

**Concept Note Template for Submission
Catalytic Fund**

SECTION 1 - GENERAL PROPOSAL INFORMATION	
<p>1.1 Title of proposed project :</p> <p>Promoting affordable and sustainable sanitation services in Freetown</p>	<p>1.2 Submission date</p> <p>March 31 2011</p>
<p>1.3 Proposal submitted by :</p> <p>Organisation: Freetown City Council Name and title: Mayor Herbert George Williams Address: Bi-centenary House, 17 Wallace Johnson Street, Freetown Telephone/Fax : +232 77 628 971 E-mail: akieremi@yahoo.com</p>	<p>1.4 Contact Person :</p> <p>Organisation: International Water Association Name and title: Dr. Jonathan Parkinson, Programmes Manager Address: Alliance House, 12 Caxton Street London SW1H 0QS Telephone: + 44 20 300 48528 Fax: + 44 20 7654 5555 email : jonathan.parkinson@iwahq.org</p>
<p>1.5 Recipient Organisation:</p> <p>Organisation: Freetown City Council Name and title: Mr Bowenson F. Phillips - Chief Administrator Address: Bi-centenary House, 17 Wallace Johnson Street, Freetown Telephone/Fax : +232 77 628 971</p>	
<p>1.6 Other Implementing Organisation</p> <p>Organisation: International Water Association Name and title: Dr. Darren Saywell, Regional Group and Programmes Director Address: Koningin Julianaplein 2 (7th floor), 2595 AA, The Hague, The Netherlands Telephone: +31 703 150 791 Fax: +31 (0)70 347 7005 email : darren.saywell@iwahq.org</p> <p>Organisation: ICLEI - Local Governments for Sustainability - Africa Name and title: Ms Kobie Brand, Regional Director Address: P.O. Box 5319, Tygervally, 7536, Cape Town, South Africa Telephone: Tel: +27 21 487 2312 Fax: +27 21 424 9313 email : kobie.brand@iclei.org</p>	
<p>1.7 CA members sponsoring the project [</p> <p>Organisation: UN-Habitat Name and title of representative in charge: Dr. Graham Alabaster (Chief, Section I) Water Sanitation and Infrastructure Branch Address: P.O. Box 30030, Nairobi 00100 Kenya Telephone: +254 (20) 7623054 Fax: +254 (20) 7623588 E-mail: graham.alabaster@unhabitat.org</p>	<p>Type of Sponsorship</p> <p><input type="checkbox"/> Co- or full implementation <input type="checkbox"/> Co-funding <input checked="" type="checkbox"/> Grant Administration <input checked="" type="checkbox"/> Analytic and/or Advisory Assistance and Support <input checked="" type="checkbox"/> Joint Knowledge Management</p>
<p>1.9 What is the main project theme?</p> <p><input checked="" type="checkbox"/> Access to affordable services</p> <p>This is the main theme but the project will also contribute towards improved city governance, environment management and citizen engagement related to sanitation service delivery.</p>	<p>1.10 Geographic scope of the project [</p> <p><input checked="" type="checkbox"/> City: Freetown</p> <p><input checked="" type="checkbox"/> Country : The project will seek to engage with and disseminate to other local authorities in Sierra Leone.</p> <p><input checked="" type="checkbox"/> Global / Regional / Multi-city / Multi-country: We propose to establish a regional local authority partnership programme for peer-learning and support. Initially we envisage establishing a relationship between Freetown City Council and Kumasi Metropolitan Assembly. This relationship is to be managed by ICLEI but also supported by Water and Sanitation for the Urban Poor (WSUP).</p>

1.11 Expected project duration

18 Months

1.12 Budget Summary

Note: Contributions from project partners are either in kind or, in the case of UN-Habitat, to support travel expenditures for UN-Habitat staff to support capacity building activities in Freetown

SOURCE	Total	%
Cities Alliance	\$ 196,300	78%
Co-financier 1 : IWA	\$ 23,400	9%
Co-financier 2: UN-Habitat 1	\$ 22400	9%
Co-financier 3: Freetown City Council	\$ 5000	2%
Co-financier 4: ICLEI - Africa	\$ 5000	2%
TOTAL Project Cost	\$ 252,100	

