus corridor and hard to reach areas.





# Work in other priority sectors

## Water

### Blue Peace Initiative

Over the course of the year, two missions to Freetown were undertaken by **Swiss Development Cooperation** and **UNCDF** delegations. FCC has worked with these partners to scope a 4 part water investment project that will be delivered to Freetown as a **Blue Peace Initiative**. The project covers investments in:

- vehicles for solid and liquid waste
- installation of public toilets and water kiosks
- construction of markets with water facilities
- installation of storm water drainage

A UNCDF funded consultant will be in Freetown in the first quarter of 2020 to finalise the project proposal with FCC.



## Health



### Supported the provision of basic health diagnostics in markets

Market women benefit from cost recovery screening for diabetes and hypertension once every month, carried out by our partner **Parene Healthcare**. FCC collaborated with Parene to provide free screening for 100 market women on World Diabetes Day.

## Persons with disabilities



### Provided housing for some of the city's most vulnerable

FCC used **own source revenue** to provide one year's rented accommodation for 69 persons with disabilities who were previously living under the Cotton Tree. The beneficiaries also received beddings and other items to help them settle in their new homes.

# Limited funding and limited staff numbers are the main challenges of Transform Freetown, we are constantly working to overcome these

## Key challenges



## What we do to overcome them

**Securing sufficient funding** to execute all planned projects

- Work together with **strong and reliable partners**
- Fast track **revenue mobilisation**
- Improve **internal control systems and processes**

**Freetown has very limited resources, and significantly less than comparable cities**

### **Freetown (2019)**

Population:	1.2 m
Municipality staff:	566
Municipality budget:	SLL 43.8 bn (USD 4.5 m)
Budget per capita:	SLL 36.5k USD 3.76

*FCC budget and actual revenues are compared on the next page*

### **Accra, Ghana (2019)**

Population:	1.9 m
Municipality staff:	1400
Municipality budget:	SLL 87 bn (USD 9 m)
Budget per capita:	SLL 45.8k USD 4.71

### **Durban Metr. Area, South Africa (2018)**

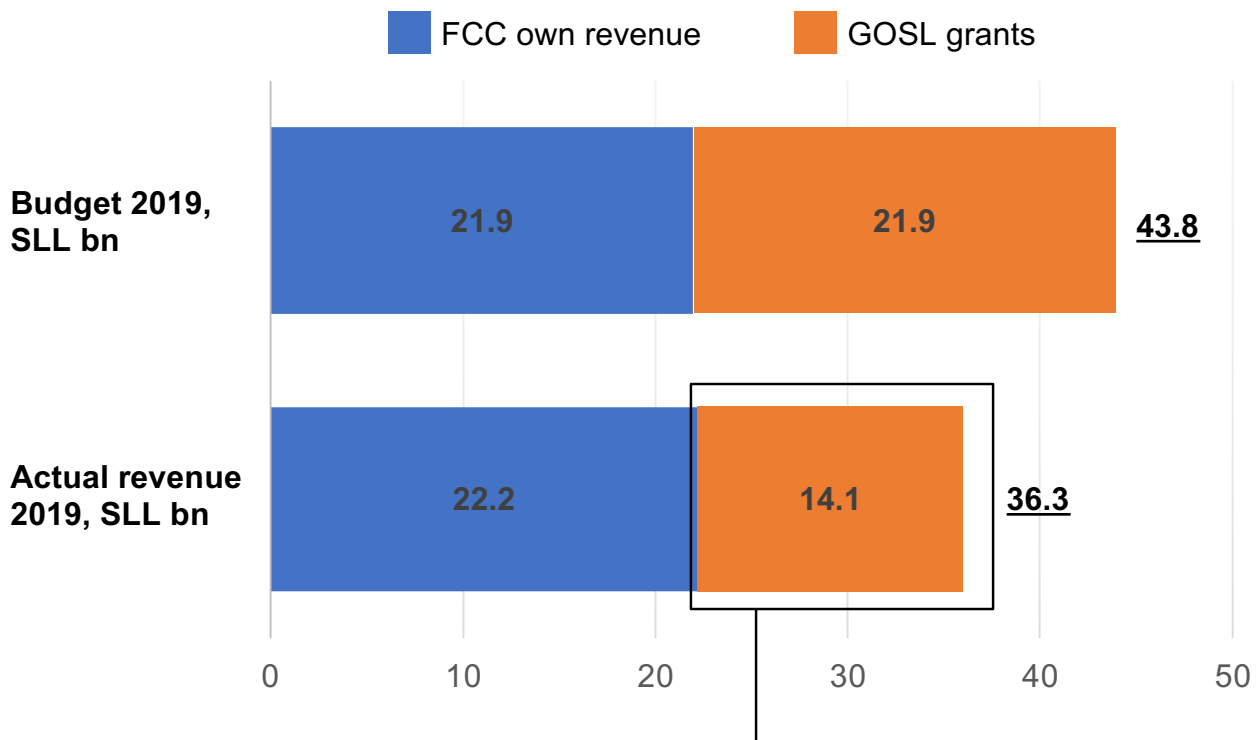
Population:	3.4 m
Municipality staff:	27,000
Municipality budget:	SLL 30 tn (USD 3.1 bn)
Budget per capita:	SLL 9.1 m USD 939

