



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

Transform Freetown

Third Year Report

January 2021 - January 2022





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About Transform Freetown

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Freetown is a city with potential opportunities for many. It is the centre of Sierra Leone's economy, generating 30% of the country's GDP despite housing only 15% of its population. It is home to our nation's legal, business and diplomatic communities. Its cultural richness, historical landmarks and bustling population make it arguably one of the most captivating destinations in West Africa. Still, there are many socio-economic challenges, which we are determined to address as a Council to ensure a better tomorrow for all Freetonians.

Freetown has for years faced many significant challenges; these challenges are principally the result of rapid population growth (rural-urban migration is occurring at an unprecedented rate) and the absence of development control (land use planning, zoning and building permit issuance have not been devolved to local councils and are not being effectively implemented). We experience these challenges in the form of deforestation leading to landslides, in the destruction of our coastal mangroves, in the growth of informal settlements with unhealthy living conditions, in congested roads, through breathing polluted air, in the effects of climate change that we experience through extreme heat, flooding and rising sea levels. We remain committed to the Transform Freetown goals of addressing Freetown's socio-economic challenges and environmental vulnerabilities – we continue our hard work to improve the living standards of Freetonians with the aim of transforming our city into one we can all be proud of.

With extensive input from about 15,000 Freetonians, the experience and knowledge of hundreds of contributors from the 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 and provide a platform for future development. With strategic planning, systematic implementation and data driven performance management we have worked to achieve those targets since the launch of Transform Freetown on 24th January 2019, where we made a commitment to annually report on progress in respect of the 19 targets.

This report builds on two previous reports for 2019 and 2020 and provides an update on progress made from January 2021 to January 2022. This year's Transform Freetown report also features our responses to the numerous natural and man-made disasters which occurred in our city such as fires, flooding and a fuel tanker explosion.

We believe that by providing our residents and stakeholders with transparency on our interventions, we will continue to build trust and increased civic engagement in making Freetown a more prosperous city for us and for future generations of Freetonians.

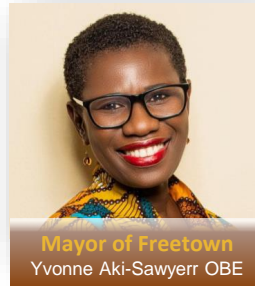
By working together, we will transform Freetown and unleash our city's enormous potential.

1. FRANKS

Freetown City Council: Mayor and Councillors



**FREETOWN
CITY COUNCIL**



Transform Freetown

- ✓ Launched on 24th January 2019
- ✓ Focuses on 11 priority sectors in 4 clusters
- ✓ Uses an inclusive data-driven approach

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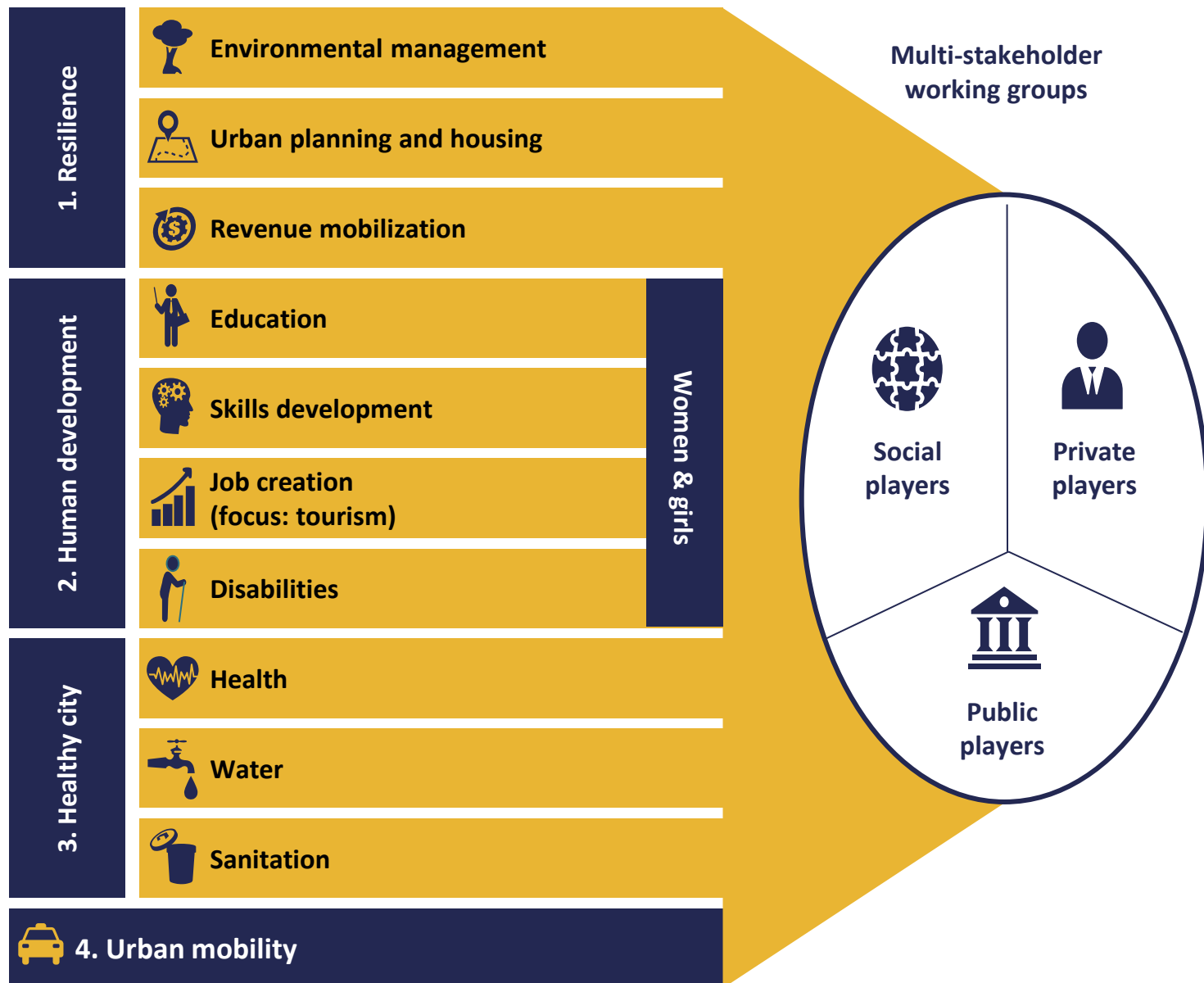
Stakeholders

HOW

WHO

4 Clusters

11 Priority Sectors



Mayor Yvonne Aki-Sawyerr OBE

"I was sworn in as the Mayor of Freetown on 11th May 2018. Four years on, I am grateful for what we have achieved together, conscious of the challenges that we face and confident that collectively we can overcome these challenges in order to Transform Freetown."

In this report, we spotlight our exciting achievements that are funded by your property Rates and our generous donors and contributors. I want to thank the Councilors and staff of the FCC, the Central Government, all our local and international partners and Freetonians for your contributions to our collective efforts. As I look forward, there is still so much to do and so many hurdles to overcome but I am hopeful that we will continue to work together to achieve our goal to Transform Freetown."

The Transform Freetown Priority Sectors

Direct links to achievement of Strategic Development Goals

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

■ Specific relevance to SDGs
 ■ Sensitive to SDGs

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

The Transform Freetown Sectors

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The Transform Freetown sectors are aligned with the priority clusters of the National Development Plan.

■ Specific relevance to National Development Plan cluster

■ Sensitive to National Development Plan cluster

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

List of projects - 2021

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RESILIENCE: ENVIRONMENTAL MANAGEMENT

1. #FreetownTheTreeTownCampaign – planting 1m trees
2. Completion of a new drainage system in April 2021
3. Flood mitigation activities
4. Urban farming initiative
5. African Cities for Transformative Energy Access (ENACT) project
6. Development of the city's Climate Action Plan
7. Lighting of the Cotton Tree
8. Launch of the City Champion for Heat Action Initiative
9. Freetown Beautification
10. TEDxMayorOfFreetown: amplifying Freetown's voices in the climate change discussion



45
projects

RESILIENCE: URBAN PLANNING AND HOUSING

11. Preparation for devolution of urban planning functions
12. Review of Freetown Structure Plan and creation of Local Area Action plans
13. Kickstart of the implementation of terms of Collaboration between FCC and WARD C
14. Informal settlements (slum) upgrades

RESILIENCE: REVENUE MOBILIZATION

15. Property rate and business licence reform
16. Continuation of the Digital Town Halls
17. Development of the FCC database of assets
18. Completion in progress of the Wilberforce Market

HUMAN DEVELOPMENT: EDUCATION

19. FCC Early Learning Adventure (Free pre-school education for the children of market women)
20. Creation of the Kroo Town Road Early Learning Adventure Center
21. FCC School Leadership Support Program: school performance management and monitoring
22. Improvements of the municipal schools

HUMAN DEVELOPMENT: SKILLS DEVELOPMENT

23. Continuation of The Africa Literacy Project

HUMAN DEVELOPMENT: JOB CREATION

24. Development of the Heritage Tourism Project in Freetown

HEALTHY CITIES: HEALTH

25. Upgrades to peripheral Health Units (PHUs) to relieve maternal and newborn hospitals
26. Start of the implementation of obstetrics, gynecology and paediatrics specialisation program
27. Bloomberg sodium reduction intervention for market women

List of projects - 2021

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HEALTHY CITIES: WATER

- 28. Improvements to water access (rainwater harvesting systems, local water management committees communities, markets and PHUs)
- 29. Freetown Blue Peace Initiative: water points and public toilets

HEALTHY CITIES: SANITATION

- 30. Commenced the treatment of faecal sludge for the first time in the city's history
- 31. Public space cleaning
- 32. Municipal dumpsite improvements
- 33. Removal of illegal dumpsites across the city and provision of sustainable alternatives
- 34. Expansion of sustainable waste management micro-enterprise groups
- 35. Rolling out of dog licensing, vaccination and sterilization programme
- 36. Recruitment of 50 Metropolitan Police personnel
- 37. Completion of 6 transfer stations across Freetown

URBAN MOBILITY

- 38. Advanced the CBD Regeneration Project
- 39. Advanced cable car stakeholder engagement and funding for full feasibility studies

MAJOR FCC DISASTER RESPONSE AND MITIGATION ACTIVITIES (2021)

- 40. Response to Fire Incident at Portee Wharf on the 9th of February
- 41. Response to Fire Incident at Belgium Market on 5th March
- 42. Response to Fire Incident at Susan's Bay on 25th March
- 43. Response to the Collapse of a house on Owen Street on 22nd August
- 44. Response to the Tanker Explosion at Wellington on 5th November
- 45. FCC's Disaster Risk Management Activities

Transform Freetown 3rd Year

Number of project activities across priority sectors

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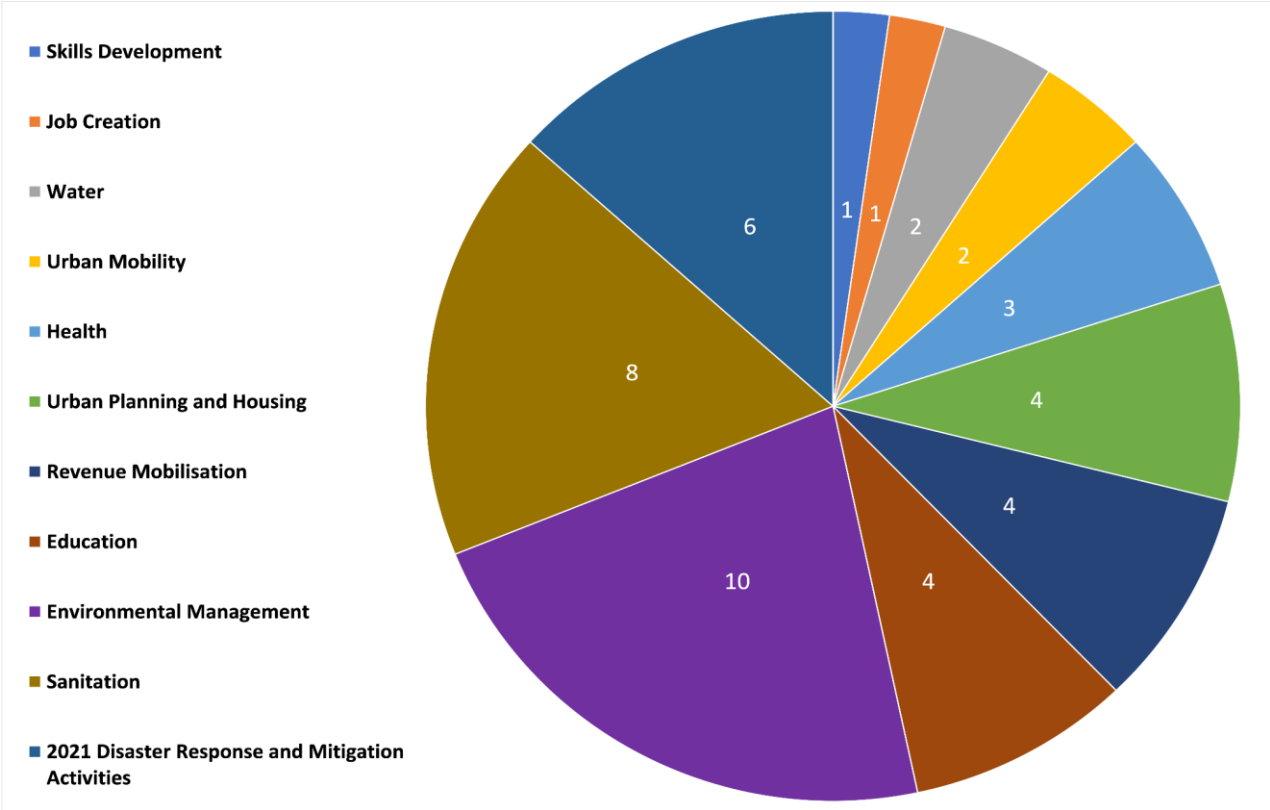
International

Stakeholders



NUMBER OF PROJECT ACTIVITIES ACROSS PRIORITY SECTORS

We delivered **45 projects** across the Transform Freetown priority sectors in 2021. Note that only major disasters were counted as project activities in this report. Since January 2021, the Council's Disaster Risk Management (DRM) Team has responded to more than 40 disasters throughout the city.



NUMBER OF PROJECT ACTIVITIES ACROSS CLUSTERS

RESILIENCE

17

HUMAN
DEVELOPMENT

6

DISASTER
RESPONSE &
MITIGATION

6

HEALTHY CITIES

14

URBAN MOBILITY

2

Number of project activities by cluster 2019-2020

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2019: NUMBER OF PROJECT ACTIVITIES BY CLUSTER

RESILIENCE

19

HUMAN
DEVELOPMENT

11

HEALTHY CITIES

13

URBAN MOBILITY

4



2020: NUMBER OF PROJECT ACTIVITIES BY CLUSTER

RESILIENCE

17

HUMAN
DEVELOPMENT

8

COVID-19
RESPONSE

12

HEALTHY CITIES

20

URBAN MOBILITY

2



Resilience – Environmental management

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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 third year

1. #FreetownTheTreeTownCampaign – planting 1m trees

Launched in January 2020 as part of the Transform Freetown campaign, the #FreetownTheTreeTown project aims to plant, track and grow 1 million trees over three years (2020-2022), focusing on higher slope areas where communities are most susceptible to landslide risks and along the coast where there are risks from sea level rises.

Our target is to increase vegetation cover in Freetown by 50%, contributing to the restoration of Freetown's lush green mountains and once pristine coastal mangroves. Funding for the first two years of planting was secured from

- World Bank Resilient Urban Sierra Leone project with the Environmental Foundation for Africa as implementing partner
- Donations made at the Mayor's Ball
- Transform Freetown Inc, a specially-created diaspora organization.

Planting happened in the Western Area Peninsula in 13 catchment areas that have been massively affected by deforestation as was highlighted by the World Bank Multi City Hazards Report of 2018. The 13 catchment areas are: Catchment 1, Aberdeen; Catchment 2, Congo Town; Catchment 3, Tower Hill; Catchment 4 Gloucscester/Leicester; Catchment 5, Kissy; Catchment 6, Sumaila Town; Catchment 7, Regent-Grafton; Catchment 8, Yams Farm; Catchment 9, York; Catchment 10, Sussex; Catchment 11, Angola Town; Catchment, 12 Baoma; Catchment 13, Regent-Lumley.

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.



We are on a journey to plant one million trees but we need to do more as approximately half a million trees are cut down each year in the Western Area Peninsula Forest.

Environmental management

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In 2021, FCC worked through community-based organisations for the second year in a row to engage communities, and to find residents willing to serve as tree stewards who would plant trees on their private lands. Community-based organisations themselves acted as tree stewards for trees planted in public spaces. Therefore, each tree has a steward that has been charged with its growth. Through the Tree Tracker App, developed by Greenstand, community-based organisations monitor trees planted on private lands and water trees planted in public spaces each week during the dry season. We successfully planted and tracked 250,000 trees in 2020 and in 2021, we exceeded that number by planting another 300,000 trees. This included 100,000 trees planted in the Guma Valley Watershed, whose rapid deforestation has impacted the water levels at the Guma Dam that supplies pipe borne water to Freetown. The trees planted included 60,000 mangroves planted by members of 6 communities in the Aberdeen creek with funding from Catholic Relief Services! Approximately 20,000 trees planted in the year were planted in other public spaces and the remainder 120,000 in private spaces. The breakdown of trees, shrubs, grasses and mangrove planted is as follows:

Survival rate of trees planted in 2020 was 95% and we are eager to see what that will be in the just concluded 2021 planting season.

What we planted:

Grasses - 20,000
Ornamental Shrubs - 43,481
Ornamental trees - 36,564
Fruit Trees - 38,424
Hardwood - 101,531
and Mangroves - 60,000



60,000 mangrove were planted in 6 coastal communities



Mayor Yvonne Aki-Sawyer and councillors on monitoring visits to tree planting sites (above & below)



Environmental management

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Whilst the impact of the trees planted will mainly be environmental, it has also provided great economic benefit to Freetonians. It has provided income for the 10 commercial nurseries from which all seedlings were purchased. The tree tracking incentives provided supplementary income for the 550 growers, especially for marginalized, vulnerable, and underemployed women and youth. Finally, all 60,000 mangrove spawns planted were bought from members of the 6 communities in which they were planted Mafembeh, Madina, Ilec View, Dokorti, Kola tree, and Thompson Bay; providing direct benefits to those communities.

We are more than half way closer to our one million-tree target! FCC has secured funding for planting the remaining 450,000 in 2022 from AFR100, funded by the Bezos Earth Foundation and from Bloomberg Philanthropies through the Global Mayors Challenge.

The AFR100 project will be implemented by our partner YARDO-SL for planting and growing 100,000 additional trees in the Guma Valley watershed. The project will be implemented over three years representing an investment of \$350,000 in land restoration in Freetown toward our goal to plant and grow 1 millions trees by 2022.



Mayor and the project members visiting Treetown planting locations



Project team members



Environmental management

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In 2021, we also explored and eventually developed sustainable ways of financing tree planting and the #FreetownTheTreeTown project. We developed the idea of financing tree planting through the sale of digital impact tokens. The purchase of a token, by an individual, corporate or institution, will cover the cost of growing one tree over a three year period and planting one new tree.

We were fortunate to have tested the idea together with our partner, Finor X as part of the Global Mayors Challenge by Bloomberg Philanthropies. Freetown was ultimately named as one of 15 cities that won the grand prize of \$1 million and technical support over a three year period.



Out of 631 applicants, Freetown was one of the top 15 cities that won the Bloomberg Global Mayor's Challenge! Each winner gets \$1 million and technical support over 3 years.

We are grateful for the partners that have walked this journey with us so far; World Bank, Environmental Foundation for Africa, Catholic Relief Services, all CBOs and nurseries. Here is what we have achieved so far

- 13 wards covered
- 62 communities engaged
- 45 schools participated
- 4 cemeteries included
- 3 Dams/Community water sources planted
- 34 roadsides planted
- 603 green jobs created in tree planting communities



High Commission of India donated 75 trees to support our tree planting campaign

The High Commission of India donated 75 trees to support the #FreetownTheTreeTown campaign. The trees were planted at the Kissy Catchment area which was graced by the High Commissioner, Mr Rakesh K Arora, Cllr Bumpa Turay of Ward 416, Ward Development Committee members, community leaders and our tree growing team. FCC matched the 75-tree donation with an additional 75 trees which were planted by the community growers from Kissy Community (supported by the Environmental Foundation for Africa and YARDO, the CBO tasked with operational management of community tree planting in Kissy catchment).



High Commission of India supporting our tree planting campaign

Environmental management

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Training Community Climate Action Ambassadors at EFA office in Sussex

As part of the Freetown the Treetown campaign, FCC in partnership with the Environmental Foundation for Africa conducted a three-day training workshop for Community Climate Action Ambassadors. The aim of this activity was to build structures for stewardship in addressing climate change risks at the community level. Participants were drawn from councillors from the 13 catchment areas where tree planting has been done as well as relevant stakeholders and community influences including Headmen, Tribal Heads, CBO's, government agencies including National Protected Area Authority (NPAA) and National Water Resources Management Agency. The ultimate goal is to train 800 community Climate Action Ambassadors across to engage in climate change advocacy, identification of risks and hazards, monitoring and protection of the Environment.



Training Community Climate Action Ambassadors



Like all the other 550,000 trees planted as part of the campaign, the exact locations of the trees planted by CBO growers are uploaded onto our tree tracker app and their survival are tracked by community growers every other month.

2. Completion of a new drainage system in April 2021

Caulker Street, Melon street, Lower Melon Street-Bottom Oku and Upper Kuntolor

Freetown City Council, with funding from the Government of Japan and with the implementation by UNOPS, has completed the construction of 550 meters drainage system at Caulker Street, Wellington Old Road (180 meters), Upper Melon Street (120 meters), Lower Melon Street-Bottom Oku (150 meters) and Upper Kuntolor (100 meters).

The beneficiary communities also benefited from flood mitigation exercises so that the existing drainage systems were cleared ahead of the construction of the new drainage.



Drainage clearing exercise by community volunteers

Environmental management

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Our assessments showed that inadequate drainage infrastructure significantly contributed to regular flooding, so the construction of the new drainage system was designed to address this. This drainage project follows more than 15 other drainage projects implemented by FCC in 2019 and 2020, which have reduced flooding in various communities over the period. FCC is committed to seeking the well-being of our residents and preventing disasters in Freetown.

Additional drainage constructed in 2021

- Caulker Street – 550 meters
- Wellington Old Road – 180 meters
- Upper Melon street – 120 meters
Lower Melon Street-Bottom Oku – 150 meters
- Upper Kuntolor – 100 meters

3. Flood mitigation activities

Combined with years of deforestation, inadequate stormwater drainage systems and historically poor sanitation, heavy rainfall made flooding a common hazard in Freetown. For the fourth consecutive year, FCC undertook flood mitigation activities in communities with a high risk of flooding by excavating garbage and silt from critical drains, gutters, culverts and waterways. 2021 flood mitigation activities were implemented in collaboration with councillors and community volunteers. This year's exercise was funded by UN Habitat and implemented by Catholic Relief Services (CRS).

We are grateful that we have been able to undertake flood mitigation activities each year since we initiated the exercise in 2018. In 2021, we were not able to undertake as extensive and as robust an exercise as we did in previous years due to significant funding constraints. For the first time, we worked without heavy equipment like excavators in areas where the terrain is most challenging. Community volunteer groups nevertheless performed an amazing job to prevent flooding in vulnerable communities, especially in the east end of Freetown. Deforestation and illegal waste dumping are the main causes of flood risk and we will continue efforts to urgently reduce these menaces.



