T-SUM
Transitions to
Sustainable Urban Mobility

Transitions to Sustainable Urban Mobility

Participatory policy planning

Freetown, Sierra Leone

T-SUM Report

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Reference: Cavoli, C; Yusuf, Y; Oviedo, D; Mella, B; Koroma, B; Jones, P (2020) Transitions to sustainable urban mobility - Participatory policy planning in Freetown, Sierra Leone. T-SUM report.

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T-SUM Report

Overview

T-SUM is an interdisciplinary and cross-sector collaborative project that aims to identify the conditions under which pathways to **sustainable and inclusive transport** and land use development can be accelerated in growing cities in the Global South. The project, which focusses on Maputo, Mozambique, and Freetown, Sierra Leone, is grounded in the observation that, in the context of still-low-but-rising levels of motorisation, economic growth and increasing social and spatial inequalities, the formulation and implementation of policies, practices and partnerships that can support an accelerated implementation of sustainable mobility structures is an urgent concern for rapidly developing cities.

The project contributes to the academic debate and public policies, through three objectives: first, **by conceptualising a framework based on alternative development trajectories for (un)sustainable urban transport; second, by co-producing evidence through the collection and analysis of mobility and land use data in Maputo and Freetown; and third, by initiating participative governance processes with public and professional stakeholders, to foster new models of development based on a sustainable mobility trajectory.**

These objectives make a significant contribution towards accelerating sustainable urban development transitions in rapidly growing cities across the Global South, in particular in Sub-Saharan Africa. They respond directly to a range of international targets, including 8 of the Sustainable Development Goals (SDGs), the UN's 2030 Agenda for Sustainable Development and the Climate Agreements.

In Freetown, the current urban trajectory leans towards car-oriented development, although the rate of private vehicle (car or motorcycle) ownership is low (estimated at around 11.3)[1]. This raises the question whether Freetown is in a unique position to leapfrog car-centred urban developments and implement more sustainable, inclusive and accessible mobility systems.

In this context, and drawing on an in-depth diagnosis of the socio-economic, environmental, spatial and governance conditions for urban and transport development practices in Freetown[2], **participatory processes** with the aim of outlining a **collective vision of mobility and accessibility** in Freetown and identifying pathways to achieve this vision.

Two deliberative workshops involving a range of stakeholders were run by the T-SUM team, in collaboration with relevant public authorities. The first workshop focused on agreeing on a common vision for the future of Freetown, including discussions about possible urban trajectories to achieve the desired vision. In the context of this first workshop, relevant policy instruments in the field of transport/mobility and accessibility and land-use were identified.

1 Koroma, B., Oviedo, D. Yusuf, Y., Macarthy, J., Cavoli, C., Jones, P., Levy, C., Sellu S. (2020) City Profile Freetown, Base conditions of mobility, accessibility and land use. T-SUM. UCL
2 Koroma, B., Oviedo, D. Yusuf, Y., Macarthy, J., Cavoli, C., Jones, P., Levy, C., Sellu S. (2020) City Profile Freetown, Base conditions of mobility, accessibility and land use. T-SUM. UCL

The second workshop built on the outputs of the first workshop. It focussed on how to translate the agreed vision into practice. Participants were invited to identify practical implementation constraints and opportunities to achieve the vision and agree on a list of actions/resolutions to put in place to overcome main implementation barriers.

This report summarises these workshops, provides a detailed account of the preparatory and implementation processes and offers reflections on the practical experience of holding these workshops. **The objective of this report is to provide one illustration of how to implement participatory policy processes in the mobility sector, in the context of rapidly growing Sub-Saharan African cities.**

The first workshop "Visioning and Transitions" took place on December 3rd & 4th 2019 in Freetown. The second workshop "Practical Implementation" was held on the 4th March 2020. Both workshops took place at a hotel in Freetown. The venue was deliberately chosen as it represents a neutral location, devoid of political connotations.

Preparatory Process

The design and organisation of the workshop was led by a team from the Sierra Leone Urban Research Centre (SLURC) and the Centre for Transport Studies and the Development Planning Unit of University College London (UCL). SLURC, a locally embedded organisation, instrumental in informing urban policy and research, has an excellent grasp of the political issues surrounding mobility and land-use in Freetown and also links to relevant government and non-government organisations in the country. This was essential to ensure that a diverse range of stakeholders attended the event, especially decision-makers and representatives of local communities.

Establishment of a Steering Committee

Much of the success of the workshops can be attributed to the establishment of a steering committee. The steering committee involved key decision-makers based in Freetown, either representing government, academic institutions, unions and associations and the private sector. They actively contributed to the design of the workshop, which built on their expertise in urban development and the transport sector in the Freetown context. **The objective of the steering committee was to help ensure that this workshop was grounded in the current transport and land-use discussions in Freetown and that all participants supported the workshop objectives.**

Freetown City Council (FCC) and the Ministry of Transport and Aviation (MoTA) were given particular importance, as they are the key policy makers and implementers in transport planning in the city. The workshops were designed and run in close collaboration with these two institutions, in addition to the institutions listed below.

The steering committee is made up of the following organisations based in Freetown, Sierra Leone:

- Ministry of Transport and Aviation (MoTA)
- Ministry of Planning and Economic Development (MOPED)
- Freetown City Council – Mayor's Delivery Unit (FCC)
- Civil Engineering Department, Fourah Bay College (FBC)
- Sierra Leone Roads Authority (SLRA)
- Sierra Leone Road Safety Authority (SLRSA)
- Sierra Leone Institution of Engineers (SLIE)
- Sierra Leone Road Transport Corporation (SLRTC)
- Sierra Leone Urban Research Centre (SLURC)
- The Passenger Welfare Association (PWA)

The establishment of a steering committee was critical to ensure that the workshops contribute to local policymaking, decision-making and planning processes and generate a long-lasting policy legacy.

Figure 1 Steering Committee Meeting

Three Steering Committee (SC) meetings took place prior to the first T-SUM workshop. During these meetings, the relevance of the workshop, its organisation and the potential participants were discussed. In parallel, moderator guidelines were developed, which can be viewed in Appendix A. **The design and delivery of the T-SUM workshops summarised in this report contribute to additional objectives of capacity building set out in the project. Guidelines and training for workshop facilitators working in professional practice in transport institutions will contribute to their long-term engagement with other stakeholders in aspects related to sustainable urban mobility.** Moreover, debriefing sessions with the SC and takeaway material from the workshops also aim to contribute to strengthening capacity and awareness of stakeholders at all levels involved in urban mobility to address challenges and concerns linked with sustainable transitions.

Following each workshop, reflection sessions with the Steering Committee took place in order to discuss the outputs of the workshop and how to ensure they have an impact. The results of these meetings were relevant to shape the methodology and approach for the next workshop.

Identifying relevant participants across sectors and levels of governance

To identify workshop participants and inform the research, a series of key informant interviews (KIIs) and focus groups were carried out over the 6 months before the first workshop. This allowed the team to identify the relevant actors and institutions that would benefit from the workshops. Each workshop involved circa 50 stakeholders across sectors and levels of governance, including policy-makers, transport operators, citizen representatives and local associations (see table 1 below).

Supranational Level	National Level	Regional Level	Local Level
World Bank representatives responsible for relevant urban issues in Maputo & Freetown (M&F)	National government officials working on urban planning and urban transport in Sierra Leone & Mozambique	Transport and planning authorities in M&F's metropolitan areas	Local authority: Transport, planning and other relevant departments including police representatives
UN-Habitat representatives responsible for urban issues in M&F	NGO working on urban issues M&F (e.g. Architects without borders)		Universities and research institutes: transport and urban planning departments
International development agencies focusing on urban issues based in Freetown and Maputo (e.g. DFID)			Citizens associations including neighbourhood representatives, church & community associations, local associations or NGOs
International Monetary Fund representatives responsible for urban issues in M&F			Transport operators, including minibuses associations, public buses and train operators

Table 1 T-SUM workshop stakeholders template

Visioning & Transitions Workshop

Objectives of the workshop

The objective of the first "Visioning and Transitions" workshop was to understand and discuss the values and principles guiding Freetown's urban and transport planning, agreeing on a collective vision for the city, and identifying ways to achieve this vision.

The workshop aimed to **initiate evidence-based engagement** with key professional stakeholders across the transport sector. The specific objectives and intended outputs were:

- **Discuss & complement the visioning exercise for urban mobility & land-use that took place during the Transform Freetown[3] initiative, led by Freetown's Mayor Yvonne Aki-Sawyerr in January 2019**
- **Discuss & agree on possible urban trajectories & transitions in Freetown to achieve an agreed vision**
- **Identify relevant policy instruments and draft an action plan**

The following sections highlight the activities that were conducted to achieve these objectives. For each activity, the aim, the method and a summary of the results are shared.

The agenda of the workshop is attached in Appendix A. A policy brief that summarises the main output of the workshop is attached in Appendix F.

1. Visioning Session

Aim

The first activity was a visioning exercise that aimed to invite participants to describe a desired future for the city of Freetown. An intergenerational element was introduced as participants were asked to think about the next generation of inhabitants. It provided an opportunity for participants to outline their ideal Freetown, in a scenario with no resource constraints. **The objective of this first session was to generate a consensus around a common vision for the future of Freetown.** The design of this exercise was informed by past initiatives and publications, including the CREATE[4] and the Liveable Cities projects[5].

Method

Kickstarting this session was a series of short presentations highlighting Freetown's main urban challenges and opportunities.

3 Further information about Transform Freetown is available at https://fcc.gov.sl/transform-freetown
4 Further information available at: http://www.create-mobility.eu/create/Publications/Reports
5 Further information available at: https://www.researchgate.net/publication/289479413_Constructing_a_vision_for_an_%27ideal%27_future_city_A_conceptual_model_for_transformative_urban_planning

Presenters included the Mayor of Freetown, senior members of the Freetown City Council (FCC), T-SUM representatives and local residents representing four different neighbourhoods. These neighbourhoods were selected for the focus groups of T-SUM's Work Package 2, seeking to raise evidence on three areas of accessibility and mobility related to people's (i) behaviours and practices, (ii) rationales and motivations, and (iii) expectations and suggestions related to policy and practice. Each neighbourhood was chosen because they exhibit different degrees of private motorisation, income and location relative to the city centre. As such, representatives from these neighbourhoods reflect the diversity of needs and preferences around urban mobility and accessibility in Freetown, contributing different perspectives to the discussions facilitated during each workshop. Having a diverse group of presenters was important to highlight the different perspectives and lived experiences. The session was framed by a presentation and numerous posters illustrating the key international agreements driving national policies in Sierra Leone, including the Sustainable Development Goals (SGDs), the Climate Agreement, and Freetown's participation in the C40 cities[6] . To set the framework for the visioning exercise, the T-SUM team also introduced an international perspective by illustrating contrasting "alternative futures", showing different urban forms such as Houston or Barcelona and associated side-effects and negative externalities.

For the visioning exercise, the participants were divided into mixed groups of 8, including participants across sectors and representatives of local communities. Each roundtable discussion was facilitated by a moderator from the T-SUM team. The session was structured into a series of mini exercises, guided by the following key questions/topics.

Questions/Tasks guiding the discussion:

- **What do you most like/dislike about Freetown?**
- **Create a list of words that most represent the vision you have for Freetown**
- **Finish the sentence: "The future of Freetown should be…"**
- **How would describe the future Freetown you and the future generations (your children & grandchildren) would like to live in/build?**
- **What kind of city would best accommodate a toddler, teenager, older citizen, disabled, women?**
- **How would people get to work in your ideal city?**
- **How would children get to school?**
- **How would green areas be integrated in the city (e.g. parks)?**

First, the discussion revolved around 'likes' and 'dislikes' of Freetown, which led to the creation of a list of keywords that represented the collective view. These words then provided inspiration for the next exercise, which involved completing the sentence: "The future of Freetown should be..." The moderator captured the discussion on a flipchart which were then presented back in the plenary and commented on. A local artist also observed the different discussions to sketch the consensus of the vision that emerged from the discussion sessions. After the workshop, the flipcharts were analysed through a thematic content analysis, which allowed the team to identify key themes and visions, outlined in figure 2.

6 Further information about the C40 cities initiative available at https://www.c40.org/

Figure 2 Artists Interpretation of Visioning

The results of this session were analysed drawing on qualitative methods, including thematic analysis and word count.

