



Government of Sierra Leone

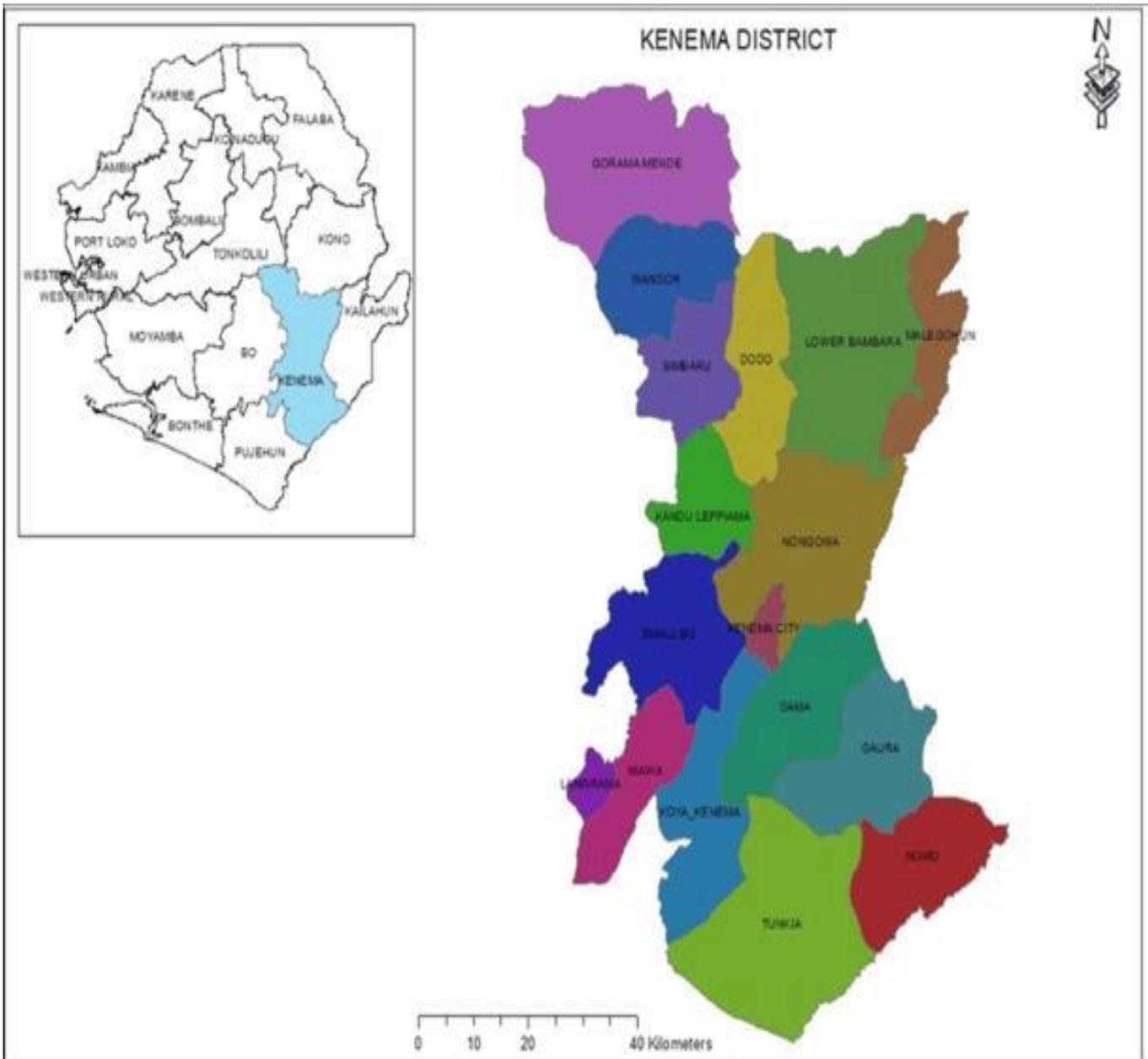


KENEMA CITY COUNCIL



KENEMA CITY DEVELOPMENT PLAN COVERING THE PERIOD 2025-2030

Map of Kenema City Council



KENEMA CITY VISION AND MISSION STATEMENT

MISSION STATEMENT:

Our mission is to enhance the socio-economic well-being of the people of Kenema City by providing inclusive, transparent, and efficient service delivery. We commit to promoting sustainable development, reducing poverty, and improving public infrastructure and human capital, through innovation and collaboration, while fostering a safe, clean, and vibrant urban environment.

VISION STATEMENT:

To become a model of sustainable urban development, where all residents enjoy improved quality of life, equal opportunities, and access to essential services, supported by accountable governance, economic prosperity, and an inclusive community spirit.

FORWARD

The Local Government Act of 2004, enacted by the Government of Sierra Leone and subsequently reviewed in 2022, signalled a significant stride towards decentralization. This legislative action led to the formation of nineteen local councils. Prior to the 2018 General Elections, three additional councils—Falaba, Karene, and Port Loko City Councils—were incorporated, bringing the total tally to twenty-two local councils nationwide. This concerted decentralization initiative represented a pivotal juncture in fortifying local governance and prioritizing the developmental requisites of local communities.

Upon assuming the position of Mayor of Kenema City Council, I delineated a number of focal points during my inaugural address, underscoring the council's unwavering dedication to enhancing the quality of life for the residents of Kenema City. These priorities encompass the enhancement of the city's aesthetics, the maintenance of cleanliness and orderliness, the prioritization of road and thoroughfare upkeep, the amelioration of water supply services, and the improvement of recreational amenities. In addition, the council is resolutely committed to curbing unemployment, optimizing the city's revenue potential, enhancing healthcare service provision, and modernizing existing health and educational infrastructure. Moreover, we are steadfast in our endeavour to promote gender parity, expand street lighting, and collaborate with diverse organizations to foster peace and stability. Substantial emphasis will also be placed on revamping the water supply system and promoting sporting activities within the city.

I wish to emphasize our unwavering commitment to driving substantial progress and development despite any challenges that may arise. The council is dedicated to implementing impactful strategies aimed at leveraging all potential revenue sources to expand our financial base. Our comprehensive revenue mobilization plan has been carefully designed to ensure that the council is equipped with the necessary resources to fulfil its mandates. However, the successful execution of the Kenema City Development Plan hinges on the cooperation and support of the community, particularly in the acquisition of land for development initiatives. We earnestly seek the support of landowners in making land available for the advancement of our city. With your support, coupled with the dedication of our councillors and professional staff, I am confident that we can significantly enhance the quality of life for the people of Kenema City.

Furthermore, I am pleased to announce that Wealth Hunger Hilfe (WHH), in collaboration with the Department for International Development (DfID), has generously extended their support to improve the solid and liquid waste management systems in the city. This endeavour will significantly contribute to fostering a cleaner and healthier environment for all. Lastly, I express my heartfelt gratitude to the central government, including the Ministry of Planning and Economic Development (MoPED), the United Nations Children's Funds (UNICEF) and other Development Partners for their unyielding support in advancing the decentralization process in Kenema City and Sierra Leone as a whole. Together, we can collectively strive towards building a brighter future for our beloved city. Thank you and may the people of Kenema City be blessed.

Signed.....

Mr. Thomas Karimu Bandabla Baio
Mayor, Kenema City Council

Acknowledgements

The Kenema City Development Plan has been developed to cover the period 2025-2030 with inputs from broader stakeholder participation, including our development partners whose efforts must be recognized in the production of this new Local Council Development Plan for Fiscal Year 2025 and beyond.

Sincere thanks and appreciation go to the Mayor of the Kenema City Council, Mr Thomas Karimu Bandabla Baio, for demonstrating leadership and providing strategic direction throughout the plan review and extension process. The Council is especially indebted to the Ministry of Planning and Economic Development, its leadership and staff, for their sustained guidance and technical lead in drafting this Plan. They demonstrated commendable steadfastness and high spirit in the intensive consultation and technical process leading to the preparation of this current plan. We will particularly mention the distinguished role of the Honourable Minister, Madam Kenyeh Barlay; the Development Secretary, Mr. Peter Sam-Kpakra; the Acting Director of Planning, Policy and Research (PPR), Mr Joseph Samah; Senior Economist, Mr. Foday Mansaray, and Senior Planning Officers including Mr. Ibrahim Sorie Jalloh and Mr. Momodu Foday from the Department of Planning Policy and Research in MoPED.

We are extremely grateful to the United Nations Children's Fund (UNICEF) Sierra Leone for providing technical and financial support to the process. The roles provided by Madam Mona Korsgard who is the Chief Evidence Policy and Social Protection, was an exception and highly appreciated, as well as the technical input from Mr. Alimamy Kargbo from the same institution also made the facilitation process very successful.

We are indeed grateful to all individuals and organisations that provided technical and other inputs in various ways leading to the preparation of the new Plan, including representatives from the various devolved sectors across the Kenema City as well as Civil Society Organizations, youth groups including the UNICEF Youth Advisory Group, and other development partners. Without their tremendous support in generating the relevant data especially within a very short planning period, this work would not have been completed. In particular, we also thank the following sectors/institutions for providing access to data on the plan formulation process. These include: Agriculture, Education, Health, Youth, Water, Environment, Sanitation, Social Welfare, Gender, and the Forces including the Arm Forces, Sierra Leone Police, Prisons, Fire Force and the Office of National Security (ONS).

Finally, we would like to acknowledge and thank the entire Staff and Councilors of Kenema City Council including the Technical Planning Committee for providing the necessary technical support throughout the process. They were active throughout the process of development the new plan and demonstrated active leadership roles in facilitating the preparation of the plan

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ACRONYMS

BeMONC	Basic Emergency Obstetric and New-born Care
CBOs	Community-Based Organizations
CSOs	Civil Society Organizations
DDCC	District Development Coordination Committees
DfID	Department for International Development
FFS	Farmers Field Schools
FMCs	Facility Management Committees
GOSL	Government of Sierra Leone
GoSL	Government of Sierra Leone
HCD	Human Capital Development
IRC	International Rescue Committee
LTPC	Local Technical Planning Committee
MDAs	Ministries, Departments, and Agencies
MoPED	Ministry of Planning and Economic Development
MPI	Multidimensional Poverty Index
MOSW	Ministry of Social Welfare
MTNDP	Medium-Term National Development Plan
Nacsa	National Commission for Social Action
NGOs	Non-Governmental Organizations
ONS	Office of National Security
PPA	Participatory Poverty Analysis
PPR	Planning, Policy and Research
PHUs	Primary Health Units
PWDs	Persons with Disabilities
RTF	Resident Technical Facilitator
SDGs	Sustainable Development Goals
SLRSA	Sierra Leone Roads and Safety Authority
TRC	Truth and Reconciliation Commission
UNICEF	United Nations Children’s Fund
WHO	World Health Organization

WHH Welthungerhilfe

Executive Summary

A. General Overview

The Kenema City Council has produced this Local Council Development Plan for the council and the people of Kenema City covering the period 2025-2030. This is in keeping with the Government of Sierra Leone's renewed determination to fast track and strengthen the country's decentralization process, mindful that the rural areas, which constitute more than 60 percent of the country's population continued to be plagued with extremely high poverty incidence. The rural income poverty of Sierra Leone records more than 70 percent of the population while multidimensional poverty is close to 90 percent.

According to the 2019 Multidimensional Poverty Report, Kenema has a relatively low Multidimensional Poverty Index (MPI) value of 0.354, as compared with other districts except for Western Urban and Western Rural with MPI values of 0.140 and 0.0275 respectively. However, Kenema still highlights a substantial level of multidimensional poverty. The headcount ratio of 62.4% shows that a significant portion of Kenema's population is living in multidimensional poverty. The intensity of 56.8% means that, on average, those identified as poor in Kenema are deprived in more than half of the dimensions assessed. Therefore, Kenema needs comprehensive poverty reduction strategies that tackle multiple deprivations at once. Thus, this new Kenema City Plan for Fiscal Year 2025 and beyond has been made to be highly strategic, prioritized and focused to ensure that poverty is drastically reduced in the whole of Kenema township in the next years to come towards achieving sustainable development at the local and national level.

The primary goal of the five-year Strategic Plan is to facilitate Kenema City Council's access to Government Allocations as part of the National Budget for Fiscal Year 2025 and beyond. The Council's *Three-Year Plan (2021-2023) concluded in 2023*, and there are currently no comprehensive successor plans in place. With the commencement of the preparation of the National Budget for FY2025, it is customary for all local councils to submit active development plans covering the operational year of the budget. In the absence of a well-structured development plan that is align to the new National Development Plan (MTNDP 2024-2030) for the Kenema City, there is urgent need to prepare a highly articulated strategic plan following guidelines provided in the Local Council Development Planning Template in order to meet the requirement of the government of Sierra Leone to access allocations in the national budget for FY 2025 and beyond. It is against this background that the new Local Council Development Plan, spanning from 2025-2030, has been developed.

Kenema City Council exhibits significant strengths, particularly in revenue generation from market dues, fees, and charges collected through lorry parks and property rates, which collectively contribute over 60% of the council's total internal revenue. Furthermore, the city's strategic location as a connecting hub for key areas and its stable electricity supply create an attractive environment for potential investors, particularly in commercial and indigenous industrial activities. This favourable environment has enhanced the council's

income-generating potential. However, the council faces several challenges. Notably, the lack of access to an updated database hampers the comprehensive understanding of the council's revenue base. Additionally, the absence of a detailed map of Kenema City impedes the accurate identification of physical features necessary for precise property rate collection. The limited capacity of revenue collectors, coupled with the absence of a council engineer to oversee civil works, further complicates effective revenue generation. Moreover, personnel have limited expertise in revenue generation strategies, particularly in property rate valuation, which reduces the council's efficiency in optimizing its revenue sources.

Despite these challenges, the Kenema City Council is well-positioned to leverage various opportunities. The ready market for agricultural products and the availability of affordable electricity supply create favourable conditions for economic growth. Additionally, the council has diverse opportunities to generate its own revenue, especially with the proximity of its revenue base and the rapid establishment of more community markets within the city. However, the council also faces several threats to its ability to deliver services effectively. Conflicts of interest between administrators and politicians, alongside a prevalent culture of tax evasion, undermine the council's revenue collection efforts. Seasonal changes, particularly during the rainy season, present challenges for tax collection. Furthermore, inadequate logistics, including mobility and computer access for personnel, youth unemployment, the widespread establishment of ghettos within the city, and high levels of illiteracy present further obstacles to the council's effective functioning.

While the Kenema City Council boasts a strong foundation in revenue generation and holds promising opportunities, it must address its weaknesses and mitigate external threats to improve service delivery and capitalize on its economic potential.

B. Rationale and objectives of the development planning process

The development planning process aimed to establish a comprehensive framework for addressing key developmental challenges within Kenema City, with the goal of facilitating rapid growth and transformation. It was designed to respond to critical issues identified across various sectors, including health, education, infrastructure, and livelihoods. The intention was to create a holistic and integrated approach that considered these sectors collectively, ensuring that the specific needs and aspirations of Kenema's residents were met in a coordinated and sustainable manner. Furthermore, the planning process sought to align with national and international frameworks, such as the Medium-Term National Development Plan (MTNDP 2025–2030), the Sustainable Development Goals (SDGs), and the African Union Agenda 2063, thus positioning the City as an active participant in the broader development agenda.

An essential objective of the process was to promote inclusivity and local participation, thereby empowering community members to take an active role in shaping their future. Community engagement was a cornerstone of the plan, emphasizing the importance of incorporating the voices and priorities of all stakeholders, particularly vulnerable groups such as women, children, and persons with disabilities. This participatory approach not only fostered a sense of ownership but also ensured that the development plan accurately reflected the City's needs. By engaging residents in decision-making, especially in identifying

and validating their priorities. The planning process aimed to build a shared vision for development, which in turn would strengthen the City's capacity to mobilize resources and attract investments.

In addition to fostering community engagement, the process placed a strong emphasis on accountability and transparency. Clear mechanisms for implementing and monitoring decisions were outlined to ensure that resources were utilized effectively and that progress could be tracked. Regular monitoring and review were integral to maintaining alignment with the City's strategic objectives and enabling timely adjustments to strategies as necessary. By embedding these elements into the planning framework, the process ultimately sought to enhance the ability of the Kenema City Council to deliver quality services, improve living standards, and create an environment conducive to sustainable development.

C. Methodology

The methodology employed in developing the Kenema City Council Development Plan (2025-2030) was highly participatory and inclusive, involving various key stakeholders such as Paramount Chiefs, Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), Ministries, Departments, and Agencies (MDAs), as well as representatives from religious groups, the private sector, and, importantly, children and other vulnerable groups. This participatory approach was essential to ensure that diverse perspectives were incorporated into the plan, particularly those of marginalized groups. The process aimed to gather input from these stakeholders on pertinent policy issues and interventions that would address their specific development needs over the next five to seven years. Additionally, the methodology involved sensitizing participants on the Government's Big Five Game Changers and the planning process, thereby enhancing their awareness and understanding of the development goals.

