



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

Transform Freetown: Second Year Report January 2020 - January 2021

About Transform Freetown

Since its founding in 1787, Freetown has transformed into the largest city in Sierra Leone, home to our nation's legal, business and diplomatic communities. It is the engine of Sierra Leone's economy, generating 30% of the country's GDP despite housing only 15% of its population.

The Transform Freetown initiative aims to address Freetown's socio-economic challenges and environmental vulnerabilities. Our aspiration is for Freetown to emerge as the dynamic city of opportunity it has the potential to become.

With the principles of strategic planning, systematic implementation and data-driven performance management, and with the experience and knowledge of many contributors from public and private sectors, we identified 11 priority sectors, grouped into four key clusters – Resilience, Human Development, Healthy City and Urban Mobility. We agreed on 19 specific measurable targets across the 11 priority sectors, the achievement of which would comprehensively address our current challenges as well as provide a platform for future development.

Transform Freetown was launched on 24th January 2019 with a commitment to annually report on progress in respect of the 19 targets. This report builds on last year's report and provides an update on progress made from January 2020 to January 2021.

The COVID-19 pandemic affected the whole world in 2020 and Freetown was no exception. Our city's response to the pandemic included the acceleration of elements of Transform Freetown but also included activities which were specific to the COVID-19 response. This year's Transform Freetown report therefore also features a report on the implementation of FCC's COVID-19 Preparedness and Response plan.

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Detailed project list (2 of 3)

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Detailed Project List (3 of 3)

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Transform Freetown

- launched on 24th January 2019
- focuses on 11 priority sectors in 4 clusters
- uses an inclusive data-driven approach

Overview

Deep-dive

Challenges

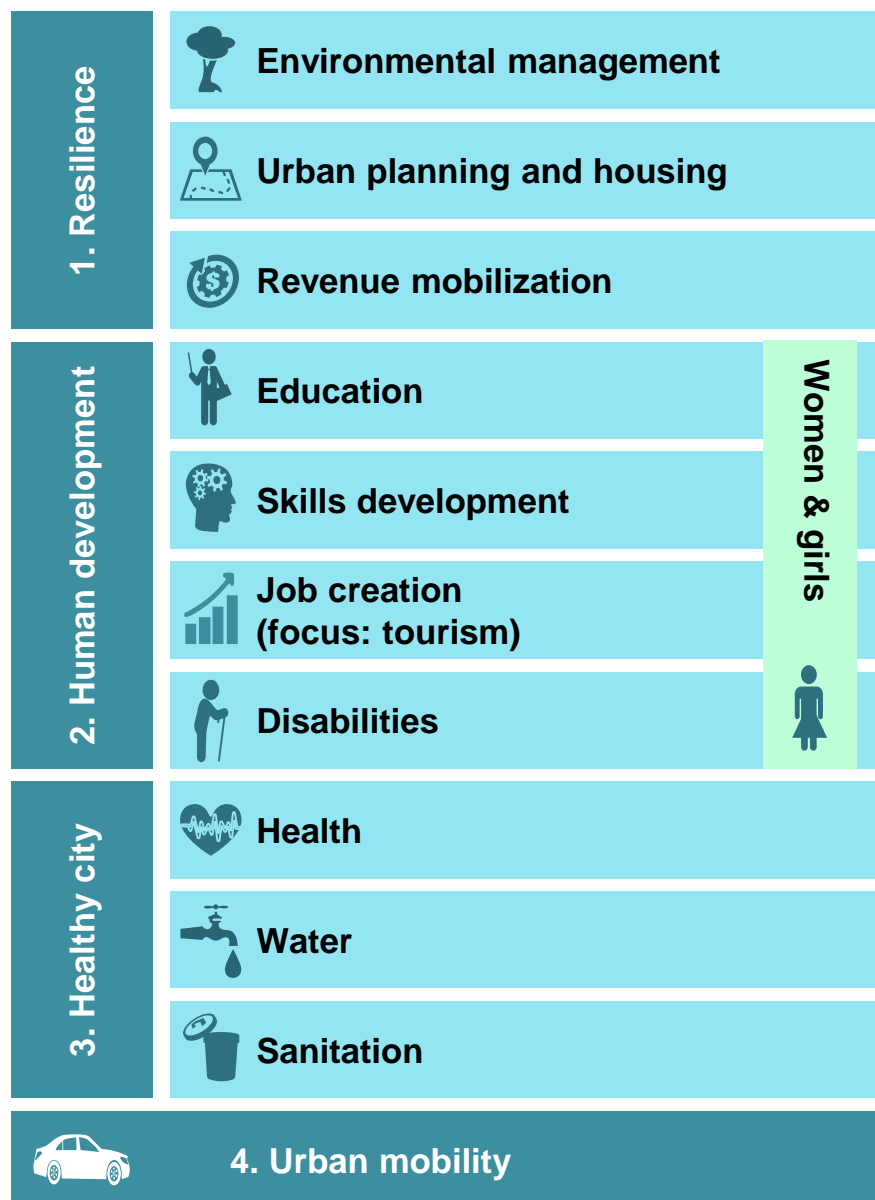
2021

Stakeholders

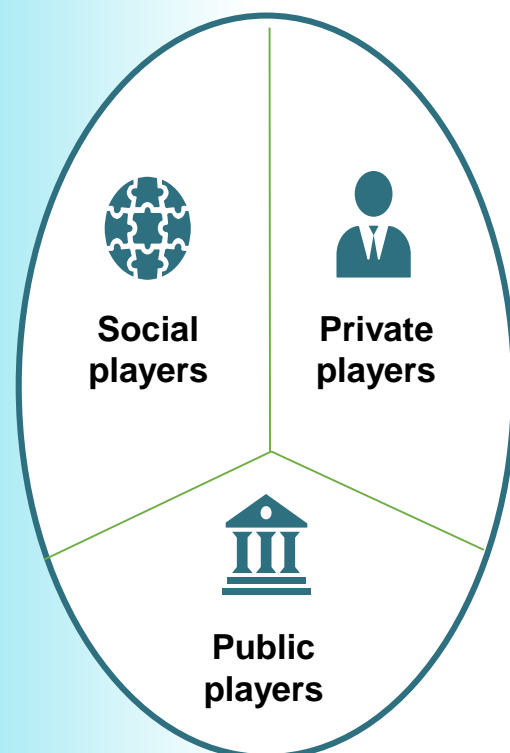
HOW

WHO

4 Clusters 11 Priority Sectors



Multi-stakeholder working groups



"I am thrilled that in spite of the numerous challenges that Freetown faced in 2020, the Transform Freetown initiative continued to advance, positively impacting the lives of many Freetonians. We were not able to implement all of our planned interventions but I am excited about what we did achieve in this second year, in the midst of a global pandemic. Our work expanded to respond to the pandemic whilst remaining focused on delivering key Transform Freetown interventions."

Mayor Yvonne Aki-Sawyerr OBE

The Transform Freetown Sectors

- directly linked to achievement of Strategic Development Goals

Overview

Deep-dive

Challenges

2021

Stakeholders

■ Specific relevance to SDGs
 ■ Sensitive to SDGs

		1 PEOPLE	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																		

Progress made in respect of Transform Freetown means progress made in respect of the Sustainable Development Goals

The Transform Freetown Sectors

- aligned with the priority clusters of the National Development Plan

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Deep-dive

Challenges

2021

Stakeholders



Specific relevance
to NDP cluster



Sensitive to
NDP cluster



National
Development Plan

		Human Capital Develop-ment	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 developme								
	Job creation								
	Disabilities								
3. Healthy cities	Health								
	Water								
	Sanitation								
4. Urban Mobility									

Transform Freetown: Second Year

- secured funding for 21 new projects
- completed 11 projects and
- implemented a COVID-19 response plan

Overview

Deep-dive

Challenges

2021

Stakeholders

We secured funding for **21 new projects** within the Transform Freetown agenda with a total contracted value of **SLL 182 bn** (USD 17.9m)

Implementation of the FCC COVID-19 Response Plan was funded with **SLL 41 bn** (USD 4.0m) from donor partners

Total funding for Transform Freetown and the COVID-19 response was **SLL 223 bn** (USD 22.0m)

The Transform Freetown projects are implemented over a one to three year timeframe

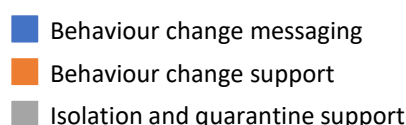
The projects were delivered across all sectors...

Number of projects by sector



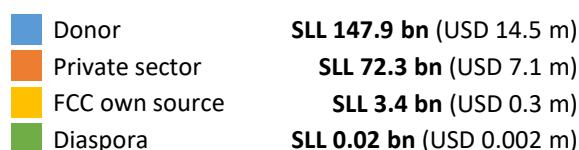
COVID-19 response secured SLL 41 bn funding with significant expenditure on behavior change and quarantine support

Value of projects in each area %



...and with donors providing most of the funding

Funding by source



The funding detailed above is for specific Transform Freetown initiatives and the FCC COVID-19 Preparedness and Response Plan. 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 2020 devolved sector disbursements (SLL 8.7bn) made by the central government to FCC is provided on page 69 of this report.

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: Increase vegetation cover in Freetown by 50%

What we did in the second year

#FreetownTheTreeTown Campaign – planting 1m trees!

In 2020, we made significant investment in our city's future with the launch of the #FreetownTheTreeTown Campaign at the Mayor's Ball on 3rd January 2020. The Campaign represents our commitment to plant 1 million trees in the Western Area Peninsula, which includes the Freetown Municipality and the Western Area Rural District over two rainy seasons, to undo some of the damage that rapid urbanisation and a lack of urban planning have done to what were once Freetown's lush green mountains and pristine coastal mangroves.

The first phase of implementation is underway with funding from the **World Bank** Resilient Urban Sierra Leone project, complemented by funds raised at the Mayor's Ball and from **Transform Freetown Inc**, a specially created diaspora organization. At the end of 2020, 245,000 trees had been planted on 11 high slopes and upper catchment areas that are in urgent need for reforestation to address recurring flooding, landslide susceptibility and loss of biodiversity. Although sufficient funding was approved by the World Bank for the planting 450,000, disbursement delays resulted in tree losses at the nurseries so fewer trees were planted. Approximately 31,811 trees were planted on private lands and 213,189 planted in public/communal lands. Working with our implementing partner **Environmental Foundation for Africa**, and supported by **CRS**, an additional 50,000 mangroves will be planted in early 2021.



Resilience – Environmental management cont.

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

FCC worked through community based organisations to engage communities, and through “tree giveaways” to find residents willing to serve as **tree stewards** who would plant trees on their private lands. Community based organisations themselves act as tree stewards for trees planted in public spaces. Therefore each tree has a steward that has been charged with its growth.

We are optimistic about a higher-than-average survival rate of the trees planted as tracking and monitoring of each tree is a key component of the Campaign. Each tree has been tagged at the nurseries and the exact location where the trees are planted is known, through a **tree tracker app** that was developed by our data implementing partner, **Greenstand**.

Community-based organisations monitor trees planted on private lands and water trees planted in community spaces each week during the dry season. An 80% survival rate of trees is the target set for all 550 stewards from community based organisations that are part of the project and incentives paid to them depend on the survival of the trees!



By the end of 2020, we had planted **over 245,000 trees**: 31,811 trees planted on private lands and 213,189 trees planted on public / communal lands / spaces.

35 wards covered

300 communities engaged

76 schools participated

11 health facilities participated

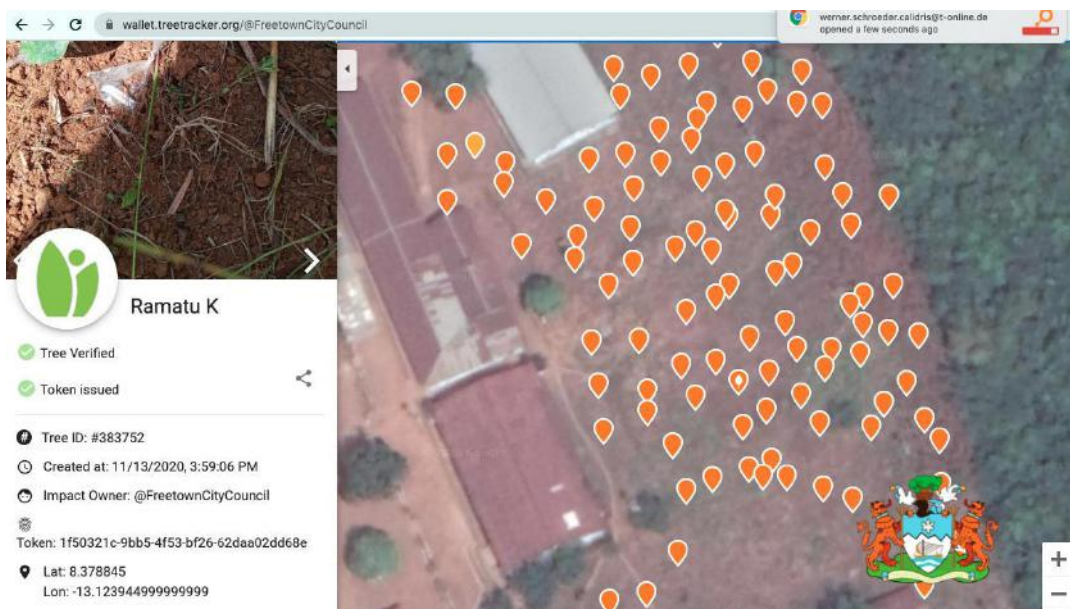
66 religious institutions included

37 Government buildings included

7 dams surrounding areas planted

4 cemeteries included

58 roadsides planted



Resilience – Environmental management cont.

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Twelve economic and non-economic species of trees - Mango, Teak, Neem, Moringa, Cashew, African Wattle, Flame of the Forest, Tamarind, Jackfruit, Almond, Soursop and Albizia Zygia – were carefully selected based on biodiversity needs and slope stabilization needs.