Results Visioning exercise

Despite the separate roundtables and the variety of participants, overarching themes emerged demonstrating a shared vision amongst stakeholders with different backgrounds.

There was a strong emphasis on the beauty of the natural landscape of the city with its beachfront and surrounding hills. The favourable climate was also highlighted, allowing for many outdoor activities, making the city very active. Participants noted that the landscape, the built environment and the people of the city all contribute to Freetonians having a sense of independence and freedom to express themselves.

While the above paragraph highlights the list of elements that are positive about Freetown, the list of changes, wants and negative attributes was longer. This is depicted in figure 1. There was a consensus amongst the five tables that the city has been poorly planned, with a lack of public facilities and little enforcement of the law. In particular, the poor sanitation and hygiene in addition to poor waste management were noted as key inhibitors to Freetown's development. One participant even highlighted that there is a *"culture of impurity"* in Freetown.

Poor planning has led to several challenges for the city. In relation to transport, participants highlighted the high level of congestion. There was a consensus that informality, especially informal markets and street traders, are a contributor to this congestion. This is compounded by the limited access to transport and growing dependency on cars. From an urban planning perspective, there was a grave concern about the overemphasis on the Central Business District (CBD) in terms of planning priorities, thereby side-lining the rest of the city.

Part of the exercise involved the participants completing the sentence: **"The Future of Freetown should be…"**. Again, key phrases emerged, including: **environmentally friendly, well-planned city, safe & secure, healthy city, strong social facilities, sustainable, reliable, economically prosperous, accessible and well-governed.** The following figure summarises the most used phrases during the exercise. It is important to note that none of the phrases was significantly more used than others, demonstrating that these visions are more of less of equal importance for participants:

Figure 3 The future of Freetown should be...

2. Sustainable Urban Mobility Principles

Aim

The second activity of the 'Visioning & Transition' workshop aimed to **identify a set of guiding sustainable urban mobility principles for policy and planning decisions in Freetown and other cities in Sierra Leone.**

Method

This activity was structured into two parts:

1. A suggested list of sustainable urban mobility principles was presented to participants
2. Participants were divided into different groups[7] to discuss the extent to which this list is relevant to Freetown, amending the list as they saw fit. Furthermore, participants ranked each principle by order of priority.

The list of principles was based on a literature review on sustainable urban mobility principles. Primarily academic publications, reports or documents published by international development organisations and city & organisation alliances (see a summary in Table 2 below) were reviewed.

Academia	International Development Organisations	City & Organisation Alliances
Cavoli (CREATE project)[8]	Wolrd Bank & SUM4all	ITPD
Banister[9]	GIZ	Coalition for urban transitions
Kenworthy & Laube[10]	Shared mobility principles for liveable cities	WRI
Loo & Tsoi[11]	UN Habitat	UATP
Davis & Altshuler[12]	EU SUMP	WBCSD

Table 2 Academic publications, reports or documents published by international development organisations and city & organisation alliances, illustrating sustainable urban mobility principles

7 For every exercise groups were mixed to encourage participants to get to know each other and also stimulate new discussions and idea
8 Cavoli, C. (2018). Scope for accelerating urban mobility development processes in rapidly growing economies: cross-city comparisons. H2020 EU project. CREATE
9 BANISTER, D. (2011). Cities, mobility and climate change. Journal of Transport Geography. 19, 1538-1546.
10 Kenworthy, J.R., Laube, F.B., 1999. Patterns of automobile dependence in cities: an international overview of key physical and economic dimensions with some implications for urban policy. Transp. Res. Part Policy Pract. 33, 691–723. https://doi.org/10.1016/S0965-8564(99)00006-3
11 LOO, B. P. Y., & TSOI, K. H. (2018). The sustainable transport pathway A holistic strategy of Five Transformations. Journal of Transport and Land Use. 11, 961-980
12 DAVIS, D. E., & ALTSHULER, A. (2018). Transforming Urban Transport. Oxford, Oxford University Press, Incorporated. https://public.ebookcentral.proquest.com/choice/publicfullrecord.aspx?p=5745544.

A thematic analysis of the principles identified through the literature review was undertaken, and recurrent themes were identified. Then, informed by the research that took place as part of T-SUM in Freetown, a series of principles were developed by the T-SUM team and presented to the workshop participants:

Principles to support mobility & transport systems that are accessible to all, efficient, safe & green
1. Control & coordinate land-use and integrate urban & transport planning
2. Promote high-density & mixed land-use development
3. Prioritise public/collective transport & active travel, in particular at the early stages of private motorisation
a. Enhance existing pedestrian & collective transport infrastructures. b. Demand management & behavioural change. c. Integrated multimodal transport systems
4. Expand institutional & planning capacity
5. Apply cross-sectorial collaboration
6. Generate revenues
7. Technological innovation to reduce environmental impacts, optimise systems' efficiency & reduce the need to travel

Questions/Tasks guiding the discussion

Participants were then asked: "Given the vision for Freetown, what kind of principles would have to be in place to guide policy and planning decisions?"

Analysis of group discussions

To analyse the group discussions that followed, a **standardised comparative table** was created (see Appendix B). First, the additions and modifications participants made to the initial list were highlighted and compared (text in red in Appendix C). Second, a **comparative analysis was undertaken to assess the group's prioritisation of the principles.** Colour coding was used to highlight the principles that were most frequently prioritised across groups. Two categories emerged: high and medium priority.

Results

Prioritisation of principles

The list below illustrates the consensus that emerged from the group discussions related to the prioritisation of the various principles. Amendments were made to the wording of the initial list of principles, to more accurately reflect the discussions that took place during the workshop.

Sustainable urban mobility principles
1. Control & coordinate land-use and integrate urban & transport planning
2. Ensure cross-sectorial collaboration
a. Increased coordination between the national & the local level
3. Strengthen institutional & planning capacity
a. Increase training for urban planners
b. Create more technical institutions for transport

4.Prioritise public/collective transport & active travel[13] , in particular at the early stages of private motorisation	
a.	Enhance existing pedestrian & collective transport infrastructures
b.	Demand management & behavioural change
c.	Provide affordable public transport for all, especially for the most vulnerable
d.	Integrated multimodal transport systems
5. Promote high-density & mixed land-use development	
6. Technological innovation to reduce environmental impacts, optimise systems' efficiency & reduce the need to travel	
a.	Foster business-friendly environment
7. Generate revenues	
a.	E.g. Land-use & property tax, parking control
8. Increase urban resilience	
a.	E.g. by greening the city, or by making working hours more flexible

Figure 4 Agreed sustainable urban mobility principles

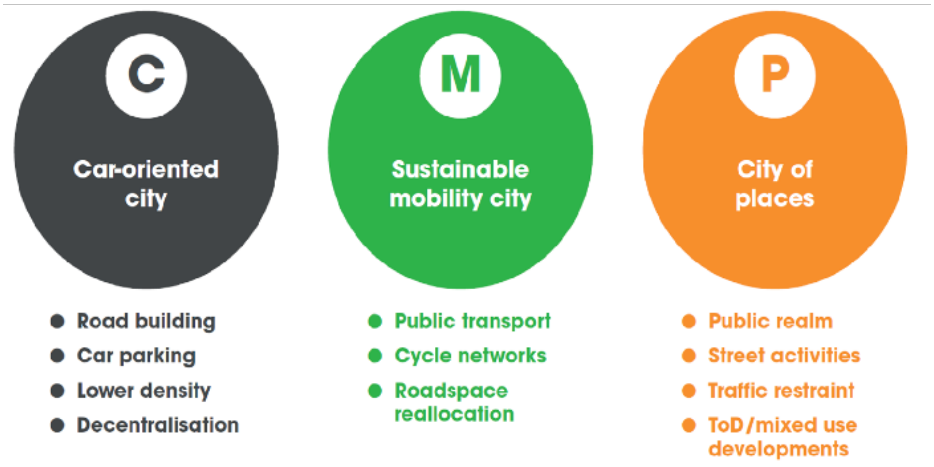
3. Challenges & opportunities to prevent car dependency in Freetown

Aim

The third session of the 'Visioning & Transition' workshop discussed **how Freetown can leapfrog and avoid making the same transport and land-use planning mistakes that many high-income cities have made.** This session strongly reflected the current policy debates in the city. Facilitators reminded participants of the vision and principles agreed in the previous sessions, in particular on how to transition towards sustainable urban mobility.

Methods

Following a presentation that showed the change in policy thinking - from a car-oriented city to 'a city of places' – in a number of cities across the world, participants were asked to partake in two group exercises. For the first exercise, all participants were asked to discuss and reflect on the current mindset that scharacterises Freetown's car dependency. An online voting exercise (through mentimeter.com) was used to get participants to express their views and to record responses. Participants were asked **'Which dominant policy mind-set/regime currently characterises Freetown?'** and were given five choices (as further described below) drawing on the presentation that preceded.



13 E.g. Cycling and walking

1. **‘Car-oriented city’** - The dominant policy mindset in their city focuses on accommodating the demand for private car-use. Typically, this includes plans and investments to increase road capacity for private vehicle use and to increase parking spaces. Furthermore, this dominant policy mindset tends to allow low-density developments, leading to increased urban sprawl. Policy priorities tend to be about moving vehicles instead of people.

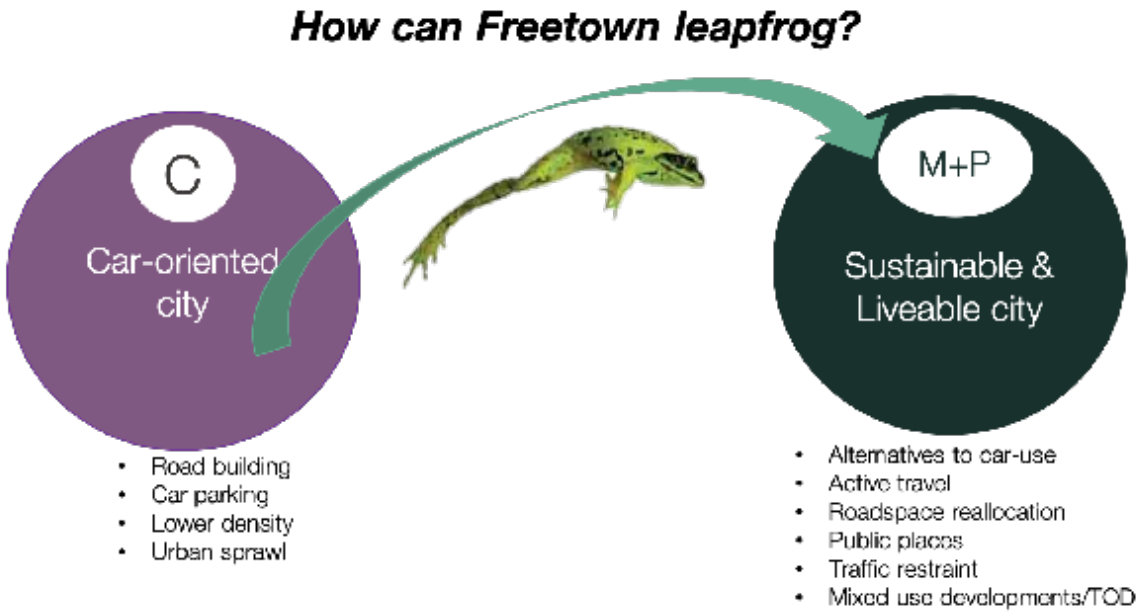
2. **‘Sustainable mobility city’** - Policies and investments are directed towards increasing and enhancing public and collective transport or active travel (such as cycling) to provide alternatives to car use and move people and not just vehicles.

3. **‘City of places’** - Public authorities and investors focus on creating a ‘city of places’, building attractive public spaces and fostering street activities. Authorities actively discourage the use of private vehicles by restraining traffic and by developing mixed land-use areas to increase accessibility.

4. **‘In between ‘stages’** - Their city is in between two of the ‘stages’ described above

5. **‘Others’**

Following the online voting exercise, guided group conversations took place to discuss how Freetown can avoid car-oriented developments and leapfrog to focus on building a sustainable & liveable city, learning from the mistakes made by numerous high-income cities across the world.



Results

Dominant policy mindset

Figure 3 illustrates the results to the Mentimeter voting exercise asking **'Which dominant policy mind-set/regime currently characterises Freetown?'**. A total of 29 participants (likely to be more as many worked in pairs) responded to the question.