A series of preparatory meetings were held with the Local Technical Planning Committee (LTPC) across each locality, facilitated by the Ministry of Planning and Economic Development (MoPED) in collaboration with representatives from the Ministry of Local Government and with support from UNICEF. These meetings focused on data collection procedures, both primary and secondary, as well as outlining the various thematic areas relevant to the localities. The preparation of needs assessment checklists and questionnaires was emphasized to ensure that all necessary data could be gathered. Additionally, sectors and stakeholders to be involved in designing the checklists were identified, with particular attention paid to including children and other vulnerable groups in the planning process. An agreed timeline of 25 working days was set for the entire process, during which the technical team from MoPED maintained regular engagements with council staff and sector experts in Kenema City for a week to provide guidance and support in the development of the New Kenema City Council Strategic Plan (2025-2030).

Data collection for the development plan involved methods such as Participatory Poverty Analysis (PPA), Focus Group Discussions, Community Consultations, and surveys, all of which contributed to a comprehensive understanding of local needs. The Planning and Technical Committee, along with the Resident Technical Facilitator (RTF) and councilors, conducted field visits to various localities to engage with Local Committee members and incorporate their inputs on pressing needs. These consultations were

vital for validating and rolling over projects from the previous development plan (2019-2023) that had not been implemented due to funding constraints.

Conduct Needs assessments and undertakes sectoral review

The needs assessment and sectoral review for the Kenema City Strategic Plan involved close collaboration between the MoPED technical team from Freetown and sector experts within the Kenema City. To ensure consistency and accuracy in data collection, the team developed specific needs assessment instruments and conducted a one-day training session for all relevant participants on the effective use of these checklists. During this training, MoPED's technical team presented the Government Big Five Game Changer agenda (which by extension is the New MTNDP 2025-2030) highlighted the alignment of Kenema City priorities with national and international development goals. In addition, a UNICEF technical expert provided insights on child-related issues, which was essential for incorporating children's perspectives into the development planning process.

The process further utilized secondary data collection, involving a desk review of sectoral papers and previous district development reports to synthesize relevant secondhand information. This comprehensive review of existing documentation provided a foundation for the district development plan's formulation. Data gathered from these reports, along with primary data, supported the analysis and preparation of the development plans.

Following guidelines outlined in the Local Council Development Planning Template, MoPED hugely supported the drafting of the plan, together with council staff, offering their technical support. Under the general guidance of the Acting Director of Planning, Policy, and Research at MoPED, and with contributions from sector experts, the writing process progressed swiftly, culminating in a first draft report of the Local Council Plans within a week.

D. Goals and Strategic Objectives of the Development Plans

The Kenema City Development Plan aims to establish a sustainable and transformative framework to effectively address critical challenges across vital sectors such as health, education, infrastructure, and livelihoods. The plan is designed to cater to the specific needs of Kenema's residents by integrating their aspirations into a comprehensive approach that aligns with broader development agendas, including the New MTNDP 2025–2030, the SDGs, and the African Union Agenda 2063. Furthermore, it aims to empower local communities through active participation, ensuring inclusivity and fostering a sense of ownership among stakeholders. Ultimately, the objective is to enable Kenema City to mobilize resources, attract investments, and provide high-quality services that contribute to the city's long-term growth and development.

Key Strategic Objectives:

1. **Engage Community Members and Ensure Inclusivity:**

Effectively involve diverse stakeholders, with particular attention to children, women, and other vulnerable groups, in the planning and decision-making process. This approach fosters a sense of ownership and ensures that the city's development initiatives reflect the priorities of all residents.

2. **Strengthen Resource Allocation and Service Delivery:**

Develop and implement a strategic framework to facilitate effective resource allocation, enhance service delivery, and align local development priorities with broader national and international objectives.

3. **Promote Accountability and Transparency in Development Efforts:**

Establish clear monitoring and evaluation processes to ensure accountability in the use of resources and the implementation of initiatives. This will enable timely adjustments to strategies and maintain alignment with the city's strategic objectives.

4. **Align with Key National and International Development Goals:**

Ensure that Kenema City's development strategies are fully aligned with the New MTNDP 2025–2030, the Sustainable Development Goals (SDGs), and the African Union Agenda 2063, integrating local priorities with global and national development frameworks.

5. **Attract Investment and Foster Sustainable Economic Growth:**

Enhance Kenema City's capacity to attract public and private investments by leveraging its natural resources, cultural heritage, and strategic planning. This will create an environment conducive to long-term economic growth and development.

E. Strategies to Finance, Implement and Coordinate the Plan

The Kenema City Council is dedicated to financing its Development Plan through a diverse strategy that includes internal revenue generation, transfers from the central government, contributions from donor partners, and support from the community. The council's primary focus will be on optimizing internal revenue sources by enhancing taxation, market dues, and property rates. Furthermore, it will actively seek central government transfers that align with the Government's "Big Five" policy priorities, ensuring that the initiatives of the Development Plan are consistent with the New Medium-Term National Development Plan (MTNDP) for 2024-2030.

In addition, the council will explore partnerships with donor agencies, including international organizations and non-governmental organizations (NGOs), to address any potential funding deficiencies. Engagement and contributions from the community will be vital, especially in projects related to infrastructure and service delivery, where local ownership and active participation are essential for achieving success.

The successful execution of the plan will necessitate effective public financial management to promote accountability and transparency in the utilization of public funds. The Council will give precedence to optimizing resources, with a focus on key areas such as agriculture (Feed Salone) human capital development, youth employment, and local economic growth. Oversight mechanisms will be rigorously implemented to monitor the implementation, including regular financial risk assessments and evaluations aimed at addressing inefficiencies. Revitalizing the District Development Coordination Committees (DDCC) will enhance collaboration between sectoral and development partners, ensuring alignment with national and local objectives. Regular committee meetings will facilitate consistent reporting, timely interventions, and accountability across all levels of implementation.

To address potential challenges such as economic disruptions and non-compliance from partners, the Council will implement more stringent coordination mechanisms, supported by government assistance. Emphasis will also be placed on enhancing public financial management and upholding fiscal discipline to avoid unnecessary spending. Additionally, ensuring that the plan is inclusive and takes into account gender, environmental, and social considerations will be a key focus during its execution, facilitating a well-rounded approach to sustainable development in Kenema City.

F. Structure of the Plan

The entire document outlines a framework for guiding the development initiatives of Kenema City Council in line with the government's overall vision for national advancement. After providing an overview of the development context in Kenema, the subsequent sections of the plan center on the Big Five Game Changers, which represent the fundamental pillars for effecting transformative progress in the district. These encompass Feed Salone, aimed at the commercialization and modernization of agriculture; Human Capital Development, prioritizing education, health, and social protection; the Youth Employment Scheme, focusing on sustainable job creation for young individuals; Infrastructure, Technology, and Innovation, with a focus on expanding digital services and bolstering the energy and transportation sectors; and Enhancing Public Service Architecture, which aims to enhance efficiency and accountability in public service delivery.

In addition to the Big Five Game Changers, the plan highlights key enablers that support the successful implementation of these initiatives. These enablers include Gender and Women's Empowerment, Fire Prevention/Disaster Management and Climate Change/Resilience. The plan emphasizes the importance of scaling up efforts to diversify Kenema's local economy, strengthening public institutions, and promoting environmental sustainability to mitigate the impact of climate change. Moreover, gender equality is treated

as a cross-cutting issue, with a focus on empowering women and addressing disparities in education, healthcare, and political participation.

Each game changer and enabler is further broken down into specific sectoral strategies tailored to the unique needs of Kenema City. For instance, under Feed Salone, there is a focus on boosting agricultural productivity and ensuring food security, while under Human Capital Development, the plan outlines efforts to enhance access to quality education, improve healthcare systems, and promote gender equity. These components are carefully designed to work in synergy, creating a comprehensive and integrated approach to local development that contributes to Sierra Leone's broader national objectives for 2030.

Chapter One

1.1 Background

The Government of Sierra Leone (GOSL) has reaffirmed its dedication to fortifying the country's decentralization program in order to enhance service delivery to its constituents. This commitment is underpinned not only by the recommendations of the Truth and Reconciliation Commission (TRC) of 2002 but also by the demographic reality that the rural areas of Sierra Leone are home to over 60 percent of the country's population, with more than 70 percent experiencing income poverty and approximately 90 percent facing multidimensional deprivation.

Decentralization serves as a mechanism through which tangible poverty reduction and sustainable local development can be realized, primarily through sustained investment in participatory planning and implementation processes that prioritize the welfare of the populace. This approach holds particular significance for underdeveloped nations such as Sierra Leone. A fundamental component of the institutional and organizational management processes aimed at ensuring effective and enduring decentralization and service delivery is the continual formulation of local development plans to provide fiscal guidance and optimize the allocation of scarce resources. Existing plans, as well as newly conceived ones, necessitate ongoing review to facilitate the smooth continuity of service delivery procedures.

Consequently, the comprehensive and strategically articulated district development plans for Sierra Leone's 16 districts are pivotal to the government's unwavering support for effective service delivery at the district and community levels, in harmony with the national development plan. The preparation of the Kenema City Council Development Plan for FY 2025 and beyond harmonizes seamlessly with the current Medium-Term National Development Plan (MTNDP) 2024-2030 for Sierra Leone, with the imperative requirement for all district plans to align with this framework. Furthermore, such alignment extends to the United Nations Sustainable Development Goals (SDGs) and the African Union Agenda 2063, to which the MTNDP is appropriately linked.

In consideration of the aforementioned circumstances, the Kenema City Council has formally requested the Ministry of Planning and Economic Development (MoPED) for assistance in developing their Strategic Development Plan for a period of five years, encompassing the 2025 Fiscal Year and beyond. This request is aimed at facilitating their access to Government Allocations within the framework of the National Budget preparation process for the Fiscal Year 2025. The Council's previous one-year extension Plan expired in 2023, leaving them without a comprehensive successor Plan in place at the time of the new National Budget preparation. It is noteworthy that the Kenema City Council is one of the Local Councils seeking technical support from MoPED for the formulation of the current Local Council Development Plans, with financial assistance from UNICEF.

It has become a standard practice and a prerequisite for all local councils to submit active development plans covering the operational year of the national budget during the preparation of the National Budget for

each financial year. Therefore, with the FY 2025 budget preparation currently underway, the urgent need for multi-year Plans for the Kenema City Council cannot be overstated, particularly for accessing allocations from the National Budget for FY 2025 and beyond.

1.2 Kenema City Development Context

Kenema is located in the Eastern region of Sierra Leone. It borders Bo to the West, Kono and Tonkolili to the North, Kailahun to the South, Pujehun to the Southwest, and Neighbouring Liberia to the Southeast. Kenema has an area of 6,053 km² (2,337 sq mi), with a current population of 772, 472 (2021 Mid-Term Population and Housing Census). Kenema is ethnically diverse, mostly comprising the Mende, Fullah, Limba, Temne and Mandingo ethnic groups, a diversity driven largely by a long history of natural endowment and highly intensified commercial activities in the district.

The Mendes and Fullahs represent the predominant ethnic groups in Kenema, which is also home to other ethnics, including the Susu and Kissy tribes. Additionally, a diverse array of non-Sierra Leoneans, including individuals from Nigeria, Guinea, Liberia, Mali, and Lebanon, contribute to the multicultural fabric of the city. Kenema has a rich history of mining and is recognized for its vibrant commercial activities, which play a significant role in the region's economy.

A. Socio-Economic Growth Structure and Human Development

Kenema City plays a pivotal role in the socio-economic growth of Sierra Leone's Eastern Province. Initially, the city's development was driven by logging and carpentry. However, the discovery of diamonds in the early 1930s markedly transformed its economic trajectory, establishing Kenema as a prominent center for alluvial diamond mining. This development attracted a diverse influx of individuals seeking economic opportunities, reinforcing its significance as a vital trading hub. Although diamond mining continues to be a key economic activity, Kenema's economy is also bolstered by agriculture, with the surrounding region producing cocoa, coffee, palm oil, and timber. The city of Kenema plays a crucial role in the regional trade network, serving as a vital connection between its agricultural regions and larger markets, such as Freetown. However, similar to many areas in Sierra Leone, Kenema encounters significant challenges, including poverty, insufficient infrastructure, and the pressing need for sustainable economic diversification. Addressing these issues is essential to promote inclusive growth and enhance the living standards of its residents.

Kenema has made notable progress in human development, particularly in the field of education. The region boasts a comprehensive education system that includes primary, secondary, and tertiary institutions, such as the Eastern Technical University, which plays a vital role in cultivating human capital essential for sustained growth. However, the healthcare sector continues to face significant challenges, notably the prevalence of diseases like Lassa fever, which places considerable strain on the healthcare infrastructure, including the Kenema Government Hospital. It is imperative to address these health challenges, improve sanitation, and ensure access to clean water as crucial measures to enhance human development in the

region. Promoting gender equality and empowering women, who constitute a significant portion of the population and actively participate in sectors such as trade, is crucial for achieving inclusive growth.

Additionally, enhancing governance, minimizing corruption, and fostering peace and security are fundamental to creating an environment conducive to human development, ensuring that all members of society can benefit from socio-economic progress.

B. Among the Central Issues to Address in the New Kenema City Council Strategic Plan

Kenema City is currently facing a range of challenges that significantly impact its growth, poverty alleviation efforts, and sustainable development initiatives. The new strategic plan seeks to build upon the successes of the previous plan while addressing both emerging and persisting issues. Key areas of focus include the exploration of alternative and sustainable financing mechanisms for development programs, particularly in light of fiscal constraints that have been intensified by the global COVID-19 pandemic. Additional challenges include widespread poverty, a general reluctance among citizens to fulfil tax obligations, and an overreliance on central government and donor funding. The city also contends with frequent epidemics and disease outbreaks, including malaria, cholera, and HIV/AIDS. Furthermore, the productivity and service delivery of district council staff have been adversely affected by low motivation stemming from inadequate incentives.

The needs assessment has highlighted several key priorities for development in Kenema City. Firstly, infrastructure development is essential, particularly the construction and rehabilitation of feeder and trunk roads, bridges, and culverts, to improve community access and connectivity. Additionally, the areas of health and sanitation require significant attention, with an emphasis on providing quality, affordable healthcare and fostering a healthy living environment. Strengthening the power supply and ensuring access to clean drinking water, particularly in peripheral communities, are also critical components for enhancing energy availability.

The education sector needs support in terms of infrastructure, teaching materials, and initiatives to motivate teachers, all of which are vital to advancing the Free Education Agenda. Other important areas for implementation in this new plan include youth and sports development, social welfare, agriculture, good governance, and institutional priorities. These encompass disaster response programs, capacity building for local council functionaries, and the establishment of an ideal working environment.

Collectively, these priorities reflect the needs and aspirations of the people of Kenema City and serve as a foundation for future progress, thus, addressing these critical areas will be essential for fostering a more resilient and sustainable future for Kenema City.

1.3. Principles Guiding the Plan Formulation and Implementation

The guiding principles for the formulation and implementation of the New/Revised Kenema City Council Development Plan are grounded in robust and effective public financial management. Key to the successful

implementation of the plan is the enhancement of financial oversight and risk management, coupled with rigorous monitoring and evaluation mechanisms. To ensure fiscal sustainability, the plan emphasizes the exploration of internal resource opportunities and prioritization of spending to maximize impact. Efforts to reduce discretionary expenditure will further bolster financial discipline.

Strengthening coordination across the district is essential, as is aligning the new plan with the Medium-Term National Development Plan (2024-2030) and the Sustainable Development Goals (SDGs). The plan centers on the people of Kenema, promoting gender equality, inclusivity, promote children's development initiative, and a balance between environmental, social, and economic needs. Special attention is given to fostering local economic development, with a focus on job creation and growth, particularly for women and youths. Additionally, key institutional priorities include disaster response programs, capacity building for council functionaries, and providing a secure and efficient working environment for council staff. The principles aim to create a comprehensive and actionable framework that addresses the pressing development needs of Kenema City.

1.4 Approach and Methodology

The New/Revised Kenema City Council Development Plan (2025-2030) was crafted through an inclusive and participatory approach. Key stakeholders, including Paramount Chiefs, Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), Ministries, Departments, and Agencies (MDAs), religious groups, the private sector, children, and vulnerable groups, were actively involved. This approach ensured diverse perspectives, especially those of marginalized communities, were integrated. Stakeholders provided insights on policy issues and interventions to address their specific development needs for the next five to seven years. The methodology also involved sensitizing participants on the Government's Big Five Game Changers and the planning process, enhancing their understanding of the development goals. Preparatory meetings with the Local Technical Planning Committee (LTPC), facilitated by the Ministry of Planning and Economic Development (MoPED) with support from UNICEF, focused on primary and secondary data collection procedures and the preparation of needs assessment checklists.