Executing the agenda with **limited FCC staff numbers** given FCC budgetary constraints

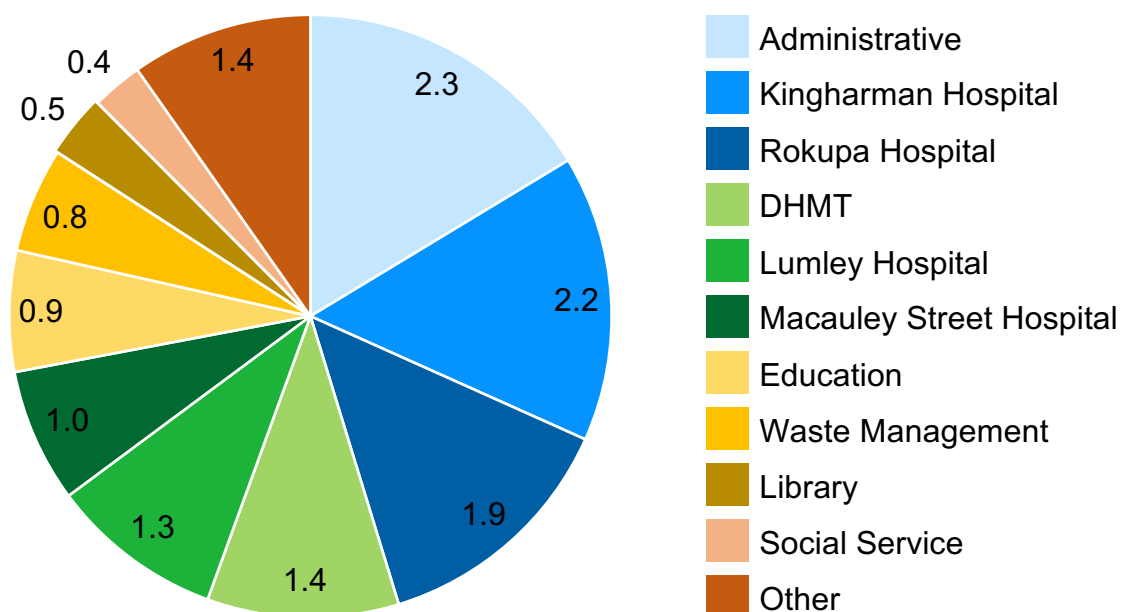
- **Participate actively in networks**, like C40 Cities and Majors Migration Council (MCC), to **get technical support** and **unlock resources**
- **Leverage the Mayor's Delivery Unit** to complement FCC staff. The Mayor's Delivery Unit comprises international and local volunteers with technical expertise, donor funded local and international consultants and academic researchers and research fellows.
- Introduce **performance management** and **staff development pathways**

# FCC received SLL 7.8bn less from GOSL than stated in the 2019 budget. The SLL 14.1bn was disbursed in accordance with GOSL instructions

FCC received SLL 7.8bn less from GOSL than stated in the 2019 budget...















...GOSL disbursed SLL 14.1bn which was spent in accordance with MOF budget approvals and instructions



The above excludes the disbursement of SLL 8.15bn for 2019 National Cleaning Days