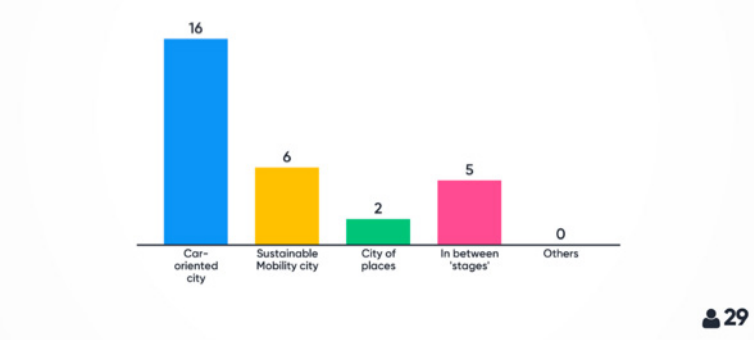


Figure 5. Question 1: Which dominant policy mind-set/regime currently characterises Freetown?

Most respondents indicated that the dominant policy mind-set in their city currently focuses on accommodating the demand for car-use. Circa 20% of respondents believe that their city is in between 'stages', transitioning from the 'car-oriented city' to the 'sustainable mobility city'. Another 20% argued that authorities currently focus on sustainable mobility policies. A minority of respondents chose 'city of places' i.e. that public authorities and investors focus on creating a 'city of places', building attractive public spaces and fostering street activities.

Challenges & opportunities to leapfrog

As outlined above, **participants were asked whether an increase in car-use is preventable in Freetown and how Freetown could leapfrog to follow a more sustainable development pathway.** Figure 4 below illustrates participants' responses. Most groups were optimistic, stating that an increase in car-use is 'definitely preventable' (32%) and 'hopefully preventable' (64%).

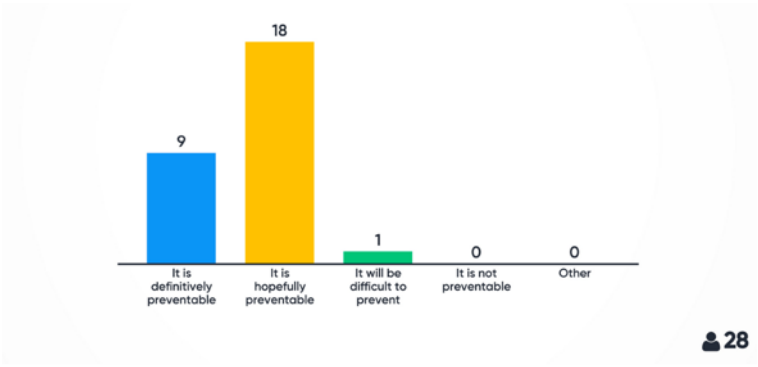


Figure 6 Question 2: Is an increase in car-use & avoiding making the mistakes many high-income cities have made, preventable in Freetown?

Participants suggested putting in place a series of measures to help prevent an increase in car-use. The following list summarises the consensus that emerged across group discussions. The measures that could prevent car-oriented developments in Freetown include:

1. Change people & policy mindset through:

- Raising public awareness about the negative effects of an increase in car-use
- Informing on the positive impacts of public transport
- Encouraging committed politicians to take radical action

2. Promote good quality Public Transport by improving:

- Operations & standards to increase frequency, reliability and information
- Infrastructure for public transport – e.g. segregated bus corridors
- Accessibility

3. Discourage car-use through:

- Taxes and congestion charge
- Limit the number of cars per household
- Mixed land-use & density to minimise the need for car-use

4. Incentivise using other transport modes, such as:

- Cycling infrastructure
- Better, safer and more pedestrian friendly sidewalks
- Include & improve unconventional modes such as boats

4. Policy instruments

Aim

This session focused on identifying necessary policy instruments to achieve the vision in the medium- and long-term building on the sustainable urban mobility principles agreed in the context of the workshop.

Methods

First, relevant policy instruments that have been implemented in cities across the world were presented by UCL. The presentation included examples such as parking management in Manila, Street Pedestrianisation in Mexico City, or land-value capture in Hong Kong. Figure 7 provides an overview of the suggested policy instruments and examples from cities across the world. This figure was used as a basis for the ensuing group discussion.

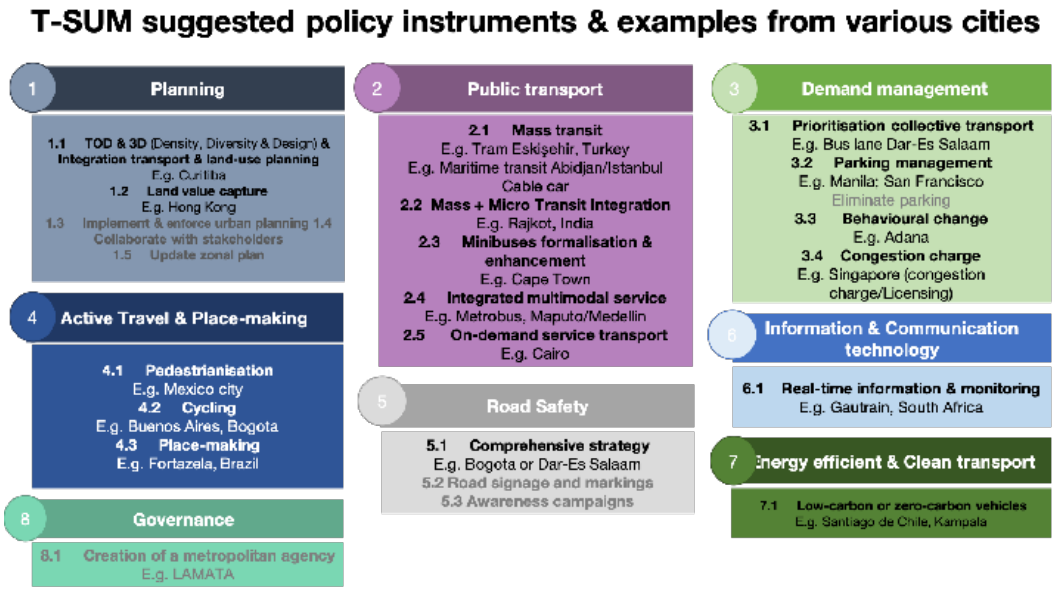


Figure 7 T-SUM suggested policy instruments & examples from various cities

During the group discussion, participants were first asked whether there are other measures that they would like to add. Then participants had to match each policy instrument with relevant sustainable urban mobility principles agreed at the start of the workshop. This was to ensure that the suggested policy instruments were aligned with the agreed principles.

Groups were then encouraged to explore the broader political context associated with the implementing of each policy instrument. Moderators guided the discussion by asking questions such as: how much political support does this instrument have? How much cultural societal support? Does Freetown have the right institutional and regulatory conditions to implement this policy instrument? When could these instruments be initiated? Finally, groups were asked to rank the policy instruments in relation to urgency and feasibility in the context of Freetown. The conclusions of each group were presented in the plenary.

Results

The results of this discussion are outlined in figure 8. This analysis includes the main policy instruments identified across groups. The indication of priority is given in the x-axis. The feasibility of implementing this policy instrument is portrayed in the y-axis, which reflects the discussion around the political context, in particular the amount of societal and political support for these initiatives. The size of the bubble represents the perceived importance. As is evident, collective transport walkability, cycling, and integrated collective transport were seen as particularly important. Transport and land use integration, including land value capture, were considered a priority but with low feasibility. Creating a mass transit system, formalising semi-formal transportation such as kekehs (i.e. rickshaws) and okadas (i.e. motorbike taxis), and improving walkability in the city were also considered a priority and generally assessed as being feasible to implement. Many instruments in the transport management and operations category we not prioritised but sit in-between low and high feasibility.

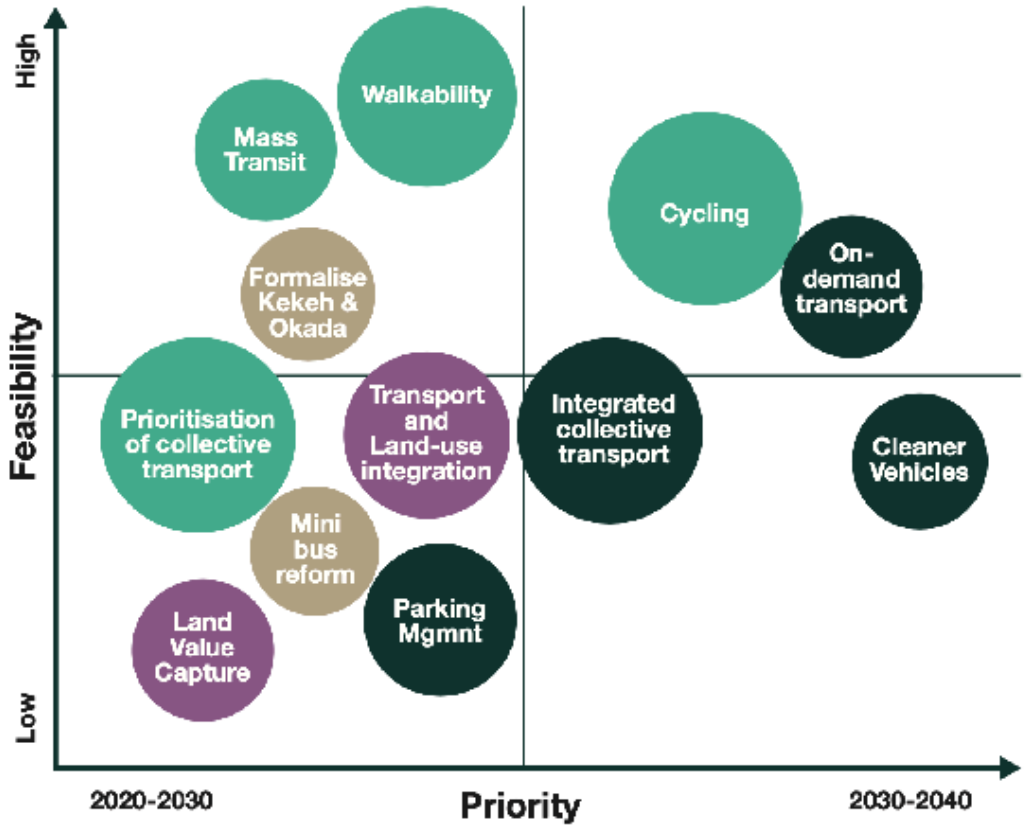


Figure 8 Priority and Feasibility of Policy Instruments

5. Panel Discussion

To ground the discussions that took place about the vision and policy instruments, the workshop organisers convened a panel discussion on one of the most debated proposed policy instruments in Freetown. The Freetown City Council (FCC) is proposing to install a cable car system in Freetown to address some of the challenges discussed during the workshop, in particular congestion. Opinions on this plan are divided, and therefore the team put together a panel that represented all sides of the debate, including FCC, the engineering company who could implement the cable car, the ministry of transport and a senior academic/ expert on transportation policy from the T-SUM team. First, the panellists critically examined the plan and its alignment with the agreed vision and principles. Second, workshop participants were given an opportunity to ask questions and to make comments. This led to an engaging debate amongst all participants. The discussion was moderated by UCL.

Figure 9 Panel on Cable Car

6. Taking Stock

Following the panel discussion, the Freetown City Council briefly presented the Transform Freetown initiative[14] and updated participants on the progress made over the past year. SLURC then presented Freetown's urban plan and highlighted how this links to the national development plan. **Given the knowledge that participants have gained on the policy instruments other cities have been using and also reflecting on the overarching vision that they feel should guide Freetown, a discussion ensued reflecting on what has been achieved to date, who has benefited, what procedures were put in place to ensure progress and what still remains to be done.** This was captured on flipcharts.

The summary and conclusions of this visioning workshop have been summarised in a policy brief titled: Strategic vision for sustainable urban transport and mobility in Sierra Leone: Lessons and insights from Freetown" (Appendix F).

Following this first workshop, the Steering Committee met to debrief and discuss how to ensure that the outputs of the workshop are integrated into the country and the city's policies and plans, and how to ensure a long-lasting legacy.