Data collection for the development plan employed methods such as Participatory Poverty Analysis (PPA), Focus Group Discussions, Community Consultations, and surveys. The Planning and Technical Committee, along with the Resident Technical Facilitator (RTF) and councilors, conducted field visits to engage Locality Committee members and gather inputs on pressing needs. These consultations were crucial for validating and rolling over projects from the previous development plan that had not been implemented due to funding constraints. The needs assessment and sectoral review involved close collaboration between the MoPED technical team from Freetown and Kenema City sector experts, ensuring consistency and accuracy in data collection. The process also utilized secondary data through a desk review of existing documentation to support the formulation of the development plan. MoPED provided significant technical support, culminating in a first draft report of the Local Council Plans within a week using the Local Council Development Planning Template as a guiding framework.

1.4.1. Plan preparation process

The Kenema City Council administratively covers 18 political wards. Considering the importance of this new local council development plan hinges on the central government's Big Five Game Changer initiative, the plan preparation process was extremely crucial and intensive, especially in data collection, stakeholder engagement to identify the city's needs and development priorities bringing all sectors implementation partners together including line devolved MDAs, NGOs, CSOs, development partners, private sector and council staff.

A comprehensive desk review was conducted, which included the analysis of progress reports, policy documents, and other research materials. In addition to this, extensive group discussions facilitated a collaborative approach to our efforts. A needs assessment was carried out, wherein questionnaires were administered at the WARD level, followed by technical discussions within specific sectors. This approach aimed to gather sector-specific insights for the initial draft of the new plan. Furthermore, technical staff from the Ministry of Planning and Economic Development (MoPED) actively monitored the process over the course of a week, engaging with sector representatives and council staff to contribute to the development of the first draft.

1.4.2 Technical Assistance and Timing of the Plan Preparation Process

To facilitate the timely development of the New Kenema City Council Development Plan 2025-2030, a dedicated technical team from the Department of Planning, Policy and Research of MoPED was deployed. This team, which includes Assistant Director, Senior Economist and Planning Officers, were stationed in Kenema City for over one week. Their primary objective was to collaborate closely with local council staff and technical representatives from various sectors operating within the city.

The technical team was organized into two specialized groups: one focused on working directly with the local council staff and the other engaging with professionals from relevant sectors. The overall process benefited from the guidance and oversight of the Acting Director, who ensured that the technical team remains aligned with the objectives and adheres to best practices throughout the planning process.

1.4.3 Limitations to the Process

Although the request for assistance in preparing the new Plan was timely, the financial resources were limited; therefore, a comprehensive coverage of all wards across Kenema City was not feasible. Consequently, assessments were conducted in 18 out of the 20 Wards, utilising fewer human resources for the needs assessment. Sector-specific consultations were not carried out alongside stakeholder engagement

at the Ward level, due to the limited funds. The sector-specific consultation and stakeholder engagement at the Ward level were intended to last for a maximum of two days. However, this was not visible; instead, a

collective approach was adopted, bringing together all sectors and Ward stakeholders separately for an integrated discussion.

The plan preparation process was highly participatory and primarily relied on desk reviews as well as primary data collection through needs assessments across the 18 Wards. This approach was necessitated by the constraints on resources and time required to access funding from the National Budget for FY 2025. MoPED played a pivotal role in analysing the data and formulating the Plan, ensuring alignment with the national development plan (MTNDP 2024-2030) and relevant international frameworks, including the Sustainable Development Goals (SDGs) and the African Union Agenda 2063.

1.5: District Profile (Development potentials and opportunities)

1.5.1 The Environment

Kenema City experiences a wet semi-equatorial climate with two main seasons: the rainy season, spanning from April to October, and the dry season, lasting from November to March. This climate supports a variety of vegetation types, including secondary farm bush, grassland, mangrove, and inland valley swamps, which are conducive to agriculture. The city's population relies heavily on these natural resources for essential needs and economic activities, drawing from biodiversity products such as food, fuelwood, construction materials, medicinal plants, and craft materials. This dependence highlights the importance of preserving Kenema's natural environment, as it sustains both the local economy and cultural practices.

However, the rapid urbanization of Kenema City has led to significant challenges in solid waste management, presenting environmental, social, and health risks. Waste is primarily generated from residential, commercial, industrial, agricultural, and institutional sources, with household waste accounting for a large proportion, followed by waste from markets, industries, and streets. This waste includes both biodegradable materials, such as food and yard waste, and non-biodegradable items, like plastics, glass, and metals. Inadequate disposal methods, such as open burning and landfill dumping, further exacerbate the environmental impact, leading to air, water, and soil contamination. Addressing Kenema's environmental challenges requires a focus on sustainable waste management practices that protect the city's natural resources. Implementing efficient waste disposal systems, enhancing public awareness on waste reduction, and investing in recycling initiatives could help mitigate the adverse effects on both the environment and community health.

1.5.2 Drainage

Kenema District is well-drained by an intricate network of rivers and streams that play a crucial role in supporting the region's ecology, agriculture, and water needs. The Moa River, one of the major rivers, flows through the north-eastern part of the district, serving as a lifeline for farming, fishing, and local communities. The Tiwai River also flows through the southern area, enriching the surrounding ecosystems, particularly near the Tiwai Island Wildlife Sanctuary, which hosts a unique range of biodiversity. Additionally, the Waanje River runs through parts of the district, providing water for inland valley swamps and connecting to several smaller tributaries that support agricultural activities and natural irrigation for local crops.

Other significant water bodies in Kenema include the Sewa River, which flows along the western edge of the district, contributing to the fertility of nearby lands. Inland swamps, locally called bolis, are prevalent, offering a source of water for small-scale farming, livestock, and other community uses. These rivers and water bodies are critical for maintaining Kenema's lush vegetation, including secondary farm bush, grasslands, and inland valley swamps, which all support diverse agricultural activities. However, urban areas in Kenema City face challenges with water drainage due to inadequate waste management and

blocked channels, underscoring the need for improved drainage infrastructure and sustainable environmental practices to protect the city's waterways and promote healthy water flow throughout the district.

1.5.3 Natural resources

Kenema is endowed with an abundance of natural resources, particularly diamonds and gold, which significantly contribute to migration into the district and are vital for job creation within both the local and national labor markets, especially for the youth. Women play a pivotal role in gold mining activities, which substantially foster local economic development and enhance livelihoods. The district's diamond offices and mining companies serve as essential revenue generators for the Kenema City Council. Major mining operations are concentrated in the Lower Bambara, Wandor, Boajibu, and Kandu Leppiema Chiefdoms. However, despite ongoing illegal mining activities along riverbanks and in valley swamps, the full mineral potential of the district remains largely underexplored.

In addition to the mining sector, Kenema's diverse vegetation includes secondary farm bush, grasslands, mangroves, and inland valley swamps, all of which are conducive to various agricultural practices. The district's biodiversity and forest resources provide essential resources, including food, fuel (in the form of fuelwood and charcoal), construction materials, crafts, medicinal plants, and recreational materials such as raffia and ornaments. Despite the challenges posed by mining, logging, and slash-and-burn agriculture, Kenema continues to maintain a rich biodiversity and valuable environmental resources, which are integral to sustaining its population and supporting local economic activities.

1.5.4 Administration and population distribution

The Kenema City Council is structured with various committees, each responsible for specific sectors, and includes 19 localities plus one new locality added after the census. Committees such as Agriculture & Food Security, Appointment Advisory, Audit, Budget and Finance, among others, consist of six councillors each, except for Health and Works & Infrastructure which have seven and five councillors respectively. Leadership roles in the Kenema City Council include a Mayor and a Deputy Mayor, with professional staff including Chief Administrator, Finance Officer, Development Planning Officer and Monitoring & Evaluation Officer and others supporting the council's administration process. Each locality's committee is composed of ten members, equally divided between men and women, ensuring balanced representation and effective governance.

The population of Kenema district saw notable growth from 609,891 in 2015 to 772,472 in the 2021 Mid-Term Census, reflecting an increase of approximately 162,581 people. This growth is likely driven by the district's rich natural resources and economic opportunities. The gender distribution has remained relatively balanced, with the 2021 census showing 384,173 males and 388,299 females, resulting in a sex ratio of 98.9. Kenema City, in particular, has experienced substantial population growth, increasing from 200,443 in 2015 to 255,110 in 2021 (Statistics Sierra Leone). This highlights Kenema's role as a significant center for economic activity and population density.

1.5.5 Economic Growth Structure/Demographic Characteristics

Kenema is a vital economic hub located in eastern Sierra Leone, recognised for its agricultural productivity and the wealth of its natural resources. Agriculture is the cornerstone of the district's economy, employing a significant portion of the population in farming activities. The region's fertile soils and abundant inland valley swamps create optimal conditions for rice cultivation, cocoa farming, and the production of various cash crops. Additionally, mining activities, particularly the extraction of diamonds and gold, play a crucial role in the district's economic framework, attracting both local and international investments. Small-scale trading and informal economic activities also flourish, particularly in Kenema City, which serves as the commercial and administrative nucleus of the district.

Kenema's growth potential is underscored by its strategic location as a gateway to other regions and its rich natural resources. Opportunities for advancement include enhancing agricultural value chains, developing tourism centre around attractions such as the Gola Rainforest National Park, and improving infrastructure to bolster trade and investment. However, the district faces challenges, including elevated unemployment rates, especially among the youth, and insufficient infrastructure in the health, education, and transportation sectors. Investments aimed at human capital development and sustainable management of natural resources could significantly elevate the socio-economic status of the district.

Kenema is recognised for its production of cocoa, coffee, palm oil, and timber, all of which are vital to its economic framework. Despite these robust economic activities, the district encounters significant challenges, including food insecurity and high poverty levels. A notable proportion of the population lives under conditions of chronic malnutrition, contributing to an overall increase in the poverty rate.

On a positive note, Kenema possesses considerable growth potential, particularly within the agricultural sector. As the district boasts the largest cropland area in Sierra Leone, there exists an opportunity to enhance productivity and increase income generation through small-scale farming initiatives. Additionally, the presence of rich natural resources, such as diamonds and gold, further underscores the potential for economic advancement. Investments aimed at improving infrastructure, education, and healthcare services could significantly bolster the Kenema City growth trajectory and enhance the overall quality of life for its residents.

Kenema City is recognized as one of the most populous regional headquarters in Sierra Leone, characterized by a youthful demographic that contributes significantly to the local labor force and economic activities. The population is ethnically diverse, including groups such as Mende, Temne, Fullah, Limba, Mandingo, and others, which enhances the city's rich cultural heritage. While predominantly rural, Kenema City serves as a dynamic urban center, drawing migrants from adjacent areas seeking enhanced economic opportunities.

The gender distribution in the city is relatively balanced; however, women often encounter obstacles in accessing education and economic resources, which restricts their full engagement in the development of the Kenema City. Although literacy rates are improving, particularly among the younger population, disparities remain evident between rural and urban areas. This vibrant and youthful demographic composition presents significant opportunities to leverage human capital for economic growth, contingent upon a concerted focus on education, skills development, and gender inclusivity.

Table 1: Kenema City Population by Ward

No.	Ward	Population
1	55	10,423
2	56	10,730
3	57	12,436
4	58	12,983
6	59	12,121
7	60	7,988
8	61	9,520
9	62	10,852
10	63	10,834
11	64	12,589
12	65	11,915
13	66	11,313
14	67	12,124
15	68	12,132
16	69	10,382
17	70	10,871
18	71	8,482
Total		179,213

Source: Statistics Sierra Leone

1.6 Structure of the Kenema District Development Plan

The New Kenema City Strategic Plan was formulated around the **Big Five Game Changers and Enablers** that are strongly linked to Sierra Leone's New Medium-Term National Development Plan (2024-2030), as well as the United Nations Sustainable Development Goals and African Union Agenda 2063. These Big Five Game Changers and Enablers are presented as follows.

Big 5.1 Feed Salone (Agriculture), Big 5.2.1 Education, Big 5.2.2 Health, Big 5.2.3 Water, Environment and Sanitation, Big 5.2.4 Children, Adolescents, Person with Disability and the Aged, Big 5.3 Road and Infrastructure, Big 5.4 Youth and Sport Big 5.5 Transforming the Public Service Architecture as well as Enabler 1 Gender and Women's Empowerment, Enabler 2 Fire Prevention and Enabler 3 Climate Change

1.7 Cost of the Plan

The Kenema City Development Plan (2025–2030) presents a comprehensive six-year investment framework with an estimated budget of **Le179,189,164.85**, exclusive of the base year 2024. Anticipated revenue is projected at **Le140,193,298.22**, which results in a financing gap of **Le38,995,866.63**. This equates to an average annual shortfall of approximately **Le6.5 million**.

The funding gap is expected to reach its peak of **Le11.77 million** in 2026, gradually decreasing to **Le2.56 million** by 2029. This gap highlights the ambitious nature of proposed interventions across twelve key sectors and underscores the necessity for alignment between available resources and strategic priorities. To effectively bridge this gap, the Council emphasizes the importance of fostering strategic partnerships, exploring innovative financing solutions, and enhancing local revenue mobilization efforts.

Significant allocations within the plan include **Le11.68 million** dedicated to food security initiatives under Feed Salone, **Le22.54 million** for healthcare services, **Le53.74 million** for children’s programs, and **Le25.0 million** for infrastructure development. Further investments will be directed towards **education (Le3.18 million)**, **WASH (Le19.65 million)**, social welfare, gender initiatives, youth empowerment, and institutional strengthening. These financial allocations are aligned with Sierra Leone’s Big Five Game Changers and the Council’s commitment to fostering inclusive, accountable, and sustainable urban development. With coordinated implementation, the Kenema City Council is positioned to achieve meaningful outcomes that improve lives and promote resilient communities.

1.8 Mitigating Risks to Plan Implementation

The effective implementation of the Kenema City Plan involves navigating several significant risks that necessitate strategic mitigation to ensure the attainment of desired objectives. One of the foremost challenges is the ongoing financial and economic difficulties, which have been exacerbated by global disruptions and negatively impacted the economy of Sierra Leone. High transaction costs, supply chain disruptions, and inflationary pressures present considerable obstacles to resource allocation and project execution. To address these challenges, it is essential to enhance public financial management practices and ensure the efficient utilization of available resources. Strengthening fiscal discipline, prioritizing critical expenditures, and improving budget execution processes will be crucial in alleviating the effects of financial constraints.

Another critical risk is insufficient funding and resource allocation. Delays in the disbursement of funds from the central government, coupled with the limited capacity of local councils to generate internal revenue, will hinder the effective rollout of planned initiatives. To mitigate these issues, it is important to modernize tax collection systems, introduce digital payment platforms, and diversify revenue sources through public-private partnerships and investments. Furthermore, non-compliance among sectoral partners and stakeholders can pose challenges to accountability and service delivery. This risk can be addressed by reinforcing the functionality of District Development Coordination Committee meetings, ensuring regular

engagement, and implementing systematic reporting on development outcomes at both the district and community levels.

Institutional capacity limitations pose significant challenges to the effective implementation of initiatives. Key among these limitations are gaps in technical expertise in areas such as urban planning, civil engineering, and financial management, coupled with insufficient logistical resources including mobility and digital tools. To address these challenges, it is essential to implement capacity-building programs for council staff and to make strategic investments in the requisite infrastructure and equipment.

Moreover, political interference, particularly in the form of conflicts of interest between council administrators and elected officials, can disrupt decision-making processes and result in misaligned priorities. In order to mitigate these issues, it is crucial to establish clear delineations of roles and responsibilities, as well as neutral platforms for dialogue among stakeholders to facilitate collaboration and reduce potential conflicts.

Corruption and inadequate accountability frameworks represent additional risks that threaten the responsible allocation of resources. To strengthen accountability, the introduction of stringent financial controls, regular audits, and enhanced transparency through public reporting of council plans and budgets is vital. Engaging with the community is equally important, as a lack of inclusivity in both planning and implementation can lead to resistance from local stakeholders. By ensuring community involvement at all stages of project development and conducting awareness campaigns in local languages, councils can foster a sense of ownership and align projects more closely with the needs of the populace.

Lastly, environmental challenges, including the occurrence of natural disasters such as flooding during the rainy season, present significant risks to the implementation of plan. These challenges can disrupt project timelines and compromise critical infrastructure. To address these concerns, it is imperative for the Kenema City Council to integrate climate resilience into their planning processes, prioritizing disaster preparedness and sustainable practices, such as the enhancement of drainage systems and reforestation efforts.

1.9 Theory of Change

The Kenema City Council's Development Plan for the period 2025-2030 is based on a comprehensive Theory of Change that aims to transform Kenema City into a leading example of sustainable urban development. This initiative focuses on addressing multidimensional poverty and enhancing the socio-economic well-being of the city's residents. Through a framework of inclusive, participatory, and transparent governance, the Council intends to improve service delivery, broaden revenue generation, and reinforce public infrastructure. These efforts align with national initiatives such as the Medium-Term National Development Plan (MTNDP), the Sustainable Development Goals (SDGs), and Agenda 2063. Strategic interventions will include capacity building for effective revenue collection, investment in human capital, creation of employment opportunities, and promotion of local economic activities.