553 green jobs created in tree planting communities

800 community climate action ambassadors trained



The Campaign has gained international recognition and was the subject of Mayor Yvonne Aki-Sawyer's TED Talk for CountDown, a global initiative to accelerate solutions to the global crisis. Please see https://www.ted.com/talks/yvonne_aki_sawyer_the_city_planting_a_million_trees_in_two_years



FCC continues to seek funds for planting the **remaining 700,000 trees** as we implement Phase Two of the Campaign in 2021. In addition to applying for donor and philanthropic support, FCC in partnership with Greenstand is providing a platform for corporates and institutions to invest in planting trees as a **carbon offset**. We have built a digital footprint of the 245,000 trees planted in phase one using the customized TreeTracker platform app. These trees are now linked to the issuance of impact tokens. A digital API wallet can be used by corporate and institutional partners for carbon offsets as the funds invested will ensure the survival and establishment of identified trees by funding 3 years of care and maintenance support through our network of community Growers and Stewards.

Resilience – Environmental management cont.

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Construction of drainage to reduce flooding

*Meters of drainage - 1684
Number of wards - 7
Number of communities – 10
Number of beneficiaries – 38,531*

As part of the **World Bank** funded Freetown Emergency Recovery Project (FERP), and in collaboration with the **Ministry of Finance**, FCC constructed over 1,300 meters of improved drainage in ten disaster-prone communities. The locations were **Kolleh Town, Sumaila Town, Coconut Farm, Leicester Road, Kissy Mental Catchment, New England Ville, Moeba, Hill Station, Tree Planting Community and Sorie Town**. Existing drains were too small and footbridges too precarious which meant communities suffered from flooding and relate disasters during the rainy season. This intervention significantly reduces the risk of flooding and prevents destructive soil erosion.

Additional funding was provided by the **Start Fund**, through **Concern Worldwide**, to undertake 384 meters of additional works at 6 FERP locations.



Resilience – Environmental management cont.

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Construction of drainage to reduce flooding (Cont'd)

With **UNOPS** as the implementing partner and **Concern Worldwide** as the lead contractor, the FERP project also created an opportunity for the development of skills and the provision of employment for community youth and sub-contractors.



Community labour trained & engaged - 200

(50 female and 150 male)

Sub-contractors skilled and administrative jobs – 64



Construction of additional drainage is scheduled to commence in February 2021 with funding from the **Japanese Government** and with UNOPS as the implementing partner. 150 meters of open drainage at Caulker Street, 100 meters open drainage and 12 meters cross drain culvert at Melon Street, 120 meters of open drainage, Culvert at Bottom Oku and 180 meters open drainage at Congo Water Wellington Old Road

Additional drainage in 2021
Caulker Street – 150 m
Melon Street – 112 m
Bottom Oku – 120 m
Congo Water – 180 m
Blackhall Road -
Total – 562 m

Resilience – Environmental management cont.

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Flood Mitigation Activities

Abnormally heavy rainfall is one of the impacts of climate change experienced in Freetown. Combined with years of deforestation, inadequate stormwater drainage systems and historically poor sanitation, this heavy rainfall made flooding a common hazard in Freetown. For the third consecutive year, FCC successfully reduced the risk of major flooding incidents in Freetown by excavating garbage and silt from critical drains, gutters, culverts and waterways.

2020 flood mitigation activities were implemented in two phases in collaboration with **RSLAF** and **community volunteers**:

Phase 1: implemented from 30th May to 19th June 2020 and funded by the **World Bank** and **Irish Aid**

Phase 2: implemented from 29th July to 5th September 2020 and funded by the **European Union**.



Impact of 2020 Flood Mitigation Activities

21 wards covered

92 Flash flood points

38 Waterways cleared

21 Bridges cleared

50 Culverts desilted

10.65k Meters of gutters excavated



Resilience – Environmental management cont.

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Flood Mitigation Activities (cont'd)

FCC with support from the **Japanese Government** and **UNOPS** implemented community led drainage clearance work in the four communities that will benefit from drainage construction works in early 2021; Caulker Street Wellington Old Road, Congo Water Wellington Old Road, Bottom Oku and Melon Street Wellington New Road as well as Blackhall Road by Benz Garage.



Beautification of the right of way at Wallace Johnson Street

FCC has started beautifying the right-of-way along Wallace Johnson Street, across from the new City Hall. The beautification, which is being funded by the **United Bank for Africa**, includes renovating the sidewalk and railings, greening the sidewalk and installing benches and installing flowerpots along the median. The beautification of the sidewalk will be completed in February 2021 and it will join two other renewed public spaces - Taylor Cummings Garden and Aberdeen Roundabout - that were previously beautified and currently maintained by FCC and its partners.



Women4Climate mentoring



In 2020, FCC rolled out the Women4Climate (Freetown) Initiative together with **UN Women** and **Sierra Leone Women Engineers**. The initiative, spearheaded by **C40 Cities**, is aimed at empowering and inspiring the next generation of female climate change leaders through a global Mentorship program.

The first cohort of 8 mentees were paired with high profile female mentors. The mentors provided mentees with professional guidance on climate related projects they are working on. FCC also helped mentees take advantage of C40 Cities tools and seminars which provided them with skills to move their projects forward. One of the Women4Climate mentees was involved in our #FreetownTheTreeTown Campaign, mobilizing tree stewards and overseeing planting in an entire catchment area.



Resilience – Environmental management cont.

Overview

Deep-dive

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2021

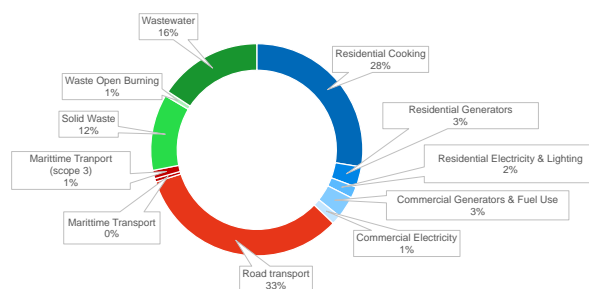
Stakeholders

Enabling African Cities for Transformative Energy Access (ENACT) project

This project, funded by **FCDO** and implemented by **ICLEI**, seeks to contribute to creating suitable conditions for local governments to engage with the private sector in planning and delivering sustainable energy services to households and micro-enterprises – for both cooking and lighting - for the urban poor living in informal settlements in Freetown and Kampala. ICLEI and FCC jointly selected Susan's Bay as the project's main beneficiary in Freetown. The project was launched in November 2020 and preparatory work has taken place, including project inception meetings, the development of the Freetown Energy Profile and a questionnaire for the upcoming capacity needs assessment, as well as an analysis of the results of a study conducted in Susan's Bay.



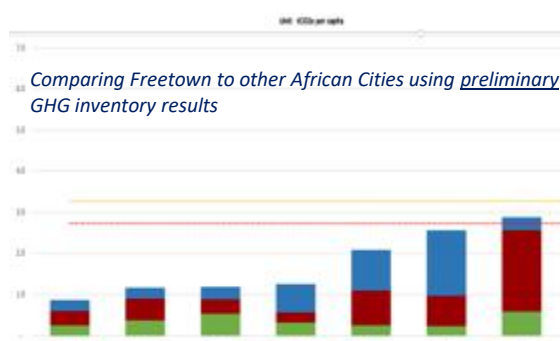
Freetown Greenhouse Gas Emissions 2018 – GHGs Inventory Results



Climate Action Planning

Freetown has made tremendous progress on its climate action plan addressing Freetown's resilience and reducing emissions today and in the future, with support from **C40Cities** and **Sustainable Energy Africa**. In 2020, Freetown developed a GPC compliant Basic Greenhouse Gas (GHG) Inventory for Freetown, which is now publicly accessible through the C40 Cities Knowledge Hub and the FCC website. The GHG inventory, together with additional data points for energy, waste and transport, builds the basis for the Pathways tool and thereby the process of emission target setting and scenario building that forms a key part of the CAP.

Simultaneously, stakeholder mapping internally and across MDAs, the private sector as well as civil society, was done, and it formed the basis of the initial stakeholder engagement strategy that has been drafted and is currently being implemented. We emphasize the importance of a holistic and multi-stakeholder approach and invite key stakeholders to play an active role in the planning and development process of the CAP for Freetown.



Comparing Freetown to other African Cities using [preliminary GHG inventory results](#)

Resilience – Environmental management cont.

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Strengthening disaster risk reduction efforts

A particular concern in 2020, which FCC will carry forward into 2021, is the risk of Freetown experiencing a “disaster within a disaster” as the COVID-19 outbreak continues to evolve. Consequently, FCC continues to work hard to reduce the wide range of man-made and natural environmental risks that the residents of Freetown are exposed to. FCC has partnered with national government agencies (e.g. Office of National Security and the newly established Disaster Management Agency (NDMA), Departments (such as the Police and Fire Force), NGOs (e.g. SL Red Cross, CONCERN and BRAC) and development partners in the UK and EU. This resulted in the FCC District Disaster Management Committee (DDMC), which leads a community-focused, district-led disaster management strategy, with all partners and Government agencies in support. With funding and training support from the UK’s **Bournemouth University Disaster Management Centre (BUDMC)**, FCC also developed Disaster Management Facilitator’s Guides and workshops for Freetown’s 48 Councillors, DDMC members and representatives from Community Disaster Management Communities (CDMCs) in 93 of Freetown’s communities. In 2021, in addition to workshops, the aim is to develop the program to include practical training for the CDMCs at community level (risk reduction and mitigation, and community response to floods, fire, and other disasters).



Developed Disaster Management Facilitator's Guide and conducted trainings for representatives in 93 communities

Resilience – Urban planning and housing

Overview

Deep-dive

Challenges

2021

Stakeholders

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 did in the second year

Preparation for devolution of urban planning functions

Following a press release by the Inter-Ministerial Council on 7th March 2019 and continued assurances by the central government confirming that a number of urban planning related services - land surveying, strategic local plans and issuance of building permits - are to be devolved to local councils, FCC has been building its capacity to assume its new roles.

These activities undertaken are primarily supported under the **World Bank** funded, Resilient Urban Sierra Leone (RUSL) project which supports the Western Area region in strengthening Municipal Infrastructure and services in selected high-risk communities. They include;

- Revision of Freetown Structural Plan specifically: introducing emerging Development Control policies; reviewing and updating GIS maps to support development control at the ward level; amending GIS maps to reflect the revision to ward boundaries; analysing and revising the zone boundaries of the Planning Action Areas identified in the Freetown Structure Plan in consultation with stakeholder groups.
- A consultation programme with key stakeholder groups to ascertain the current practices and issues to be taken into consideration in planning the devolution. Consultation has been held with Ministry of Lands and Housing (MOL), Environment Protection Agency, Ministry of Finance, Western Area Rural District, Fire Brigade, Sierra Leone Institution of Engineers and Sierra Leone Institute of Architects.
- Further work has been undertaken by FCC in designing improved processes for implementing Development Control and land use planning which includes a 3-stage approval and enforcement process for new Building construction.
- FCC has also developed the business case to set-up and implement a process of Development Control and issuance of Building Permits.

FCC still awaits devolution of urban planning functions almost two years after IMC pronouncement



Designed 3-stage approval and enforcement processes for development control and issuance of building permit

Resilience – Urban planning and housing cont.

Overview

Deep-dive

Challenges

2021

Stakeholders

FCC and WARD C sign MOU of Collaboration and Partnership in Planning the Freetown Peninsula Area

Over the years, the ability of both Councils to deliver services and to develop implementable policies that address issues such as urban sprawl and building in areas prone to disaster has been limited. To contribute to tackling this, Freetown City Council and Western Area District Council (WARD-C) signed a Memorandum of Understanding in 2020 to agree to work together in specified areas of urban planning and development, and service delivery

The Councils' decision to partner and collaborate began with the #TransformFreetown process and has been accelerated in preparation to deliver on the **World Bank**-funded project – Resilient Urban Sierra Leone – that is being implemented with the **Ministry of Finance** to respond to the urgent need to tackle the impact of rapid urbanization in the Western Area Peninsula.

The MoU outlines that both Councils will work with central government to harmonize policies, develop integrated strategies and make better use of resources to tackle issues in seven areas related to urban planning:

1. Land Use Planning & Development Control
2. Transport
3. Tourism
4. Housing and Relocation
5. Waste management, recycling and landfill site management
6. Environmental protection
7. Disaster preparedness

The Councils have also agreed to collaborate in the sharing of resources that strengthen the capacity and enhance skills of the staff of both Councils.



Resilience – Urban planning and housing cont.

Overview

Deep-dive

Challenges

2021

Stakeholders

Informal settlements (slum) upgrades

In 2020 FCC, together with the **Urban Development Consortium** led by CRS, was able to continue its work to upgrade two informal communities - Kolleh Town and Cockle Bay. The selected communities represent two differing conditions - Kolleh Town is downstream of the active Kingtom waste dumpsite, and Cockle Bay is on the edge of Aberdeen Creek. We are developing solutions to improve access to sustainable livelihoods, decent and affordable accommodation and basic services.

In 2020, work has been done to

- demarcate zones illegible for upgrading based on hazard and risk mapping
- explore options for providing sanitation services
- design housing options
- research the experiences of residents in the settlements
- understand occupancy and tenancy demographics
- sensitize the community about the project vision and proposed outcomes, and get community input
- engage other key stakeholders including SALHOC, CODOSAPA, WARD-C, SLURC amongst others

Significantly, a generous Freetonian with a heart for the poor and vulnerable, has committed to provide land to FCC (as a deed of gift), which will be available for the rehousing of informal settlement dwellers from the two communities.

Preliminary work to improve access to services in two informal communities underway



Resilience – Revenue mobilization

Overview

Deep-dive

Challenges

2021

Stakeholders

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 did in the second year

Property rate and business license reform

In 2020 there was fundamental change to the system of valuing properties to calculate property rates and business licenses, and the city moved to a system of “points-based valuation” for both properties and businesses. The reform was funded by **DFID** with **IGC**, **ICTD** and **WARC** as implementing partners, we Points-based valuation combines information about the area, location, and easily observable external characteristics of a property to generate a relative value for a property, expressed in points. Property rate bills are then generated for each property by applying a uniform tax rate (known as a “mill rate”) to those points. This new valuation system has led to transparency, consistency and equity in the calculation of property rates and business licence, by ensuring that property and business owners with more valuable buildings pay more than those with less valuable buildings.

FREETOWN CITY COUNCIL

PROPERTY RATE DEMAND NOTICE 2021

To the Mayor,

You are hereby served this Demand Notice for the payment of the Freetown City Council Property Rates for the year January 2021 to December 2021. This notice is pursuant to the Local Government Act 2004 Part 13(2) Section 48. Please read this notice carefully. If you believe that there has been an error in the recording of your property, or relevant context information, and would like it corrected, you can call +220 78 333 9801 or +220 44 333 9801 or +220 34 333 9801 for an appointment to go to New City Hall, Walkers Johnson Street to lodge an enquiry.

