

SIERRA LEONE FEASIBILITY STUDY

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The skyline of Freetown, Sierra Leone © Denise Miller/2011

KEY FACTS: COUNTRY AND URBAN PROFILE

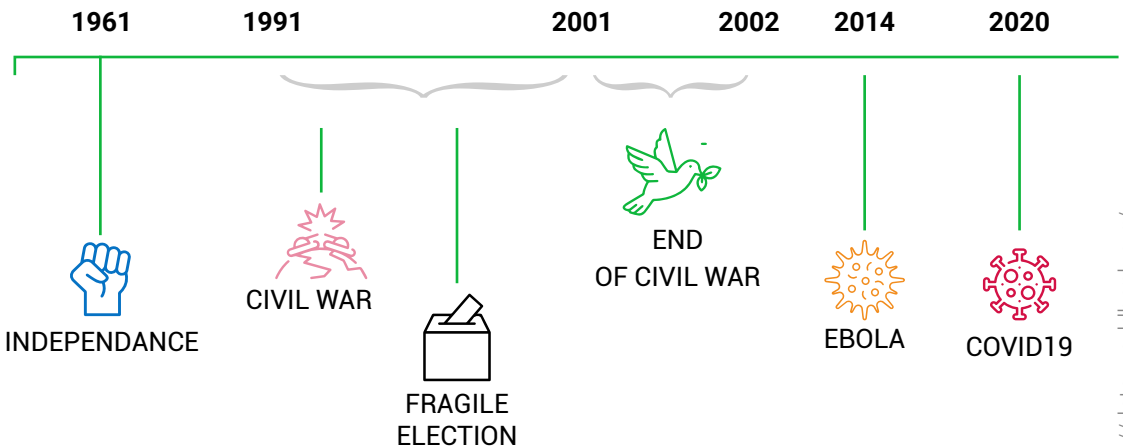


REPUBLIC OF SIERRA LEONE

- Location:** West africa
- Capital:** Freetown
- Income Group:** Lower middle income
- Official Language:** English
- Currency:** Sierra Leonean Leone

- 5,193,416**
Population (2021)
- 1,5 M**
Population (Freetown)
- 2.1 %**
Population growth
- 61 years**
Life expectancy (2020)
- 675.7**
GDP per capita in USD (2021)
- 5 %**
Annual GDP growth (2021)
- 42 %**
Urban population
- 3.7**
Unemployment rate (2021)

SIERRA LEONNE HISTORY TIMELINE



Source: <https://data.worldbank.org/>
Base year: 2018

EXECUTIVE SUMMARY

Sierra Leone gained her independence from British colonial rule in 1961 with bright hopes for the future; a province of liberty; a citadel of learning and the Athens of West Africa. However, years of governance challenges culminated into a decade long civil war (1991 to 2001) that resulted in complete breakdown of institutions, and decimation of lives and properties. After the end of the civil war, Sierra Leone is poised to become a blueprint of nation state transformation from a fragile country to a thriving democracy. With successive multi-party elections and peaceful transfers of power from one political party to another; Sierra Leone has achieved steady growth in institutional and human development.

Nevertheless, the pace and supply of development have been slow and scarce. This in part has resulted to increased demand for better livelihood evident in rapid urbanisation and establishment urban primacy to locations where those livelihood enhancing conditions are presumed to be easily accessed. With increasing urbanisation, and absence of precise integrative policy to guide its urban development, the country runs the risk of urban sprawl, poor urban basic services, disasters and fragmented urban management. The current status quo presents an urgent opportunity for Sierra Leone to develop an enabling framework and coordination mechanism of all urban actors.

Enter the National Urban Policy (NUP), as an all-encompassing, pro-people coordinating framework deliberately targeted to minimize the negative impacts of urbanization. According to the UN-Habitat, the National Urban Policy is "a coherent set of decisions derived through a deliberate,

government-led process of coordinating and rallying various actors for a common vision and goal that will promote a more transformative, productive, inclusive and resilient urban development for the long term". The UN-Habitat through the Ministry of Lands, Housing and Country Planning and the Ministry of Planning and Economic Development is supporting the Government of Sierra Leone to develop an inclusive, evidence-based, forward-thinking and participatory National Urban Policy that will be integrated in the National Development Plan (2023-2027). The NUP development process is conducted in five stages: 1) feasibility, 2) diagnostic, 3) formulation, 4) implementation, 5) monitoring and evaluation. Sierra Leone has initiated and completed the feasibility study which is the first stage of the NUP development process.

This report elaborates the outcome of the feasibility study and sets the stage for the diagnostic phase.

The **feasibility report or a discussion paper** is derived through broad-based consultations to determine the viability of the NUP while in the interim providing the framework and direction for its development and implementation. The report researched and collected data on the various dimensions of the three (3) modalities of the NUP. 1) country profile, 2) urban profile and 3) capacity building ranging from political, demographic, economic, social and basic services provision and then use the statistical evidences obtained as a point of departure to analyse key issues and state lesson lessons for the NUP. The paper concluded with seven (7) policy promulgations which can be expanded upon in the diagnostic phase as follows:

- Position capacity building as the key driver for human capital development;
- Job creation for youth and gender inclusion;
- Prioritize Land Administration and Affordable Housing;
- Strengthen Urban and Rural Linkages;
- Strengthen Urban Governance and Environment Protection;
- Earmark energy production as vehicle to spur economic growth and
- Focus on transport infrastructure and basic services provision.

INTRODUCTION

Urbanization, even though its prospects for human prosperity are enormous, can result in multi-layered domino negative impacts if not managed. These negative impacts have captured the attention of urban actors to take cognizant of the crucial need for an integrated framework and coordinating mechanism to maximize the benefits of urbanization and at the same time address its challenges.

This section opens the genesis of the development of National Urban Policy feasibility study for Sierra Leone by briefly navigating through the background of the NUP, its alignment with international policies including the current state of the NUP in West Africa and then narrowed down on the rationale for the NUP in Sierra Leone, which justifies the need for the NUP. It concludes with a snapshot of the structure of the structure of the report

BACKGROUND

Cities are the engines of economic growth. This idea has become more pronounced due to the transformative power of urbanization. These transformations have presented both opportunities and challenges largely in the form of extreme inequality between the rich and poor. Sub-national governments have also played a vital role in how cities operate and cope with these new urbanization challenges, which has led many countries to legislate, adopt, and implement a decentralized governance approach. Decentralization distributes and transfers development decision-making power to sub-national governments which can then lead to more innovation, effective and efficient service delivery in local communities, and above

all, inculcates a sense of ownership due to its participatory approach to development planning.

However, for decades there have been contentious debates concerning the role of national government in society on whether governance should be more centralized or greater powers should be allocated to regional and local government entities through a decentralized process. Despite these differing ideas on the role of government, it is still agreed upon that government, at any level, creates an enabling environment in coordinating activities across various thematic areas and general urban issues.



FIGURE 1. Significance of the NUP to the Sustainable Development Goals

Having stated that, national governments need a vehicle or a coordinating framework that informs policy and should create an action plan to strategically implement formulated policies, programs, and initiatives across its regional and local communities. Developing a NUP is one way to achieve this goal. The NUP is the umbrella framework and coordination mechanism through which wide ranging sectoral initiatives are harmonized and urban actors garnered to maximize the benefits of urbanization and address its challenges. In this drive, national government has a responsibility, if not an obligation, to “chart the future of urban patterns and develop and implement **National Urban Policies** as one of the means to achieve progressive positive urbanization that produces wealth”¹.

Under the framework of the New Urban Agenda (NUA), UN-Habitat is committed to assisting countries in developing NUP to further their national urban development agendas in a more seamless and coordinated approach. The NUP is an implementing and monitoring tool specifically for Sustainable Development Goal (SDG) 11 (make cities inclusive, safe, resilient and sustainable) and is pragmatically linked to the African Union 2063 Agenda -The Africa We Want Policy Report

THE STATE OF NUP DEVELOPMENT PROCESS WEST AFRICA

With the global surge in urbanization which has produced multi-dimensional challenges, and recognition of the fact that the National Urban Policy can be used as a tool to address these challenges, UN-Habitat currently supports fifty-

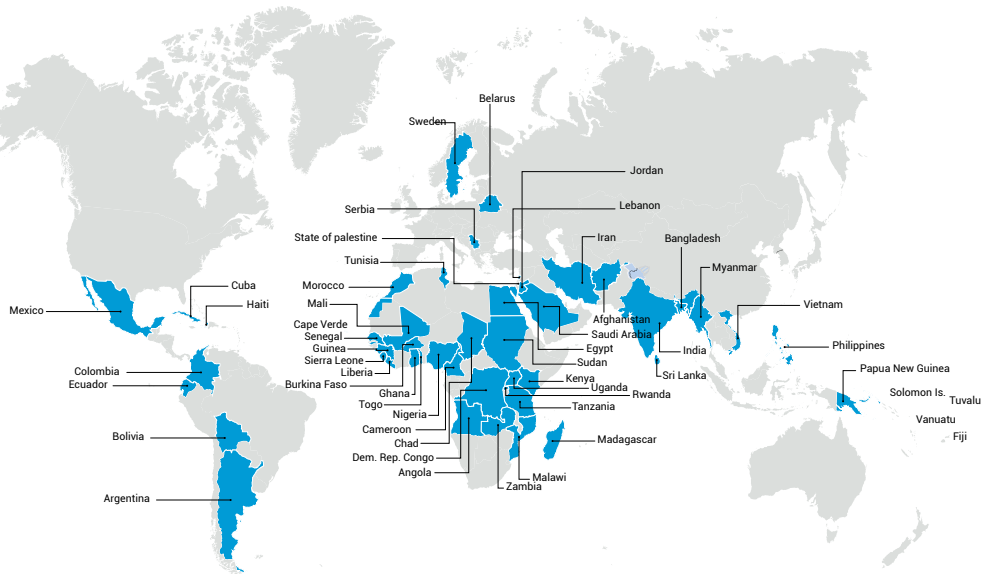
six (56) countries across the globe in their various stages of the NUP development process with majority of those countries in sub-Saharan Africa as indicated in Map 1.

¹Dr. Joan Clos, Executive Director of UN HABITAT

In West Africa, the UN-Habitat is supporting over five countries at various stages in their NUP development process. The majority of these West African states are francophone countries, such as Cameroon, Senegal and Burkina Faso. Since 2015 the UN-Habitat has been collaborating with Liberia, which is Sierra Leone's closest

geographic neighbour and of similar political and socio-economic backgrounds. Liberia has already completed Phases I and II which include the Feasibility and Diagnostic phases of the NUP development process. Lessons learnt from Liberia can also complement the current NUP development process in Sierra Leone.

MAP 1. 56 UN Member States Supported by the UN Habitat with their NUP process



Source: UN-Habitat (2021)

RATONALE OF THE NUP IN SIERRA LEONE

Sierra Leone is located on the west coast of Africa along the Atlantic Ocean and shares boundaries with Guinea and Liberia. In 1961, Sierra Leone gained independence from British colonial rule. Many scholars including Daren Acemoglu have discussed the positive and negative aspects of the governance and development structures inherited from the British colonial rule especially in sub-Saharan Africa². Sierra Leone has its own share of that narrative.

Following independence, the Government of Sierra Leone was left with enormous tasks of addressing the challenges and opportunities of self-governance such as illiteracy, healthcare provision and the much-needed development projects to leverage economic growth. In Addition, Sierra Leone was confronted with poor governance, corruption in the public sector, and exposed to military coups which eventually resulted to a decade-long civil war.

² Daren Acemoglu et al: 2001

Following the end of the civil war, Sierra Leone's political, economic, and social situation had been shaped by the years of conflict and long-term systemic gaps due to poor governance. These shortfalls have resulted in low export productivity and a drop in foreign direct investments (FDI) which are important in generating economic growth and development. The Ebola virus outbreak (2014) and more recently COVID-19 (2019) exposed the fragility of the country's public health infrastructure and its response rate and preparedness to cope with disasters. Approximately 3,880 people died from the Ebola outbreak and about 7,663 have contracted COVID-19³. The Ebola outbreak caused a complete shutdown of economic and social activities, which resulted in enormous macroeconomic catastrophe. At the moment, the number of COVID-19 deaths in Sierra Leone are anticipated to be lower when compared to the Ebola outbreak, however the economic repercussions will be drastic.

Alongside these challenges, the population of Sierra Leone has grown from 4,976,281 in 2004 to approximately 7.5 million currently, and further projected to grow annually by about 3.2%⁴. Furthermore, with the exponential increase in population and the need for a better quality of life, a large rural-to-urban exodus has occurred over the years.

Despite the growing rate of urbanization, Sierra Leone has no precise, integrative policy to guide its urban development, which means it runs the risk of continued urban sprawl, poor urban basic services, disasters and fragmented urban management.

To streamline and increase service delivery, the Government of Sierra Leone (GoSL) in 2004, enacted the Decentralization Act with the intent to manage the growing concerns surrounding local urban governance in the respective localities. The intended outcomes from the implementation of this Act, however, are far from being realized due to the uncoordinated implementation mechanisms of the Act by stakeholders.

In 2019, the GoSL through an inclusive and participatory decision-making process, supported the idea of designing and implementing a National Urban Policy that could address such looming urbanization challenges. Through the NUP process, the GoSL along with various stakeholders are provided with the opportunity to create an inspiring and inclusive path forward in addressing the country's political, economic, and social gaps relevant to sustainable development.

STAGES OF THE DEVELOPMENT PROCESS OF THE NUP

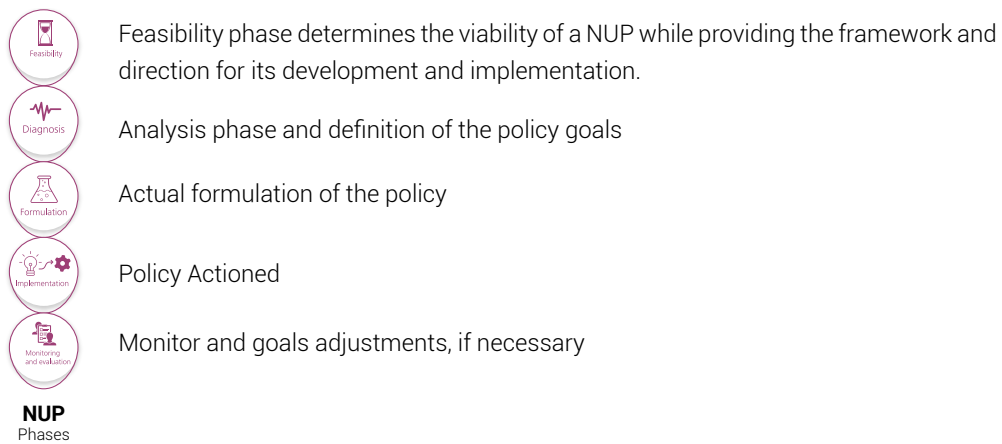
The NUP is firmly grooved into the UN-Habitat's strategic vision targeted to unleash change within the 4Ps (People, Planet, Prosperity and Peace) during

every phase of the NUP development process. There are five stages of the NUP development process as summarized in Figure 1 below:

³ Sierra Leone COVID - Coronavirus Statistics - Worldometer (21 February 2022)

⁴ Statistics Sierra Leone (2015 National Census)

FIGURE 2. Illustration of the five phases of the NUP development process



STRUCTURE OF THE REPORT

Chapter 1 provides the context of the report and elaborates on the data of key and relevant dimensions of the modalities of the NUP (i.e Country Profile, Urban Profile and Capacity Gaps Assessments) in Sierra Leone in order to establish the foundation of the feasibility study report. It provides evidence of the various dimensions without in-depth conclusion or inferences from the data collected. It concludes with a broad remark on probable urban issues that may emerge based on the prevailing urban realities.

The second chapter is the main body of the report which draws from statistical evidence in chapter 1 coupled with further research, workshops and interviews to synthesize and expound on the issues and opportunities of urbanization in Sierra Leone.

They are written in a modular fashion, so that they can be read as stand-alone sections. They provide preliminary assessment of the emerging challenges related to urban demography, land administration, urban development planning, disaster management, urban economy, housing development and basic service delivery in Sierra Leone. Each section concludes with emerging issues and lessons for the NUP.

Finally, since the main thrust of the feasibility study is to determine the viability of a NUP by providing a framework and direction for development and delivery, the final chapter of the report concludes with a proposal of the way forward which includes preliminary policy recommendations and a roadmap for the development of the NUP in Sierra Leone.

1. NATIONAL URBAN POLICY MODALITIES

1. 1. COUNTRY AND URBAN PROFILE DIMENSIONS

This section deals with the first two modalities of the NUP (i.e Country and Urban Profile) which serve as point of departure to frame the issues and opportunities of urbanization in Sierra Leone. It captures statistical data of key dimensions under the country profile, urban profile such as the political structure, demographic analysis, socio-economic outlook, social services, including gender

and youth. The section concludes with an open-minded scenario-based remarks of the likelihood of the urban issues that Sierra Leone may be confronted with based on the prevailing trends of the dimensions without firmly drawing in-depth inference from the data which will be dealt with in the next chapter.

1.1.1. POLITICAL STRUCTURE

This sub-section journeyed into the political history of the national government from independence, civil war and post war Sierra Leone, including its strive towards constitutional democracy,

reactivation of decentralized system of government and performance measured against democratic indicators such as civil liberties and political rights.

National Government

Sierra Leone is a constitutional multi-party democratic republic undergirded by its 1991 constitution. The 1991 Constitution positioned Sierra Leone as a state based on the principles of Freedom, Democracy and Justice with the ultimate objective that sovereignty belongs to the people of Sierra Leone from whom Government through its constitution derives all its powers, authority and legitimacy. The constitution has undergone multiple amendments. Further attempt was made in 2016 to amend the constitution by the establishment of a Constitutional Review Commission (CRC) to review the 1991 Constitution. A White Paper on the Report of the CRC was issued by the Government of Sierra Leone, and thereafter no further actions have been taken. However, to date the 1991 Constitution is still the primary legal basis from which all locus standings are derived.

During the post-independence and pre-civil war era (1961-1991), the Government of Sierra Leone was left with the burden of addressing the challenges and opportunities of self-governance such as high rates of illiteracy, limited healthcare system, and the much-needed transformational projects to leverage economic growth. However, Sierra Leone was faced with poor governance, corruption in the public sector, and exposed to multiple military coups which eventually culminated into a decade-long civil war (1991-2001) that claimed thousands of lives, huge social unrest, and an economic catastrophe.

The re-emergence of multi-party democracy in 1996 ushered in multiple recoveries in almost every sector, including a concrete roadmap for poverty reduction elaborated in the first Poverty Reduction Strategy Paper (PRSP 1) in 2004 that prioritized food security and job creation.

This road map transitioned into the Agenda for Change (PRSP II) and the Agenda for Prosperity (PRSP III) with key focus on energy/electricity, agriculture, transport infrastructure, and social services, mainly health and education. During this period, according to the world economic outlook report, the economy grew by double digit and even the World Bank lavished praises on Sierra Leone as one of Africa’s business friendly countries . In May 2014, Sierra Leone was struck by the Ebola epidemic which effected more than 8,000 people and claimed the lives of over 3,000 people together with devastating economic losses. Around the same time, unfortunately, global iron ore prices plummeted which led to among other things starvation in the main revenue streams of the economy.

The aforementioned twin-shock events together with other weak governance issues resulted in a nose-dive in the GDP, including all other economic indicators.

In 2018, the Government of Sierra Leone formulated the Medium-Term National Development Plan (MTNDP) which is the 4th Poverty Reduction Strategy Paper rooted in the promise to improve the welfare of Sierra Leone’s citizens. The MTNDP prioritizes eight policy clusters, among them are human capital development, diversifying the economy and promoting growth, infrastructure and economic competitiveness, governance and accountability, empowering women, children, adolescents, and persons with disability, youth employment, sports, and migration, addressing vulnerabilities and building resilience including a means of monitoring implementation.

Local Government

In 2004, the Decentralization Act was enacted into law to provide for the decentralization and devolution of functions, powers and services to local councils, and was also amended in 2016 and 2017. The Act made provision for the re-establishment of localities and local councils that existed before 1972. The amendments in 2017 took into account the new districts that were established as a result of the deamalgamation (i.e Falaba and Karene) under the province’s order of 2017. Currently, there are fifteen (15) Districts Councils, six (6) City Councils and one (1) Municipality in Sierra Leone as indicated in Table

1. Mayors and district chairmen are the political heads in the municipality and district councils supported by councillors.

The third level of government in Sierra Leone is at geographic chiefdoms headed by paramount chiefs and sub-chiefs which constitute the traditional leadership. All paramount chiefs are elected to office for life, but can be removed by the President for gross misconduct. In the Western Area, the traditional leaders are referred to as tribal headmen.

TABLE 1. Number of districts, Municipal and Chiefdoms in Sierra Leone

Province	District Council	City Council/ Municipal	Chiefdoms
Eastern Province	3	2	45
Northern Province	4	1	67
Northern	3	1	23
Southern Province	4	2	55

Province	District Council	City Council/ Municipal	Chiefdoms
Western Area	1	1	0
Total	15	7	190

The Ministry of Local Government and Rural Development (MLGRD) has oversight responsibility for implementation of the Decentralization Act, including other local government reforms. On the same hand, the Ministry of Finance (MoF) has responsibility to implement fiscal decentralization facilitated by the Local Government Finance Committee (LGFC) and coordinated Local Government Finance Department (LGFDD) within the Ministry of Finance.

Another important piece of the local Government is community participation. In accordance with the Local Government Act community participation is central to the operations of the local council especially in terms of development decisions making.

Political Rights and Civil Liberties

Despite the fact that Sierra Leone has held regular multi-party elections since the end of its civil war in 2002, and recently expunged the criminal libel law of 1965, there are still notable challenges like most fragile liberal democracy. In 2021 Freedom House ranked Sierra Leone as a partly free country scoring 65 out of 100 which is an indication that the country is still grappling with challenges associated political rights and civil liberties such as fragmented political violence and civic space restrictions.

Similar conclusion was reached by the Global State of Democracy findings in 2021 that Sierra Leone is in a mid-range democracy scoring 0.62 on representative Government, 0.64 on fundamental rights, 0.51 on checks on Government, 0.47 on impartial administration and high on participatory engagement.

1.1.2. DEMOGRAPHIC ANALYSIS AND URBANISATION

Demographic indicators are one of the single most development delivery tool available to mankind that ensures equitable and impartial promulgation of policy prescriptions. Therefore, its usefulness cannot be overstated.

This section examines demographic trends of Sierra Leone, including population size, distribution, growth rates, fertility levels and immigration, migration and urbanisation rates.

National Population Size and Growth Rate

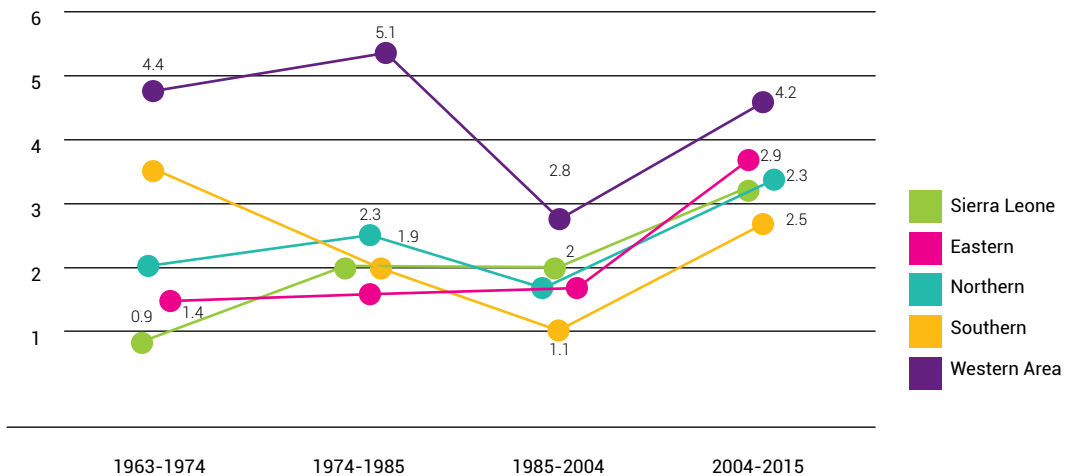
According to the 2015 Population and Housing Census (PHC), Sierra Leone recorded a total population of 7,092,113 with 59% living in rural areas while 41% Urban. Since the first post-independence census held in 1963 the population has grown from 2,180,355 in 1963 to 2,735,159 in 1974 and 3,515,812 in 1985. From 2004 to 2015 the population has increased from 4,976,871 to 7,092,113, representing 42.5% percentage increase point.