The Kenema City Council recognizes the importance of cultivating partnerships and leveraging Kenema's advantageous geographic location and resources, while also addressing systemic challenges such as tax evasion, illiteracy, and insufficient infrastructure. The overarching objective is to reduce poverty, foster an inclusive urban environment, and enhance the quality of life for all residents. This will be achieved by promoting economic growth, ensuring equitable access to services, and advancing environmental sustainability, all supported by a commitment to accountability and transparency.

1.10 Linking the Revised Kenema City Strategic Plan (2025-2030) with Sierra Leone’s New National Development Plan (2024-2030), and the SDGs.

The Government New Strategic Plan is developed around five Big Game Changer and Enabler of which the agriculture sector title operation feed salone is the flagship programme of the New Direction Government as articulated in the Manifesto of the President of the Republic of Sierra Leone, Retire Brigadier Julious Maada Bio. Therefore, the Government New Strategic Plan is designed to promote the country’s aspiration of becoming a green, sustainable and shared middle-income country by 2039.

The Revised Kenema City Council Development Plan has been prepared to cover the period 2025-2030 which is fully aligned to the Big Five Programmes and Enablers of the New National Strategic Plan 2024-2030. These Big Five Game Changers of the Kenema City Council Strategic Plan include the following: Big 5.1 Feed Salone (Agriculture), Big 5.2.1 Education, Big 5.2.2 Health, Big 5.2.3 Water, Environment and Sanitation, Big 5.2.4 Children, Adolescents, Person with Disability and the Aged, Big 5.3 Road and Infrastructure, Big 5.4 Youth and Sport, Big 5.5 Transforming the Public Sector Architecture as well as Enabler 1 Gender and Women’s Empowerment, Enabler 2 Fire Prevention and Enabler 3 Climate Change

Therefore, the New Kenema City Council Strategic Plan 2025-2030 will significantly contribute to the achievement of the Government Big Five Programmes and Enablers, the 17 SDGs and the Seven Aspiration of the AU Agenda 2063 in Sierra Leone. This is illustrated in the table below.

Table 2 Linking the New Kenema City Council Development Plan covering the period 2025-2030 with the New National Development Plan (New NDP 2024-2030) and the SDGs

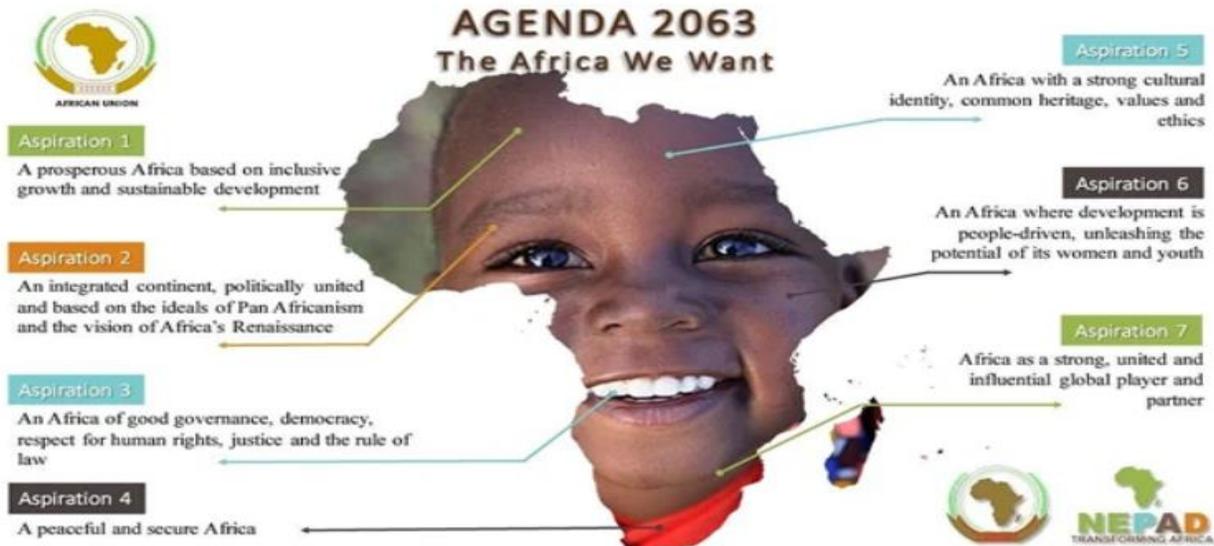
Kenema City Dev. Plan 2025-2030	S/Leone New MTND (2024-2030)	The SDGs (United Nations 2030 Agenda)
Agriculture (Feed Salone)	Big 5.1 Feed Salone	SDGs: 1, 2, 8, 12, 14, 15 AU Aspirations: 1, 6
Education, Health Care Services, WASH, Children, Social Welfare, Gender	Big 5.2: Human Capital Development	SDGs: 3, 4, 5, 6, 8, 11 AU Aspirations: 1, 6
Youth and Sport	Big 5.3 Youth Empowerment Scheme (500,000 New Jobs)	SDGs: 1, 4, 8, 10 AU Aspirations: 1, 4, 6
Road and Infrastructure	Big 5.4 Infrastructure, Technology and Innovation	SDGs: 7, 9, 11, 17 AU Aspirations: 1, 7
Transforming the Public Service	Big: 5.5: Transforming the Public Service Architecture	SDGs: 4, 16, 17 AU Aspirations: 1, 2, 3, 7

	Enabler 2: Governance and Accountability	
Gender	Big 5.2: Human Capital Development Enabler 4: Gender mainstreaming	SDGs: 1,3,4,8,10 AU Aspirations: 1, 6
Environment	Enabler 3: Advancing climate resilience and environmental action	SDGs: 13, 14,15 AU Aspirations: 1, 7
Means of Implementation	Enabler 5: Financing, partnerships for implementation and risks management	SDGs: 16, 17, AU Aspirations: 1, 3, 6, 7

The 17 SDGs



AU Agenda 2063: 7 Aspirations of Agenda 2063



Chapter Two

Situational Analysis

2.1 Review of Sector Development Situation including Constraints

It is necessary to do situational analysis on the performance of key sectors across the Kenema City. This will help to identify achievements/provide success stories, outlined challenges/constraints discuss and highlight some of the key policy actions that will drive effective implementation of the new development plan for the City Council. Hence, situational analysis was conducted for the Kenema City Council around the Government Big Five Game Changer including Feed Salone (Agriculture), Education, Health, Environment, Water and Sanitation, Children, Adolescents, Disability and the Aged, Road and Infrastructure, Youth and Sport and the Public Service Architecture. Enable 1, Gender and Women's Empowerment, Enabler 2, Fire Prevention and Enabler 3, Climate Change were also captured in the situational analysis exercised conducted.

Results of Needs Assessment conducted on Feed Salone (Agriculture Sector)

The agricultural sector in Kenema City exhibits varying levels of development and resource allocation across its wards. The needs assessment revealed that the total number of acres of IVSs rehabilitated in the entire Kenema City is estimated at 239 acres, where a good number of wards have an average of 13.28 acres of IVSs rehabilitated. The highest number of IVSs rehabilitated are found in Ward 065 with 60 acres, while Wards 060 and 061 have the least rehabilitated acres of IVSs with only 2 acres each. Seed banks cut across all the wards with most wards having two, but Wards 058 and 062 have just one seed bank. Additionally, only 44.44% of the wards have access to land rice seeds, while the rest face challenges in acquiring these essential inputs. Also, Farmers Field Schools (FFS) which is established for training farmers is available in all the Wards with Ward 056 having the highest with 10, while a good number of Wards have only two FFS.

The assessment revealed that there is limited number of Extension Workers providing extension services, making it difficult to cover all the wards in the Kenema City. Also, the result confirmed that various agricultural services across all wards in the Kenema City have only been provided by the Government through the local council. There are only few wards that have benefited from different agricultural supports provided by Non-Governmental Organizations (NGOs) and Community-Based Organizations (CBOs). This demonstrates a strong reliance on government support for agricultural services, underscoring the need for diversified stakeholder involvement to strengthen the agricultural sector. Subsistence and commercial farming activities cut across all wards in the Kenema City.

Also, the needs assessment result further revealed that, of the 20 wards, only 3 wards (WARDS 058, 059, and 064) have Agricultural Business Centers (ABCs) for processing local foods and promoting value addition, leaving 17 Wards without this facility. This indicates the need for increased investment

in food processing structures such as ABCs. For livestock farming, about 27.8% of wards reported having at least one livestock farm, with Ward 069 having the highest livestock farms of five. Also, Market structure is available in most of the wards with the exception of Wards 057, 069, and 073 that are without this facility and daily/weekly market days (commonly known as lumo) is observed in all the wards which occurred frequently.

Furthermore, the number of local industries available in the Kenema City is limited across there Wards including Ward 058, Ward 059 and Ward 068, and the highest is found in Ward 068 with 9 (Nine) different local industries, which is considered by many people in the Kenema City as the hub for the production of agricultural/farming tools for the city.

The revised Kenema City Plan is therefore designed to address these challenges by ensuring that the local community farmers across the Kenema City are provided with the necessary supports such as seed inputs, livestock, chemicals, and fertilizers, extension services, processing facilities and mechanical cultivation. The New Plan will also address capacity issue by empowering the various local community farmers across the city, farmer associations and marketing cooperatives with the required skills to improve their service delivery. It will also discuss external resources mobilization mechanism and ensure that donor activities are properly coordinated and the general agricultural development activities are monitored, evaluate and reported accordingly.

Results of Needs Assessment conducted on the Education Sector

The needs assessment exercise was also conducted to assess the education situation in the entire Kenema City and one focus area was the availability of school structures across the various Wards. The assessment revealed that Kenema City has a total of 350 schools distributed across the various Wards. Of these, 74 are pre-primary schools, 146 are Primary Schools which represent the highest proportion, 72 are Junior Secondary Schools while 58 are Senior Secondary Schools which is recorded as the least. Wards 056, and 057 have the highest number of schools with 41 and 42 respectively. This is followed by ward 061 and 066 where each having 30 number of schools structures. The least number of schools structures are found in wards 072 with 8 and ward 062 with 9. Data was not obtained for ward 073. Table 1 under education sector provides the details.

The assessment further revealed that Kenema City has a total of 2,243 teachers across all the respective wards. Of this number, 785 teachers are trained and qualified while 1,458 teachers are untrained and unqualified. Ward 068 is having the highest number of trained and qualified teachers with 120, followed by ward 071, 067 and 069 respectively having 90, 87 and 75. The least number of trained and qualified teachers are found in ward 063 with only 8 while the rest of wards have an average number of 30 to 40 trained and qualified teachers. Also, ward 068 is again having the highest number of untrained and unqualified teachers with 205 followed by ward 067 with 150 and ward 069 with 110 untrained and unqualified teachers.

The assessment on sanitation facilities shows that water and toilet facilities are available across few wards, including ward 066, 069 and 070 while a good number of wards are without water and

sanitation facilities. Also school furniture is very limited leaving a good number of political wards in the city without this facility. The number of schools with adequate accommodation is available across ten wards. This result is fairly encouraging although much is needed to provide the remaining wards that are without accommodation for teachers. On average, the teacher pupil ratio currently stands at 66:1, revealing that there is one teacher to every 66 pupils across the Kenema City. The assessment also shows that different organisations including NGOs, CBOs. International Rescue Committee (IRC), LAPO, World Health Organization (WHO), Save the Children, Lewillan, United Nation Children's Fund (UNICEF), and One Village Partner have been providing various educational services to most wards in the Kenema City. These educational services include the provision of teaching and learning materials, furniture, skill training to teachers, stipends to school volunteers and lots more.

The data further shows that almost all wards (up to 94.1%) have functioning SMCs, Mothers' Clubs, and School Boards, which suggests strong community involvement in educational activities and there are regular monitoring and supervision of schools by supervisors to promote effective learning outcomes in the entire city.

However, results from the needs assessment indicate that the number of libraries/laboratories, adult literacy centers, and technical and vocational centres are very limited across the respective wards in the Kenema City. Also, the school feeding programmes is limited to only few wards leaving good number of political wards without benefiting from this service.

Results of Needs Assessment Conducted on the Health Sector

The assessment result for health sector revealed that there are Twenty-Four (24) number of health facilities across Kenema City, with Six (6) BeMONC (Basic Emergency Obstetric and New-born Care), Six (6) Community Health Centres, Six (6) Community Health Post, and Six (6) Maternal Child Health Post. These health facilities cut across only Six Wards including wards 056, 061, 063, 067, 069 and 072, each having four different health facilities.

Also, there are twenty-eight (28) health staff assigned to eight (8) PHUs across the Kenema City. Of this, eighteen (18) health staff are on government payroll, while the remaining ten (10) are not on government payroll.

The result also indicates that there is a serious challenge with WASH facilities (including water and toilets) in the respective PHUs across Kenema City. For example, the assessment result provided data for only five (5) PHUs across four wards (wards 063, 067, 069 and 070) with water facilities, while there are a good number of PHUs without water facilities. The assessment also provided similar results for toilet facilities, PHUs with functioning incinerators and standard delivery beds, which are not available across most PHUs in the various wards. The result further shows that there are 14 PHUs with functional Blood Pressure Machine for ANC available in four wards including wards 057, 062, 067 and 068, where wards 062 and 068 have the highest with six (6) each. Other health facilities including multiple delivery kits, resuscitation Kits, COLD chain for EPI, functional refrigerator for EPI and official staff quarters are extremely limited in most PHUs across the various wards in Kenema City.

It was also revealed in the assessment result that all the respective wards in the entire Kenema City have no Adolescence & Youth reproductive friendly centres and the Free Health Care Service Delivery has only benefited one PHU in ward 057. There are also few PHUs with Facility Management Committees (FMCs) established to monitor health related programmes and promote effective health service delivery in the city. Also, there are few NGOs and CBOs that have provided limited health related services to PHUs in the City.

Results of Needs Assessment Conducted on the Environment and Sanitation Sector

Result obtained from the needs assessment exercise shows that 15 out of the 20 wards in the Kenema City undertake waste management practices and waste disposal sites are available in 17 communities across 6 wards including wards 056, 058, 059, 061, 062 and 071, while the remaining wards lack waste disposal site facility.

Also the district has a total of 21 communities that have bye laws regarding waste management and environmental sanitation especially bye laws on solid and liquid waste disposal and drinking water. Wards 056, 058, 059, 061, 062 and 071, all have good number of communities that practice bye laws measures in the Kenema City. Kenema City has a total of 140 communities that have Public Health Assistants which cut across almost all the wards with the exception of ward 060 and ward 064 where there is no Public Health Assistants in their respective communities.

There are 30 number of Health Overseers across various communities in almost all the wards in the Kenema City. Also, a good number of wards have disaster preparedness committee in their respective communities and they also undertake tree planting practices as one of their key measures to ensure environmental safety. Some of the environmental practices community people undertake include, regular cleaning of the communities, construction and cleaning of drainages, enforcement of community bylaws on human excreta management, cleaning of water wells, impose ban on indiscriminate burning of charcoal, hand washing, planting of trees on a regular basis, food protection/prevention, hygiene sensitisation and the monitoring of domestic hygiene, ensuring that lactating mothers take their sick children to the PHUs, land reclamation measures, general cleaning around PHUs by the entire communities and brushing/cleaning of Road Sides.

Analysis of the Need Assessment Conducted on Gender, Children/Adolescents, PWDs, and the Aged

The needs assessment conducted for the Kenema City Council has produced significant findings related to gender considerations, the welfare of children and adolescents, the circumstances of persons with disabilities (PWDs), and the needs of the elderly population.

In terms of gender, the assessment reveals the presence of skill training centers across most wards, offering a range of programs such as Gara tie-dyeing, tailoring, and soap making. Women's agricultural groups are actively engaged in all wards, and there is evidence of community support for women's economic activities, including access to land for farming. Additionally, there is a commendable level of

awareness regarding the three Gender Acts and other relevant legal frameworks, coupled with a positive acknowledgement of women's participation in governance. Table 1 & 2 under Gender and Women's Empowerment provide the details.

Regarding children and adolescents, the findings indicate varying instances of sexual violence, with medium levels reported in numerous wards. While psychosocial services for victims are available at no cost in most communities, some areas are still lacking these critical services. Legal institutions, including local courts, are accessible in several wards and provide essential support in matters of justice. The existing child protection frameworks, encompassing child welfare committees and social workers, are recognized; however, their functionality varies, highlighting the need for enhancements in certain wards. Table 5 under Children gives more details.

For persons with disabilities, the assessment indicates a general awareness of the Disability Act, with some wards benefiting from support from organizations such as the Ministry of Social Welfare (MOSW) and the National Commission for Social Action (Nacsa). Nonetheless, the availability of support services for both persons with disabilities and the elderly is inconsistent across wards, with some communities reporting a lack of assistance. This data underscores the urgent need for improved support services for these vulnerable groups, including the provision of essential non-food items, food, and educational support for children with disabilities.