Flood Mitigation Activities



Impact of 2021 flood mitigation activities

- 10 wards covered
- 46 Flash flood points
- 25 Waterways cleared
- 8 Bridges cleared
- 25 Culverts desilted
- 3.45k Meters of gutters excavated

Environmental management

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4. Urban farming initiative

In 2021, we built on gains made by the urban farming initiative in 2020 by expanding it to two new communities – Ojuku Junction and Kamayama – with funding from UN Habitat. Together with our partners, Catholic Relief Services (CRS), Federation of Urban and Rural Poor (FEDURP) and the Center for Dialogue on Human Settlement and Poverty (CODOHSAPA), two hundred female-headed households benefitted from the project. This was in addition to three hundred female-headed households that were beneficiaries in 2020 through funding from the European Union through EU Stands with Salone COVID-19 Response. Seedlings, tools and other farming items are distributed and training provided to this year's two hundred beneficiaries.



Urban Farming initiative empowers female economic activities

Enhancement of food security and livelihoods, as well as the promotion of female empowerment, is at the core of the urban farming initiative. By encouraging and facilitating growing crops at household level, urban farming will improve access to nutrient-rich foods for women and children and act as an economic cushion for beneficiaries, if excess produce is sold.

5. Enabling African Cities for Transformative Energy Access (ENACT) project

In 2021 we kick started the Enabling African Cities for Transformative Energy Access (ENACT) Project, which aims to create an enabling environment to improve energy security in Africa's urban areas by introducing market-led interventions for improved energy access, particularly for the urban poor living in informal settlements. To achieve this, the Project will contribute to creating suitable conditions for FCC to engage with the private sector in planning and delivering sustainable energy services to households and microenterprises – for both cooking and lighting – in the Susan's Bay community.

Prior to starting fieldwork in 2021, a capacity needs assessment (CAN) to guide the development and design of a training module on energy access for Freetown City Council (FCC) was undertaken. The analysis revealed three primary needs, professional, institutional and partnership.

The analysis indicated that FCC is interested in being trained on energy efficient technologies for households (cooking and lighting); and renewable energy technologies.

The analysis also revealed limited professional capacity on communication and public participation, legal and data collection on energy access. From the training needs identified, the content of the participatory training workshop was designed. The training highlighted existing global, regional and national policies that can be leveraged with the requisite data to advance the urgency of energy access concerns for informal urban settlements.

The training workshop drew on local experts from the Ministry of Energy and other relevant stakeholders who led specific aspects of the training workshop. This was to ensure context-specific issues can be identified, captured and discussed. The training on energy efficiency drew primarily on case studies from similar informal context in other cities, to advance the session on clean cooking innovations and low-cost energy-efficient technologies.

Environmental management

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6. Development of the city's Climate Action Plan

At FCC, we are highly committed to support the Government of Sierra Leone on its pathway to achieving climate-related commitments ratified in the Paris Agreement. In Transform Freetown, we focus on playing our part to reduce carbon emissions and support the city's adaptation necessitated by the already visible effects of rising temperatures, increasingly intensifying floods and rising sea levels, which are adversely impacting the most vulnerable Freetonians.

FCC has embarked on a journey to develop a strategic climate action plan at city level. To do so we have adopted a multi-stakeholder approach incorporating government, civil society and private sector stakeholders within Sierra Leone and at the international level. We continue to build on an important foundation that was laid in 2020: the development and finalisation of the GPC compliant 2018 greenhouse gas inventory for Freetown.

In 2021, we engaged stakeholders across key Ministries, Departments and Agencies of the Government of Sierra Leone and civil society to inform the climate action planning process and continued the technical work for the development of a Paris-compatible Climate Action Plan. This includes but is not limited to developing an overall framework capturing a two-pronged approach on mitigation and adaptation, gathering data for future emissions trajectory modelling, and reviewing and expanding upon existing climate risk assessments.

Most importantly, as a Council, we are setting up the governance structure to enable us to walk the climate talk. In 2021, we created the Climate Action and Disaster Risk Management Council Committee and its corresponding Unit within the administrative arm of the Council. We are also actively reviewing and identifying additional financing options for the implementation of the Climate Action Plan. We continue to emphasize the importance of a holistic and multi-stakeholder approach and invite key stakeholders to play an active role throughout the development process of the Climate Action Plan for Freetown.



One of the first Climate Action and Disaster Risk Management Council Committee meetings



Initial MDA briefing session, taking place at the new City Council building on 03.02.21

Environmental management

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7. Lighting of the Cotton Tree

In 2021, for the third time, Freetown joined Ireland's Global Greening initiative which lights up iconic landmarks around the world in celebration of St. Patrick's Day on 15th March. This year our Cotton Tree was one of the 440 landmarks in 55 countries that was lit up in green alongside iconic sites including the Statue of Liberty, the Sydney Opera House and the Victoria Falls. The lighting of the tree was witnessed by Mayor of Freetown, Yvonne Aki-Sawyers; Ambassador of the Republic of Ireland to Sierra Leone, Lesley Ni Bhriain; the City Engineer, Aruna Sowa; staff of both FCC and the Embassy of the Republic of Ireland to Sierra Leone and members of the Press. The Cotton Tree being featured on the Global Greening initiative not only reminds the world about Freetown, its history, beautiful landscape, resilience and warm people – it also celebrates Sierra Leone's relationship with the Republic of Ireland. We are particularly excited about this feature as Freetown was not able to welcome many visitors over the last year due to the ongoing COVID-19 pandemic. Thanks to the Irish Embassy for the continued support to Transform Freetown even during these uncertain times.



The Mayor Aki-Sawyers with Irish Ambassador, Leslie Ni Bhriain

8. Launch of the City Champion for Heat Action initiative

In October 2021, we launched the City Champion for Heat Action initiative, of which Freetown is a founding member. The initiative is run by the Adrienne Arsht-Rockefeller Foundation Resilience Center at the Atlantic Council through the Extreme Heat Resilience Alliance (EHRA). It supports cities in co-developing solutions to address heat-related risks as extreme heat has a significant impact on health and the economy. Extreme heat concerns us as a Council as many residents of Freetown (over 35% of the population) live in informal settlements and in homes made of zinc, which expose them to potentially lethal levels of heat. The initiative allowed Freetown to appoint the first Chief Heat Officer in Africa, Eugenia Kargbo, who will raise awareness of extreme heat risk, co-develop, implement and track Initiatives that reduce heat-related climate risks. Freetown is the third city in the world to have appointed a Chief Heat Officer, closely following Miami-Dade County in the U.S and Athens in Greece.



Eugenia Kargbo, the first appointed Chief Heat Officer in Africa

Environmental management

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The Launch of the initiative was attended by the Mayor of Monrovia, Jefferson T Koijee and Chairpersons of other local councils in Sierra Leone including the Chairman of Bo District Council, Chairman Joseph Bindi; Chairman of Tonkolili, Madam Yabome Sesay; Chairman of Bonthe District Council, Chairman Moses Probyn; and the Chairman of Koinadugu District Council, Lawrence Teteh Kargbo.

The Ambassador and members of the Atlantic Council, Kathy Baughman-McLeod and former Mayor of Quito, Maurice Rodas were also present. The event was also attended by Councillors and staff of Freetown City Council, CDMCs, and representatives of the Environmental Protection Agency (EPA) and the Sierra Leone Meteorological Agency.



9. Freetown Beautification

Rotary Wheel on Jomo Kenyatta Road

In May 2021, the Mayor joined Rotary Freetown and their guests Rotary Sunset at the commissioning of the impressive Rotary Wheel on Jomo Kenyatta Road. Set in a broad median in the road, the Rotary Wheel stands within a newly planted green space with shrubs, flowers and carpet grass thus contributing to our #TransformFreetown city beautification efforts. The FCC thanks Rotary Freetown for its ongoing charitable works and for this specific contribution to making our city more green.



Rotary Wheel on Jomo Kenyatta Road



Mayor of Freetown joining Rotary Freetown at the commissioning of the Rotary Wheel

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10. TEDxMayorOfFreetown: amplifying Freetown's voices in the climate change discussion

On December 10th, we had the tremendous pleasure of hosting our own Countdown-TEDx event, dubbed #TEDxMayorOfFreetown, focused on putting the spotlight on and fostering discussions around our own local climate solutions. Our ultimate aim was to inspire Freetonians to take more environmentally friendly action. We believe that our “Voices From Freetown Around Climate Change” are a critical addition to the C40 Countdown Initiative, which seeks to amplify solutions to the climate crisis and create the platform to turn ideas into action.

During the live event, we hosted over 100 Freetonians from all corners of Freetown, including students and climate activists, development partners, private sector, policy makers and informal settlements dwellers. Our livestream on YouTube reached more than 300 people. TEDxMayorOfFreetown was organized in cooperation with our generous sponsors: C40 Cities, Africell, CRS and Innovation SL – we thank them for their support which helped to make this event a big success.

We had an exclusive selection of 6 speakers:

- Mayor Yvonne Aki-Sawyerr OBE
- Fatou Wurie
- Aminata Dumbuya
- Haja Isatu Bah
- Yirah Conteh
- Jeremiah Thoronka

The speakers gave short, well-curated talks centered on responses to climate change in our city in their various spheres of work.



From the left: Fatou Wurie, Yira Conteh, Mayor Yvonne Aki-Sawyerr, Haja Bah and Aminata Dumbuya. Jeremiah Thoronka's talk was prerecorded and played during the event.





Resilience – Urban planning and housing

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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 third year

11. Preparation for devolution of urban planning functions

Building on the work of the previous year, FCC has continued to advocate for the urgent devolution of Building Permits and Land Use Planning to the Council from the Ministry of Lands, Housing and Country Planning (MLHCP). Freetown is currently experiencing rapid urbanization, driven by rural–urban migration, natural population growth and urban expansion. The city has not been able to cope with this rapid urban growth and the result has been precipitous growth of urban slums and squatter settlements, environmental degradation, poor urban integration, and service delivery. To sustainably address these challenges, the city must be able to execute its urban planning functions sooner rather than later. There however would appear to be some difference of opinion between FCC and the MLHCP on the timescales for devolution, as the Ministry has not yet put in place a clear plan for the devolution of these functions to the Council.

Nevertheless, significant work has been undertaken in the area of urban planning specifically with respect to engagement and coordination on some of the significant strategic programmes.

The main activities and areas of progress have been through the World Bank funded Resilient Urban Sierra Leone project (RUSLP) that has strengthening integrated urban planning and spatial data infrastructure as a key component. FCC has worked alongside other MDAs in supporting this project from its preparatory stage in terms of scoping the Terms of References and in the recruitment of the necessary delivery capacity. This project has been formally approved by the Bank and became effective in September 2021. FCC welcomes the capacity support and funding provided under the RUSLP for which Freetown and the Western Area Rural district are principal beneficiaries. During the course of the delivery of RUSLP, major strides will be made to improve the necessary planning frameworks and instruments to allow the Council to realise its urban planning and housing targets.

FCC still awaits devolution of urban planning functions almost three years after the IMC pronouncement. The current increasingly congested and haphazard urban landscape in the city will not be effectively addressed without devolution of urban planning and building permit issuance functions to the Council.



Building collapse as a result of unplanned constructing along waterways

Urban planning and housing

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FCC's Urban Planning consultants have also contributed to the creation of a Greater Freetown Water and Sanitation Master Plan, which has strong interdependence with the urban planning sector. The project is led by Guma Valley Water Company and, as an implementing partner, FCC has championed the case for local community participation in decision making and contributed improved coordination with other sectors such as Waste Management and Sanitation, Health and Environmental Protection.



Disaster risk reduction cannot happen without effective urban planning and a building permit regime which is focused on reducing environmental and man made risks.

12. Review of Freetown Structure Plan and creation of Local Area Plans

FCC has deployed its in-house resource to take forward a key recommendation from the 2014 Freetown Structure Plan which proposed 12 Planning Areas for effective planning of the city. Following consultations with key stakeholder groups, FCC has identified 5 Planning Areas for which Local Area Plans will be developed in 2022. In 2022, we will continue conducting stakeholder consultation activities and visioning workshops, including a baseline problem definition analysis for each Local Area Plan. The FCC strategy for informal settlement upgrade would be a key component of the Local Area Plans and FCC's urban planning team would work closely with the informal settlement upgrade team in capturing lessons learned from the upgrading of the Cockle Bay area.



Planning areas identified for priority development include the Lumley Malamah planning Area 1

Urban planning and housing

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13. Kickstart of the implementation of terms of Collaboration between FCC and WARD C

An MOU of Collaboration and Partnership in planning the Freetown Peninsula Area was signed between Freetown City Council and Western Area Rural District Council (WARD C) in 2020. Both Councils agreed to work together in specified areas of urban planning and development, and in service delivery.

The MoU outlined 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

In order to support the collaboration in delivering affordable housing, both Councils have started work with an international agency, Rapid Urbanism, in developing area Master Plans for large scale affordable housing projects at key locations within the Greater Freetown area. This we believe will provide improved opportunities for resettled communities to gain access to basic services and increase the job opportunities for the residents as such amenities will be provided for in the master plan and adopted within the statutory planning policy instruments to safeguard the land.



The key policy framework objectives captured in the MOU between the 2 Councils will be encapsulated in the Western Area Regional Spatial Plan being delivered under the RUSL project by the end of 2023.



Urban planning and housing

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14. Informal settlements (slum) upgrades

Build Back Better at Susan's Bay

Following a devastating fire that displaced over 7,000 residents of the Susan's Bay informal settlement in March 2021, the FCC and the Ministry of Lands led a Technical Working Group of government and development partners that prepared a report for the Government of Sierra Leone to justify a Build Back Better redevelopment approach. This work led to a concept note being submitted by UNOPS to the Government of Japan for infrastructure and enabling interventions planned for implementation by UNOPS with FCC in 2022 to 2023. The Government of Japan approved the concept note and the final proposal outlining the key activities, schedule and budget has been submitted for review.

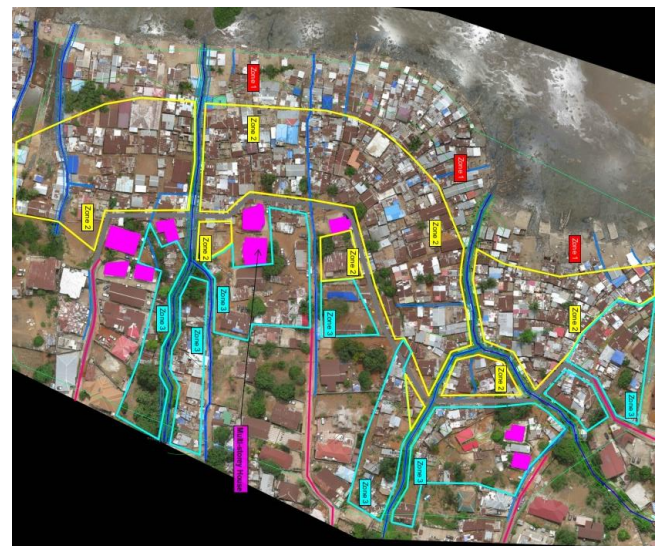
The key activities include a preliminary site assessment followed by the installation of community infrastructure including sewerage and water supply systems, construction of an access road, and the provision of training for the construction of context appropriate housing.

Informal Settlement Upgrading Pilot

During early 2021, as part of the Transforming Lives Program, FCC and Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSA), with support from the INGO Consortium of CRS, CARE, Concern, Action Against Hunger and GOAL, concluded site and needs assessments within the Cockle Bay and Kolleh Town communities. This is the second year of the Transforming Lives Program – a project initiated by the Mayor to address the health and safety risks/concerns for flood-prone communities living adjacent to a sensitive mangrove ecosystem and an active dumpsite, respectively.



We are addressing the health and safety concerns for flood-prone communities



Zoning of Cockle Bay informal settlement



Mayor Aki-Sawyerr discussing neighbourhood upgrade plans with Cockle Bay stakeholders

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In May, the Transforming Lives Technical team, led by CODOHSAPA and FCC, conducted a workshop with stakeholders from both communities during which participants:

- Validated the assessments results;
- Validated the demarcation of hazard and urban planning zones according to risk levels, and upgrading options;
- Discussed participatory upgrading strategies; and
- Prioritized their desired interventions.



The Transform Lives consortium (Catholic Relief Services in Sierra Leone, Concern, Goal, CARE Sierra Leone, ACF, CODOHSAPA) held a meeting with Mayor Yvonne Aki-Sawyers on September 21, 2021, at the Golden Tulip conference hall, Freetown

In June, three workstreams of the Transforming Lives Technical team (Housing, Livelihoods and WASH) met regularly to plan for undertaking feasibility assessments and defining prioritization investment programs that would lead to development of concept notes to share with donors for the upgrading efforts.

In July, a concept note for a pilot study to provide improved accommodation for 305 households within the two communities was approved for funding by a private CRS donor. The multi-year project primarily involves housing upgrading (rehabilitation of existing structures) and redevelopment (densification in suitable areas), but also includes some infrastructure improvements such as:

- Upgraded drainage systems to mitigate flooding;
- Improved sanitation in line with WHO standards and SDG Goal 6;
- Improved mobility with upgraded roads and pathways, which also enable more effective waste management systems;
- Energy efficient/solar power street lighting;
- Fire mitigation strategies including planned cooking areas and fire safety procedures to manage egress and protect lives in the event of a fire; and
- Child-friendly public spaces where possible.

In September, the Transforming Lives Technical team, led by CODOHSAPA, CRS and FCC, conducted a workshop with stakeholders from both communities during which participants:

- Approved of the participatory community-based approach for implementing pilot project;
- Developed designs for houses considering socio-cultural needs, affordability, sustainability, availability of resources (including labor), required services, and physical and environmental needs and constraints, and
- Proposed timelines for next steps, which will involve identifying members for the various committees that would play pivotal roles in the participatory community-based design approach.



Targets 2022

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 third year

15. Property rate and business license reform

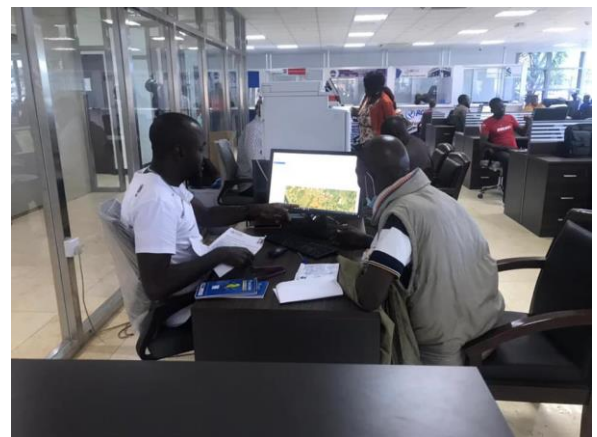
The fundamental change to the system of valuing properties and how to calculate property rates and business licenses – moving to a system of “**points-based valuation**” for both properties and businesses from an area based system of valuation – continued in 2021 after it was introduced in 2020.

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 valuation system has led to transparency, consistency and equity in the calculation of property rates and business licences, by ensuring that property and business owners with more valuable buildings pay more than those with less valuable buildings. 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.

The reform was funded by the Foreign, Commonwealth & Development Office (FCDO) (formerly DFID) with International Growth Centre (IGC), the International Centre for Tax and Development (ICTD) and West African Rice Company (WARC) as implementing partners.

The transformation of our city can now gradually be advanced as everyone comes onboard to pay property rates – we have increased the number of properties included in the FCC property database.

Freetown's property tax reform has been recognized internationally and it was featured in the Economist on 18th June 2020. 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.



The FCC Help Desk on the ground floor of the New City Hall

FREETOWN CITY COUNCIL

Payment Deadlines for Property Rates & Business Licenses

Freetown City Council has completed the delivery of all 2021 Property Rates Demand Notices and Business Licenses.

The deadlines for these payments are fastly approaching. All **BUSINESS LICENSES** must be paid in full by **30TH JUNE, 2021** or a late penalty of **Le600,000** will be added to your account.

Payments for **PROPERTY RATES** should be made in full by **30TH SEPTEMBER 2021**. You can make payment by instalment, up to 30 September 2021. A 5% late payment penalty will be charged on the outstanding balance for those who pay after the deadline.

Payments should be made only to the following approved FCC bank partners:

- Any branch of Ecobank SL
- Any branch of Rokel Commercial Bank
- Zenith Bank & Standard Chartered Bank at the New City Hall

Please do not make cash payments to individuals and make sure that you receive an official receipt from the bank after making your payment.

#TransformFreetown

Please call +232 78 333 000 / +232 88 333 000 / +232 34 333 000 to arrange an appointment. You can also visit www.fcc.gov.sl for more information.

Revenue mobilization

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Property rate and business license reform's objectives are as follows:

1. Geo-mapping the city so that all properties are captured through a digitised system. This resulted in an increase in the numbers of properties and businesses included in the city's database.
2. Assessing property values in a fairer and more transparent way against standardized criteria.
3. Digitizing and automating the property rates and business licensing systems.
4. Raising revenue for Freetown City Council as part of the Transform Freetown Agenda.

Delivery of the 2021 Property Rates and Business Licenses Rate Demand Notices (RDNs)

Delivery of the 2021 Rate Demand Notices (RDN's) started on 22nd February 2021. All RDNs issued were based on FCC's new points-based systems and national guidelines drawn up with the Ministries of Local Government and Finance were fully reflected in the 2021 property rate assessment. In line with the Ministry of Local Government and Rural Development property rate guidelines, the FCC made a 10% discount each available for property owners with disabilities, and for owners above 70 years of age. To claim these discounts, the residents had to come to the FCC Help Desk with a copy of their RDN and proof of disability or age.



British High Commissioner, Lisa Chesney and Kobi Bentley, Development Director at FCDO, which funded our property tax reform visited the FCC banking hall where residents pay their property taxes to see how the new system works

In 2021, approximately 102,700 RDNs and 9,900 business licenses were distributed, representing a 215% and 1% increase respectively over 2020.

Collection of the 2021 Property Rates and Business Licenses

As we end 2021, only 25% of total property rates, 17% of business licenses and 8% of local taxes were paid this year. We are aware that internal FCC challenges contributed significantly to this result but Freetonians must not be deterred. Freetown City Council cannot deliver the services our residents deserve if our residents don't pay their taxes.



Upon receiving his RDN, Ibrahim, a resident, stated: "Came home and met my RDN waiting for me. There's a certain satisfaction that comes with knowing the system works and I am looking forward to making my payment".

Revenue mobilization

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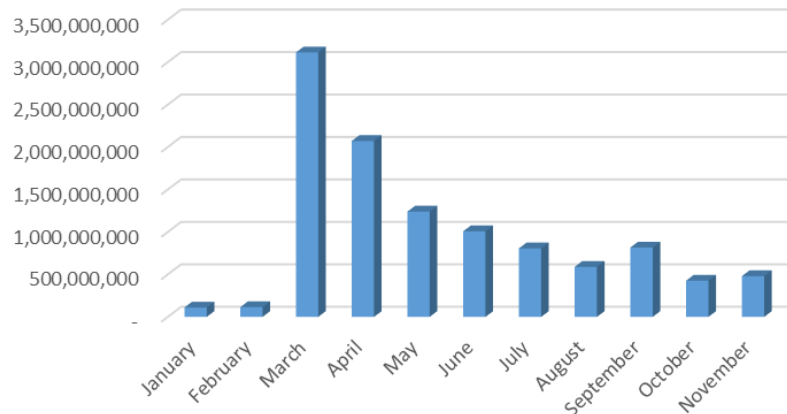
Stakeholders

Transform Freetown Revenue Collection Data

Property Tax collection by month

Figure 1 on the right represents property tax collected in each month for the 2021 fiscal year for the Freetown Municipality. The figure reveals a steady month-on-month decline in property rates collected since delivery of RDNs started in March 2021. Most property rates were collected within the first three months of delivery.

