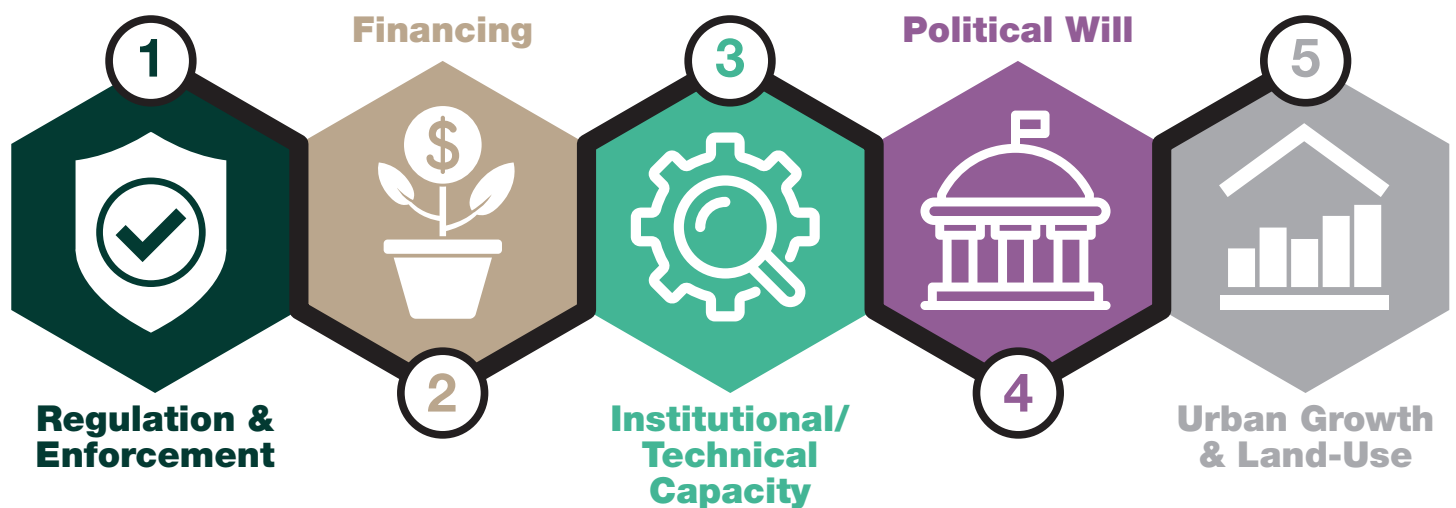# Strategic vision for sustainable urban transport and mobility in Sierra Leone

Practical implementation constraints and opportunities Lessons and insights from Freetown

Main practical implementation challenges

Financing

Political Will

1 — **Regulation & Enforcement**

2 — **Institutional/ Technical Capacity**

3

4

5 — **Urban Growth & Land-Use**

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

Further information available at www.t-sum.org

Practical Implementation Issue	Challenges & opportunities	Policy Instruments
Regulation & Enforcement	Strengthen & increase enforcement	• Implement and enforce planning rules & regulations • Use information and communication technology for monitoring & enforcement • Increase resources to support enforcement, including training & incentivising agents • Officialise & improve public communication around penalties • Increase access to legal aid by enforcement agencies
	Overcome nepotism & eliminate bribary and corruption	• Ensure that regulatory institutions are independent • Set-up monitoring and accountability processes for the authority and police • Enforce penalties and fines • Increase access to legal aid by enforcement agencies
	Set-up metropolitan authority	Set-up an autonomous urban mobility authority for Freetown, governed by key urban transport stakeholders, responsible for: • Defining regulations • Managing revenues from fines & penalties • Training police, drivers and public transport operators • Coordinating roles & responsibilities between different institutions • Collecting data, such as accidents, traffic violations
	Foster cross-sectoral policy-making processes & strengthen governance structures	• Establish cross-sectoral collaboration mechanisms to set-up policies & regulations • Clarify & agree on role & responsibilities of the various transport institutions
	Strengthen civic education & foster behavioural change	Set-up education & training programmes and awareness raising campaigns focusing on road safety targeting: • Children • Communities • Operators & drivers • Pedestrians • Police officers
	Set-up traffic management systems & infrastructure	• Use information and communication technology for monitoring & enforcement • Signalisation, communication, coordination between different actors • Monitor enforcement, speeding etc
Financing	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