Property ID	Address	Valuation
1000000001	1000000001	1000000001
1000000002	1000000002	1000000002
1000000003	1000000003	1000000003
1000000004	1000000004	1000000004
1000000005	1000000005	1000000005
1000000006	1000000006	1000000006
1000000007	1000000007	1000000007
1000000008	1000000008	1000000008
1000000009	1000000009	1000000009
1000000010	1000000010	1000000010
1000000011	1000000011	1000000011
1000000012	1000000012	1000000012
1000000013	1000000013	1000000013
1000000014	1000000014	1000000014
1000000015	1000000015	1000000015
1000000016	1000000016	1000000016
1000000017	1000000017	1000000017
1000000018	1000000018	1000000018
1000000019	1000000019	1000000019
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Mayor of Freetown

Chief Administrator

FREETOWN CITY COUNCIL

FACTS ABOUT FREETOWN'S PROPERTY RATE REFORM

A fundamental change in system for valuing properties to calculate rates. Some property rates increased, some property rates decreased.



The move to the points-based system happened on the back of a comprehensive, digital geo-mapping exercise, which started in 2019. The exercise enabled FCC to increase the number of domestic properties in its database from 30,134 to 97,413 as an additional 67,279 properties that were not paying property rates were identified. The new system ensured that the burden of paying for municipal services would be more equitably shared with the vast majority of property owners (83%) paying a maximum of Le500,000 per annum.

Resilience – Revenue mobilization cont.

Overview

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Challenges

2021

Stakeholders

Property tax and business license reform (cont'd)

An Enquiries and Appeals desk was set up to deal with taxpayer enquiries about the property tax reform, their new Rate Demand Notices (RDN) and also lodge any appeals for properties or businesses that require adjustments or additional field visits. This was to support taxpayers with the transition from the old to the new property tax system.

Through the property tax reform, the processes for delivering Rate Demand Notices (RDNs) and making payments for property tax and business licence has been automated. This enables FCC to capture revenue and update tax payers accounts in real time, resulting in better analysis and basis for developing and implementing policies at local level. We achieved online status for about 95% of the FCC bank accounts, significantly improving administration and the financial decision making process. For tax payers, the automation has led to an improved tax payer experience as numerous processes between making payments and receiving receipts in the old system have been removed.



Over 65,000 properties that were not paying property rates before were identified

The vast majority (83%) of property owners pay no more than Le 500,000 per annum

An Enquiries and Appeals desk was established and is available to residents to help understand how their rates are calculated and to appeal for adjustments in rates

Resilience – Revenue mobilization cont.

Overview

Deep-dive

Challenges

2021

Stakeholders

Property tax and business license reform (cont'd)

As a part of the property tax reform, we completed a separate data collection exercise of properties with five and more businesses (known as 5Ups). The exercise collected data for businesses in 160 properties, out of which, 1,024 businesses within those properties have been assessed. These were added to the property tax database and will generate revenue as part of 2021 property tax cycle. We also streamlined and automated the business license database for itinerant and portfolio businesses, with the focus on revenue maximization. This process involved developing a simplified and consistent basis for issuing business license demand notices to itinerant and portfolio businesses, with a well-structured database. 6000 itinerant and 300 portfolio business licenses were printed and distributed, and payment of these licenses is ongoing.

The implementation of the property tax reform was suspended by the Ministry of Local Government and Rural Development and as a consequence FCC did not meet our revenue collection targets. FCC was informed that national guidelines for property rates needed to be provided by the central government before the new property rates were introduced. The FCC and other local councils were engaged by Ministries of Finance and Local Government in September 2020 to draw up the aforementioned national guidelines. The national guidelines have been reflected in FCC's 2021 property rate assessments.

FCC's new property rate system received international recognition and was featured in the Economist and African Arguments publications, and has been referenced by the United Nations Capital Development Fund and the IMF as a model that should be used by other cities.



Freetown's property tax reform has been recognized internationally and it was featured in the Economist on 18th June 2020 (www.economist.com). It has also been referenced as a model that should be used by other cities by the International Monetary Fund and the United Nations Capital Development Fund



Resilience – Revenue mobilization cont.

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Digital Town Halls

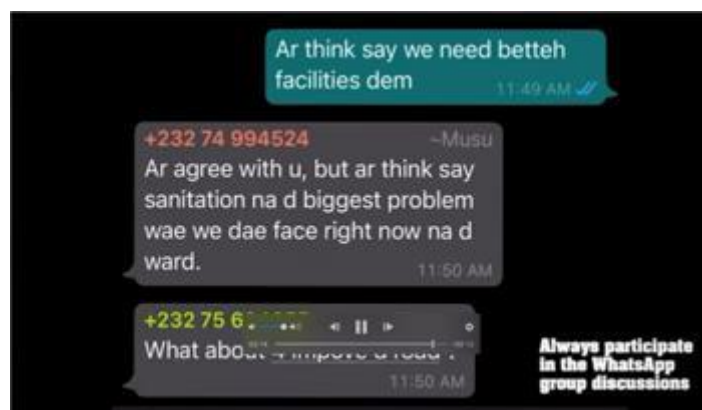
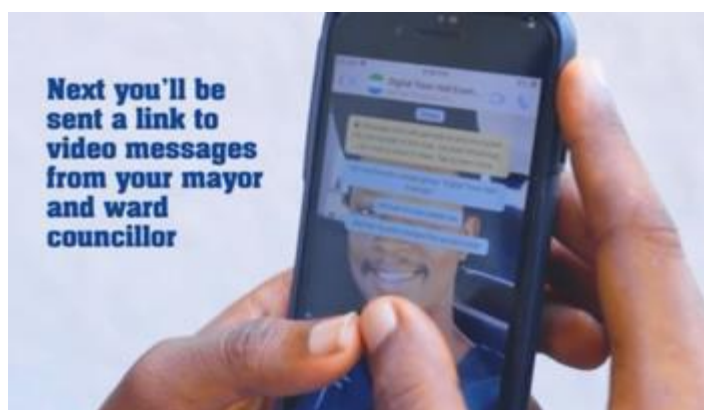
20% of revenue raised in each ward from property tax will be earmarked for allocation through the digital town hall process.

In January 2021, the FCC began hosting a series of digital town halls across 30 wards in Freetown. This project gives residents a direct vote in how FCC resources are allocated in their wards. Responding to the COVID-19 pandemic, traditional town halls have been transitioned to a digital format; now taking place as a series of ward-specific WhatsApp groups.

More than 1,600 residents accepted an invitation to join their wards' digital townhalls. These residents have an opportunity to share their views on development priorities in their communities, and learn about the priorities expressed by others. Group moderators synthesize these messages, and present them to the Ward councillors. Town hall groups receive a list of potential funding options to vote on, based on their prior discussions. Residents vote for their preferred solution, which will be implemented over the course of 2021. FCC has secured Le450 million from **ICTD** to be allocated across the 30 participating wards in 2021 as property rates were not collected in 2020.

A pilot town hall was held in ward 422 in December 2020, during which 58 participants discussed development priorities, and ultimately voted for a road refurbishment in their ward. Technical work on the road refurbishment will begin in the coming weeks.

The digital town halls serve as a proof-of-concept for broader participatory budgeting activities planned in all wards for 2022 and beyond. Supported by the reformed property rate system, 20% of revenue raised in each ward will be earmarked for allocation in that ward through the digital town hall process. Thus through the digital town halls, the FCC can now give residents a transparent and direct say in the development of their communities.



Resilience – Revenue mobilization cont.

Overview

Deep-dive

Challenges

2021

Stakeholders

Developing FCC database of assets

The exercise of building and automating the FCC Assets Database, which started in 2019 after a review panel was instituted, continued in 2020. Through this exercise, FCC aims to facilitate the efficient and effective management and monitoring of all FCC assets, optimise revenue generated from these assets, and facilitate a strategic approach towards a tailored service delivery continues.

As at 31st December 2020, after ongoing data cleansing, the comprehensive database of FCC Assets consists of a total of 797 units of FCC assets and 524 of those required field visits for further assessment. The database has been streamlined and automated and 273 Lease/Rent Demand Notices were issued to tenants/lessees in 2020. This generated an 84% increase in Lease/Rent Demand Notices issued in 2020 compared to 2019.

The review panel has scaled up its work to create an automated database of FCC Toilets and FCC Roundabouts. This information will now be used in the future to ascertain the operational status of these assets for further assessment and planned improvement.

Bidding for the design and construction of 5 major markets completed

The growth of street trading in Freetown in recent years has been fueled by increasing rural-to-urban migration, lack of employment opportunities and a dearth of functional market structures. To address the challenge of street trading, which in turn negatively impacts on urban mobility and sanitation, FCC has negotiated the construction of 5 major markets in Freetown.

The unfinished Wilberforce Market will be completed with funding secured from **Bloomberg Philanthropies** and **FCC own source revenue**. With two floors for dry goods trading and a third-floor community centre, the new Wilberforce Market will significantly ease the congestion and pressure at Wilberforce Bottom Mango, provide a safe space for vulnerable traders, whilst providing recreational space for the local community.

The bidding process for the contractor is underway and will be completed in early February will construction commencing immediately after that.

Nearly 800 units of FCC assets including buildings, community lands and community centers have been identified. Another 524 units require follow up

FREETOWN CITY COUNCIL
LEASE/RENT DEMAND NOTICE 2020

To: **Abdul A Jalloh**

You are hereby served this Demand Notice for the payment of the Freetown City Lease/Rental Property Rates for the Year January 2020 to December 2020. Please read this notice carefully.

Property ID: FCC/0MAR/003	Lease/Rental Address: Shop No.7, Low Cost Market, Freetown
Ward: 414	Waterloo Road, Kiny

Property Category:	Buildings - Markets	Ms. Yvonne Aki-Sawyer
Start Lease / Rent Date:	1st January 2020	<i>[Signature]</i>
End Lease / Rent Date:	31st December 2020	Mayor of Freetown
Period of Lease/Rent:	12 Months	
Rent Review Date:	1st January 2021	Mr. Festus Kallay
Lease/Rent Payable:	Le 2,500,000	<i>[Signature]</i>
Past Arrears (unpaid amounts from previous years) *1:	Le 2,500,000	Chief Administrator
Total Payable:	Le 5,000,000	

* Arrears: Note that any arrears owing remain valid and will again appear on your Lease/Rental demand notices next year—please consult your FY2019 demand notice for arrears owing for this year.
Please bring this notice with you to make payments.

Resilience – Revenue mobilization cont.

Overview

Deep-dive

Challenges

2021

Stakeholders

Design and bidding for the construction of 5 major markets completed (cont'd)

The remaining four markets will be funded by private sector developer **Legallia Group** following a bidding process for investors to design, finance, build and operate the markets. Community and stakeholder engagement at the four market sites is underway and construction of the markets will begin in early 2021. The four markets and the new capacities of these markets are provided below:

Markets	New capacity	Additional features
• Aberdeen Road Market	• 1500	• Restaurant
• Peter's Brook Market	• 1000	• Cold Room
• King Jimmy Market	• 2000	• Jetty
• Allen Town Market.	• 1500	• Multi-purpose Hall



Human Development – Education

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

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 did in the second year

Free pre-school education for the children of market women

In October 2020, FCC opened the first FCC Early Learning Adventure Day Care & Nursery Center for children of market women who trade at Congo Water Market, Wellington. The vision to provide pre-school education for children of market women was conceived when Mayor Yvonne Aki-Sawyerr, during her election campaign interactions with market women, noticed that many of their children under 5 years old, spent all their time in the market learning nothing, which meant that they had a later start in their education than others.

The Congo Water Market day care and nursery caters to 40 children (18 girls and 22 boys) aged 0-5 years, who now receive free early education using hands-on activities designed to promote the development of motor and cognitive abilities. The only condition for registration at the centre is that the mother is a trader at the Congo Water Market! FCC is thrilled to provide this excellent opportunity for some of the most vulnerable children in Freetown, laying a strong foundation that will increase their chances of achieving their full potential as they grow up.

The funding to cover construction and 2-year operation costs for this and a second early learning center at Kroo Town Road market was provided by **American philanthropist, Ms. Sonia Gardner**. The school is managed by **Narnia Educational Group**, an educational consultancy and early learning centre accredited by the Network Teaching Children system of learning. FCC will continue to maintain the centre beyond the 2-year period and we are committed to providing more pre-school facilities in Freetown's markets.



40 children of market women receiving free education at the first FCC Early Learning Center

Human Development – Education cont.

Overview

Deep-dive

Challenges

2021

Stakeholders

School performance management and monitoring

EducAid and **Rising Academy Network**, in partnership with FCC developed a project to provide data driven, technology-enabled school monitoring and mentorship. The project aims to build capacity, supported by a clear framework of Minimum Standards in order to drive improved school performance.

The key elements of the project include:

The development and adoption of a comprehensive framework of Minimum Standards for school performance. A key stakeholders meeting was convened at FCC (with the participation of MBSSE and TSC) to agree a set of minimum standards for school performance including (1) Safety, (2) Quality of Teaching and (3) Leadership and Management (completed).

The development and conduct of a school survey to determine how well schools are currently meeting the Minimum Standards. This was funded by **IGC** and has informed key priorities and gaps in school performance.

The next phase of the project, funded by **Mulago**, will build capacity within FCC to effectively monitor and mentor school leaders and determine what degree of support is required to improve school performance. All School Leaders need to know what good looks like but informing School Leaders will be insufficient to achieve sustained school improvement.



Survey completed for 513 primary and junior secondary schools within Freetown City in two phases using teams of 20 and the 17 enumerators

Highlights of School Minimum Standards Survey Results:

WASH: Only half of the schools had clean latrines and access to water; only 30% had soap for handwashing.

Seating: 43% reported overcrowded classrooms, with schools requesting an average of 80+ additional seats for students.

Staffing: 63% of school leaders reported needing more teachers.

Textbooks: 65% of classrooms were not using textbooks

Teachers: 90% of classrooms had a teacher, and of those, 90% were engaged in teaching

Lesson objectives: 90% had the lesson objective on the board

Governance: 92% of school boards meet at least once per term

Effectiveness: Focus is on administrative tasks rather than activities to drive improvement

Next we will recruit and train effective Cluster Mentors who can build school leader capacity through school visits and supportive coaching, ultimately enabling leaders to improve the management of their schools

Human Development – Education cont.