Property Tax Collected for 2021



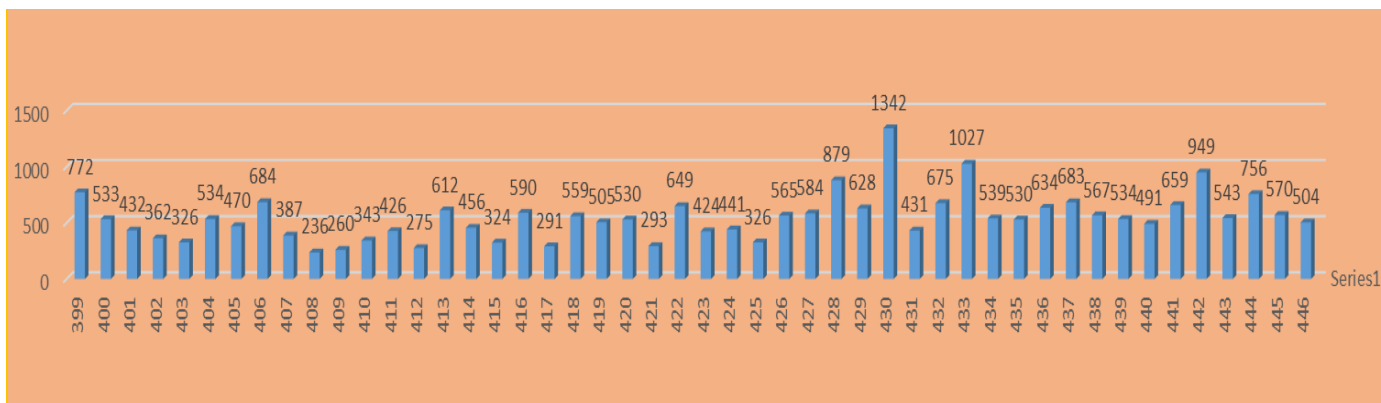
Property rates collected represented 25% of the 2021 target. However, property rates collected in 2021 also represented a 138% increase over the amount collected in 2020, demonstrating the revenue-generating potential of the points-based system introduced through the property rates reform.

Property Tax payment at Ward level

Figure 2 below displays property tax payment across the 48 wards that make up Freetown.

A good number of the property taxes collected were recorded for residential properties with the highest number of payments recorded in ward 430 with 1,342 payments followed by ward 433 with 1,027 payments, both in central Freetown. Wards 408 and 409 in the east end of Freetown reported the least number of property taxpayers with 236 and 260 properties respectively.

Property Tax payment at Ward level



Revenue mobilization

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16. Continuation of the Digital Town Halls

We continue to provide our residents with a direct say in the development of their communities.

In January 2021, FCC began hosting a series of digital town halls across 31 wards in Freetown. This project gives residents a direct vote in how FCC resources are allocated for community development. Traditional Town Halls were transitioned to a digital format by taking place as a series of ward specific WhatsApp groups.

More than 1,600 residents accepted the invitation to join their wards' digital town halls. These residents had an opportunity to share their views on development priorities in their communities, and learn about the priorities expressed by other group moderators. These moderators synthesized the residents' views and presented these to the Ward councillors and the Mayor.

Town hall groups received a list of potential funding options to vote on, based on their prior discussions. Residents vote for their preferred solution, which was implemented over the course of 2021. Since property rates were not collected in 2020, FCC secured Le 450 million from International Centre for Tax and Development (ICTD) to fund selected solutions across the 30 participating wards plus one pilot ward in 2021. Selected interventions were assessed for impact (based on the councillor's view) and feasibility (based on the contractor's view) and implemented projects included 50 meters of truck tracks in ward 404, a hand pump on top of an existing well in ward 406 and a 5,000 liter tank in ward 416. Installation of water tanks was the most commonly selected project, especially in hard to reach and densely populated communities like Sand Gron (ward 401), Hill Top (ward 436) and Madina (ward 442). Such installations were made in the absence of pipe borne water connections from Guma Valley Water Company and existing water wells.

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. Through a hybrid of physical town halls and digital town halls, the FCC can now give residents a transparent and direct say in the development of their communities.



Providing our residents with a direct say in the development of their communities



More than 1,600 residents accepted an invitation to join their ward's digital town halls.



Revenue mobilization

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17. Development of the FCC database of assets

FCC started building and automating the FCC Assets Database in 2019, with the aim to improve the efficient and effective management and monitoring of all FCC assets, optimise revenue generated from these assets, and facilitate a strategic approach towards tailored service delivery.

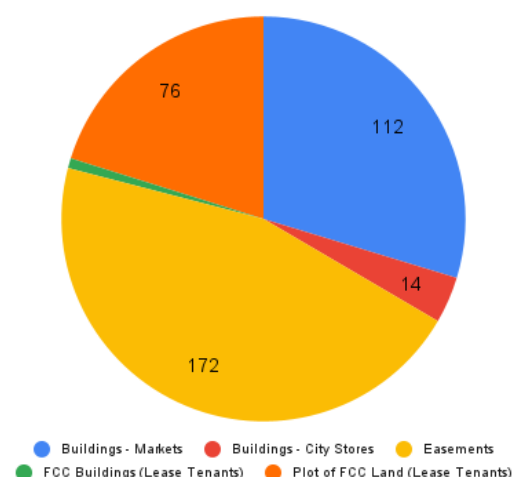
The database of FCC assets has now been streamlined and automated and this exercise enabled FCC to issue 377 Lease/Rent Demand Notices to tenants/lessees in 2021, which signifies a 38% increase in the number of Lease/Rent Demand Notices issued over the year 2020. However, only 41% of the total revenues anticipated have been collected. In 2021, FCC introduced the issuance of Lease Agreements to all identified market, stores and easement tenants and 298 such new leases were issued during the year.

An Enquiries and Appeals desk was set up in the FCC banking hall to support tenants with the new lease agreement process by dealing with lessee/tenants enquiry about their new Rent Demand Notices (RDN) and overseeing the signing of their new lease agreements for the year.

FCC continues to strive for comprehensive management policies and procedures and a standardised basis for valuing FCC land. The FCC Asset Review Panel meetings, where lease tenants are invited to discuss the legal ownership of their property sitting on FCC land, will restart in 2022.

The database of FCC assets has been streamlined and automated and this exercise enabled FCC to issue 377 Lease/Rent Demand Notices to tenants/lessees in 2021.

Units identified for Demand Notices



18. Completion in progress of the Wilberforce Market

In May 2021, Mayor Yvonne Aki-Sawyerr handed over the Wilberforce Market, whose structure had remained unfinished for several years, to Ya Marie Investments for completion. The construction of the market began in 2016 under the leadership of then Mayor Franklin Bode Gibson. The building wasn't completed due to lack of funds. Construction of the market restarted with part funding from Bloomberg Philanthropies and part funding from FCC own source revenues. The construction of the market will be completed in the second quarter of 2022.



Wilberforce Market under construction

Revenue mobilization

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Since May, two storeys have been added to the structure. Once completed, the market will provide storage facilities and serve market women and men in the community who sell wet and dry goods. The third floor will serve as a much needed community centre for the Wilberforce community. Wilberforce community stakeholders at the event included the Ward Councillor Aminata Gibril, Pa Jones, a community elder who was instrumental in securing the land and Rtd Major Palo Conteh.

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.



Mayor visiting the construction site with Councillor Aminata Gibril Sesay and the contractor Ya Marie Sesay



Completion in progress of the Wilberforce Market



Human Development – Education

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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 third year

19. FCC Early Learning Adventure (Free pre-school education for the children of market women)

In 2021, we made significant strides to keep our first Early Learning Center operational, providing quality education for its pre-school pupils.

We are continuing the education of the children of women trading at Congo Water Market. In October 2020, the FCC opened the first FCC Early Learning Adventure Day Care Nursery Center for children of women trading 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 were spending 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 for 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 market. The school is managed by Narnia Educational Group, an educational consultancy and early learning centre accredited by the Network Teaching Children System of Learning.



On July 23rd 2021, 5 pupils graduated from the FCC Early Learning Adventure-Congo Water Market, Wellington – first of the FCC's pre-school centers for children of market women.

In preparation for the opening of the 2021 school year, our managing partner Narnia Educational Group held a 3-day learning and development refresher training for the staff at the Congo Water Center from 28th to 31st August, 2021. The sessions served as an opportunity to build the capacity of the staff and provide a refresher on previous training that they had received. Topics covered during the refresher training included:

- Refresher on policies and rules of engagement
- Learning through play
- Activities that support the progress of the four domains of Early Child Development
- Tips for literacy development
- Outline of a pre-school day
- The role of teachers and caregivers in safeguarding children (which was facilitated by licensed therapist and social work expert, Mrs Alice Browne)
- Assertive communication in Early Childhood Development
- Hygiene Refresher: Hand washing and Personal Hygiene (which was facilitated by consultant pediatrician Dr. Elizabeth Allieu)

In the current academic year, which started on Tuesday 7th September 2021, we provided newly-designed school uniforms for the pupils. They started wearing the uniforms on 11th October 2021, which coincided with the International Day of the Girl – a symbol of our commitment to educating girls, as 50% of our pupils are girls. School uniforms are an essential part of building a cohesive educational environment and is key in helping children develop a sense of togetherness.

Uniforms also serve as a way of improving safety for school going children especially when they are in large crowds or not on school grounds, through their uniforms they can easily be identified.

In July 2021, 5 pupils graduated from the early learning center in a small certificate handing over ceremony. In only one academic year, they have grown to a point where they are ready to excel in primary school.

At the start of the academic year, they could barely call out their names; they spoke no word in English; they had very poor social interaction skills and they were quite unsure of how to express themselves publicly. By the time they graduated, they were curious and inquisitive; they had developed high levels of confidence; they knew numerous nursery rhymes (they knew only one nursery rhyme, “Johnny Johnny, yes papa” when the center opened); they can trace all their letters and they can communicate in English.



The children were very proud of their uniforms

Many thanks to our able Councillor Agnes Marrah for facilitating the process. "We are building the foundation for a great future". Present at the certificate handing over ceremony for the pre-schoolers were proud parents, Councillor Agnes Marrah, Chairman Abubakarr & Chairlady Mariama of Congo Water Market, Ariana Oluwole (Consultant Narnia Educational Group) and Staff of the FCC.

In December 2021, the pupils at the school went on their first excursion and visited the largest floating library, the Logos Hope Ship, which was in Freetown at Queen Elizabeth II Quay. This was their first field trip and the pupils were excited to ride as they sang nursery rhymes on the way. At the Logos Hope Ship, they toured the ship's bookshop and each of them was able to choose a book that was purchased for them to take home. The trip ended with lunch and snacks as they made their way back to the Early Learning Center.



The pupils visiting the largest floating library, the Logos Hope Ship in December 2021

20. Creating the Kroo Town Road Early Learning Adventure Center

At the FCC, we are passionate about these Early Learning Centres as they will provide children from low-income families the head start they need to keep up with their peers from more affluent backgrounds, ignite their interest in learning and help them realize their full potential.

The Kroo Town Road Early Learning Adventure Center, the second pre-school center, will be opened in 2022 for children of traders at Kroo Town Road Market. This center will enable another 40 vulnerable children to get an amazing educational foundation. The center will be at the top of the structure of the historic market. The space, which will house 3 classrooms, 2 toilets, a toy room, storage, and staff offices, has 90% complete and onboarding of pupils is underway.



Works at the Kroo Town Road Early Learning Center



The Mayor visiting the center at Kroo Town Road



In June 2021, we were engaging market women at Kroo Town Road Market about the registration of their children ahead of the school opening

21. FCC School Leadership Support Program: School performance management and monitoring

In 2020, EducAid Sierra Leone and Rising Academy Network, in partnership with FCC, developed a project, called the School Leaders Support Program, to provide data-driven, technology-enabled school monitoring and mentorship. The project, which is funded by Mulago, aims to build capacity, supported by a clear framework of Minimum Standards, including:

1. Schools safety, which focuses on WASH and the safety of school premises
2. The quality of teaching and learning with a focus on Teaching Service Commission agreed standards
3. Schools leadership and management

On the 17th March 2021, the Mayor, Councillors and staff of the FCC launched the School Leaders Support Program. Through this initiative, 24 cluster mentors regularly visit schools, collect data, support heads of schools and work to build collaboration between schools. The project is being piloted in 519 schools and each school receives one of three different types of support.



Training of School Leaders on the Minimum Standards at the Freetown City Council

- **182 schools make up the control sample that receive one training for school leaders each term**
- **178 schools make up the "low-intensity" sample that receive one training for school leaders each term plus one school visit each term**
- **159 schools make up the "high-intensity" that receive one training for school leaders each term plus school visits every other week**

Varying the support to schools will allow the project team to understand which type of support is most effective to improve school standards. In attendance at the 17th March 2021 launch were representatives from the Ministry of Education, Directorate of Science Technology and Innovation, Rising Academy, the Free Quality Education Initiative, Conference of Principals, National Council of Head Teachers, and Sierra Leone Teachers Union amongst others.

The launch of the project was preceded by the recruitment and training of school cluster mentors, who are critical to the monitoring of schools' adherence and progress. Through the training, cluster mentors were introduced to the Project and the Minimum Expectations, and their roles and responsibilities.

Soon after the launch, a similar training was held for over 500 teachers and heads of schools from a selection of primary and secondary schools within Freetown. The training also provided an opportunity for FCC to get input and feedback from heads of schools on the roll out of the school leaders support program. Cluster mentors subsequently visited schools to clarify information and address discrepancies. This initial exercise ultimately confirmed the 593 schools and subsequent exercises decreased the final number to 519 after some schools in the initial list could not be located, claimed that they were private schools or had closed since the data was first collected.

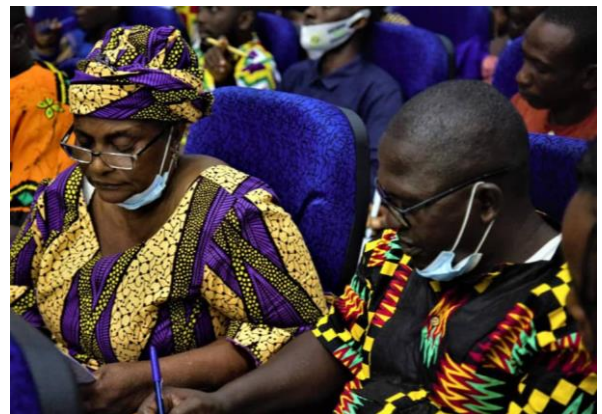
Tremendous progress has been made in the School Leaders Project over the last year. After 2,428 school visits and 11,129 classroom observations, the number of schools with evidence of Minimum Expectations has increased from 65% to 80% between July 2021 and January 2022. Midline survey on Minimum Expectations was conducted in 593 schools in July 2021, with detailed data collected on water and sanitation facilities, classroom furniture and textbooks, and teacher code of conduct.

Cluster mentors have received 6 trainings to ensure that they are able to effectively monitor school environments. They have received training that includes but is not limited to:

- Step-by-step guidance on effective school visits
- How to give good feedback
- Priority setting with school leader
- Positive behaviour for learning
- Trust and team building

A total of 5 trainings have been provided for heads of schools. The approximately 450 attendees that participated in each training received guidance on various topics, including:

- Creating safe schools
- Teacher code of conduct
- Respect and behaviour management
- Priority setting
- Alternatives to corporal punishment
- Building engagement and support with school boards



Training of School Leaders on the Minimum Standards at the Freetown City Council



- **24 cluster mentors**
- **2,428 school visits made**
- **11,129 classroom observations made**
- **80% of schools have evidence of Minimum Expectations by December 2021**

The current phase of the School Leaders Support Program is scheduled to end in July 2022. In the coming weeks, we will review the data and progress of the work done so far and look at opportunities for the next phase of the project, where we hope to build capacity within FCC to effectively monitor and mentor school leaders and determine what degree of support is required to improve school performance. We are grateful to all the school leaders and teachers for their dedication and hard work.

FCC Midline Survey July 2021

GENERAL

- *No. of schools visited 546*
- *Av. No. of students per school 430*
- *Av. No. of teachers per school 12.8*
- *Av. No. of teachers in payroll 8.2*
- *% of schools with teacher code of conduct 59%*

SEATING

% of classrooms with enough seating for all students 47%

% of classroom with inadequate seating and poor learning environment 15%

WASH

Av. No. of student toilets 3.8

Av. No. of teacher toilets 1.6

% of schools with clean toilets 67%

Schools with no toilet facilities 1%

CLASSROOM OBSERVATIONS

- *% of classrooms using textbooks where most or all students have one 52%*
- *% of classrooms not using textbooks at all 17%*
- *Av. No. of extra seats needed in each school 107*

SUBSIDIES

% receiving 77%

% receiving Performance Based Payments 2%

SCHOOL MANAGEMENT COMMITTEES (SMC)

- *Av. no. of members 7.9*
- *% of school leaders who find their SMC helpful 95%*

22. Improvements of the Municipal Schools

We are determined to strengthen systems that will improve our municipal schools and one way we can achieve that is to ensure that boards of governors of municipal schools are effectively working, providing oversight to keep local schools accountable to policies, procedures, and tracking the performance and operations of their schools. In 2021, FCC strengthened the effectiveness of boards of 16 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 contribute to improving the quality of education in municipal schools in Freetown.

In 2021, the Freetown City Council continued the process of reviewing the structure and function of our Municipal School Boards to build better collaboration between the Boards, the Council, the Ministry, and other stakeholders.

In June 2021, we held a workshop to listen to the experience of principals and chairpersons of Municipal School Boards and to collectively discuss strategies to strengthen the roles, qualifications, and training of board members, with the ultimate aim of contributing to school improvement.



A workshop organised to share experience of principals and chairpersons of Municipal School Boards

Our intention is to strengthen collaboration so that our boards can play a pivotal role in enhancing the quality of education for our students and build a better relationship with our communities. This will facilitate the creation of safer and more motivating school environments within which our children can gain knowledge and build strong characters as they strive to achieve their education goals.

Supporting municipal schools with Wallace Johnson Old Pupils Association

In 2021, we continued to work with the Wallace Johnson School Old Pupils Association (WJOPA), led by Desamu Thorpe, to construct a new classroom, renovate WASH facilities and construct a fence around the school compound that will separate the Model Market from the school, which will resolve a longstanding issue between the school and the market.

Other stakeholders involved in the collaboration are Ward councillor (Memunatu Sawyerr) and members of the Ward Development Committee, FCC Education Officer (Rev. Dr. Cooper), Traders' Council and traders, the principal and teachers of the Wallace Johnson School.

We are pleased with and grateful for the work that the WJOPA has undertaken. They have set an example that other municipal school alumni groups can emulate to contribute to the development of their schools and the city.





Human development – Skills development

[Overview](#)[Deep-dive](#)[Challenges](#)[International](#)[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 third year

23. Continuation of The Africa Literacy Project (ALP)

In a pilot of the Africa Literacy Project, which is led by Jobsearch, Cell-Ed in partnership with the Freetown City Council and Africell, functional literacy courses are digitally provided to 500 Freetonians – 250 female traders and domestic workers, 125 persons with disabilities, and 125 youth.

In 2021, the project distributed 214 Africell android phones to market women at Congo Water Market, United Polio at Shell Company Kissy, Cotton Tree Disabled Persons, PWD Disable Persons and Crab Town Community at Wilkinson Road. Project participants are using the phones to learn new skills through Cell Ed's voice and text-based app that offer 3-5 minutes micro modules via SMS, an app and WhatsApp, with the support of community-based coaches.

The program includes five Cell-Ed's courses, COVID-19, Skillbuilder – Writing, Introduction to Reading, Global Reading on Go 1 and Reading on Go 2. A total of 367 learners have been onboarded, of which 177 are active as at December 2022.

On the 8th September 2021, we celebrated International Literacy Day, with learners displaying skills they had learnt within the period of implementation of the project. It was inspiring to see learners who previously could not identify letters read an entire sentence without help! Learners, coaches and project partners also included AfricRadio and AYV, to raise awareness about the project.

Whilst the phones donated by Africell Sierra Leone provided a significant boost to the project, over 250 other learners remain without phones and the project continues to seek means to address this deficit. The project also seeks volunteer coaches to offer support and guidance to learners in various communities.

Providing functional literacy courses digitally to 500 Freetonians – 250 female traders and domestic workers, 125 persons with disabilities, and 125 youth.



The Congo Water Market traders enrolled in the #AdultLiteracy programme. Note that their children are pupils in the FCC's first pre-school nursery at the Congo Water Market



Human development – Job Creation

[Overview](#)[Deep-dive](#)[Challenges](#)[International](#)[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 third year

24. The Heritage Tourism Project in Freetown

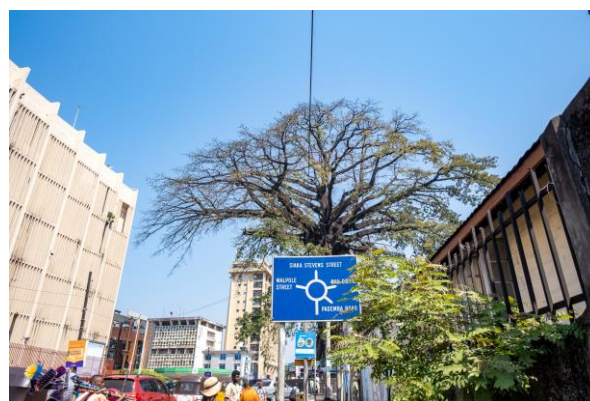
FCC, in collaboration with AfricaOracle, sought funding from the European Union Global Diaspora Facility, to facilitate the development of heritage tourism in Freetown as there is a visible need for the protection, restoration and celebration of Freetown's historic and cultural heritage. The funding, which was approved in November 2021, aims to foster diaspora engagement by facilitating the development of heritage tourism in Freetown through transfer of knowledge, skills and tools.

The project will provide capacity support to develop a strategic framework for the rebranding and promotion of the heritage assets of Freetown:

- Enhance the capabilities and knowledge of heritage preservation, conservation and management professionals in Sierra Leone
- Increase the awareness amongst national authorities and local communities about the value of heritage tourism and the potential for entrepreneurial, community-based tourism initiatives.

Through this support, we intend to:

- Share best practices from diaspora experts on heritage management
- Co-develop a concept note on a Roots Festival that will attract international tourists, with all relevant institutions.
- Develop a conceptual package for the design of a walking tour of Freetown.



The Cotton Tree, symbol of Freetown



King Tom Cemetery



Central Business District (CBD)



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 third year

25. Upgrading Peripheral Health Units (PHUs) to relieve maternal and new born hospitals

FCC undertook the upgrade of two peripheral health units (PHUs) to Basic Emergency Maternal Obstetric Natal Care (BEMONC) status so that maternal and new born care can be provided at those facilities. Grey Bush PHU became a Basic Emergency Maternal Obstetric Natal Care (BEMONC) and Ross Road, an existing Basic Emergency Obstetric and New born Care unit (BEMONC) was expanded. The project was funded by the European Union as part of the EU Stand With Salone support to the FCC's COVID-19 response to relieve the pressure on maternal and new born units in secondary and tertiary hospitals during the COVID-19 outbreak. The project was implemented by Catholic Relief Services (CRS).

Improvements to the Grey Bush PHU included

- Postnatal ward expanded to accommodate 5 beds instead of 1,
- Labour ward was expanded to accommodate 2 beds instead of 1,
- Upgrade of the facility's incinerator and borehole,
- Installation of 2 water tanks,
- Roof cover over a previously open walkway,
- Newly installed gate and increased wall height to improve security.