Concerning the aged population, the support provided is similarly inconsistent. Only a limited number of wards report the availability of benefits, such as essential non-food items and food. The assessment strongly emphasizes the importance of focusing on the well-being of the elderly, ensuring they receive adequate resources and support.

Analysis of the Need Assessment Conducted on Youth and Sport

The needs assessment conducted on Youth and Sports indicates the presence of functional youth organizations established across all wards. These organizations actively engage in a variety of initiatives, including agriculture, social welfare, transportation, trade, health, and motorcycle taxi services, with support from private individuals, non-governmental organizations (NGOs), and government agencies. The primary source of livelihood for the youth in these areas is motorcycle riding, and community development activities encompass efforts toward maintaining a clean environment, effective waste management, and community cleaning initiatives.

Notably, recreational facilities are significantly lacking, with only one ward (ward 067) having access to a football field. Despite this limitation, the youth demonstrate a strong commitment to community development and maintain positive relationships with stakeholders. They are actively involved in decision-making processes across all wards, which reflects their effective integration into community governance.

The assessment further identifies several challenges faced by the youth in Kenema City. Those challenges include the absence of adequate sports facilities, limited access to loan opportunities, and a

shortage of skills training centers. Additionally, recreational facilities and community centers are scarce, and there is insufficient financial support available. The youth have expressed the necessity for developmental initiatives, including the establishment of sports fields, skills training centers, trade opportunities, and support for agricultural endeavours. Addressing these challenges is vital for empowering young individuals and enhancing their contributions to community development.

Analysis of the Need Assessment Conducted on Roads and Infrastructure

The needs assessment conducted for roads and infrastructure highlights a significant disparity in the availability of motorable roads across its wards. Notably, Ward 060 boasts the highest number of motorable roads, totalling 70, while Wards 068 and 069 exhibit fewer options, with 40 and 18 motorable roads, respectively. However, the overall condition of these roads varies considerably, with many categorized as being in fair to very poor condition. A substantial number of roads require urgent rehabilitation and maintenance; for instance, Ward 060 alone necessitates rehabilitation for 50 roads and maintenance for 40 roads, underscoring an urgent need for infrastructure enhancement.

Moreover, the assessment indicates a demand for bridge construction within various wards, with Ward 060 and Ward 069 each identifying a need for five new bridges. The requirement for culverts is also significant, with Ward 069 needing the highest number at 19, followed by Ward 068, which requires 10 culverts. While road maintenance committees are present in most wards, there exists a deficiency of bylaws governing road maintenance in several areas. Notably, despite the substandard road conditions, transport flow remains relatively consistent, reflecting the resilience of the local communities. Additionally, hydroelectricity serves as the primary energy source in the wards that reported on this matter, indicating a reliance on this form of energy for various community activities.

Overall, the needs assessment emphasizes the critical necessity for infrastructure development in Kenema City. It calls for a focused approach to rehabilitate and maintain roads, construct essential bridges and culverts, and establish effective frameworks for road maintenance. Addressing these infrastructural challenges is vital for improving transportation and supporting the economic activities of the community. The specific needs identified within the wards highlight the importance of targeted investment and comprehensive planning to foster meaningful progress in Kenema City's infrastructure.

Results of Needs Assessment Conducted on Fire Prevention

The needs assessment survey conducted by the Kenema City Council did not yield responses regarding fire prevention from community members across the various wards. Nonetheless, the council has established a robust framework for fire prevention, which builds upon previous development plans.

Significant strides have been made in this area, including the implementation of sensitization campaigns throughout all wards, a comprehensive needs assessment aimed at evaluating the causes of fire outbreaks, and capacity-building training for authorities focused on fire response and disaster management. These initiatives have played a critical role in strengthening fire prevention mechanisms and enhancing preparedness within the city.

Despite the progress made in fire prevention efforts, there are critical activities and emerging needs that must be addressed to enhance our initiatives further. Regular sensitization efforts are vital to maintaining public awareness of fire safety. Furthermore, the development of a Risk Management Strategic Plan, along with the implementation of relevant policies, plans, and legal frameworks, is crucial for effective disaster management.

Key emerging needs include enhancing firefighter mobility to facilitate rapid response, ensuring the timely allocation of funds for fire safety initiatives, and constructing additional boreholes to provide a reliable water supply for firefighting operations. Addressing these gaps will significantly improve our fire prevention mechanisms, reduce disaster risks, and bolster the safety and resilience of communities in Kenema City.

Analysis of Potential, Opportunities, Constraints and Challenges across key sectors in the Kenema City

Table 3: Kenema City’s Potential, Opportunities and Constraints

Agriculture			
Potential	Opportunity	Constraints	Challenges
<ul style="list-style-type: none"> The agricultural landscape surrounding Kenema City presents a compelling case for significant productivity and economic potential, and characterized by its fertile soil which play a critical role in enhancing agricultural output. The inherent fertility of the soil, coupled with the demographic advantage of a large youthful population, positions the district for increased yields, particularly in rice cultivation and other cash crops. Kenema City is favourably situated among numerous rivers and benefits from abundant rainfall. In addition to staple crops, the soil across various wards in 	<ul style="list-style-type: none"> A significant number of farmers in Kenema City exhibit a strong resolve to engage in agricultural activities, provided they have access to the necessary resources and opportunities. The favourable climatic conditions prevailing in various wards of Kenema City present additional prospects for agricultural endeavours. The existence of entities such as Community-Based Organizations (CBOs) and Development Partners, including Non-Governmental Organizations (NGOs), constitutes a notable advantage for the city. 	<ul style="list-style-type: none"> Farmers are limited in their access to modern farming implements and tools, which are crucial for undertaking mechanized agriculture. The Kenema City Council is currently experiencing a shortage of financial resources necessary to support large-scale farming initiatives across various wards throughout the season. There is insufficient government and donor support aimed at encouraging youth participation in agriculture. Numerous laws, regulations, and policies exist that may discourage potential investors in the cocoa and coffee 	<ul style="list-style-type: none"> Corruption continues to pose a considerable challenge within the agricultural sector, particularly regarding the delivery of farming resources and equipment supplied by the central government and development partners. Misallocation of funds during project execution frequently diminishes trust from both the central government and development partners. Farmers, particularly those engaged in rice, cocoa, and coffee production, struggle to obtain essential financial support needed for large-scale production aimed at export markets. There is also a significant deficiency in coordination efforts to engage young people in agriculture, coupled with a lack of trust and confidence in irrigation initiatives.

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<p>Kenema City is well-suited for the production and processing of high-value commodities such as cocoa and coffee.</p>	<ul style="list-style-type: none"> • Kenema City is home to a large population, with a considerable segment of youth present in many wards, thereby indicating a dynamic workforce poised for agricultural initiatives. • The water levels throughout Kenema City are adequate to support irrigation schemes in numerous areas, enhancing the potential for increased agricultural productivity. 	<p>production and processing sectors.</p> <ul style="list-style-type: none"> • There is a notable lack of support for the development and implementation of irrigation schemes. 	<ul style="list-style-type: none"> • Poor road infrastructure linking market centers in various wards of Kenema City presents substantial challenges. • Finally, the delayed and often insufficient release of funds from the central government greatly impedes the support of agricultural activities throughout Kenema City.
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Education			
Potential	Opportunity	Constraints	Challenges

Development and Planning office, Kenema City Council

<ul style="list-style-type: none"> • Kenema City boasts an established network of educational institutions across all wards. • There is a dedicated group of teachers who are eager to provide their educational services in the various schools throughout Kenema City. • Parents are committed to enrolling their children in schools and offering the necessary support within their capacity. • The peaceful environment in Kenema City fosters a conducive atmosphere for enhancing learning outcomes across all wards. • The local residents of Kenema are known for their friendliness and hospitality, which has encouraged many individuals, including foreign nationals, to make Kenema City their home. 	<ul style="list-style-type: none"> • The Central Government is committed to providing support for the promotion of free quality education across Kenema City. • The Central Government aims to provide additional teachers with Pin-Codes to qualify them for enrolment into the government Payment Voucher program • The Kenema City Council has established a Technical Development Planning Committee to facilitate effective learning outcomes across various wards. • Development Partners are available and willing to provide support to the education sector in Kenema City. • The Education Sector and the Kenema City Council Technical Staff conduct regular monitoring and supervision to assess the education situation across the various wards. 	<ul style="list-style-type: none"> • The educational institutions in Kenema City are currently facing several challenges, including: • A significant limitation in available furniture, such as tables, chairs, desks, and other essential teaching and learning materials. • A considerable number of teachers possess Pin Codes that restrict their ability to deliver effective services within various schools. • Many stakeholders in the education sector within the district exhibit a limited understanding of their specific roles and responsibilities. • Engaging with development partners to secure relevant educational support often proves challenging. • Reports resulting from monitoring and supervision outcomes frequently do not receive the attention necessary for the 	<ul style="list-style-type: none"> • The financial resources provided by the government and development partners to support schools with educational materials in Kenema City are unfortunately inadequate to cover all institutions in the area. • Lack of focus on ensuring that stakeholders receive proper training regarding their roles and responsibilities related to educational services in the district. • Deficit in trust and confidence from development partners in their collaboration with Education Authorities in Kenema City, which affects the delivery of necessary educational services across the various wards. • Budget allocations for the education sector are often limited and do not arrive in a timely manner, resulting in delays in the implementation of planned programs and projects. • A considerable number of schools in Kenema City are staffed by untrained and unqualified teachers, particularly in numerous wards. The availability of appropriate school infrastructure is also lacking in certain areas.
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	<ul style="list-style-type: none"> • A District Development Planning Committee has been established with the purpose of promoting learning outcomes in the city. 	<p>implementation of appropriate actions.</p>	<ul style="list-style-type: none"> • Sanitation facilities, including access to water and toilets, pose a significant challenge, as many schools are without these essential services. The provision of school furniture is similarly constrained across various wards in the city. • Scarcity of accommodations for teachers, as well as libraries and laboratories, in multiple wards. • School Feeding Programs have yet to be implemented in many schools within Kenema City.
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Health			
Potential	Opportunity	Constraints	Challenges
<ul style="list-style-type: none"> • The presence of qualified Health Officers who are dedicated to serving the local communities is essential. • There is a need for a well-organized health system tasked with ensuring the effective management and delivery of health programs throughout Kenema City. • It is important to have accessible health facilities, including BeMONC centres, Community Health Centers, Community Health Posts, and Maternal Health Posts available across various wards. 	<ul style="list-style-type: none"> • The central government is dedicated to ensuring timely salary payments for health personnel and is taking steps to assign additional Pin Codes for health volunteers. • Multiple development partners, including non-governmental organizations, are actively engaged in providing vital health services across various communities in the district. • The central government is firmly committed to supporting the provision of free healthcare services and is offering essential resources to health facilities in Kenema City. • Established health-related regulations aim to enhance the delivery of health services within the city. • Ongoing monitoring and 	<ul style="list-style-type: none"> • Many Health Volunteers are not receiving government payment vouchers, despite having served for an extended time. • Lack of guidelines on effectively utilizing WASH facilities, particularly in remote areas. • Primary Health Units (PHUs) in Kenema City lack the essential support needed to perform their operations efficiently. • Funding from the central government is limited, which hinders regular monitoring and supervision by health staff. 	<ul style="list-style-type: none"> • Health facilities throughout the City are facing significant challenges in providing stipends to health volunteers. • The mismanagement of WASH facilities is hindering their ability to serve the community for the required duration. • Insufficient support for Primary Health Units (PHUs) in various wards is failing to motivate staff to perform their duties effectively. • Funding from the central government is consistently delayed, impacting operations. • Many wards lack essential health facilities, particularly PHUs, across Kenema City. • There is a critically limited number of health personnel managing the various health facilities within the City. • Access to Free Health Service

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supervision are conducted to ensure the sustainability and effective administration of health facilities, ultimately leading to improved health service delivery.

delivery is restricted to only a few PHUs in select wards of Kenema City.

Water and Sanitation			
Potential	Opportunity	Constraints	Challenges
<ul style="list-style-type: none"> • Availability of water supply resources in Kenema City: • The presence of gravity water supply schemes enhances accessibility across Kenema City. • Most wards benefit from forested areas that play a crucial role in conserving water resources, particularly during the dry seasons. • Numerous rivers are available to support the installation of mechanical water plants in various wards throughout Kenema City. • Groundwater facilities are also accessible in certain wards, contributing to the overall water supply options in the city. 	<ul style="list-style-type: none"> • Development partners, including NGOs, are committed to supporting WASH programs in Kenema City. • Stakeholders, including the Central Government, show willingness to engage in and promote environmental sanitation initiatives. • Kenema City Council possesses qualified staff dedicated to the Water and Environment Sanitation Sector. • Many communities have established bylaws addressing waste management and environmental sanitation. 	<ul style="list-style-type: none"> • There are delays in the transfer of funds for WASH project implementation. • The office lacks sufficient qualified and dedicated staff to effectively carry out activities. • Funding allocated for WASH initiatives is limited. • Coordination of WASH programs with Development Partners in the district faces challenges. • The water quality testing laboratory tools are outdated and ineffective. 	<ul style="list-style-type: none"> • Limited mobility of office personnel, particularly for joint monitoring efforts. • Insufficient community engagement in WASH projects, which compromises local ownership. • Absence of an automated system for updating WASH status. • Poor road infrastructure throughout Kenema City. • High illiteracy rates among community members. • Challenges in maintaining the sustainability of WASH projects, particularly regarding CLTS infrastructures. • Inadequate capacity within the sector to address and mitigate water-related disease outbreaks.

Youth

Potential	Opportunity	Constraints	Challenges
<ul style="list-style-type: none"> Kenema City boasts the largest population among regional headquarters, with a notable youth demographic. Numerous youth organizations operate in various wards, actively participating in development initiatives, including agriculture. Young people in Kenema City are engaged in decision-making processes and governance programs. The city is home to technical and vocational institutions aimed at enhancing youth skills development. 	<ul style="list-style-type: none"> The Central Government, through the National Youth Commission and the Ministry of Youth Affairs, is committed to expanding youth development initiatives in local communities. A functional National Youth Scheme is in place to support various youth development opportunities. There is global political backing for youth participation in entrepreneurship training. The presence of development partners enhances youth programs in Kenema City. 	<ul style="list-style-type: none"> There is a limited budget allocation from the Central Government for youth programs in Kenema City. The lack of national capacity hinders effective advocacy for global support for youth development interventions in Kenema City. The timely implementation of programs/projects is adversely affected by delayed support from development partners. There is a significant prevalence of drug abuse among youth in Kenema City. 	<ul style="list-style-type: none"> The revenue generated by the Kenema City Council is insufficient to sustain various youth programs and projects throughout the city. There is a significant level of youth unemployment in Kenema City, leading many young people to engage in motorcycle taxi services. The council has yet to develop strategies to encourage private sector involvement in supporting youth programs and projects across the respective wards. There is inadequate enforcement of laws and regulations concerning drug importers, sellers, and users within Kenema City.

Sport

Potential	Opportunity	Constraints	Challenges
<ul style="list-style-type: none"> • Kenema City has a suitable availability of land for the construction of a mini stadium. • The city benefits from a significant population of young people interested in sports. • There is a strong passion for sporting activities, particularly football, among the residents. • Kenema City offers a peaceful environment conducive to promoting sports activities. 	<ul style="list-style-type: none"> • The Ministry of Sport is committed to fostering and promoting sporting activities throughout the country's districts. • There is strong international support from organizations such as CAF and FIFA to aid member countries in their sports development initiatives. • Various stakeholders in Kenema City are eager to support local sporting events. 	<ul style="list-style-type: none"> • The inadequate road network hampers the expansion of sports activities across the various wards in Kenema City. • The budget allocated for sports activities is significantly restricted. • The Sports Authorities in Kenema City lack strategic initiatives to engage with organizations such as CAF and FIFA for necessary support to advance sports development. 	<ul style="list-style-type: none"> • Limited alternative revenue generation methods within the sports sector hinder development across various chiefdoms. • Insufficient funding allocation for sports activities at the district level. • Lack of strategic initiatives by the local sports authority to engage development partners and attract international support for sports initiatives. • Inadequate efforts to foster collaboration with the local sports authority for enhancing sports activities.