Overview

Deep-dive

Challenges

2021

Stakeholders

Strengthening of municipal school boards

As FCC continues to work towards achieving Education Target 1, it is critical that boards of governors of municipal school are effectively working, providing oversight to keep local schools accountable to policies, procedures, and tracking the performance and operations of their schools.

FCC strengthened the effectiveness of boards of municipal schools by revising their composition to include a mix of accomplished professionals as well as representatives from the FCC Education department and ward councillors. By working together with these stakeholders, we will help build community ownership and strategic leadership that will give contribute to improving the quality of education of children in Freetown.



By end 2020, FCC had fully filled board positions (5 positions per board) in 8 of our 16 JSS municipal school boards and we now have representatives in 22 boards of government schools.

Furniture provision for four municipal schools

With funding from **FCC own source revenue**, FCC has ordered 200 (100 each) sets of 3-seater benches and tables from local carpenters for EB Williams and Fata Rahman Municipal schools following the construction of 18 new classrooms at these two schools last year. The furniture will be delivered to the schools in February 2021. The original plan was to provide this furniture in 2020 but this could not be achieved due to the suspension of FCC's property rate collection.

A **diaspora** network also provided funding for the provision of an additional 60 sets of 3-seater benches and tables which will be given to Regent Square Municipal School and Amaria Municipal school, both of which were the subject of rehabilitation works by FCC last year.

The recent school minimum standards survey revealed that 43% headteachers reported overcrowded classrooms, with schools requesting an average of 80+ additional seats for students. FCC will endeavour to meet some that need for its 63 municipal schools in 2021.



260 3-seater benches and tables under construction for 4 municipal schools



Human development – Skills development

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Targets 2022

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

Target 2: Teach functional literacy & numeracy skills to <15,000 adults in Freetown with focus on women by 2022

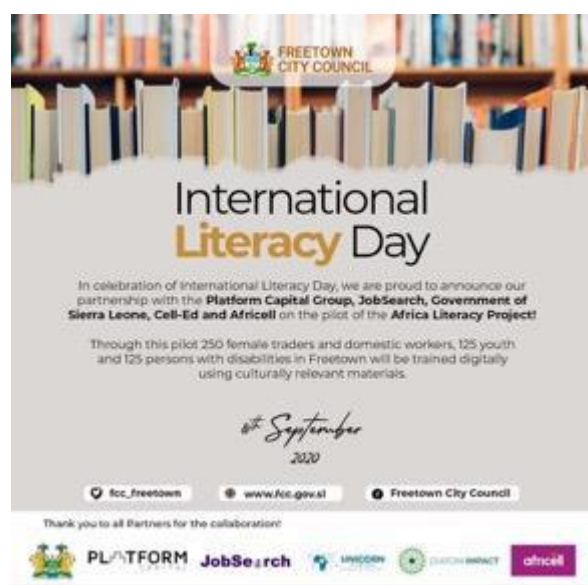
What we did in the second year

Contributing towards adult literacy

Freetown is hosting the pilot of the Africa Literacy Project, a transcontinental initiative that partners with government agencies, literacy centres and development partners to offer literacy courses to vulnerable social groups.

The initiative is driven by **Platform Group, Job Search**, in partnership with Government of Sierra Leone, **Cell-Ed** and **Africell**. At the end of this pilot, 500 Freetonians from informal settlements and disabled persons communities - 250 female traders and domestic workers, 125 persons with disabilities, and 125 youth - received literacy tools.

Progress has been made by Job Search, the implementing partner of Freetown, as onboarding for community coaches and the revision of courses was completed. Ninety-three learners were verified and received smart phones to start their courses with their coaches based on their levels of literacy.



Human development – Job Creation

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Targets 2022

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

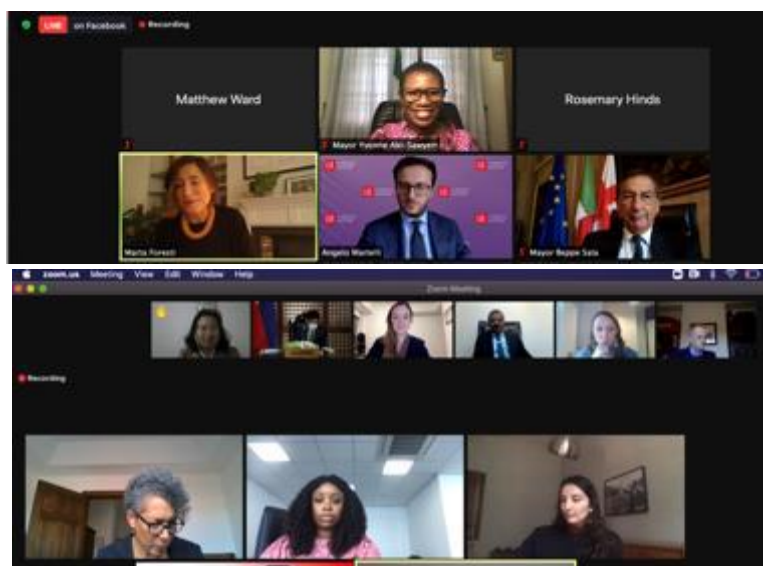
*The focus of our interventions in this sector is to promote Freetown as a **destination city** so that tourism investments grow and jobs are created by the private sector*

What we did in the second year

Mayors Dialogue and City of Freetown | City of Milan Fashion partnership

Launched in February 2020, the Mayors Dialogue on Growth and Solidarity is a city-led initiative that will deliver innovative and practical solutions for human mobility in African and European cities. The Initiative, led by **Freetown Mayor Yvonne Aki-Sawyerr** and **Milan Mayor Giuseppe Sala** aims to improve the lives of all urban residents, including rural and international migrants, and help redress the power imbalances that persist between the two continents

The Initiative affirms the crucial role that mayors and cities play in addressing global challenges and advancing international goals, including those agreed in the Global Compact for Migration (GCM). As the level of government most directly accountable to their citizens, mayors and local governments have solutions to offer and are claiming their say in matters that directly affect their communities.



Milan and Freetown are collaborating on fashion to create jobs: creating opportunities to open export markets for women entrepreneurs in Sierra Leone in the fashion and textiles industry; and the opportunity for Milan's fashion industry to explore the West African market, investigating sustainable dyes, textiles and ethical-sourcing options in Sierra Leone.

Mayors and city representatives will continue to gather in the coming months to put forward an alternative vision, practical solutions, and operational partnerships to harness the potential of human mobility. Around 20 European and African cities have joined the efforts of Freetown and Milan, with the support of **Robert Bosch Stiftung**, **Open Society Foundations**, **ODI** and **Mayor Migration Council**. International organizations, EU and AU institutions, financial and development agencies have expressed their intention to engage with the Initiative.

Healthy Cities – Health (1 of 3)

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Targets 2022

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

Target 2: By 2022, increase by 20% the adoption of healthy behaviours to reduce specific non-communicable conditions

What we did in the second year

Secured funding to implement obstetrics, gynaecology and paediatrics specialisation program

FCC partnered with the Ministry of Health and Sanitation and the Mama-Pikin Foundation to support initiation of postgraduate medical education programs in Obstetrics/Gynecology and Pediatrics to improve Reproductive, Maternal and Child Health in Sierra Leone. Sierra Leone has some of the highest mortality rates for mothers and children in the world, and there are currently less than 10 Sierra Leonean pediatricians and less than 10 Sierra Leonean obstetrician/gynecologists practicing in the country. Implementation of postgraduate medical training in Obstetrics/Gynecology and Pediatrics will provide the transformational change needed to strengthen human resources and improve the overall quality of care for women and children.

FCC identified and introduced the anonymous donor that is supporting the program with a \$3.85 million grant. The program aims to train 50 pediatricians and 50 obstetrician/gynecologists to provide comprehensive maternal and child medical care and services by 2029. The program was launched on December 5, 2020 during a Stakeholder's Meeting of physicians, NGOs and other organizations, and will start training medical doctors in September 2021. Work on curriculum development, recruitment of resident physicians and faculty, development of computer and simulation labs, and purchasing of equipment and supplies in preparation for the start of training, are ongoing.



Healthy Cities – Health cont.

Overview

Deep-dive

Challenges

2021

Stakeholders

PHUs Upgraded into Basic Emergency Maternal Obstetric Natal Care (BEMONC)

FCC commissioned a project to upgrade two peripheral health units (PHUs) - Grey Bush becomes a Basic Emergency Maternal Obstetric Natal Care (BEMONC) and Ross Road, an existing BEMONC is being expanded. The project will help relieve the pressure on major maternal and newborn hospitals at a time when COVID-19 continues to strain the full range of Freetown's Health sector.

Upgrading the PHU to a BEMONC and improving the existing BEMONC will involve:

- Increasing beds for maternal/natal care
- Making separate rooms or designated spaces available for maternal and newborn health services.
- Provisions for uninterrupted power and water supply
- Improving infrastructure in wards – sufficient lights, fittings, toilets, baths, laundry facilities.



PHUs are critical in providing health care services for some of our most vulnerable residents and they must meet minimum operating standards to provide maternal care. The upgrade of these two health facilities is expected to be completed in March 2021. This project is funded by the **European Union** and is being implemented by **CRS**.

During 2020, FCC secured funding from the **World Bank** for three additional PHUs (Wellington, Wilberforce and Dworzak) to be rehabilitated and upgraded to BEMONCs in 2021.

Borehole installation and general supply improvements in two PHUs



The availability of WASH services, particularly in maternity and primary-care settings supports core universal health care aspects of quality, equity, and dignity for all people. With funding from **Solon Foundation**, two PHUs, George Brook, Dworzak PHU and Murray Town PHU, had boreholes installed. This was complemented by plumbing rehabilitation, replacement of WCs, hand basins, kitchen sinks and taps resulted in a comprehensive upgrade in water supply at these PHUs.

Healthy Cities – Health cont.

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Implementation of Non-Communicable Diseases (NCDs) reduction markets programme

FCC started working on the provision of nutritional guidelines for markets traders that encourage low sodium consumption. This simple intervention is geared towards helping residents, especially market traders, be more aware of the link between the consumption of salt and the prevalence of non-communicable diseases, and provide them with the necessary information to support lifestyle changes.

FCC with support from **Bloomberg Philanthropies** has been working with **Parene Healthcare** and the **Ministry of Health** and to design guidelines that can be used by all, regardless of literacy levels. The final design of the guidelines will be reflect:

- Input from chairladies of various markets obtained through a stakeholders consultative meeting held in December 2020
- The findings of scoping visits to various markets was conducted by representatives of Bloomberg Philanthropies, Parene Healthcare, Ministry of Health and the chairperson of FCC's health committee to establish the extent of high sodium and fat consumption
- The findings of a knowledge, attitudes and perceptions survey on sodium consumption, which will be conducted in early 2021.



The guidelines would be made available in all FCC's markets and "Healthy Nutrition Champions" will be selected from among the market traders to lead on dissemination of this information and monitoring of compliance.

Healthy Cities – Water

Overview

Deep-dive

Challenges

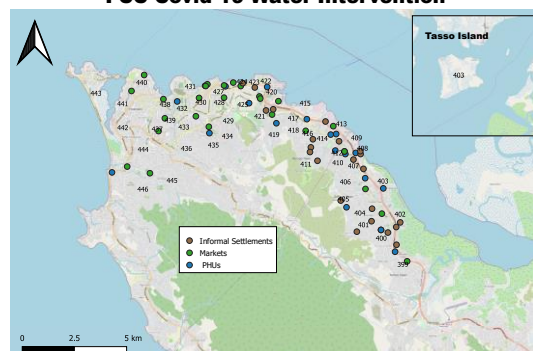
2021

Stakeholders

Targets 2022

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

FCC Covid-19 Water Intervention



What we did in the second year

Rainwater harvesting systems provided to communities, markets and PHUs

With funding through **Concern Worldwide**, FCC has identified and installed rainwater harvesting systems in 50 locations across the city as part of its response to COVID-19 whilst simultaneously improving general water access to vulnerable communities.

FCC is installing additional rainwater harvesting systems in 49 informal settlements, 36 Markets and 19 PHUs with funding from the **EU** and implementation by **CRS** as part of the #EUStandsWithSalone Project. Construction started in November 2020 and completion is expected in February 2021.

Prior to determining the locations for the rainwater harvesting systems, preliminary baseline assessments of water needs were conducted by independent assessors in collaboration with Ward Councillors. The following indicators were considered: Post baseline assessment, data was analysed to inform the distribution / allocation of total number of rainwater harvesting systems to be installed in wards and the size (10,000litres or 5,000 litres) of tank to be installed.

The **Freetown Dinner Club** also funded a rainwater harvesting system for a community and a further 5 systems were funded by Sierra Leonean diaspora based in East Africa.



160 rainwater harvesting systems installed in informal settlements, markets and PHUs

Healthy Cities – Water cont.

Overview

Deep-dive

Challenges

2021

Stakeholders

Water trucking to communities, markets and PHUs in the dry season

In order to ensure sustainable means of water availability, FCC is working in collaboration with Guma Valley Water Company to truck water to the installed water tanks in the PHUs, Markets and Informal settlements.

FCC intends to leverage on its existing relationship with local water management committees (“LWMCs”) to manage the use of the installed water systems in the informal settlements. This is to ensure fair use of the installed facilities. MOUs will be signed with existing LWMCs to guide committee members on the daily operations of the facilities



Implementation of Blue Peace Initiative started with water points and public toilets

The **Blue Peace Freetown Initiative** was officially launched in . With funding from the **Swiss Development Cooperation** and **UNCDF**, this project covers investments in:

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



An external consultant and the Project Manager have been hired by UNCDF and FCC and work is underway for the first phase of the project – the construction of 15 public toilets and 40 water kiosks across the city. Over 60 potential sites have been identified by FCC working with GUMA, with key criteria being closeness to existing natural waterways. An engineering firm has now been engaged by the project to conduct a feasibility study and determine which of the sites are most appropriate. Construction works are expected to begin in April 2021.