SECTION 2 – PROJECT BACKGROUND**2.1. Project background and rationale**❖ *What is the context of the project?*

In an effort to provide strategic direction for improvement, the UK's Department for International Development funded the preparation of a sanitation improvement plan in 2008 which was prepared by the UK based consultancy company Atkins in collaboration with the NGO Oxfam. Atkins developed a strategic improvement plan to improve the delivery of sanitation services based on the latest population estimates and existing sanitation services, whereas Oxfam carried out household based survey to assess the situation and the level of demand for improvements from local stakeholders. The strategy was well received by FCC and other stakeholders, but there was little scope for follow up and there is a need to use the recommendations of the improvement plan to initiate concerted action to mobilize resources to improve sanitation service delivery in Freetown.

❖ *What are the key issues to be addressed?*

- i) Develop a policy and regulatory framework that enables small-scale service providers to be more actively engaged in the implementation of a more comprehensive city sanitation service delivery plan.
- ii) Improve the quality of sanitation service provision through performance based contracting.
- iii) Strengthen lines of communication, monitoring and accountability between FCC, service providers and the public
- iv) Establish a financing mechanism to support private sector and other small-scale service providers.

❖ *Why this project needed?*

Sanitation service provision in Freetown remains rudimentary. Virtually all of the population of Freetown (approximately 1.5 million) uses a toilet connected to some form of on-site sanitation. Only the most privileged and affluent households have flush toilets connected to septic tanks or sewerage. The majority use unimproved pit latrines – many of which are shared between families, whereas as slum communities may only have access to communal latrines. The condition of sanitation facilities in particularly poor areas located along the coast and in the new growth areas to the East. This poor condition is exacerbated by the lack of arrangements for desludging and facilities for the disposal of fecal sludge are wholly inadequate. There are only a handful of private sector operators with limited capacity to meet demand for desludging in the city. Furthermore, there is only one fecal sludge disposal site which is not maintained or regulated and already way beyond its design capacity. Defective infrastructure combined with poor servicing and hygiene behavior leads to serious environmental health concerns; leading to endemic diarrheal disease and frequent cholera outbreaks. A number of NGOs, including GOAL are actively involved in projects in various low-income communities in Freetown. Freetown City Council is supportive of these initiatives but there is a lack of clear policy for urban sanitation and insufficient capacity and funding allocated for municipal sanitation.

❖ *How different is this project from other or earlier projects on the same issue?*

There are ongoing efforts to improve sanitation in Freetown, but these tend to focus investments on localized sanitation improvements. These do not systematically address constraints related to lack of institutional capacity and an ineffective regulatory framework that does not create the right incentives for small-scale service providers. This project therefore aims to provide institutional support to FCC to develop a more effective regulatory framework to mobilize local resources to improve service delivery, resulting in improved urban environmental health and economic opportunities for SSSP's.

SECTION 3 – PROJECT DESCRIPTION

3.1 Project Objectives and Results

❖ What is the main objective of the project?

The main objective of the project is to strengthen Freetown City Council's institutional capacity to promote improved sanitation in the city. The funding from Cities Alliance and additional support from IWA and UN-Habitat will provide institutional support to Freetown City Council (FCC) to develop a clear strategic framework and implementation plan for improving public sanitation facilities and servicing of private on-site sanitation the city. The aim is for the city sanitation plan to be fully owned by local government and for local inhabitants to have been fully consulted in the process of plan development. In turn, this will allow FCC to be responsible and accountable for the implementation of the plan. Building upon the recommendations from the DFID funded Sanitation Improvement Plan, the plan will ensure that future initiatives are coordinated and will make concrete steps towards securing funding for investments in sanitation. Specific focus will be placed upon developing FCC's capacity to engage more small-scale entrepreneurs to provide sanitation services which will provide livelihood opportunities and support the local economy as well as meeting desired environmental sanitation objectives.