In 2018, the Sierra Leone Integrated Household Survey recorded a total population of 7,534,981 people living in Sierra Leone which is slightly less than the projected population of 7.7 million people

contained in the projection monograph of the 2015 Population and Housing Census Report.

The average annual growth rate has increased from 1.8 % during the civil war to about 3.2% as illustrated in Figure 2. During the civil war thousands of people fled the country, inbound migration was at all-time low including fertility rate and hence population growth was very anaemic. However, post war Sierra Leone is braced to experience incremental population growth based on current trend analysis.

FIGURE 3. Graph showing the population growth rate in Sierra Leone and its regions

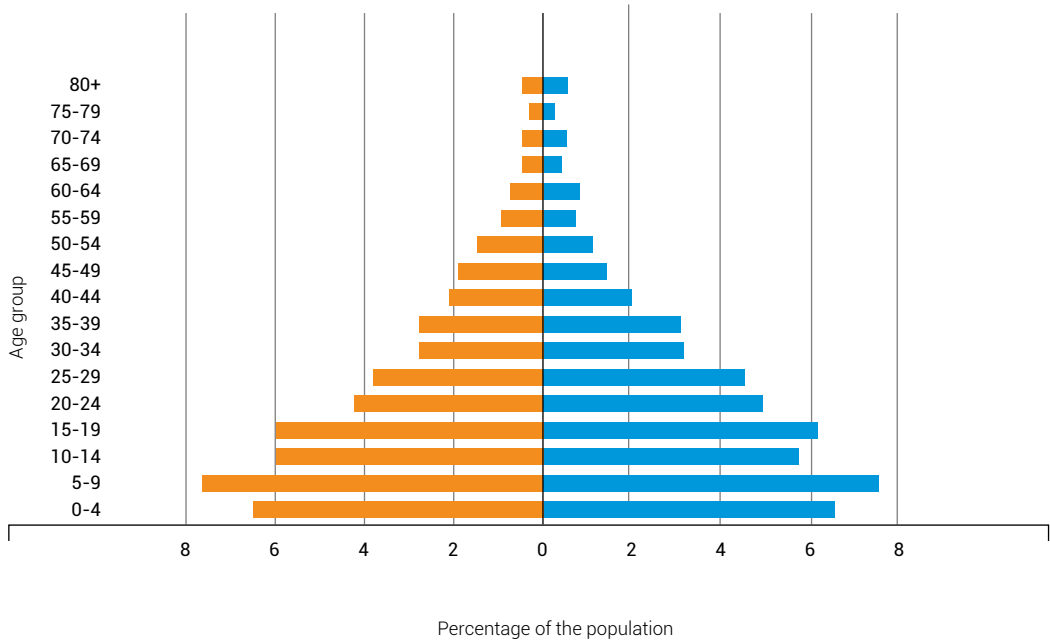


Data Source: Statistic Sierra Leone (2015 Census)

Sierra Leone has an active young population with 40.9% of its population below the age of 15 years as illustrated in the demographic pyramid in figure 3 despite high levels of under-5 and infant

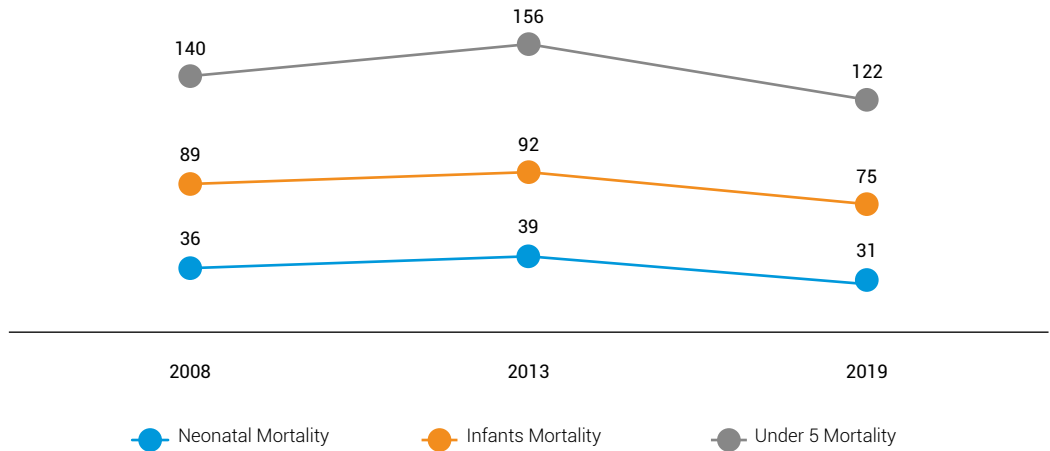
mortality rates at 122 and 75 deaths per 1,000 live births in 2019 respectively as shown in figure 4. Life expectancy as depicted from the age pyramid remains fairly low in Sierra Leone.

FIGURE 4. Demographic pyramid in Sierra Leone



Data Source: Statistic Sierra Leone (2015 Census)

FIGURE 5. Neonatal, infants and under-5 mortality rates



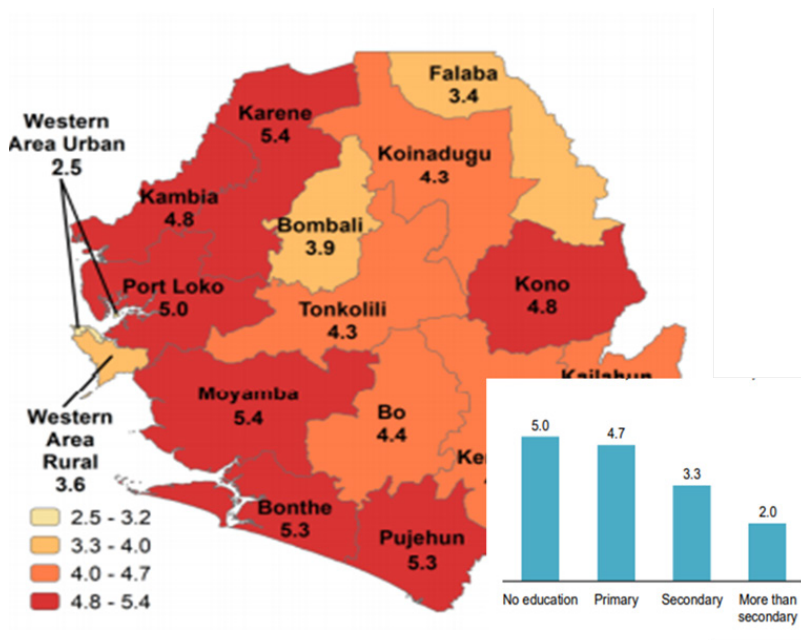
Data Source: Sierra Leone Demographic and Health Survey (2019)

Fertility Levels and Immigration

Sierra Leone's high fertility rate estimated at 4.2 children per woman is still considerable, despite an evidential steady decline in the total fertility rate (TFR) over the years, from 5.1 children per woman in 2008 to 4.9 in 2013 and 4.2 in 2019. Immigration is still statistically insignificant recorded at 6,991

people during in the 2015 Census. In Sierra Leone, rural fertility rate still remains high (see map 2) compared to urban area typically among women with no formal education and teenagers between the ages of 15-19yrs.

MAP 2. District number of children per women and childbearing depending on education of levels of women



Data Source: Sierra Leone Demographic and Health Survey (2019)

Migration and Urbanization

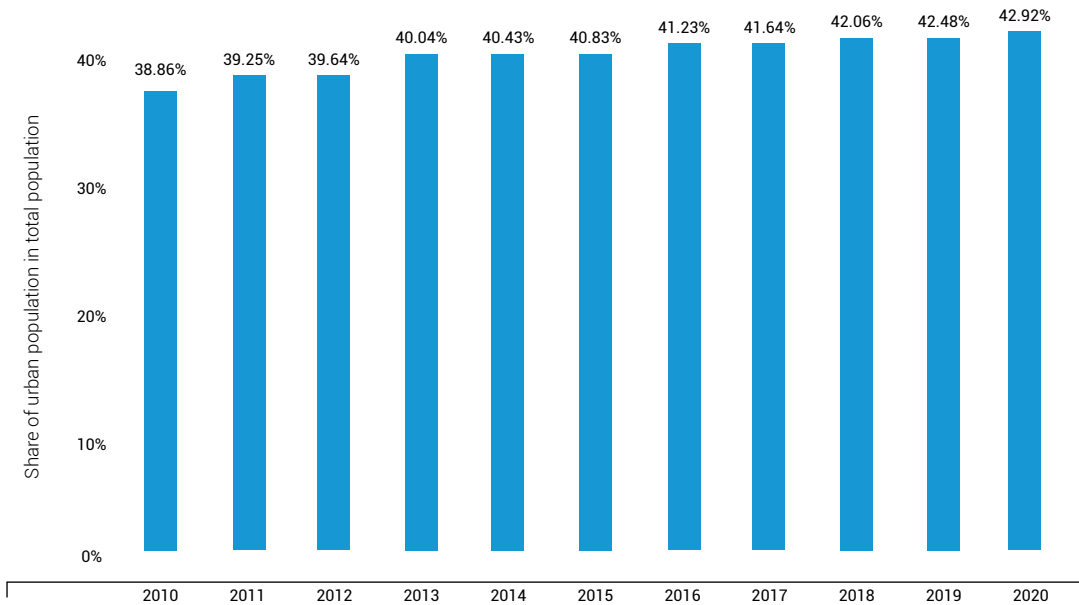
In 2015, the census report indicated that the urban proportion of the Sierra Leonean population was about 40%, a figure estimated to have risen to over 42.9% in 2020, from 38.86% in 2010 as shown in the Figure 5. A significant proportion of inhabitants have moved from smaller settlements, mainly from rural areas to urban settlements and especially to the city of Freetown as illustrated on Map 3 & 4.

The aftermath of the civil war in Sierra Leone resulted in a major shift in demographic distribution and redistribution of the population, where over 25% of Sierra Leoneans live outside districts, they were born in. Population dynamics have also been affected by the use of natural resources, and the level of infrastructure development in different areas of the country. Urban areas with better infrastructure have thus attracted more inhabitants.

In particular, the Western Region where Freetown, the capital city is located, exhibits primacy, hosting 40 percent of the country's urban population⁵. It can be inferred that this area is almost entirely urbanised, while the Southern Region accounts for less than 10% of the national urban population.

The Northern and Eastern regions also record less than the national average on the urban population proportion as shown in Figure 6 below.

FIGURE 6. Urbanisation trends in Sierra Leone



Source: Adapted from the World Urbanization Prospects: The 2018 Revision

The search for opportunities and a better life has positioned the Western Area as the most internal-migrant attractive region in Sierra Leone, recording a net positive migration, while the other three regions have negative migration trends as shown

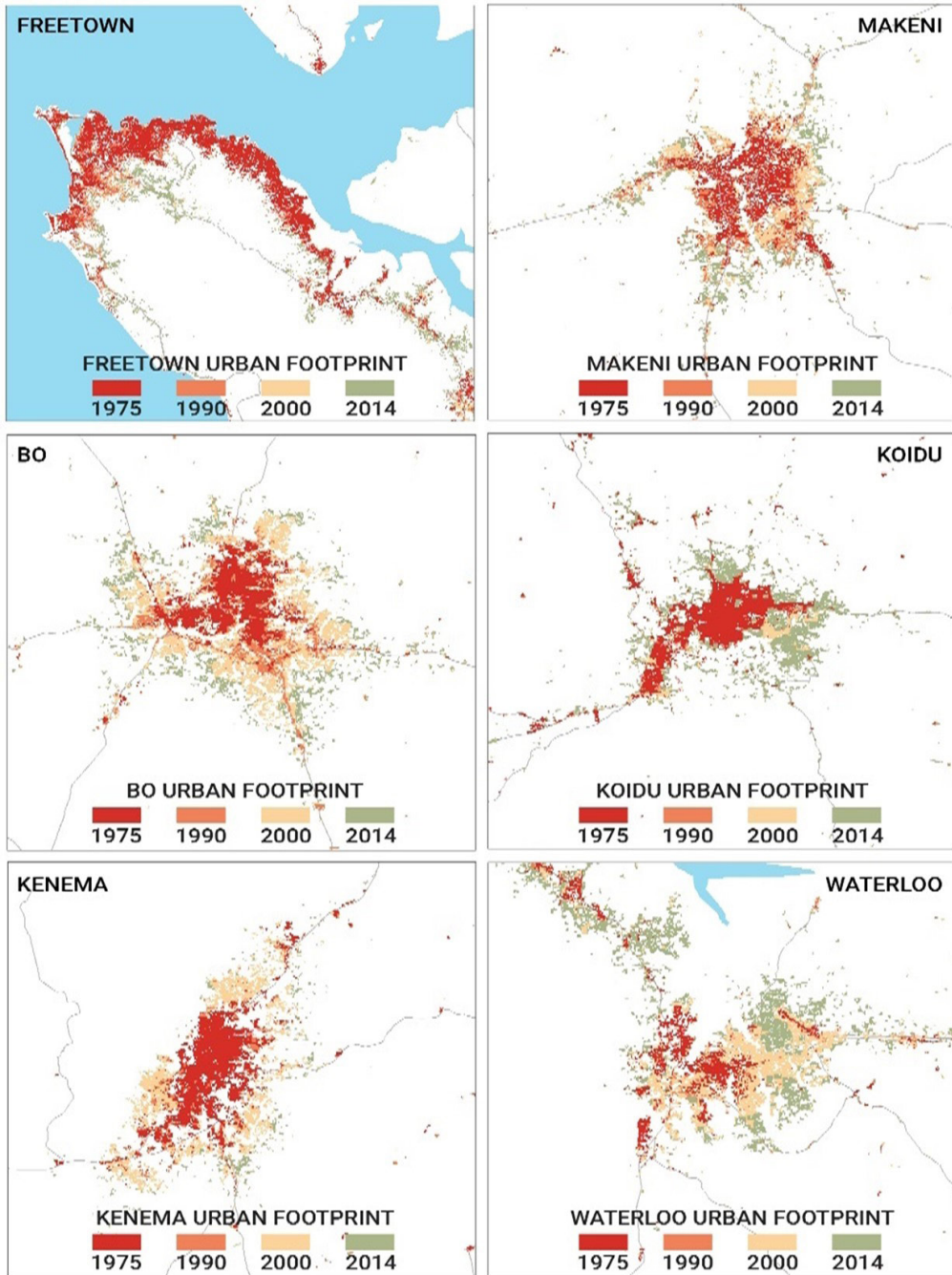
in Figure 7 below. During the 2015 census 64.3% of the people that were enumerated were born outside Western Area. The Northern Province accounts for over 51% of lifetime out-migrant.

⁵ Ibrahim Index of African Governance (2020)

cent) in the Eastern Region, while the least urbanised districts are in the Southern Region. These trends indicate major disparities between regions and

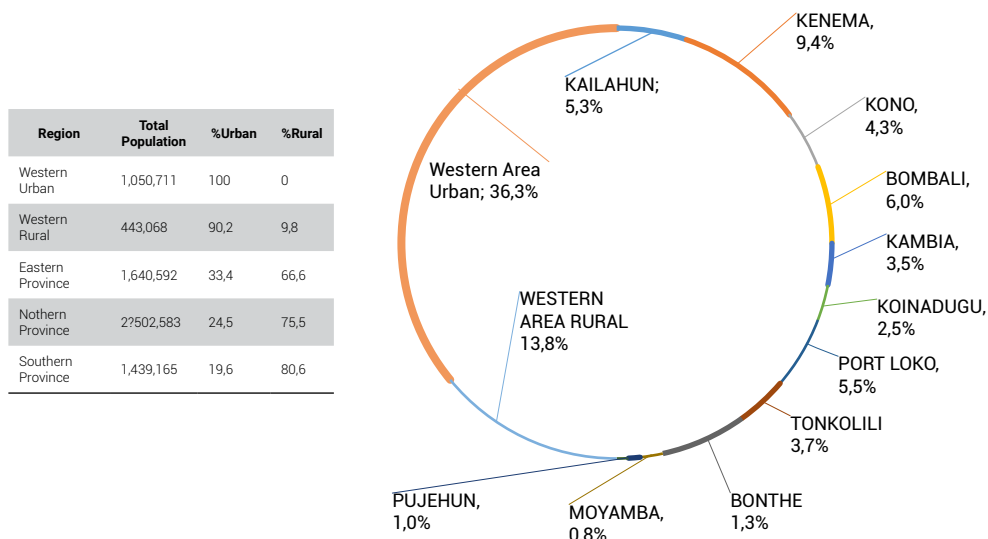
districts. The changing urbanisation footprints depicting an upward footprint of urbanisation is illustrated in map 4.

MAP 4. Maps showing major regional footprints of urbanisation in Sierra Leone



Source: UN-Habitat

FIGURE 8. Percentage of total urban and rural migration per region/district of residence



Data Source: Statistic Sierra Leone (2015 Census)

1.1.3. COUNTRY AND URBAN GOVERNANCE

In general, according to the Mo Ibrahim Foundation, governance is the provision of political, social, economic and environmental public goods and services that every citizen has the right to expect from their government, and that a government has the responsibility to deliver to its citizens . This report extrapolates from that definition as a starting point for overall country governance and fuse that understanding with the UN-Habitat definition of urban governance as “the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens” .

In a nutshell it pertains to structures and attributes within a country, municipal or city councils that foster and facilitates delivery of public goods and services that embodies political, social and economic attributes of good governance in a more sustainable manner.

This section takes a snapshot into the institutional arrangements at the central government level, its policies since the end of the civil war and the functions of the various government ministries towards urban development. It also briefly elaborates on the coordination mechanisms at the local level. It concludes with a broad look at the performance of Sierra Leone against known tenets of good governance.

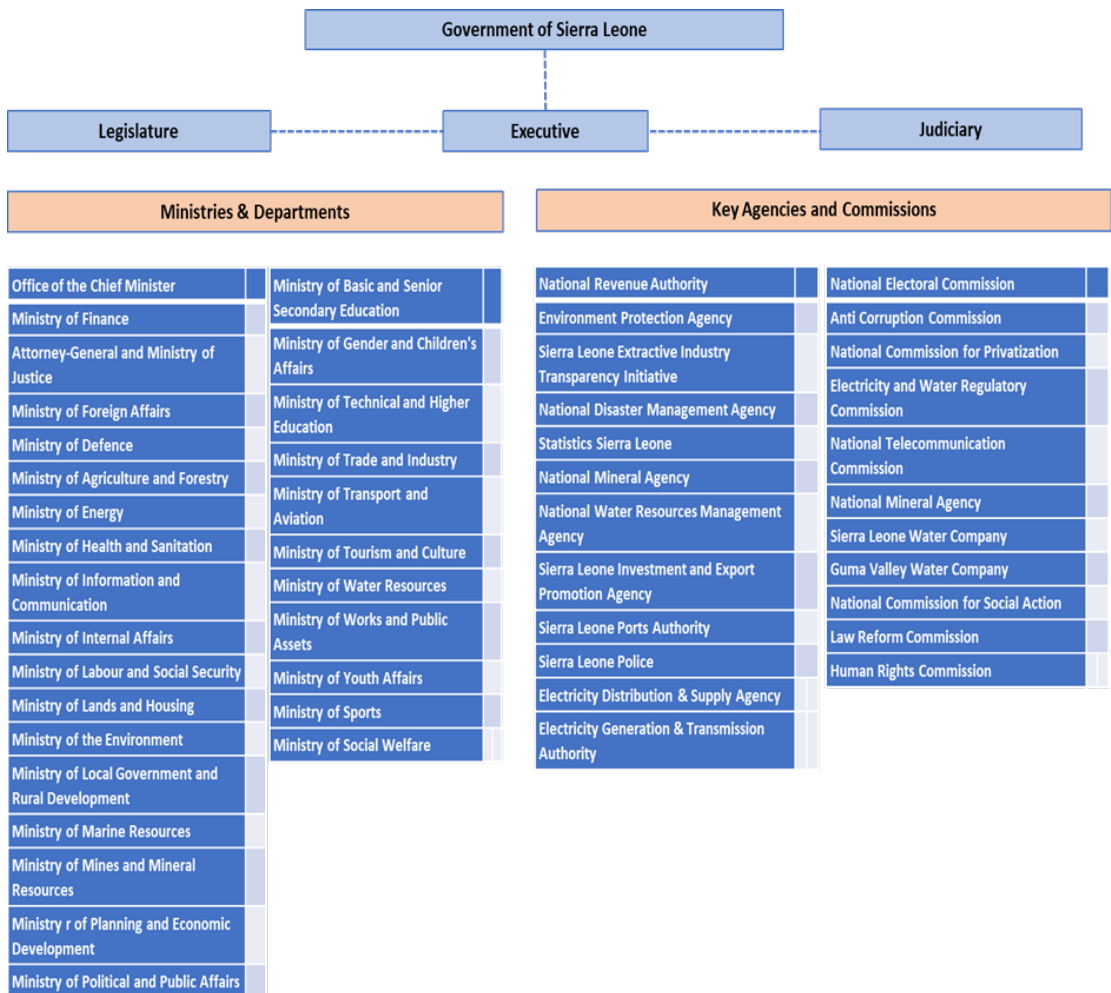
Country Governance – Institutional Arrangements

The Government of Sierra Leone consists of the three organs of Government known as the Legislature, Executive and Judiciary operating under the principle of separation of powers as autonomous bodies. The roles of Civil Societies and the media are also evident to serve as guardrails in Sierra Leone's democracy.

The Parliament of Sierra Leone is bestowed with the supreme legislative authority to make laws by Bills passed and signed by the President.

The Judiciary on the other hand shall have jurisdiction on all matters relating to the conduct of the state be it criminal or civil including matters relating to the Constitution of Sierra Leone. The Executive headed by the President with supreme executive powers exercised by him directly or through cabinet ministers, deputy ministers or public officials. The flow chart in Figure 8 below shows the current institutional arrangement of the Republic of Sierra Leone.

FIGURE 9. Institutional arrangements of national government ministries, selected agencies and commissions



Country Governance – National Development Policies

The undermentioned overarching strategic policies sets the basis for delivery by successive governments since the end of the civil war. Sierra Leone is now implementing its 4th Poverty Reduction Strategy Paper under the Medium-Term National Development Plan. In line with the umbrella

policy framework, ministries are charged with the mandate to develop policies and programmes to accelerate delivery. These sectorial policies intend to extensively capture the problem and proffer sustainable solutions for national development.

Table 2: Poverty Reduction Strategy Papers in Sierra Leone

No.	Strategies and polices	Period	Policy Focus/Pillars/Clusters
1.0	Poverty Reduction Strategy Paper (PRSP I)	2003-2007	<ol style="list-style-type: none"> 1. Job Creation 2. Food Security 3. Good Governance
2.0	Agenda for Change (PRSP II)	2008 -2012	<ol style="list-style-type: none"> 1. Electricity 2. Agriculture/Fisheries 3. Transport infrastructure 4. Social Services (Education and Health)
3.0	Agenda for Prosperity (PRSP III)	2013 -2018	<ol style="list-style-type: none"> 1. Diversified economic growth 2. Managing natural resources 3. Accelerating human development 4. International competitiveness 5. Labour and employment 6. Social protection 7. Governance and public sector reform 8. Gender and women's empowerment

4,0	Medium-Term National Development Plan (PRSP IV)	2019-2023	<ol style="list-style-type: none"> 1. Human capital development 2. Diversifying the economy and promoting growth 3. Infrastructure and economic competitiveness 4. Governance and accountability for results 5. Empowering women, children, adolescents, and persons with disability 6. Youth employment, sports, and migration 7. Addressing vulnerabilities and building resilience 8. Means of implementation
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Country Governance – Urban Legislation and Functions of Ministries

Since the enactment of the Local Government Act (2004), local authorities were empowered to plan for, develop, improve, and manage urban settlements and the environment in their jurisdiction within the framework of the law. However, the implementation has been slow despite the available legal instrument.

A number of instruments affect the urban planning processes in Sierra Leone as listed in Table 3.

These instruments are vital to guide the urban development process regarding land use planning, building construction regulation, land management and public health related issues. However, most of these instruments need to be updated and expanded upon in the diagnostic phase to account for new urban development challenges within Sierra Leone.