14 Further information available at https://fcc.gov.sl/transform-freetown/

Practical Implementation Workshop

The second workshop, which took place 3 months after the first workshop, focused on practical implementation issues. The objectives of the 'Practical implementation' workshop were to:

- **Establish a roadmap for the implementation of policy instruments (complementing ongoing projects)**
- **Identify practical implementation constraints and opportunities to achieve the vision**
- **Agree on a list of actions/resolutions to put in place to overcome main implementation barriers**
- **Agree on the allocation of roles and responsibilities between the different institutions/stakeholders**

The participants who attended the first workshop were invited to regather at the same venue. The 'Practical implementation' workshop was structured into several parts, as illustrated in the agenda available in Appendix D. Prior to the group activities, a summary of the last workshop (in particular, a reminder of the agreed vision) was presented to the participants. The results from the 'Practical implementation' workshop were summarised in a policy brief titled: "Strategic Vision for Sustainable Urban Transport in Sierra Leone: Practical Implementation Challenges, attached in Appendix G.

1. Shared Mobility Experience

The day before the 'Practical implementation' workshop, a collective exercise named 'shared mobility experience' was organised involving the steering committee members. **The objective of this exercise was to invite key decision makers (i.e. the Steering Committee members) to experience hands-on various modes of transport in Freetown, including walking, using a wheelchair, taking a minibus, a motorbike taxi, a large bus, an on-demand taxi, etc..** This 'lived experience' of mobility in the city brought to the surface current challenges around accessibility, inclusivity, mobility and transport.

The organisation of the mobility exercise was led by SLURC. Two teams were set-up, one that met in the East of the city where there is more congestion, the other met in the west of the city, close to the beach, where transport infrastructures experience better conditions. The objective was for each team to race to the SLURC office (which is located in-between the East and west), using as many different collective transport modes as possible (e.g. Kekeh, Okada, Poda Poda, walking, taxis), combined with walking. Each member provided their geo-locations when transitioning from one mode of transport to another, and also noted the time it took to travel between these stations. Senior decision-makers, such as the members of the Steering Committee who took part in this exercise, tend to rely on private vehicles (with or without chauffeur) to move around in the city. This exercise not only highlighted the transport inequality between the East and the West, but also provided an opportunity for senior decision-makers to experience moving around the city via different means of transport.

In the reflection session after the exercise, female members of the Steering Committee highlighted harrassment and discomfort issues in collective transport, notably in motorbike taxis. Furthermore, the dangers of certain modes of transport, especially shared motorbikes (i.e. okadas) was discussed, even though they are the fastest way to travel around the city. A member of the disabled community in Freetown shared her experience of taking transport in the city and noted that currently, there is no provision for people with disabilities.

This exercise created a momentum prior to the workshop and allowed for a discussion and reflection amongst policy-makers and researchers on the challenges of using public/collective transport in the city.

Figure 10 PWD taking public transport in Freetown

Figure 11 Participants of mobility exercise

2. Timing Diagram

Aim

The 'Practical implementation' workshop started with an activity aimed to create a timing diagram, or roadmap, illustrating existing/planned and desirable projects/ policy instruments linked with mobility, transport and land-use. On the one hand, the timing diagram illustrates the existing/committed projects, programmes and policies related to mobility and land-use in Freetown. These have been listed in appendix H and slotted into four categories: Physical infrastructure, transport management and operations, land-use/spatial and sector planning and governance and regulations. On the other hand, it also includes proposed/suggested new projects, programmes and policies (see figure 12). The need for cross-sectoral collaboration between relevant institutions to implement the various policies and projects was also discussed.

Method

First, the participants were asked to review in groups the timeline of all existing/committed projects/policies in Freetown, and to highlight potential cross-sectoral collaboration gaps that needed to be addressed. To encourage a discussion on the latter, the moderators asked a series of open questions for participants to answer/discuss in groups, with the purpose of complementing and amending the existing diagram. **Some of the more specific questions around cross-sectoral collaboration were:**

- How well coordinated are programmes and projects across sectors?
- Are there actions that need to be taken to encourage synergies?

In addition, group discussion sessions focused on identifying new projects, programmes and policies needed to achieve the vision agreed during the first workshop. The questions asked during these sessions were:

- Between now and 2040, which policy instruments need to be prioritised?
- When should new policy instruments be implemented to achieve the vision?
- Are any policy instruments missing from the timeline?
- Which institutions/stakeholders will initiate these policy instruments?
- What cross-sectorial collaboration, path dependencies, synergies are needed for each new policy instrument?

Results

The result of this activity was summarised in the timing diagram (figure 12 below), which outlines existing priorities and suggests a series of new policies and projects that should be developed between 2020 and 2040. The projects and policies have been divided/organised into four dimensions: Physical Infrastructure, Transport management & operations, Land-use/ spatial and sector planning, and Governance & Regulations.

The analysis of the group discussion sessions indicates that many policy priorities are considered urgent and should be achieved between 2020 and 2025. For the 'physical infrastructure' category, an emphasis is clearly on moving away from car dependency through alternative modes of transport. This is reflected in the 'transport and management' section, as well as the expansion of on-demand transport services, prioritisation of public transportation, awareness campaigns and better management of road space - are all to be achieved before 2025. The 'land use' sector contributes to sustainable transport by prioritising transit-oriented development in addition to developing a land value capture system and having up-to-date zone and structure plans as well as enforcing existing plans. Finally, in the 'governance and regulations' section, priority is put on multi-stakeholder collaboration, building institutional capacity, formalising informal modes of transportation and also regulating informal markets.

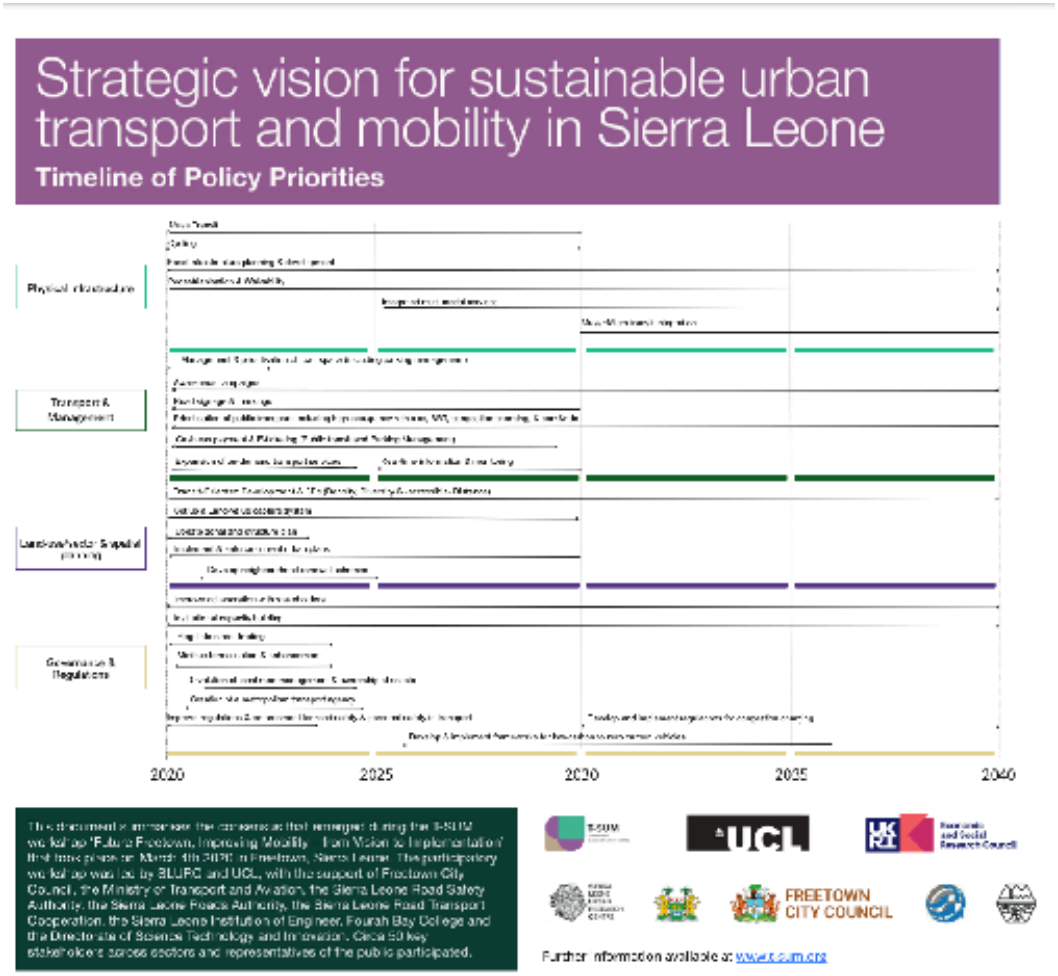


Figure 12 Updated timeline of policy priorities

3. Practical Implementation issues

Aims & Objectives

The second activity of the workshop aimed to identify **the practical implementation challenges and opportunities that could either hinder or foster the implementation of the proposed policies and projects in Freetown.** Participants were asked to suggest solutions to overcome each of the practical implementation obstacles identified. Given the diversity of participants, the discussion highlighted different experiences and understanding of issues by local actors, as well as the different levels of influence for decision making.

Methods

The activity started with roundtable discussions informed by findings from T-SUM's research. In the context of the qualitative study undertaken in Freetown as part of T-SUM, circa 30 key stakeholders in the field of urban mobility/transport and land-use were interviewed. Each interviewee was asked to identify practical implementation challenges in Freetown. The results of the qualitative analysis from the key informant interviews indicates that five key challenges were identified (see figure 13 below). Workshop participants were invited to critically assess these findings and to rank the five key challenges in order of importance (1 being the most important). Once a consensus had been reached, and the challenges had been prioritised, a discussion ensued on the challenges & opportunities as well as the policy instruments to overcome these.

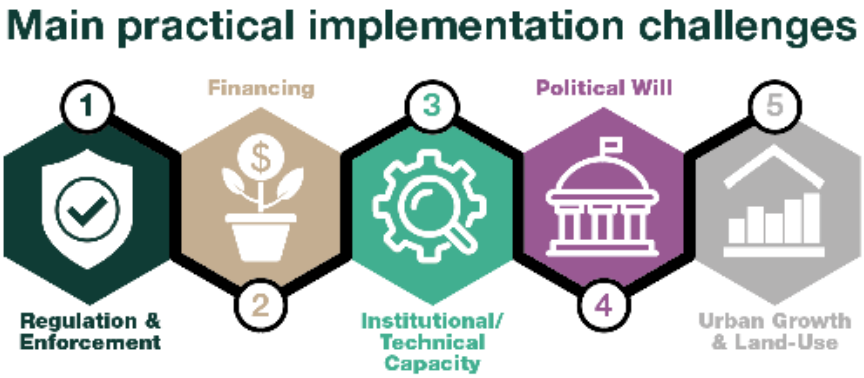


Figure 13 Main Practical Implementation Challenges

Results

As illustrated in figure 13 above, participants identified 'Regulation and enforcement' as the most problematic issue, followed by 'Financing', 'technical and institutional capacity', 'political will', 'urban growth and land-use'. If not addressed, these issues could prevent the successful implementation of the various policy instruments planned and necessary to achieve the desired vision.

Following the prioritisation exercise, each group discussed one or two of the practical implementation challenges in more detail. The moderators guided the discussion by asking participants to list the opportunities and challenges associated with each practical implementation challenge. The summary of the session is outlined in the table below and in the briefing note in Appendix G.

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

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

Evaluation

At the end of both workshops, an anonymous survey was circulated. Participants were asked to list elements of the workshop they enjoyed and suggest improvements. **The feedback for both workshops was overwhelmingly positive with many praising the participatory format of the workshop.** Participants were asked to complete the sentence: **"As a result of the workshop I feel". Common responses were: "better informed", "full of hope".** Furthermore, the survey asked about the impact of the workshop on participants with most stating that they now intend to **"support/commit/engage more actively in sustainable urban transportation issues in Freetown".** The team also asked participants to list the things that were good about the workshop. Here, examples included: (i) the format of the workshop; (ii) diverse range of participants (iii) information received.

Participants from the first workshop highlighted that there was a lack of community representation as there were few members of the public participating in the event. This was rectified for the second workshop. Furthermore, some participants stated that some content was difficult to follow due to the use of technical jargon. Others noted that while the workshop was participatory, more time should be allocated to a moderated discussion to hear different opinions and perspectives on the topics being discussed in the workshops. Finally, participants noted that discussions drawing on other cities could at times feel abstract. It is therefore important to ensure that the information communicated is clear and draws on practical examples. Please see Appendix E for the evaluation form.