❖ What are the expected outcomes of the project

- 1) Improved servicing of household sanitation.
- 2) Rehabilitation and improved management of communal/public latrines
- 3) Improved environmental health reduced risk of diarrheal disease by households.
- 4) Increased business opportunities for small-scale service providers and micro-entrepreneurs.
- 5) Better engagement with city stakeholders and political traction by FCC with the public in Freetown
- 6) Improved institutional capacity for monitoring and regulation of private operators.
- 7) The initiation of a regional network of municipal partnerships focusing on improved city sanitation service delivery

❖ What are the main activities and outputs of the project?

Components and Activities – please refer to Section 5

Outputs

Output 1: Urban Sanitation Charter: a policy document in which FCC and other stakeholders agree upon their policy and overall commitment towards improving the delivery of urban sanitation services in Freetown.

Output 2: Management and regulation of SSSPs: focusing on development of management arrangement, partnership agreements and regulatory instruments for SSSP who are licensed by FCC to provide sanitation services in Freetown.

Output 3: Financing of urban sanitation and business start up financing facility: this output will enable FCC and SSSPs to develop capacity to improve accounting and to assess revenue and expenditures on a long-term planning horizon. This will help to inform decisions to set service charges and licensing fees which will also form the basis for a business start up financing facility

Output 4: Rehabilitation and improved management of public and communal latrines: This component will use small grants for small-scale service providers to rehabilitate and subsequently manage public and communal latrines under a performance based agreements.

Output 5: Monitoring, evaluation and communication plan: as a means of strengthening the capacity of FCC to monitor and regulate small scale service providers and achieve a means of accountability and transparency with the public related to sanitation services.

Output 6: Institutional strengthening and human resource development for FCC: including training to strengthen managerial and technical capacity and an exposure visit to another municipality (probably Kumasi) in West Africa. As well as the collection and transport, this will include an activity to enable FCC develop its strategy to treat and dispose fecal sludge.

Output 7: A regional network of municipal partnerships focusing on improved city sanitation service delivery. Within the budget and timing of the project, this will only be the initiation of the network but will form as strong basis for dissemination and future engagement.

3.2 Project Approach

❖ *How does this project initiate, complement and/or leverage other urban development programmes?*

The proposed initiative is in line with the Government of Sierra Leone's National Policy for Water and Supply Sanitation (January 2008) and is aligned to meet the policy statements and targets related to the Poverty Reduction Strategy Paper (2005 – 2007) and international targets defined by the Millennium Development Goals (MDGs). These policy statements indicate that the GoSL is committed to improving environmental sanitation but does not intend to be directly involved in the implementation of sanitation improvement programmes.

We will focus on the areas for investment and activities identified in this plan to engage with further discussions with the Ministry of Energy and Power and the Ministry of Health and Sanitation in relation to policy related issues and potential for access to finance from national government. The improved strategy is also in line with the policy of support to localized delivery mechanisms for both implementation and management of facilities for excreta disposal in urban areas. Thus, the project will complement other activities relation to improved sanitation service delivery at various levels and we will engage closely with GOAL Ireland and other NGOs working in Freetown as members of an Urban WASH Consortium. GOAL Ireland is already supporting SSSP's to improve the management of fecal sludge at a community level in two city sections of Freetown and supporting local businesses and entrepreneurs to stimulate demand for sanitation services, and develop products and strategies to meet that demand through sanitation social marketing.

❖ *How will the project facilitate broad participation of stakeholders and build partnerships among urban actors?*

The project will strengthen lines of communication between FCC and communities to ensure that the delivery of sanitation services meets their expectations and is within their capacity to pay service charges. The project will involve focused stakeholder consultation – both at the institutional level in the form of workshops – and at the community level household in the form of community focus group discussions. The feedback from this consultation should also enable the municipality to develop the monitoring, evaluation and communication plan and promote the capacity of the Environmental Health Department to monitor sanitation services as part of its regulatory function; thus strengthening the lines of accountability between service providers and their customers.

❖ *How will the project scale up and institutionalise its approach?*

Based on the experiences in Freetown we aim to work with national government and funding agencies to make urban sanitation and fecal sludge management a priority agenda. We will support the development of a national implementation plan for scaling-up through the establishment of national community of sanitation practice to promote learning and provide a forum for debate about sanitation related reforms and potential solutions. IWA will work with the relevant training institutions to provide a longer term basis for human resource development and capacity building, which will not be limited only to the duration of the project financed by Cities Alliance.