Country Governance – Key Sectoral Policies/Strategies to Urban Development

TABLE 2. Selected and urban relevance policies and strategies in Sierra Leone

Ministries	Policies/Laws/Regulations	Urban Development Relevance
Ministry of Health and Sanitation (MoHS)	Urban Water and Sanitation Roadmap (2019-2030);	Provide overall sanitation strategy. Supports coordinated sanitation interventions.
Ministry of Information and Communication (MIC)	The National ICT Policy for Sierra Leone, Sierra Leone National Innovation & Digital Strategy (2019-2020)	Promote and inspire the development of smart cities and facilitate urban and rural linkages.
Ministry of Lands, Housing and Country Planning (MLHCP)	National Land Policy (2015), National Housing Policy (2006) Town & Country Planning Act (Cap. 81, as amended in 2001) Freetown Improvement Act (Cap.66); Public Lands Ordinance (Cap. 117); Spatial Development Strategy for Sierra Leone (2014); Western Area Structure Plan & Investment Programme (1997); Freetown Infrastructure Rehabilitation and Investment Program (1993); Freetown Comprehensive Redevelopment Plan (1963); Town Planning Scheme for Freetown (1944); Sierra Leone Multi-City Hazard and Risk Assessment (2019); National Housing Policy	Improve land management and urban and land use planning; monitoring and enforcing development control.

Ministry of Basic and Senior Secondary Education(MBSSE)	The Sierra Leone Education Sector Plan (2018-2020), National Policy on Radical Inclusion (2021)	Support the aspiration of an informed citizenry and further increase urban human capital that will drive innovation and economic growth.
Ministry of Water Resources (MoWR)	Urban Water and Sanitation Roadmap (2019-2030), National Water, Sanitation and Hygiene Policy	Provide overall water supply. Supports coordinated water supply interventions.
Ministry of Youth Affairs (MoYA)	Sierra Leone National Youth Policy (2020)	Harness youthful energy toward production and non-violence and job creation.

Country Governance – Devolution of Functions

Undergirding Sierra Leone's 2004 Local Government Act is the devolution of functions to local councils in an orderly manner consistent with the legal provisions in Schedule III of the Act. The devolution process which commenced in 2005 is confronted with many challenges and progress has been very slow if not stagnated. It is important to point out that statistically only 54 out of 79 functions have been devolved, but substantially those gains may be misleading because of implementation challenges in the already devolved functions.

To ensure that the benefits of devolution are realised, the government has made efforts to increase fiscal disbursements to local authorities, construction of local government buildings, basic logistical support, and training of local government staff.

The roles transferred to local authorities include most basic services such as primary and secondary healthcare, primary and junior secondary education, agricultural extension services, water supply and solid waste management. Despite the challenges outlined below the devolution of aforementioned functions has instigated a sense of local ownership in both planning and decisions.

These challenges include:

- The slow pace of the devolution process is hindering effective decentralisation. MDAs have held on to control of service delivery, despite legal requirements and policy to devolve roles and resources.
- Conflicts between some key sector legislation and the Local Government Act 2004 adds to delays and impediments in implementing devolution. Progress in reviewing legislation has been limited; it needs to be addressed urgently.
- Unclear lines of management and accountability of devolved staff impede Local Councils in performing functions that have already been devolved to them.
- Decentralisation is yet to be properly anchored at the grassroots levels. Ward Committees, the lowest unit of the decentralized structure, are yet to function properly and deliver their mandates.

- Poor performance in local own-source revenue mobilization relative to revenue potentials leaves local councils heavily dependent on the central government to finance administrative and development programmes. This is a risk to autonomy and sustainability.
- The Development Budget is yet to be devolved. Transfers to local councils for implementing devolved functions are limited to government non-salary, non-interest recurrent expenses, of which part is used to undertake sectoral development programmes, thereby undermining recurrent service delivery programmes such as health or education.
- Coordination of engagement and support for decentralisation is hindered by the desire of different agencies (donors, national institutions, NGO/CSO) to develop and implement programmes in an uncoordinated manner. This leads to inefficiencies, gaps, overlapping bureaucracies and duplication in service provision.

1.1.4. INTER-GOVERNMENTAL COLLABORATION AND NATIONAL PLANNING COMMITTEE.

The Inter-ministerial Committee (IMC) chaired by the Vice President is the framework for coordinating and overseeing the implementation of the Decentralization Act which is the legal basis to stimulate effective and efficient urban governance. The IMC oversees and promotes local democracy including institution of mechanisms to avoid duplication and confusion in service delivery between the central government and local government. On the same hand, the Ministry

of Lands Housing and Country planning has also established a National Planning Committee (NPC) with an overarching responsibility to coordinate urban and rural decision-making regarding land-use planning.

In addition, at the local level the Provincial Coordination Committees (PCC) which are also chaired by Resident Ministers also engage in bottom-up coordination of local council activities in the provinces.

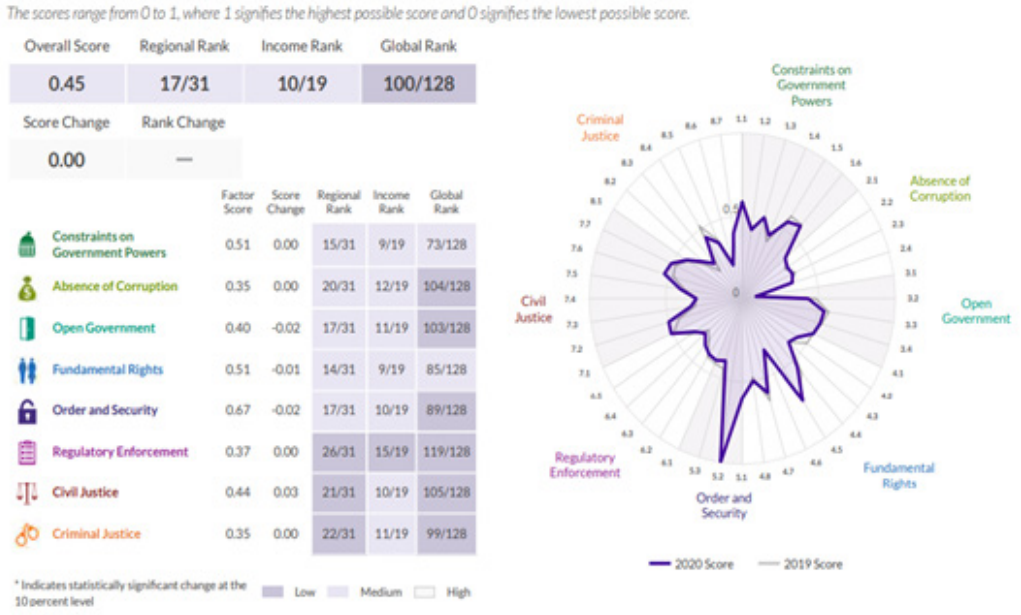
1.1.5. OVERALL GOVERNANCE OUTLOOK

In a nutshell, the effectiveness of governance structures can be tested against attributes that characterised good governance. According to the Ibrahim Index in 2020, Sierra Leone ranked 24 out of 54 countries on the Mo Ibrahim Index with score of 52 recording an upward index mobility of 4.8. This is an indication that Sierra Leone has made average progress on attributes linked to the security and rule of law, participation, rights &

inclusion, foundations for economic opportunity and finally human development. However, it must be noted that disaggregation of the data in the Mo Ibrahim Index will reveal rooms for improvements.

In the same light, in the 2020 World Justice Index (Fig. 9), Sierra Leone ranked 100 out of 128 countries with a score of 0.45/1, which indicates the country's performance on eight factors sub-divided into forty-four (44) Rule of Law attributes.

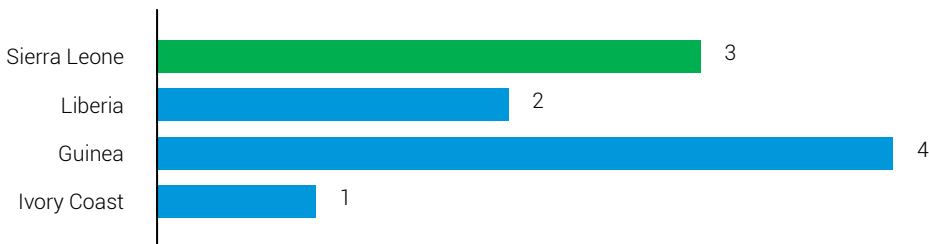
FIGURE 10. World Justice Index on Sierra Leone



Data Source: World Justice Report (2020)

According to the World Justice Index, Sierra Leone ranked 17 out of 31 countries in Sub-Saharan Africa and 3 out of 4 countries in the Mano River Union. However, despite progress made on constraints to Government, Order and Security and the fight against corruption, the ratings on Civil Justice, Criminal Justice and even absence of corruption still falls below the median bar.

FIGURE 11. World Justice Index of Mano River Union Countries



Data Source: World Justice Report (2020)/Author's Analysis

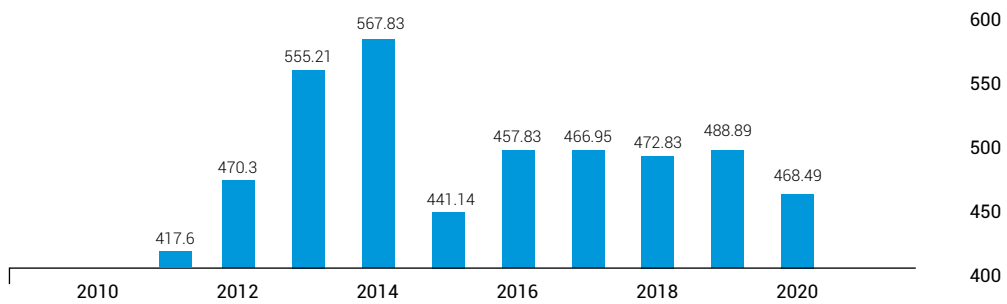
1.1.6. THE ECONOMY

The National Economy

Progress on economic indicators are barometers to gauge the welfare of citizens in any country. Sierra Leone is one of the countries with a lowest Gross Domestic Product per capita (GDP) averaging at around USD 468.49 as indicated in Figure 11. Weak post-civil-war governance coupled with the

economic scars left behind by the decade long conflict continues to account for high levels of poverty with a majority of its population living at about 43% below the poverty line of USD 1.9/day and per capita GDP of about USD 468.4.

FIGURE 12. GDP per capita trends of Sierra Leone



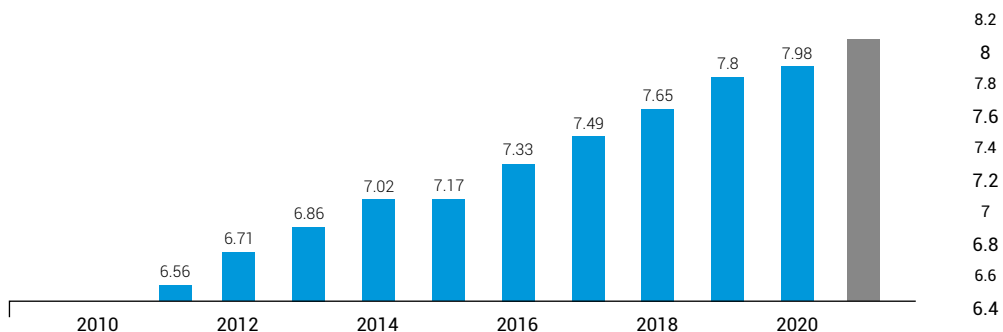
Data Source: Tradingeconomics.com/World Bank (2020)

Agriculture forestry and fisheries are the dominant contributors to the country's GDP of about 62%, while the mining sector which is expected to be the main source of revenue pales at only 8% of the GDP.

Unemployment rate is around 8.6% chiefly because of lack of job opportunities especially for the youth. The majority of the unemployed are not captured

in the statistical definition of unemployment rate because they are not out scouting for Job anymore due to job search frustrations. However, despite enormous economic challenges, the agriculture sector is the dominant employment sector accounting for about 54% of the total workforce of about 2.7 million people.

FIGURE 13. Graph unemployment rate in Sierra Leone

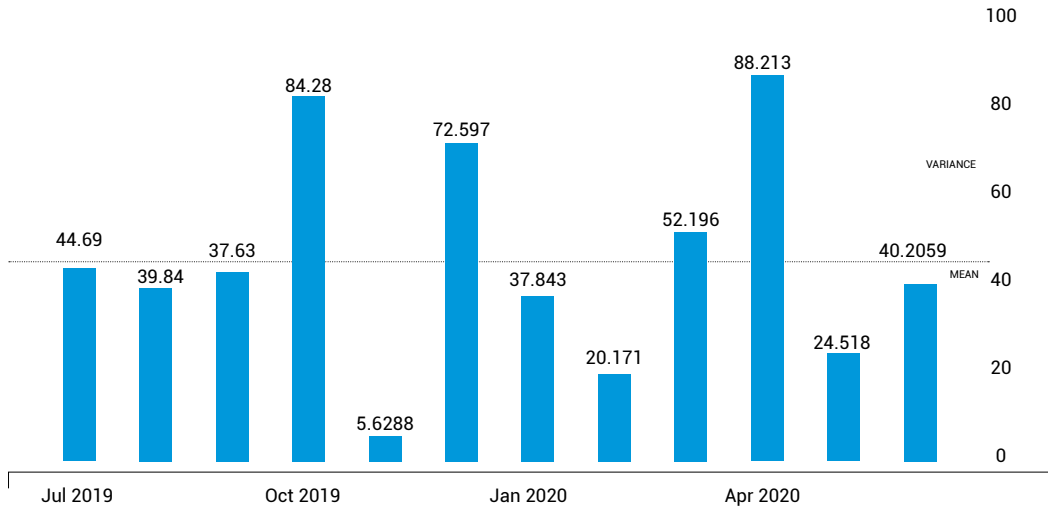


Data Source: Tradingeconomics.com/World Bank (2020)

The other key drivers of the economy is public and private consumption which is around 7.7% and 11.3% still remain low because of low levels of productivity and lack of consumer purchasing

power. Productivity remains low which is expressed in low industry's input into the GDP at 6.5% and low export at USD 40 Million in 2020 as shown in fig. 13.

FIGURE 14. Mean amount of export in Sierra Leone



Data Source: Tradingeconomics.com/World Bank (2020)

Sierra Leone's national budget value records a surplus in 171,033 million SLL in 2019, but runs consecutively on deficit as a percentage of GDP at -5.7%. This accounts for continuous budget supports from donors mainly in the form of development assistance which stands at 76.11 USD per capita in 2019. The country's debt to GDP

ratio still stands at 71.9% which to a large extent account for very low credit rating at 15. Sierra Leone's tax regime is coordinated by the National Revenue Authority with cooperate tax at 30%. Personal income tax lowered down to 15% together with sales tax.

The Urban Economy and Municipal Finance

Incidences of poverty in Sierra Leone were still high, giving rise to high inflows of poor economic migrants from other regions to the Western Region, although overall, urban poverty in Freetown reduced from 46.9% in 2003 to 31.2% in 2011. Progress was made in urban areas to create jobs in the industrial and service sectors due to the boom in the iron ore mining.

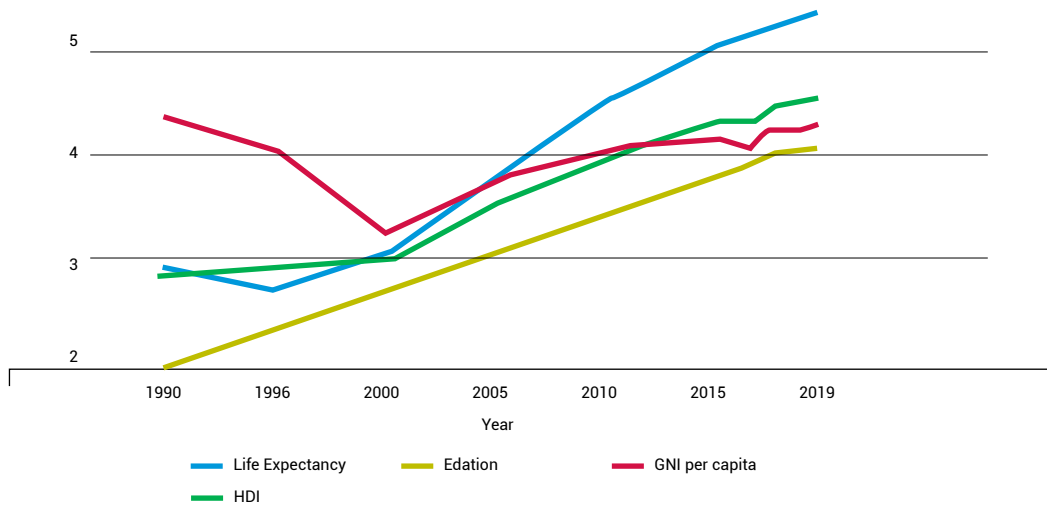
The economic migrants into urban areas that cannot secure employment in the formal sector, i.e. industrial and service sectors, usually opt for the informal sector especially petty trading and transportation which constitute over 70% of urban residents in the informal sector⁶.

⁶ Micro Finance Programme Development Paper, Presented by Dr. J.D. Rogers, Governor Bank of Sierra Leone, During the 7th Meeting of the Sierra Leone Development, Partnership Committee on Friday 12th March, 2004

1.1.7. POVERTY

From almost a failed state during the thick of the rebel war to a thriving democracy, Sierra Leone has recorded progress in terms of life expectancy, education, and inequality. The illustration below revealed the progress achieved since the end of the conflict.

FIGURE 15. Trends in Sierra Leone's HDI component indices 1990-2019



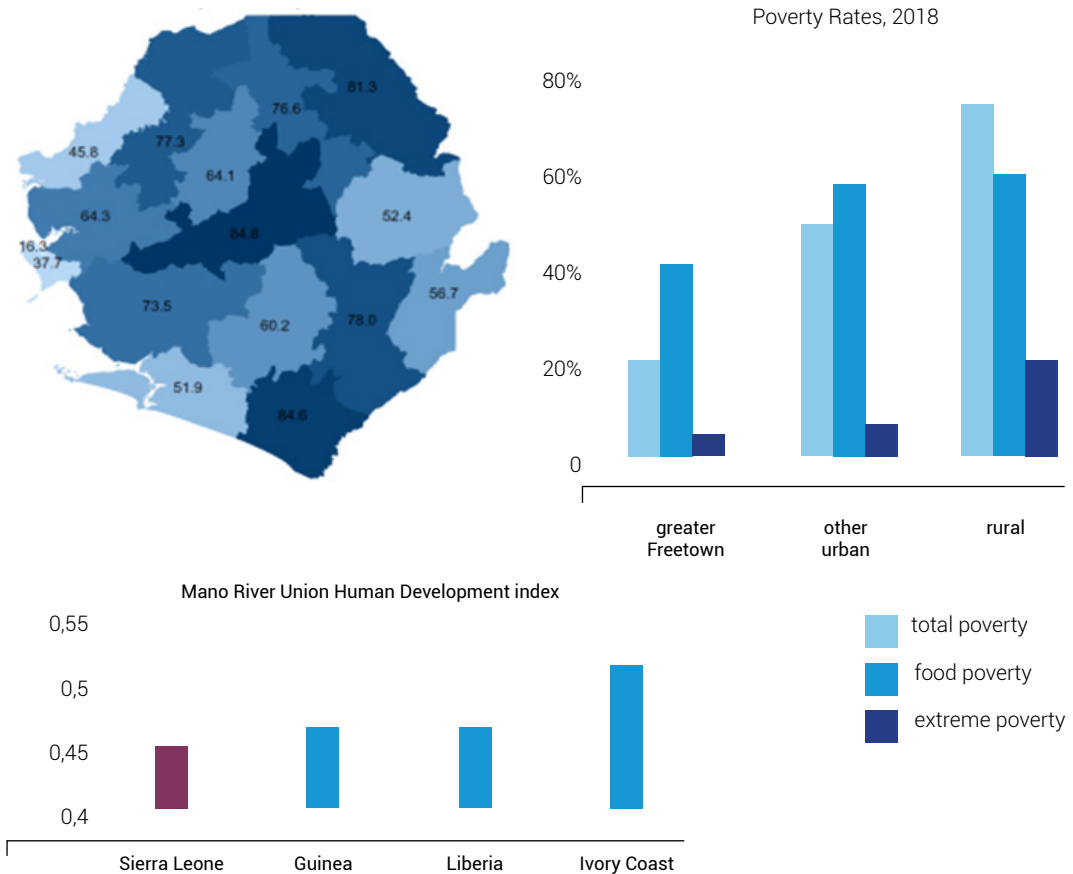
Data Source: United Nations Development Programme (UNDP)

However, Sierra Leone is one of the least developed countries in the world and in the Mano River Union (MRU) with a Human Development Index of 0.452 despite its huge natural resource potentials in agriculture, mineral and marine resources. In addition, COVID-19 has plunged the world into poverty and Sierra Leone is no exception as businesses and other economic activities were destabilized.

In 2018, Statistics Sierra Leone reported that the poverty rate in the country is about 56.8% with

12.9% are extremely poor while a chunk of the total percent about 54.5% account for food poverty. Poverty in Sierra Leone is more concentrated in rural areas as shown in the figure below and in fact poverty rates in rural areas are more than twice as high as in urban areas, 73.9% compared to 34.8%. In addition, Sierra Leone has the least Human Development Index in the MRU as illustrated in the diagram below which further explains the poverty crises and the need to accelerate human capital development including wellbeing of its citizenry.

MAP 5. Poverty rates per district and Mano River Union countries HDI



Data Source: Statistics Sierra Leone

1.1.8. SOCIAL SERVICES

Water, Sanitation and Hygiene (WASH)

Since the end of the civil conflict, Sierra Leone has made great strides in this sector on both WASH governance and delivery. This is evident by the establishment new and reinforcement of existing structures such as the Ministry of Water Resources (MWR), Ministry of Health and Sanitation (MoHS) Electricity and Water Regulatory Commission (EWRC), Guma Valley Water Company (GVWC), Sierra Leone Water Company (SALWACO) and the various local councils to formulate policies, manage and deliver basic Water, Sanitation and Hygiene

(WASH) services. In addition, these institutions are supported by development partners.

Notably, Sierra Leone benefitted from the Millennium Challenge Cooperation (MCC) threshold programme supporting among others the water sector. This programme was engaged in massive capacity building and institutional strengthening. One of the deliverables from this programme is the Urban WASH Road Map 2019 – 2030 which identified the challenges and posit a three-pronged

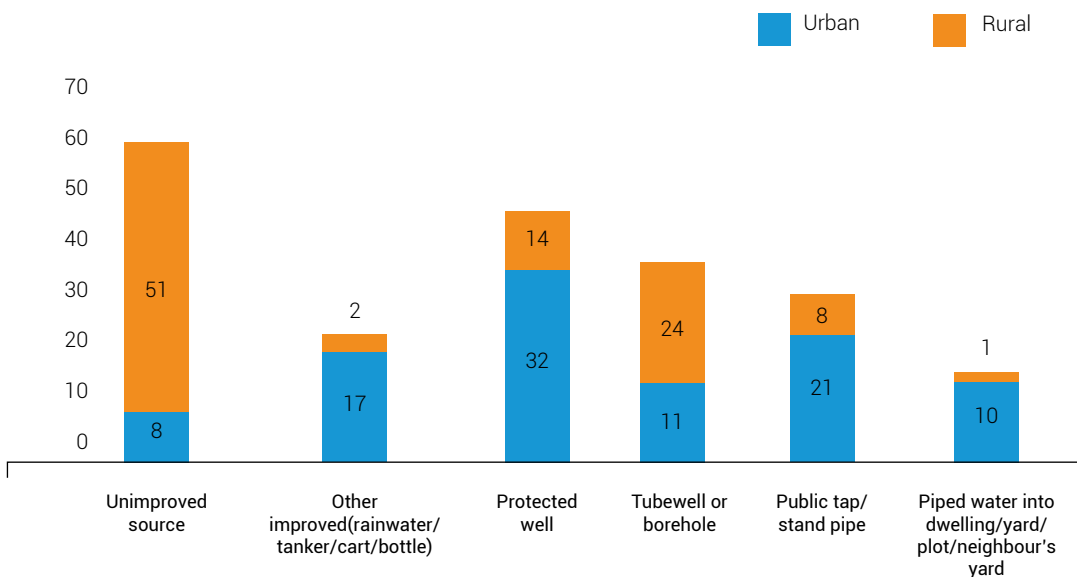
approach to address them, such as improvement in the conditions for WASH planning; improved delivery of WASH services; and enhanced sustainability of WASH services.

In terms of major water infrastructure, the capital Freetown is heavily reliant on the Guma dam which was constructed in the 1960s to serve about 800,000 people. Sierra Leone Water Company also operates major water facilities in Makeni, Kenema and Bo cities. Majority of people use alternative water sources such as boreholes, wells, streams and other open unprotected sources. The use of sachet water from vendors is on the rapid increase which is also contributing negatively on urban waste because of its plastic containers.