Healthy Cities – Sanitation

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

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 did in the second year

Community engagement and sanitation enforcement



Sanitary inspectors and Metropolitan Police Officers patrol three times each week

FCC continues to strive to effect systemic behaviour change as the means of sustainably keeping Freetown clean. Starting in November 2020, our new community engagement and sanitation enforcement regime has had a significant impact, improving resident sanitation compliance and ownership. Our approach - engage then enforce - emphasizes community engagement for acceptance of key messages. Three community engagement teams (comprising 5 sanitation officers, 2 trade marshals, 2 tricycle operators and 1 monitor) patrol the East, West and Central areas of Freetown three days a week.

During their patrols, they educate residents on the impact of bad sanitation practices, the sanitation bye-laws and the importance of maintaining hygienic conditions within their immediate surroundings. Residents whose immediate surroundings are unclean are issued a notice to clean up within three days and are provided with information on how to find registered waste service providers to collect their waste regularly. The monitors collate data about each engagement and the geo-locations of properties where follow up visits are needed.

Three enforcement teams, (comprising 5 metropolitan officers), use the data gathered to pay follow up visits and ensure compliance. Compliant residents have their notices withdrawn and non-compliant residents are arrested. They are either fined a sum of up to Le 500,000 or charged to court for which they face up to 6 months imprisonment.

Our community engagement and enforcement interventions in 2020 were funded by the **European Union** through **CRS**.

- *4200 households received key sanitation messages*
- *2000 additional households registered with tricycle groups*
- *210 non-compliant residents arrested*
- *Le 44 million fines levied*

Healthy Cities – Sanitation cont.

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Improved public space management

FCC built on gains made in 2019 by continuing to implement our public space cleaning strategy. With support from the **European Union**, 490 youth from 98 tricycle groups swept 68 major streets daily. This was an increase from the 55 major sweeps that were being swept last year. The sweeping is done between 5:30AM & 9AM and between 4PM and 5PM daily.


Tricycle groups are divided into 8 blocks, each with a dedicated set of streets to clean. Tricycle groups also collect waste from street bins after the streets have been swept in the morning and in the evening and they respond to any cleaning emergencies within their designated areas of operation. The work of the sweepers is monitored by a team of 8 monitors who collect data which is uploaded daily into a monitoring database. None performing tricycle groups are given the opportunity to improve their work or be replaced.

Once a month, the FCC Sanitation Department and tricycle groups undertake intensive cleaning on major roads to ensure sand and grass are cleared from medians and sidewalks. Illegal dumpsites are cleared and are gradually being replaced with flowers and shrubs. FCC intends to expand on its public space management in 2021. FCC's fleet of trucks daily collect waste from markets and other waste that has been dumped illegally on major roads.



*68 major streets swept twice daily
98 tricycle groups
490 youth
8 monitors checking work done
Intensive cleaning once a month*





FREETOWN CITY COUNCIL

MONITORS OFFICE WORK ATTENDANCES TRACKER JANUARY 2021

MONITOR'S NAME		ASSIGNED BLOCK FOR MAGISTRATES	Present for work by monitor -P(1)												Absent for work by monitor -A(1)												MONTHLY TOTAL							
SR	NAMES		1ST WEEK ATTENDANCE				2ND WEEK ATTENDANCE				3RD WEEK ATTENDANCE				4TH WEEK ATTENDANCE																			
			MON	TUE	WED	THUR	FRI	SAT	SUN	MON	TUE	WED	THUR	FRI	SAT	SUN	MON	TUE	WED	THUR	FRI	SAT	SUN	MON	TUE	WED			THUR	FRI	SAT	SUN		
1	Abrahamson S. Thomas	BLOCK 1001	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	13	4
2	Abimbola Combs	BLOCK 1002	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	18	2
3	Abimbola S. Thomas	BLOCK 1003	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	17	3
4	Abimbola S. Thomas	BLOCK 1004	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	18	2
5	Abimbola S. Thomas	BLOCK 1005	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	17	3
6	Abimbola S. Thomas	BLOCK 1006	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	17	3
7	Abimbola S. Thomas	BLOCK 1007	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	20	0



Healthy Cities – Sanitation cont.

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Launch of the 8244 Sanitation Hotline

In November 2020, FCC launched its sanitation complaints hotline, 8244, with support from **GOAL** Sierra Leone. The hotline supports FCC's enforcement efforts as it allows the sanitation department to more efficiently respond to urgent sanitation-related issues reported by the public. The hotline, which is not toll free, is available on Africell and Orange lines between 8AM and 6PM from Mondays to Fridays.

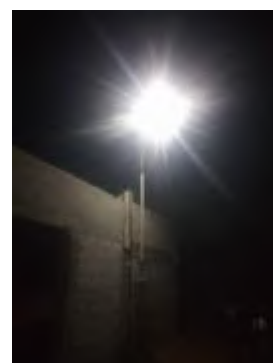
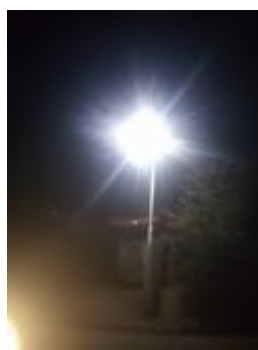
Award of Cleanest Zone Competition prizes

The second round of the Cleanest Zone Competition ran between October 2019 and January 2020. The competition rewards communities that demonstrate the most improvement in sanitation and beautification with prizes that make significant long-term differences. The criteria to demonstrate improvement, which includes the number of residents signed up for waste collection services amongst other things, are clear and contribute to effecting positive behavioral change necessary to keep Freetown clean.

The zone monitoring and evaluation elements of the competition were funded by **Irish Aid**, the **Chinese Embassy** donated solar streetlights towards the prizes and **FCC own source revenue** covered the remaining prizes. The delivery of prizes was stalled due to the suspension of FCC's property rate collection in 2020 but this is now underway. This round's first prize winner, Jalloh Terrace in Ward 412, won 10 solar streetlights, one 10,000 litre water tank, scholarships for 10 school-going children and Le100million to undertake a development project based on community priorities. The 10 solar streetlights and the water tank have been installed. Jalloh Terrace residents in a well publicized community meeting agreed to use the Le100million prize money to build a water well and rehabilitate a road - the procurement process for these projects will be completed in February 2021.



The winning zone is using the Le100m first prize to dig a water well with a submersive pump and to improve a road. The four runners-up also received Le10m to undertake community projects



Healthy Cities – Sanitation cont.

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Expansion of sustainable waste management micro-enterprise groups



80 waste management micro-enterprises operating
32,000 households serviced
97.5% of these micro-enterprises are profitable
Funding for 40 additional micro-enterprises secured
Over 1200 jobs created by the scheme

In 2019, FCC, with funding from EU and IOM, procured and distributed 80 tricycles and other sanitation tools to 80 micro-enterprises groups to enable them to collect household waste from informal communities, hard to reach areas, low-income and other households in Freetown. The groups also started a 15-month business mentoring program to help them grow their businesses.

To date, the micro-enterprise groups have registered and provide waste collection services to almost 32,000 households in Freetown, more than double their target of 18,000 households. 78 of the 80 microenterprises are profit making with some groups having been able to scale up and procure additional tricycles from profits made.

The micro-enterprise groups are organized in 8 blocks (six wards per blocks) and elect their own block coordinators who play a supervisory role for the groups and for reporting to and liaising with FCC. Regular meetings are held with the groups to review the status of their operations including bank accounts and vehicle inspections.

The groups have registered and provide waste collection services to almost 32,000 households in Freetown, more than double their target of 18,000 households. 78 of the 80 microenterprises are profit making with some groups having been able to scale up and procure additional tricycles from profits made. An insurance scheme “osusu fund” is maintained for tricycle repairs and spare parts.

FCC in 2020 has been able to secure funding from the **Mayor's Migration Council** to scale up the program and provide support to 40 additional groups, which will boost our efforts to reach our sanitation target considerably. Procurement for the 40 new tricycles starts in February 2021 resulting in 240 new jobs and bringing the total jobs created by the scheme to over 1200 **youth**, over 70% of which are rural migrants.



Healthy Cities – Sanitation cont.

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Launched FCC's Sanitation Hour on Star TV and Citizen's Radio

FCC launched a weekly one-hour TV and Radio programme called “Sanitation Hour” to continue to sensitize Freetonians about the importance of taking personal responsibility for sanitation in their immediate environments and communities. Sanitation Hour airs on Sundays at 9pm on Star TV, Star TV Live and Citizen Radio. Episodes for the first 6 months have been funded by the **World Bank**.



Construction of 7 transfer stations underway

FCC continued the construction of 7 solid waste transfer stations, which started in 2019 with support from **DFID (now FCDO)** through **CRS**. Construction has been completed at the Macauley Street and Cline Town locations. Construction at the New England location is underway. Land has been secured for the construction of transfer stations at Allen Town, Lumley, Approved School and Shell sites with 3 of those sites being provided to FCC as a 15-year lease from the Ministry of Lands. In December 2020, FCC received approval to operate the transfer stations from the Environment Protection Agency.



The 7 transfer stations will increase the effectiveness of the waste management micro-enterprises and increase household waste collection :
Allen Town | Approved School | Cline Town | Shell | Macauley Street | Jomo Kenyetta Road | Lumley

Healthy Cities – Sanitation cont.

[Overview](#)[Deep-dive](#)[Challenges](#)[2021](#)[Stakeholders](#)

Registration of waste management service providers



For the second year in a row, FCC registered waste service providers in each ward in the municipality. In 2020, almost 200 solid and liquid waste service providers were registered. Information collected is updated on the www.findmeinfreetown.com which also provides other general ward information.

Three vehicles obtained from Society for the Protection of Japanese Diplomacy

Through an application process that began in early 2020, FCC has secured a goodwill donation of three vehicles from the **Society for the Protection of Japanese Diplomacy**. FCC's dumpsite operations will be greatly assisted by the addition of a bulldozer, a backhoe and a compactor truck. These vehicles are currently being shipped to Freetown and will arrive in March 2021. The vehicles will be used to stabilise the City's overburdened landfill sites, improve access for waste operators and create additional capacity for the safe disposal of waste.

Secured in 2020 for improved dumpsite management:

- Bulldozer
- Backhoe
- Compactor

Short term improvements at Kingtom and Kissy dumpsites

FCC secured the support of **FCDO** and **EU** through **CRS** to improve the safety and efficiency of the Granville Brook and Kingtom dumpsites whilst longer-term sustainable interventions are being planned for these sites. This short term work addressed the very real concern that annual floods and extreme weather, combined with the COVID 19 pandemic, would lead to life-threatening disasters at one or both sites.



By building gates, providing FCC dumpsite staff with equipment and training, providing additional security and using earth-moving plant equipment, FCC has stabilised the sites sufficiently to create a safer environment for workers and informal scavengers. This work has also improved access for waste service providers, which makes them more willing to dump waste collected from households at the legal dumpsites. FCC has also secured funding to install in early 2021 an automated weighbridge at the Kingtom dumpsite, which will be used to measure daily waste disposal and to support the design of a sustainable business model for FCC dumpsite operations.

Healthy Cities – Sanitation cont.

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Commenced the treatment of faecal sludge for the first time in the city's history

FCC completed the installation of Freetown's first ever faecal sludge management (FSM) plant at the Kingtom dumpsite after the system was initially trialled in 2019.

With this new plant, faecal sludge collected from households will be deposited into a mixing tank at the Kingtom site. The faecal sludge is then transferred through a filtration system known as geobags, which filters the waste from the liquid. The filtered liquid is purified to a point where it can be discharged safely into the sea. The remaining waste is then emptied from the bags, treated and re-purposed as compost for farming. This new system prevents the environmental and health hazards caused by current practices which involves expelling untreated waste into the ocean.

A key intervention required to support our target for the safe collection, management and disposal of liquid waste, the system was installed by **GOAL** Sierra Leone with funding from **FCDO**. Now that construction is complete, FCC is working with GOAL to train technical staff and develop the business model that will guarantee the sustainable commercial operation of the site.

Treatment of liquid wastewater happening for the first time in Freetown's history! Significant boost to environmental protection in the Kingtom area



Secured additional vacuum truck and two motorcycles to strengthen FSM

There are insufficient vacuum trucks operating in Freetown which results in low levels and irregular pit emptying. The new vacuum truck was funded by the Bill & Melinda Gates Foundation through GOAL. FCC has leased the vacuum truck to a private operator who will collect liquid waste from residents on a commercial basis whilst the motorcycles are used by FCC's Metropolitan Police Force to enforce sanitation byelaws.



Healthy Cities – Sanitation cont.

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Removal of illegal dumpsites across the city and provision of sustainable alternatives

FCC, with funding from **FCDO** through **Concern Worldwide**, is clearing all major illegal dumpsites and drainages identified in five hard-to-reach areas (HTRA) that have limited access to sanitation services. Hard to reach areas are the origin of a significant amount of garbage seen downstream and so this project seeks to both improve public health outcomes in hard-to-reach areas and prevent blockage of waters downstream. At the end of the exercise, a total of 38 dumpsites and 28 drainages will be cleaned in Tree Planting, Dworzak, Leiciester Road, Firestone, and Moeba communities.

38 dumpsites and 28 drainages cleaned in 5 hard-to-reach communities

Providing solutions like waste sorting areas, incinerator and improved roads to improve access to sanitation in hard-to-reach areas

10 illegal dumpsites cleaned along main roads within the city. Greening previous illegal dumpsites underway

In addition to cleaning drainages, communities are being engaged to jointly find and implement solutions to improve access to sanitation services in these communities. In all communities, waste sorting areas are being constructed close to a road that is accessible to tricycles, where community members will dump their garbage for collection. Road improvement and stair construction will happen in some communities to make waste sorting areas more accessible to tricycles and residents. Finally, compost boxes are also being constructed for making manure from organic waste generated.

In other parts of the city, over 28 major illegal dumpsites were identified and ten of those have been cleaned and secured by FCC. The sites, which were cleaned by tricycle groups and FCC Sanitation Department with funding from the **FCC own source revenue**, include Congo Cross Bridge, Joshua community, Aberdeen Bridge, Hill Station, Signal Hill, Tengbe Town, Tower Hill, Kennedy Street, Levuma Beach Road and Murray Town.



Planting of grass and flowers is currently underway in three of the secured dumpsites to beautify those areas and create more green spaces within the city.



Healthy Cities – Sanitation cont.