Figure 14 Participants from Workshop 1

Press Coverage

Both the UCL team and SLURC posted extensively about the workshops on social media. The press coverage was significant in Freetown.

1. TV coverage

The 'Visioning and Transitions' workshop held in December was featured on several national TV channels (see this link), including Prime Times News AYV video live TV discussion (see this link), and led to various radio and newspaper interviews. Resulting from the press and social media coverage of the workshop several other TV channels interviewed members of the T-SUM research team from UCL and Freetown:

• The AYV (African Young Voice) channel broadcasted a live interview with partners from Freetown (Braima Koroma) and UCL (Dr. Daniel Oviedo). The TV appearance has had more than 1.5k viewers and it can be found online at www.ayv.com.
• Prime Times News AYV (African Young Voice) channel, interviewed one of the T-SUM representatives, Dr Clemence Cavoli, together with other policy-makers in Freetown, Hindolo Shiaka (Director, Ministry of Transport and Aviation), Mariama Whitmore (Mayors Delivery Team, Freetown City Council).
• Prime Times News AYV (African Young Voice) interviewed T-SUM representatives from Sierra Leone, Braima Koroma (Project Manager, Sierra Leone Urban Research), Leonoor Schouten Netsen (Urban Planning Cluster, Mayors Delivery Team, Freetown City Council).
• In February 2020, Dr Clemence Cavoli was interviewed by Know Your City TV, to discuss how mobility, accessibility and land use issues are relevant in the rapidly expanding cities across Sub-Saharan Africa.


SLURC Holds Pg6
Seminar to Improve
Mobility in Freetown

2. Radio & newspaper

Resulting from the workshops, some members of the T-SUM team also appeared in radio interviews and newspaper articles. The SLURC team made appearances in Global Times Newspaper (4th December 2019), Premier News (5th March 2020), and Momentum Newspaper (4th December 2019). They also appeared in discussion programmes on Radio Democracy 98.1. More than 1.6k listeners received insights of the project through the programme, which was broadcasted in December 2019. The T-SUM representative Braima Koroma also spoke on the project on Good Morning Sierra Leone, one of the most popular radio shows in the country.

Policy Outputs & Actions

The workshops had multiple objectives, including producing tangible outputs such as an agreed vision for the future of Freetown, a list of policy principles, policy priorities, policy instruments and a roadmap to achieve that vision. These outputs are summarised in the various briefing notes generated by the project (available at https://www.t-sum.org/publications).

The workshops also aimed to bring various stakeholders together, to create synergies and build lasting collaborations. As the result of the workshop, a direct collaboration between Sierra Leone's Ministry of Transport and Freetown City Council was set-up to plan the establishment of a Cable Car and deal with other transport related projects.

Following the workshops, the Steering Committee decided to continue meeting on a regular basis to ensure that the outputs of the workshops are implemented and to further encourage the cross-sectoral collaborations that were established during the workshops. Various Steering Committee meetings were organised to discuss and plan the next steps and ensure a policy legacy. Amongst others, the following points were discussed and agreed:

- All steering committee members agreed that the **T-SUM workshops are very important and their outputs need to be integrated into existing and future policies & programmes.**
- **Steering committee members** agreed to draft a political declaration to get key politicians and institutions at the national and local level to commit to implementing the outputs of the workshops.
- The **Sierra Leone Road Authority's** management is currently taking into consideration T-SUM findings to see how this can be incorporated in their work
- The workshops' outputs are being included in the Integrated and Resilient Urban Mobility Project **(IRUMP) led by the Ministry of Transport.** SLURC will be involved in the IRUMP's Steering Committee
- **Fourah Bay College** will integrate themes from T-SUM to their teaching & research activities
- **The Transport Ministry** plans to establish a public transport regulatory authority that will realise some of the policy guidance that emerged from T-SUM
- Policy guidance from T-SUM will be integrated into **national transport policies,** in particular, focusing on sustainable modal shift & building markets to free walking space. Consultants are currently working with the **Ministry of Transport** to improve national policies as the conclusions of the workshop affect the entire country
- The **Sierra Leone Institution of Engineers** shared findings with council members and fully support T-SUM findings. Ongoing work focuses on Smart Transportation & Smart System

One notable output is that the Ministry of Transport reported that the documents produced as part of the workshops now serve as **reference documents in Sierra Leone** - not only in Freetown, but in other cities across Sierra Leone. Furthermore, the steering committee noted that the outputs, such as the policy briefs and posters created both for and after the workshops, are very useful to them as they can use these documents as a reminder of the vision and collective objectives as well as potential implementation pathways for transport policies in Freetown.

For example, the representative from the Ministry of Planning (MOPED) noted that these outputs allow her to share the results with those in her ministry who did not attend the workshops, but are guiding national policies. She reported that MOPED's minister himself has been briefed.

While it is too early – and complex - to tell what the outcomes of the workshops have been, the general consensus is that the discussions from the workshop have enriched people's technical and operational understanding of sustainable urban mobility in Freetown. This will likely lead to improved policies, planning and decision-making processes in Freetown and in Sierra Leone, for more sustainable and liveable urban areas in the short, medium and longer-term.

Conclusions & Reflections

The T-SUM project has relied on co-learning and co-production processes. The preliminary interviews and the establishment of a Steering Committee were paramount to ensure that the workshops were grounded in, and relevant to, existing policies and projects, and that key stakeholders and participants took ownership of the process and of the outputs.

The participatory approaches and methods used for these workshops were positively received. Participants noted that they enjoyed engaging and having discussions with other participants from different sectors, including representatives of local communities. The selection process that took place over the course of six months, ensured that the relevant decision-makers and stakeholders in urban transport and land-use attended the workshops. Limiting the number to 50 participants allowed for more intimate discussions and guaranteed that people were not side-lined. Inclusive participation was further guaranteed through having trained moderators in each group.

The format of the workshops was well-received. **The mixed between short and interactive presentations, group discussion and plenary discussions was effective and allowed for an interactive and dynamic atmosphere.** The use of tools such as post-it notes, flipcharts, mentimetre.com and other interactive material to connect different ideas together was essential and promoted creativity.

One of the key challenges of applied research is ensuring that the material is presented in an accessible way for all. A common risk with academic or technical presentations is the use of conceptual or technical jargon. The T-SUM team took these issues into consideration, and tried to create content that was accessible to all audiences, given that the participants were mixed stakeholders with different educational backgrounds.

One key lesson from this workshop is that it is not to be underestimated how powerful it is to bring different stakeholders together to reach a consensus on the vision of a city, as there is little opportunity to do so in their day-to-day work. It reminds these stakeholders that, although they might be individual actors, they are all working towards the same goals. Many of the Steering Committee members noted that this is the first time that they have been working so closely with other organisations on developing a strategic plan for urban transport. These personal relationships that were created will ultimately help achieve the vision set out in the workshops.

Furthermore, it is clear that the second workshop - dedicated to identifying practical implementation issues - was critical to ensure that the various stakeholders have the necessary tools and plans to overcome potential challenges; challenges that could prevent the achievement of the agreed vision.

Finally, it was important to run the two workshops within 3 months of each other, to ensure continuity and build momentum, as there is otherwise a risk that the second workshop mainly becomes a reminder for what happened in the first workshop. Attention should also be paid to the facilities and the venue. The project invested resources to select the right location that would be well perceived in terms of status, seen as apolitical, and meet the requirements of the workshop itself so that all activities could be carried out without problems (e.g. adequate technical facilities).

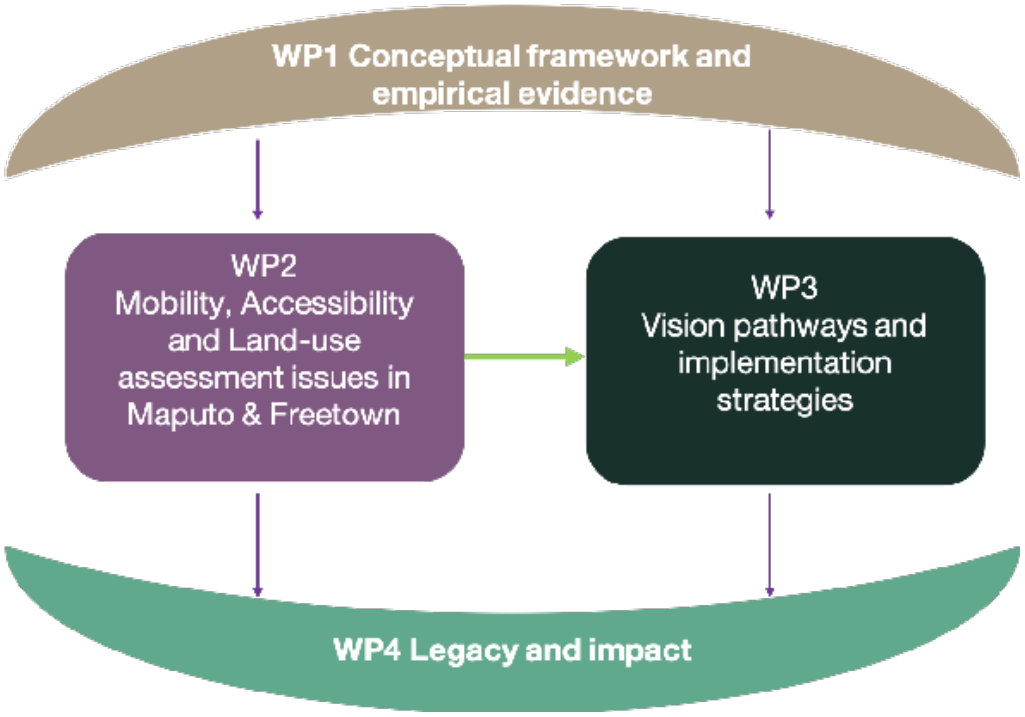
The T-SUM methods that were designed and applied in the context of Freetown were successful to a great extent. These methods are replicable in other cities and can be adapted to different local contexts. The framework used in the context of T-SUM is particularly suitable to rapidly growing cities in the Global South.

Appendices

Appendix A Guideline and workplan (for the use of moderators)

Prepared by T-SUM team & key partners
01/12/2019

Objectives of T-SUM workshops in Freetown



Overview

As part of T-SUM Work Package 3 'Vision pathways and implementation strategies' deliberative workshops will be designed and run in each T-SUM city, drawing on findings and data from WP1 and WP2.

Objectives
The objective of these workshops is to initiate participative governance processes to foster new models of development based on a sustainable mobility trajectory, through evidence-based engagement with public and professional stakeholders across levels of governance and sectors

Objectives workshop 1&2
Discuss & complement the visioning exercise for urban mobility & land-use that took place during Transform Freetown
Discuss & agree on possible urban trajectories & transitions in Freetown to achieve sustainability principles & goals
Identify relevant policy instruments (action plan)

Objectives workshop 3
Discuss practical implementation issues

1. Participants

Each workshop will involve circa 50 stakeholders across sectors and levels of governance in both cities, including policy-makers, transport operators, citizen representatives and local associations (see template in table 1 below, and an example from Maputo in table 2 below).