There are lots of challenges in this sector and sometimes they are recurrent even though steps are being taken to address the problems. In the 2019 Health Demographic Survey, about 67% of people have access to improved water for consumption and 84% have access to improved toilet facilities in urban settlements in Sierra Leone. On a national scale 33% of the total population in Sierra Leone still drink water from unimproved sources which increase susceptibility to water borne related diseases.

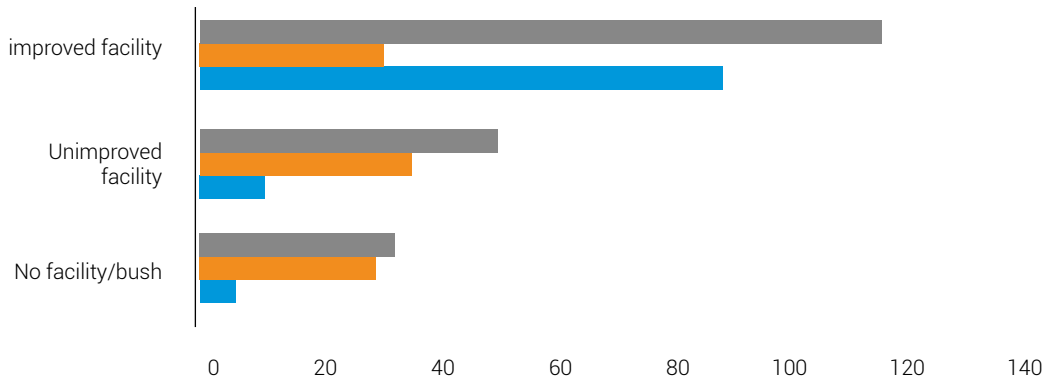
Importantly, a clear distinction must be made between access to water and quality of products. This means even though the numbers may be encouraging in terms of access, but further analysis would reveal quality concerns.

FIGURE 16. Percent distribution of household drinking water by source



Data Source: Sierra Leone Demographic and Health Survey (2019)

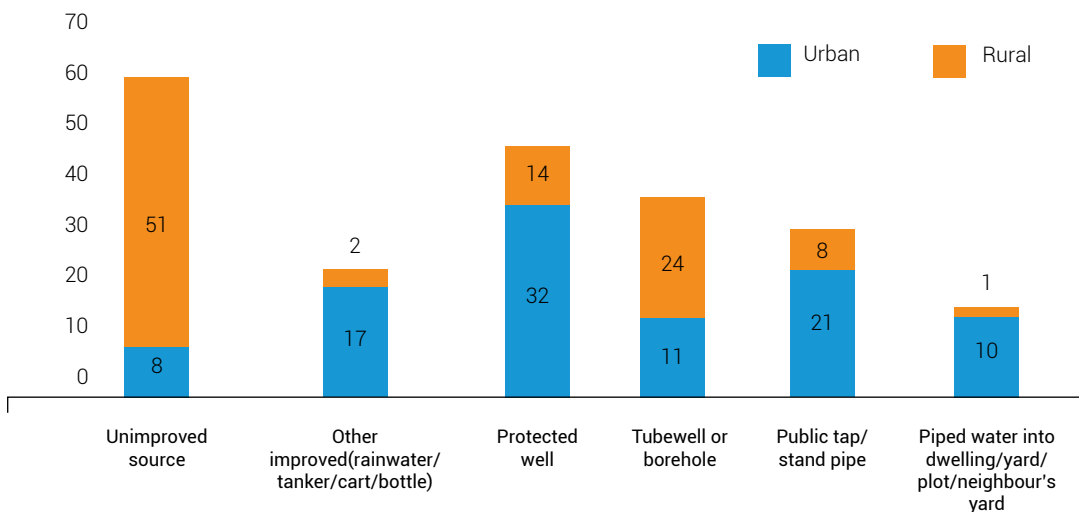
FIGURE 17. Percent distribution of household toilet types



Data Source: Sierra Leone Demographic and Health Survey (2019)

According to the Sierra Leone's demographic and health survey (DHS) 2019, Fifty one percent (51%) of households in rural areas depend on water from unimproved sources, as compared with 8% of households in urban areas and public standpipe is dominant in western as shown in figure 15 above.

FIGURE 18. Percent distribution of household by source of drinking water

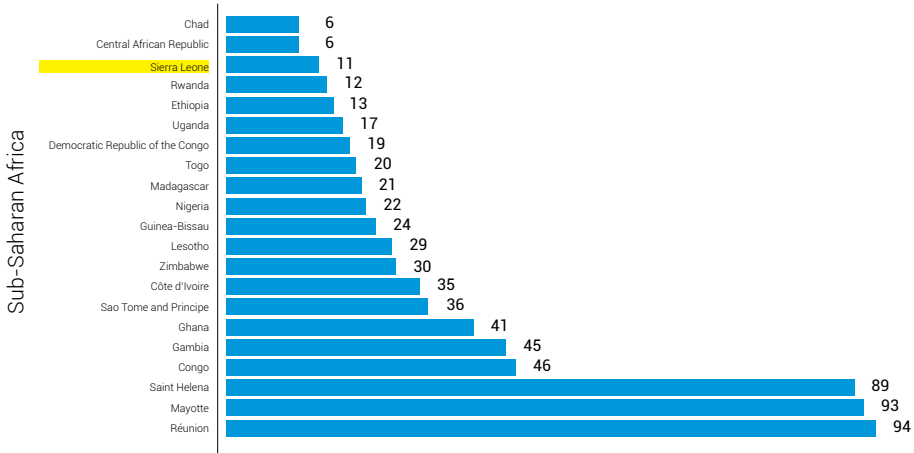


Data Source: Sierra Leone Demographic and Health Survey (2019)

Another important dimension of these statistics is the safety of these water sources. The UNICEF JMP report in 2020 recorded that only about 11% of the population of Sierra Leone used safely managed water, 14% used safely managed sanitation

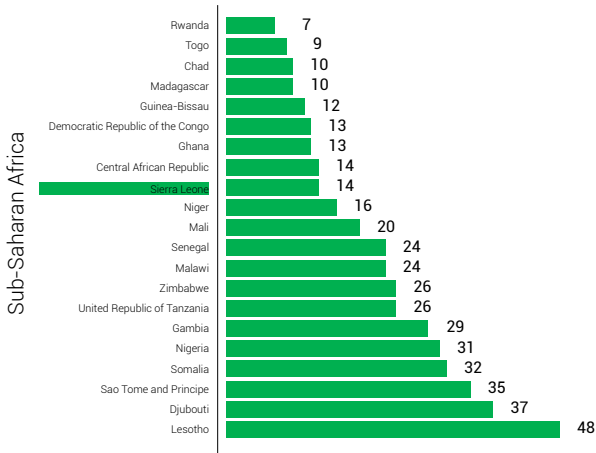
and hygiene and only 21% have access to basic hygiene. The data revealed that there are numerous measures to be instituted to catch up in comparison to other Sub-Saharan countries.

FIGURE 19. Coverage of safely managed drinking water in Sub-Saharan Africa



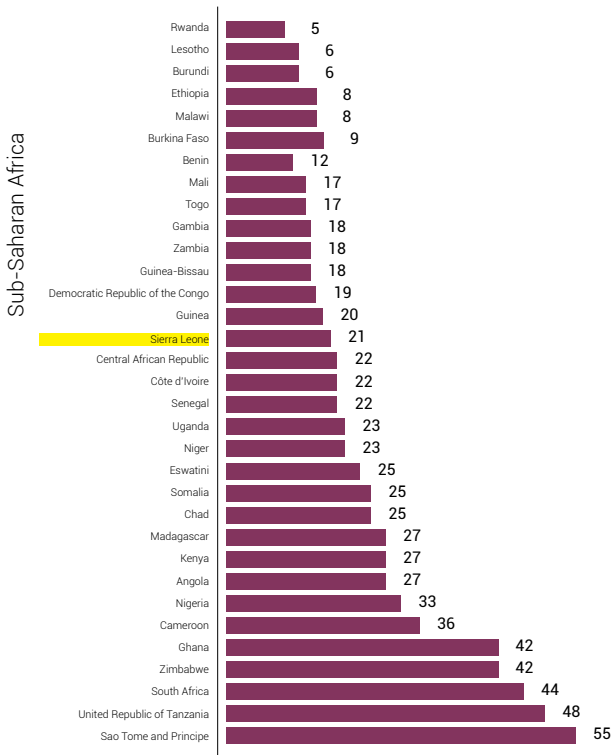
Data Source: WHO JMP Report (2020)

FIGURE 20. Coverage of safely managed sanitation services in Sub-Saharan Africa



Data Source: WHO JMP Report (2020)

FIGURE 21. Coverage of safely managed hygiene services in Sub-Saharan Africa



Data Source: WHO JMP Report (2020)

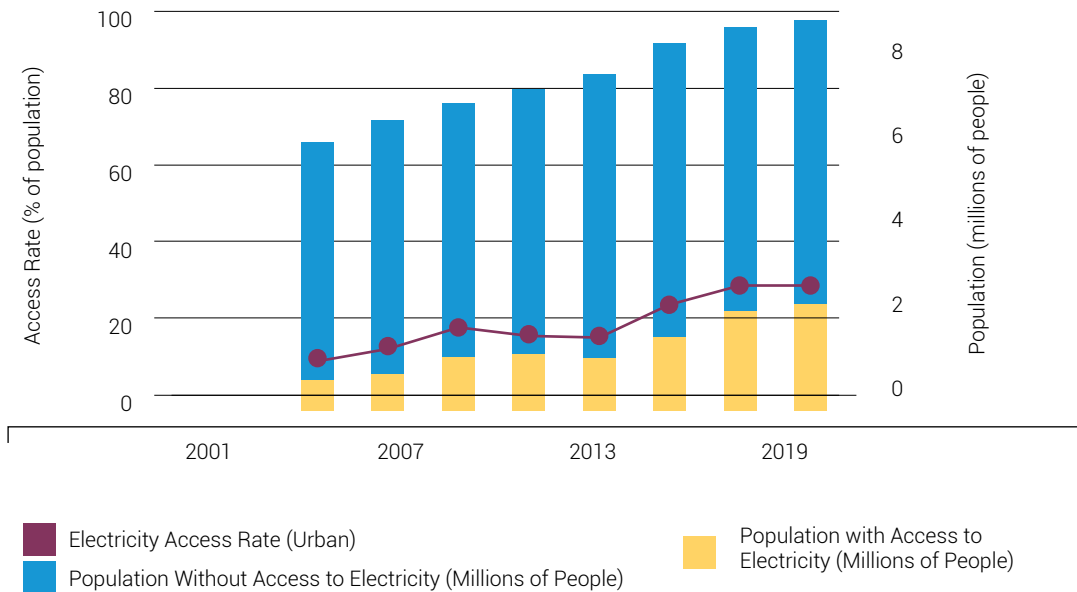
Energy

Energy Production (Generation, Transmission and Distribution) is a binding constraint to Sierra Leone's economic growth and its impact all sectors such as Agriculture, Foreign Direct Investments, Education, etc. Energy production and consumption in Sierra Leone emanates from multiple energy mix such as hydropower, biomass, thermal energy (i.e medium to large scale), solar, domestic small scale thermal generators, and other informal sources such as wood and charcoal used almost exclusively by households for cooking and craft activities.

On the energy generation frontier especially in Freetown City, the operationalization of the 50MW

Bumbuna hydropower plant which almost double Sierra Leone's existing installed power capacity significantly reduced energy costs in addition to the country's unsustainable installed 27MW conventional thermal energy. Outside of the Freetown power grid, the cities of Kenema and Bo are connected to the Dodo hydropower plant, which generates between 3-6MW of power, and Makeni City has access to power from the Bumbuna plant. To complement energy generation, private diesel generators are also the main source of power for businesses outside of Freetown, while other households use paraffin for lighting.

FIGURE 22. Trends of total access to electricity



DataSource: Sierra Leone | Tracking SDG 7 (esmap.org)

Energy Transmission and Distribution (T&D) is also a key challenge facing the energy sector in Sierra Leone. The existing electricity network were plagued by years of neglect and destruction during the decade long civil conflict. Over the years development efforts to restore and optimize energy distribution by Government with support from development partners such as the JICA funded rehabilitation of networks in the Western Area; DFID funded Energy Access programme (EAP) aimed in part at rehabilitation of transmission and distribution network in western area and the World Bank funded the Energy Sector Utility Reform Project (ESURP) to name but few.

There has been notable progress from less than 7% of the population having access to electricity before 2007 to about 23% of total population as indicated in Figure 28. However, this numbers falls below the 30% Sub-Saharan electricity access bar. Energy access is grossly affecting urban and rural

linkages, which is very vital to spark growth and close the energy access inequality gap which is recorded about 45% of urban compared to 2% of rural population. On the bright side, the West African Power Pool project and the DFID (now FCDO) funded Solar off-grid projects supporting both urban and rural population access to electricity and opening new investments opportunities.

To ensure energy sustainability both the software and hardware components has to be in sync. In that regard, in tandem with the above-mentioned initiatives the Government of Sierra Leone instituted major institutional reforms notable among them was unbundling of power generation from transmission and distribution and also the creation of enabling environment for private sector involvement. This effectively splits National Power Authority (NPA) into two distinct bodies a: The Energy Generation and Transmission Company (EGTC) and the Energy Distribution and Supply Authority (EDSA).

FIGURE 23. Trends of total access to electricity in urban areas

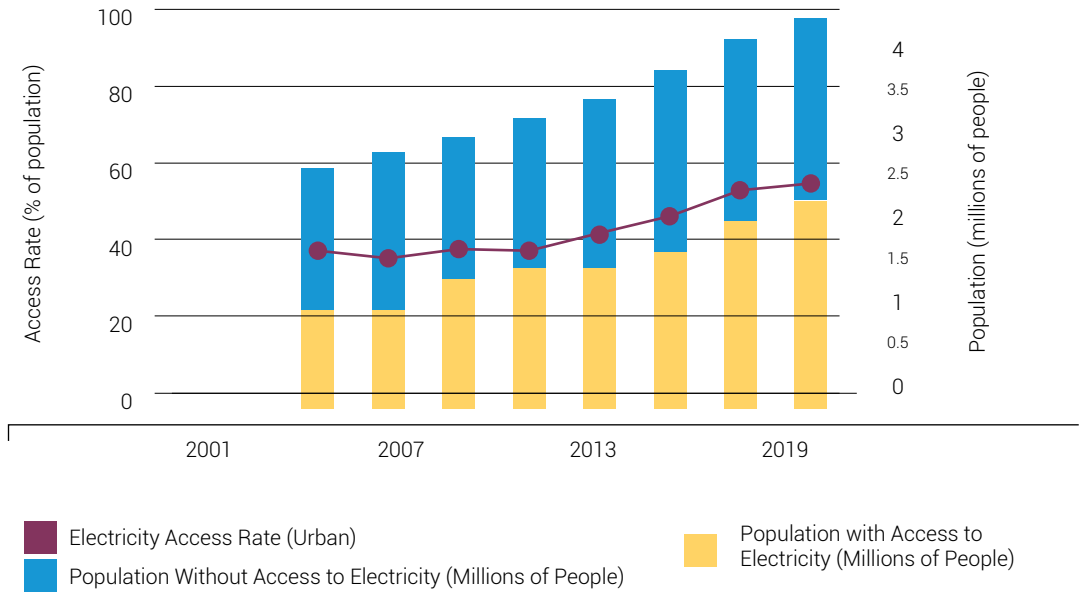
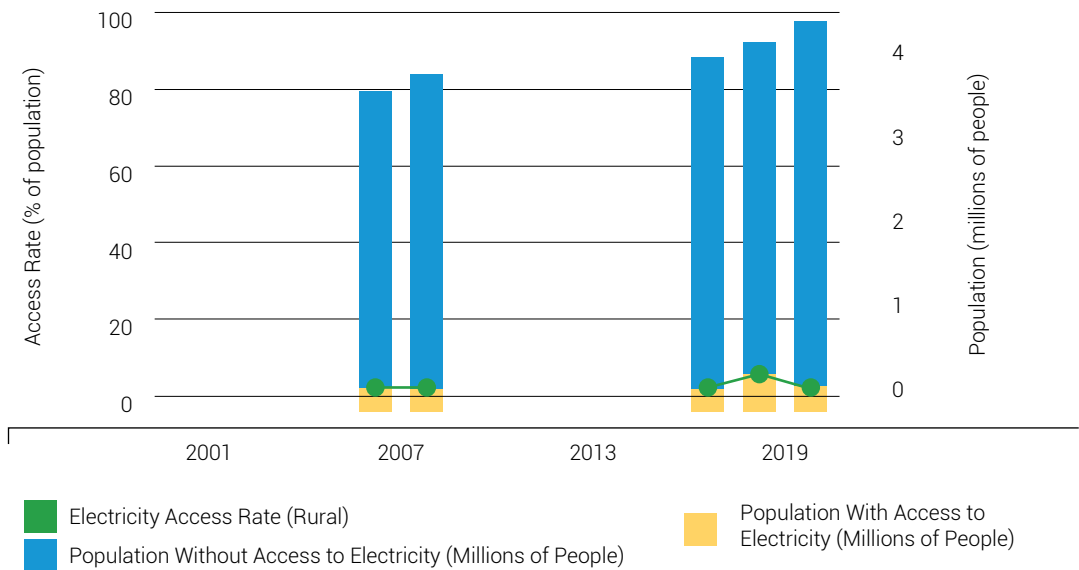


FIGURE 24. Trends of total access to electricity



Transport and Mobility

Effective and efficient transport and mobility ecosystem is governed by two critical elements among others. The hardware constitutes the infrastructure and users' means of mobility and the software deals with the management of the hardware components. The two systems (hardware and software) must be in sync to sustain the interaction of the forces of demand and supply in the transport and mobility domain.

Road travel is the primary and dominant route of transportation followed by water. Water travel

is dominated by people travelling outside Sierra Leone to access the airport and indigenes living in coastal areas. There is no commercial means of local rail (except for the mining companies) and local air travel (helicopters) within Sierra Leone. As shown in Fig. 31, local air travel was operational during pre-war Sierra Leone, but are currently not functional. However, some of the physical land spaces have been encroached upon by land grabbers indicating that rehabilitation, upgrade and further development will also require expensive relocation of communities.

MAP 6. Transport infrastructure in Sierra Leone



Data Source: UN-Habitat

Sierra Leone's classified road network is about 11,555 kilometres (km), of which approximately 90 percent is unpaved. About 8,555 km are classified as primary, secondary or feeder and around 3,000 km are urban and township roads. Comparatively, Sierra Leone's spatial density is low when mirrored with other international standards and the Africa region evidenced by 1.6 km of classified roads per 1,000 people, compared with the average of 2.5 km per 1,000 people in Sub-Saharan Africa. In the Western Region, those values are similar to the national average with about 165 meters of paved road per 1,000 citizens of Greater Freetown area, around half of the average in African cities in low-income countries (318m/1,000 people). The shortfall in these existing road network has more to do with failure to undertake routine and recurrent maintenance than lack of construction of new roads especially in the main cities. Undoubtedly, there are still investment gaps to connect towns and cities as recognized in the countries National Medium-Term Development Plan (MTDP-Cluster 3) which entails Infrastructure and Economic Competitiveness. Its main strategic objective is to 'plan, develop, and implement infrastructure development in an integrated, holistic and cross-sectoral manner that will increase connection and safety for better

Information Communication and Technology (ICT)

ICT represents a broader domain and extends beyond the narrower concept of Information Technology, but rather it encompasses the use of technology to process information and aid communication. The Government of Sierra Leone recognizes the importance of ICT to leverage economic development. The Ministry of Information and Communications in Sierra Leone is primarily charged with overseeing the development, review and implementation of the Government's information and communication agenda at the executive level.

Furthermore, irrespective of the country's

utilisation and broader benefit across the country'.

The dominant means of transportations in Sierra Leone are: private vehicle; Poda poda (mini bus); shared taxi; okadas (motor taxi); kekehs (rickshaw) and buses (Govt owned or registered transport entities). According to Statistics Sierra Leone, the modal split for these means of transportation indicated that private vehicles accounted for 18%, buses accounted for only 12% while the remaining 70% transport mean revolves around the other means. A tiny percent of people use other means of transport such as boats and ferries which need to be captured in a comprehensive transport study.

Notable projects are underway to support urban mobility in Sierra Leone such as the World Bank funded Integrated and Resilient Urban Mobility project geared toward improving quality of public transport, address climate resilience, improve road safety in selected areas and enhance institutional capacity in the transport sector; the proposed Freetown cable project to ease mobility in hard-to-reach areas high elevation areas in Freetown and the newly constructed European Union (EU) Mabang and Magbele roads and bridges linking Freetown Urban to other Urban areas in the provinces.

challenges and pressure to participate in the 4th industrial revolution, the country has established structures to support its ICT growths. The National Telecommunications Commission (NATCOM) which provide licensing and regulation of telecommunications operators, and the Sierra Leone Cable Limited (SALCAB) was established by the Government as part of the requirement for Sierra Leone to participate in the Africa Coast to Europe (ACE) Consortium that landed the undersea Submarine Fibre Optic Cable. There have been further debates and ongoing efforts to unbundle and privatize SALCAB to make it more responsive to emerging challenges.

In addition, to these public institutions, there are private telecommunications companies and internet service providers.

In terms of statistics on ICT demand, over 71.1% of households receive information through the radio, while 18.8% do so via word of mouth. More than 76.4% of Western region dwellers have access to a TV set. Over 62% of households owned a radio and mobile phone⁷.

Education

Education is the bedrock of human capital development and a potent driving force for economic development. Sierra Leone pre-independence and immediately after independence was enviable and among the best in the world to the point that it was dubbed the Athens of West Africa. Fast forward, that glory eroded to abysmal level even though global illiteracy rates were falling fast around the World. The civil war also exacerbated the rapid denigration of education across the country.

In 2004, after the end of the civil war, the Government of Sierra Leone took steps to remedy the situation by enacting the Sierra Leone Education Act. The Sierra Leone Education Act 2004 stipulates that all children should have access to basic education of nine years which covers six years of primary school and three years of junior secondary school, with emphasis on gender equality. In 2001, three laws were enacted to revamp and optimized higher and technical education. These include Polytechnics Act of 2001; National Council of Technical, Vocational and other Academic Awards (NCTVA) Act of 2001, and the Tertiary Education Commission Act of 2001 (TEC 2001). These laws resulted in the establishment of bodies to regulate and certify

The government using its fibre optic connection, seeks to connect to all districts in the country for improved connection to the internet⁸.

According to digital 2020 report, it is indicated that about 68% of the population has access to mobile phones, 31% has access to computers and an estimated total of two million people use the internet in Sierra Leone, accounting for about 25% of the population. With these evidences, there is greater ICT potential in Sierra Leone to support its growth trajectories.

tertiary/higher education. There are about 60 accredited institutions of higher and technical learning across Sierra Leone registered with the Tertiary Education Commission and most of these institutions are concentrated in urban settlements (Table 4).

Successive post-war Governments of Sierra Leone have taken steps to turn the trajectory by introducing catalytic programmes such as free primary education, school feeding and the current compulsory Free Quality Education under the radical inclusion policy.

In the 2015 National Census, Statistics Sierra Leone reported that 55.4 % of the population has attended school, 44.2% has never attended school, Gross Enrolment Rate (GER) for primary level was 105 percent, whilst the Net Enrolment Rate (NER) was 65 percent. At the Senior Secondary School (SSS) level, the GER was 48 percent and the NER was 14 percent. These statistics are glaring, but improving since the end of the war in 2001.