❖ *How will the project engage financing partners to provide capital for the implementation of plans and strategies to be developed by the project?*

We will work closely with FCC to analyze municipal financing (budgets and accounting) assigned for sanitation and consider the implications of alternative service charging mechanisms to recuperate expenditure and promote financial sustainability of service delivery to cover operation, maintenance and management (OMM) costs. With respect to capital financing, the project will be orientated from the onset towards the development of proposals which can be presented to bilateral and multilateral donor agencies and development banks (including GPOBA) with a view towards securing funding for provision of capital investment required for infrastructural upgrade.

❖ *How will the project capture experiences and results, facilitate learning processes and disseminate knowledge?*

There will be two levels of monitoring and evaluation that will be employed by the project. Firstly there will be a process of monitoring and evaluation that is project orientated. UN-Habitat will provide strategic guidance to FCC as part of their support for Grant Administration. IWA will provide additional support to FCC to assist where required and will be actively involved in capturing and disseminating learning amongst IWA's members and in collaboration with ICLEI. At another level, the monitoring and evaluation of the effectiveness of FCC to improve its governance associated with sanitation services will be linked to the Component 5 of the project which aims to strengthen lines of accountability and capacity of FCC to regulate small scale public and private service providers.

We will also aim to disseminate via the Water Supply and Sanitation Collaborative Council (WSSCC) 's Community of Practice for Sanitation and Hygiene Practitioners which is a new initiative to improve knowledge management and promote networking between sanitation and hygiene practitioners, policymakers, and academia, with a strong focus on South-South sharing and exchange of learning and experience.

Similar to the success of the UN-Habitat's Water Operator Partnerships, we will seek to establish a similar peer-to-peer learning environment between municipalities in Sub-Saharan Africa linking in with the international organization ICLEI (Local Governments for Sustainability), an international association of local governments and national/regional local government organizations. The outputs from this work will link with the United Nation's Secretary General's Advisory Board (UNSGAB) Five year drive to scale up awareness and invigorate approaches towards urban sanitation.

SECTION 4 – PROJECT AND FIDUCIARY RISKS AND ARRANGEMENTS

4.1 Project Risks

- ❖ Will the project entail any social risks? [impacts on indigenous people, land acquisition, resettlement and/or other relevant potential social impacts] YES NO
- ❖ Will the project entail any environmental risks? [impacts on natural habitats, forest conservation areas, on physical cultural resources and/or other relevant potential environment impacts] YES NO
- ❖ Will the project entail any other risks including, but not limited to political and financial risks? [e.g. upcoming elections that could change government commitment towards the project; required co-finance does not materialise] YES NO
- ❖ If the answer was yes to any of the three above questions, please describe the type of risks involved in the project and the mitigating measures to be undertaken to minimize those potential adverse impacts.

4.2 Fiduciary Risks [as applies to the Recipient organisation, see 1.5]

- ❖ Is the Recipient a registered organisation under the countries'/cities' legal requirement? YES NO
- ❖ Can the Recipient provide proof of registration and years of operation? YES NO
- ❖ Does the Recipient have (or can open) a bank account? YES NO
- ❖ Is the Recipient liable for audit? YES NO
- ❖ Does the Recipient follow any Procurement Guidelines and if so can this document be provided for review? YES NO
- ❖ Is the Recipient familiar with World Bank Procurement Guidelines? YES NO

4.2 Project implementation arrangement

Describe major entities involved in the administration of the grant and project implementation activities, their lines of accountability and financial transfer with regard to the grant.