Supranational Level	National Level	Regional Level	Local Level
World Bank representatives responsible for relevant urban issues in Maputo & Freetown (M&F)	National government officials working on urban planning and urban transport in Sierra Leone & Mozambique	Transport and planning authorities in M&F's metropolitan areas	Local authority: Transport, planning and other relevant departments including police representatives
UN-Habitat representatives responsible for urban issues in M&F	NGO working on urban issues M&F (e.g. Architects without borders)		Universities and research institutes: transport and urban planning departments
International development agencies focusing on urban issues based in Freetown and Maputo (e.g. DFID)			Citizens associations including neighbourhood representatives, church & community associations, local associations or NGOs
International Monetary Fund representatives responsible for urban issues in M&F			Transport operators, including minibuses associations, public buses and train operators

Table 4 T-SUM workshop stakeholders template

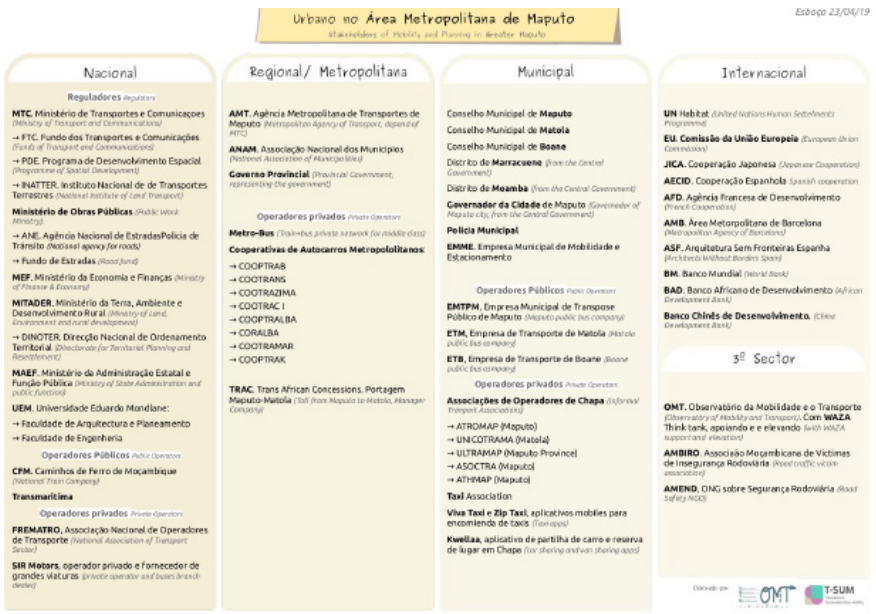


Table 5 T-SUM list of key stakeholders Maputo

Confirmed international participants include:

- Dr. Daniel Oviedo and Dr. Clemence Cavoli, UCL
- Joaquin Romero de Tejada (WAZA, Maputo)

2. Workshop Agenda: 'Visions for the future' & "Sustainable mobility trajectories"

The workshops will be moderated by SLURC, in collaboration with other colleagues from T-SUM and Freetown City Council.

DAY 1: Freetown Future Vision

8.00 Registration and tea

9.00 Welcome and introduction – (Chaired & Moderated by JM)

- Welcome all
- Overview T-SUM & Objectives of workshops
- Outputs: Action Plan & Prioritisation report
- Brief overview of the two days of workshopBriefly introduction of the Steering Committee members (Slides with pictures, names & institutions)
- Remind the members of the audience that each of them has been identified by the project's steering committee and project leads as a key stakeholder. Your presence to these workshops is critical to ensure that the right policies are put in place for the future of Freetown.
- Stress the fact that this is their workshop, we are here to hold the space, provide scientific evidence and let participants reflect and make decisions that will best help their city for now and in the future
- Thank participants who have come from far, in particular Maputo in Mozambique, London in the UK, Austria.
- Tell participants that if they attend the two days they will get a certificate of attendance

9.10 Overview of main challenges and trends

- This short session will provide a brief overview of the main urban challenges faced by Freetown now and in the future & related trends that we should all be aware of in the context of this workshop.

a. Welcome presentation - Yvonne Aki-Sawyerr OBE, Mayor of Freetown

b. Transform Freetown, urban planning & resilience issues and targets - Ing. Modupe Williams & Leonoor Schouten Netsen, Mayor's delivery Unit, Freetown City Council

c. Transitions to Sustainable Mobility in Freetown, key project findings – Dr. Daniel Oviedo, UCL

d. Video interviews of local residents in four neighbourhoods (T-SUM)

9.35 Q&A and discussion with audience

Braima Koroma, SLURC's director of Research and lecturer at Njala University will moderate the Q & A and discussion session

9.50 High level goals (Leonoor Schouten Netten, FCC)

- Leonoor Schouten Netten, a transport expert who works for the Mayor's office in Freetown and used to be an international consultant will now provide an overview of the high levels goals and main international agreements that all countries and cities across the world, including Freetown, are aspiring and committed to achieve. This will set the framework for the rest of the workshop.

10.00 Alternative futures (JM)

- Video presentation from Professor Peter Jones who was not able to travel to Freetown due to medical reasons. Peter Jones is a renowned Professor of Transport based at the Civil, Environmental Engineering Department of UCL. He has over 40 years' experience as a transport expert and was awarded the Order of the British Empire by the Queen. Drawing on his international experience he will now share scientific evidence about possible 'Alternative futures' setting the framework for the visioning exercise that will follow.
- Q&A with audience

10.40 Tea break

11.00 Visions of the future Freetown (JM)

- You will now be invited to engage in group discussions with the colleagues seating around your table.

- Objective of the visioning exercise:

to imagine the future Freetown we would like to live in and we would like future generations to live in (our children, grand-children…)

- What would we like Freetown to be like in 5, 10 in 20 years?
- To reach a consensus about a common vision of Freetown that will ensure our well-being and the well-being of our children and grand-children
- Visioning exercise - round table discussions
- Round table introduction: Moderators start by asking each participant to introduce themselves (name, institution or neighbourhood) – 2 minutes
- Ice breaker: what do you like the most about Freetown? What do you like least about Freetown? (Moderators write down and ask participants to write down answers and put post-tits on the relevant board /flipcharts) - 15 minutes
- Selected words/phrases: Ask participants to pick a series of words or phrases that best describe their vision/ ideal future for you and for future generations (your children/grand-children). How would describe the future Freetown you and the future generations (you're your children & grand-children) would to live in/build? Pick 6 to 10 adjectives finishing the following sentence: [Moderators to write the selected words on blank A5 cards with tick pens and stick them to the board]

o The future of our Freetown should be… (e.g. safe. E.g. Give examples from Wellbeing for future generations Wales to inspire) – 15 minutes Photographs exercise: Ask people to pick photographs they like or do not like. Number the pictures & name of city according to categories. Two groups: I like, I don't like [Pin up on board – 15 max per group]-15 minutes

- Discussion session:

o Encourage participants to have round table discussions focusing on the following central question and sub-questions: How would describe the future Freetown you and the future generations (you're your children & grand-children) would to live in/build?

- What kind of city would best accommodate a toddler, teenager, older citizen, disabled, women?
- How would people get to work in your ideal city?
- How would children get to school?
- How would green areas be integrated in the city (e.g. parks)?

o The picture below (also on your table), drawn by architects, may provide some inspiration

o Mention that whilst participants discuss Sierra Leonean artist Morrison Jusu will walk through the room to draw inspiration from the discussions to illustrate the consensus emerging.

[Moderators: Facilitate group discussions with elements of structure discussion mixed with open discussion to encourage people to imagine a future for Freetown. Summarise consensus on board/flipchart. Regularly link back to high level goals. Have we missed something mentioned in the high level objectives? What are the implication for the structure & density of the city? Relationship better green & built-up areas, management of land and land uses]-35 minutes

https://www.karlschulschenk.com/postfossil-african-city-visions

o Feedback with the whole audience: Moderators should nominate a table lead who will feedback to the rest of the audience. Each table lead will briefly summarise the consensus they reached at their table. Joseph mention that Morrison Jusu's drawing exercise will continue during lunch and that a draft will be presented tomorrow morning. 10 minutes

12.45 Lunch

13.45 Reflection session on the visioning (JM)

- Audience discussion: After a good lunch and a break, is there anything you want to change? add?

1400 Sustainable Urban Mobility Principles (UCL)

- Introduce Dr. Clemence Cavoli, transport policy and urban planning expert, based at the Centre for Transport Studies, UCL. She has over 12 years' experience and regularly works for local authorities across the world and has worked for the UK department for Transport and the European Commission.
- Given the vision for Freetown, what kind of principles would have to be in place to guide policy and planning decisions?
- Q&A (not discussion) – 10 minutes
- Group discussion: A discussion will follow to agree on sustainable urban mobility principles suitable to Freetown. Ask participants whether they would like to amend/add and prioritise the list presented to them (maximum 10). Which of those should be a core part of the delivery of the vision in Freetown? [Moderators: summarise the discussion on a board/flipchart, keep participants focused on the topic, as a lead to feedback to the whole group] – 30 minutes

15.30 Tea break

15.45 Closing (JM, BK)

- Reflect & conclude
- Objectives & Overview Day 2 (Tea & Coffee from 8AM, start at 9AM sharp). Stress the importance of participants' attendance. Remind the incentives (certificate)

16.30 End of Day 1

DAY 2 – Achieving the vision & Taking stock - First steps to 2025

8.00 Tea & Coffee

9.00 Welcome & brief summary of day 1 (JM)

- Welcome & brief summary of day 1
- Show sketch of the vision
- Video WB

9.10 Trajectories (JM)

- I would like to give the floor to Dr. Cavoli who will discuss transitions & urban development pathways, giving examples of different transitions across the world
- Group discussion:

o Is an increase in car-use & avoiding making the mistakes many high income cities have made (investing heavily in road infrastructures…) preventable in Freetown? [Moderators: encourage participants to answer this question, what are the factors that are likely to lead to an increase in car-use? – 15 minutes

- Cultural/behavioural issues?
- Import second-hand vehicles?
- Politics?

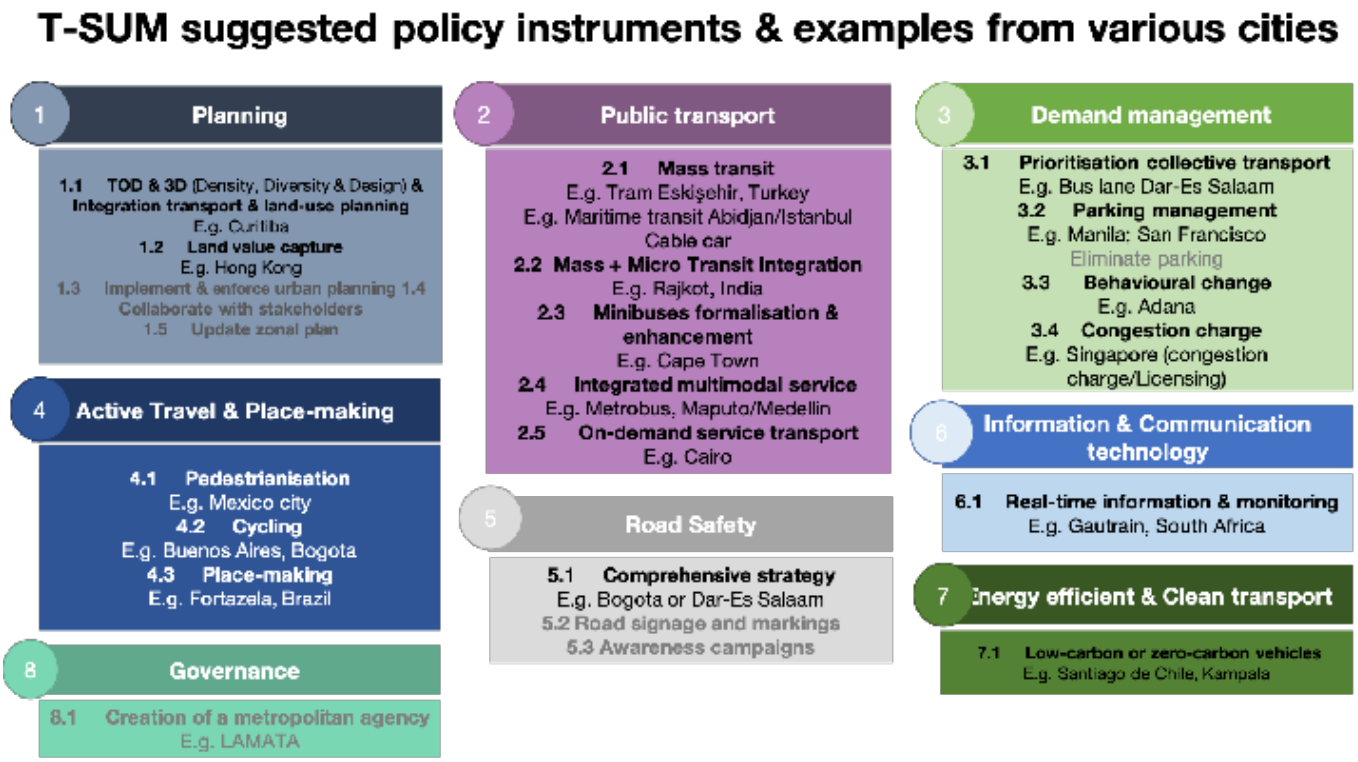
o How can Freetown leapfrog? [Moderators: encourage participants to reflect on the Sustainable Urban Mobility Principles] – 10 minutes

i. E.g. Better public transport
ii. E.g. Technological innovation
iii. E.g. Better planning
iv. E.g. Create better places