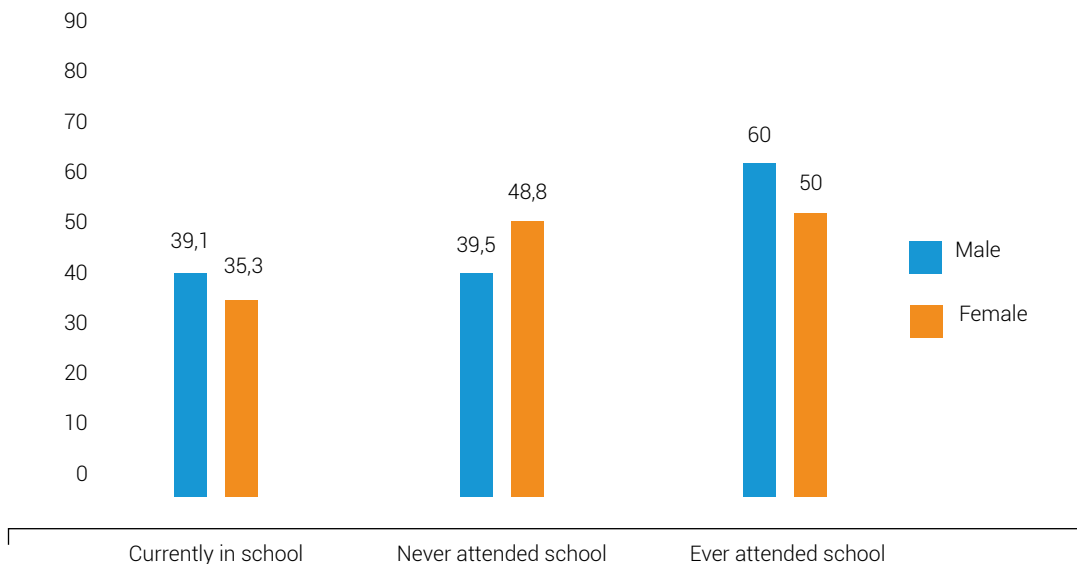
⁷ Statistics Sierra Leone, 2015 Population and Housing Census

⁸ <https://extensia-ltd.com/2020/09/30/sierra-leone-construction-of-phase-2-of-the-national-fiber-optic-network-has-started/>

TABLE 3. Number of Institutions registered with the Tertiary Education Commission

LOCATION	NUMBER OF INSTITUTIONS REGISTERED WITH THE TERTIARY EDUCATION COMMISSION		
	UNIVERSITIES	INSTITUTIONS OFFERING UNDERGRADUATE DEGREE PROGRAMMES BY AFFILIATION	INSTITUTIONS OFFERING CERTIFICATE AND DIPLOMA PROGRAMMES ACCREDITED BY NCTVA
Eastern Province	1	1	4
Western Area	5	6	27
Northern Province	2	1	9
Southern Province	1	-	3
Sub-Total	9	8	43
Total		60	

FIGURE 25. School attendance for population 3 years and above

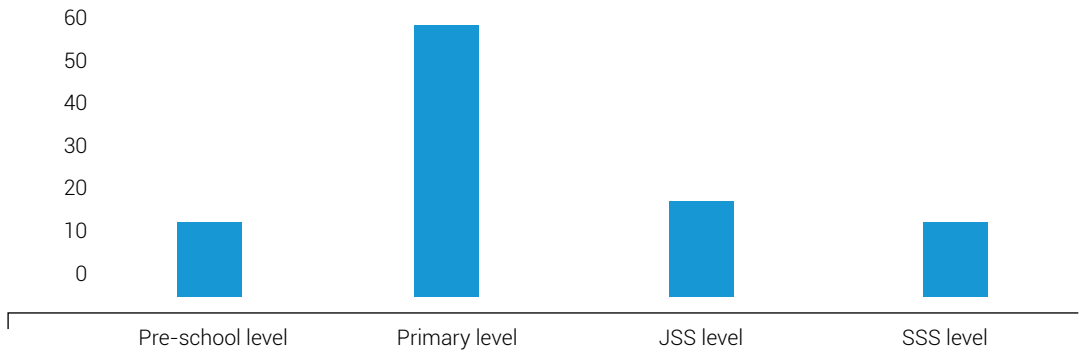


Data Source: Statistics Sierra Leone (2015 Census)

In 2019, according to the UNESCO institute of Statistics, primary school enrolment increased dramatically to 144%. This could be attributed to the compulsory free quality education initiative introduced by the Government. Irrespective of the fact that this is an encouraging result, but according

to Statistic Sierra Leone's Demographic and Health Survey in 2019, there is a notable difference in the primary and secondary school Net Attendance Ratio between Urban and Rural areas, (90% in urban areas and 85% in rural areas) and (61% in urban areas and 31% in rural areas) respectively.

FIGURE 26. Enrolment by school level

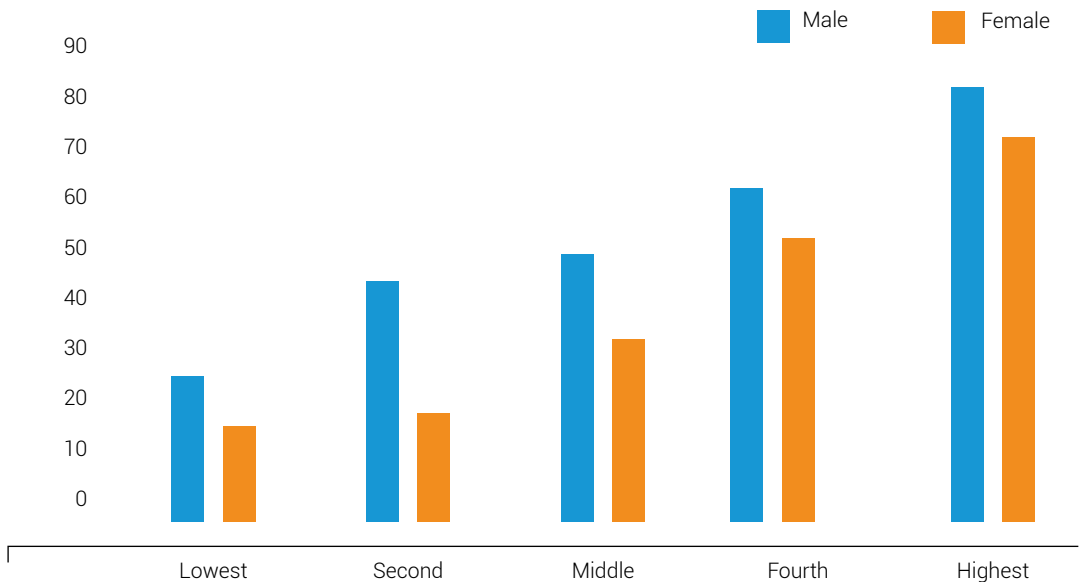


Data Source: Statistics Sierra Leone (2015 Census)

Additionally, educational attainment and literacy in Sierra Leone increases with increasing household wealth. Enrolment at primary level is high, but decreases further through junior secondary and senior secondary school levels primarily because of increase in cost of education (fig 25). This is revealing because majority of Sierra Leoneans are poor, and their educational attainment may drop because of low income and wealth overtime.

In 2019, it was revealed that women and men in the lowest wealth quintile (14% and 27%, respectively) are less likely to have completed some secondary education or higher than women and men in the highest wealth quintile (72% and 83%,) respectively.

FIGURE 27. Percent of secondary education age 15-49 of men and women as against their income and wealth



Data Source: Statistics Sierra Leone (2015 Census)

Gender and Youth Development

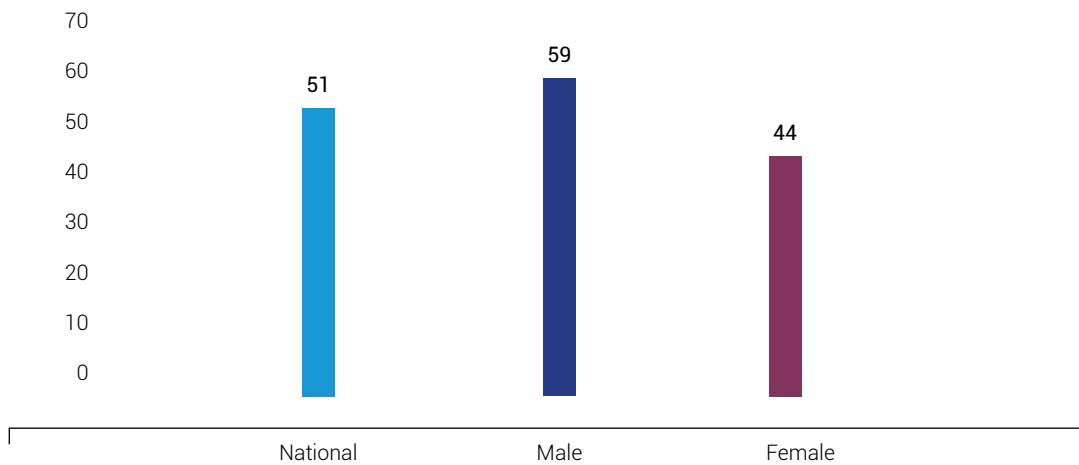
The idea of highlighting gender issues using evidenced-based analysis is geared towards deliberately weighing in on the facts and to magnify where inequality of opportunities exists between the roles assigned to male and female in order to advance human rights.

There are legislative and policy hallmarks that brings to bare the recognition of the fact that gender disparities are roadblocks to national economic growth and therefore must be addressed. These include the Gender Equality and Women Empowerment Bill (Which has been approved by cabinet July 2021) to set aside 30% of elective and public offices for women. Sierra Leone is also signatories to international declarations such as the Beijing Declaration and Platform for Action, Sustainable Development Goals, Convention on Elimination of all forms of Discrimination Against

Women (CEDAW), the Maputo Protocol and the National Policy for the Empowerment of Women.

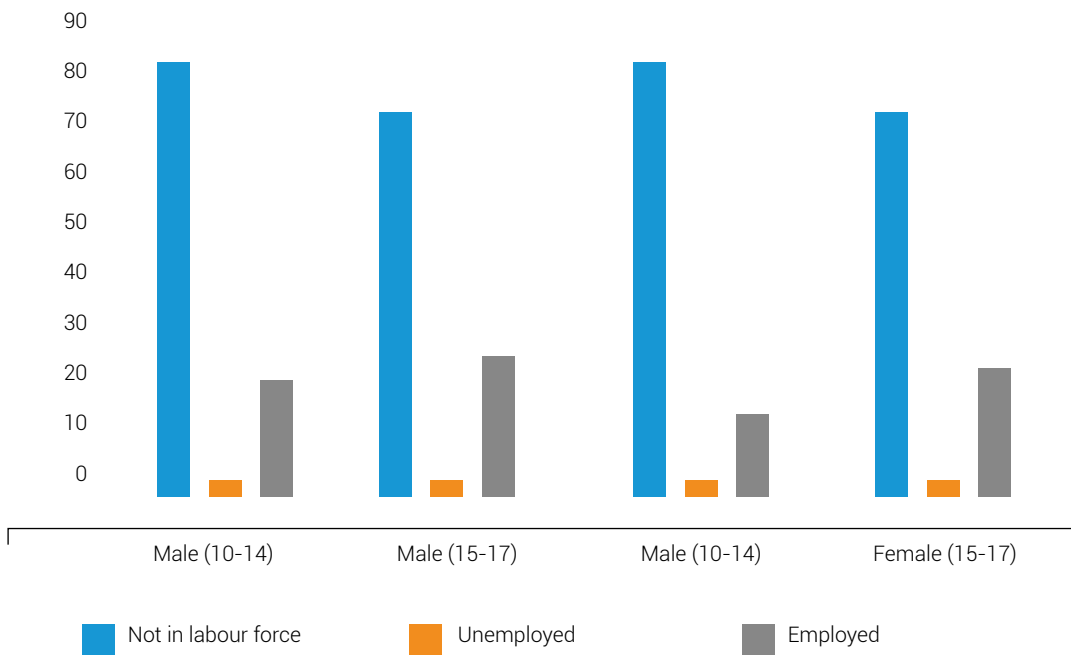
The fight against discrimination of women has made progress typically in education and literacy, health, population and politics. The 2015 Census reported that women made up of 55.7% of the total population with a sex rate of 96.8 per 100 men, net enrolment in primary school increased to 108.1, infant and maternal mortality have reduced. Comparatively, there has been marked improvement from the 2004 to 2015, 10yrs down the line on literacy, health care, women's empowerment, etc. However, despite those gains, there is still more work to be done when comparison is made between male and female counterparts for example in terms of national literacy, which is the ability to read, comprehend and write, male comprise 59% and women 44% as shown in Figure 35.

FIGURE 28. National literacy rates by sex



Data Source: Statistics Sierra Leone (2015 Census)

FIGURE 29. Percent of working children by broad age group



Data Source: Statistics Sierra Leone (2015 Census)

Regarding youth development in Sierra Leone, since 2001 to date, three National Youth policies have been revised and implemented including the establishment of the National Youth Commission (NAYCOM) and the National Youth Employment Action Plan with the sole aim of empowering youths and providing them with opportunities. The current government's youth policy is also a step in the right direction with the vision of an empowered youth leading the countries development.

On the policy frontier, the groundwork has been laid, but implementation of these policies is challenging irrespective the fact that the youth population constitutes about 40% of the total population, of which 53% are female. About 60% of the of the youth population is unemployed and living in poverty (Restless Development, date 2018) and about half of the youth population is believed to be illiterate, which accelerates the propensity to engage in violent crimes.

1. 2. CAPACITY GAPS ASSESSMENTS

This section deals with the third and last modality of the National Urban Policy which serves as initial frame of reference for further and more in-depth capacity assessment in the diagnostic phase of the NUP development process. It captures key government and local councils' urban development planning and management capacity needs and proffer recommendations. The section concludes with urban development capacity plan which could be incorporated as quick-wins capacity development trainings in the diagnostic phase.

1.2.1. METHODOLOGY

The survey was conducted using an online (Survey Monkey) and paper-based questionnaires which captured respondents' feedback for over a period of 2-weeks. Participants include:

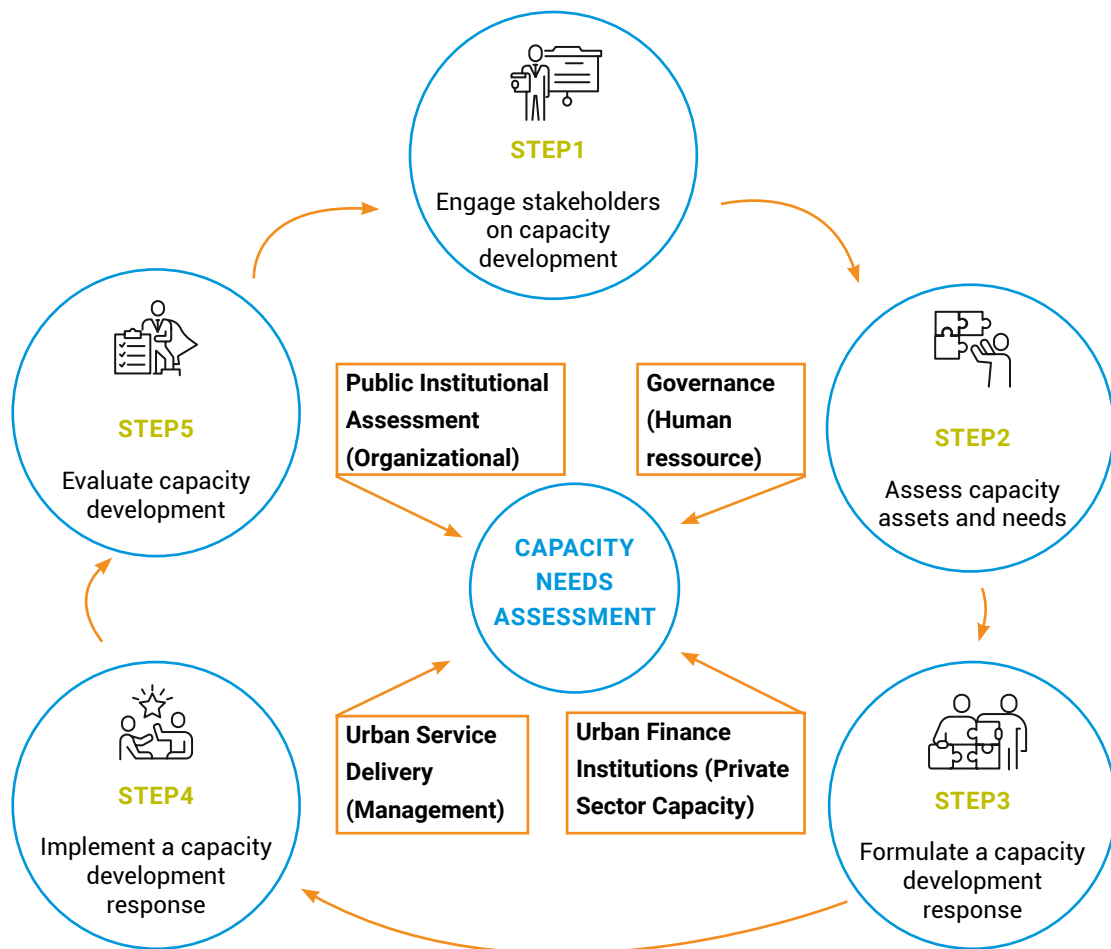
- Ministry of Lands, Housing and Country Planning – National Government
- Ministry of Planning and Economic Development – National Government
- Ministry of Local Government and Rural Development – National Government
- Ministry of Water Resources – National Government
- Ministry of Energy – National Government
- Freetown City Council – Local Council
- Bo City Council – Local Council
- Portloko City Council – Local Council
- Kenema City Council – Local Council
- Makeni City Council – Local Council
- Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA) – NGO
- Federation of Urban and Rural Poor (FEDURP) – CBO
- Sierra Leone Institute of Engineers – Professional Institution
- Sierra Leone Institute of Architects – Professional Institution
- National Disaster Management Agency – Public Agency

The form was shared with representative during the capacity development workshop, some were administered on a one-on-one basis. The survey covered the following areas:

- I. General information and to gauge general understanding of the National Urban Policy and Priority Areas;
- II. Human (technical) capacity; to understand information on technical capacity building already received and to identify priority urban development planning and management technical capacity needs and also identify the capacities available for training and mentorship;

- III. Institutional capacity needs: this section sought to understand priority institutional capacity needs of organizations and the capacities available for coaching;
- IV. Financial capacity needs: this section sought to understand main revenue generation streams.

FIGURE 30. Flow chart showing systematic application capacity assessment process



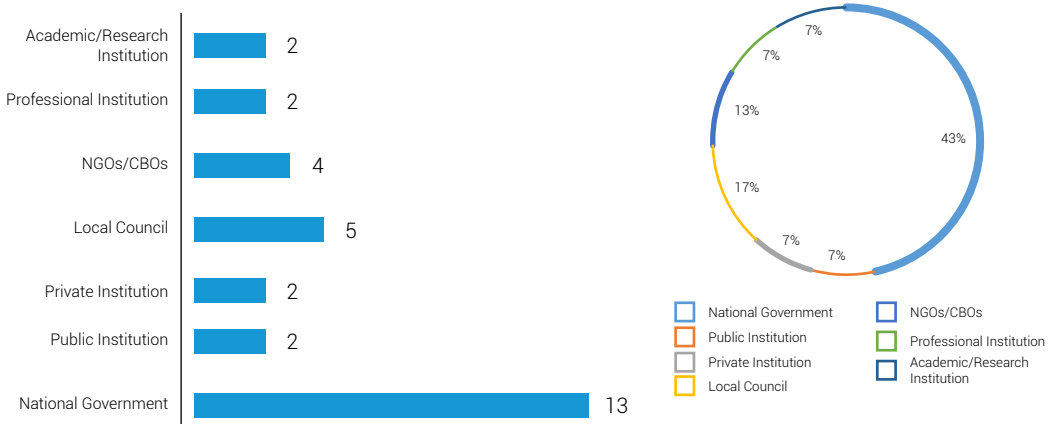
Data Source: Author's analysis adapted from UNDP and UN-Habitat

1.2.2. SURVEY PARTICIPATION

The survey had a total of the 30 targeted respondents: 15 national government, 5 local councils, 2 professional institutions, 2 non-governmental organisations and 2 community-based organisations.

Fifty-two per cent (16 respondents) of the participants were male and forty-eight per cent (14 respondents) were female.

FIGURE 31. Graphs showing survey participation



Data Source: Author's analysis

1.2.3. LIMITATION OF THE STUDY

Capacity assessment a continuous process and with that in mind even though resources were scarce to conduct a comprehensive assessment to capture quite a substantial number of stakeholders,

but efforts were made to provide a window of what could be broadened and deepened in the diagnostic phase.

1.2.4. KEY SURVEY OUTCOMES AND ANALYSIS

Knowledge about the National Urban Policy

The survey results show that 100 % the targeted institutions demonstrated good knowledge about what the national urban policy is all about, what are the main pillars and stages of the NUP. This

acute knowledge can be attributed to the capacity development training conducted by the UN-Habitat and hosted by the Ministry of Lands, Housing and Country Planning.

Human and Institutional capacity

At the outset, it is important to note that most of the key problem with the institutions assessed is not necessarily with the quantum of staff but rather with the quality of staff equipped with the appropriate skills to tackle urban issues.

On the same hand, NGO/CBOs reported the need for skills development in data collection/mapping, project management and skills set in public awareness raising.

The survey indicated that 100% of the targeted ministries and councils required training in basic urban development planning skills such as surveying, municipal finance/budget planning, project management, Geographic Information Systems (GIS) mapping, Data Analytics, etc.

On the other hand, the data returned little coordination among the universities and professional institutions, and this has to a large extent resulted in the universities returning graduates for the job market not equipped with contemporary urban planning skills.

Financial capacity

100% of the government ministries received subventions from the national budget with the Ministry of Lands Housing and Country Planning having a minimal revenue generation from approvals of survey plans, lease of state lands including freehold charges. All the local councils receive also subventions from the national government

with revenue generation upticks from local taxes (including property tax), fines and penalties. There are also substantial and increasing project supports from donor agencies for local councils, especially in the provision of water, sanitation, and hygiene services.

1.2.5. CAPACITY BUILDING NEEDS

A significant majority (80%) of the Government Ministries, local councils, NGOS and CBOs reported to have received some form of training

but emphasized the need to reinforce on-the-job specific training to enhance their daily work activities.

Capacity building needs were then prioritized by the tabulated stakeholder types below:

TABLE 4. Capacity needs prioritized by survey participants.

Government Ministries/ Local Councils	Project Management
	Budget Planning/Municipal Finance
	Data Collection and Analysis
	Surveying using GPS technologies
	Geographic Information System Mapping
	Fundamentals of Urban Development Planning
<hr/>	
NGOs/CBOs	Project Management
	Data Collection and Analysis
	Communication and Awareness raising
	Monitoring and Evaluation

1.3. CONCLUDING REMARKS

The prevailing statistic of the dimensions discussed are necessary and appreciably sufficient conditions for Sierra Leone to reap from the benefits of urbanization and unleash economic prosperity. These include to name but a few: youthful population which constitutes about 40%, women and youth empowerment as articulated in the national youth policy, population growth since the end of the civil war currently at an annual rate of 4.2% and human

capital development expressed in free and quality education initiative.

However, with a stagnating economy running continuously at a deficit, donor dependent, increase in population birth rate without corresponding opportunities, weak urban governance and lack of employment put together can snowball into the negative side effects of urbanization and erosion of the post war gains.

Based on research and interviews conducted with stakeholders the undermentioned key issues emerged as priority for the National Urban Policy to elaborate on:

- Urban Demographic
- Land Management and Urban Development
- Urban Economy, Legislation and Urban Governance
- The Environment and Urbanisation
- Urban Disaster Management
- Housing and Basic services such as education, health water and sanitation

The above issues will be discussed and broaden in the next chapter alongside with the dimensions of the modalities highlighted in this chapter.

2. ISSUES AND PROSPECTS OF URBANISATION

The modalities (Country profile, Urban profile and Capacity building) of the NUP discussed in the previous chapter unravelled multi-layered country and urban dimensions in Sierra Leone ranging from urbanisation and demographic analysis, Economy, urban governance, environmental and the provision of basic services by just stating the evidence.

Having achieved that this chapter gives a brief synopsis of the dimensions referencing statistical evidence from the previous chapter and critically analysed the benefits and downsides that are inherently associated with these dimensions and also extracts emerging issues including lessons for the NUP.

2. 1. URBAN DEMOGRAPHY

2.1.1. MANAGING RAPID URBANISATION THROUGH URBAN RURAL LINKAGES

In spite the rapid pace of urbanization in Sierra Leone (40%) mainly in the Western Area and the regional headquarter towns of Bo, Makeni, Kenema, Port Loko, Koidu and also other mining areas, Sierra Leone has no precise, integrative policy to guide its urban development agenda, which means it runs the risk of continued urban sprawl, poor urban basic services, and fragmented urban management. The key driver for this demographic shift largely from rural to urban areas in Sierra Leone is propelled by the quest for economic opportunities and better basic services such as education, healthcare, employment and finance. The rapid growth rate of urban centres have increased pressure on social services, spurred degradation of the urban environment, congestion, spontaneous slum developments and unemployment.

Ostensibly there exist connections between rural areas and urban settlements in Sierra Leone. However to foster this dynamic is to first recognize the inter-dependencies and develop systems to ensure sustainable symbiosis between the urban areas and rural areas.

Agriculture which constitutes about 54% of the total workforce can be a potential entry point by developing sustainable food production systems through supporting local farmers with appropriate technology to increase agricultural productivity and facilitate the creation an enabling environment for framers to benefit from their produce. To further strengthen urban food security and build urban resilience, municipal/city councils should support Urban Agriculture initiatives which translate into healthy food production and job creation because of better access to market.