# What's happening in 2020?

1. Resilience	 Environmental management		<ul style="list-style-type: none"><li>Freetown The Tree Town – planting 1million trees in the city</li></ul>
	 Urban planning and housing		<ul style="list-style-type: none"><li>Commencement of building permit regulation to enforce environmental policies</li></ul>
	 Revenue mobilization		<ul style="list-style-type: none"><li>Completion of geo-mapping and introduction of new and more equitable property taxation</li></ul>
2. Human development	 Education	Women & girls 	<ul style="list-style-type: none"><li>Ensure identification of all children taking exams to improve transparency</li></ul>
	 Skills development		<ul style="list-style-type: none"><li>Start working on improving financial literacy of women in marketplaces</li></ul>
	 Job creation (focus: tourism)		<ul style="list-style-type: none"><li>Partner with International African American Museum to open a satellite museum in Freetown</li></ul>
	 Disabilities		<ul style="list-style-type: none"><li>Create database of status of disabled people (e.g., location and education)</li></ul>
3. Healthy city	 Health		<ul style="list-style-type: none"><li>Start offering alternative nutritious food at all markets in the city, in combination with advice for visitors</li></ul>
	 Water		<ul style="list-style-type: none"><li>Secure funding for water project which includes stormwater drainage</li></ul>
	 Sanitation		<ul style="list-style-type: none"><li>Develop private sector partnerships to facilitate recycling of plastics</li></ul>
 4. Urban mobility			<ul style="list-style-type: none"><li>Commencement of construction of new markets</li></ul>



# International relations

## Active partner cities

Celebrated 40 years of twinning with **Kingston-Upon Hull, UK**

Signed sister-city twinning with historic city of **Charleston, South Carolina, US**



## Freetown City Council



**FCC became a member of:**

- **C40 Cities** ([www.c40.org](http://www.c40.org))
- **Bloomberg Partnership for Healthy Cities** ([partnershipforhealthycities.Bloomberg.org](http://partnershipforhealthycities.Bloomberg.org))

**FCC maintained 2018 membership of:**

- **Global Parliament of Mayors** ([globalparliamentofmayors.org](http://globalparliamentofmayors.org))

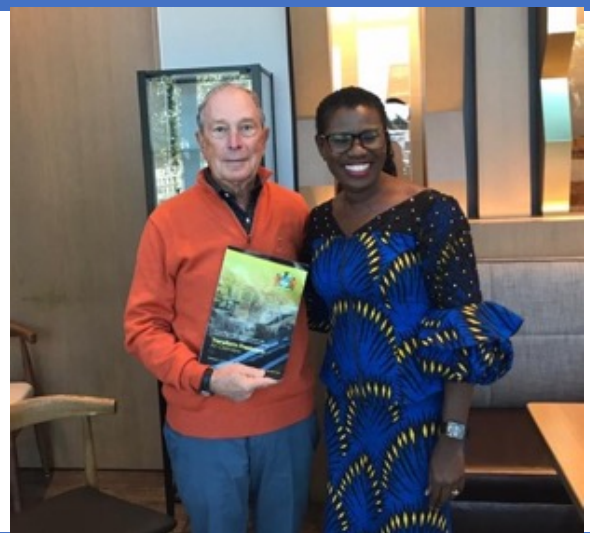
## Mayor Yvonne-Aki Sawyerr

**The Mayor was invited to serve as a:**

- **Mayors Against Malaria Champion** (RMB Partnership to End Malaria)

**She continued her role as a member of:**

- **Bloomberg Harvard City Leadership Initiative**
- **Mayors Migration Council Leadership Board**
- **Cities that Work Council**
- **OECD Champion Mayors**



**FCC and Mayor Yvonne Aki-Sawyerr in international news in 2019**

*Now This*      *All Africa*      *BBC*

*Gzero Media*

*City Metric*

*NPR*

*South Carolina Public Radio*

**14  
international  
news media  
reports**

*France 24*

*Deutsche Welle*

*Reuters*

*RFI*

*The Atlantic*

*Devex*

*Africa News*

# Key stakeholders and main contributors

## Stakeholders

### Transform Freetown stakeholders by numbers



**16**

MDAs collaborated on Transform Freetown initiatives

Ministry of Finance  
Republic of Sierra Leone Armed Forces  
Environment Protection Agency  
Ministry of Environment  
Ministry of Agriculture and Forestry  
Ministry of Basic and Secondary Education  
Guma Valley Water Company  
Office National Security  
Sierra Leone Police  
Sierra Leone Local Content Agency  
Ministry of Social Welfare  
Ministry of Health & Sanitation  
Road Maintenance Fund Administration  
Ministry of Transport  
Sierra Leone Road Safety Authority  
Sierra Leone Roads Authority  
Sierra Leone Road Transport Corporation

**1.2m**



People are affected by Transform Freetown

**48**



Wards were involved in executing the projects

**20**



Donors contributed financially to Transform Freetown

### Parties that contributed SLL 2 bn (USD 200k) or more in year one





**We could not have achieved this much without the help of many people and organisations**



**THANK YOU**

