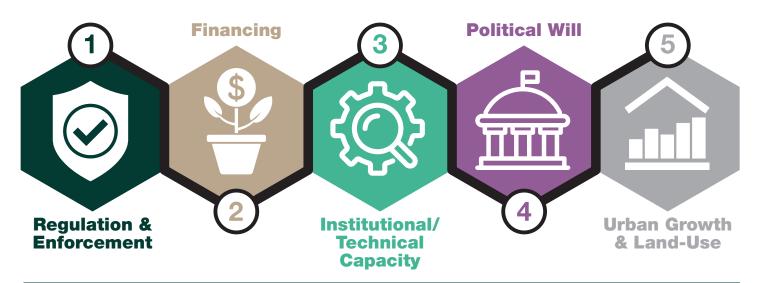
Strategic vision for sustainable urban transport and mobility in Sierra Leone

Practical implementation constraints and opportunities Lessons and insights from Freetown

Main practical implementation challenges



This document summarises the consensus that emerged during the T-SUM workshop 'Future Freetown, Improving Mobility – from Vision to Implementation' that took place on March 4th 2020 in Freetown, Sierra Leone. The participatory workshop was led by SLURC and UCL, with the support of Freetown City Council, the Ministry of Transport and Aviation, the Sierra Leone Road Safety Authority, the Sierra Leone Roads Authority, the Sierra Leone Road Transport Cooperation, the Sierra Leone Institution of Engineer, Fourah Bay College and the Directorate of Science Technology and Innovation. Circa 50 key stakeholders across sectors and representatives of the public participated.

Further information available at www.t-sum.org

















Practical
Implementation
Issue

Challenges & opportunities

Policy Instruments

Regulation & Enforcement	Strengthen & increase enforcement	 Implement and enforce planning rules & regulations Use information and communication technology for monitoring & enforcement Increase resources to support enforcement, including training & incentivising agents Officialise & improve public communication around penalties Increase access to legal aid by enforcement agencies
	Overcome nepotism & eliminate bribary and corruption	 Ensure that regulatory institutions are independent Set-up monitoring and accountability processes for the authority and police Enforce penalties and fines Increase access to legal aid by enforcement agencies
	Set-up metropolitan authority	Set-up an autonomous urban mobility authority for Freetown, governed by key urban transport stakeholders, responsible for: Defining regulations Managing revenues from fines & penalties Training police, drivers and public transport operators Coordinating roles & responsibilities between different institutions Collecting data, such as accidents, traffic violations
	Foster cross-sectoral policy-making processes & strengthen governance structures	 Establish cross-sectoral collaboration mechanisms to set-up policies & regulations Clarify & agree on role & responsibilities of the various transport institutions
	Strengthen civic education & foster behavioural change	Set-up education & training programmes and awareness raising campaigns focusing on road safety targeting: Children Communities Operators & drivers Pedestrians Police officers
	Set-up traffic management systems & infrastructure	 Use information and communication technology for monitoring & enforcement Signalisation, communication, coordination between different actors Monitor enforcement, speeding etc
Financing		Taxes Vehicle registration fee for newly imported vehicle Driving licence for all vehicle road users Annual MOT
		Decentralise revenue collection
	Increase and diversify revenue & funding streams	 Pay to use Implementing parking fees on street and off-street Urban toll roads Congestion charge (in certain areas e.g. Central Business District (Long term) Fines – e.g. speeding, drink/driving, use of phone {cashless payments for all charges}
		Public – Private Partnerships Outsourcing of most non-essential/core public services Water taxis Car parks Building permits Public parks/spaces Revenue collection

Practical
Implementation
Issue

Challenges & opportunities

Policy Instruments

Institutional capacity	Build technical competencies & skills	Specialised training in urban mobility University programme for future practitioners Continuous professional development and training at ministries, departments and agencies Strengthening vocational training centres and driving schools
	Foster organisational and institutional capacity	Encourage knowledge exchange visits & training from external institutions
		Employ young professionals
		Mentorship with experienced professionals
		Training for police and federal road safety on human rights, professionalism and integrity
	Incentivise and retain staff by offering attractive working conditions	Conducive working environment Adequate working space Cleanliness of the work place Health and safety
	Access to technical assets and tools	Improved software & hardware Appropriate equipment: software/hardware Establish functional databases and analysis Access to on-line library facilities Gain cross-party support for key transport investments
B. 1111 - 1111	Political stability	Align all projects with long-term government strategy & agenda
	Political consistency	Strengthen public consultation practices & mechanisms
Political will	Lack of leadership	Integrate knowledge in urban development decisions and plans
	Lack of independent institutions	Involve policy and decision-makers in project implementation
Urban growth & land-use	Economic opportunities concentrated in urban areas	National policies to foster decentralisation of services, employment opportunities across the country
	Rural-urban migration	Create social amenities and opportunities in the rural areas to discourage urban migration
	Informal settlements growth & lack of affordable housing	Regularise land tenure status for the urban poor & foster affordable housing finance Implement development control and land-use planning policies
	Lack of accessibility to services and opportunities	Provision of affordable housing for slum dwellers
	Shortage & unaffordability of services	Establish mixed-use neighbourhoods