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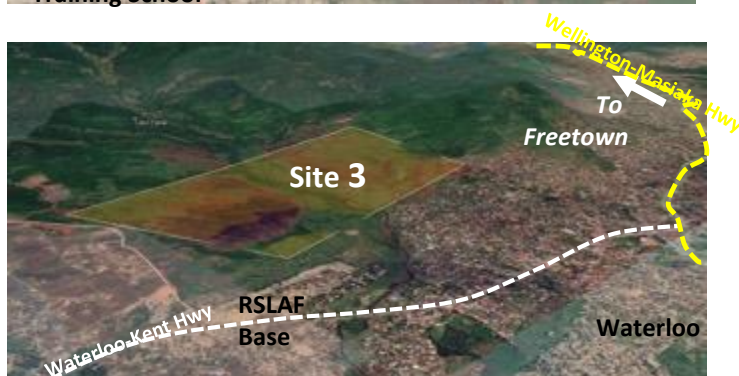
Stakeholders

Work on new Sanitation landfill/waste management park continued

FCC is working with the **Ministry of Finance** on plans to build a sanitary landfill/ waste management park that will replace the Granville Brook (Kissy) dumpsite, which after 40 years is very unstable and dangerously overloaded. The new sanitary landfill is as part of the **World Bank** funded Resilient Urban Sierra Leone Project (RUSLP) to improve disaster risk management, urban resilience and waste service delivery in the Western Area.

Through liaison and negotiations with the Ministries of Defence and Finance and WARDC, FCC has identified three potential locations in the Hastings area. The process of discussions and site visits with landowners and relevant Ministries to identify sites that meet the technical criteria, without complicated land ownership issues is underway. In 2021, the identified sites will be subjected to Environmental Assessments, following which the most suited will be selected and developed as a modern waste management park.

This sanitary landfill solution is not a new dumpsite; it will be sealed (thereby minimising the health hazards associated with open sites), it may generate some electrical power and it will create recycling employment opportunities for families in the immediate vicinity.



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 did in the second year

CBD regeneration project including a control parking zone

FCC has secured funding from the **City of Zurich** for a project to regenerate the Central Business District in Freetown in order to attract investment and revive business activity in this area. This includes a series of works to decongest the CBD and improve the overall amenity. The CBD regeneration project will encourage leisure and tourism and create safer environments for pedestrians. The scope of the CBD regeneration project is to include the following activities:

1. Implementing a controlled parking zone
2. Footway improvement works
3. Introducing street lighting on streets in CBD
4. City beatification works
5. Developing a Local Plan for the CBD

FCC has secured funding from the City of Zurich for a project to regenerate the Central The City of Zurich is in the process of procuring an external consultant to work with FCC on this project, that process will be concluded in February 2021. FCC has established a project coordinating committee comprising key stakeholders such as the Ministry of Transport, SLRA, SLRSA, OPII and the Ministry of Works, which has begun to hold meetings. Meetings are also scheduled with representatives of the CBD business community, property owners and residents in the Central Business District.



Urban Mobility cont.

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Cable Car stakeholder engagement and funding for full feasibility studies advanced

The Freetown Cable Car project aims to provide a reliable, safe, and affordable transport network to areas that are currently hard to access in the city. The Cable Car proposal entails an initial pilot route that will run from Kissy Ferry Junction to the CBD in under 15 minutes. It is anticipated that the Cable Car will carry up to 3000 people an hour in each direction

FCC facilitated the hosting by the Sierra Leone Institution of Engineers of a public webinar with panelists from the cities of **Medellin** and **Bogota** (cities that have pioneered the use of cable cars for mass transit) and the city of **Lagos** (which is currently developing a cable car system). The webinar was designed to share experiences and knowledge about cable car systems with engineering professionals and Freetonians in general. 300 participated in the webinar.

FCC continued to engage with potential funders (both public and private sector) in order to raise funding for a full feasibility study. An application has now been submitted to the **Green Climate Fund** through **African Development Bank** in collaboration with **EPA** for this funding.



COVID-19 Response

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FCC COVID-19 preparedness and response plan

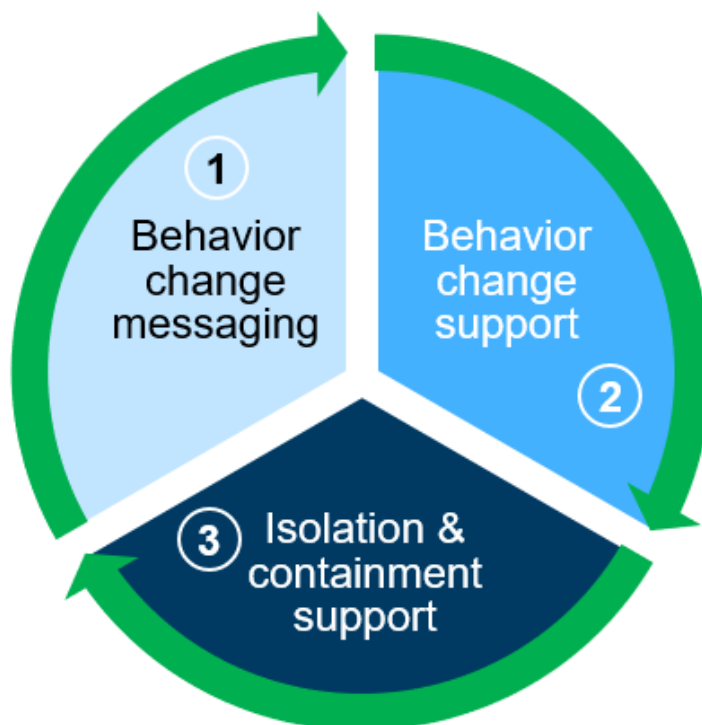
The Coronavirus Disease (COVID-19) in many ways brought the world to a standstill. It was no different in Freetown where FCC's Transform Freetown work had to slow down for us to adequately respond to the COVID-19 pandemic. In mid-March as COVID-19 was making its way across the world, FCC developed a preparedness and response plan to ensure that the cases of transmission of COVID-19 in Freetown were minimised.

The FCC COVID-19 Preparedness and Response Plan outlined interventions that align with and support the **National COVID-19 Response**. The plan sought to **address context-specific challenges** that adversely impact the implementation of recommended COVID-19 preventive measures **in Freetown - 35% of residents living in informal settlements and 47% without access to running water**. The plan also reflected key lessons about **community ownership** learned from the Ebola Response epidemic in Sierra Leone.

The 3 key elements of the plan are detailed below and major COVID-19 specific interventions are described in this section of the report. Other COVID-19 related interventions also served the purpose of accelerating Transform Freetown initiatives and are therefore reported in the relevant priority sector deep dives.

Supporting Social Mobilisation Pillar...

- Ensure Freetonians are **adequately informed** about risks and symptoms of COVID-19
- **Raise awareness** of preventive and response measures to be taken by Freetonians – adoption will require widespread **Behaviour Change**
- Disseminate messaging through **significant and local influencers to engender community ownership**



Supporting Logistics Pillar...

- Ensure provision of **water in public spaces** such as markets and PHUs
- Adopt policies such as **market and street trading restrictions** to support implementation of social distancing
- Support **urban farming** to improve food security in **informal settlements**
- Adjust **city sanitation and cleaning** regimes to protect staff and reduce transmission risks

Supporting Surveillance & Quarantine Pillars...

- Collaborate with DHMT re **wharf monitoring** and provision of **community intelligence** re suspect cases and contacts in Freetown
- Collaborate with DHMT re **contingency planning** for additional quarantine and other relevant facilities

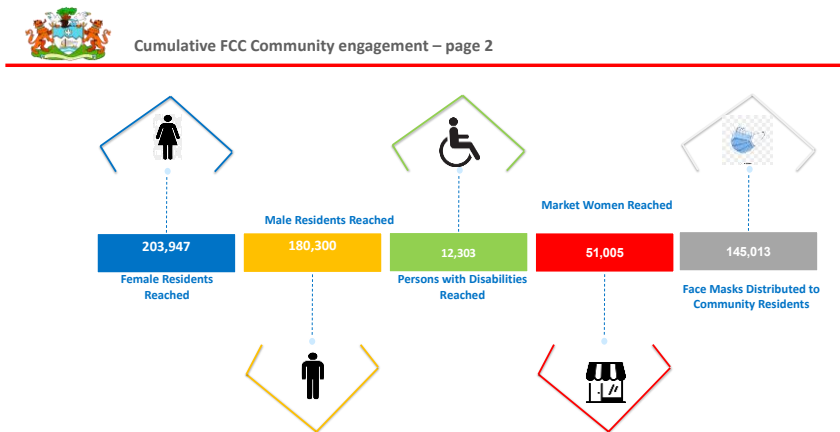
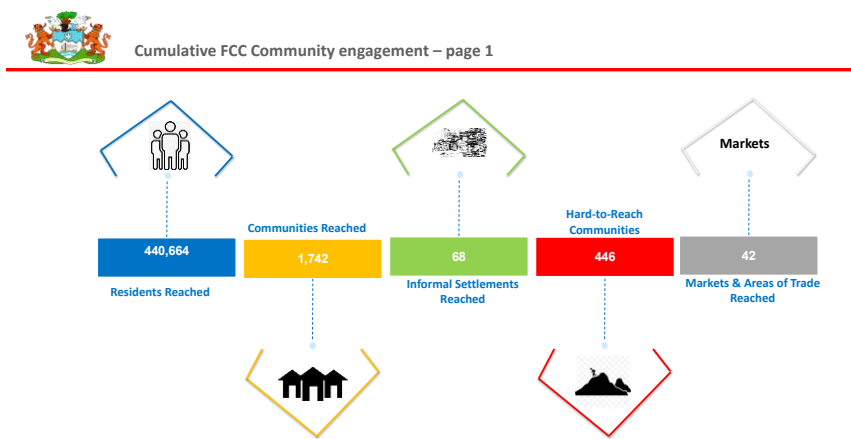
COVID-19 Response cont.

Behaviour Change Messaging

Community Engagement

Behavioural Change Messaging and Community Engagement were key interventions used to slow the spread of the COVID-19 disease. With many institutions and organisations supporting mass media sensitization on preventive measures, FCC focused on spreading the message through a series of community engagements with residents who had limited access to mass media channels. FCC held "under-the-mango-tree" meetings and other community outreach together with community stakeholders to understand their perceptions of COVID-19 and to answer questions and myths around COVID-19.

Engagement teams targeted high risk areas, which we defined as highly congested areas and hard to reach areas for a total of twelve weeks with support from **World Bank, EU, CRS (Global Fund)** and **GOAL Sierra Leone**.



As part of our behaviour change messaging, Mayor Aki-Sawyerr hosted a programme “Leh Wi Tok Bot Corona” on Facebook Live, three times a week for a six week period. This provided a platform for Freetoninas to discuss their concerns and anxieties in the early weeks of the outbreak. It also provided an opportunity for the Mayor to share important information about COVID preventative measures, especially with regards mask wearing.

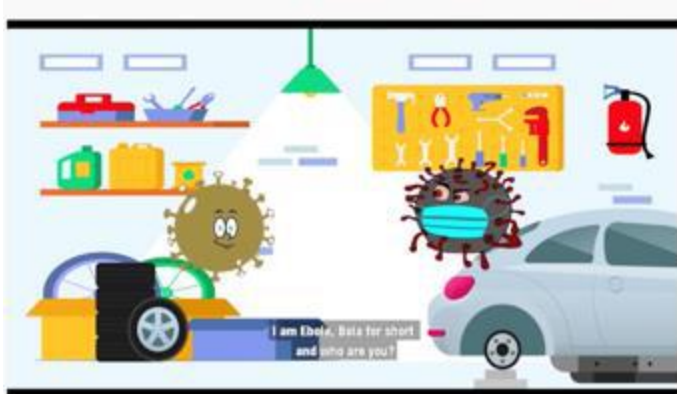
COVID-19 Response cont.

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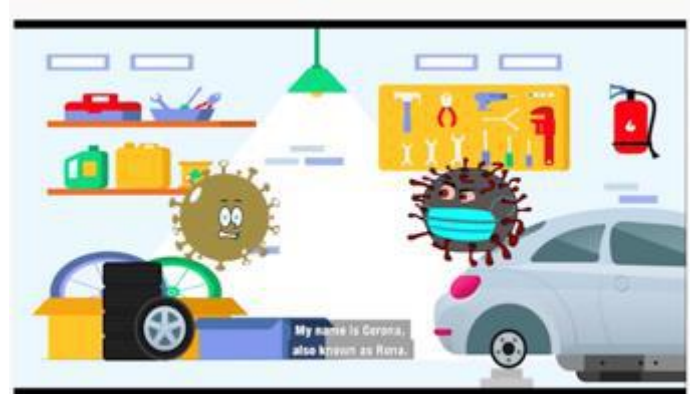
Behaviour Change Messaging cont.

Production of animated series to disseminate prevention messages

FCC was joined by **GOAL** Sierra Leone to produce and air a series of five two-minute social and behavioral change information videos, with technical support from **Idris Elba's** London-based production company, **Green Door Pictures** and **Eminence Africa**. By juxtaposing the Ebola Virus Disease with the Coronavirus Diseases two animation characters (**Bola and Rona**), this unique collaboration was used to harness drama, technology, and emergency response experience to reach residents of Freetown with key messages and actions for COVID-19 prevention and control.



Rona & Bola - Episode 1



Rona & Bola - Episode 1

COVID-19 Response

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Behaviour Change Support

#MaskUpFreetown Campaign produced and distributed facemasks to residents

To support the recommendation that residents should use facemasks in public spaces made by the Government of Sierra Leone through National COVID-19 Emergency Response Center (NaCoVERC), FCC launched and implemented the #MaskUpFreetown Campaign. The Campaign sought to provide masks for some of Freetown's most vulnerable residents, who cannot afford masks. This included market women, persons with disability, public transport drivers, schools, informal communities and street hawkers.

FCC worked with local designers for this Campaign, beginning with **Madam Wokie** and then joined by **BiVaMiks** and **Izelia Designs**. Sourcing the masks locally meant that FCC could support local tailors at a time when many residents had lost their sources of livelihoods.

FCC far exceeded its target to distribute 120,000, distributing over 145,000 masks; thanks to the many Freetonians and businesses who came onboard to donate masks. Masks were distributed in 44 markets, to 53 organizations working with persons with disability, orphanages, special interest groups (including Traders Council, Motorbike and Kekeh Riders Associations, Ebola Survivors, Slum Dwellers Association) and through councilors.