Improvements to the Ross Road PHU included

- Construction of a post-natal ward as there was none before,
- Provision of a surgical room,
- Roof renovations .



FCC undertaking the upgrades of two peripheral health units (PHUs) to BEMONC status

26. Start of the implementation of obstetrics, gynaecology and paediatrics specialisation program

September 2021 marked the official start of the postgraduate medical education programs in Obstetrics/Gynecology and Pediatrics to improve Reproductive, Maternal and Child Health in Sierra Leone. The program seeks to provide in-country training for 100 doctors (50 pediatricians and 50 obstetricians/gynecologists) to provide maternal and child medical care over a period of 10 years. FCC was instrumental in identifying the anonymous donor that has provided the \$3.85million grant, as it will contribute to the achievement of the #TransformFreetown Health target 1.



Our partners, Ministry of Health and Sanitation and the Mama-Pikin Foundation, will roll out the program over the ten-year period and they have worked hard over the last year to develop the curriculum, develop computer and simulation labs, recruit resident physicians and faculty, and purchase equipment and supplies.

27. Bloomberg sodium reduction intervention for market women

In November 2021, we launched the partnership for Healthy Cities Project, in collaboration with the Directorate of Nutrition at the Ministry of Health and Parene Healthcare. Prior to the launch, the team spent time at the six markets in which the project will be implemented to engage market leaders and other stakeholders on the project and what it aims to address – high salt intake amongst market women.

Through this project we will be supporting traders at Kroo Town Road market, Garrison Street market, Lumley market, Congo Town market, Portee market and Wellington market to reduce their sodium intake by providing nutritional guidelines, which were jointly developed with the Ministry of Health and Parene Healthcare. The project is being funded by Bloomberg Philanthropies through Vital Strategies.





Targets 2022

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

What we did in the third year

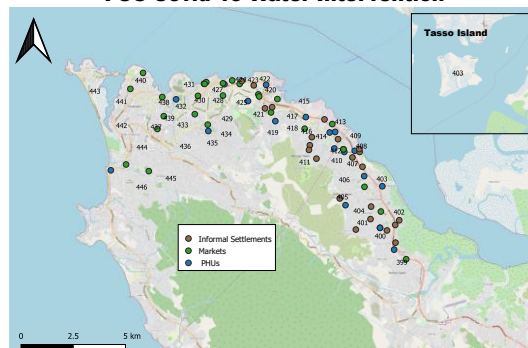
28. Improving access to water through rainwater harvesting systems and local water management committees in communities, markets and PHUs

We continue to make progress to increase access to water for our residents that need it most by installing water facilities – which consist of water tanks, plumbing connection to a tap and in some cases water harvesting systems – at over 100 locations.

In 2021, with funding through Concern Worldwide, FCC 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 and PHUs.

In June 2021, FCC also completed the installation of additional water facilities in informal settlements, markets and PHUs, which had started in 2020 with funding from the #EUStandsWithSalone Project and implementation by CRS. A total of 83 water tanks were installed – fifty-four 5,000-liter tanks and twenty-nine 10,000-liter tanks – in communities, peripheral health units (PHUs) and markets. Of this, 32 had water harvesting systems. In addition to water tank installations, other water-related interventions – which included replacement of broken fittings, PVC pipes and flex pipes, floor mounted taps and water drainage systems – were implemented 5 other locations. At Allen Town PHU, we installed a submerged pump in the PHU's well to supply water to an already existing water tank.

FCC Covid-19 Water Intervention



83 water tanks installed in informal settlements, markets and PHUs, of which 32 had rainwater harvesting systems.



Extensive consultations were held with Catholic Relief Services (CRS), Guma Water Company (GUMA) and other relevant stakeholders on the provision of seed water through water trucking and criteria for selecting viable water facilities. Criteria included distance between the facility and a Guma network pipe, road network (accessibility), availability of other operational water facilities in wards and data on operations of already installed water kiosks in wards informed Councils decision in the selection of the facilities. Based on this, 85 water facilities were identified as eligible for water trucking and each of them was supplied with seed water.

To ensure fair use of the installed facilities, FCC worked with communities to develop Local Water Management Committees (“LWMCs”) to manage the use of the installed water systems in the markets and informal settlements. The LWMC received seed water for operating the water facilities and they will in turn charge community members a fee to fetch water from the water facilities. Revenues collected will be used to get more water and maintain the facilities. With support from UNCDF, FCC trained LWMC members on water management, facility maintenance, financial management and conflict resolution. MOUs will be signed with existing LWMCs in quarter 1 of 2022 to guide committee members on the daily operations of the facilities.

29. Freetown Blue Peace Initiative: water points and public toilets

The Freetown Blue Peace Initiative (FBPI) was officially launched on 1st December, 2020 with the aim of identifying and implementing innovative means of financing sustainable access to and consumption of water in Freetown. The United Nations Capital Development Fund (UNCDF), through its partnership with the Swiss Agency for Development and Cooperation (SDC) and the Geneva Water Hub (GWH), provided funding for the FBPI to support the Freetown City Council (FCC) to construct public toilets and water kiosks. In the longer term, through the project, we will purchase vehicles for solid and liquid waste collection, construct markets with water facilities and build storm water drainage.

In 2021, work kicked off for the first set of activities with a review of the legal and regulatory framework and how they will affect project activities. This was followed by primary research conducted through a literature review, key informant interviews and focus group discussions to:

- Understand socio-political factors that can affect the project,
- Identify the primary and secondary audiences,
- Study the various media and communications channels available in communities, (including informal channels such as ward committees)

The engagements targeted six (6) different audiences; local leaders, religious leaders, community youth, health workers, market heads and low-income household.

In 2020, FCC together with Guma, had identified 60 potential sites for constructing water kiosks and public toilets with the key criteria being closeness to existing natural waterways. Engineering Consultants, Realini Bader Associates LTD, undertook a feasibility study, which confirmed the first set of sites for the Water Kiosks and Public Toilets in 5 locations. Construction of the toilets and water kiosks are expected to start in second quarter of 2022.



The team also undertook other activities related to water and sanitation financing including:

1. A visit to the Tower Hill Municipal School at Tower Hill to enquire about the status of the WASH facilities and any challenges schools face in maintaining the facilities. This was done so that the team can determine the costs for constructing boreholes in the school and the requirements for properly maintaining them. In the end, the team was able to get all the required information to proceed with the development of the budget for this project.

2. Expanding the scope of the Initiative's second deliverable - procurement of trucks for solid and liquid waste disposal - to include interventions across the waste value chain; transportation, storage and recycling waste. A concept note that reflects the expanded project scope is being developed with input from industry professionals who were consulted on how to make the project more impactful. The team has initiated discussions with development finance institutions on possible funding options to facilitate the implementation of the additional activities.



We are excited about this piece of work, which is meant to start in February 2022 and we look forward to the contribution this project will make to foster peace in these communities by improving access to water.

3. Securing funds, through the Women for Water and Peace Project (W4WP), to construct twenty-five water kiosks with solar-powered purification systems. The water kiosks will be run as commercially viable businesses by women in 5 wards, namely Ward 401 (Mayenkinneh), Ward 408 (Rokupa), Ward 435 (Dworzak), Ward 422 (Lumley) and Ward 443 (Crab Town). The project seeks to prevent community water based conflicts due to access to water and foster equitable access to water by increasing women's influence and control over water resources.

The groundwork to put in the application started in June 2021. The UNCDF's Freetown Blue Peace Initiative consulted local NGOs - Purposeful, Institute for Legal Research and Advocacy for Justice (ILRAJ), specialising in women's rights and peacebuilding and FEDURP, to understand the conflict-related community water issues impacting women and girls. From July to August 2021, NGOs and Community Based Organisations (CBOs) - FEDURP and Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA), were engaged in meeting with local water experts, owners of water sources and community leaders, attempting to clarify the linkage between water and violence in Rokupa in the East of Freetown and Dworzak in central Freetown, specifically seeking out women-run organisations and water source managers.

In September 2021, a community engagement workshop was held with engineers, FCC staff, community organisation leaders, NGOs, local water business owners, borehole diggers, women's groups, savings groups, and community representatives to understand the power dynamics of controlling water in communities and how this affects the safety of women and girls. Soon after, a survey was conducted across nine (9) communities with ongoing water conflicts to further understand context and extent, which was used to hone in on the five (5) communities selected for the intervention.



Healthy Cities – Sanitation

[Overview](#)[Deep-dive](#)[Challenges](#)[International](#)[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 third year

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

Sierra Leone's first ever waste water treatment plant at the Kingtom dumpsite became fully operational in 2021. After its completion in late 2020, a period of operational development commenced including the recruitment and training of technical staff on how to operate the system. The treatment plant was commissioned in May 2021 in a ceremony attended by Kobi Bentley, Director of Foreign, Commonwealth and Development Office (FCDO); Gershaw Mekonnen of GOAL; Environment Protection Agency, Councillor Murray Ali Conteh, Chairperson of the Environment Committee at FCC; staff of the Environment and Sanitation department at FCC and members of Kingtom/Kolleh Town communities. Since the operations development phase started in October 2021, 450 septic truck loads have been discharged at the site; this means that approximately 3.15 million liters of liquid waste has been treated at the site.

With funding from FCDO and implementation by GOAL Sierra Leone, this innovative system uses Geo-Bags to filter faecal sludge - separating waste from liquid in the process. The liquid is then treated to a point where it can be safely discharged into the sea or reused on the dumpsite (for instance, putting out dumpsite fires). The remaining waste is treated and turned into compost. The waste treatment plant puts an end to the decades long practice of vacuum trucks emptying untreated liquid waste directly onto the ground at Kingtom and brings immediate benefits to the environment and to the health and well being of the residents of Freetown.

The concept was tabled by CEO of Premier Environmental Solutions CEO, Mr Walid Bahsoon, during our 2018 planning labs and it is wonderful to see that concept developed and implemented.

Treatment of liquid wastewater happening for the first time in Freetown's history – a significant boost to environmental protection in the Kingtom area.



31. Public space cleaning

In 2021, FCC expanded daily street sweeping coverage to improve sanitation and cleanliness city wide. One hundred and ten (110) major streets are now being swept daily by 135 tricycle groups, an increase from 68 major streets in the previous years. Waste collection by the FCC fleet team also continued in all 48 recognized markets.

With support from #EUStandsWithSalone, FCC also embarked on 12 general cleaning exercises, which targeted abandoned streets and illegal dumpsites, in addition to daily street sweeping. Each cleaning exercise was conducted by a large team of 960 people which comprised FCC sanitation team, councillors, community volunteers, FCC Public Health Aides, FCC Metropolitan Police, and the Micro-Enterprise Youth groups. Whilst the youth groups and the community volunteers embarked on cleaning, the FCC Public Health Aides and Metro Police Officers embarked on public education and enforcement of the FCC sanitation bye-laws. Residents were sensitized and the public informed about the importance of having a waste service provider to collect their household waste, environmental management and on law enforcement and the FCC Metropolitan Officers educated the public on the penalties for breaking FCC sanitation bye-laws.

FCC organised intensive cleaning exercises across all 48 wards to uplift the look of the city ahead of the Independence Day and Christmas Day celebrations! Despite the Council's precarious financial position, we were able to mobilize funding, and through Councillors, mobilize manpower to go a step further by painting curbs along major roads in all wards for Independence Day. With the oversight and involvement of ward councillors, the Deputy Chief Administrator, the Environment and Sanitation Officer and the FCC Sanitation department and the Metropolitan Police, the cleaning activities significantly uplifted the look of the city. Thanks to World Vision for supporting FCC to pay the tricycle groups and to Masada for offering trucks and skips pro bono basis to undertake the intensive three day cleaning exercise ahead of Christmas.



Public space cleaning activities



Joint efforts in public space cleaning



Throughout the year several cleaning exercises were conducted jointly by FCC Fleet team, Community stakeholders and waste micro-enterprise groups.

Community engagement and sanitation enforcement

In 2021, the FCC sanitation team, including Sanitary Inspectors (otherwise known as public health aides) and FCC Metro Police, continued conducting community engagement and enforcement activities. In 2021, 1,492 properties were visited and 648 properties whose sanitary conditions were unsatisfactory, were issued stickers. MET Police visited the locations a few days later to ensure that residents had complied by cleaning up their premises.



Community engagement activities

The Mayor also visited schools, including Allen Town Municipal School, Baptism Secondary School Allen Town and Victory Evangelist Ministry School, where she talked to pupils about becoming effective waste management change agents. The Mayor stressed how much the youth's support is needed to improve sanitation in the city. Each session ended with the pupils promising to stop dropping the plastic packets on the ground and to share that message with their family and friends.



FCC is also being innovative about decentralizing sanitation bye-law enforcement given financial and human capacity constraints. In November 2021, we initiated a proposal to enforce sanitation bye-laws through Western Area Tribal Heads and sub-chiefs using FCC's block and zonal system.

The city's 48 wards, grouped into 8 blocks, have now been further disaggregated into 10 zones per ward. In each zone, a local chief has been appointed to lead enforcement of sanitation laws.

The chiefs will set up task forces, called Zonal Enforcement Teams (ZET), which will include the chief, chairlady, chairman, youth leader, WDC member, CDMC's, a local police partnership board member and other community influencers. The ZETs are permitted to fine defaulters Le 100,000 for breaking sanitation bye-laws. The ZETs will work in collaboration with the FCC enforcement teams; Metro-Police Officers and Sanitary Officers designated in their various localities. The FCC enforcement teams will conduct joint engagements with the ZETs and support all community engagement and enforcement activities.

1300 overalls donated by United Bank for Africa to the Sanitation Department

In April 2021, Executive Director of United Bank for Africa (UBA), Mohamed Samoura, on behalf of the bank, donated 1300 overalls to FCC for use by members of the public space cleaning team, which includes our street sweepers, fleet operators and FCC waste service providers!

32. Municipal dumpsite improvements

FCC continues to collaborate on plans to build a sanitary landfill that will replace the Granville Kissy and Waterloo dumpsites, both of which are unstable and dangerously overloaded. This is part of the World Bank-sponsored Resilient Urban Sierra Leone Project (RUSLP) to improve disaster risk management, urban resilience and waste service delivery in Western Area.

FCC has been central to project design, and in 2021 played a key role in a land selection process that identified a potential site near Hastings in Western Area Rural. The process of securing the site for environmental impact assessments and further development is in its final stages. This landfill solution will be like no other dumpsite seen previously in Sierra Leone; it will be sealed (thereby minimising the health hazards associated with open sites), it will generate some electrical power and it will also create employment opportunities for families in the immediate vicinity.

Whilst the long-term future of Freetown's dumpsites is being addressed, in 2021, FCC continued to work hard to improve the safety and efficiency of the Granville Brook and Kingtom dumpsites in order to address the concern that annual floods and extreme weather could lead to life-threatening disasters at one or both sites. Working with the Chinese construction industry in Freetown, FCC secured heavy plant operations for drainage and waste clearance at both sites, valued in excess of \$100,000. CRSG (Chinese Seventh Railway Group) conducted the work at Kingtom, while CCECC (China Civil Engineering Construction Corporation) did the work at Kissy (Bomeh). Furthermore, through an application process that began in early 2020, FCC has secured a goodwill donation of three vehicles (bulldozer, backhoe and compactor truck) from the Society for the Protection of Japanese Diplomacy. These vehicles arrived in Freetown in June 2021 and following a period of inspection and maintenance are now based at FCC's Blackhall Road vehicle Depot. The vehicles are used to regularly stabilise the City's overburdened dumpsites. In addition, with the support of the Irish Embassy, FCC installed boreholes at both dumpsites, to provide a reliable and constant source of water to fight fires and support dumpsite operations. Finally in 2021, the construction of a concrete ramp (funded by UK FCDO) was completed, paving the way for the installation of an automated weighbridge in 2022 (funded by African Development Bank) at Kingtom. This will measure daily waste disposal and support the design of a sustainable business model for FCC dumpsite operations, and the wider FCC Integrated Waste Management Strategy.



All these Council interventions have reduced the risk of floods and fire at the dumpsite, but also improved access for waste collection service providers, reducing the quantity of waste on Freetown's streets and resultant environmental threats across the City.



Mayor visiting Kingtom dumpsite

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

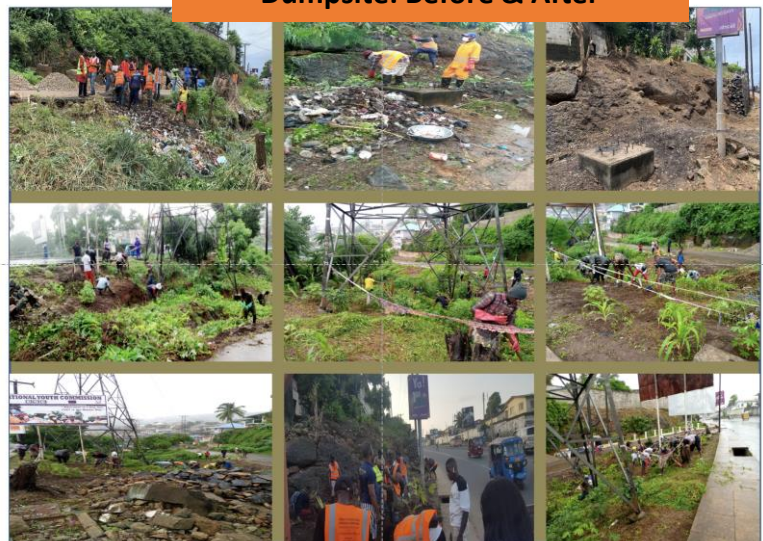
Over the last 2 years, a citywide assessment was conducted to map out illegal dumpsites in Freetown. 69 main illegal dumpsites were identified and through the support of various partners such as the EU, CRS and Concern, 20 of those sites were cleaned and cleared.

In June 2021, a re-assessment of the 69 identified illegal dumpsites was conducted. The reassessment showed that the number of illegal dumpsites had reduced to 43 due to several clearing interventions undertaken by FCC and its partners. FCC secured funds from UN Habitat to continue working towards its target to clear all illegal dumpsites by 2022. Through UN Habitat funding, 9 additional illegal dumpsites were identified and cleared at various locations including Circular Road Cemetery, Signal Hill Road (which had two different illegal dumpsite locations), Hill Station, Congo Cross, Carlton Carew Road, Allen Town (which also had two different locations), and Juba Bridge. The cleaning and clearing of the sites was jointly conducted by the waste micro-enterprise tricycle groups, the Freetown City Council Waste Management Fleet team and stakeholders from the different communities. In instances where the volume of waste was enormous, FCC deployed its front-end loader to support the cleaning teams.

Out of the 9 sites cleared, the sites at Congo Cross Bridge and Allen Town Bridge were beautified and transformed into green public spaces. These sites were co-designed by FCC and community stakeholders, and the work was done by Tekk Landscapes, a professional landscaping company.

The concept of clearing and greening illegal dumpsites was built on the premise of community ownership and participation to ensure sustainability of new green public spaces. Six (6) community members were selected to form a community management committee. These stakeholders were engaged and trained to provide basic maintenance services after construction. The sites were handed over to the communities in September 2021 in the presence of representatives from CRS, UN Habitat team, Councilors, Chairmen, Chairladies, Youth Leaders and other key community stakeholders. Additionally, wheelbarrows, shovels, rake, hoes, watering cans, water tanks and 5 solar lights were supplied to the two communities as a support to enable them better manage and maintain the new green public spaces.

Congo Cross Bridge Illegal Dumpsite: Before & After



Allen Town Illegal Dumpsite: Before & After



34. Expansion of sustainable waste management micro-enterprise groups

Our commitment to improve waste collection in the city is partly implemented via the Sustainable Waste Management Through Micro-enterprises Project, through which we provided 80 youth groups with tricycles, tools and training to start waste management businesses. Funding for the establishment of the 80 youth groups was provided by the European Union (EU) and the International Organization for Migration (IOM) in 2019 and 2020 respectively. In 2021, 90% of the youth groups are still operational and they serve over 43,000 registered household, a drastic increase from the baseline of 8,000 in 2018.

In late 2020, we secured funding to set up 40 new waste collection businesses after Freetown became 1 of 5 cities from low-middle income countries that was awarded the Global Cities Fund Grant by the Mayor's Migration Council. Besides improving household waste collection reach of the initial 80 tricycles, the opportunity also helps us create jobs at a time when COVID-19 has presented unprecedented challenges for many young people that have migrated to Freetown from rural areas. However, significant delays related to the procurement of the tricycles meant that the launch of the Project and handing over of the tricycles happened in December 2021, one year after the grant was awarded.

Notwithstanding these challenges, 40 waste micro-enterprise groups, made up of 240 youth, were enrolled into the FCC waste collection system and they were trained on waste collection, business development and safety protocols. In addition to the tricycles, tools such as wheelbarrows, shovels, hand gloves, brooms and head pans were also provided to the youth groups. They will focus on waste collection in both public space cleaning, which is directly funded and managed by FCC, and also on household collection. The youth groups have been incorporated into the FCC block system and assigned to sweep designated streets across the 48 wards, which will provide the much needed support to existing groups.



At the end of the project, whose timeline has been increased to 2 years, the new tricycle groups are expected to pay a 50% loan recovery fee to FCC for the tricycles, which will then qualify them as sole owners of the tricycles. The loan recovery fee paid by the tricycle groups will be invested in the procurement of new tricycles and further expansion of the waste micro-enterprise system. We anticipate an increase in the number of households served by 15,000 over the next year.

35. Rolling out of dog licensing, vaccination and sterilization programme

FCC, in partnership with Propel and Compassionate Paws International, rolled out a dog licensing, rabies vaccination and sterilization pilot. At full scale, this process is aimed at better managing the dog population in Freetown, which contributes to filth on the streets. The pilot took place in the Wilberforce community from March to September 2021. More than 80 dogs received free rabies vaccinations and de-worming, and their owners were given a collar and license book that will be updated annually. Dog owners were also offered the opportunity to register their dogs for a sterilization procedure.

In December 2021, FCC secured \$50K funding from the Friedrich-Loeffler Institute, part of the German Federal Institute for Animal Health. With our delivery partner, the Sierra Leone Animal Welfare Society (SLAWS), and national and international partners including Sierra Leone's Ministry of Health and Sanitation (MOHS) and Compassionate Paws International (CPI), the funds will be used in 2022 to scale up the Wilberforce Pilot by registering and vaccinating thousands of dogs against rabies across the City.



More than 80 dogs received free rabies vaccinations and de-worming in Wilberforce community



36. Recruitment of 50 Metropolitan Police personnel

FCC welcomed 50 new recruits into the Metropolitan Police (Met Pol) force after a "passing out" ceremony in October 2021. The recruitment process started back in 2019 when applications were sent out. However, the process stalled when FCC could not raise enough revenues in 2020 to start paying salaries for new staff. The process restarted in 2020 when prospective applicants took an entrance exam that led to the selection of the final 50 officers.



Recruitment of 50 Metropolitan Police personnel

The new recruits underwent 8 weeks of training in physical, mental and behavioural techniques at the Sierra Leone peacekeeping and Law Enforcement Academy at Hastings, which was the final phase of the recruitment process. The training, conducted under the supervision of the academy's commandant, was done to ensure that the new recruits are prepared for the rigors and challenges of policing a city of more than 1.2 million people. 6 in-service personnel also spent 2 weeks on the programme gaining management skills.

This is a significant milestone of Freetown City Council as this is the first cohort of Metropolitan Police to be recruited and trained since 2010. This intake will significantly improve the enforcement of FCC's sanitation Bylaws as FCC previously had only 110 Met Pol Officers in the force. Thank you to the Sierra Leone Police for providing such excellent training to our newly recruited officers.