Children/ Adolescents, Disability, Aged and Women			
Potential	Opportunity	Constraints	Challenges
<ul style="list-style-type: none"> • There are Child Welfare Committees across some wards in Kenema City; • Some Wards have Recreational Facilities for children; • Presence of NGOs and other Development Partners providing various social services across different communities in Kenema City; • Availability of Child Protection Structure across some wards in Kenema City; • Establishment of Legal Institutions/Local Court in Kenema City; • Establishment of Skill Training Centers in Kenema City; • Establishment of Women Agricultural Groups in some communities across Kenema City; 	<ul style="list-style-type: none"> • Central Government/ Development Partners transfer cash to NaCSA, Ministry of Gender and the Ministry of Social Welfare to support various welfare services in Kenema City; • International Organisations are also committed to provide related social welfare supports to developing countries; • Availability of Social Workers in the City; • Psychosocial Services provided by government ministries in the City; • Availability of Gender Acts and other legal instruments for the protection of the rights of women and other vulnerable members of society; • Establishment of Family Support Unit in Kenema City; 	<ul style="list-style-type: none"> • Gender Based Violence is still prevalence across Kenema City; • Budget allocation to government sectors is limited to undertake full social service operations/activities across the respective wards in Kenema City; • Traditional norms and practices affect progress on the welfare of children, adolescents, persons with disabilities, women and the aged; 	<ul style="list-style-type: none"> • Untimely allocation of budget to the sector to undertake plan activities; • Difficult to access other resources especially those related to run the offices and to support welfare interventions in the district; • Lack of mobility like vehicles and motorbikes to support projects interventions across the various wards in Kenema City; • Limited number of staff to carry out the various welfare activities across Kenema City;

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Road and Infrastructure			
Potential	Opportunity	Constraints	Challenges
<ul style="list-style-type: none"> • Availability of Road Maintenance Committee across many wards in Kenema City; • Government through SLRSA willingness to provide the necessary supports and guidelines to improve on roads network across the country; • The availability of youths and their willingness to provide the necessary support to road work/maintenance across the various wards in Kenema City; • The availability of other mining companies operating in the district is a potential for stakeholders in Kenema City including the Kenema City Council to leverage on for better road network across the City; • Many people across the various wards in Kenema City are involved in farming/ agricultural activities justifying the need for better road 	<ul style="list-style-type: none"> • The Kenema City has the ability to generate revenue to support roads rehabilitation and maintenance across the respective wards; • The presence of Development Partners and other Private Sectors across Kenema City is an opportunity to ensure necessary supports towards roads rehabilitations/ maintenance across the various wards; • The Corporate Social Responsibility signed by Mining Companies provides an opportunity to support roads and other infrastructural development programmes across Kenema City; • International Organisations are committed to provide support to developing countries especially in the area of infrastructure (Electricity and Roads) 	<ul style="list-style-type: none"> • Lack of commitment of stakeholders and the local councils in the district to establish Road Maintenance Committee in all the wards in the district; • Kenema City Council is yet to draft strategies to influence more revenue generation to support various roads and other infrastructural projects across the city; • Kenema City Council and other stakeholders in the district are yet to develop the necessary approaches that can attract the involvement of Development Partners to provide supports to infrastructure (roads and Electricity) development in the entire district; • Lack of enforcement of laws and regulations to guide the operations of mining companies; • Funds provided by the central 	<ul style="list-style-type: none"> • The number of staff in Kenema City Council with the require qualifications are limited to provide the necessary services in related areas such as revenue mobilisation and infrastructural development; • Support provided by the Development Partners is limited and does not come on time. Kenema City Council and other relevant stakeholders are yet to build trust and maintain cordial relationship with Development Partners operating in Kenema City and the entire district; • Bribery and corruptions in the system is preventing mining companies from paying their taxes and respond to their cooperate social responsibilities accordingly;

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network in the district in order to facilitate easy movement of goods and services from production sites to market centers;

government are limited to undertake infrastructural development across Kenema City;

Environment/ Climate Change			
Potential	Opportunity	Constraints	Challenges
<ul style="list-style-type: none"> Kenema City has fertile soil convenient for tree planting activities; There is a huge youth population to undertake tree planning exercises across the various chiefdoms; There are Disaster Preparedness Committees across most wards in Kenema City. There is a commitment from the central government to provide the necessary support to the environment and climate change issues in the country. Kenema City and the district at large have a favourable environment to undertake environmental practices that can reduce the impact of climate change; 	<ul style="list-style-type: none"> International Organisations are committed to providing the necessary support to developing countries to address issues related to environmental and climate change; The presence of Development Partners, including NGOs, to support programmes on environmental and climate change practices provides an opportunity for Kenema City There are bylaws on environmental sanitation and other waste management practices across almost all wards in the Kenema City. Kenema City Council has the required human capacity (Technical Staff) capable of implementing the support provided by the Central Government and Development Partners on environment and other climate change programmes/projects 	<ul style="list-style-type: none"> Support provided by International Organisations/ development Partners is limited to implementing projects/programmes on environmental and climate change across all wards in Kenema City; There is weak coordination between Development Partners, including NGOs, and the Kenema City Council stakeholders to influence the necessary support on environment and climate change across the respective wards in the city; There is weak enforcement of bylaws and regulations on climate change and other environmental practices across most wards in Kenema City. The working conditions of the Kenema City Council Staff are not encouraging them to develop the necessary skills to accelerate their performance in implementing environmental programmes and projects across the various wards in Kenema City. 	<ul style="list-style-type: none"> Support from Development Partners or other International Organisations can easily be directed to other projects, leaving less attention to environmental and climate issues; Development Partners in the Kenema City are providing less attention to the District Development Coordination Committee (DDCC) meetings, which is a structure established to guide the operations of the various actors in the entire district. Corruption and lack of transparency make it difficult to ensure full enforcement of environmental laws and regulations across the city of Kenema. Government allocation to the Kenema City Council on Environmental and Climate issues is very limited and untimely;

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- Most wards across Kenema City has Public Health Assistants and other Health Overseers to guide human actions on environmental health and other climate change actions/ activities;

- Kenema City Council is having difficulty ensuring full compliance of people to pay taxes to facilitate smooth revenue generation.

The Public Sector			
Potential	Opportunity	Constraints	Challenges
<ul style="list-style-type: none"> • There is an improved coordination and professionalism within the Kenema City Council can lead to efficient delivery of municipal services. • There is a strengthened sectoral alignment with the Big 5 priorities which will ensure better planning and implementation of local development initiatives. • Kenema City Council has programs that can generate direct and indirect employment opportunities for young people through skill-building and SME promotion. • Kenema City Council believes in professionalism which can help the council rebuild trust and foster active community participation. • Availability of skilled personnel capable of managing public services and implementing projects 	<ul style="list-style-type: none"> • Government priorities, such as Feed Salone and Human Capital Development, provide an opportunity for Kenema City Council to align its programs and address specific development challenges in the municipality. • Development Partners and donors are increasingly willing to provide funding and technical support to assist Kenema City Council in implementing critical development initiatives. • The adoption of digital tools for financial management, service delivery, and public engagement offers Kenema City Council the chance to improve transparency, accountability, and operational efficiency. • Partnerships with training institutions and international agencies offer a chance to upskill council staff, enhancing their ability to 	<ul style="list-style-type: none"> • Persistent delays and shortfalls in budget disbursement limit the council's ability to implement planned projects effectively. • Insufficient equipment and facilities to support modern service delivery, such as IT infrastructure and vehicles. • Ineffective inter-departmental collaboration within the council and with external stakeholders slows progress on development priorities. • Lack of skilled and qualified personnel to support professionalised council operations and reforms. 	<ul style="list-style-type: none"> • Resistance from council interests hinders merit-based reforms, • The presence of external political influences on council operations can pose challenges in achieving impartial decision-making and maintaining high standards of professionalism in service delivery. • Inadequate public infrastructure creates a major hurdle for local development and effective service delivery across Kenema City. • Dependence on external funding and weak internal revenue generation limit the financial independence and sustainability of council operations.

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<p>effectively.</p> <ul style="list-style-type: none"> • Growing institutional partnerships with international organizations like the EU, World Bank, and IGC to strengthen council operations. • Availability of digital tools (e.g., cadastral system upgrades) for improving operational transparency and service delivery. 	<p>deliver quality services.</p> <ul style="list-style-type: none"> • Expanding collaborations for public-private partnerships (PPPs) in infrastructure development and tax management. • Strengthening internal revenue generation mechanisms through digital innovations. 		
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Review of Previous Plan Performance (achievements, unfinished activities, emerging needs and Recommendations)

Table 4 : Sector Key Achievements, Outstanding Activities, Emerging Needs and Recommendations

Sector: Agriculture			
Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> Rehabilitated 239 acres of Inland Valley Swamps (IVS) across various wards in the Kenema City; Distributed quality seed rice across most wards in the Kenema City; Establish Famers Field Schools (FFS) across all wards in Kenema City; Provided extension services to some wards in the Kenema City; Constructed three Agriculture Business Centers across three wards in the Kenema City; Support Livestock Farming across some wards in Kenema City; Established Market Structures across most wards in Kenema City; Established Local Industries across three wards (Wards 058, 059 and 068) in Kenema City; 	<ul style="list-style-type: none"> Undertake the development of additional Inland Valley Swamps (IVS) across various wards in the Kenema City; Increase the supply of quality seed rice to farmers across all the wards in the Kenema City; Support livestock farming across various wards in the Kenema City; Provide farmers with farming tools and fertilizers across all the wards in Kenema City; Strengthen Extension services across all wards in the Kenema City; Support some wards with mechanical farming such as tractors, power tillers and combine harvesters; 	<ul style="list-style-type: none"> Undertake the development of additional Inland Valley Swamps (IVS) across all wards in the Kenema City; Established Agriculture Business Centers (ABCs) across all wards in the Kenema City and provide them with the necessary farming facilities such as Rice Mill, Rice De-Stoner and other farming items; Strengthen Extension services across all wards in the Kenema City; Support some wards with mechanical farming such as tractors, power tillers and combine harvesters; Provide farmers with farming tools and fertilizers across all the wards in Kenema City; Support livestock farming across various wards in the 	<ul style="list-style-type: none"> Provide farmers with the relevant support including mechanised tools, fertilizers and funds to undertake effective farming activities; Established stores/ Agriculture Business Centers (ABCs) across all wards in the Kenema City and provide them with the necessary farming facilities such as Rice Mill, Rice De-Stoner and other farming items; Increase allocation to the Agricultural Sector and on time and ensure it is properly managed; Strengthen collaboration with the relevant authorities to ensure that funds and other support provided are effectively implemented to achieve the desire results; Strength monitoring mechanism to cover all projects/programmes and report accordingly to inform policy actions;

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		<p>Kenema City;</p> <ul style="list-style-type: none">• Increase the supply of quality seed rice to farmers across all the wards in the Kenema City;• Support Farmers especially women in agriculture to undertake fish farming (established fish pond) across various wards in the Kenema City;	<ul style="list-style-type: none">• Discuss external resources mobilization mechanism and ensure that donor activities are properly coordinated;• Establish Farmers Filed Schools (FFS) across all the wards in the Kenema City to build the capacity of farmers to improve on the various farming practices across Kenema City and the District at large;
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Education			
Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> • Constructed additional school structures including Pre-Primary, Primary, Junior Secondary and Senior Secondary Schools across all wards in the Kenema City; • Provided teaching and learning materials across most schools in the respective wards in the Kenema City; • Recruited additional teachers and assigned them to some schools across some wards in the Kenema City; • Provided skills training for a number of teachers across the various schools in Kenema City; • Provided WASH facilities including water and toilets across three wards (wards 066, 069, 070) in the Kenema City; • Established functioning SMCs, Mothers' Clubs and School Boards in most schools across all wards in the Kenema City; 	<ul style="list-style-type: none"> • Provide school furniture to various schools in Kenema City; • Provide Libraries and Laboratories, especially in higher learning Institutions, including Technical Institutions; • Extend School Feeding Programmes to more schools and maintain support to existing schools across various wards in the Kenema City; • Provide more PIN codes to teachers across various schools in the Kenema City; • Provide more skills training support to the untrained and unqualified teachers across the various schools in the Kenema City; • Provide WASH facilities, including toilets and water facilities, to the remaining schools in the respective wards across the Kenema City; 	<ul style="list-style-type: none"> • Construct/rehabilitate additional schools, especially in communities that are without these facilities across the various wards in the Kenema City. • Provide additional teaching and learning materials to schools across all wards in the city; • Provide school furniture to various schools in Kenema City; • Provide Libraries and Laboratories especially in higher leaning Institutions including Technical Institutions; • Extend School Feeding Programmes to more schools and maintained support to existing schools across various wards in the Kenema City; • Provide more Pin Code to teachers across various schools in the Kenema City; • Provide more skills training supports to the untrained and unqualified teachers across the various schools in the 	<ul style="list-style-type: none"> • Increase funds/ budget allocation to the education sector to procure learning materials for various schools across all the wards in the Kenema City; • Increase allocation to the education sector in the Kenema City to undertake timely interventions of schools related projects/ programmes; • Strengthen collaboration with the relevant authorities to improve service delivery/ performance in the education sector across Kenema City; • Outlined strategies and strengthen mechanism to ensure effective use of funds/resources provided to support various education programmes/projects across Kenema City; • Trained more school teachers on relevant educational skills in the Kenema City; • Provide more school furniture to various schools in the Kenema City; • Provide WASH facilities across more schools in the Kenema City; • Extend School Feeding Programmes to more schools and

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		<p>Kenema City;</p> <ul style="list-style-type: none">• Provide WASH facilities including toilets and water facilities to remaining schools in the respective wards across the Kenema City;	<p>maintained support to existing schools across various wards in the Kenema City;</p>
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Health			
Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> Rehabilitated health structures including Community Health Centers, BeMONC, Community Health Post and Maternal Health Post across various wards in the Kenema City; Constructed/rehabilitated WASH facilities, including toilets and water wells, across four wards in the Kenema City; Provided Functional Blood Pressure Machine for ANC across 14 PHUs in wards including wards 057, 062,067, and 068; 	<ul style="list-style-type: none"> Employ the services of additional health staff across various PHUs Provide PIN code for health personnel who are without. Rehabilitate additional health structures including Community Health Centres, BeMONC, Community Health Post and Maternal Health Post across various wards in the Kenema City; Construct/rehabilitate WASH facilities, including toilets and water wells, across various wards in the Kenema City; Provide various health facilities including multiple delivery kits, resuscitation kits, COLD chain for EPI and functional refrigerator for EPI; Construct/rehabilitate official staff quarters for health personnel across the various wards in the Kenema City; Extend the Free Health Care Service Delivery to various health centers across the respective wards 	<ul style="list-style-type: none"> Provide health-related supplies to all PHUs and other health facilities across the various wards in the Kenema City; Construct Funeral Homes and procure a Funeral Van; Undertake the Expanded Programme Immunisation (EPI) activity, especially the provision of polio vaccines to newly born babies across the district; Employ the services of additional health staff across various PHUs Provide PIN code for health personnel who are without. Rehabilitate additional health structures including Community Health Centres, BeMONC, Community Health Post and Maternal Health Post across various wards in the Kenema City; Construct/rehabilitate WASH facilities, including toilets and water wells, across various wards in the Kenema City; Provide various health facilities including multiple delivery kits, 	<ul style="list-style-type: none"> Provide adequate budget to the health sector in the Kenema City to implement the various health programmes across the respective wards in the Kenema City; Strengthen Monitoring supervision to ensure that funds/ supports provided are used accordingly; Encourage Development Partners to provide more support to various health programmes in the Kenema City; Strengthen collaboration with all key stakeholders to improve performance on health service deliveries across the Kenema City;

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	<p>in the Kenema City Council;</p> <ul style="list-style-type: none"> • Established Facility Management Committee (FMCs) to monitor health related programmes in the various wards across Kenema City; 	<p>resuscitation kits, COLD chain for EPI and functional refrigerator for EPI;</p> <ul style="list-style-type: none"> • Construct/rehabilitate official staff quarters for health personnel across the various wards in the Kenema City; • Extend the Free Health Care Service Delivery to various health centers across the respective wards in the Kenema City Council; • Strengthen Monitoring and Supervision exercise across the various health facilities in Kenema City; 	
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Water, Environment and Sanitation

Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> Supported Waste Management Practices across various communities in the Kenema City; Establish waste disposal sites in 17 communities across Six wards, including wards 056, 058, 059, 061, 062 and 071. Support various communities to implement bylaws on waste management and environmental sanitation; Trained and assigned Public Health Assistants to 140 communities in the respective wards in Kenema City; Trained and assigned Health Overseers to 30 communities across the various wards in the Kenema City; Established Disaster Preparedness Committees in the various wards in the City; 	<ul style="list-style-type: none"> Provide water and toilet facilities to various communities across various wards in the Kenema City; Established waste disposal sites to additional communities in the respective wards across Kenema City; Undertake regular Monitoring and Supervision exercises on environmental and sanitation-related activities across Kenema City Provide the sector with vehicles, motorbikes and other office gadgets, including Lap laptop computers, HP Laser Jet Printers, photocopiers and other stationery items to support staff in their service deliveries; Strengthen monitoring supervision on the implementation of environmental safety measures across all communities in the Kenema City; 	<ul style="list-style-type: none"> Undertake regular Monitoring and Supervision exercises on environmental and sanitation-related activities ACROSS Kenema City; Provide water and toilet facilities to various communities across various wards in the Kenema City. Established waste disposal sites in additional communities in the respective wards across Kenema City; Provide the sector with vehicles, motorbikes and other office gadgets, including Lap laptop computers, HP Laser Jet Printers, photocopiers and other stationery items to support staff in their service deliveries; Strengthen monitoring supervision on the implementation of environmental safety measures across all communities in the Kenema City; 	<ul style="list-style-type: none"> Strengthen collaboration to undertake regular and effective monitoring supervision across the various wards in Kenema City; Increase budget allocation to the sector to construct/rehabilitate additional water and toilet facilities in various communities across the respective wards in Kenema City; Procure vehicles, motorbikes and other office gadgets, including Laptop Computers, HP Laser Jet Printers, Photocopiers and other stationery items to support staff in their service deliveries; Encourage Development Partners, including NGOs to provide necessary support to water, environment and sanitation programmes across Kenema City; Outline measures to ensure the effective use of funds and other support provided for environmental programmes; Provide the necessary support to address water-related diseases across the City;