To support the production and distribution of masks, two video messages – one from the Mayor and one from a market chairlady – were also created with messages on how to properly wear a facemask, how to make a homemade mask and how to stop the spread of the Coronavirus. The same messaging was passed on during engagement with target groups when masks were being distributed. The campaign was funded by the **European Union**.



145,000 locally-produced facemasks distributed to some of the city's most vulnerable



COVID-19 Response cont.

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Behaviour Change Support cont.

Improving markets to encourage social distancing

Congestion in markets has been a major source of concern for the Council as they can serve as hubs of transmission of the Coronavirus Disease.

With funding from the **EU** through **CRS**, FCC, as part of its response, is rehabilitating 15 markets, which will involve work on the roof, ceiling, interior railings, windows, doors, painting of interior and exterior walls, the provision of a water tanks with water harvesting systems in the markets.

The rehabilitation, which addresses structural issues within those markets, will create more space and comfort for traders in those market, thus facilitating social distancing, whilst providing access to water that promotes proper hand washing and sanitation within markets.

The markets that are being rehabilitated are:

1. Big Market
2. Bombay Street Market
3. Congo Town Market
4. Dworzak Market
5. Kissy Low-cost Market
6. Kroo Town Road Market
7. Murray Town Market
8. Regent Road Market
9. Lumley Market
10. Smythe Street/Congo Market
11. Black Tank
12. Fisher Street Market



Rehabilitation in 12 markets to provide much needed space and comfort for traders to improve on social distancing



COVID-19 Response cont.

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Behaviour Change Support cont.

Market COVID-19 prevention monitoring

As part of FCC's efforts to make markets safer from COVID-19 transmission, FCC has instituted market monitoring teams in 23 markets. The market monitoring teams, made up of marshals from traders' council and market stakeholders; sensitize traders and buys on COVID-19 prevention measures during trading hours, ensure traders and buyers use face masks and wash their hands properly before entering the market, make sure that people avoid overcrowding in a particular location within the market.

Monitoring teams were supported with megaphones, liquid soap, hand sanitizers, reflector vests, and facemasks amongst other things to help with monitoring and enforcement. This project is funded by the **European Union**



Market monitoring teams operate in 23 markets during trading hours enforcing handwashing and mask wearing

COVID-19 Response cont.

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Behaviour Change Support cont.

Provide food supplies to vulnerable ahead of lockdown



Ahead of a three-day lockdown, and with funding from **GOAL** Sierra Leone, FCC provided vulnerable residents in three informal settlements - Rokupr, Cockle Bay and Crab Town-Kolleh Town-Grey Bush (CKG) - received 50 bags of rice, 15 bags of onions and other cooking provisions. The recipients included the elderly, pregnant women, persons with disability and female heads of households.

50 bags of rice, 15 bags of onions and other cooking provisions sent to three informal communities - Rokupr, Cockle Bay and Crab Town-Kolleh Town- Grey Bush (CKG)

Provision of handwashing stations to markets, PHUs and schools

To support behavior change in public spaces, FCC provided hand washing stations in 72 schools, 73 PHUs and 35 markets. The hand washing stations were donated by several well-meaning organisations including **GT Bank, EcoBank, Zonta Club, Power Women, AAH, Concern** and **CARE International**.



COVID-19 Response cont.

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Behaviour Change Support cont.

Supporting informal communities to be more resilient against the food shortage caused by COVID-19

FCC has supported three hundred (300) households across three informal communities - Kaningo, Bottom Oku and Tree Planting (100 in each community) – with seedlings, a planting box and farming tools, including hoes, watering cans, rakes, hoes and head pans to start their own backyard gardens! Through urban farming, FCC wants vulnerable households, especially women and children, to be able to grow and eat nutritious foods, which they can have access to during potential COVID -19 lockdowns.



Each beneficiary could choose four types of seedlings from among tomatoes, cucumbers, krain-krain, cassava leaves, potato leaves, okra, and pepper. Beneficiaries were selected based on their vulnerability (e.g. female single-parent household), their willingness to farm, the availability of space to farm, and previous experience of farming. Beneficiaries also received technical training and retraining in gardening.



This intervention was funded by the EU via CRS as part of the #EUStandsWithSalone project

Supporting 300 households in informal communities with seedlings, equipment and training to farm at home



COVID-19 Response cont.

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Behaviour Change Support cont.

Unconditional food assistance to persons with disabilities and other vulnerable groups

As part of WFPs' 2020 – 2024 Country Strategic (CSP) plan to ensure that “Crisis affected populations in Sierra Leone can meet their basic food and nutrition requirements during and in the aftermath of crisis”, FCC collaborated with the World Food Program (**WFP**) to implement its Unconditional Food Assistance programme.

The selection criteria specifically targeted People Living with Multiple Disabilities (PLMDs), elderly slum dwellers affected by fire incidencies, vulnerable households residing in disaster prone areas and scavengers residing in Kissy and Kingtom landfill.

Of the 702 targeted beneficiaries; 80% of the targeted beneficiaries were People Living with Multiple Disabilities

During the planning stages of the Food Assistance programme, implementing partners made a consensus to give the potential beneficiaries Cash Transfer support as opposed to Food Assistance.

A rigid verification exercise was conducted by WFP, Red Cross Society, the Ministry of Social Welfare and FCC to validate the selected beneficiaries.

Post verification, qualified beneficiaries were given Orange Money SIM cards – a one-off sum of SLL 1,787,000 will be transferred to the Orange Money SIM cards of the qualified beneficiaries.

As part of FCCs plan to ensure that funds are used judiciously, Council held financial management sessions with the targeted beneficiaries.



COVID-19 Response cont.

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Isolation and Quarantine Support

Supplementary food support to quarantine homes

Since May 2020, FCC with funding from the **EU** and **GOAL**, has supplied quarantine homes with food and non-food items. Food baskets which include sugar, tea, pepper, onions, palm oil, fresh green vegetables (“plasas”), maggie, groundnut, water, ogiri, salt, fish, onions and charcoal, supplemented the provision made to quarantine homes by central government. This intervention was made to ensure that residents in quarantine are adequately provided for so that they do not feel compelled to break quarantine to meet their basic feeding needs. The FCC intervention also served to reassure other residents that being in quarantine would not result in neglect and consequently increase their willingness go into quarantine if they tested positive for COVID-19.



Food distribution is done twice a week, working closely with ward councillors and the DHMT to verify quarantine homes and with **Care, CRS** and **GOAL**, as implementing partners, to procure the items. FCC had supported 1700 persons from 254 homes across Freetown as at January 2021.



1700 persons in 254 quarantined homes have provided with food baskets between May 2020 and January 2021

COVID-19 Response cont.

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Isolation and Quarantine Support cont.

Establishment of 180-bed isolation center for asymptomatic patients

FCC facilitated the establishment of an 180-bed community care centre for COVID-19 patients from densely-populated informal settlements, who cannot possibly self-isolate at home. The centre was set up at the repurposed Armed Forces Training Centre (AFTC) in Beguema at a time when other isolation sites, like Fourah Bay College, that had been repurposed to respond to COVID-19 were being converted back to their original use. The repurposed facility had medical equipment, uninterrupted water supply, and social amenities to keep patients comfortable during their stay.



The establishment of the community care centre was a multi-stakeholder project that was jointly managed by FCC and NACOVERC. With funding from the **European Union** and **Dfid** providing funding for repurposing AFTC, food and other operations costs; Ministry of Health, Sierra Leone Red Cross and Medicin Sans Frontiere provided training for centre staff; and Catholic Relief Services, Concern Worldwide, Republic of Sierra Leone Armed Forces and Western Area District Council as implementing partners. The establishment of the community care centre is indeed testament of what can be achieved through collaboration!



180-bed community care center complete with medical equipment, staff and social amenities set up at the Armed Forces Training Center in Beguema

International Relations cont.

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We have elevated Freetown's international profile and improved its relationships with other cities in and out of the continent through membership and participation in international city organizations and partnerships

Freetown City Council maintained its membership of

- C40 Cities (www.c40.org)
- Global Parliament of Mayors (www.globalparliamentofmayors.org)
- Bloomberg Partnership for Healthy Cities (www.partnershipforhealthycities.bloomberg.org)

Active partner city relationships with

Kingston-Upon Hull, UK



, South Carolina, US



.... and leading in the Africa's Mayor Forum



FCC is working with the African Union Commission and other relevant partners on a proposed Mayors Forum on Migration as a regular dialogue forum of senior Local Government officials and leaders on migration governance in Africa. This forum once operational, will support peer to peer learning opportunity, information sharing and identify possible partnerships in migration governance at national, regional and continental levels.

The forum will promote dialogue among Mayors and other senior local government officials on migration and mobility issues across Africa in order to achieve sustainable development at all levels and provide a platform for Mayors to contribute to the national, regional and continental Migration Agenda in order to enhance local government participation in policy development and implementation at these levels.

Freetown-Milan Partnership

Milan and Freetown are currently developing a city-to-city partnership focused on fashion. Milan is home to a world-renowned fashion industry, while Freetown hosts a rapidly growing fashion sector. The two cities met to develop a model for mutual partnership. Both cities are in the process of mapping the project by sharing goals, opportunities, challenges, contributions, entry points for impact and potential stakeholders. The overall goal is to promote economic and human development in/through fashion industry.

Freetown hopes that by commercialising the unique and distinct aspects of Sierra Leonean fashion, young Freetonians and residents will feel inspired and hopeful about their future in the city - better jobs, higher incomes, scope for creative expression, a sense of empowerment and belonging - even as they temporarily explore new avenues elsewhere.

Freetown sees this partnership as a means to expand its fashion and textiles industry including in export markets and across global value chains through boosting the capacity of both its individuals and fashion industry.

International Relations cont.

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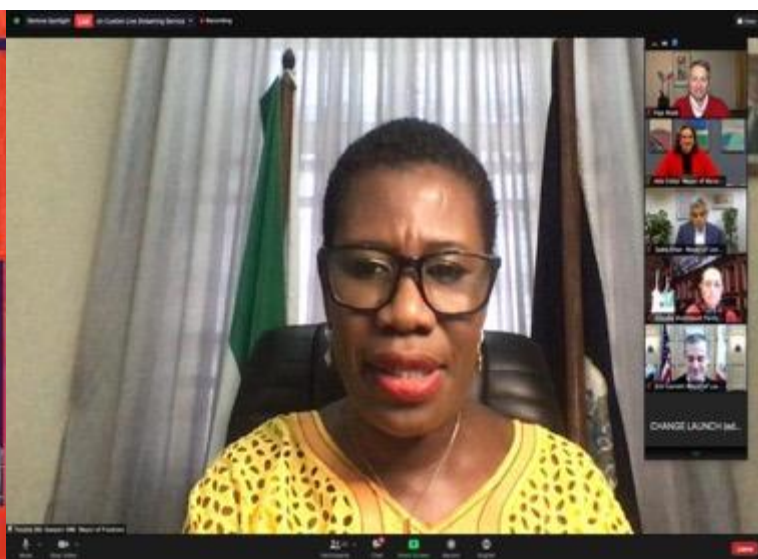
City Hub and Network for Gender Equity (CHANGE)

Freetown is 1 of 5 founding cities of CHANGE including Barcelona, London, Los Angeles, Mexico City, and Tokyo – representing over 35 million people – we join cities that have continuously demonstrated a commitment to gender equality in the form of policies, initiatives, and programs. By working together through CHANGE, we global cities will be able to go even further in their efforts to achieve true gender equality and bring other cities along with them.



To empower women in all their diversity, CHANGE was created to harness the collective power of cities to transform government services and systems to the benefit of all. Member cities create systemic change by identifying disparities, implementing initiatives to address needs across city operations, and tracking measures for success. CHANGE believes that to be successful, our work must explicitly recognize and address intersecting inequalities predicated upon race, religion, ethnic origin, disability, sexual orientation, and gender identity or expression.

The founding cities will compare practices in their own cities and in others and assess what models are available to create change across a city in terms of incentives, reported data, standards, transparency and political will. At the end of the first year, we will issue a best practice guide for other cities to use and, on an ongoing basis, the founding cities will offer technical assistance to other cities who wish to implement system-wide change.



C40 Cities Global Mayors COVID-19 Recovery Task Force

C40 mayors from more than 12 cities including Freetown came together to launch the Global Mayors COVID-19 Recovery Task Force. The Task Force outlined a bold agenda to deliver an equitable and sustainable recovery from the COVID-19 pandemic. Led by C40 mayors around the globe, the specific measures outlined in the agenda focuses on creating green jobs, investing in crucial public services, protecting mass transit, supporting essential workers and giving public spaces back to people and nature. The Agenda was released by the C40 Global Mayors COVID-19 Recovery Task Force, established at the direction of C40 Chair and Mayor of Los Angeles, Eric Garcetti and chaired by Mayor of Milan, Guiseppe Sala. Mayor Yvonne Aki-Sawyerr is a member of the Task Force.

International Relations cont.

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Mayor Yvonne-Aki Sawyerr

The Mayor was a member of:

- C40 Cities Global Mayors COVID-19 Recovery Task Force
- Bloomberg Harvard City Leadership Initiative
- Mayors Migration Council Leadership Board
- IGC Cities that Work Council
- OECD Champion Mayors
- World Economic Forum Global Future Council on Cities
- Mayors Against Malaria Champion (RBM Partnership to End Malaria)



FCC and Mayor Yvonne Aki-Sawyerr in international news in 2020 including the following



28
international
news media
reports



THOMSON REUTERS



Sierra Leonean nationals across the world have provided overwhelming support to Transform Freetown in 2020

Brita Jonah - Steffelin & TransformFreetown USA Charity – #FreetownTheTreeTown

Brita Jonah Steffelin, the daughter of Dr. James Jonah, former Minister of Finance, Development and Economic Planning and former Under-Secretary General for Political Affairs at the United Nations contacted Mayor Aki-Sawyerr, looking for ways to become more active in the development of Freetown. Brita along with her son, Edward Steffelin, committed to raising funds for the #FreetownTheTreeTown campaign to plant 1 million trees. As a result Brita formed a non-profit called Transform Freetown Inc in the United States. Its purpose is to mitigate the effects of climate change and global warming in Sierra Leone. For the next two years, the non-profit focuses on raising funds for reforestation activities in Freetown. In addition to fundraising, Brita continues to provide resources and commits her time towards the strategic direction of the #FreetownTheTreeTown campaign.