37. Completion of 6 transfer stations across Freetown

In May 2021, we marked construction completion for six transfer stations at Lumley, Approved School, Allen Town, Shell, Macauley Street, and Cline Town, with the last two locations completed in 2020. Land ownership challenges meant that the 7th transfer station – whose construction, like all the others, was funded by Foreign, Commonwealth and Development Office (FCDO, formerly DFID) and implemented by CRS – could not be constructed. Instead, a location at the Kingtom Dumpsite has been earmarked to serve the purpose of the 7th transfer station with the approval of FCDO.

The new transfer stations are meant to serve as temporary holding centers for waste collected by the FCC approved tricycles groups, and will in turn be serviced by skips which are emptied daily. The existence of these 6 transfer stations across the city will enable tricycle operators to collect more waste from households and businesses each day as they will significantly cut down on the time previously taken to travel to dump waste at the Kissy and Kingtom dumpsites. Beyond improving positive outcomes in sanitation, the transfer stations will also create jobs for community members.

However, several months after the transfer stations were completed, internal FCC constraints have resulted in transfer stations being inoperable as the process of procuring the 6 skip vehicles that are required to operationalize the new transfer stations has been stalled. We look forward to starting the transfer station operations as soon as that process is concluded.



Construction completion for six transfer stations at Lumley, Approved School, Allen Town, Shell, Macauley Street, and Cline Town.





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 third year

38. Advanced the CBD Regeneration Project

FCC continued working with SLRA and other relevant MDAs on an intervention to regenerate the central business district (CBD) after securing funding in late 2020 from the City of Zurich. Starting with a pilot area around the New City Hall to test the scheme, the CBD regeneration work aims to create the enabling environment to revive business activities in the CBD by addressing issues around inadequate street parking in the central business district for motorists and dedicated footpaths for pedestrians. The project will also encourage leisure and tourism by creating safer environments for pedestrians and vehicular movement.

The project has five key objectives and they are as follows:-

- To **reduce congestion** and improve air quality through the promotion of walking and clean, high-occupancy public transport;
- To **create attractive public spaces** in the CBD which in turn will encourage leisure activities and tourism in the city;
- To create a **safer environment** by installing street lights around the CBD and repairing footways for pedestrians and vulnerable road users;
- To **improve the overall amenity** of the CBD based on the development of the Freetown CBD Local Plan.
- To maximise the **revenue generation** from high-quality property that attracts businesses to locate in the CBD and from the introduction of parking controls.



FCC has established a project steering committee consisting of key stakeholders such as the Ministry of Transport and Aviation, Sierra Leone Roads Authority (SLRA), Sierra Leone Road Safety Authority (SLRSA), Sierra Leone Police (SLP), Office of the President's Infrastructure Initiatives (OPII), Road Maintenance Funds Authority (RMFA), Ministry of Energy and Ministry of Works and Public Assets. The committee has started to hold meetings and a Project Implementation Unit has been set up to project manage the scheme. Meetings were also conducted with representatives of the CBD business community, property owners and residents in the CBD.

In parallel, two consultants from Zurich (HELVETAS & EBP) were engaged to conduct a feasibility study and both conducted a field trip to Freetown in May 2021 and whilst in the city, they interviewed several key stakeholders to help inform their research. The consultants were supported by the Sierra Leone Urban Research Center (SLURC) to conduct the feasibility study. The team from the City of Zurich, the consultants and FCC continue to work together to shape the cooperation concept, agree on the working relationship and prepare to commence work in April 2022.

Our city remains grateful to Hon Corine Mauch, Mayor of Zurich, for her willingness to support our city in making these essential improvements to improve the lives of our residents. We are looking forward to finalising the programme, commencing the works and continuing to work with other public and private sector partners to make Freetown's CBD a place of choice to do business and leisure activities and to improve the city's economy.

39. Advanced cable car stakeholder engagement and funding for full feasibility studies

Freetown City Council has been working on the Cable Car system for over two years now as a sustainable form of mass transit to address the high travel demand across the city. The Cable Car will provide a greener, safer and faster mode of transport in our congested city, linking the hard-to-reach hillside and densely populated communities around Freetown to and from the CBD.

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 three thousand (3,000) people an hour, each direction during peak periods.

The proposed system will have its own independent energy source and will not rely completely on the national electricity grid. During 2021 the council's in-house team supported by a leading Cable Car manufacturer has undertaken a pre-feasibility study on the sustainability of the Cable Car as a mode of transport to serve the city. The study concluded that the project presented a good business case for private sector investment based on current travel demands and land use patterns along the selected routes.



FCC encountered several challenges in accessing funding that was initially earmarked for the full feasibility study but was subsequently not available. Thankfully we have now secured alternative funding through the C40 Cities Finance Facility to undertake the full feasibility study and prepare financing options for implementation of the Cable Car system. The selected feasibility study consultant is expected to start work by the end of February 2022.

Additionally, FCC will continue to work with the Environment Protection Agency (EPA) and other relevant MDAs to understand in more detail what technical assessments, as well as the environmental and social impact the project will create and agree on measures to mitigate and to start addressing them within the feasibility study. We currently envisage that works on the pilot route should commence on-site within 18 - 24 months if no additional delays are experienced.

In addition to the above-mentioned projects, the World Bank and the Government of Sierra Leone funded Integrated Resilient Urban Mobility Project (IRUMP) has provided financial support to the council for human capacity building to develop the sector. This funding will provide critical resources to support the above-mentioned projects, strengthen the engineering capacity of the council as well as aid the clearing the Right of Way for the safe and speedy movement of the planned bus services along the IRUMP corridors.

During the reporting period, the council also submitted a Clean Air Quality Declaration application to C40 Cities to further develop the knowledge base of air quality in Freetown using transportation as the main platform. This was a strategic decision made by the Mayor because the declaration aligns with the Transform Freetown Agenda. Whilst we await the result of the application, the council has agreed to join the international Zero Electric Vehicle working group for two and three-wheeler vehicles.



FCC disaster response and mitigation activities

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In the face of the threat of dangerous weather patterns with potential for serious floods and continuous fires in Freetown, the FCC continues to implement active measures to reduce the impact of natural, man-made and climate related disasters, and to support vulnerable residents in the aftermath of such events.

Since January 2021, the Council's Disaster Risk Management (DRM) Team has responded to more than 40 disasters throughout the city. Over 25 of these were fires, affecting more than 1900 households, and over 8,900 people. Other smaller incidents included building collapses, landslides and floods. The FCC DRM Team was often the lead response coordinator partnering with government agencies, and local and international NGOs to deliver supplies such as food, shelter, water and non-food items to the affected populations.

For larger disasters such as the Susan's Bay and Kroo Bay Fires in March and September 2021 (impacting 7000 and 500 people respectively), the FCC worked with the National Disaster Management Agency (NDMA), which took the lead coordinating role due to the scale of the disasters. Support from international organizations was invaluable throughout these responses, reflecting the importance of international cooperation for disaster risk reduction.

To complement this work to reduce risk, and for the second year in a row, FCC led a citywide programme of workshops and community level training days for Ward Councillors and 360 Community Disaster Management Committee (CDMC) volunteers. These workshops covered community-led hazard identification, risk assessment and emergency action planning, and practical community training events in fire-fighting and flood preparedness.

Whilst FCC is proud of its progress in responding to disasters and building community resilience, the absence of urban planning, lack of proper development controls and regulations and lack of an effective building permit regime – all functions outside FCC's control – were identified as contributing factors to these disasters. We continue to advocate for these critical urban planning functions to be devolved to local councils in accordance with the 2004 Local Government Act.

Since January 2021, the Council's Disaster Risk Management (DRM) Team has responded to more than 40 disasters throughout the city.



Over 25 of disasters were fires, affecting more than 1900 households, and over 8,900 people.

FCC Disaster Prevention and Mitigation

List details with some of the FCC's most critical fire responses from 2021

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40. Response to Fire Incident at Portee Wharf on the 9th of February

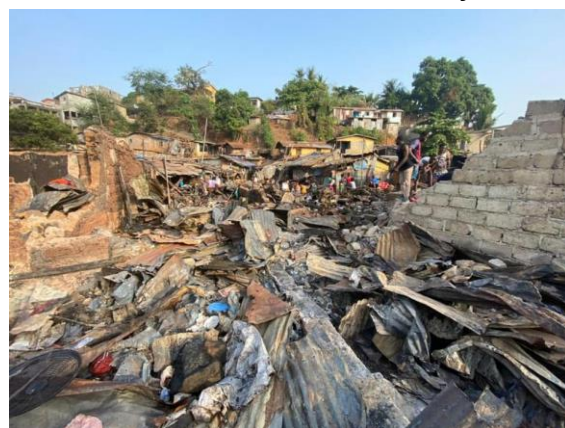
In the morning of 9th February, a fire broke out in the Portee Wharf community in the east end of Freetown (Wards 408 and 409). The National Fire Force (NFF) made several attempts to access the scene of the accident but they were futile. After a long struggle, the residents of the community were able to put out the fire. The fire was reportedly caused by either a poor electrical connection or burning anti-mosquito spiral. The total number of burnt households was thirty five (35) houses, and one hundred and fifty three (153) people were affected by the fire.

The incident response was led by the FCC, with the support and the oversight of the then newly-established National Disaster Management Agency (NDMA). The NDMA and NFF secured the scene immediately after the fire and conducted a needs assessment. In accordance with its SOPs, FCC convened an Emergency Planning Group (EPG) including representatives from NDMA, FCC, NFF, community leaders and volunteers, Sierra Leone Red Cross, BRAC, CRS and CARE. The UK's Bournemouth University Disaster Management Centre (BUDMC) – which had previously partnered with ONS and FCC in providing training and community disaster response facilitators' guides – offered remote support during the incident response, focussing primarily on live advice to Councillors and responders at the scene (over Zoom). The EPG visited the site on 10th February and provided shelter, food, water, clothing and medical support the very next day, which included:

- SL Red Cross provided temporary shelter (4 tents)
- CARITAS provided clothing, blankets and shoes
- and CRS with food and water.



Fire incident at Portee Wharf



153 people were affected by the fire

41. Response to Fire Incident at Belgium Market on 5th March

On 5th March 2021, a fire broke out at Belgium Market, one of Freetown's 42 municipal markets. The fire was put out by the National Fire Force with the aid of community youth, after considerable destruction had been done. A total of sixteen shops, one dwelling house, one store and two office structures were either partially or completely burnt down. The affected population consisted of 41 residents and 144 commercial traders that used the shops as storage facilities.



Mayor at the Belgium Market

FCC Disaster Prevention and Mitigation

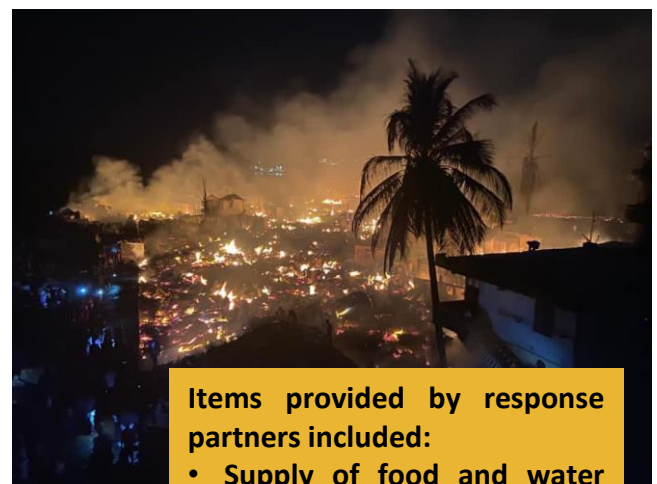
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The incident response was led by Freetown City Council, with the support of the National Disaster Management Agency (NDMA) and other partners. Immediate priorities identified were food, water and clothing for the homeless, and financial support for the Belgium Market traders, who lost their commodities and commercial premises worth millions of Leones. The Mayor and Councillor Mantenneh Conteh of Ward 430 visited Belgium residents and traders right after the accident. Cash transfers for the fire victims, facilitated by Concern, were immediately implemented at the City Hall. GOAL, SL Red Cross, CRS, World Food Programme (WFP) and CARITAS continued to work with FCC on a wider response to this incident in the following weeks.

42. Response to Fire Incident at Susan's Bay on 25th March

Susan's Bay fire was one of the most devastating catastrophes that hit our city in 2021 as it affected over 7,000 people. There were no fatalities but 409 people were reported injured. Once again, there was no access for the fire service as a six storey building under construction blocked the access road for the National Fire Force.

The National Disaster Management Agency (NDMA) led the response to the incident, which was a level two national disaster. Freetown City Council played a supporting role, coordinating and collaborating with the NDMA Pillar Leads for Registration, Shelter, Water/Sanitation, Logistics, Psychosocial, Nutrition (and non-food items), Security and Education through Deputy Mayor Osman T. Koroma & Councillor Madina Kamara, Metropolitan Police and Social Services Department. Registration of the victims of the fire established that 7,093 people were affected across 1,597 households. A multi-agency needs assessment was undertaken, which identified accommodation, water & food and clothing as priority requirements for affected residents.



Items provided by response partners included:

- Supply of food and water for up to 5000 victims
- 53 tents erected
- 3 seven-litre water tanks

43. Response to the collapse of a house on Owen Street on 22nd August

Following heavy rains, a house on Owen Street, off Mountain Cut, collapsed resulting in considerable damage and loss of property. Thankfully, no one died (a similar incident happened in the same area in 2011 resulting in 13 deaths). The Ward Councillor was called to the site at 4am as the FCC is often among the first responders to disasters – we understand that our communities look to FCC for support. This disaster is yet another consequence of the lack of Urban Planning and Building Controls in the city.

FCC continues to advocate for these functions to be devolved to local councils by the Ministry of Lands as stipulated in the Local Government Act 2004. FCC has worked with many stakeholders to develop a credible and effective system for development control that is designed to help bring structural order, increase safety and protect the environment in our city. We must collectively make every effort to reduce the risk of disasters and prevent further damage to lives, properties and future generations of Freetonians.

FCC Disaster Prevention and Mitigation

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44. Response to the Tanker Explosion at Wellington on 5th November, 2021

On Friday 5th November 2021, a loaded fuel tanker exploded in Wellington area of Freetown, following a collision with a tipper truck. 301 people were directly affected by the disaster; 87 died at the scene, and a further 67 succumbed to their injuries in the weeks that ensued, bringing the total deaths to 151. Many surviving victims suffered full-body, third-degree burns and they have needed significant medical care since the incident. 83 have been treated and discharged. A further 67 suffered less serious burns and reported to local health facilities for treatment. Numerous families abruptly lost their primary source of income, and struggled to cover basic living and medical expenses. The National Disaster Management Agency led the disaster response with FCC and many other partners providing support.

In the wake of the disaster, Mayor Yvonne Aki-Sawyerr, Deputy Mayor Osman T Koroma, Councillor Arthur Mansaray (Ward 403) and other FCC representatives spent time visiting families of the victims in the Wellington community to mourn with them. Mayor Aki-Sawyerr also visited victims admitted at the Connaught Hospital. FCC was also able to help our sister council, Western Area Rural District Council, with a bulldozer to dig graves for the burial of the deceased.



Mayor of Freetown donating blood at Connaught Hospital



Nutritional and medical supplies for patients

Freetown City Council (FCC) supported the Sierra Leone Medical and Dental Association (SLMDA) to raise over £47,000 to help the victims and their families. The funds raised came from four sources:

- Online fundraiser on JustGiving (£38,451)
- Donation from Honorary Consul of Sierra Leone to Texas and the Association of Sierra Leonean Organization in Texas (ASLOT) (£4,166.67)
- Krio Descendants Union (£1,355.32)
- Anonymous donor (£5,150)



FCC Disaster Prevention and Mitigation

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FCC also provided logistical support in spending the funds in three areas:



Nutritional supplies for patients and medical workers

Through our initial conversations with doctors and various meetings at Emergency Operations Center (EOC) and NDMA, we identified that patients admitted to Connaught and 34 Military hospitals were in dire need of high-protein nutrition to recover, and food support to medical staff by other private donors was about to run out. In collaboration with SLMDA, NDMA Nutrition Pillar leads, and with input from nutritionists at Connaught and 34 Military Hospitals, high-protein nutrition was provided three times daily for burn patients at Connaught and 34 Military Hospital. FCC also provided food for the medical staff who treated the patient for the first 2 weeks of the response. In addition we supplied 290 units of the urgently required high protein supplement Ensure (16g protein) for patients at Connaught and 34 Military Hospital.

Medical supplies needed for burns victims

At the first EOC meeting after the disaster, it became clear that there was a critical need for the rapid purchase and delivery of burns-related medical supplies available in-country. Large quantities of medical supplies and equipment were delivered from abroad, but it took days or even weeks to process these deliveries through the National Medical Supply Agency, whilst gauze, antibiotics, and other supplies were urgently needed within hours. SLMDA received technical support from members of the Mayor's Delivery Unit at FCC to design a system for the rapid provision of medical supplies which met a strict criteria. Through this system, the following were provided on time:

- 2,500 surgical gloves
- a batch of specialist antibiotics (Trazobactam),
- 20 rolls of impregnated sterilized gauze
- a batch of Human Albumin solution, which was available in very limited quantities in the country but was urgently needed to save the lives of patients in critical condition at the 34 Military Hospital.

Cash transfers to bereaved families delivered

We believe that the provision of direct, financial support to struggling residents lies within the core function of municipal leadership; thus, together with the SLMDA, a part of the funds raised through the Just Giving Fundraiser was allocated to cash transfers for affected families. The cash transfers required both a verified list of affected people and an approved method of cash transfers before they could be delivered. The FCC liaised with the contact tracing team led by NDMA to consolidate, refine, and verify the list of all people impacted by the disaster; MOHS and NaCRA also attended meetings to harmonize and further verify data. Thanks to our collaboration with Africell, the affected and registered families received special SIM cards through which money transfers of Le1.45m each will be made.



Councillor Arthur Mansaray (Ward 403) and the victims who have received Africell SIM cards

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The process of transferring the remaining funds from the Just Giving fundraiser (approximately Le 240m) to Afrimoney was completed in early January 2022 in preparation for the delivery of cash transfers in February 2022.

Whilst working in these three areas, SLMDA and FCC have coordinated at all times with the National Disaster Management Agency (NDMA), as well as with the EOC and with the partners involved. FCC staff regularly attended NDMA and EOC meetings, communicating clearly to all partners involved what efforts were underway on the part of the SLMDA-FCC collaboration.

The representatives from SLMDA and FCC including Councillor Arthur Mansaray continued to register beneficiaries in All For One NGO in Wellington by confirming their identities and recording them in a dedicated Africell portal from which the money will be transferred.



3-day comprehensive training on Fire Management, Disaster Preparedness and Road Safety Awareness

Finally, as part of the response to the Wellington fire disaster, FCC in collaboration with Handicap International and under the START Fund, organized a 3-day comprehensive training on Fire Management, Disaster Preparedness and Road Safety Awareness, which targeted 400 okada and kekeh riders and drivers and Community Disaster Management Committee volunteers who are often frontline actors in the immediate aftermath of disasters. Participants were taken through drilling exercises and they subsequently received fire extinguishers and first aid kits. Capacity building to act as first responders among these groups can save lives and buy firefighters and medical services in Freetown critical minutes. Raising road safety awareness and promoting adherence to basic traffic laws among drivers can improve their driving etiquette and thus reduce the number of accidents and fatalities on the roads.



FCC Disaster Prevention and Mitigation

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45. FCC's Disaster Risk Management Activities

Below are some of the activities the FCC participated in to build communities' immediate resilience to disasters and to increase collaboration around Disaster Risk Management.

FCC Disaster Risk Management (DRM) team experience sharing at the national level

Members of the FCC Disaster Risk Management (DRM) Unit participated in two events with the National Disaster Management Agency (NDMA) and other key disaster response stakeholders in September 2021. The DRM was represented by the Chairperson of the Environmental Management Committee Councillor Murray Alie Conteh (Ward 403), the Chairperson of the Climate Action Committee Councillor Unisa Kamara (Ward 444), the Metropolitan Police's Director of Disaster Response (Chief Superintendent Agbewanu Fudsie) and members of the MDU.

At these events, discussions revolved around the overall organizational structure of NDMA, response mechanisms at national and district levels, and the key lessons learned following a number of natural and man-made disasters. The FCC DRM team led the discussions around the increasing incidence of fires in Freetown, a key component of which was an overview of the impact and various causes of fires, which include a lack of urban planning and outdated and poorly maintained infrastructure (including buildings, roads and electrical distribution systems). The DRM team also introduced their efforts to develop improved early-warning capabilities across Freetown and received valuable feedback on challenges faced by previous early-warning campaigns.

The Chairpersons of FCC's Environment and Climate Change committees, Councillor Murray Ali Conteh and Councillor Unisa Kamara respectively, also joined the DRM Team at the launch of the research report from Bournemouth University on "Driving African Capacity Building in Disaster Management".



FCC's contribution to the AFRICAB Report: Driving Our Capacity Building in Disaster Management

The driving African Capacity Building in Disaster Management' (AFRICAB) project report is the culmination of years of analysis on Sierra Leone's disaster response infrastructure and now serves as a guiding document for how the country can improve its disaster management. FCC's DRM team was a key contributor to this work, having co-authored a District Disaster Management Facilitator's Guide and provided key input to the AFRICAB report. The guide has been distributed across Sierra Leone and has been utilised in the response to both seasonal flooding and over 40 fire incidents during 2021, including the devastating Susan's Bay Fire in March 2021.

FCC Disaster Prevention and Mitigation

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Members of the FCC's Disaster Response Team participated in Flood Response "Train the Trainer" session

On 8th September 2021, members of FCC's disaster Response Team took part in a one day flood Response "train the trainer" event at the joint Maritime base at Murraytown. The main purpose of the flood response training was to understand rescue techniques and operational considerations concerning rescue from or near water, and associated hazards.

With the support of many generous partners, these had included community-based FCC flood mitigation and clearance operations, formal Disaster Risk Management (DRM) training for Ward Councillors and 400 community volunteers (known as CDMCs) and the provision of tools, fire-fighting equipment and PPE.



Additional support for fire-stricken communities

In the period immediately before and after the Susan's Bay incident, 14 other fires broke out across the city – they were nowhere as big as Susan's Bay, but no less traumatic and life changing for the victims concerned. Recognising that these smaller incidents had not received the national and international attention focussed on Susan's Bay, FCC's DRM Unit set up a fundraiser to support those most affected by the smaller disasters.

- Through a series of engagements and fundraising, friends and family of members of the Mayor's Delivery Unit both locally and internationally donated approximately Le 119 million to support the victims.
- The DRM unit identified 3 communities which were in dire need of assistance before the onset of the rainy season.
- One volunteer engineer was allocated to each site (on a small stipend) to oversee the work and the procurement of building materials and to supervise community labourers and artisans.



Additional support for Fire-stricken communities

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The three communities benefited from the following:

- Bowen Street Wellington - Building 1,400 sq. ft. complete zinc structure, consisting of bedroom apartments with concrete floors, for fourteen households affected by fire.
- Binkolo community - Construction of a double Ventilated Improved Pit (VIP) toilet block, with a water connection as the fire had destroyed the only existing community toilet.
- Leicester Road and Botany community - Building of four family sized zinc shelters (two 12" x 12" and two 10" x 10) and roofing of an uncompleted mud structure built by the affected victims (for four family groups).