Additionally, with over 2 million internet users and over 70% of total population with mobile phone, ICT can be another potential entry point to foster urban and rural linkages. Country-wide promotion and strengthening of ICT will further increase connectivity between Urban and Rural Sierra Leone. This will facilitate trade, increase financial flows through mobile money and promote cross pollination of ideas between urban and rural areas.

BOX 1. Emerging issues and Lessons for NUP

1. The government devolved functions to local authorities enable councils to plan local development and develop local human capacity for local governance. In practice, the functions are, however, yet to be completely devolved to local authorities. If done with the appropriate systems in place, it would help achieve better local governance and improve local conditions that would be more favourable to economic growth.
2. Rapid urbanisation coupled with an increasing national population imposed additional socio-economic and governance challenges. Sierra Leone needs to strengthen its urban and rural linkages by investing in economic activities that will broaden opportunities to other parts of the country rather than the capital city of Freetown which is currently heavily burdened.
3. Rural-urban migration and unplanned urban areas have resulted into migrants settling in informal settlements, that are not served with basic amenities. This is an indicator of an inefficient rural-urban migration process. These informal settlements are marked by overcrowding and poor living conditions, which begets more social and development related challenges.

2.1.2. INTEGRATING YOUTH AND ELDERLY INTO URBAN DEVELOPMENT

A youthful population of over 40% between the ages of 15-35 years provides a huge opportunity for active participation into the urban development process. Presently, and in the coming years, they will need to be economically engaged, lest that segment of the population becomes a ticking timebomb for the government. Over 70% of the youth are currently unemployed or underemployed, a rate that is too high. The youth form the majority of people moving into urban areas, and if this trend is managed, the youthful and energetic segment of the labour force could be engaged in agricultural production and the extractive industry, to create more outputs for the economy.

There are also policy initiatives such as the national youth policy which articulates commitments from Government to integrate young people into urban development processes.

Over the years, projects such as the youth in drainage, youth in fisheries and car wash projects are practical evidence of the job creation drive for young people. The government of Sierra Leone must also amplify capacity building skills and vocational training such as carpentry, masonry, motor mechanic to create employment opportunities for the middle level manpower.

On the other hand, the elderly aged 65 and older, making about 3.5% of the total population, must not be excluded from the urban development process because of their age. Majority of these elderly people live in rural areas and are mostly farmers. Hence supporting rural-urban linkages especially in the agri-sector can provide a platform for rural and urban elderly to contribute to urban development.

BOX 2. Emerging issues and Lessons for NUP

1. A youthful population of about 40% between the ages of 15-35 years presents an oxymoron of national economic burden and prosperity depending on how this surge is managed. The current status of the aforementioned youthful population boom is being threatened with huge unemployment and lack of skills predominantly among the youth. To alleviate the twin problem of high youth population and high unemployment, investments in the middle level man-power skills development education are needed.

2. Provide safety nets for vulnerable youths, elderly, and women such as shelters in urban areas, free access to skills training for self-reliance, and access to basic amenities.

3. Mainstream youth in national and local development structures to ensure their issues are represented in the development agenda and institutionalise youth participation in all levels of decision making.

2.1.3. JOB CREATION AND EMPLOYMENT OPPORTUNITIES

With the growing urban population, creation of job opportunities to minimize the unemployment rate (8.6%) is vital for urban development without which, can serve as a recipe for urban violence and crimes. Majority of Sierra Leoneans are self-employed (83.9%) mainly in the agriculture sector with the Government being the second largest employer (6.2%) and hence more investment in agriculture can further reduce the rate of unemployment.

To create Jobs and employment opportunities, the private sector must also be empowered to absorb the stock of unemployed Sierra Leoneans including those not actively looking for jobs(hence not captured in the unemployment rate). Private sector empowerment must be complemented by continuous trainings and capacity building to ensure sustainability.

BOX 3. Emerging issues and Lessons for NUP

1. The Government of Sierra Leone is the single most leading employer in the formal employment sector. To expand employment opportunities, huge investment in the private sector needs to be done to alleviate the unemployment burden.

2. Provide relevant capacity building for youth in order to attract the jobs of the future in Artificial Intelligence, Data Analytics etc including modern middle skill sets training.

2.1.4. INTEGRATING GENDER IN URBAN DEVELOPMENT

During the civil war women bear the brunt of the conflict through gender-based violence that was used as a weapon of war.

After the decade long conflict gender equality and women empowerment have since gained momentum in the national development implementation.

Notably, integration of females into urban development as decision makers can produce measurable inclusive urban and household benefits

because women constitute 51% of urban population and 28% of women are heads of households.

BOX 4. Box 4: Emerging issues and Lessons for NUP

1. Despite the country's patriarchal culture, there are improvements in women empowerment across the board especially at the highest decision-making levels in terms of policy, laws and action. To sustain and optimize these gains gender inclusion monitoring should be embedded in programmes and project implementation.

2. To increase momentum on gender equality and women empowerment captured in the National Policy on the Advancement of Women and the National Policy on Gender Mainstreaming, gender equality issues need to be mainstreamed into the NUP development and implementation process for Sierra Leone, to ensure gender aspects are accounted for in the NUP.

2. 2. LAND MANAGEMENT AND URBAN PLANNING

Urban Planning, Design and Development Control.

Sierra Leone is confronted with numerous urban planning challenges which are very typical to other countries in sub-Saharan Africa such as increasing informal settlements, fragmented and uncomprehensive plans which are not fully implemented. However, the national government and local authorities have over the years taken the following measures to streamline the urban planning and design process in the country:

1. Adopted new Standard Operating Procedures (SOP) for processing development applications in 2020, including Planning Permission, Approval of Survey Plans and Building Permission. These were meant to enhance planning and development in creating an orderly and improved environment of cities, towns and rural settlements. These procedures were meant to aid in post-war reconstruction efforts. They introduced application for Planning Permission for all types of development in the country including surveying, new procedures for application for building permits and gave prominence to professionals whose

specialties related directly to land use planning and development.

2. Prepared a National Framework for Human Settlements Development and Shelter Delivery with assistance from UNDP and UN-HABITAT in 2002. It defined the framework for responding to the immediate and medium-term challenges that the country faced in its human settlement development, against the backdrop of the adverse impact of the conflict that devastated shelter and infrastructure in both rural and urban areas.

3. Devolved some planning functions to local authorities by enacting the Local Government Act in 2004, which re-established Local Government Institutions throughout the country. Before then, Local Councils were not assigned the responsibilities of physical planning and development control in their respective jurisdictions.

4. Implemented a medium-term Urban Planning Project 2011- 2014; which sought to strengthen

local government capacity to plan and manage urban areas, develop databases for urban planning, develop spatial resources for local planning, development of land use plans and a national spatial development framework.

To date the problem with urban planning and design in Sierra Leone is not necessarily the lack thereof, but implementation of the plans. This is most effectively accomplished by including representatives from all segments of society, such as national and city governments, private sector developers, civil society, and community-based organisation in general, in the planning process.

The Ministry of Lands, Housing and Country Planning is in charge of development controls and has recently instituted seamless but very effective building permits procedure. This institutional service delivery response is expected to control and institute proper land use controls.

Another important sticking point in this issue is that development control is at the central level and not yet been devolved to the local council. Incremental devolution of this aspects of planning should be implemented alongside capacity building of municipal staff in this area.

The need for a deliberate and concerted efforts to link planning and implementation at both national and local level in order to act as a deterrent to urban sprawl should take front and center. Currently, there are projects being funded by the World Bank such as the Urban Resilient Project aimed at: Development of Structure Plans (Spatial Master Plans) for eight (8) cities, including Freetown, Western Rural District, Bo, Makeni, Kenema, Koidu/New Sembehun, Bonthe & Portl Loko; Informal settlement upgrading in three (3) communities and Development of market centres in the three (3) cities in the provinces all geared toward transforming the planning sector.

BOX 5. Emerging issues and Lessons for NUP

1. Devolution of some planning functions to local authorities as stipulated in the Local Government Act (2004) should be strengthened to assure realization of its benefits.
2. Many urban areas including Freetown exhibit limited or no urban planning characterized by uncontrolled urban sprawl, inadequate infrastructure, overcrowding of social amenities like schools and hospitals, housing shortages, informal settlement proliferation, urban poverty, a large informal sector, and lack of preparedness for disaster risks.
3. Institutional collaboration and coordination between line Ministries of Lands, Housing and Country Planning, Ministry of Environment, and Ministry of Works and Public Assets and other Government ministries, department and agencies, and local council is key to ensuring complementarily and streamlined planning processes and interventions in urban areas.
4. Technical capacity building is needed at the national and local government level to facilitate urban planning and design.

2.2.1. LAND ADMINISTRATION

The Sierra Leone land regime has been shaped by its dual land tenure system in Western Area and the provinces (statutory and customary lands respectively) and plagued by many ambiguities such as overlapping jurisdiction, land grabbing, insecure land tenure and the disenfranchisement of women to own land especially in major parts of the province.

The Ministry of Lands, Housing and Country Planning with support from development partners has formulated the National Lands Policy. The National Land Policy is a document that embodies

the aspiration to address malfunctioning land administration, management and planning issues. However, implementation of this policy has met series of bottlenecks while the challenges articulated in this guiding framework continues unabated. In addition, the World Bank is supporting Land Administration through its USD 40 Million programme that will provide for: Establishment of a National Land Commission; Review of all Land Laws in the country; Development of a Land Information System which is expected to strengthened urban planning in the country and including surveying.

BOX 6. Emerging issues and Lessons for NUP

1. The key challenge in this area is strong on the implementation of the policies postulated to strengthen land management and optimize development controls. The National Urban Policy should re-examine and adapt the recommendations outlined in the National Land Policy as a starting point to address the current issues such as uncontrolled buildings, land grabbing, deforestation, lack of tenure security, etc.
2. Limited integration of land use planning in land and urban management. This has resulted to unsustainable urban growth and uncoordinated institutional efforts to manage land use, ultimately leading to incoherent measures being enforced on the ground.
3. Financial and technical resources are needed for preparation and implementation of structure and local land use plans.

2.2.2. CAPACITY BUILDING TO PLAN AND MANAGE CITIES

At national and local or municipal levels, there is need to build local capacity especially for newly established cities like Port Loko and Koidu/New Sembehun. As highlighted during the capacity gap assessment, the key issues currently are not necessarily number of officials to execute the various tasks, but rather the quality of officials equipped with the right skills to plan and manage urban development.

The capacity assessment also reveals that local councils are keen on receiving training on Municipal Finance, Urban Governance, Geographic Information Systems, and other related urban planning courses. To that end, the local council association should be engaged to develop a comprehensive strategy on how to roll out capacity building programmes at the local level.

BOX 7. Box 6: Emerging issues and Lessons for NUP

1. The lack of relevant professional expertise to manage the growing urban problems especially in cities in Sierra Leone cannot be overstated. The need to initiate acupuncture/quick-wins training programmes for municipal staff should be instituted during the NUP development process.
2. The government should develop a training programme for technical and administrative staff working on urban planning and management to train relevant staff on topics such as land administration, surveying, urban planning and land management, programming of urban interventions, environmental planning and management, and allocate more financial resources to hire new staff.

2. 3. ENVIRONMENT AND URBANISATION

2.3.1. ENVIRONMENTAL SUSTAINABILITY, CLIMATE CHANGE AND DISASTER RISK REDUCTION

Post war Sierra Leone has seen rapid increase in urban problems, but despite the challenges, quality of life has improved comparatively. However, rapid urbanization and the quest for better quality of life significantly adds tremendous pressure on the local environment largely because of increased consumption. Resource consumption generates wastes which are typical of urban areas. This trajectory is unsustainable because it accelerates change in climate which in turn leads to man-made environmental disaster. Added to the mix is the fact that Sierra Leone is located on the global climate disaster risk zones at the edge of the Atlantic Ocean.

Over the years there are reports of countless local floods, cholera outbreak, fire disasters especially in slum areas, and mud slides which have claimed the lives of hundreds of people.

There have been efforts to move towards environmental sustainability at both the national and local levels such as the establishment of the Ministry of Environment on the policy frontier, specifically mandated to deal with environmental issue; the Environment Protection Agency; and implementation of waste reduction project. Recently, the Freetown City Council with support from development partners has launched the Freetown the Tree Town project, an initiative aimed at planting trees and reducing the carbon foot print.

However, significant investment push needs to be done in urban sanitation; affordable housing to discourage people living in disaster risk areas; urban public transport to reduce carbon emission; public private partnership in the green industry and energy sectors.

BOX 8. Emerging issues and Lessons for NUP

1. The policy should promote urban green city initiatives, plastic waste reduction especially in urban areas and also discouragement of unsustainable timber deforestation practices not only in urban areas but also in Sierra Leone's deep forests.
2. International climate agenda such as the SDG goal 13 should be integrated into the NUP to ease their implementation, especially on urban related matters.
3. Sustainable water and sanitation systems in urban areas need to be developed and implemented to avoid pollution of surface and underground water sources

2.3.2. TRAFFIC CONGESTION, ROAD SAFETY AND AIR POLLUTION

For decades subsequent administration through the Ministry of Transport and Aviation and the Ministry of Works have sought ways to address urban transportation crises in Sierra Leone especially in Freetown City. The other cities like Bo, Kenema, Makeni, Port Loko and Koidu have quite the opposite or have experienced momentary transient traffic congestion during special occasions hosted in those Cities. Traffic congestion including other negative externalities are mainly concentrated in the capital city of Freetown which is exacerbated by poor public transportation systems and accelerated by the desire for private car ownership.

There is no comprehensive evidenced based study on air pollution in Sierra Leone. However, with the increasing number of vehicles, coupled with the low quality of imported petroleum product, it is scientifically sufficient to conclude that air pollution is increasing. In addition to air pollution, there is the increasing urban accidents with the capital of Freetown recording the highest number of accidents according to the Sierra Leone Police data on road safety.

BOX 9. Emerging issues and Lessons for NUP

1. Effective and efficient public transportation system and its management grossly reduce traffic congestions and air pollution. Transport zoning for public and private cars should be pursued and also behavioural change campaigns to use alternative means of transport such as bikes especially within dwelling areas.
2. Old and new spatial developments need to be integrated traffic surveys to avoid creating bottlenecks in urban area; and traffic moving through urban areas needs to be regulated through traffic management that are implemented.
3. Fume exhausting industrial establishments need to be monitored more to avoid air pollution and further health repercussions to urban dwellers. This can be done by coordinated efforts between national and local government agencies.

2. 4. URBAN ECONOMY, LEGISLATION AND GOVERNANCE

2.4.1. URBAN LEGISLATION AND DEVOLUTION

Sierra Leone has existing urban legislations (mentioned in Table 3) though they need to be updated to account for recent body of knowledge ranging from planning, zoning, surveys and ordinances including housing. These can be expanded upon in the next phase of the development of the NUP.

The Decentralization Act (2004) is the legal cornerstone for devolution of powers and functions to local councils with the ultimate aspiration of leveraging local autonomy responsive to the needs of its residents. The implementation of the dictates of the Act has been slow especially regarding devolution of function to local councils.

However, centralized control still permeates some functions that are supposed to be devolved such as land governance and spatial planning. Often central government advances lack of capacity at the local level as key reason for partial and non-devolution of functions prescribed in the Act.

Assessments of country-wide urban governance revealed that the newly established cities lag behind cities like Bo, Kenema and Freetown City in terms of development planning devolution. This indicates the need for capacity building in urban governance such as urban sanitation delivery, urban finance, and planning.

BOX 10. Emerging issues and Lessons for NUP

1. The policy should encourage broadening and deepening of the implementation of the devolution process in accordance with the Act (2004) and provide technical support to translate urban policy proposals into concrete legislation(s).
2. Devolution should be fast tracked to ensure full implementation and devolution of functions and resources to the local authorities. This will enable the authorities to undertake their legal mandate.
3. Local own-revenue collection measures should be fast-tracked to improve local financial autonomy of councils and reduce overreliance on national government remittances.

2.4.2. CAPACITY OF LOCAL AUTHORITIES

The capacity to plan and manage cities in Sierra Leone has been apparent at the national and local level. Efforts have been made to improve technical capacity of officials working on urban planning and management at the Ministry of Lands, Housing

and Country Planning, and in the local councils. However, the technical capacity gap still exists due to the dearth of relevant professionals, brain drain, retirement of civil servants and constrains to hire or reassign new roles and responsibilities.

BOX 11. Box 9: Emerging issues and Lessons for NUP

1. The government in collaboration with councils should develop a training programme for technical and administrative staff working on urban planning and management to train relevant staff on topics such as land administration, surveying, urban planning and land management, programming of urban interventions, environmental planning and management, and allocate more financial resources to hire new staff.

2.4.3. MAINSTREAMING PARTICIPATION, HUMAN RIGHTS, SOCIAL INCLUSION AND EQUITY

The cornerstone of a free society is entrenched in the rights of the individual to participate in national decision-making process, whether through direct approach or a representative; inclusion of all peoples regardless of race, religion, tribe etc. These hallmarks also undergird democracy.

Since the end of the civil war Sierra Leone has made bold strides in upholding these core principles despite the schism between the ideal and the reality. Participation in elections is universal above 18 years; women are being elected into political offices; the rights of person with disability are enshrined in the law of the land; and the death penalty has been expunged from the law books of Sierra Leone.

On July 23, 2020 the Parliament of Sierra Leone enacted the Public Order Amendment Act (2020), which was signed into Law on August 14, 2020 which decriminalized criminal and seditious libel.

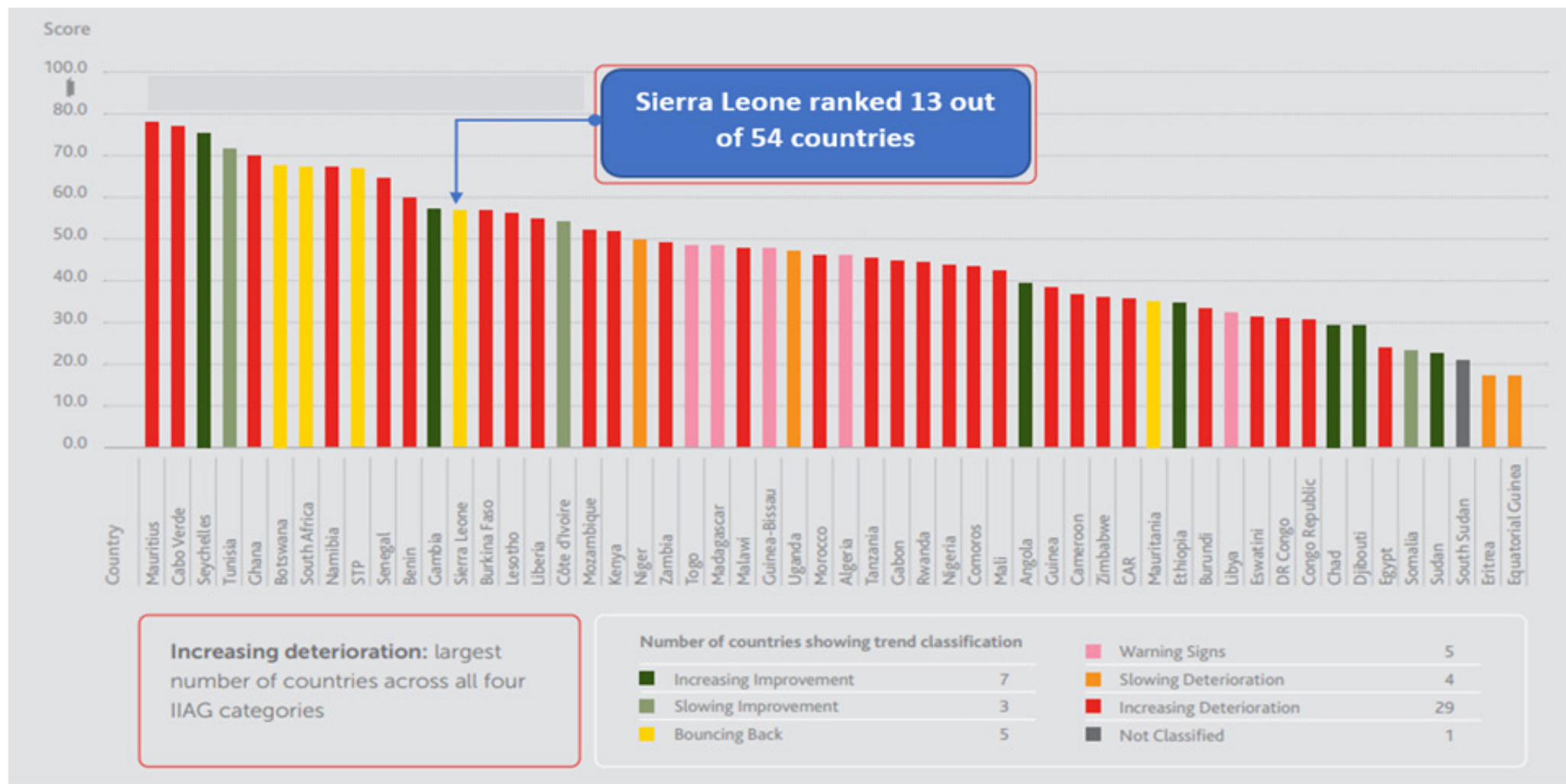
However, there are still rooms for improvement as expressed in the Mo Ibrahim attributes index of rights and inclusion even though Sierra Leone ranked 13 out 54 countries in Africa edging out Liberia, Guinea and Ivory Coast in the Mano River Union in terms of progress on participation, human rights, social inclusion and equity.

BOX 12. Emerging issues and Lessons for NUP

1. Continuous engagements and monitoring mechanisms should be instituted to deter backsliding and accelerate progress in human rights and social inclusion. Performance benchmarks should be rewarded in the form of access to development aid.

2. Exclusion from development project processes, violation of human rights and exclusion of any section of society could lead to socioeconomic strife, a situation that is not desirable for a fragile post-conflict country like Sierra Leone. To improve the quality of life in urban areas, therefore, it would be important to promote participation, human rights, inclusion and equity in all spheres of urban life. This will promote social cohesion and integration.

FIGURE 32. African Countries-Participation, Rights & Inclusion scores & trend classification (2019)



Data Source: Mo Ibrahim African Governance Report

2.4.4. URBAN SECURITY AND CRIME PREVENTION

The anatomy of urban safety, security and crime is deep and multi-layered. As urbanisation accelerates, fuelled by the propensity to improve quality of lives or at least survive, the security and safety of urban dwellers takes centre stage more so as the gulf between the haves and the have-nots widen.

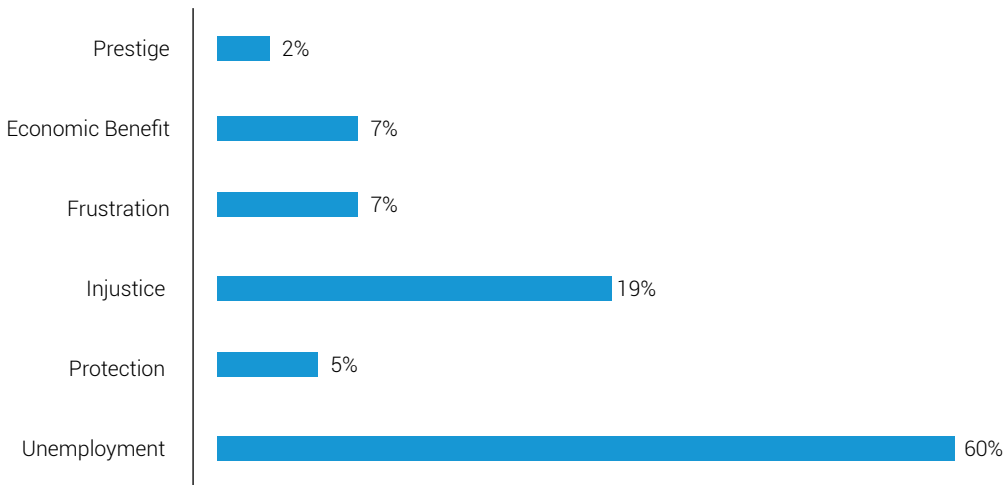
Since the end of the war in 2001 there has been no record of civil conflict, but crimes still buffet the security of the country. To understand the root causes of crimes in Sierra Leone, one must unpack relationship between crime and:

- i. Unemployment
- ii. Poverty
- iii. Inequality
- iv. Corruption

The unemployment rate especially among youth is intensifying urban crimes in Sierra Leone manifested in street violence and armed robbery. In addition to increase in crime rates among youth largely because of lack of employment opportunities

as shown in Figure 32 are the multiplying effects of drug abuse, criminal gang groups and alcohol abuse in order to seek consoles from the frustration and shame.