10.10 Tea break

10.20 Policy instruments (JM)

- Finally, the workshop will focus on identifying necessary policy instruments to achieve the vision, in the medium and long-term, following sustainable urban mobility principles.
- First a series of examples from different cities across the world will be given by the UCL team. Invite Dr. Cavoli and Dr. Oviedo to present.



b. Group discussion: Participants will be asked whether there are other measures they would like to add [Moderators: facilitate the discussion encouraging participants to suggest additional policy instruments/ measures that could lead to the vision and follow the principles agreed on Day 1, write it down on a board/ flipchart] – 15 minutes

c. Group exercise: One or two categories will be discussed by each table. Participants will be asked to assess: ALLOCATE POLICY INSTRUMENTS TO each table

i. [Moderators: Ask participants to match their policy instruments with Principles (Within each table: string) How well do policy instruments link to the principles (string exercise)? And therefore the vision defined yesterday? – 10 minutes

ii. [Moderators: Ask participants to discuss The extent to which each policy instrument – write down summary:

1. Has political support?
2. Has cultural/societal support?
3. Has the right institutional & regulatory conditions?
4. When these instruments can/should be initiated? - 30 minutes

d. Summary with audience: Ask each moderator or table lead to summarise the discussion they have had about each instrument – 15 minutes

12.15 Cable car presentation

Finally, presentations and in-depth discussion will be held about one instrument: Freetown cable car

- Cable car context and relevance for Freetown - FCC
- Example Cable Car Medellin (Daniel Oviedo)
- Technical & Safety – Dopplemayr (Marc Funda)

- Financial schemes – Asensus Holdings (James Addo)

13.15 Lunch (during lunch session encourage people to discuss the following)
14.15 Cable car panel discussion (Modupe, Marc, Hindolo, Daniel). Jasmina Moderate
15.15 Taking stock (Freetown City Council)

- Taking stock/Next steps -

a. Transform Freetown teams give a short statement about their task (Transform Freetown Slides in the background)

b. Panel discussion: Brief reminder of the Transform Freetown goals related to urban development, land-use & mobility and across other relevant policy areas (e.g. resilience) [Presentation by City Council complementing Day 1's presentation]; brief reminder of the Freetown urban plan relevant goals [Presentation by SLURC]; brief highlight of national development goals.

c. A discussion session will follow focusing on:
i. What has been achieved since the establishment of these goals?
ii. Who has benefited from what has been achieved?
iii. What procedures have been put in place to ensure progress towards achieving the goals?
iv. How is progress towards achieving the goals measured?
v. What have we learned from successes and failures?

This will be an opportunity to take stock and discuss what has, or has not happened until now.

15.30 Tea break
15.45 Panel Discussion Steering Committee & Joaquin Romero (JM)

- Ask panellists to reflect on the two days and next steps
- How to increase collaboration across institutions?

16.30 End of Day 2 (JM, BK)

- General reflexions
- Explain what is going to happen from now:

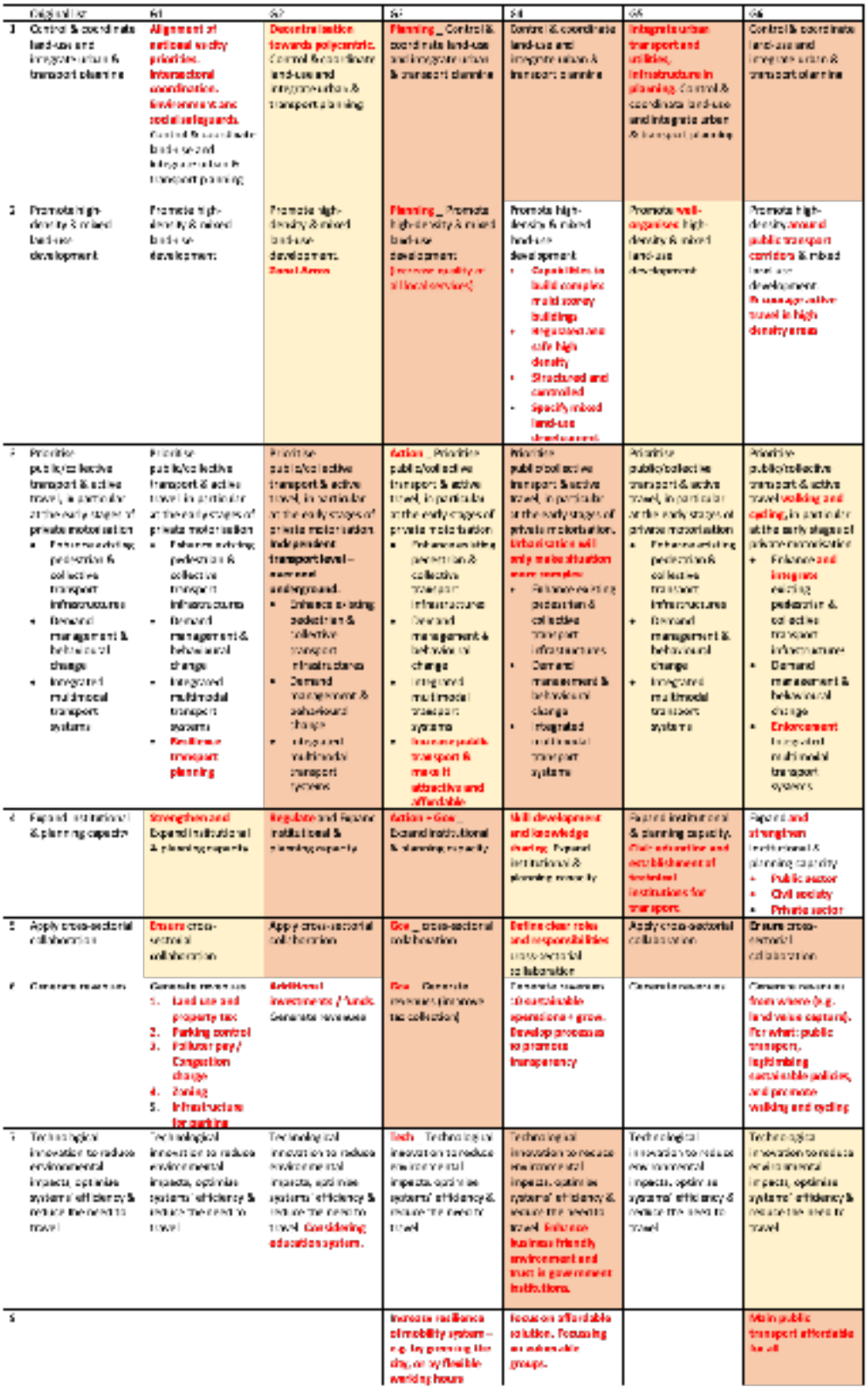
a. An action plan & prioritisation will be drafted

b. A second workshop will take place at the beginning of March focusing on practical implementation issues (what could prevent us from achieving the vision, implementing the action plan?)

c. Public authorities and other key stakeholders will be asked to endorse the final action plan and prioritisation report

- Ask participants to fill out the evaluation survey. Their feedback is really important
- See you in March

Appendix B Sustainable Urban Mobility Principles. Summary of the flipcharts for all participant groups



Appendix C Challenges & opportunities to prevent car-dependent developments in Freetown

G1	G2	G3	G4	G5
Preventable? **YES** 1. Executives would prefer quality Public Transport because if the cost – cars is more expensive. • Accessible – people would use it if within 5 minutes there is a bus • More reliable • Time savings 2. Needs dedicated routes for Public Transport. • Frequency • Flow • Live information • Better drivers • Private vehicles is safe. 3. Walkability: • Corridors • Safe • Planting trees • Reduce pollution 4. Discouraging: • Use tax vehicle to reinvest in good PT and more walkability • Tighten regulations for second hand vehicles that are dirty	**Preventable?** **YES** 1. Change people's mindset that car is sign of status 2. Minimise number of cars owned 3. Provide more alternatives including sea boats 4. Decentralise to minimise number of (public officers) cars 5. Radicalised decision makers 6. Zoning city 7. Tax control or cars	**Preventable?** **YES** 1. Behaviour & mindset: • Educate/ways & on negative effects of private car use • Inspire people to use different transport modes 2. Policy • Incentive for prioritising high occupancy vehicles • Political will and XXXX 3. Offer Alternative transport modes with high level of service • Dedicated buses • Cycling roads • Pedestrian friendly	**Preventable?** **YES** 1. MINDSET • Paradigm shift • More awareness • Commitment from 2. Leading by example 3. Enforce right of way (government intervention) 4. Understanding what are the factors that are likely to lead to an increase of car use • Car ownership low • Private / single use of transport	**Preventable?** **UNDER SOME CONDITIONS** 1 Suitable alternative to the car – e.g. bus for ministries 2 Mindset • Breaking association between car = power + wealth • Having a car is not the same as using it 3 Regulation → Limit the number of cars per household 4 Land use → changing conditions (ie. access – e.g. walking to school)

Appendix D: Workshop 2 “Practical Implementation” Agenda

Overview agenda:

o Review workshop 1&2 – agree vision & policy instruments

o Debrief post workshop 1&2 and overview summary/policy declaration & policy instruments

o Questions to discuss:
- Should anything be added or changed?
- Any there any other policy instruments that should be added to the list to deliver the vision?

o Review existing/committed projects, programmes and policies
- Review timing diagram overview existing/committed projects, programmes and policies in Freetown

o New policy instruments
- Are any existing projects/policies missing
- Where are current cross-sectorial collaboration gapsHow well coordinated are programmes and projects across sectors?
- Are there actions that need to be taken to encourage synergies?

o Identifying practical implementation issues
- T-SUM presentation by Dr. Daniel Oviedo on most common practical implementation issues

o Overcoming practical implementation issues

o Closing – reflect & conclude

Appendix E: Evaluation Future Freetown, Improving Mobility - from Vision to Implementation

Thank you for participating in this workshop. We value your feedback and would like to ask you to kindly fill the form below so that future workshops can be improved.

As a result of attending this workshop, I feel……and I now intend to……
……
……

The main questions/challenges that this workshop has generated for me are…

Describe up to three things that were good about the workshop.

Describe up to three things that the workshop could have done better.

Any other comments?

Thank you for completing this form.

Appendix F Policy Brief Workshop 1

Strategic vision for sustainable urban transport and mobility in Sierra Leone

Lessons and insights from Freetown

Vision: The future of Freetown should be...

What people most like/dislike about Freetown

Principles to support mobility & transport systems that are accessible to all, efficient, safe & green

1. Control and coordinate land-use and integrate urban and transport planning
2. Ensure cross-sectoral collaboration and strengthen institutional and planning capacity
3. Promote high-density and mixed land-use development
4. Prioritise public/collective transport and active travel*
   - A. Enhance existing pedestrian and collective transport infrastructures
   - B. Demand management and behavioural change
   - C. Provide affordable public transport for all, especially the most vulnerable
   - D. Integrated multimodal transport systems
5. Technological innovation to reduce environmental impacts, optimise systems' efficiency and reduce the need to travel
6. Generate revenues
7. Increase urban resilience