Children, Disability and the Aged			
Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> Engaged various Schools across Kenema City on Sexual Related and Gender Based Violence activities Undertook Family Tracing and Reunification of absconded children; Raise awareness on sexual violence across various communities in the Kenema City; Provided psychosocial services to victims of sexual violence to various communities in the district; Established child protection frameworks across various communities in the Kenema City; Established legal institutions including legal courts to protect the rights of children, disables, the Aged, women and other vulnerable groups across various communities in Kenema City; Increase awareness on the Disability Act across most 	<ul style="list-style-type: none"> Outlined and enforced disciplinary measures to punish all those involve in sexual violence across Kenema City; Provide psychosocial services to victims of sexual violence to various communities in the district; Provide essential non-food-items, food and educational support for children, elderly people and the disables across various communities in Kenema City; Undertake Family Tracing and Reunification of absconded children; Increase awareness on Sexual Related and Gender Based Violence activities across various communities in the district; Provided supports to ensure that good number of children have free access to formal education across various wards in Kenema City Established Child Protection 	<ul style="list-style-type: none"> Established child protection frameworks across various communities in the Kenema City; Established legal institutions including legal courts to protect the rights of children, disables, the Aged, women and other vulnerable groups across various communities in Kenema City; Provided welfare services to persons with disabilities, elderly people and other vulnerable persons across various communities; Increase awareness on the Disability Act across various communities in Kenema City; Undertake Family Tracing and Reunification of absconded children; Increase awareness on Sexual Related and Gender Based Violence activities across various communities in the district; 	<ul style="list-style-type: none"> Provided supports to ensure that good number of children have free access to formal education across various wards in Kenema City Established Child Protection Structures across various communities in Kenema City; Undertake Cash Transfer to vulnerable groups including persons with disabilities, women and other elderly people across various communities in Kenema City; Provide various educational supports to persons with disabilities especially the aged and disable children across Kenema City; Increase budget allocation and ensure timely disbursement of funds to the Ministry of Social Welfare and the Ministry of Gender and Children's Affairs; Kenema District Council to collaborate well with the relevant Ministries and other sectors to ensure that

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<p>communities in Kenema City;</p> <ul style="list-style-type: none"> • Provided welfare services to persons with disabilities, elderly people and other vulnerable persons across various communities; 	<p>Structures across various communities in Kenema City;</p> <ul style="list-style-type: none"> • Undertake Cash Transfer to vulnerable groups including persons with disabilities, women and other elderly people across various communities in Kenema City; • Provide various educational supports to persons with disabilities especially the aged and disable children across Kenema City. 		<p>funds/support provided by the Government/Development Partners are implemented accordingly;</p>
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Road and Infrastructure			
Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> • Undertook the construction/rehabilitation of roads in some communities across the Kenema City; • Undertook the construction/rehabilitation of bridges and culverts in some communities across the Kenema City; • Provided electricity supplies to some communities across Kenema City; • Established Road Maintenance Committees across various wards in the Kenema City; • Formulated and raise awareness on bye laws regarding the usage and maintenance of roads across various communities in the Kenema City; 	<ul style="list-style-type: none"> • Undertake the rehabilitation of feeder roads across various communities in Kenema City • Undertake the construction/rehabilitation of bridges across various communities in Kenema City • Undertake the construction/rehabilitation of culverts across various communities in Kenema City; • Established Road Maintenance Committees across various communities in Kenema City; • Formulate and enforce bye laws on roads usage and maintenance in various communities in Kenema City; 	<ul style="list-style-type: none"> • Provide modern transportation services and promote road safety measures and ensure that defaulters face the full force of the law; • Established Road Maintenance Committees across all communities in Kenema City; • Rehabilitate all feeder roads across Kenema City; • Construct/rehabilitate bridges/culverts across various communities in Kenema City; • The Kenema City Council to collaborate well with the transport sector to improve their service delivery on transportation network in and out of Kenema City; • Introduced safe and efficient sea transportation service to facilitate easy movement of people, goods and services and link market centers in and out of Kenema City; • Strengthen collaboration to improve on monitoring supervision on all projects related to roads and infrastructures and ensure that funds provided are utilized 	<ul style="list-style-type: none"> • Increase budget allocation to the Road and Infrastructure sector in the district to improve on service delivery to the people of Kenema City and its constituencies; • Strengthen collaboration to improve on monitoring supervision on all projects related to roads and infrastructures and ensure that funds provided are utilized accordingly; • Encouraged Development Partners including NGOs to provide the necessary supports to facilitate the installation of solar electricity across various communities in the Kenema City; • Reviewed all Policies and Regulations of the Energy Sector to enhance energy supply across various communities in the Kenema City; • Recruit additional qualified staff to improve on service delivery across Kenema City; • Strengthen measure to address corruption in the mining sector

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		<p>accordingly;</p> <ul style="list-style-type: none">• Facilitate the installation of solar electricity across various communities in the Kenema City;• Reviewed all Policies and Regulations of the Energy Sector to enhance energy supply across various communities in the Kenema City;	<p>and to ensure that revenue generated is utilized for the benefit of the Kenema people;</p>
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Youth and Sport			
Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> Established Functional Youth Organisations across all wards in the Kenema City; Established skills training centres, especially in Kenema Township, for the development of youths; Established recreational and community centres for youths across Kenema City 	<ul style="list-style-type: none"> Extend the establishment of additional skills training centres across various communities in Kenema City; Provide sports facilities across various wards in the City; Provide youths across Kenema City with loan opportunities to get them involved in development initiatives; Outline strategies to address the issue of drug abuse by youths across Kenema City; Outline programmes that will involve youths in the roads rehabilitation exercise to address some of the issues of the poor road network across Kenema City Provide agricultural facilities and other advanced machinery to involve youths in large-scale agricultural activities; Impose strong regulations that will discourage okada riding by a large proportion of youths; 	<ul style="list-style-type: none"> Provide disabled youths with financial support across Kenema City; Provide social amenities, including football fields and youth centres, for youths across Kenema City; Promote sports activities by providing other sports facilities across various wards in the City; Provide youths across Kenema City with loan opportunities or other form of financial support to encourage youths into large scale farming activities instead of okada riding; Promote private sector investment to provide employment opportunities for youths across Kenema City; Promote the National Youth Service across all wards in Kenema City; Support sport sector with the necessary facilities such as the procurement of assorted sporting gears and accessories to promote sport activities across Kenema City; 	<ul style="list-style-type: none"> Promote private sector investment to provide employment opportunities for youths across Kenema City; Increase budget allocation to the sport sector across Kenema City; Support sport sector with the necessary facilities such as the procurement of assorted sporting gears and accessories to promote sport activities across Kenema City; Provide necessary support to the football teams (both male & female) to fit for international competitions;

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		<ul style="list-style-type: none">• Provide necessary support to the football teams (both male & female) to fit for international competitions;	
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Gender and Women's Empowerment			
Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> • Provided Psychosocial Services to victims of sexual and other forms of violence across Kenema City; • Increased access to legal institutions/local courts across Kenema City; • Established skill training centres across various communities in Kenema City; • Established Women Agricultural Groups to promote agricultural activities in various communities in Kenema City; • Established family support units in most chiefdoms across Kenema City; 	<ul style="list-style-type: none"> • Continue to provide Psychosocial Services to victims of sexual and other forms of violence across Kenema City; • Establish additional skill training centres for women to build their capacity; • Established additional family support units in all wards across Kenema City; • Outline measures to improve gender equality in education and in employment services across Kenema City; • Provide gender sensitive health service deliveries across various communities in the Kenema City; • Outline necessary measures to address Sexual and Gender- Based Violence across all communities in Kenema City; 	<ul style="list-style-type: none"> • Improve gender equality in education and in employment services; • Provide gender sensitive health service deliveries across various communities in Kenema City; • Outlined necessary measures to address Sexual and Gender-Based Violence; • Ensured women's participation in social, economic and political activities across Kenema City; • Provide justice and human rights for all categories of people with a particular focus on women; • Ensured gender involvement at all levels in addressing climate change and environmental issues across Kenema City; 	<ul style="list-style-type: none"> • Government and Development Partners, including NGOs, to provide adequate financial/other necessary resources to support gender and women's empowerment-related programmes across Kenema City • Strengthen collaboration with all relevant stakeholders to promote gender issues across Kenema City;

Disaster Management

Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> • Undertook sensitisation on fire prevention across all wards in the Kenema City; • Conducted a needs assessment exercise to evaluate the causes of fire outbreaks and other disasters across Kenema City; • Provided training to build the capacity of authorities on how to respond to fire and other forms of disasters across Kenema City; 	<ul style="list-style-type: none"> • Undertake regular sensitisation activities to increase awareness raising on fire and other forms of disaster prevention across Kenema City; • Prepare Risk Management Strategic Plans for the Kenema City. • Provide necessary support to standard operating procedures in Kenema City; • Operationalise all policies, plans and other legal frameworks according to district requirements to reduce the occurrence of disasters (especially fire incidents) in the various communities across Kenema City; 	<ul style="list-style-type: none"> • Undertake regular sensitisation activities to increase awareness raising on fire and other forms of disaster prevention across Kenema City; • Prepare Risk Management Strategic Plans for the Kenema City. • Provide necessary support to standard operating procedures in Kenema City; • Operationalise all policies, plans and other legal frameworks according to district requirements in order to reduce the occurrence of disasters (especially fire incidents) in the various communities across Kenema City; • Provide adequate mobility to fast-track the movement of firefighters to reach out to disaster-prone communities; • Ensure timely disbursement of funds to implement fire safety prevention. • Provide support to construct more boreholes to access water for the fire engines. 	<ul style="list-style-type: none"> • Ensure timely disbursement of funds by the central government to the sector to improve service delivery; • Increase budget allocation to the sector. • Provide mobility to the sector to improve supervision across the district;

Transforming the Public Sector Architecture			
Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> • From 2018 to 2022, Kenema City Council (KCC) increased junior staff from 85 to 108 and recruited three senior/core staff. • Training initiatives for council staff included urban planning and waste management training in Rwanda (Resilient Urban City Project supported by the World Bank) and leadership skills training in Italy (EU-funded). • Tax collection efficiency was enhanced through valuation unit training conducted in collaboration with the International Growth Center (IGC). • Construction and rehabilitation of essential infrastructure, including sanitation facilities, boreholes, and grain stores under the EU-funded Local Authorities Programme Sierra Leone. • Upgrading the cadastral system 	<ul style="list-style-type: none"> • Completion and Operationalisation of Ultra-Modern Markets • Establishment of a Staff Development and Training Centre. • Expansion of Boreholes in All Wards. • Recruitment of Core Technical Staff. • Full Implementation of an Upgraded Cadastral System. • Digitisation of Revenue Collection Systems. • Development of a Comprehensive Revenue Mobilisation Strategy. • Introduction of a Staff Performance Appraisal System. • Waste Recycling and Composting Infrastructure: The focus remained on basic sanitation, although value-added facilities were likely not realised. 	<ul style="list-style-type: none"> • By 2030, bill to rationalise mandates of MDAs enacted. • By 2030, public service act promulgated • By 2030, public service academy successfully Completed • By 2026, a public sector coordinating body is Established • By 2026, migrating of all public service workers from paper to digital platforms completed • By 2026, all job adverts are uploaded in one portal platform as deemed necessary. • By 2030, all relevant policies and legal frameworks for the civil/public service reviewed • By 2030, highly significant number of non-core government services outsourced • By 2026, employee head count 	<ul style="list-style-type: none"> • Expand staff training programs through partnerships with international organizations to improve skills in leadership, digital transformation, and public administration. • Accelerate the digitization of public service operations, including biometric attendance systems and digital reporting platforms. • Develop and implement a comprehensive incentive scheme, including housing and hire purchase plans, to retain and motivate staff. • Establish a public sector coordinating body and finalize legal frameworks such as the Public Service Act to strengthen inter-sectoral collaboration and governance. • Outsource non-core government services to improve efficiency and

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<p>with IGC support to capture property and business tax data, promoting efficiency in revenue collection.</p> <ul style="list-style-type: none"> • Feasibility studies for ultra-modern market upgrades under the Resilient Urban City Project funded by the World Bank. 	<ul style="list-style-type: none"> • Implementation of Urban Planning Forums for Community Engagement: There is no record of structured citizen engagement in planning. 	<p>and gender audit successfully completed</p> <ul style="list-style-type: none"> • By 2026, an incentive scheme to promote staff retention developed and is in use • By 2026, a clear framework for joint implementation of cross-sectoral programmes/projects developed and launched • By 2025, all existing frameworks for strengthening Performance Management in MDAs reviewed • By 2030, all frameworks reviewed for performance management in MDAs and fully operational • By 2026, all necessary tools for performance management developed and in use in MDAs • By 2026, all reporting formats transformed into digital platforms • By 2026, all MDAs have successfully installed a biometric attendance system • By 2026, a unified pay and compensation system is 	<p>enhance service delivery through private sector partnerships.</p> <ul style="list-style-type: none"> • Review and update all existing performance management frameworks in MDAs to ensure accountability and alignment with national development goals. • Launch a unified pay and compensation system to promote equity and consistency across the public sector workforce. • Develop a joint framework for cross-sectoral program implementation to enhance collaboration and resource sharing among MDAs.
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		<p>established</p> <ul style="list-style-type: none"> • By 2026, an incentive scheme to motivate staff is developed • By 2030, a hire purchase and housing scheme is established 	
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Environment/ Climate Change			
Key Achievements	Outstanding Activities	Emerging Needs	Recommendations
<ul style="list-style-type: none"> • Rehabilitation of water facilities, including wells and boreholes, with funds from KCC’s own revenue and EU support (e.g., Local Authorities Programme). • Boreholes rehabilitated in Gombu Nongowa and other wards, ensuring clean water access for underserved communities. • Construction and improvement of sanitation facilities, including latrines and drainage systems, under donor-funded projects by JICA and EU programs. • Training of staff in waste management techniques under 	<ul style="list-style-type: none"> • City-Wide Solid Waste Collection and Disposal System: Only training has been conducted; however, no structured or mechanised system has been established. • Construction of Waste Transfer Stations and Mini Landfills: There is no evidence of centralised waste processing facilities. • Procurement of Sanitation Equipment: The tools used are insufficient and outdated. • Community Hygiene Promotion Campaigns: Although infrastructure was built, there was insufficient emphasis on behavioural change and awareness 	<ul style="list-style-type: none"> • By 2030, the Vulnerability Ranking of the country will have drastically improved • By 2030, the Extreme Events Ranking of the country will drastically improve • By 2028, a significant number of people in Sierra Leone will be adequately sensitised and educated on climate change-related issues • By 2030, Sierra Leone’s access to international climate resilience finance, including Green Bonds increased. • By 2030, the area of national forest/wetlands under improved 	<ul style="list-style-type: none"> • Increase investments in public sensitisation and education campaigns on climate change to enhance community awareness and participation in adaptation and mitigation efforts. • Strengthen local disaster risk reduction interventions by decentralising 80% of related policies and strategies into district and city development plans. • Expand sustainable management of forests and wetlands to conserve biodiversity and increase the area under conservation and carbon financing initiatives.