FIGURE 33. Causes of Street Violence of about 4,605 respondents of Sierra Leonean youth



Data Source: Youth at risk report (2020)

With over 50% of people living below the national poverty line and increasing number of people living on less than \$2 per day, the propensity to be engaged in criminal related activities is heightened. The Multidimensional Poverty Index for 2019 highlights that 64.8% of the population in Sierra Leone are multidimensionally poor, with majority (86.3%) in rural areas. This implies that rural communities hugely suffer deprivations.

Nevertheless, the urge to be engaged in criminal activities is more pronounced in urban settings.

In grand scheme of things, Sierra Leone is making progress in terms of security and the rule of law as denoted by the Mo Ibrahim's Index ranking 19 out of 54 countries in Africa, the second-best score in the Mano River Union above Liberia and Guinea.

BOX 13. Emerging issues and Lessons for NUP

1. The policy should focus on measures that will accelerate job creation, provision of relevant training and awareness education to stave-off urban crime;
2. To facilitate urban safety and security, efforts should be made to improve police infrastructure in the country, to include access to housing and other basic amenities for members of the police force, logistical support from the national government to police officers;
3. The national communication and transport infrastructure should also be improved to cover key strategic areas in the country to ease response to security matters in time and ease communication,

2.4.5. URBAN ECONOMY AND MUNICIPAL FINANCE

In Sierra Leone, the allocation of resources which activated the interaction of market forces, land use, urban transportation, urban problems, public policies, education, energy, housing and municipal finance constitutes the urban economy. The aforementioned characteristics are major drivers of the urban economy and hence urbanisation. These characteristics are discussed under their respective sections of this report. Importantly, it is worthwhile to note that the increasing demand for the aforementioned urban economic drivers have not been met with corresponding increase in supplies of those amenities. Paradoxically, over the years, demand for basic services has encountered concentrated inadequate supplies in major cities like Bo, Kenema and Makeni and Freetown City which accounts in large part for an uneven distribution of wealth, weak urban economy and low resources mobilisation.

However, over the years there has been encouraging progress of local resource mobilization in cities and district councils, but the most viable source of sustainable financing for local government which is property tax needs a major boost. However, there is a consensus that the greatest barriers to effective property taxation is political and lack of public trust. Property taxes are borne primarily by elites, who are likely to resist the tax (Bird and Slack 2006; Dillinger 1991; Bird 1974). The resultant effect of a weak local tax base is fiscal dependency of city and district councils on central government which ultimately reasserts central government grip and weaken the fundamental autonomy principle.

BOX 14. Emerging issues and Lessons for NUP

1. Municipal resource mobilization is a major challenge, and most times affects the local governance autonomy. The city of Freetown and other cities have been collecting property taxes and other revenue generating measures. The NUP should thoroughly analyse the different revenue generating mechanisms adopted by the different city councils and cross pollinate best practices to enhance revenue mobilisation. It is believed that cities are the engines of growth and if these municipalities, complemented by national government, effectively and efficiently deliver basic services, poverty and crime will be minimized.

2. Proper urban planning based on land use and transport-oriented development should be done to improve land values, create new places with strategic business locations. Mechanisms to increase land use revenues such as land value capture can be easily incorporated to improve municipal revenues.

3. The economic activities of the private sector should be strengthened to realise economic opportunities to the majority of urban dwellers, such as mainstreaming petty traders in the urban economy.

2. 5. HOUSING AND BASIC SERVICES

2.5.1. SLUM UPGRADING AND PREVENTION

The housing market in Sierra Leone is weakly regulated and dysfunctional. This phenomenon has resulted in enormous gap between supply and demand for housing. As urbanization increase the quest for better quality of life increase and therefore, the gap between housing demand and supply is further widen.

Additionally, slow and weak public institutional policy response with little or no investment from the private sector have compounded the problem. These happenings fuelled an informal response from the urban poor, by building their own houses or renting houses of low or sub-standard quality building materials mainly along the coastal areas, hillside, hazardous zones and in patches across urban settlements.

There have been several attempts to stave-off the housing problems in Sierra Leone by the Government of Sierra Leone since independence, but those were inadequate, and some were not designed to cater for the urban poor. In 1974 a National Housing Policy and Programme was included in The National Development Plan which accounted for the construction of 2000 housing units; and a "Low-Cost Housing Scheme" from the 1960's resulted in the construction of less than 1,000 houses.

Given the developments of slum settlements over the years, the policy response should change course from "not on my backyard" towards slum upgrading, voluntary relocation especially under certain considerations like hazards alongside preventive policy response.

BOX 15. Emerging issues and Lessons for NUP

1. Demand for housing followed by inadequate supply has snowballed into the spread of slum settlement especially in the periphery of urban areas. In this regard, the policy should deepen understanding on slum upgrading and relocation in accordance with the aspiration of slum dwellers;
2. Establish long-term slum upgrading plan and strategies which identify the areas in need of upgrading and list priorities;
3. Promote slum upgrading projects in slum areas in collaboration with the state, private sector and NGOs involving the communities and also prioritise resettling slum dwellers in areas under threat of natural disasters, such as flooding and landslides.

2.5.2. AFFORDABLE HOUSING

The housing crises in Sierra Leone seems to be a persistent problem that has lasted for over 100 years since concentration of poor-quality housing mainly along the shores of Freetown were first identified in the slum clearance reports of 1880 and 1890s. The persistence in the nature, and the similarity in the location, of housing problems in Freetown over nearly 100 years reflect the lack of comprehensive success of housing policies in Sierra Leone. However, there have been national efforts to intervene in the housing market, but some of these measures have fallen short to cater for the poor especially the housing scheme initiated by National Social Security and Insurance Trust (NaSSIT).

The scale and intensity for the demand for housing especially affordable crises is at an all-time high evident by increased informal settlements and urban sprawl while on the flipside the housing stock is very low.

This phenomenon is more is more pronounced in urban areas evident by the proportion of houses to the population in rural areas (60.6%) which is higher than that in urban areas (39.4%).

Sierra Leone is operating a capitalist economy in which the role of government is predominantly to facilitate, but with the current dilemma the housing supply this policy should be re-examined, and the role of government optimised to participate momentarily on the supply side. This prognosis is based on taking a wholistic economic view of the income levels of the citizenry to afford the skyrocketing cost of housing including rental costs and produce affordable housing especially for the growing urban poor.

Furthermore, there are initiatives to curb the housing crises by Government in order to provide affordable housing with proposed initiatives such as Freetown Financial District at Aberdeen, Freetown; Lungi Administrative Capital City at Lungi, Port Loko; TAF Global Mini City in the Western Area Peninsula.

BOX 16. Emerging issues and Lessons for NUP

1. The Sierra Leone Institute of Engineers and the Sierra Leone Institute of Architects should be further engaged to further study the use of affordable and available local building materials. This could help reduce the cost of housing construction, and consequently together with a functional housing policy and programme, discourage further slum development.
2. To keep track of the housing stock, the government should maintain a detailed register of all existing and new homes to ensure housing data is accurate.
3. Improving the housing situation in Sierra Leone should account for population growth, urbanisation rate, household's expenditure on housing, policies, regulations, and land availability.
4. Diversification is needed on housing materials that could be cheaper than the traditional iron sheets and concrete, through adoption of locally available building materials that could be cheaper, thus reducing access hurdles to housing.

2.5.3. WATER, SANITATION AND HYGIENE (WASH)

WASH is a critical element to urban sustainability and the issues of scarce supply and weak governance have persisted for decades as discussed in the country and urban profile chapter of this report. Sierra Leone's urban water supply is provided by the two main water utilities - Guma Valley Water Company (GVWC) and SALWACO, which need both human capacity and financial boost to meet the urban demand. Beyond data is the dire reality on the ground as women and children are at the receiving end of this shortage of water supply because they are in constant search of drinking water.

However, there has also been marked improvement since the year 2000 in water provision, but the challenges still pervade. Therefore, the Electricity and Water Regulation Commission, Ministry of Water Resources, Ministry of Health and Sanitation through the Local Government should collaborate and engage local councils to improve urban sanitation.

BOX 17. Emerging issues and Lessons for NUP

1. The policy should focus on institutional strengthening which entails the software components and the provision of sustainable infrastructure using different technology mix to increase access to quality water and improved sanitation.
2. Though it is a devolved function, sometimes local authorities lack capacity to properly administer water and sanitation to the local population, and in that regard the national Government should constantly support local councils' WASH efforts.

3. Solid waste management challenges exist in urban and rural areas, leading to pollution and decay in urban life. The NUP should rally urban actors towards a more transformative solid waste management.

4. Low budgetary allocation to water and sanitation, and low revenues at the local level hamper growth of services to more users. Urban WASH revenue mobilisation for maintenance should be central toward a sustainable approach.

2.5.4. ENERGY

Sierra Leone has made substantial progress in the energy sector after the end of the civil war. It has undertaken soft and hardware reforms. However, with about 40% of 7.5 million in urban areas and only about 1.5 million people having access to electricity, there remains huge gap in energy production. The low and unreliable power availability stagnates development efforts, discourages FDIs, increases production costs, slows productivity and employment generation.

The energy sector needs major investment boost in the energy potential of Sierra Leone. The MCC compact development process positioned energy

as one of the key binding constraints to economic growth and investment in the sector especially on hardware. Presumably the foregoing may relieve pressure in the sector. The West African Power Pool framework which is currently at completion will connect the existing Sierra Leone power grid at Bumbuna and Kenema with a 1,411km of high voltage transmission lines between Cote d'Ivoire – Liberia – Sierra Leone – Guinea. This combined with other alternative sources will also add to the energy supplies and in turn catalyse economic development.

BOX 18. Emerging issues and Lessons for NUP

1. Energy is regarded as a crucial binding constraint to Sierra Leone's economic growth. The NUP should consider integrating energy access as one of key drivers for economic growth and development.
2. There is need to diversify to use cleaner and renewable energy sources such as solar and biogas, and other sustainable technologies such as improved charcoal processing and improved cooking stoves.

2.5.5. TRANSPORT AND MOBILITY

Despite the fact that Sierra Leone's spatial road density portrays is low compared to other countries in Sub-Sahara Africa, yet its urban areas are marred by traffic congestion, air pollution and road accidents.

Effective transport management is crucial to address Sierra Leones's burgeoning transport and mobility problems and that requires a solid transport governance mechanism to spearhead and regulate the interaction of the forces of transport and mobility demand and supply the country.

BOX 19. Emerging issues and Lessons for NUP

1. Investment in public transportation (land, sea and air) and management should be essential component of the National Urban Policy proposal as stressed in preceding sections.
2. Institutionalisation of proper public transport to be integrated with the informal taxi and minibus system which plans of entire replacement should be in phases.
3. Improvement of road transport infrastructure connecting major secondary and tertiary urban centres in the country, to improve transport and mobility.
4. The government should explore sustainable transport vehicles that have minimal or no emissions, to reduce pollution due to internal combustion engines.
5. There should be integration of other means of transportation such as bikeways, walkways and pedestrian ways to existing and new transport infrastructure in order to promote affordable and clean transport for all.

2.5.6. COMMUNICATION AND ICT

Information technology is one of the foundations of the new world because it has contributed immensely to reduce the cost and time of living in urban setting. Sierra Leone's ICT is growing just like

the rest of sub-Saharan Africa, though in a small but encouraging pace.

The Government of Sierra Leone should invest further in the sector because it will serve a linking

point between urban and rural areas. With about 68% of the population having access to mobile phones and 31 % having access to computers and 25% using the internet many benefits can be cultivated and improved upon in this technologically driven world.

BOX 20. Emerging issues and Lessons for NUP

1. The reticulation of the fibreoptic cable to all district headquarters in the country should be done to improve internet access and reduce access costs.
2. Integration of ICT into all levels of the formal education will further boost the knowledge base of the country and provide a solid foundation for a smart and technologically driven urban development.

3. DEVELOPING AN NUP FOR SIERRA LEONE

Development of NUP is hinged on the premise that national government should lead the process of

coordinating and rallying various actors for a common vision and goal that will promote more transformative, productive, inclusive and resilient urban development for Sierra Leone as defined by the UN-Habitat. The steps of the development of the National Urban Policy development are outlined in the introduction of this report.

This chapter wraps up this feasibility report by outlining the proposed themes and policy interventions for the NUP together with a set of objectives that the NUP should be predicated on including a proposed content, methodology and risk assessment of the NUP development process for Sierra Leone.

3. 1. PROPOSED THEMES AND POLICY INTERVENTIONS

Drawn from in-depth research, analysis and consultations, seven (7) proposed gaps have been identified as key themes from the emerging issues for the NUP. These themes are by extension aligned with some of the priority areas articulated in Sierra Leone's poverty reduction strategy papers since

the end of the civil conflict including the current Medium-Term National Development Plan.

It must be emphasized that these themes can be narrowed further or expanded during the diagnostic phase depending on the necessities and prevailing conditions.

- **Position capacity building as the key driver for human capital development**
- The Government of Sierra Leone has set the tone by hugely investing in Education. The NUP should build on these gains and further strengthen not only formal education but also skills development and continuous professional development programmes that will foster urban management capacity development.
- **Earmarking Energy to spur economic growth**
- Energy access for both urban and rural population coupled with adequate power to drive large scale industrial productivity that facilitates growth should be promoted and encouraged in the NUP policy.
- **Job creation for youth and gender inclusion**
- With a booming youth population and increasing unemployment, the NUP should focus promulgation of initiatives that will promote job creation, targeting particularly women.
- **Prioritize Land Administration and Affordable Housing**
- Development controls, security of land tenure are premier actions that will cultivate proper land use; and security of tenure builds market confidence in undertaking investments that will put

the land to its productive use. Lack of housing and the huge costs of available housing unit spiralled into multiple slums and squatter settlements. The policy should focus on effective land management and provision of affordable housing as pivotal to growth.

- **Strengthen Urban and Rural Linkages**

- Imbalanced territorial development and extreme poverty in rural Sierra Leone has further accelerated in-country migration to the cities and grossly affected the urban-rural dynamics. Expand urban and rural linkages through ICT and establishment of effective intermediate and small settlements, enhance transport and mobility.

- **Strengthen Urban Governance and Environment Protection**

- The policy should also focus on strengthening urban governance to effectively manage the rapid urbanisation, optimize service delivery mechanisms while ensuring that environmental protection consideration in the development process is not a footnote. The policy should lay emphasis on climate change, flooding, and man-made disasters such as deforestation and decreasing the carbon footprint (if current levels exceed the limit).

- **Focus on Infrastructure and basic services provision**

- Provision of basic services such as health, electricity, finance, sanitation and water are pivotal in any human development. The policy should leverage on encouraging investments in health, education, energy, sanitation and water include other service delivery sectors so as to ensure a healthy citizenry.

3. 2. PROPOSED KEY OBJECTIVES

To develop and implement a policy that reflects the aspirations of the people of Sierra Leone so as stimulate economic growth, maintain peaceful coexistence and leverage prosperity with due regard to environmental sustainability.

3. 3. PROPOSED KEY GUIDING PRINCIPLES

The NUP for Sierra Leone will adopt the five (5) guiding principles advanced by the UN-Habitat in the development of the policy as stated below:

- i. Iterative and forward thinking: The policy will have clearly defined long-term and short-term goals. In this way, a forward-thinking policy plans for the long term but implementable in the short term. Short-term goals will build long term plans, but can be monitored, evaluated, and adjusted in order to promote an iterative policy process.
- ii. Implementable: During all phases of the NUP process, it will be ensured that the policy being formulated is implementable. The checklist will focus on the finance capacity, human and institutional capacities, legal framework, policy dimensions and adequate stakeholder support.

- iii. **Joined Up:** The policy will install both horizontal and vertical coordination mechanisms; looking beyond traditional institutional boundaries in order to address the challenges and opportunities of urbanization; to ensure that the NUP is efficient and effective.
- iv. **Evidence based:** All decisions associated with the NUP process will be based on relevant and up-to-date evidence.
- v. **Action oriented:** Despite the policy process being identification of urbanization and challenges, it is imperative that clear actions are delineated during the Formulation and Implementation Phases so that goals are translated into actionable activities that can be monitored and evaluated.

3. 4. PROPOSED ROAD MAP AND MAIN CONTENTS

3.4.1. PROPOSED ROAD MAP

The NUP for Sierra Leone will be developed under the framework of the UN-Habitat's five phased methodology for policy developments parcelled into short term, medium term and long-term goals.

Stage 1- Short-term: Feasibility and Diagnostic phase (2020 -2022)

Expected activities:

- Make a solid case and mobilize resources for the NUP;
- Map out and consult all relevant stakeholders;
- Collect relevant data, analyse, clarify and proposed focus areas;
- Define the road map and risk analysis;
- Conduct field urbanisation surveys; stakeholders' analysis; cost benefit analysis; spatial analysis, political economy and governance analysis;
- Define strategies on how to curb the risks to the policy implementation;
- Identify catalytic or acupuncture project(s); and
- Mainstream monitoring and evaluation (M&E) considerations during this stage.

Stage 2: Formulation Phase (2023 - 2024)

Expected activities:

- Define the policy goals;
- Conduct SWOT analysis of different policy options;
- Map out and consult all relevant stakeholders;
- Build consensus and validate the policy;
- Assess and analyse human, financial, institutional capacity and develop strategies to enhance capacities;

- Develop legal strategies and formulate action plans;
- Identify catalytic or acupuncture project(s); and
- Mainstream monitoring and evaluation (M&E) considerations during this stage.

Stage 3: Implementation, Monitoring and Evaluation Phase (2025 – 2050)

Expected activities:

- Confirm the action plan developed;
- Approval of the action plan and legal strategies;
- Implement priority interventions;
- Conduct a decentralization assessment and strategy;
- Implement human, financial, institutional capacity strategies;
- Identify catalytic or acupuncture project(s); and
- Mainstream monitoring and evaluation (M&E) considerations during this stage

3.4.2. PROPOSED MAIN CONTENT OF DIAGNOSTIC REPORT

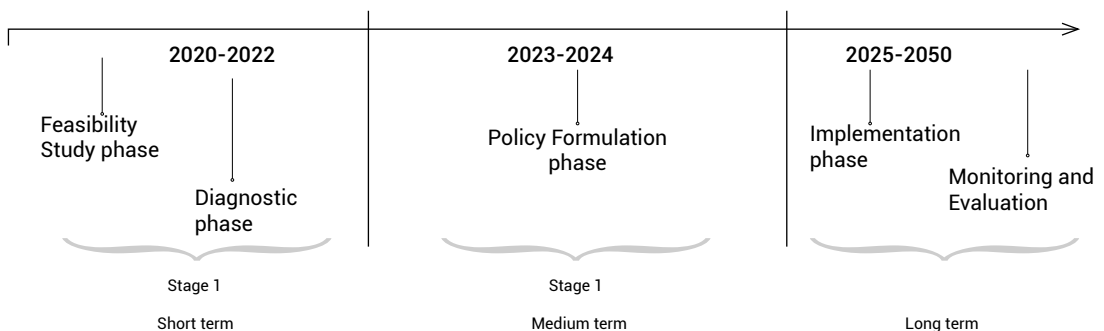
The diagnostic phase is the next stage in the NUP development process from which the diagnostic report will be computed. The proposed main content of the diagnostic framework could include.

1. Cover page and report information including disclaimer
2. Acronym
3. Executive Summary

Part 1 - Introduction

4. Rationale, Aim/Purpose, Values and Principles

FIGURE 34. Sierra Leone NUP Roadmap



Source: Author's configuration

Part II – Setting the Stage

5. Urbanisation: Drivers, Trends and Projections
6. Demographic and Spatial Analysis
7. Urban Legislation
8. Urban Planning: Implementation and Enforceability
9. Housing Policies and Regulations
10. Infrastructure and Basic Services
 - Education
 - Energy
 - Health
 - Water Sanitation and Hygiene
 - Transport and Mobility
 - Information, Communication and Technology (ICT)
 - Agriculture and Mining
11. Urban Economy and Municipal Finance
 - a. Municipal Finance
 - b. Local and Economic Development
12. Proposed Urban Networks
 - a. The dynamics of main cities including the capital city
 - b. Policy options for intermediate cities
 - c. Policy options for market, towns, villagers and settlements
13. Other Issues of Strategic Importance

Part III – Conclusions and Recommendations

14. Recommendations for action and Strategic Road Map
15. Conclusions and Next Steps
16. Annexes

3.4.3. PROPOSED MAIN CONTENT OF THE NUP REPORT

The proposed main content of the NUP report derived from standard best practice, typical NUP report proposals from the sub-region previous adapted based on the proposed diagnostic report outline could include.

Cover page and report information including disclaimer

Acronym

Foreword

Executive Summary

Part I – Setting the stage

1. Introduction
 - a. Background
 - b. Urbanisation Drivers, Trends and Projections
 - c. Institutional Set-up
 - d. Rationale, purpose and vision of the NUP

Part II – Policy Statements

2. Policy Pillars
3. Policy Measures on key outcomes of the diagnostic phase (See 3.4.2)
4. Expected Outcomes

Part III – Implementation Framework

5. Planning Models and Standards Framework
6. Regulatory Planning Framework
7. Financing and Investment Framework
8. Action and Implementation Plan
9. Risk Analysis and Mitigations
10. Monitoring and Evaluation Mechanisms

Part IV – Conclusion and Recommendation

11. Recommendations for action
12. Conclusions and Next Steps
13. Annexes

3. 5. PROPOSED INSTITUTIONAL SETUPS

The NUP is both a political and technical process and from that standpoint the following institutional setup should be reinforced if already in existence and established if not in place since the completion of the feasibility study phase:

The National Habitat Committee

The National Habitat committee which was established after stakeholder mapping exercise and inaugurated on the 8th of April 2020 in accordance with the United Nations General Assembly on Resolution 62/198 encourages Member States "... to strengthen or establish, as appropriate, broad-based National Habitat Committees with a view of mainstreaming sustainable urbanization and urban poverty reduction in their respective national development strategies." This committee will spearhead coordination, mobilisation of resources

and act as political body to resolve strategic issues related to the policy development. The Steering Committee is chaired by the Minister of Lands, Housing and Country Planning and Co-Chaired by the Minister of Planning and Economic Development Permanent and Development or delegated to their Permanent and development Secretaries and constitute other relevant ministries as well as representatives of urban actors. Development partners are observers in this committee.

The Technical Working/Support Group

This committee was agreed upon and drawn up on the 8th of April 2020. It is the technical wing of the National Habitat Committee and reports to the committee. The Team is coordinated by focal lead the Ministry of Lands Housing and Country Planning and supported by UN- Habitat. It is composed of relevant Ministries, qualified professionals and experts nominated by the National Habitat Committee.

The Technical Working/Support Group support the policy development process in data collection, reviewing relevant documents and sectorial policies, meetings and interviews, drafting the Policy. This group can be expanded depending on the trajectory and needs of the Policy development process.

Seeking Cabinet and Legislative Accent

After consultations, reviews, comments, validation and integrating various inputs, the final NUP report will be presented to Cabinet by the Chair of the National Steering Committee for final review and approval. Upon approval the components that

needed legislative standing will discussed with the Law Officers Government Department for possible legal drafting and after undergoing all the required process, the Chair of the NUP will present the required Bill to Parliament.

3. 6. RISK ANALYSIS AND MITIGATION MEASURES

Over the years many sectoral policies on different thematic areas have been promulgated, but the outcome of those studies still remains in the shadows, The NUP is no exception to that state

of play if the envisaged risks are not identified and mitigated. There three (3) key risks to the policy development process and its implementation: Political; Financial and Human Capacity.

3.6.1. POLITICAL RISKS

Transfer of power from one political party to another is often times met with relegation of neglects of good policies. Sierra Leone's election year will take place between 2023/24 of which the outcome of that election cannot be determined by this study. To mitigate against the impending risk

the policy should speak directly to the aspiration of the people, inclusive, development partners should be fully engaged with the process and the policy should be stationed as a prerequisite to access urban development related funds. In the end the policy should be given the legal backing of the law.

3.6.2. FINANCIAL RISKS

The broader macroeconomic stability of Sierra Leone to support programmes is challenged largely due to competing needs. The policy should be backed by realistic and sound financial plan with proper budgeting, revenue generation and

expenditure management. Alternative revenue local revenue mobilisation stream such as fees, property tax together with support from development partners should be vigorously pursued.