As the recipient of funding from Cities Alliance, FCC will be primarily responsible for project management and oversight of project activities. However, as a sponsor of the project, UN-Habitat is committed to assisting with Grant Administration and IWA will also be activity involved in providing support to FCC where required to ensure successful project implementations. FCC and IWA will therefore sign a Memorandum of Understanding (MoU) and IWA will receive a contract from FCC to support those activities from IWA which require expenditure finances from the Cities Alliance. IWA envisages a total input of ten days per month over the 18 month duration of the project to cover IWA staff and member input to support FCC for technical and managerial development related to sanitation service delivery. ICLEI, also under a MoU with FCC will receive funding from FCC to support the development of a regional network of municipal partnerships focusing on improved city sanitation service delivery. The money directly under FCC responsibility for project related activities is targeted towards rehabilitation and support for business start up is estimated to be a total of \$50,000). These finance will be for disbursed to public and private service provider who agree to sign performance based contracts for improving sanitation services in selected areas of the city – either through rehabilitation and improved management of latrines or improved servicing of on-site sanitation (ensuring that poor households are included in the performance agreement). Although not official a project partner, GOAL Ireland have will provide social mobilization and support with community interface/communications and capacity building /support for small business. In addition FCC will manage a budget of \$15,000 to pay for the costs to stage workshops and training activities and \$5,600 for travel costs.

4.3 If approved, would this activity have no-objection by the national government?

Please note that if this concept note is approved additional documentation supporting this point may be requested (e.g. a letter of no-objection).

This is one of the grant eligibility conditions]. YES NO

SECTION 5 - PROJECT SCHEDULES AND DELIVERABLES								Budget
Key activities:	Who ?	YEAR 1				YEAR 2		
		Semester 1		Semester 2		Semester 1		
		Q1	Q2	Q3	Q4	Q5	Q6	
Component 1: Policy development	FCC	Component 1 : Sub-total						US\$ 18,000
1.1 Activity: Review national legislation		■						
1.2 Activity: Development of a draft policy paper		■						
1.3 Activity: Stakeholder workshop		■						
1.4 Activity: Review and revision of the charter			■					
1.5 Activity: Consultation			■					
1.6 Activity: Agreement and signing of the charter			■					
Component 2. Development of management model and regulatory instruments	IWA	Component 2 : Sub-total						US\$ 24,000
2.1 Activity: Review of alternative management options and regulatory instruments			■					
2.2 Activity: Discussions with FCC			■					
2.3 Activity: Consultation with service providers and civil society				■				
2.4 Activity: Drafting of partnership agreements and performance based contract documents				■				
Component 3. Establishment of business start up facility	FCC	Component 3 : Sub-total						32,000
3.1 Activity: Micro-financial analysis of costs of sanitation service providers for desluding and operation and management of public latrines			■	■				
3.2 Activity: Assessment of financing requirements for business start-ups				■				
3.3 Activity: Development of financing mechanism				■	■			
3.4 Activity: Application and short-listing of small scale private sector entrepreneurs and NGOs					■			
3.5 Activity: Support to preparation of business plans						■		
Component 4. Rehabilitation and improved management of public and communal latrines	FCC	Component 4 : Sub-total						34,000
4.1 Activity: Collation of information about public latrines			■					
4.2 Activity: Condition surveys and identification of rehabilitation requirements				■				
4.3 Activity: Costing and prioritization of rehabilitation				■				
4.4 Activity: Rehabilitation					■	■		
4.4 Activity: Contracting out management to CBOs or small private entrepreneurs					■		■	

Component 5. Monitoring, evaluation and communications	IWA	Component 5 : Sub-total						27,800
5.1 Activity: Development of indicators and arrangements to monitor SSSPs				■				
5.2 Activity: Communication between households and FCC to strengthen accountability					■			
5.3 Activity: Piloting of monitoring					■	■		
Component 6. Organisational strengthening	IWA	Component 6 : Sub-total						36,000
6.1 Activity: Internal self-evaluation of organizational strengths and weaknesses		■						
6.2 Activity: Identification of training and human resource development needs			■					
6.3 Activity: Capacity building activities				■	■			
Component 7. Regional network	ICLEI	Component 7 : Sub-total						24,500
7.1 Activity: Establishment of regional network of local authorities and local authority associations				■				
7.2 Activity: Exposure visit					■			
7.2 Activity: Dissemination of best practice and lessons learnt to regional network						■	■	
TOTAL US\$							196,300	