* e.g. walking and cycling

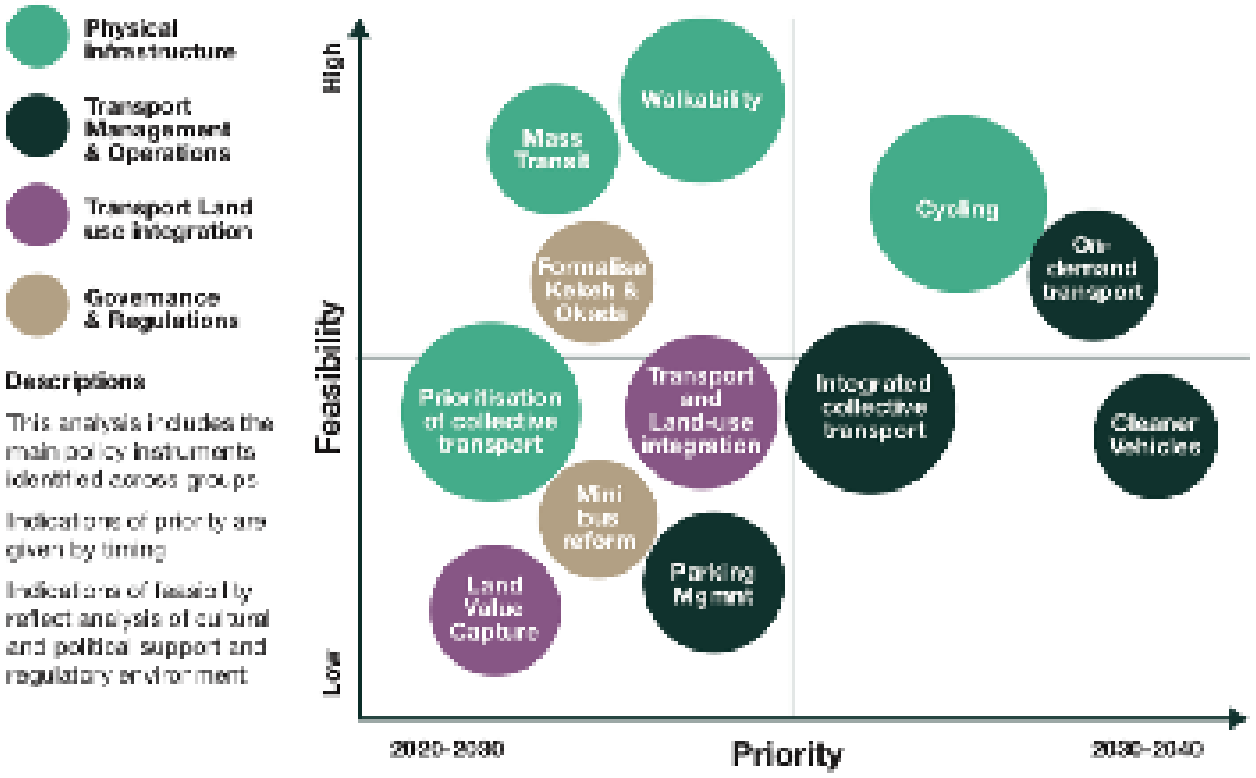
Opportunities for Freetown and other rapidly growing cities in Sierra Leone to leapfrog

There is a opportunity for Freetown and other rapidly growing cities across Sierra Leone to leapfrog car-oriented developments, learning from the mistakes many high-income cities have made throughout the world and from their successes. The following strategies can help cities accelerate their urban development processes towards increased sustainability, liveability, prosperity, equity:

1. **Change people & policy mind-set through public awareness on sustainable mobility**
2. **Promote good quality Public Transport by improving operation & standards infrastructure and accessibility**
3. **Discourage car-use through taxes, mixed land-use & increased density**
4. **Incentivise the use of other transport modes, such as cycling, walking or waterborne transport**

Main policy instruments

Different policy instruments were analysed by groups in relation to their urgency and feasibility. The diagram below summarises the consensus that emerged from the discussion.



This document summarises the consensus that emerged during the T-SLUV workshop 'Future Freetown, a Vision to Improve Mobility' that took place on December 3rd and 4th 2019 in Freetown, Sierra Leone. The workshop was led by SLURC and UCL, with the support of Freetown City Council, the Ministry of Transport and Aviation, the Sierra Leone Road Safety Authority, the Sierra Leone Roads Authority, the Sierra Leone Road Transport Cooperation, the Sierra Leone Institute of Engineers, Fourah Bay College and the Directorate of Science Technology and Innovation. Circa 50 key stakeholders across sectors and representatives of the public participated.

Appendix G Policy Brief Workshop 2

Strategic vision for sustainable urban transport and mobility in Sierra Leone

Practical implementation constraints and opportunities
Lessons and insights from Freetown

Main practical implementation challenges

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

Further information available at www.t-sum.org

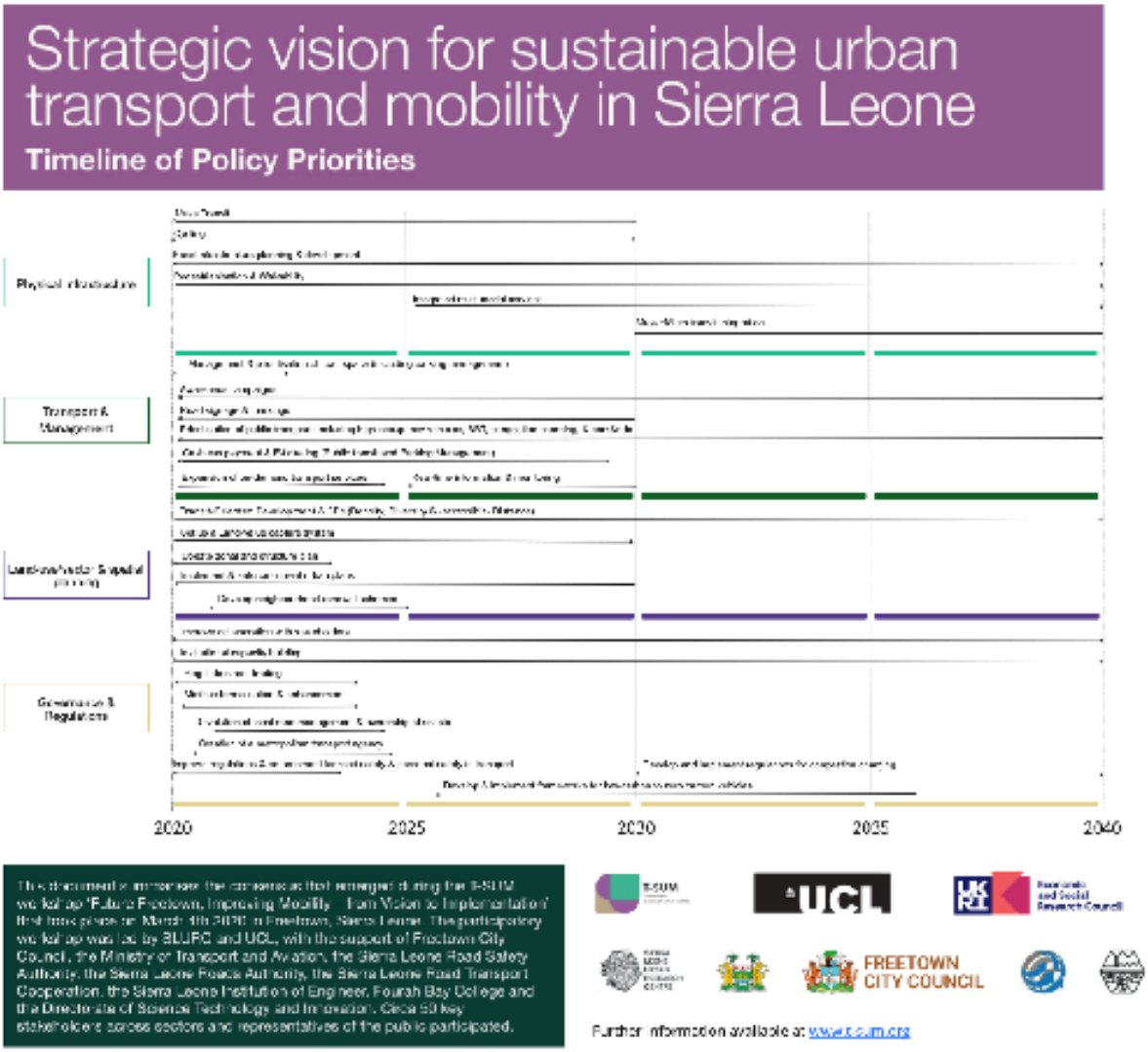
T-SUM UCL Economic and Social Research Council

SIERRA LEONE URBAN RESEARCH CENTRE FREETOWN CITY COUNCIL

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

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

Appendix H: Timing Diagram from Workshop Two



Appendix I: Existing policy & planning & projects related to mobility and land-use in Freetown

Category	Initiative	Funder	Objectives	Start and Completion Date
1.Physical Infrastructure	Implementing Parking Controls in Central Business District	FCC	•Tackle congestion •Regenerate CBD •Improve road safety •Generate revenue	June 2020 January 2021
1.Physical Infrastructure	Cable Car Feasibility Study	FCC	•Improve accessibility and social inclusion •Improve safety •Tackle congestion •Regenerate CBD and city •Promote Transit Oriented Development	May 2020 December 2020
1.Physical Infrastructure	Slum Upgrades	FCC	•Improve accessibility Reduce risk of disaster •Promote inclusion •Reduce poverty •Tackle housing deprivation	April 2020 TBD
1.Physical Infrastructure	Development of Eastern and Western Integrated Corridors	Ministry of Transport and Aviation	•Pedestrian Infrastructure Constructed • Road Conditions and Drainage improved/ rehabilitated • Traffic mgmt. system developed •Intersections improved • Hard infrastructure: bus stops, depot, terminal constructed	2020 2023

1.Physical Infrastructure	Market and Transit Terminals		The market component comprises a contemporary market, storage spaces, surface car parking area, and public places of convenience, whilst the terminal component consists of space provisions for vehicles and sheds for passengers, passenger and drivers' rest-stop and a maintenance car washing bay unit.	2020 2023
1.Physical Infrastructure	CBD Regeneration and Walkability	FCC	CBD Regeneration happening at 2 locations. Footway widening and improvement, installing lighting	2021 2021
1.Physical Infrastructure	Formalising street markets		Currently out to tender, will take place in 9 locations across the city	2020 2022
1.Physical Infrastructure	Disaster mgmt., enhancing community resilience, clearing drainages		About accessibility	2020 2020

2.Transport Management and Operations	Sierra Leone Road Safety Authority (SLRSA). Sierra Leone Freetown Integrated Resilient Urban Mobility Transport Project (SLFIRUMTP)	SLRSA	To Reduce Traffic Congestion by at least 50% at Juba, Lumley, Congo Cross, East-End Police & Kissy Ferry Corridors: • Deployment of stakeholders'(Sierra Leone Police(SLP), Road Safety Corps(RSC's), Freetown City Council(FCC), Sierra Leone Military Police(SLMP), Bike Riders Union(BRU), Trade Martial's (TM's) for Road Safety Management. • Erection of Iron Bars to demarcate pedestrian walk area from the highway. • Removal of Markets built close to the highway to strategic areas. Rerouting of the movement of Commercial Vehicles. Enforcement by towing of abandon vehicles along these corridors.	2019 2023
2.Transport Management and Operations	Operation Arrive Alive	SLRSA	• A lot of derelict vehicles were removed from the road and paid tow fees to impound yard. •Passengers do not use seat belts because of over loading. • Reduction of over loading along trunk roads. •Deployment of RSC's along trunk roads.	Dec 2019 Jan 2020

2.Transport Management and Operations	Controlled Parking at Aberdeen Lumley Road	SLRSA	To do a controlled parking along the beach with an aim of decongesting or free flow of traffic. • Sold 441 parking receipts books. • Boost up Tourist safety • Clear unnecessary Obstruction.	Dec 2019 Jan 2020
2.Transport Management and Operations	FCC parking scheme and management in CBD	FCC		Dec 2019 July 2020
2.Transport Management and Operations	Bus renewal schemes		•Improvement of ticketing systems •Improvement of bus management systems •Improvement of bus information systems	2020 2023
2.Transport Management and Operations	Improving school bus operations & Vehicle fleet management		• Technical assistance for school bus operations • Vehicle Fleet management	2020 2023
3.Land-Use/ Spatial and Sector Planning	Devolution of Land Use Planning	FCC	Introduce planning policy •Regulate development •Improve quality of buildings •Promote high density development. Promote transit Oriented Development	March 2020 January 2021
3.Land-Use/ Spatial and Sector Planning	Provide Affordable Housing	FCC	•Improve accessibility •Promote inclusion •Reduce poverty •Improve housing deprivation	April 2020 TBD

3.Land-Use/ Spatial and Sector Planning	Produce Strategic Urban Plan for Freetown and Local Plans for CBD and Allen Town	FCC	• Develop planning policy instruments • Introduce planning policy • Regulate development • Promote long term planning	April 2020 TBD
4.Governance and Regulations	Institutional Capacity		Institutional Capacity enhanced by: • Strategic plan and regulatory framework developed • Feasibility studies to support strategic plans conducted • Capacity in road safety and climate resilience improved	2020 2023
4.Governance and Regulations	Human Capital		• Capacity building for operators • Citizen Engagement and Collaborative Design • Women economic empowerment and financial inclusion improved • Academic capacity improved	2020 2023
4.Governance and Regulations	INRU project (Integrated research in the utilities and the urban environment)	Fourah Bay College	• Involves industry partners, SLURC, FCC, EPA	Oct 2019 August 2021
4.Governance and Regulations	MSc Development on Urban Planning	SLURC/UCL/Njala University		

06 REFERENCES