3.6.3. HUMAN RESOURCES RISKS

Policy formulation and implementation are not self-evident. They must be powered through by the appropriate human capacity. Sierra Leone is challenged with specialised and committed professionals especially in the public sector.

To mitigate this risk continuous professional development should be delivered as part of the acupuncture projects and performance-based incentives should also be in cooperated.

APPENDICES

APPENDIX I: KEY MINISTRIES, MANDATES AND URBAN FUNCTION

No	MINISTRIES	KEY MANDATE/FUNCTIONS	CORE URBAN FUNCTIONS
1.	Office of the Chief Minister	<ul style="list-style-type: none"> • Coordinate operations of all Ministries • Responsible for Ministerial Oversight and Monitoring 	Monitoring and Coordination of Sector Urban projects and programmes
2	Ministry of Finance	Formulate and implement fiscal policies to achieve macro-economic stability	Budgetary planning, resource mobilisation and fiscal allocation for Urban projects and programmes at national and local level.
3	Ministry of Justice	<ul style="list-style-type: none"> • Legal Advice to Government Ministries and other Government Departments • Legal Representation on behalf of Government 	<ul style="list-style-type: none"> • Urban public land legal protection • Urban law and order defence and public legal representation
4	Ministry of Defence	<ul style="list-style-type: none"> • Provides guidance to the military headquarters • Formulate defence strategies and policies • Act as the link between the military and other government departments. • Provides defence advice to the three arms of Government 	<ul style="list-style-type: none"> • Support urban health crisis • Urban violence prevention and control • Marine Security in costal • Support Urban Sanitation Programmes
5	Ministry of Energy	<ul style="list-style-type: none"> • Formulate and implement policies, projects and programmes on energy • provide oversight functions across the entire energy supply chain for all sector agencies. 	<ul style="list-style-type: none"> • Coordinate Urban Energy Projects • Coordinate rehabilitation of Urban Energy utilities • Marine Security in costal • Support Urban Sanitation Programmes
6	Ministry of Foreign Affairs and International Cooperations	<ul style="list-style-type: none"> • Enhance Sierra Leone's voice, legitimacy and representation in diplomacy and international relations. • Promote economic, political, social, cultural, scientific and technological interests. 	<ul style="list-style-type: none"> • Coordinate and mobilize external resources for urban development. • Liaise with multi-national institutions regarding urban development.
7	Ministry of Information and Communication	<ul style="list-style-type: none"> • To provide policy guidance and strategic direction on all matters concerning the media, access to public information, broadcasting, telecommunication, postal service and information communication technology. 	<ul style="list-style-type: none"> • Social mobilisation and awareness raising campaigns on urban issues. • Support the development of Urban Communication Strategies • Community engagement on slum upgrading

No	MINISTRIES	KEY MANDATE/FUNCTIONS	CORE URBAN FUNCTIONS
8	Ministry of Marine Resources	<ul style="list-style-type: none"> Responsible for the management, development and conservation of the fisheries resources involving the marine, inland and aquaculture fisheries. Formulate policies to promote responsible fisheries 	<ul style="list-style-type: none"> Coordinate and promote urban fishing and supplies Support urban coastal protection and management
9	Ministry of Mines and Mineral Resources	<ul style="list-style-type: none"> Responsible for management, policy formulation and overall direction of the mining sector. 	<ul style="list-style-type: none"> Regulate mining activities in urban settlements.
10	Ministry of Internal Affairs	<ul style="list-style-type: none"> Responsible for overseeing the agencies involved in co-ordinating the policy and strategy for ensuring the maintenance of internal safety and security 	<ul style="list-style-type: none"> Urban violence prevention and control
11	Ministry of Political and Public Affairs	<ul style="list-style-type: none"> Liaise between the Government and the Public including conflict resolution. 	<ul style="list-style-type: none"> Urban violence prevention and control chiefly among political parties.
12	Ministry of Planning and Economic Development	<ul style="list-style-type: none"> To formulate the national development programmes of the country. 	<ul style="list-style-type: none"> Support urban coastal protection and management
13	Ministry of Local Government and Rural Development	<ul style="list-style-type: none"> To uphold a democratic local government system reflecting a decentralized approach Coordinate local governance by facilitating the provision of efficient and effective delivery of quality services to the people in a transparent manner 	<ul style="list-style-type: none"> Support urban coastal protection and management
14	Ministry of Lands, Housing and Country	<ul style="list-style-type: none"> Responsible for land management, town and country planning Formulation and implementation of sustainable human habitat development policies 	<ul style="list-style-type: none"> Urban Land management and development controls.
15	Ministry of Environment	<ul style="list-style-type: none"> Responsible for overall environment protection legislation and policy formulation and general oversight. 	<ul style="list-style-type: none"> Urban Environment protection, monitoring and coordination with enforcement bodies of flagrant violation of Environmental laws
16	Ministry of Health and Sanitation	<ul style="list-style-type: none"> Ensure efficient delivery of high-quality health care services 	<ul style="list-style-type: none"> Urban Health Emergency including Sanitation Urban Health Care provisions including special support for women and children

No	MINISTRIES	KEY MANDATE/FUNCTIONS	CORE URBAN FUNCTIONS
17	Ministry of Basic and Senior Secondary Education	<ul style="list-style-type: none"> Responsible for overall basic education legislation and policy formulation and also provide opportunities for children's education Coordinate acquisition of knowledge and skills training for children 	<ul style="list-style-type: none"> Urban Basic Education Management Urban Basic Education School feeding programmes Urban Free Quality Basic Education
18	Ministry of Technical and Higher Education	<ul style="list-style-type: none"> Support formulation of policies, legislation related to tertiary and vocational skills training. Coordinate acquisition of knowledge and skills training at tertiary and vocational. 	<ul style="list-style-type: none"> Urban Tertiary Education Management Urban Technical Vocational Skills Trainings
19	Ministry of Water Resources	<ul style="list-style-type: none"> To formulate water resources policies and monitor the implementation of such policies in Sierra Leone To establish, monitor and oversee parastatals within the Water Sector 	<ul style="list-style-type: none"> Urban Water Quality Monitoring Urban Water Provision Support
20	Ministry of Agriculture and Forestry	<ul style="list-style-type: none"> Formulate Agricultural development policies Advise the Government on Agricultural development policies relating to its administration and the management of the agricultural sector 	<ul style="list-style-type: none"> Urban Agriculture and food security initiatives especially for women Urban Youth Farming
21	Ministry of Labour and Social Security	<ul style="list-style-type: none"> Formulate labour market policies, strengthen the legal and institutional framework for labour and social security administration. Monitor labour market, Occupational Safety and Health and employment policy implementation. 	<ul style="list-style-type: none"> Urban skilled and unskilled labour planning Urban labour entitlements and rights monitoring Urban youth employment coordination
22	Ministry of Tourism and Culture	<ul style="list-style-type: none"> Formulate appropriate policies, legislation, and regulations for the tourism industry 	<ul style="list-style-type: none"> Urban tourism job creation and capacity building Urban tourism awareness, dissemination of tourist information Coordination of urban hospitality providers
23	Ministry of Youth Affairs	<ul style="list-style-type: none"> Responsible for overall policy formulation and monitoring of youth policy and laws. 	<ul style="list-style-type: none"> Urban youth fishing programs and job creation Urban Youth farming Urban youth Capacity Building initiatives

No	MINISTRIES	KEY MANDATE/FUNCTIONS	CORE URBAN FUNCTIONS
24	Ministry of Transport and Aviation	<ul style="list-style-type: none"> Creates an integrated and safe transportation network that incorporates all modes of transportation that reflect regional priorities and provides a strong foundation for economic growth. 	<ul style="list-style-type: none"> Urban transport management and urban road network planning Direct intervention urban transport fare cost
25	Ministry of Gender and Children's Affairs	<ul style="list-style-type: none"> lead the development, implementation and monitoring of the policy and legal framework for issues relating to Women and Children. 	<ul style="list-style-type: none"> Urban social protection of vulnerable groups Protection of the rights of children in urban settlements
26	Ministry of Works and Public Assets	<ul style="list-style-type: none"> Development of appropriate policies and programmes for the improvement and maintenance of public infrastructure including housing. 	<ul style="list-style-type: none"> Urban public infrastructure maintenance and coordination of actors engaged in engineering works.
27	Ministry of Social Welfare	<ul style="list-style-type: none"> Responsible for responding to the social needs pertaining to inequalities, social depravity of groups like the disabled, women rights, child rights, Religious rights among others in Sierra Leone. 	<p>Support provision social needs pertaining to inequalities ;</p> <ul style="list-style-type: none"> Support urban families and fight against gender-based violence, social depravity and advocate for disabled friendly urban public designs

APPENDIX II: NATIONAL HABITAT COMMITTEE MEMBERS AND TERMS OF REFERENCE

ID No.	NAME OF INSTITUTION	ADDRESS	CONTACT PERSON	CONTACT NO.	EMAIL ADDRESS
01	Ministry Of Lands, Housing and Country Planning	Youyi Building Freetown, Sierra Leone	Dr. Alphajoh Cham	076772662	alphajohcham@yahoo.com
02	Ministry of Planning and Economic Development	Tower Hill Freetown, Sierra Leone	David Abu	075433454	abudavid52@gmail.com
03	National Minerals Agency	New England Ville, Freetown	Tamba Patrick Kanessie	076463891	tkanessie@nma.gov.sl
04	Sierra Leone Investment and Export Promotion Agency (SLIEPA)	O.A.U Drive Tower Hill Freetown	Sheku Lexmond Koroma	078814540	slkoroma@sliepa.org
05	Ministry Of Transport and Aviation	Youyi Building Freetown, Sierra Leone	Dr Adams B. Steven	074708582	asteven@umd.edu
06	Office of National Security	O.A.U Drive Tower Hill Freetown	John Rogers	076729865	
07	Environmental Protection Agency (EPA)	8 Dundas Street, Freetown	Tamba Emmanuel Nyaka	076506967	tamba.nyaka@epa.gov.sl

ID No.	NAME OF INSTITUTION	ADDRESS	CONTACT PERSON	CONTACT NO.	EMAIL ADDRESS
08	Fourah Bay College (FBC)	Leister Road Freetown, Sierra Leone	Dr Reynold Johnson	076629040	treyold12001@yahoo.com
09	Institute of Public Administration and Management (IPAM)	A.J. Momoh Street Freetown, Sierra Leone	Brima Bah	078920590	brimahpateh2016@gmail.com
10	University of Makeni (UNIMAK)	Azoloni High way Makeni Sierra Leone	Ibrahim Barrie	079201291	lbarrie44@gmail.com
11	Sierra Leone Urban Research Centre (SLURC)	17a Hill Cot Road Freetown, Sierra Leone	Dr Macarthy	079684818	jm72macarthy@yahoo.com
12	Bo City Council	Bo Kenema High way Bo, Sierra Leone	Veronica J. Fortune	076654986	
13	Makeni City Council	Station Road Makeni city Sierra Leone	Hassan Yilla	076890007	
14	Freetown City Council	Wallance Johnson Street Freetown, Sierra Leone	Ing. Modupe Williams	030557415	modupe@hastingsp3n.com
15	Kenema City Council	5 Show Field Road Kenema, Sierra Leone Yarawah Kargbo	078953150	ykargbo2003@yahoo.com	
16	Port Loko City Council	Magbeni, Port Loko, Sierra Leone	Sulaiman Sesay	078577466 /099695275	sesayalim44@gmail.com
17	Statistics Sierra Leone (public)	A. J. Momoh Street Freetown, Sierra Leone	Abdulai Brima	079538580	abdulai.brima@statistics.sl
18	Sierra Leone Institute of Architects	New England Ville, Freetown.	Sulaiman Lamin	076683977	
19	Sierra Leone Institute of Engineers	New England Ville, Freetown.	Ing. Blessing Koroma	076788687	rugiekay@gmail.com
20	Sierra Leone Chamber of Agribusiness and Agricultural Development	44 Bathurst Street, Freetown	Ahmed Nanoh	079241960	
21	Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA)	24e OldRailway Line, Brookfields, Freetown.	Francis Anthony Reffel	23276660266	francisreffell@codohsapa.org
22	NAMATI	Congo Cross, Freetown	Sonkita Conteh	23278717335	sonkitaconteh@namati.org
23	Green Scenery	42 Charles Street, Freetown	Joseph Rahall	076601979	greengreenscenery@gmail.com

ID No.	NAME OF INSTITUTION	ADDRESS	CONTACT PERSON	CONTACT NO.	EMAIL ADDRESS
24	Civil Society Consortium on SDGs	Wellington Street, Freetown	Ansumana Soko	078198224	musa@wash-net.org
25	The Clerk of Parliament	O.A.U Drive Tower Hill, Freetown.			
26	The Coordination, Coalition 2030	2 Fudia Terrace, Wilberforce Loop	Edward Massaquoi	077835789	ediemass@yahoo.com
27	Institute of Governance Reform (IGR)	31 A Wilkinson Road, Freetown Sierra Leone	Andrew Lavalie	078399388	

APPENDIX III: TERMS OF REFERENCE OF NHC

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ACRONYMS

MLHCP	Ministry of Lands, Housing and Country Planning
MoPED	Ministry of Planning and Economic Development
NMTDP	National Medium-Term Development Plan
NUA	New Urban Agenda
NUP	National Urban Policy
SDG	Sustainable Development Goals
ToR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNDP	United nations Development Programmes

BACKGROUND

The United Nations General Assembly on resolution 62/198 encourages member states "... Member States to strengthen or establish, as appropriate, broad-based national Habitat committees with a view to mainstreaming sustainable urbanization and urban poverty reduction in their respective national development strategies." This broad-based body will serve as a mechanism to enhance collaboration among key stakeholders to address challenges of urbanization and harness its benefits. The UN-Habitat sees National Habitat Committees as vehicles to drive the formulation of a National Urban Policies.

UN-Habitat's National Urban Policy (NUP) is "a coherent set of decisions derived through a deliberate, government-led process of coordinating and rallying various actors for a common vision and goal that will promote more transformative, productive, inclusive and resilient urban development for the long term" (UN-Habitat and Cities Alliance, 2014).

The UN-Habitat currently supports over thirty (30) countries across the globe in their various stages of the NUP process especially in Sub-saharan Africa.

Because of UN-Habitat's extensive experience in supporting African countries in the development of NUPs, the government of Sierra Leone through its Ministry of Lands, Housing and Country Planning and leadership requested the technical support of UN-Habitat to technically backstop the National Urban Policy process and its integration into the National Development Plan. UN-Habitat is vantage positioned to support the government of Sierra Leone, as its experience on NUP ranges from country assessment, advice on setting up of national processes and stakeholder participation, analysis of urban planning policies and instruments, facilitation of local-national dialogue on reforms and capacity development.

OBJECTIVE OF THE NHC

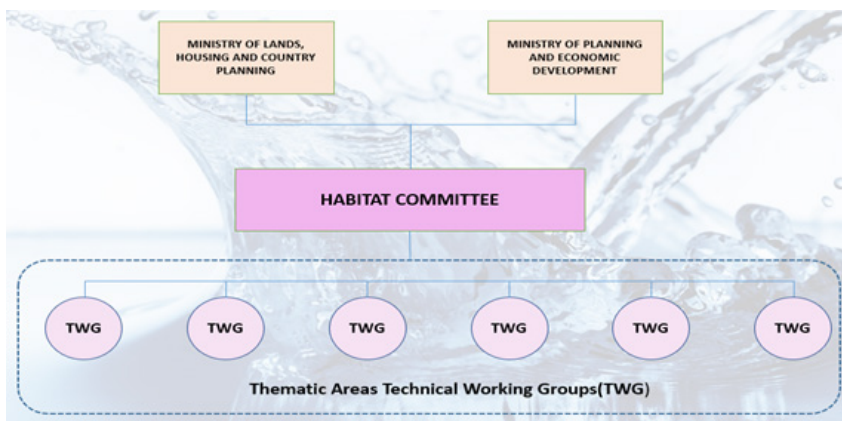
The purpose of this committee is to coordinate, promote planned and inclusive urban development to comprehensively address the challenges, cultivate and harvest the benefits of urbanization for the sole aim of promoting national development.

To provide political support at the strategic level for the formulation of the National Urban Policy and to serve as the main coordination and collaboration body on all related activities at the City and Country level.

TASKS OF THE NHC

- i. Provide strategic guidance for the Technical Working Groups (TWG) and Engage with National and International partners;
- ii. Review and recommend decisions including findings of Technical Working Groups that would lead to urban transformation to the Central and Local Government;
- iii. Identify and recommend innovative finance mechanism that would lead to urban transformation for city-to-city peer learning;
- iv. Review success and applicability of projects undertaken from thematic areas
- v. Conduct strategic engagement with all the arms of Government on urban development;
- i. Identify key thematic areas of interest for urban transformation;
- ii. Establish Technical Working Groups for each thematic area issues;
- iii. Support UN-Habitat's technical and strategic engagements on the formulation of the National Urban Policy.

Fig: Showing linkages of the NHC



PERIODICITY OF MEETING

The Habitat Committee will determine the periodicity of meeting but not later than once in a month during the feasibility study and then on a quarterly basis afterwards or as deemed necessary by the NHC.

APPENDIX IV: KEY MUNICIPALITIES/CITY STATISTIC

No	City/Municipalities	Region	Total Urban Residents	Growth Rate	Urban Population density (Km ²)	Urban Poverty Rate (%)
1	Freetown	Western Area	11,088,957	3.1	8,450	28.5
2	Kenema	East	206,889	3.2	96	62.4
3	Koidu	East	132,125	3.2	93	65.9
4	Bo	South	179,725	3.1	105	64.9
5	Bonthe	North West	10,255	1.8	56	82.5
6	Makeni	North	129,611	2.9	73	65.9
7	Port Loko	North West	44,285	2.9	103	70.9

APPENDIX V: KEY URBAN CIVIL SOCIETIES ORGANIZATIONS

No	CIVIL SOCIETY ORGANISATION	URBAN FUNCTIONS
1.	Centre of Dialogue on Human Settlement and Poverty Alleviation (CODOHSAPA)	Engage with slum dwellers on slum upgrading Conduct community profiling Conduct informal settlement research
2.	Federation of Urban and Rural Poor (FEDURP)	Advocate for informal settlers against forced eviction Facilitate community programs such as urban agriculture, loan schemes etc
3.	Civil Society Consortium on SDGs	Advocate for informal settlers against forced eviction Advocate for good governance, basic standard of living Voice for the urban poor
4.	WASH Consortium	Implement projects related to Water, Sanitation and Hygiene Conduct awareness programs in the fight against disease outbreaks and pandemic e. Ebola, CoVID, Cholera etc
5.	Native Consortium Sierra Leone	Advocate for good governance Advocate for fair treatment of urban consumers by service providers.
6	Green Scenery	Advocate against deforestation Engage in tree planting and reforestation

APPENDIX VI: ACADEMIC & RESEARCH INSTITUTIONS AND FUNCTIONS IN URBAN DEVELOPMENT

No	INSTITUTIONS	URBAN FUNCTIONS
1.	University of Sierra Leone (USL)	Provides the intellectual knowledge in the various discipline to drive Urban Development ; Engineering, Applied Sciences and the Social Sciences.
2.	Njala University	Provides the intellectual knowledge in the various discipline to drive Urban Development ; Engineering, Development Planning, Applied Sciences and the Social Sciences.
3.	Milton Maggai College of Education and Technology	Provides the intellectual knowledge in the various discipline to drive Urban Development ; Engineering, Development Planning, Applied Sciences and the Social Sciences.
4.	University of Makeni	Provides the intellectual knowledge in the various discipline to drive Urban Development ; Engineering, Development Planning, Applied Sciences and the Social Sciences.
5.	Ernest Bai Koroma University of Science and Technology	Provides the intellectual knowledge in the various discipline to drive Urban Development ; Engineering, Development Planning, Applied Sciences and the Social Sciences.
6	Northern Polytechnic	Provides skills training construction mason, capentry, block laying etc Provides skills training in other vocation such as tailoring, cloth making etc
7	Eastern Polytechnic	Provides skills training construction mason, capentry, block laying etc Provides skills training in other vocation such as tailoring, cloth making etc
8	Sierra Leone Urban Research Centre	Conduct research on multiple urban issues such as informal settlement regularisation, slum upgrading, urban economy especially in the informal sector.
9.	Institute of Governance Reform (IGR)	Conduct research on multiple governance issues such as governance barometer which take into account livelihood, perception on corruption, Urban economy etc

APPENDIX VII: PROFESSIONAL BODIES AND FUNCTIONS IN URBAN DEVELOPMENT

No	INSTITUTIONS	URBAN FUNCTIONS
1.	Sierra Leone Institute of Engineers	Coordinate the affairs of Engineers and support the Ministry of Lands, Housing & Country Planning and the Ministry of Works on Urban Planning and Housing. Provide accreditation.

No	INSTITUTIONS	URBAN FUNCTIONS
2.	Sierra Leone Institute of Architects	Coordinate the affairs of Architects and support the Ministry of Lands, Housing & Country Planning and the Ministry of Works on Urban Planning and Housing especially on the built environment. Provide accreditation
3.	Sierra Leone Institute of Geophysicists	Support the Governments, the National Mineral Agency regarding mining small urban areas that will affect livelihood, Job creation e.t.c
4.	Sierra Leone Bar Association	Support the Governments in the provision of the legal framework on every sector including urban development. Serve as a pressure group regarding the rights of urban dwellers.
5.	Sierra Leone Licenced Surveyors Association	Provide accreditation for surveyors Coordinate all surveyors and ensure ethical standard are maintain.

APPENDIX VIII: KEY AGENCIES, COMMISSIONS AND URBAN FUNCTIONS

No	INSTITUTIONS	URBAN FUNCTIONS
1.	Public Sector Reform Unit	Engage in reform of the public sector including Local Councils to enhance performance for development; Engage in reforms to increase and attract quality public service delivery.
2.	National Mineral Agency	Engage regulation of mining activities; Formulate better mining policy and ensure that government generates and capture mining revenue.
3.	Office of the National Security	Regulate and coordinate the security apparatus for peace and national cohesion; Provide security advice and intelligence to the Government.
4.	Sierra Leone Broadcasting Service	Information dissemination to the public ; Educate the public on socio-economic, environment and health related issues.
5.	National Protected Area Authority	Prevent deforestation especially around Freetown peninsular areas Public awareness on protection of forest reserves, coastal lines, heritage etc
6.	Road Maintenance Fund Administration	Mobilize funds for urban road maintenance and construction ; Liase with the Sierra Leone Roads Authority and Contractors for urban roads construction and maintenance
7.	Sierra Leone Water Company (SALWACO)	Urban water supply provision in the provincial areas and other cities outside Freetown ; Formulate policies for regulation of water supplies in the provinces. Generate and Manage funds for sustainability of water supply

No	INSTITUTIONS	URBAN FUNCTIONS
8.	Guma Valley Water Company (GWVC)	Urban water supply provision in the capital city of Freetown; Formulate policies for regulation of water supplies in the capital of Freetown ; Generate and Manage funds for sustainability of water supply
9.	Sierra Leone Housing Cooperation (SALHOC)	It manages Government Estate; Construct affordable housing; Provide housing loans to low-income families
10.	Environmental Protection Agency (EPA)	Responsible for the protection of the urban environment Formulate policies for the protection of the environment caused by mining activities, deforestation etc
11.	Sierra Leone Electricity, Water Regulatory Commission	Regulate utility service providers in the water and electricity sector ; Ensure reliable, safe, secure water and electricity supply
12.	Electricity Generation and Transmission Commission	Generate and transmit electricity primarily for urban areas; Maintain electricity generation infrastructure.
13	Electricity Distribution and Supply Authority	Distribute and generate electricity revenue primarily for urban areas; Engage with the public on electricity distribution challenges.
14	National Fire Force Authority	Awareness raising on prevention of fire accidents especially in densely populated urban areas ; Engage in fire fighting in the event of an outbreak.
15	Sierra Leone Police	Awareness raising on prevention of crime mainly in urban areas ; Urban crime deterrent response
16	Sierra Leone Armed Forces	Urban crime deterrent response support to the Sierra Leone Police.
17.	Sierra Leone Roads Authority	Engage in maintenance of urban roads; Coordinate research and engage with contractors for urban roads maintenance.

APPENDIX VIII: FINANCIAL INSTITUTIONS

No	INSTITUTIONS	URBAN FUNCTIONS
1	Bank of Sierra Leone (BSL)	Responsible for Macroeconomic policy including programs for the urban economy. Support Commercial Banks in the provision of financial services for the urban poor and micro credit facilities.
2	Commercial Banks	Provide financial services for the urban poor and micro credit facilities.
3	Housing and Mortgage Banks	Provide mortgage and housing finance Support real estate property development

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