Mayor Yvonne Aki-Sawyerr visiting the three beneficiary sites in June 2021

Whilst this project mainly focused on shelter, we also provided perishable and non-perishable items for the families and to other families from affected communities (eg. Kingtom, Tengbeh Town, Wilberforce) who have fallen victim to fires over the past few months.



Additional support for fire-stricken communities

Main Challenges of Transform Freetown

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Key challenges

Securing sufficient funding to execute all planned projects



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

Projects that have stalled



What we do to overcome them

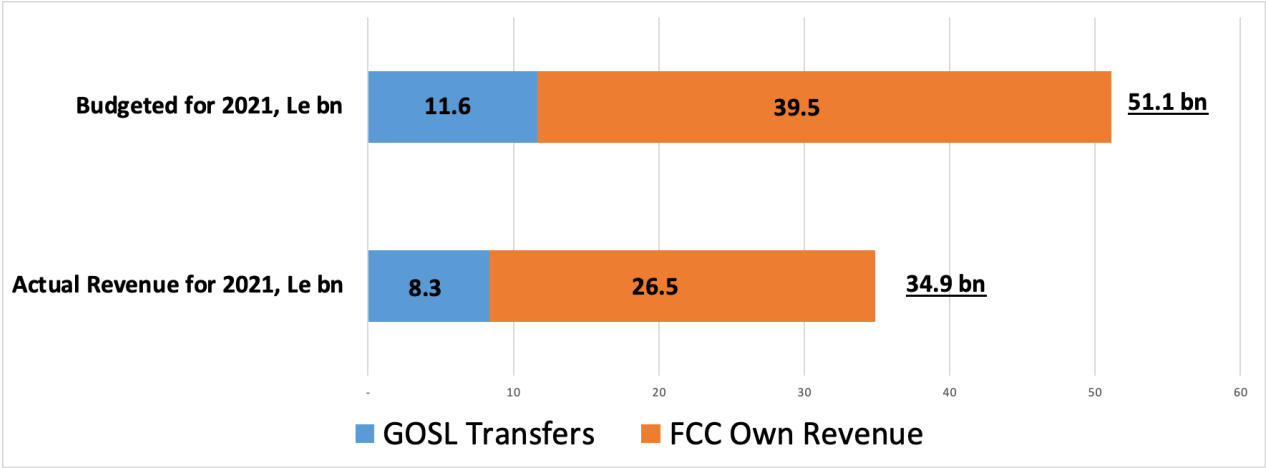


- Work together with **strong and reliable partners**
- Fast track **revenue mobilization**
- Improve **internal control systems and processes**
- **Participate actively in networks**, like C40 Cities and Majors Migration Council (MCC), to **get technical support** and **unlock resources**
- **Leverage 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**
- Regrettably the private sector contract awarded in late 2020 for the construction of Aberdeen, Allen Town, King Jimmy and Peter's Brook Markets has not seen the construction of those markets delivered in accordance with the contract. Thus the private sector funds highlighted in the Transform Freetown Second Year Report in respect of that project have not been utilised towards the advancement of Transform Freetown. The situation is under review and appropriate procurement action will be taken.

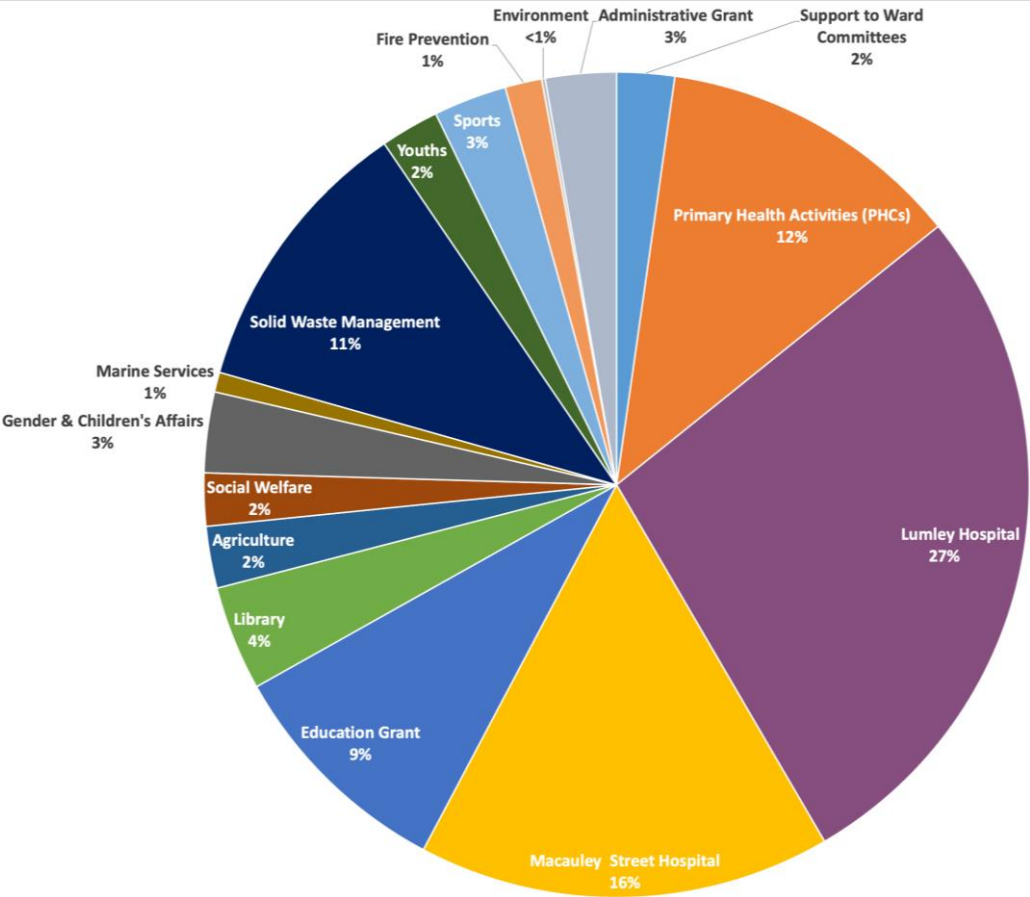
FCC Annual Revenue



FISCAL TRANSFERS RECEIVED FROM GOSL AND FCC OWN REVENUE SOURCES
GOSL transfers were Le 3.3bn less than stated in the 2021 budget.



DEVOLVED FUNCTION GRANTS IN 2021
GOSL disbursed Le 8.3bn which was spent by the devolved departments in accordance with MOF budget approvals and instructions.



In 2021, we continued to elevate Freetown's international profile to empower its connections with other cities around the world and to engage our city in policymaking at the international, regional, and national levels. We do it through membership and participation in international city organizations and partnerships, such as with the Mayors' Migration Council.

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)

We maintained active partner city relationships with



Kingston-Upon Hull, UK



Charleston, South Carolina, US

Strengthening relationships with other cities

Monrovia, Liberia

Mayor Yvonne Aki-Sawyerr, upon the invitation of the Lord Mayor of Monrovia, Jefferson T. Koijee, joined the people of Liberia to celebrate their annual Monrovia Day on February 16. She served as keynote speaker for the 42nd anniversary celebrations of Monrovia Day, which aims to encourage Monroviens to embrace the city's identity and to increase awareness of the city government's work.



Mayor Aki-Sawyerr's visit also served as a platform for strengthening the relationship between Freetown and Monrovia and for finding practical ways to overcome the similar challenges both cities face. Members of the Freetown delegation – made up of Mayor Aki-Sawyerr, Cllr Zainab Conteh, Chairperson of the Foreign Relations Committee, FCC's Foreign Relations Head of Department and members of the Mayor's Delivery Unit – joined the Monrovia sanitation team on a tour of the city dumpsite and other areas to better understand the city's sanitation-related bottlenecks as they were keen on learning about what Freetown is doing.

Mayor Jefferson T. Koijee presents the Key to the City of Monrovia in February 2021 (left) and Mayor Yvonne Aki-Sawyerr returns the favor in Freetown in October 2021 (above)

International Relations

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The visit was returned later in the year, in October, when Mayor Kojee and his delegation visited Freetown on the event of the Cities for Heat Alliance Launch, where he was a speaker at the ceremony. During his visit, Mayor Kojee met with Vice President Juldeh Jalloh and Ambassador from Liberia to Sierra Leone, Madam Musu Ruhle, and furthered the discussions about Monrovia-Freetown Heritage Partnership.



Mayor Kojee visiting Freetown on the event of the launch of the Cities for Heat Alliance

Kanifing, Gambia

In April 2021, Mayor Yvonne Aki-Sawyerr welcomed the Lord Mayor of Kanifing Municipality, Ahmed Talib Bensouda and his delegation to Freetown. Mayor Bensouda's week-long visit provided a great opportunity for practical knowledge exchange on issues common to both Municipalities, including street trading, sanitation and urban planning. The team from Kanifing was keen to learn about #TransformFreetown and how the model can be adapted for Kanifing. The Freetown team was keen on establishing cultural and trade ties between both cities, which prompted visits with the High Commission of The Gambia in Sierra Leone, the Sierra Leone Chamber of Commerce, and the private sector.



Mayor Talib Bensouda signing the visitors book

At the end of the visit, Mayor Bensouda and Mayor Aki-Sawyerr signed, on behalf of the Freetown and Kanifing Municipalities, a Memorandum of Understanding that twins both municipalities and outlines 6 areas of collaboration. These areas are: waste management, affordable housing, revenue mobilization, climate change, market infrastructure and public transportation.

A few months later, the Municipal Police Force of both cities had a virtual knowledge exchange. Senior management teams of both forces led by their commissioners enjoyed wide-ranging discussions about operations, crime services, recruitment and training, disaster response and enforcement of sanitation bylaws in the two hour session that was co-chaired by Deputy Mayor of Freetown, Osman T. Koroma and Deputy Mayor of Kanifing City, Musa Bah.

International Relations

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Freetown & Mayor Aki-Sawyerr Recognized Internationally

Mayor received the 2021 Woman of the Year Award

Mayor Aki-Sawyerr received the 2021 Woman of the Year Award from the Charleston Sister Cities International recognition of her leadership and accomplishments. The award was presented to her by Mayor of Charleston, John T. Tecklenburg, in a short virtual ceremony.

Charleston and Freetown established a sister-cities relationship back in 2019, built on a shared history that dates back to the Trans-Atlantic Slave Trade.



Mayor of Charleston, John T. Tecklenburg, presenting the award to the Mayor

Mayor was elected Vice Chair for C40 Cities representing innovator cities

In April 2021, Mayor Yvonne Aki-Sawyerr OBE was elected Vice Chair of the steering committee of C40 Cities, the governing body providing strategic direction for the global network of 97 cities committed to addressing the climate crisis. As Vice Chair, Mayor Aki-Sawyerr supports the mayors of C40 Cities as they work together to deliver a green and just recovery from the COVID pandemic and address the climate crisis.



Mayor Aki-Sawyerr was elected to represent Innovator Cities within C40's membership – a total of 16 smaller cities from around the world that provide inspiration to others through their distinctive and pioneering climate leadership.

Mayor Aki-Sawyerr co-wins Benjamin Barber Award

In October 2021, Mayor Aki-Sawyerr was awarded the Dr Benjamin Barber Global Cities Award 2021 from the Global Parliament of Mayors. She received the award for excellent city leadership alongside Mayor Muriel Bowser, Mayor of Washington DC, USA.



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Mayor Yvonne Aki-Sawyerr Named TIME Magazine 100 Next Most Influential People In The World

Mayor Yvonne Aki-Sawyerr was featured on the 2021 #TIME100NEXT List, which highlights 100 emerging leaders that are shaping the future of business, entertainment, sports, politics, health, science, activism and more. The #TIME100Next List is an expansion of the TIME100 list of the most influential people in the world. She is featured in the Leadership category, with a tribute from Idris Elba."



The Mayor recognised by the Penn Institute for Urban Research

On April 6, 2021, Mayor Aki-Sawyerr was honored by the Penn institute for Urban Research at the University of Pennsylvania for her work in guiding Freetown towards a more sustainable future. She was awarded virtually for the Transform Freetown initiative alongside Marvin Rees, Mayor of Bristol (England) during the 16th Annual Urban Leadership Forum entitled "Mayoral Leaders in Challenging Times". The award ceremony was done virtually and Mayor Aki-Sawyerr was joined by Mayor Talib Bensouda of Kanifing City.



WHO press conference: the views of cities in emerging economies

In March 2021, Mayor Yvonne Aki-Sawyerr joined a World Health Organization press conference with Director General Dr Tedros Adhanom and the Mayors of Accra and Bogota, representing the views of cities in emerging economies.

The Mayor stressed that global economic inequalities must not be further increased by vaccine policies if the world is to achieve a Green And Just Recovery.



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International Engagements

Co-hosting Bloomberg Philanthropies' and The Aspen Institute's City Lab 2021

In March 2021, Freetown was honored to co-host Bloomberg-Philanthropies' and The Aspen Institute's #CityLab2021 virtually, along with San Francisco, U.S.A; Bogota, Colombia; and Helsinki, Finland. It offered a great opportunity for Mayor Yvonne Aki-Sawyerr and the Freetown City Council to share with the world some of the work we are doing to #TransformFreetown as we were featured on the opening event video and on Michael Bloomberg's instagram story! We remain hopeful about the opportunities for collaboration and partnerships this initiative has brought to our city.

WHAT IS CITYLAB?

Produced by Bloomberg Philanthropies and The Aspen Institute, Bloomberg CityLab is the leading global summit for city leaders and cross-sector urban thinkers, experts, and artists to connect with each other and to create and share scalable solutions for cities' most pressing challenges. This exchange of ideas and lessons learned has never been more critical than now, in the wake of COVID-19.



We remain hopeful about the fantastic opportunities for collaboration and partnerships this initiative has brought to our city

Mayor's meeting with the UN Secretary General on urban climate challenges

Mayor Yvonne Aki-Sawyerr represented Freetown in a virtual session with the Secretary General of the United Nations, Antonio Guterres, and fourteen other mayors from around the world on the importance of cities in reducing climate emissions and delivering a green and just recovery from the COVID19 pandemic ahead of COP26. The session was facilitated by C40 Cities and it explored challenges cities are faced with, which are barriers to achieving climate commitments and how the United Nations can support in overcoming those barriers.



The Mayor discussing challenges cities face in the wake of climate change

Strengthening female leadership in Africa: meeting Madame Ellen Johnson Sirleaf

In October 2021, Mayor Aki-Sawyerr and Freetown City Council hosted Madam Ellen Johnson-Sirleaf, former president of Liberia, for an entire day!

Madam Johnson-Sirleaf visited the Prince of Wales School to see #FreetownTheTreetown in action. She had the opportunity to plant a Neem tree and interact with members of the growing team (and school boys too!). The growing team demonstrated the use of the #TreeTrackingApp to show how trees, like the one she had planted, were tracked digitally. Madame Ellen received a certificate from Cllr. Murray Conteh which nominated her as a Freetown Climate Change Ambassador and a Freetown The Treetown hat made by our impact investment partner Finor X!



The Mayor presents HE Madame Ellen Johnson Sirleaf with the “Key to the City” when she arrived at the New City Hall

The play "Okozid" in Stuttgart, Germany

Mayor delivered a speech at the start of the premiere of the play "Okozid" in Stuttgart, Germany, emphasising the fact that Freetown, like many other cities in the Global South is already experiencing the impact of abnormal weather patterns. The play itself is a court-room drama set in the year 2034 at the International Court of Justice where Global South countries have brought charges against industrial countries for their neglect of climate protection regulations. The Mayor explained how climate change affects millions of Africans even though – as a continent – we only contribute between 0.55-2% to global GHG emissions.

The event was attended by the Mayor of Mannheim, Peter Kurz (President of the Global Parliament of Mayor); Thekla Walker, Stuttgart Minister of the Environment; Micheal Bloss, member of the European Parliament; and councillor Musa Sesay of Ward 421, at Freetown City Council.



The Mayor participating in the premiere of “Okozid” play in Stuttgart, Germany

The Mayor explained how climate change affects millions of Africans even though – as a continent – we only contribute between 0.55-2% to global GHG emissions.

COP26: our fight against climate change

The Freetown delegation, which was made up of Mayor Aki-Sawyerr, Councillor Hakiratu Maxwell Caulker, Councillor Agnes Marah, Violet Kargbo of the Foreign Relations Department and members of the Mayor's Delivery Unit, actively participated in the biggest climate change event of 2021 - COP 26 - in Glasgow, United Kingdom.

The team spent four productive days at COP 26 where they highlighted the work we are doing in Freetown to combat the devastating effects of climate change in many sideline events.

The Mayor joined the C40 Cities steering committee meeting as a Vice-Chair representing innovator cities for discussions on climate solutions at the local level whilst recognising the need for accelerated global mobilization.

- The Mayor joined the delegation of C40 Cities Mayors Taskforce to stress that city leaders must be included in decisions about how to combat global warming and mitigate its effects at COP26.
- Thanks to the World Resource Institute, the Mayor met with Amazon founder, Jeff Bezos, to discuss the design, implementation and monitoring of the #FreetownTheTreeTown campaign, as he pledged \$2bn at COP26 for restoring nature and supporting reforestation efforts around the world. We are looking forward to an exciting collaboration.
- The Mayor made contributions at the World Resource Institute's Nature Pavilion where she explained our #FreetownTheTreeTown campaign in the context of African reforestation.
- The Mayor joined the Achieving Net Zero – Build Back Better discussion with Hull Living panel hosted by Reckitt and Goals House, focused on how business, governments and civil society can best collaborate to build a better and greener future using Hull Living Lab as a case study.
- The Mayor was a keynote speaker at the "Urban Informality and Inequality: A Global call for Climate Justice" event, where she talked about climate justice and the importance of taking account of the cumulative risks created by conditions of urban informality, inequality and climate vulnerability in developing effective responses to climate change. The session was hosted by Commonwealth Local Government Forum (CLGF) in partnership with Cities Alliance and UK Research and Innovation (UKIR)



"Climate change is a global crisis and we need to see high-emitting national governments take the necessary steps for low-emitting countries like ours to protect our environment, ecosystems and biodiversity, including the limitation of timber logging. Climate change is real and the consequences are being experienced now. Effective and consistent climate action is required now!"

Mayor Yvonne Aki-Sawyerr

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- The Mayor participated in the Beat the Heat: Cool Cities for a Cooler planet session at the Nordic Pavilion hosted by the United Nations Environment Program. Discussions highlighted the need for climate action to use sensible strategies to counter extreme urban heat in comprehensive ways.
- The Mayor joined the Mayors of London and Barcelona and COP25 President Carolina Schmidt in the Cities Race to Zero discussion hosted by C40 Cities, where she served as a Vice-Chair on the steering Committee. This session focused on the role and impact of more that 1000 cities joining the Race to Zero and showcased transformative and innovative city climate leadership.
- The Mayor joined The New York Times Climate Hub event alongside Kathy Baughman-McLeod, Senior Vice President and Director, Adrienne Arsht-Rockefeller Foundation Resilience Center at the Atlantic Council, and Jason Fargo, Critic at Large, The New York Times. They discussed climate solutions and opportunities for collaboration between private and public sectors and how to apply them.
- Her final COP26 session was an Accelerating Cities event hosted by His Royal Highness, the Prince of Wales at the Kelvingrove Art Gallery and Museum. The Mayor had an engaging conversation with HRH about our climate action work in informal communities.
- In her capacity as C40 Cities Vice Chair, the Mayor also delivered a statement about the important role that cities are playing in the fight against climate change.
- The Mayor joined H.E. Mariama Aimheiri, the Minister of Climate Change and Environment (United Arab Emirates), Rana Adib, Executive Director, REN21 and other panelists in a session hosted by the Marrakesh Partnership. The discussions focused on the climate action pathway on energy and exploring how the global energy transition can help deliver a climate-safe future.
- The Mayor took part in the Resilience Hub, hosted by the Adrienne Arsht-Rockefeller Foundation Resilience Center, where she joined the Mayors of Athens and Miami-Dade at the Mayors' Heat Action panel discussion. They focused on the urgency of addressing heat-related risks in cities to protect the most vulnerable citizens.
- The Mayor participated in a climate breakfast with Mayors, John Kerry and Norman Foster where discussions focused on how policies and design can shape cities in different ways. This was followed by the inaugural session of the Council on Urban Initiatives. The session was an opportunity to get to know other Council Members, discuss the fundamental challenges facing cities, and establish coalitions for future advocacy and change at the highest levels of the UN and international community.



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The Rotary Club of Fishers: “Water Is Life” Charity Ball and new funds for water wells

The Mayor visited Fishers, Indiana at the joint invitation of Rotary Club of Freetown and Rotary Club of Fishers. These two organizations have been working together for over 10 years now, demonstrating the power of community-led initiatives to transform lives. Their “WaterIsLife” project has already provided 155 water wells in Sierra Leone. Their new ambitious but achievable target is to provide 1,000 water wells in Sierra Leone by 2025.



“Presented to Her Worship Mayor Yvonne Aki-Sawyerr, You Inspire Us! In honor of your “Service Above Self” to your city, country and around the world and your support of The WaterIsLife Project lead by the Rotary Clubs of Fishers, Indiana and Freetown, Sierra Leone. Your leadership and example is changing lives”

The Fishers Rotary Club has been raising money for clean water projects for Sierra Leone since 2008 – they have raised over \$1 million to provide clean drinking water to rural areas in our country in the last decade. Mayor Aki-Sawyerr served as keynote speaker at the 2021 WaterIsLife Charity Ball, which raised more than \$100,000 during the event!

The Mayor Participated in Joe Biden’s Summit for Democracy

In December 2021, the Mayor was invited to participate in a virtual event hosted by the President of the United States, Joe Biden, for Heads of Government, Heads of International and Civic Organizations and non-governmental participants from across the globe. The Mayor was part of a high-level panel: “Bolstering Democratic Resilience: Building Back Better from COVID-19” along with His Excellency Nana Dankwa Akufoo-Addo, President of Ghana. The panel explored the implications of the COVID pandemic for democracy around the world, including restrictions on universal rights and erosion of checks and balances in democratic institutions.



The Mayor participating in a high-level panel during President Biden’s Summit For Democracy

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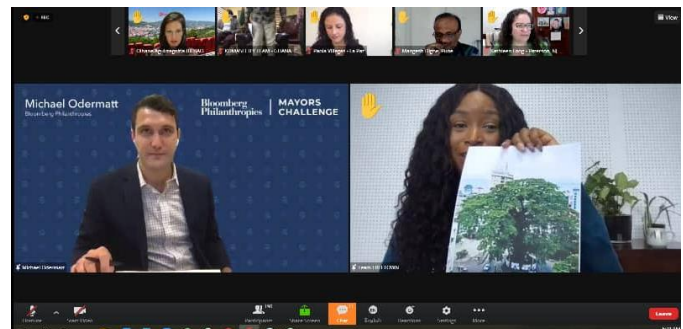
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The Bloomberg Philanthropies' Global Mayors Challenge

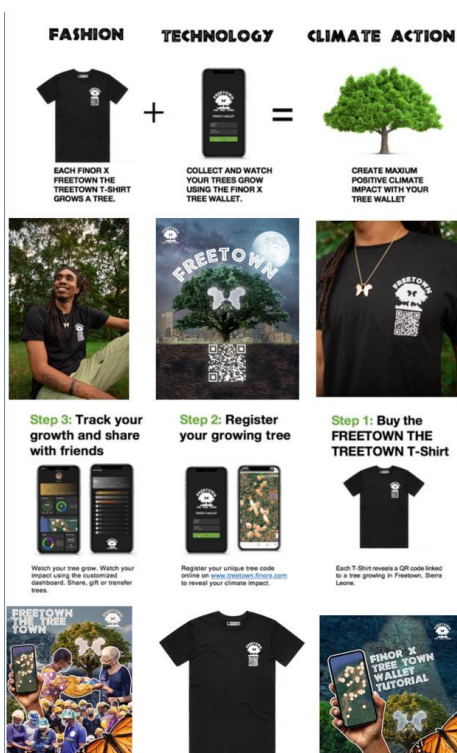
In January 2021, a team made up of consultants from our #FreetownTheTreeTown implementing partner, EFA, and consultants from the Mayor's Delivery Unit, including team lead, Manja Kargbo identified and started the application for the 2021 Bloomberg Philanthropies' Global Mayors Challenge to secure funding for advancing the Freetown The Tree Town Campaign.