Here2Help – Food to Quarantine Homes



Here2Help (H2H) Freetown was an initiative formed in 2020 by Freetonians at home and in the diaspora, to support the fight against COVID-19 during its first wave in Freetown. Through collaboration with the FCC, they identified the need to assist the most vulnerable quarantine households, whose daily means of survival is impacted whilst in quarantine. The H2H Freetown campaign partnered up with GOAL Sierra Leone to manage donated funds and, in coordination with FCC, put them to use directly in supporting these quarantined homes with vital food and personal items. The campaign supported over 150 quarantined individuals through funds raised, providing a transparent and assured mechanism to reach those impacted.

Finor X – #FreetownTheTreeTown

FCC, partnered with Finor X an environmentally friendly brand that provides African inspired clothing, jewelry and art. The partnership, formed in 2020 will ensure that proceeds from the sale of Finor X t-shirts go towards the #FreetownTheTreeTown campaign and other climate change interventions.



Sierra Leoneans in the African Diaspora – Rainwater Harvesting Systems

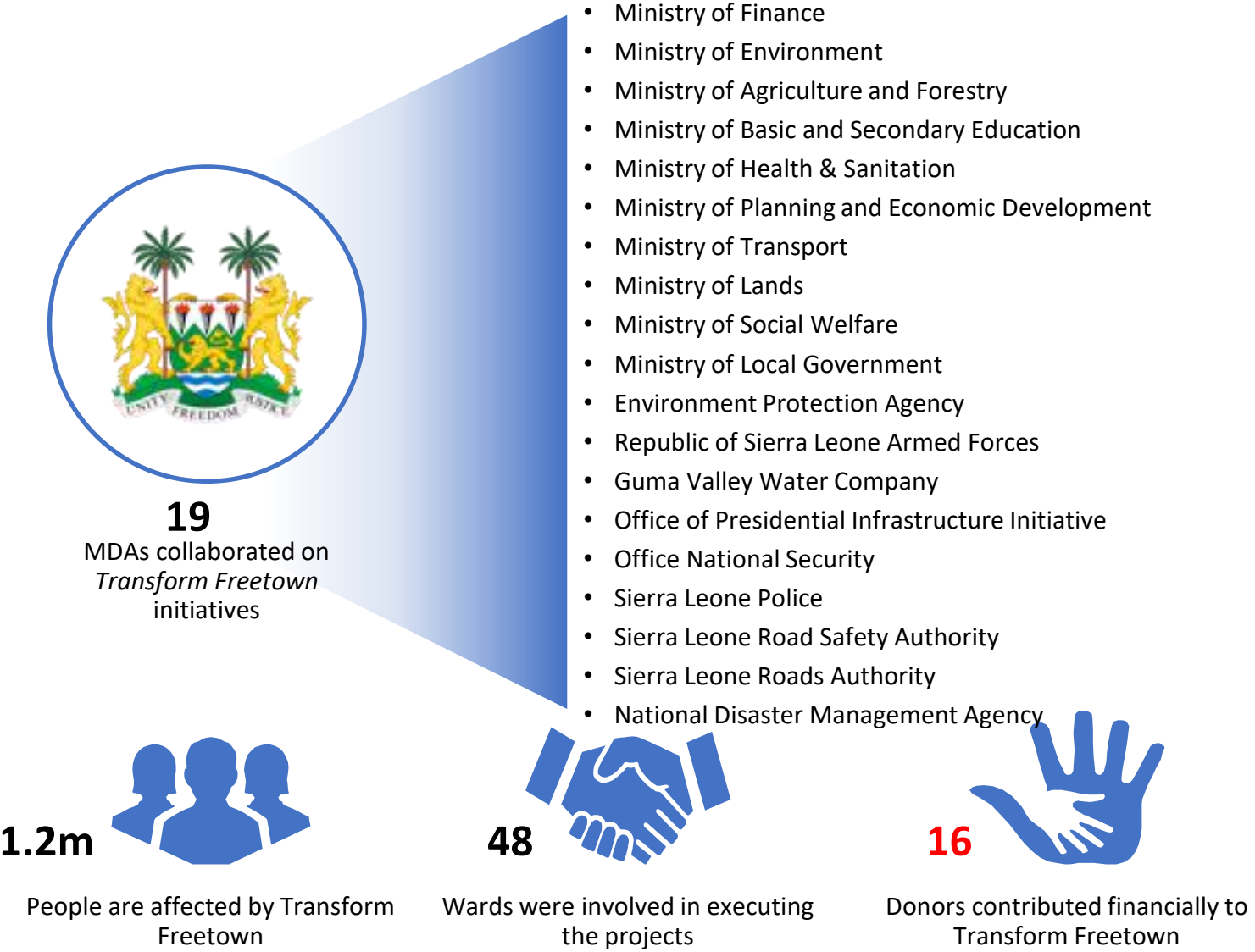


Sierra Leonean nationals working in international organisations across East Africa came together to support communities and provide access to water. The staff, from United Nations agencies, the African Union Commission, Evangelical Fellowship for Africa and international non-governmental organisations donated money towards the installation of rainwater harvesting systems in 5 communities in Freetown.

Key Stakeholders and Main Contributors

Stakeholders

Transform Freetown stakeholders by numbers



Parties that contributed SLL 1.5 bn (USD 150k) or more in 2020



Main Challenges of Transform Freetown

- limited funding
- limited staff numbers
- but we constantly work to overcome the barriers

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Key challenges

Securing sufficient funding to execute all planned projects



1 —
2 —
3 —

What we do to overcome them

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



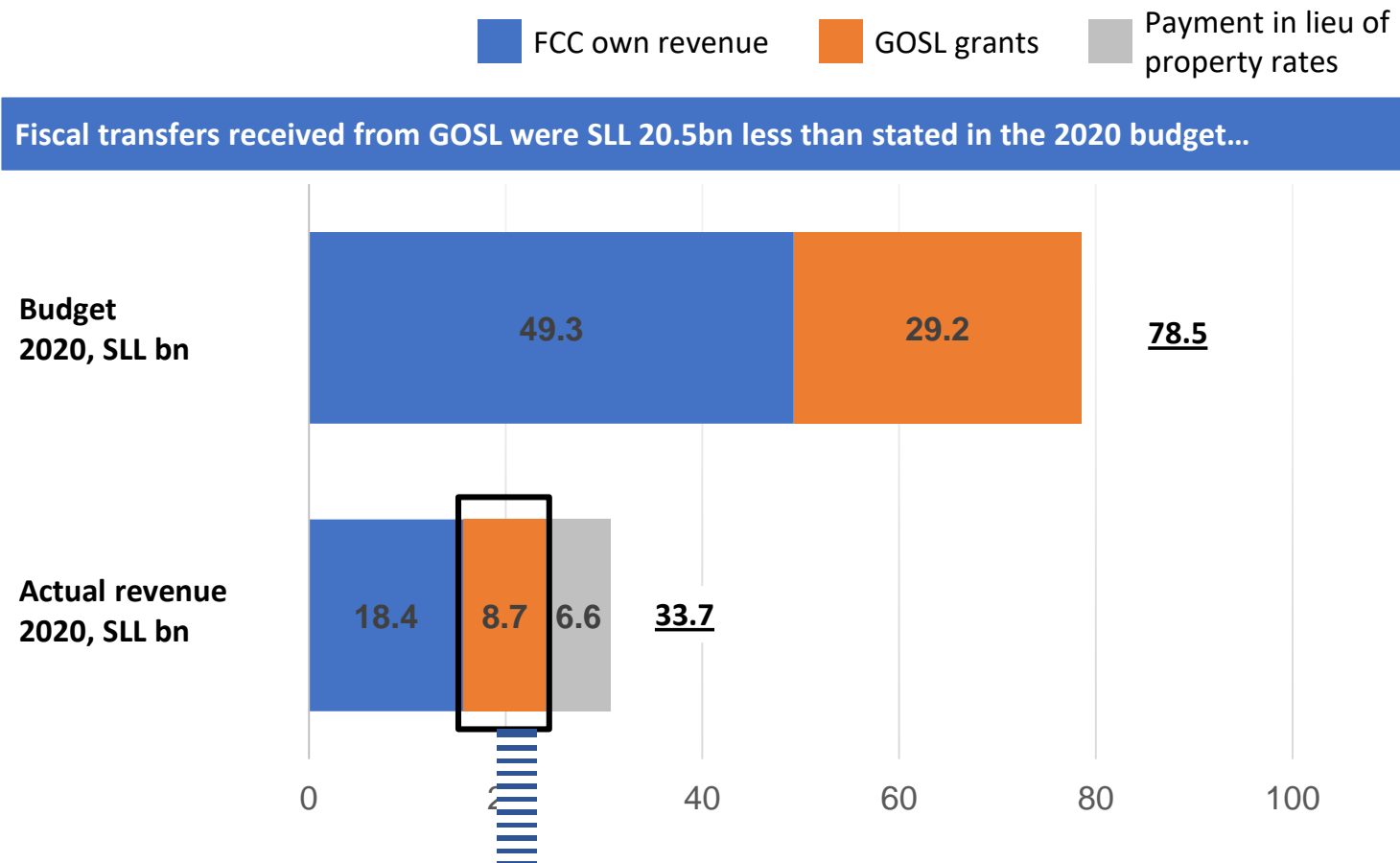
Executing the agenda with **limited FCC staff numbers given FCC budgetary constraints**



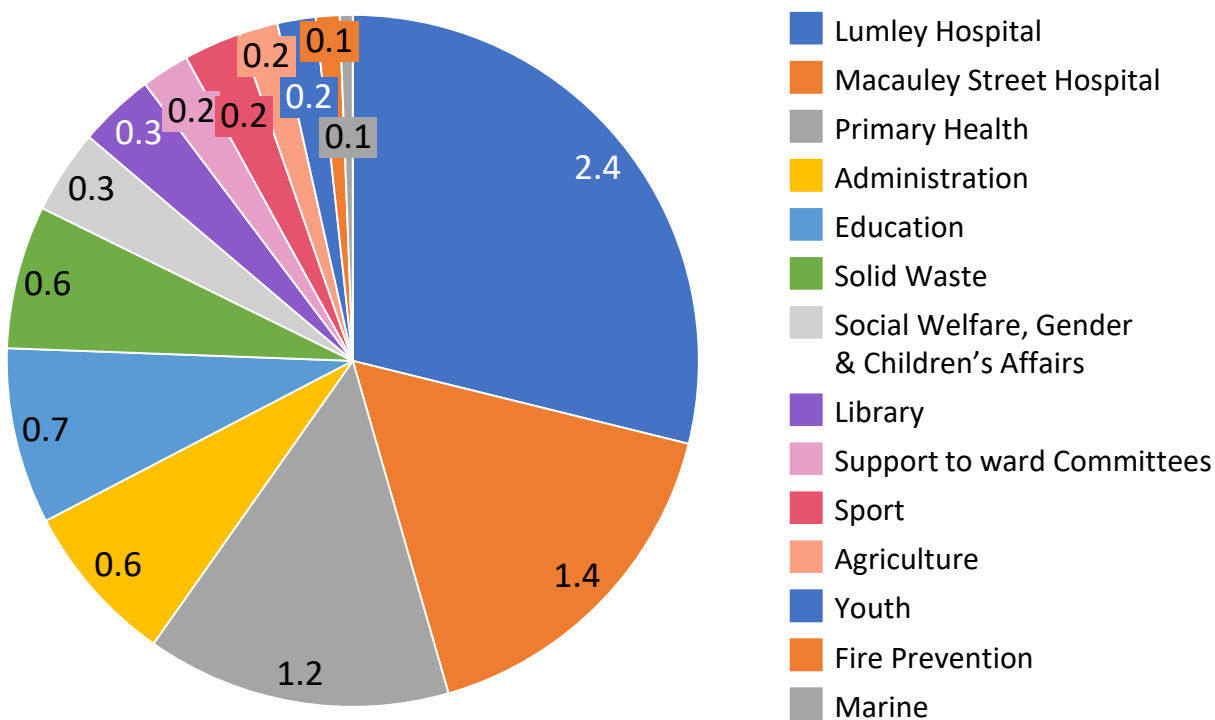
- **Participate actively in networks**, like C40 Cities and Majors Migration Council (MCC), to **get technical support** and **unlock resources**
- **Leverage the Mayor's Delivery Unit** to complement FCC staff. The Mayor's Delivery Unit comprises international and local volunteers with technical expertise,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

FCC Annual Revenue

- received SLL 20.5bn less from GOSL than stated in the 2020 budget
- SLL 8.7bn was disbursed in accordance with GOSL instructions



...GOSL disbursed SLL 8.7bn which was spent in accordance with MOF budget approvals and instructions



What's happening in 2021?

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1. Resilience



Environmental management



Urban planning and housing



Revenue mobilization

- Freetown The Tree Town – planting 1million trees in the city completed
- Commencement of building permit regulation to enforce environmental policies
- Implementation of new equitable property rate system and use of digital town halls for 20% budget allocations to wards

2. Human development



Education



Skills development



Job creation
(focus: tourism)



Disabilities

Women & girls



- Implementation of school performance monitoring and school furniture drive
- Scale up of digital literacy programme
- Advance Milan-Freetown partnership fashion programme, growing export base of Freetown designers
- Commence construction of skills training centre for persons with disability

3. Healthy city



Health



Water



Sanitation

- Upgrade PHUs and introduce minimum standards monitoring
- Roll out Freetown Blue Peace Initiative to provide water kiosks & public toilets
- Develop private sector partnerships to facilitate recycling of plastics



4. Urban mobility

- Advance construction of 5 new markets



Appreciation

We achieved much with the help of many people and many organisations

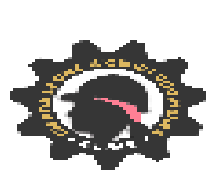
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Thank you



Appreciation

- We achieved much with the help of many people and many organisations

Partnership for
Healthy Cities



SHADOW
BOXXER



ALIMAMY SHEIKH
KAMARA

AMINATA
KAMARA



SUSTAINABLE
ENERGY
AFRICA



Greenstand



TONY BLAIR
INSTITUTE
FOR GLOBAL
CHANGE



Thank you



PLATFORM
CAPITAL



THE SOLON
FOUNDATION