The Challenge is a competition designed to encourage city leaders to develop creative and easily replicable ideas to address their cities' toughest challenges and Freetown was one of more than 600 cities that applied in 2021. The application focused on developing a financing mechanism to sustainably finance tree planting through a tree trading platform in Freetown as initial funding for the #FreetownTheTreeTown Campaign has largely been donor driven.

After months of idea refinement, in June 2021, Freetown was announced as one of 50 finalists that will be supported to do idea testing. Between August and November 2021, the Freetown team conducted engagements with residents particularly in communities where tree planting happens on how to sustainably finance the growing of trees. We also tested the idea to promote tree trading through retail partners with our partner, Finor X. Based on feedback received during the engagements, aspects of initial idea were further refined and reflected in the final application for the prize.



Manja Kargbo, Mayor's Delivery Unit team lead during the virtual pitch session of the 2021 Bloomberg Philanthropies' Global Mayors Challenge



In January 2022, Freetown was announced as one of 15 winners of the Mayors Challenge, each of whom will be awarded \$1 million over three years to help implement their breakthrough ideas and, ultimately, to spread those ideas to other cities around the world.

Part of the funding will be used to plant and track an additional 350,000 trees to contribute to Freetown's efforts to plant 1 million trees. The remainder will be used on improving the tree trading platform and encouraging individuals, institutions and organizations, including retailers, to purchase trees.

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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
- Africa-Europe Foundation High-Level Group of Personalities



FCC and Mayor Yvonne Aki-Sawyer in International News in 2021 including:



THOMSON REUTERS



Bloomberg



TIME



Neue Zürcher Zeitung



Key Stakeholders and Main Contributors

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Transform Freetown Stakeholders



18

MDAs collaborated on
Transform Freetown
initiatives

- Ministry of Finance
- Ministry of Environment
- Ministry of Agriculture and Forestry
- Ministry of Basic and Secondary Education
- Ministry of Health & Sanitation
- Ministry of Planning and Economic Development
- Ministry of Transport and Aviation
- Ministry of Defence
- Ministry of Works, Housing and Infrastructural Development
- Ministry of Local Government and Rural Development
- Environment Protection Agency
- Republic of Sierra Leone Armed Forces
- Guma Valley Water Company
- Office National Security
- Sierra Leone Police
- Sierra Leone Road Safety Authority
- Sierra Leone Roads Authority
- National Disaster Management Agency

1.2m



People are affected by
Transform Freetown

48



Wards were involved in
executing the projects

Parties that contributed SLL 1.5 bn (USD 150k) or more in 2021



**Bloomberg
Philanthropies**



FREETOWN THANKS YOU

We achieved much with the help of many people and organisations

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WORLD BANK GROUP



Bloomberg Philanthropies



UN HABITAT



africell



AFRO100



Ya Marie Sesay



Tekk Landscape



MULAGO



Stadt Zürich



MULAGO



JobSearch

Propel Sierra Leone Together, We Make It Better.



COUNTDOWN



Government of Sierra Leone The Office of Presidential Infrastructure Initiative

Transform Freetown - Ward Level Interventions

2019 - 2021: MAJOR PROJECT ACTIVITIES FOR SPECIFIC WARDS

Note: full list available on the FCC website

WARD 399 – Councillor Alhassan Bangura

2019

SANITATION

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Freetown the Treetown: Community tree planting exercise with over 245,000 trees planted in 35 different wards in Freetown and Ward C by 165 community volunteers, out of which 65 were women. The trees planted in this ward are located at Kola Tree - Allen Town.

2021

REVENUE MOBILISATION

- Installed a 5000 litre Milla tank at Bai Bureh Road (close to Kiosk Junction) as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 2 water tanks - one at Allen Town Market and another at Allen Town Community Health Center. The tank at Allen Town Market was supplied with seed water for the community.

SANITATION

- Waste transfer station constructed at Allen Town. 30 community stakeholders were hired across the 6 transfer stations to support the construction of the transfer stations.

WARD 400 – Councillor Fatmata Kamara

2019

ENVIRONMENTAL MANAGEMENT

- Community tree planting: 3,000 trees planted at Allen Town by community volunteers.

SANITATION

- Set up one waste management tricycle youth groups that sweeps major streets and collect garbage from households in the ward.

2021

ENVIRONMENTAL MANAGEMENT

- Supported 100 vulnerable female-headed households at Morrie Ojuku with seedlings, farming tools and training to help them grow their own food.

REVENUE MOBILISATION/ WATER

- Installed a hand pump at a water facility at Orugu Newsite, Kola Tree as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

SANITATION

- Cleared and cleaned the illegal dumpsite at Morrie Ojuku, with community volunteers turning it into a green space by planting grass and flowers.

WATER

- Installed a solar powered borehole at Kola Tree.
- Installed 3 water tanks - one at Mamboreh, one at Peace Avenue and another at Morrie Ojuku. Another tank at Reservation View was also supplied with water for management by the Local Water Management Committee.

HEALTH

- Contributed to the construction of Community PHU championed by the ward councillor.

WARD 401 – Councillor Sheku Deen Mansaray

2019

ENVIRONMENTAL MANAGEMENT

- Community tree planting: 2,000 trees planted at Mayenkenie by community volunteers.

SANITATION

- Set up one waste management tricycle youth groups that sweeps major streets and collect garbage from households in the ward.

Transform Freetown - Ward Level Interventions

WARD 401 (Continued)

2020

ENVIRONMENTAL MANAGEMENT

- Freetown the Treetown: Community tree planting exercise with over 245,000 trees planted in 35 different wards in Freetown and Ward C by 165 community volunteers, out of which 65 were women. The trees planted in this ward are located at Mayenkenie.

2021

ENVIRONMENTAL MANAGEMENT

- Constructed a culvert at Mayenkinah community.

REVENUE MOBILISATION/WATER

- Installed a hand pump at Sand Sand Gron as voted for by the property owners engaged in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 2 water tanks - one at Lower Mayenkinah and another at Alusine Street. The water tank at Lower Mayenkinah and two other existing tanks at Calaba Town Market and Maboureh were supplied with water, which will be managed by the Local Water Management Committee (LWMC). The tank at Alusine Street was fitted with rainwater harvesting system.

WARD 402 – Councillor Mary Kamara

2019

ENVIRONMENTAL MANAGEMENT

- Undertook community tree planting with 500 trees planted at Robis Cemetery (Kabala Town) by community volunteers.

SANITATION

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households.

2021

REVENUE MOBILISATION/WATER

- Installed a hand pump outside the Pomoronko Community Center as voted for by the property owners engaged in the ward who were engaged during the Digital Town Halls.

WARD 403 – Councillor Arthur Shekie Mansaray

2019

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Supported 100 vulnerable female-headed households at Bottom Oku with seedlings, farming tools and training to help them grow their own food.

URBAN MOBILITY

- Installed a solar street light at Old Wharf harbour.

2021

ENVIRONMENTAL MANAGEMENT

- Cleared drainage during the rainy season and constructed 80m of drainage & a culvert at Bottom Oku, with 20 unskilled youth laborers from the community, including 30% women.
- Built a 1,400 square foot zinc structure with bedroom apartments and concrete floors for 14 households affected by the Bowen Street fire.
- Provided cash transfers to the families affected by the fuel tanker explosion at Wellington in November.

WATER

- Installed 1 water tank at Old Wharf and fixed/replaced PVC, flex pipes and taps, improved drainage facilities, replaced broken fittings in toilet facilities at Slims PHU (Old Wharf). Water was supplied to the tank at Old Wharf and tanks in three other locations - Dehun CPO Wharf, Bottom Oku 1 and Bottom Oku 2 - managed by the LWMC.

Transform Freetown - Ward Level Interventions

WARD 404 – Councillor Osman Koroma

- 2019**
- ENVIRONMENTAL MANAGEMENT**
- Undertook community tree planting with 3,000 trees planted at Upper Gassama Street by community volunteers.
- SANITATION**
- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households.
- 2020**
- ENVIRONMENTAL MANAGEMENT**
- Freetown the Treetown: Community tree planting exercise with over 245,000 trees planted in 35 different wards in Freetown and Ward C by 165 community volunteers, out of which 65 were women. The trees planted in this ward are located at Samura Town, FHM Community and Upper Gassama Street.
- 2021**
- REVENUE MOBILISATION/URBAN MOBILITY**
- Constructed 50 meter truck tracks at Consider Lane as voted for by the property owners in the ward who were engaged during the Digital Town Halls.
- WATER**
- Installed 4 water tanks - one at Peacock Farm and three others which are fitted with rainwater harvesting systems at Samura Town, Koya PHU and Kola Tree PHU.
 - Installed 5000 litre Milla tanks at Kamara Town and Lower Gassama Street.
- HEALTH**
- Continued to support construction of the Gassama Street Hospital.

WARD 405 – Councillor Lamin Koto Kamara

- 2019**
- ENVIRONMENTAL MANAGEMENT**
- Undertook community tree planting with 1,500 trees planted at Peacock Farm Wellington by community volunteers.
- SANITATION**
- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households
- 2021**
- REVENUE MOBILISATION/WATER**
- Installed a hand pump at Conton Street, Wellington as voted for by the property owners in the ward who were engaged during the Digital Town Halls.
- WATER**
- Installed 4 water tanks - one at Peacock Farm and three others which are fitted with rainwater harvesting systems at Samura Town, Koya PHU and Kola Tree PHU.

WARD 406 – Councillor Luckyn Mordings Mansaray

- 2019**
- ENVIRONMENTAL MANAGEMENT**
- Undertook community tree planting with 1,000 trees planted at Upper Phillip Street by community volunteers.
- SANITATION**
- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households.
- 2020**
- ENVIRONMENTAL MANAGEMENT**
- Cleared drainages and desilted culverts during the rainy season at Melon Street and Caulker Street as part of flood mitigation exercise, with 20 unskilled youth laborers from the community, including 30% women.
- 2021**
- ENVIRONMENTAL MANAGEMENT**
- Employed 20 community volunteers employed to clean drainages and desilt culverts over as part of the yearly flood mitigation exercise. 30% of volunteers employed were women.
 - Cleared blocked drainage during the rainy season and constructed 100m of drainage at Melon Street with 20 unskilled youth laborers from the community, including 30% women.
- REVENUE MOBILISATION/WATER**
- Installed a hand pump at Justice Kingdom, Upper Melon Street as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

Transform Freetown - Ward Level Interventions

2021

WATER

- Installed 1 water tank at Palm Bridge Market, which together with existing tanks at Koya Town and Congo Water, was supplied with water for the LWMC to sustainably manage.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households.

WARD 407 – Councillor Agnes Marah

2019

ENVIRONMENTAL MANAGEMENT

- Undertook community tree planting with 1,000 trees planted at Congo Water Wellington by community volunteers.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Cleared drainage and desilted culverts during the rainy season at Congo Water Street, with 20 unskilled youth laborers from the community, including 30% women.

EDUCATION

- Opened the FCC Early Learning Adventure Day Care & Nursery Center at Congo Water Market where children of market women are taught for free. The pre-school caters to 18 girls and 22 boys aged 0-5 years and employs 8 staff, 6 of which are women.

2021

ENVIRONMENTAL MANAGEMENT

- Employed 20 community volunteers to clean drainages and desilt culverts as part of the annual flood mitigation exercise. 30% of volunteers employed were women.

REVENUE MOBILISATION/URBAN MOBILITY

- Constructed 50 meter truck tracks at Wysemoore Terrace as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

EDUCATION

- Market women at Congo Water Market enrolled in adult education through digital literacy programme.

WATER

- Water well dug in John Lane funded by the Freetown Dinner Club.

WARD 408 – Councillor Sheku Alhassan Gibril Turay

2019

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Cleared drainages and desilted culverts during the rainy season at Rokupa, with 20 unskilled youth laborers from the community, including 30% women.

SANITATION

- Construction of public toilet in Rokupa.

2021

ENVIRONMENTAL MANAGEMENT

- Employed 20 community volunteers to clean drainages and desilt culverts at Rokupa as part of flood mitigation exercise. 30% of volunteers employed were women.

WATER

- Installed 2 water tanks - one at Mefleh Community and one which is fitted with rainwater harvesting system at Rokupa.
- Borehole dug at Lower Kawula Drive with 12 feed stand pipes in different locations.

URBAN MOBILITY

- Installation of solar street light at Central Base, Yanka Kanu Street Rokupa.

Transform Freetown – Ward Level Interventions

WARD 409 – Councillor Fatmata Decilia Williams

2019

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities: Drainage clearance and desilted culverts during the rainy season at Portee and Jaffa New Road, with 20 unskilled youth laborers from the community, including 30% women.

2021

ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Portee & Jaffa New Road: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Response to the fire incident at Portee on February 9th, 2021, where 153 people and 35 houses have been affected. Victims were supported with food, water, clothing, shelter and medical supplies.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.
- Construction of a public toilet at Portee Wharf.

WARD 410 – Councillor Abubakkar Kamara

2019

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households.

2020

ENVIRONMENTAL MANAGEMENT

- Cleared drainage during the rainy season at Upper Kuntolor as part of the flood mitigation exercise, with 20 unskilled youth laborers from the community, including 30% women.

2021

ENVIRONMENTAL MANAGEMENT

- Cleared blocked drainages and constructed 156m of drainage at Upper Kuntolor, with 20 unskilled youth laborers from the community, including 30% women.

WATER

- Installed 3 water tanks - one at Kuntolor and two others which are fitted with rainwater harvesting system at Approved School and Approved School Community Health Centre. The new water tank at Kuntolor and an existing water tank at Portee Market were supplied with water for the LWMC to sustainably manage.

SANITATION

- Constructed a waste transfer station at Approved School (back of the market). 30 community stakeholders were hired across the 6 transfer stations to support the construction of the transfer stations.

WARD 411 – Councillor Mafereh Turay

2019

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households.

2021

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

WATER

- Installed 2 water tanks - one at Looking Town and one at Harbour Community.

URBAN MOBILITY

- Construction of a footbridge at Bondo Water Community.

Transform Freetown - Ward Level Interventions

WARD 412 – Councillor Zainab Conteh

2019 ENVIRONMENTAL MANAGEMENT

- Installed a prefabricated metal footbridge in the Jalloh Terrace community, accessed by over 3000 residents. The work was done by 10 volunteers out of which 2 were women.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020 URBAN MOBILITY

- Installed 9 solar street lights in key community locations, including Cow Yard, near Congress Gate, Savage Street, Jalloh Terrace Lower, Jalloh Terrace Upper and Steven Wata.

WATER

- Installed 1 water tank at Lower Jalloh Terrace.

2021 WATER

- Installed 1 water tank at Main Jalloh Terrace.
- Started process for the construction of a solar powered water well won as a prize for Cleanest Zone Competition.

WARD 413 – Councillor Hannah Mary Jaiah

2019 SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2021 REVENUE MOBILISATION/WATER

- Installed a hand pump at Grassfield Area as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 2 water tanks - one at Lower Quarry and another at Texaco Market - which were provided with water for the LWMC to sustainably manage.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

WARD 414 – Councillor Hariatu Caulker

2019 SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2021 REVENUE MOBILISATION/WATER

- Installed a hand pump at New Low Cost as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 1 water tank at Kissy Lowcost Market and undertook other water-related work, which included fixing/replacing PVC, flex pipes and taps, improving drainage facilities

URBAN MOBILITY

- Kissy Lowcost Market: repaired the market's roof, replacing damaged electrical cables and accessories, and making provisions for connection to the national grid.

Transform Freetown - Ward Level Interventions

WARD 415 – Councillor Bintu Daphne Konjor

2019 **SANITATION**

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2021 **SANITATION**

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

WATER

- Installed 1 water tank fitted with rainwater harvesting system at Ferry Terminal Market. The tank was also supplied with water for the Local Water Management Committee to sustainably manage.

ENVIRONMENTAL MANAGEMENT

- Built a double ventilated Improved Pit (VIP) toilet block with water connection to replace a community toilet destroyed by the Binkolo fire.

WARD 416 – Councillor Sheku Emile Nbompa Turay

2019 **ENVIRONMENTAL MANAGEMENT**

- Constructed a 360m drainage channel, which included a culvert, from Kissy Market to Shell Old Road, to prevent flooding. The work was done by 60 community volunteers, out of which 25 were unskilled female labourers.
- Undertook community tree planting with 1,500 trees planted at Kissy Mental Catchment by community volunteers.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020 **ENVIRONMENTAL MANAGEMENT**

- Constructed a 220 meter-long open drainage, 4.5 meter-long closed drainage, a 4.5-meter long culvert and a pedestrian crossing at Kissy Mental Home Community. The work was carried out by 20 workers from within the community, out of which 6 were women.
- Freetown the Treetown: Community tree planting exercise with over 245,000 trees planted in 35 different wards in Freetown and Ward C by 165 community volunteers, out of which 65 were women. The trees planted in this ward are located at Kissy Mental Home - Looking Town.

2021 **REVENUE MOBILISATION/ WATER**

- Installed a 5000 litre Milla tank at Rose Street, Shell as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Provided 1 water tank fitted with rainwater harvesting system at Ibo Town. The water tank, together with water tank at Kissy Market, was supplied with water for the Local Water Management Committee to sustainably manage.
- Undertook other water-related work, which included fixing/replacing PVC, flex pipes and taps, improving drainage facilities, replacing broken fittings in toilet facilities at Kissy PHU.
- Construction of solar powered borehole at Macauley Street, Kissy Mental.

SANITATION

- Constructed a waste transfer station constructed at Parsonage Street, Shell, where waste management tricycle groups will be able to dispose of waste collected from households. Five community members worked as waste attendants and security.

Transform Freetown – Ward Level Interventions

WARD 417 – Councillor Isha Bangura

2019 **SANITATION**

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020 **ENVIRONMENTAL MANAGEMENT**

- Cleared drainages and desilted culverts during the rainy season at Taylor Street as part of the yearly flood mitigation exercise, with 20 unskilled youth laborers from the community, including 30% women.

2021 **ENVIRONMENTAL MANAGEMENT**

- Employed 20 community volunteers to clean drainages and desilt culverts at Taylor Street as part of the flood mitigation exercise. 30% of volunteers employed were women.

WATER

- Installed 2 water tanks - one at Black Hall Road and another which was fitted with rainwater harvesting system at Peace Market. The water tank at Peace Market was supplied with water for the Local Water Management Committee to sustainably manage.

WARD 418 – Councillor Gabriel Mohamed Kabia

2019 **SANITATION**

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2021 **REVENUE MOBILISATION/WATER**

- Installed a hand pump at Arch Street, Mamba Ridge as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WARD 419 – Councillor Solomon Junior Kamara

2019 **ENVIRONMENTAL MANAGEMENT**

- Cleared drainages and waterways and desilted culverts and bridges at Moeba.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

URBAN MOBILITY

- Undertook road repairs on Moeba Main Road.

2020 **ENVIRONMENTAL MANAGEMENT**

- Cleared drainages and waterways and desilted culverts and bridges at Moeba.

2021 **ENVIRONMENTAL MANAGEMENT**

- Constructed a 147.8 meter-long open drainage, a 9.8 meter-long closed drainage and 8.1 meter-long culvert and 4 pedestrian crossings at Moeba. The work was carried out by 20 workers from within the community, out of which 2 were women.
- Cleared drainages and waterways and desilted culverts and bridges at Moeba.

SANITATION

- Construction of drainage at CSE Junction, Mamba Ridge.

WATER

- Installed 1 water tank fitted with rainwater harvesting system at Moeba PHU. Another tank at Quarry West was supplied with water for the Local Water Management Committee to sustainably manage.

Transform Freetown – Ward Level Interventions

WARD 420 – Councillor Hoodie Munu

2019

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020

SANITATION

- Started construction of a waste transfer station at Cline Town, where waste management tricycle groups will be able to dispose of waste collected from households.

2021

HEALTH

- Constructed a post-natal ward and provided a surgical room to improve maternal and new born care at the Ross Road PHU. Also conducted roof renovations at the PHU.

WATER

- Installed 1 water tank at Cline Street, which together with the tank at Kissy Brook, was supplied with water for the LWMC to sustainably manage.
- Other water improvement work, which included fixing/replacing PVC, flex pipes and taps, improving drainage facilities and replacing broken fittings in toilet facilities, was also undertaken at Ross Road PHU.

SANITATION

- Undertook multiple infrastructural improvements at the Kissy Dumpsite including the installation of a borehole, repairs to gates, and drainage improvements. Also conducted a fire prevention training for dumpsite staff.
- Completed constructed a waste transfer station constructed at Cline Town, where waste management tricycle groups will be able to dispose of waste collected from households. Five community members, of which one was a woman, will work as waste attendants and security.

WARD 421 – Councillor Musa Sesay

2019

ENVIRONMENTAL MANAGEMENT

- Cleared drainages and waterways and desilted culverts and bridges at Coconut Farm.
- Built a sand bank wall for pedestrian walkway at Cold Water Kissy, on the sloppy hills replacing the dangerous stick made pedestrian walkway. The work was done by 20 community volunteers out of which 6 were women.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Constructed a 125 meter-long open drainage with one pedestrian crossing at Coconut Farm. The work was carried out by 20 workers from within the community, of which 6 were women.
- Cleared drainages and desilted culverts during the rainy season at Black Hall Road, with 20 unskilled youth laborers from the community, including 30% women.

URBAN MOBILITY

- Made repairs to the roof and floor of the Kennedy Street Market. Installed barricading and painted the structure of the market and installed a 5,000 litre water tank, complete with rainwater harvesting system and a plumbing connection to a water tap.
- Construction of road pavement at Quarry Down Machine Road.

2021

ENVIRONMENTAL MANAGEMENT

- Cleared drainages and waterways and desilted culverts and bridges at Coconut Farm.
- Cleared drainages and desilted culverts during the rainy season at Black Hall Road, with 20 unskilled youth laborers from the community, including 30% women.

Transform Freetown – Ward Level Interventions

WARD 422 – Councillor Taju Deen Hudee

2019

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2021

REVENUE MOBILISATION/WATER

- Installed a street tap at Abbot Street as voted for by the property owners in the ward who were engaged during the pilot of the Digital Town Halls.

WATER

- Installed 2 water tanks - one at Dan Street Lorry Park and another at Kennedy Street Market - which were supplied with water for the Local Water Management Committees to sustainably manage.

WARD 423 – Councillor Radiatu Bashar Sankoh

2019

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2021

WATER

- Installed a 10,000 litre Milla Tank in Moa Wharf Community.

WARD 424 – Councillor Abdul Rahman Kamara

2019

SANITATION

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Employed 20 community volunteers to clean drainages and desilt culverts at Fourah Bay Road. 30% of volunteers employed were women.
- Flood mitigation activities: Drainage clearance and desilted culverts during the rainy season at Fourah Bay Road, with 20 unskilled youth laborers from the community, including 30% women.

URBAN MOBILITY

- Rehabilitated the main roof and the roof of the extension building and repaired damaged stalls at the Bombay Street Market.

2021

WATER

- Installed 2 water tanks - one at Lower Bombay Street and one other which was fitted with rainwater harvesting system at Hagan Street Market. The water tank at Bombay Street Market was supplied with water for the Local Water Management Committee to sustainably manage.

URBAN MOBILITY

- Construction of a footbridge in Dehun, Magazine Community.

Transform Freetown - Ward Level Interventions

WARD 425 – Councillor Abubakarr Kamara

2019 ENVIRONMENTAL MANAGEMENT

- Installed a metal footbridge in the community at Mount Aureol, which is accessed by over 3000 residents in the community. The work was done by 10 volunteers, out of which 2 were women.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020 ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities: Drainage clearance and desilted culverts during the rainy season at Mount Aureol, with 20 unskilled youth laborers from the community, including 30% women.

2021 ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Mount Aureol: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Constructed a 18ft x 8ft bridge at Ginger Hall, Mount Aureol Community

WARD 426 – Councillor Ibrahim Sorie Conteh

2019 EDUCATION

- Rehabilitated and secured the toilets at Amaria School.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020 ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities: Drainage clearance and desilted culverts during the rainy season at Mountain Cut, with 20 unskilled youth laborers from the community, including 30% women.

2021 EDUCATION

- Provided 30 sets of 3-seater tables and benches to Amaria Municipal School.
- Complete rehabilitation of one classroom in Firestone Community Primary School after it was destroyed by flooding.

WATER

- Installed 1 rainwater tank and rainwater harvesting system at Bambroad Community.

SANITATION

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

URBAN MOBILITY

- Construction of street steps at Peter Street and Fullah Street.

Transform Freetown - Ward Level Interventions

WARD 427 – Councillor Madinatu Salamatu Kamara

2019 ENVIRONMENTAL MANAGEMENT

- Rebuilt 27 houses that were completely destroyed and 31 houses that were partially destroyed by fire in Susan's Bay.

2020 ENVIRONMENTAL MANAGEMENT

- Fire incident response at Susan's Bay on March 27th, 2021. 409 people were injured and over 7000 were affected by the fire. FCC supported the NDMA in providing the victims with food, tents and water tanks.

WATER

- Installed 4 water tanks - two water tanks at East Brook Street Market and Upper East Brook Street, and two others which were fitted with rainwater harvesting systems at Regent Road Market, and Susan's Bay Community Health Center. The water tank at Regent Road Market and an existing tank at James Street were supplied with water for the Local Water Management Committee to sustainably manage.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2021 URBAN MOBILITY

- Construction of road pavement at Ambrose Street.

WARD 428 – Councillor Rugiatu Mansaray

2019 SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020 ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Samba Gutter: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Freetown the Treetown: Community tree planting exercise with over 245,000 trees planted in 35 different wards in Freetown and Ward C by 165 community volunteers, out of which 65 were women. The trees planted in this ward are located at Tower Hill.

2021 ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Samba Gutter: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Fencing of Circular Road Cemetery and construction of an office for cemetery workers, a store and a public toilet.

REVENUE MOBILISATION/WATER

- Installed a 5000 litre Milla tank at Backa Yard Community, Circular Road as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 2 water tanks - one at Soldier Street, another at Tower Hill and a third, which was fitted with a rainwater harvesting system at Model Market. The water tank at Tower Hill was supplied with water for the Local Water Management Committee to sustainably manage.
- Installation of new street taps at Regent Road and Probyn Street.
- The rehabilitation of old water taps at Fort Street, Ball Street and Alcock Street.

SANITATION

- Constructed a waste transfer station constructed at Macauley Street, where waste management tricycle groups will be able to dispose of waste collected from households. Five community members will work as waste attendants and security.
- Cleared and cleaned the illegal dumpsite at Macauley Street & at Cotton Tree, work done by community volunteers and the tricycle groups.
- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

Transform Freetown - Ward Level Interventions

WARD 429 – Councillor Memmu Memunatu Sawyerr

2019

ENVIRONMENTAL MANAGEMENT

- Community tree planting: 1,000 trees planted at Sorie town by community volunteers.
- Community tree planting: 2,000 trees planted at Leicester Road by community volunteers.
- Community tree planting: 3,000 trees planted at Tree Planting Community by community volunteers.
- Clearing of drainages and waterways and desilting of culverts and bridges at Sorie Town, Leicester Road and Tree Planting Community.

SANITATION

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Constructed a 66 meter-long open drainage and 1 pedestrian crossing at Sorie Town. The work was carried out by 20 workers from within the community, out of which 7 were women.
- Constructed a 230 meter-long open drainage, 12.7 meter-long closed drainage, a 4.6m long culvert and 11 pedestrian crossings at Leicester Road. The work was carried out by 20 workers from within the community, out of which 5 were women.
- Flood mitigation activities at Dworzak Junction: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Freetown the Treetown: Community tree planting exercise with over 245,000 trees planted in 35 different wards in Freetown and Ward C by 165 community volunteers, out of which 65 were women. The trees planted in this ward are located at Sorie Town and Leicester Road.
- Supported 100 vulnerable female-headed households from Tree Planting community with seedlings, farming tools and training to help them grow their own food.

2021

ENVIRONMENTAL MANAGEMENT

- Constructed a 168 meter-long open drainage and 5 pedestrian crossings at Tree Planting Community. The work was carried out by 20 workers from within the community, of which 7 were women.
- Supported 100 vulnerable female-headed households from Tree Planting community with seedlings, farming tools and training to help them grow their own food.
- Built a 4 family zinc shelter and completed roofing of another structure built by the affected victims of the fires at Leicester Road and Botany communities.

REVENUE MOBILISATION

- Constructed 50 meter truck tracks at O'Neill Street, off Jomo Kenyatta Road as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 2 water tanks - one at Model New Road and another which was fitted with rainwater harvesting system at Layer Street/Hamilton Lane (Mount Aureol). Water tanks at Sorie Town and Tree Planting were supplied with water for the Local Water Management Committee to sustainably manage.

WARD 430 – Councillor Mantenneh Conteh

2019

EDUCATION

- Rehabilitated the perimeter fence, front drainage and toilets at Regent Square Municipal School. Also constructed a borehole to improve access to water.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Waterloo Street: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.

Transform Freetown - Ward Level Interventions

WARD 430 (Continued)

2021

ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Pademba Road: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Fire incident response at Belgium Market on March 5th, 2021. 41 residents and 144 commercial traders were affected and they received support from the FCC and external donors in the form of food, water, clothing and cash transfers.

REVENUE MOBILISATION/WATER

- Installed a street tap at the back of Haq Community Center as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

EDUCATION

- Created the Kroo Town Market Early Learning Adventure Center, which will enrol 40 children of market traders and houses 3 classrooms, 2 toilets, a toy room, storage, and staff offices. The center is set to open in 2022, with pupil onboarding already underway.
- Provided 30 sets of 3-seater tables and benches to Regent Square Municipal School.

WATER

- Installed 2 water tanks - one water tank at Steward Street and another which was fitted with rainwater harvesting system at Kroo Town Road Market. The water tank at Kroo Town Road Market and existing tanks at John Street and Peters Brook Market were supplied with water for the LWMC to sustainably manage.

SANITATION

- Cleared and cleaned the illegal dumpsite at Sanders Street, work done by community volunteers and the tricycle groups.

WARD 431 – Councillor Murray Alie Conteh

2019

ENVIRONMENTAL MANAGEMENT

- Provided construction materials for rebuilding 385 households affected by fire in Kroo Bay.
- Cleared drainages and waterways and desilted culverts and bridges at Kolleh Town and Kroo Bay.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households.

2020

ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Big Market: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Cleared drainages and waterways and desilted culverts and bridges at Kolleh Town and Kroo Bay
- Beautification of the right of way of the Wallace Johnson Street with funding from United Bank for Africa.
- Rehabilitation of Kingtom Cemetery Office.

URBAN MOBILITY

- Wallace Johnson Street (Big) Market: rehabilitated the roof, ceiling, interior railings, windows and doors. Painted interior and exterior walls, repaired damaged pavement and installed a 10,000 litre tank with plumbing and a rainwater harvesting system and a tap.

WATER

- Installed 6 water tanks installed in four communities, Kingtom, Bonzo, Government Wharf, Ascension Town and in two markets Big Market and Government Wharf.

2021

ENVIRONMENTAL MANAGEMENT

- Constructed an 8 meter-long culvert at Kolleh Town. The work was carried out by 20 workers from within the community, out of which 7 were women.

WATER

- Installed 4 water tanks - one water tank at Bozo and three other water tanks fitted with rainwater harvesting systems at Handel Street (Kingtom), Hennessy Street and Government Wharf. Water tanks at Big Market and Kingtom were supplied with water for the LWMC to sustainably manage.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

Transform Freetown - Ward Level Interventions

WARD 431 (Continued)

2021 **SANITATION (CONTINUED)**

- Completion of the Faecal Sludge Management plant, which employed 7 workers, of which 2 are women. Further funding from GOAL has been allocated to cover the operational costs of the plant, including salaries for labourers and dumpsite consultant, technical costs, repairs and maintenance of the dumpsite gates, polymer and voucher printing to support VTO payments.
- Installation of a borehole at Kingtom Dumpsite & repair of gates, drainage improvements and ground clearance, and fire prevention training for dumpsite staff.

WARD 432 – Councillor Matilda Daniella Kamara

2019 **ENVIRONMENTAL MANAGEMENT**

- Slope stabilization and tree planting for the Jamaica community, Syke Street. Excavating and removing of hanging boulders, as well as planting and monitoring the trees was done by 15 community volunteers of which 5 were women.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2021 **REVENUE MOBILISATION/WATER**

- Installed a street tap at the back of Lower Syke Street as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

HEALTH

- Expanded the labor and post-natal wards at Grey Bush PHU. Upgraded the facility's borehole and incinerator. Also erected a gate and increased the height of the perimeter wall to improve security at the PHU.

WATER

- Installed 1 water tank and borehole at Grey Bush PHU.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

WARD 433 – Councillor Abioseh Agnes Wilson

2019 **EDUCATION**

- Provided 100 sets of 3-seater tables and benches to EB Williams School and 100 sets to Fattah Rahman School.

SANITATION

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

URBAN MOBILITY

- Extensive repairs of the Sankie Street Bridge in Brookfields carried out.

2020 **ENVIRONMENTAL MANAGEMENT**

- Flood mitigation activities at Bright Street: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.

URBAN MOBILITY

- Replaced the roof and conducted general repairs at Congo (Smythe Street) Market.

2021 **REVENUE MOBILISATION/WATER**

- Installed a street tap at the back of Bass Street, off King Harman Road as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 1 water tank at Bath Street. Another tank at Smythe Street was supplied with water for the Local Water Management Committee to sustainably manage.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

Transform Freetown – Ward Level Interventions

WARD 434 – Councillor Augustine Laima Bangura

2019

ENVIRONMENTAL MANAGEMENT

- Community tree planting: 1,000 trees planted at Sumaila Town by community volunteers.
- Cleared drainages and waterways and desilted culverts and bridges at Sumaila Town.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.
- Freetown the Treetown: Community tree planting exercise with over 245,000 trees planted in 35 different wards in Freetown and Ward C by 165 community volunteers, out of which 65 were women. The trees planted in this ward are located at Sumaila Town.

URBAN MOBILITY

- Repaired roof and rehabilitated the floor of Dworzak Market. Also installed barricading and painted the market building. Installed a 5,000 litre tank complete with a water harvesting system and plumbing connection to a water tap.

2021

ENVIRONMENTAL MANAGEMENT

- Cleared drainages and waterways and desilted culverts and bridges at Sumaila Town.
- Constructed a 200 meter-long open drainage and 19 meter-long culvert at Sulaiman Town. The work was carried out by 20 workers from within the community, out of which 4 were women.

REVENUE MOBILISATION/WATER

- Installed a 5000 litre Milla tank at Al Quadus Mosque, Sumaila Town as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 1 water tank at Dworzak Community Health Center. Existing tanks at Dworzak Market and George Brook were supplied with water for the Local Water Management Committee to sustainably manage.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.
- Cleared and cleaned the illegal dumpsite at Hill Side By Pass, work done by community volunteers and the tricycle groups.

WARD 435 – Councillor Ibrahim Kiss-Turay

2019

ENVIRONMENTAL MANAGEMENT

- Community tree planting: 1,000 trees planted at New England by community volunteers.

JOB CREATION WITH TOURISM FOCUS

- Supported the installation of street art along Jomo Kenyatta Road in collaboration with Affixed Productions, and featured American and Sierra Leonean artists.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2021

ENVIRONMENTAL MANAGEMENT

- Constructed a 226 meter-long open drainage, a 16.9 meter-long closed drainage and 8 pedestrian crossings at New England Ville. The work was carried out by 20 workers from within the community, of which 1 was a woman.

Transform Freetown – Ward Level Interventions

WARD 435 (Continued)

2021

REVENUE MOBILISATION//WATER

- Installed a street tap at Smart Lane, Dworzak as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

ENVIRONMENTAL MANAGEMENT

- Extended the drainage in New England Ville.

WARD 436 – Councillor Mohamed Darboh

2019

ENVIRONMENTAL MANAGEMENT

- Community tree planting: 1,000 trees planted at Hill Station by community volunteers.
- Cleared drainages and waterways and desilted culverts and bridges at Hill Station and New England.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households.

2020

ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Tengbeh Town: The three weeks activity saw 20 community volunteers employed a day to clean drainages desilt culverts. 30% of volunteers employed were women.
- Freetown the Treetown: Community tree planting exercise with over 245,000 trees planted in 35 different wards in Freetown and Ward C by 165 community volunteers, of which 65 were women. The trees planted in this ward are located at Hill Station.
- Cleared drainages and waterways and desilted culverts and bridges at Hill Station and New England.

2021

ENVIRONMENTAL MANAGEMENT

- Constructed a 255 meter-long open drainage, 38.5 meter-long closed drainage, a 7.4 meter-long culvert and 8 pedestrian crossings at Hill Station. The work was carried out by 20 workers from within the community, of which 3 were women.

REVENUE MOBILISATION

- Installed a 5000 litre Milla tank at Comium Pole Community, Hill Top as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 2 water tanks - one at Hill Station Sea View community and another which was fitted with a rainwater harvesting system at New England Ville Long Bench. Water tanks at Mount Carmel Junction, Chief Junction, Pan Bodi Junction and Gbambayilla Mansion Junction and New England communities were supplied with water for the LWMC to sustainably manage.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.
- Cleared and cleaned the illegal dumpsite at Hill Station & New England, work done by community volunteers and the tricycle groups.

WARD 437 – Councillor Aminata Gibril Sesay

2019

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2021

REVENUE MOBILISATION

- Installed a 5000 litre Milla tank at Old Railway Line - Old Signal Hill Road as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed water tanks at Destiny Drive (Signal Hill).

Transform Freetown. The Journey So Far

WARD 437 (Continued)

2021

SANITATION

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.
- Cleared and cleaned the illegal dumpsite at Signal Hill, work done by community volunteers and the tricycle groups.

URBAN MOBILITY

- Completion in progress of the Wilberforce Market in Wilberforce Village. The Market will be on three floors, with the third floor serving as a much needed community centre.

WARD 438 – Councillor Thomas Collins Pearce

2019

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020

URBAN MOBILITY

- General rehabilitation of Congo Town Market: replaced the roof, repaired damaged stalls and store and painted interior walls. Installed a 10,000 litre tank with plumbing to tap and a rainwater harvesting system.

2021

REVENUE MOBILISATION/WATER

- Installed a street tap at Faulkner Street, Congo Town as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 1 water tank which was fitted with rainwater harvesting systems at Congo Town. The water tank at Congo Town Market was supplied with water for the Local Water Management Committee to sustainably manage.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.
- Cleared and cleaned the illegal dumpsite at Congo Cross, with community volunteers turning it into a green space by planting grass and flowers.

WARD 439 – Councillor Alhassan Kalokoh

2019

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Tengbeh Town: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.

URBAN MOBILITY

- Improved the toilet facilities at Tengbeh Town Market.

2021

ENVIRONMENTAL MANAGEMENT

- Renovation of dilapidated drainage by the Tengebeh Town Bridge, stopping the dangerous water run-off from occurring.

REVENUE MOBILISATION/WATER

- Installing a street tap at White Stick Community, Upper Tengbeh Town as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 2 water tanks - one at King Street/Railway Line and another which were fitted with rainwater harvesting system at Tengbeh Town Market. The water tank at Tengbeh Town Market and an existing tank at Tengbeh Town were supplied with water for the LWMC to sustainably manage.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households.

URBAN MOBILITY

- Reconstruction of Tengbeh Town Market structure and stalls with “fence sticks”.
- Construction of footbridge at Sensie Drive near Tengbeh Town Car Wash.

Transform Freetown – Ward Level Interventions

WARD 440 – Councillor Salomie Khemalai Kamara

2019 **SANITATION**

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020 **ENVIRONMENTAL MANAGEMENT**

- Flood mitigation activities at Murray Town: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.

WATER

- Installed a borehole at the Murray Town PHU and conducted plumbing rehabilitation (replacement of toilets, sinks and taps) to improve water supply at the facility.

2021 **REVENUE MOBILISATION**

- Installed a hand pump at Lower Milton Street, Murray Town as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 3 water tanks - one at Oloshoro (Murray Town), another at Frazer Street (Cole Farm) and a third at Thompson Bay. The tank at Oloshoro and existing tanks at Murray Town market and along the Murray Town Road were supplied with water for the Local Water Management Committee to sustainably manage.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.
- Cleared and cleaned the illegal dumpsite at Murray Town & at Grammar School, work done by community volunteers and the tricycle groups.

WARD 441 – Councillor Mariatu Kamara

2019 **SANITATION**

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

ENVIRONMENTAL MANAGEMENT

- Construction of drainage channel to prevent flooding in the community at Kola Tree. The drainage construction was conducted by 10 community volunteers, of which 1 was a woman (unskilled labour).

2020 **ENVIRONMENTAL MANAGEMENT**

- Flood mitigation activities at Wilkinson Road: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.

2021 **ENVIRONMENTAL MANAGEMENT**

- Rehabilitation works for drainage at Cockle Bay opposite the Guard Room.

REVENUE MOBILISATION/WATER

- Installed a street tap at Mafemgbeh Kola Stick as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

SANITATION

- Cleared and cleaned the illegal dumpsite at Carlton Carew Road, work done by community volunteers and the tricycle groups.

URBAN MOBILITY

- Rehabilitation road works on Carlton Carew Drive by Indian Temple.

Transform Freetown - Ward Level Interventions

WARD 442 – Councillor Momodu Simbo Tamba Kamanda

2019

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020

URBAN MOBILITY

- Painted the market structure and repaired the roof and floor of Lumley Market.

2021

REVENUE MOBILISATION

- Installed a street tap at Madina, off Milton Margai School for the Blind as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 4 water tanks - one at Pumpline and another a Cockerill, two tanks fitted with rainwater harvesting systems at UN Drive, and Crab Town. The water tank at Cockerill and existing tanks at Bonga Town and Lower Kandeh Drive were supplied with water for the Local Water Management Committee to sustainably manage.

SANITATION

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

WARD 443 – Councillor Ahmed Karim Bangura

2019

ENVIRONMENTAL MANAGEMENT

- Repaired and beautified Aberdeen Roundabout in partnership with Standard Chartered Bank.
- Construction of drainage channel to prevent flooding in the community at Sir Samuel Lewis Road. The drainage construction was conducted by 10 community male volunteers.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Aberdeen: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Freetown the Treetown: Community tree planting exercise with over 245,000 trees planted in 35 different wards in Freetown and Ward C by 165 community volunteers, out of which 65 were women. The trees planted in this ward are located at Aberdeen.

URBAN MOBILITY

- Rehabilitation work on the roof of Aberdeen Market. Also painted the market's structure and installed a 10,000 litre tank with a rainwater harvesting system with pipe connection to a tap.

2021

REVENUE MOBILISATION

- Installed a street tap at Saalman Drive, Aberdeen as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 2 water tanks - one at Crab Town (Aberdeen), and another at Crab Town (Beach Road). Water tanks at Crab Town (Aberdeen), and an existing tank at Aberdeen Creek, were supplied with water for the Local Water Management Committee to sustainably manage.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.
- Cleared and cleaned the illegal dumpsite at Aberdeen Bridge, work done by community volunteers and the tricycle groups.

Transform Freetown – Ward Level Interventions

WARD 444 – Councillor Unisa Kamara

2019 **SANITATION**

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020 **ENVIRONMENTAL MANAGEMENT**

- Flood mitigation activities at Amadu Lane: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.

URBAN MOBILITY

- Roof repairs, rehabilitation of market stalls and installation of metal steel doors at Lumley Market.

2021 **REVENUE MOBILISATION**

- Installed a street tap at Kelly Drive, Regent Road as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 1 water tank fitted with rainwater harvesting system at Lumley Market. The tank was supplied with water for the Local Water Management Committee to sustainably manage.

SANITATION

- Set up three waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.
- Waste transfer station constructed at Lumley. 30 community stakeholders were hired across the 6 transfer stations to support the construction of the transfer stations.

WARD 445 – Councillor Abdul Karim Fofanah

2019 **SANITATION**

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020 **ENVIRONMENTAL MANAGEMENT/ URBAN FARMING**

- Flood mitigation activities at Malama: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Supported 100 vulnerable female-headed households at Kamayama with seedlings, farming tools and training to help them grow their own food through urban farming.

2021 **REVENUE MOBILISATION**

- Installed a 5000 litre Milla tank at Vincent Drive (Malama), off Regent Road as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 3 water tanks - one at Mende Junction (Kamayama), another at AB Koroma Drive (Babadorie) and a third which was fitted with a rainwater harvesting system at Black Tank Market. Water tanks at Black Tank Market, Malama, and Kaningo 1 & 2 were supplied with water for the Local Water Management Committee to sustainably manage.
- Installed 5000 litre Milla tank at Pedro Drive, Mende Junction Kamayama.

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.
- Rehabilitation of the Lumley Black Tank Market public toilet.

Transform Freetown – Ward Level Interventions

WARD 446 – Councillor Pastor Abdul Karim Turay

2019

SANITATION

- Set up two waste management tricycle youth groups that sweep major streets and collect garbage from households in the ward.

2020

ENVIRONMENTAL MANAGEMENT

- Flood mitigation activities at Pottor Levuma, Juba Bridge, Kaningo and Crab Town: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.

2021

ENVIRONMENTAL MANAGEMENT/URBAN FARMING

- Flood mitigation activities at Pottor Levuma, Juba Bridge, Kaningo and Crab Town: The three weeks activity saw 20 community volunteers employed a day to clean drainages and desilt culverts. 30% of volunteers employed were women.
- Supported 100 vulnerable female-headed households at Kaningo with seedlings, farming tools and training to help them grow their own food through urban farming.
- Construction of 180 meter drainage at Pottor community.

REVENUE MOBILISATION/WATER

- Installed a 5000 litre Milla tank at Cherry Lane, Kaningo as voted for by the property owners in the ward who were engaged during the Digital Town Halls.

WATER

- Installed 3 water tanks - one at Pottor Field (Kalokoh Drive), another at Crab Town Levuma Beach and a third which was fitted with a rainwater harvesting system at High Hill Drive, Juba. Water tanks at Cane Stick, Kolleh Town, Crab Town Pottor, and Upper Pipeline were supplied with water for the Local Water Management Committee to sustainably manage.
- Installed two 10,000 litre tanks at Kaningo near the location of the urban farming activities for women.
- Installed one stand pipe at Pottor, Juba.
- Installed five bore holes in different communities namely Juba PHU, NIC Kaningo, Pottor, Collier Compound, Kaningo Riverside.

SANITATION

- Set up one waste management tricycle youth group that sweeps major streets and collects garbage from households in the ward.