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<p>Resilient Urban City Project support by the World Bank.</p>	<p>campaigns.</p>	<p>management for conservation doubled</p> <ul style="list-style-type: none"> • By 2030, the national area under sustainable carbon financing at least doubled from a baseline of 71,000 hectares currently • By 2030, an additional 10,000,000 trees planted • By 2030, local revenue generation from ecosystem services increased by at least 35 percent • By 2030, ensure that 80 percent of disaster risk management and climate change adaptation policies, strategies, plans, and programmes are mainstreamed into sectoral and local development plans • By 2030, ensure that 80 percent of disaster risk reduction interventions are decentralised • By 2027, national early warning and early response system immensely scaled up 	<ul style="list-style-type: none"> • Enhance access to international climate resilience financing, including Green Bonds, by strengthening proposal writing and collaboration with global partners. • Scale up early warning and early response systems to mitigate the impact of extreme weather events and improve disaster preparedness. • Develop a tree-planting initiative targeting an additional 10 million trees by 2030 to improve carbon sequestration and restore degraded ecosystems. • Build local capacity in ecosystem management to generate increased revenue from ecosystem services, targeting a 35% growth in local revenue by 2030.
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2.4.3 Lessons Learnt from the implementation of the previous Kenema City Development Plan

Based on a thorough review of the implementation of Kenema City's Development Plan, several significant insights have emerged regarding previous initiatives in Gender and Women's Empowerment, Disaster Management, Public Sector Transformation, and Environment/Climate Change. A key takeaway is the evident success of targeted, foundational interventions, particularly in providing immediate psychosocial and legal assistance to victims of violence, establishing vocational training centres, and initiating women-led agricultural groups. Moreover, preliminary achievements in disaster management, facilitated by public sensitization and basic capacity-building for local authorities, illustrate the positive impact of focused awareness campaigns and initial training efforts. These accomplishments highlight the effectiveness of direct service delivery and the critical role of localized initiatives in addressing specific community needs.

A major lesson from the Gender and Women's Empowerment initiatives is the necessity of integrating psychosocial and legal services with community-based programs, such as skill training and women-led agricultural enterprises. While the Council has made progress in improving access to services and establishing frameworks like family support units, the ongoing activities and emerging needs indicate that service expansion and sustainability remain significant challenges. This underscores the imperative for stronger multi-sectoral partnerships and consistent funding to sustain gender-sensitive programs and amplify their impact throughout the city.

In the domain of Disaster Management, initial successes in awareness raising, training, and risk assessment demonstrate that preparedness and community resilience can be positively influenced through ongoing education. However, the necessity for regular sensitization efforts, comprehensive operational plans, and supportive infrastructure, as exemplified by the need for boreholes and mobility assistance, reveals a deficit in continuity and institutional capacity. The conclusion drawn from this is that disaster preparedness demands not only initial investments but also ongoing institutional support, decentralized policy implementation, and timely allocation of resources to ensure sustained readiness and effective response capabilities.

In the context of Public Sector Transformation, notable achievements in capacity building, infrastructure development, and digital reforms indicate that performance is significantly enhanced through international collaboration, targeted training, and systems strengthening. However, the array of outstanding reforms—including biometric systems, unified pay structures, and digitized performance management illustrates that modernizing public service delivery necessitates a structured reform roadmap supported by policy, legal frameworks, and technological advancements. A key takeaway is that sustainable public sector reform demands a long-term commitment to institutional alignment, digitization, and the development of human capital.

In the realm of Environment and Climate Change, while the establishment of community-level infrastructure (such as water facilities and latrines) and training in waste management have been commendable, broader systemic transformation depends on the integration of climate policies, decentralization of risk reduction strategies, and the expansion of financing avenues. The lesson learned emphasises that achieving climate resilience at the city level requires a dual approach: investing in community adaptation mechanisms while building institutional capacity to attract international climate finance and implement scalable green initiatives.

In conclusion, the experience gathered from Kenema City's development plan illustrates that holistic urban transformation is an iterative process that necessitates adaptive strategies. It is clear that initial project-level successes lay a foundation; however, genuine sustainable development requires addressing underlying systemic challenges—such as tax evasion and inadequate infrastructure through a sustained, multi-sectoral strategy. The incorporation of gender considerations into climate action, the decentralisation of disaster risk reduction, and the comprehensive modernisation of the public sector underscore the understanding that development must be approached in an interconnected manner. Ultimately, there is an ongoing need for strategic foresight, adaptive planning, effective resource management, and accountable governance to navigate the complexities of urban development and foster a resilient, inclusive future for Kenema City.

2.4.4 Review of Financial Performance from Previous Kenema City Strategic Plan

The revenue performance of the Kenema City Council has shown a gradual improvement over the past three years. In 2022, the Council collected Le 2,047,786 against a projected target of Le 3,703,509, achieving a completion rate of 55.3%. However, in 2023, there was a notable decline in performance, with collections amounting to only Le 2,483,186 from a projected Le 6,303,280, resulting in a 39.4% achievement. This decline indicates significant challenges in revenue collection.

In 2024, the Council made commendable strides forward, collecting Le 5,257,563 against a projected target of Le 7,114,133, achieving 73.9% of the objective. This improvement reflects enhanced systems and more robust enforcement measures. While this trend is encouraging, it is essential to continue fostering collaboration and investing in revenue mobilization efforts to address remaining gaps and sustain positive performance moving forward.

Table 5: Revenue collected from 2022 to 2024

Year	Revenue Projection	Actual Revenue	Variance	Remarks	Source of Revenue
2022	3,703,509	2,047,786	1,682,723	fell significantly short of the projection. This reflects a low revenue performance	Own Source
2023	6,303,280	2,483,186	3,820,994	Large negative variance indicating an overly ambitious target or serious bottlenecks in revenue collection systems.	Own Source
2024	7,114,133	5,257,563	1,856,570	Showed a reduced variance. This performance indicates significant progress in	Own Source

				revenue generation and a positive trend toward meeting targets.	
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2.5: LATENT COMPARATIVE ADVANTAGE OF KENEMA CITY (ONE DISTRICT ONE PRODUCT PHILOSOPHY)

In alignment with the "One District, One Product" philosophy, Kenema’s most significant latent comparative advantage, and thus its potential flagship product, lies in the development of high-quality, value-added cocoa products. While Kenema has a historical reputation primarily associated with diamond mining, this industry is often beset by challenges, including illegal trading practices and a lack of domestic value addition, resulting in the export of raw diamonds.

The sustainable comparative advantage for Kenema resides in its ability to transform its abundant agricultural resources. As a notable cocoa-producing region, recent developments indicate a strong movement toward local processing and value addition. The establishment of a cocoa processing factory in Tissor Village, which boasts an annual capacity for producing items such as cocoa powder and butter, represents a strategic step in this direction. This initiative, along with efforts to enhance farmer cooperatives and improve cocoa quality through advanced fermentation and drying techniques, positions Kenema to progress beyond the exportation of raw commodities.

By concentrating on the conversion of cocoa into finished or semi-finished goods, such as cocoa liquor, butter, powder, and artisanal chocolates, Kenema City can establish a distinctive identity. This approach not only capitalizes on the region's existing natural resources and agricultural strengths but also fosters industrialization, generates local employment opportunities, and allows for a larger share of the global value chain to be captured. By specializing in "Sierra Leonean Fine Cocoa Products," Kenema can differentiate itself from other districts that predominantly export raw cocoa or other commodities, ultimately enabling it to present a unique, high-value product on the global stage.

Chapter Three

The Kenema City Council Strategic Direction and Plan

3.1 Adaptation of broad national strategic direction and priorities (The Government Big Five Programmes)

The New Medium-Term National Development Plan (MTNDP 2024–2030) outlines an ambitious transformative agenda aimed at ensuring food security, enhancing human capital development, and fostering a conducive environment for job creation. This plan incorporates essential lessons learned from the previous MTNDP (2019–2023) and concentrates on the five key strategic priorities, referred to as the Big Five Game Changers, which will guide the state and its citizens in the forthcoming years. These priorities are in alignment with the United Nations Sustainable Development Goals (SDGs) and are designed to significantly influence Sierra Leone’s development trajectory over the next five to seven years.

Furthermore, the priorities set forth in the Kenema City Strategic Plan closely align with the objectives of Sierra Leone’s New MTNDP 2024-2030, particularly with respect to the Big Five Programmes, as detailed in the accompanying matrix.

Table 6: Alignment of the Government Big Five Priorities and the Kenema City Council Development Plan

Government Big Five Game Changer	Priorities of the Government Big Five Programmes	Adapted National Strategic Direction and Priorities
Feed Salone Agriculture Sector	Provide and install operational irrigation systems that enable year-round farming in strategic production areas.	Develop agricultural farmlands to enhance year-round cultivation of crops
	Introduce modern agricultural machines to facilitate and enhance large-scale farming.	Support mechanisation in agriculture and the use of Agri-tech to increase farm yield
	Build a sustainable pipeline of high-quality seeds for targeted value chains and develop systems for delivering other inputs such as fertiliser and agrochemicals.	Support sustainability in the supply of high-quality agricultural seeds and resilience in farming

	Establish and implement home-grown institutional feeding programmes and commodity boards and co-operatives for cash crops and rice and other staples	Promote the growing, and rearing of animals and the consumption of home-grown foodstuffs
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Government Big Five Game Changer	Priorities of the Government's Big Five Programmes	Adapted National Strategic Direction and Priorities
Education Sector	Support in-service training opportunities for teachers and general management authorities	Invest in building the capacity of teachers and the school management authorities for the enhancement of quality service delivery
	Provide every child with the opportunity to access and complete quality basic and secondary education	Strengthen support to enhance sustainability in the implementation of free-quality education
	Ensure physically and psychologically safe learning institutions that are free from all forms of abuse	Make learning facilities and environment conducive for all categories of learners including PWDs, Pregnant girls etc
	Scale up implementation of the radical inclusion policy	Encourage pregnant girls to continue education during and after pregnancy
	Strengthen school inspectorate activities and governance of the sector	To strengthen education service delivery system with gender inclusiveness

Government Big Five Game Changer	Priorities of the Government Big Five Programmes	Adapted National Strategic Direction and Priorities
Health Sector	Strengthen human resource development in the sector	Build the capacity of health workers at the healthcare facilities

	Improve access to antenatal and post-natal care	Provision of adequate health services to address antenatal and post-antenatal issues across the city
	Strengthen community-level response to HIV /AIDS, Malaria and TB;	Develop a database to enhance treatment and eradication of HIV/AIDs, Malaria and TB targeting the vulnerable groups within the city
	Implement comprehensive strategies for pandemic preparedness and diseases prevention and control	Institute measures to stop and reverse pandemic outbreak and spread across the city

Government Big Five Game Changer	Priorities of the Government Big Five Programmes	Adapted National Strategic Direction and Priorities
Water, Environment and Sanitation	Improve the existing water distribution network and general infrastructure in Freetown and other cities;	Rehabilitate existing infrastructure and construct new water facilities in rural communities
	Support various technologies and innovations for WASH implementation;	Provide water facilities that are environmentally friendly, easily maintenance and repaired
	Strengthen the city WASH coordination forum and develop basic WASH implementation guidelines and training manuals;	Improve WASH coordination to enhance efficiency and effectiveness in service delivery
	Strengthen sectoral governance and financial management	Intensify awareness raising campaigns on environmental sanitation and hygiene, including the provision of VIP toilet facilities and supply of disinfectants to WASH facilities

Government Big Five Game Changer	Priorities of the Government's Big Five Programmes	Adapted National Strategic Direction and Priorities
Children	Support child participation and leadership in relevant child development programmes	Develop and support child-centred projects to enhance their ability and capability in leadership positions
	Strengthen child protection systems through effective coordination at local level in the city	Create space for children to actively participate in the implementation of the new MTNDP (2024-2030)
	Scale up efforts at prosecution of child abusers	Popularize the role of key institutions that fights for the rights and secure justice for children like the judiciary, police and medical practitioners in cases of violence and sexual abuse
	Ensure that child victims/survivors benefit from social protection interventions including cash transfers	Support to child victims

Government Big Five Game Changer	Priorities of the Government's Big Five Programmes	Adapted National Strategic Direction and Priorities
Disability	Provide budgetary resources to implement the mental health and psychosocial support services	Develop and implement projects to enhance social cohesion for PWDs with their communities
	Facilitate the roll-out of the socio-economic empowerment programme for persons with disabilities	Empowerment and Welfare Support for PWDs in Kenema City
	Establish a solidarity fund financed by public and private sector contributions	Establish a solidarity fund to support the PWDs in the city
Government Big Five Game Changer	Priorities of the Government's Big Five Programmes	Adapted National Strategic Direction and Priorities
Aged	Formulate and roll out effective policy for older persons to improve their well-being	Provide Welfare Support to the Aged

Broad National Strategic Direction Youth	National Priorities	Adapted National Strategic Direction and Priorities
General Employment Promotion for Youth	Ensure the enforcement of labour laws- that are consistent with youth development	Train and support labour law enforcers including staff of labour ministry, the judiciary, the CSOs and the police officers
	Scale-up and explore more training opportunities for young people, including TVET and life skills	Capacitate the TVET institutions to produce more middle manpower youths with relevant technical skills in the job market
	Increase access to financing opportunities, including establishment of financing corridor and one stop centre to support youth development in the country	Hold donor/investor conference to support projects
	Enhance youth employment through agriculture, livestock, aquaculture and value chain, and cooperation with the Ministry of Communications, Technology and Innovation	Investment into multiple skills training opportunities for the youth
Addressing irregular migration	Conduct awareness campaign on irregular migration, human trafficking and in partnership with youth and women`s group	Undertake town hall and Radio/TV sensitization programmes and workshops to discuss and sensitize the public on irregular migration
Resolving barriers to youth employment	Undertake a comprehensive needs assessment of TVET institutions and make necessary recommendations to make them fully functional	Development of training modules that are relevant to the job market
Addressing drugs and substance	Strengthen drug law enforcement agencies	Set up and provide support for community task forces in the fight against drug peddlers and users
	Conducting regional awareness raising on drugs and substance abuse	Conduct awareness raising involving the youths in the district

Broad National Strategic Direction Youth	National Priorities	Adapted National Strategic Direction and Priorities
	Conduct youth peer-group training on abuse of drugs and outreach strategies	Conduct youth peer-group training on abuse of drugs and outreach strategies

Broad National Strategic Direction Sport	National Priorities	Adapted National Strategic Direction and Priorities
Sport Development in the Kenema City	Increase support for sporting activities in learning institutions and communities	Establish and support zonal/community sport committees across the city
	Establish/review all existing policy documents and regulations for sports development in the country	Hire local consultant to review all existing policy documents and regulations for sports development in the city
	Develop a comprehensive strategy and legal framework for sports development	Engage stakeholders to develop a comprehensive strategy and legal framework for city sport development
Energy	Increase investment in low-cost renewable energy and ensure robust monitoring and supervision of Projects	Investment in mini grid to support communities in the Kenema City
Road and Transport	Develop a framework to regulate local, regional, worldwide connections and infrastructure, and improve the public transportation service and improve road safety	Construction/rehabilitation of feeder road network and adaptation of the waka fine model to improve city transportation
Technology and Innovation	Increase the current internet broadband and mobile penetration for the population and promote the increase usage of computers and other technological devices among citizens, including learning institutions	Engage operators/service providers in technology and innovation to chart the way forward for better service delivery

Broad National Strategic Direction: Gender	National Priorities	Adapted National Strategic Direction and Priorities
Gender Mainstreaming	Scale up actions in promoting gender equality in education, economic participation, technology and Communication	Increase investment in gender empowerment for self-reliance and for contribution towards development of the Kenema City
	Improve efforts at narrowing gender gaps in accessing health services and providing welfare for PWDs	Institute health insurance policy for the treatment of specific health issues and extension of health services to difficult terrains
	Accelerate actions in addressing gender gaps in the dispensation of justice and human Rights and ensuring the effective participation of women as well as men in advancing peacebuilding	Support and improve access to justice for women and enhance their participation in peacebuilding across the district
	Ensure effectiveness in gender mainstreaming in policy, planning, programming/budgeting processes; and enhancing gender sensitivity in all legal frameworks	Train sector experts in mainstreaming gender welfare matters in the district

Broad National Priorities: Environment	National Priorities	Adapted National Strategic Direction and Priorities
Environmental Resilience	Conduct Strategic Environmental Assessments for the agricultural sector and other assessments to produce a state of the environment report	Produce report to determine suitability of environment for agricultural activities in the district
	Establish monitoring programmes on water pollution and air quality including GHG emission inventory	Support monitoring of activities to control water pollution and air quality including GHG emission inventory
	Develop and implement the National Action Plan on Plastic Waste Management for Sierra Leone	Produce an action plan on plastic waste management in the district
	Conduct national climate change	Produce district climate change

Broad National Priorities: Environment	National Priorities	Adapted National Strategic Direction and Priorities
	vulnerability assessments for crops, livestock, forestry, fisheries, and water sectors	vulnerability assessment report for crops, livestock, forestry, fisheries, and water sector
Forestry and Wetland	Develop a Carbon Market Framework	Produce a carbon market framework for the district
	Develop a national tree planting program for regeneration and shared management of forest cover and related products	Produce a national tree planting program for regeneration and shared management of forest cover and related products
	Conduct a study to quantify the total forests and wildlife resources of the country	Produce a report that quantify the total forest and wildlife resources of the district
	Expand resource mobilization to support conservation activities and natural resource management in the protected areas alongside governance	Support activities to conserve and manage natural resources in the protected areas alongside governance
	Combat environmental degradation and manage forests and wetlands.	Prevent land degradation and efficiently manage forest and wetlands
Disaster Management	Develop local disaster risk management strategic plans and review standard operating procedures for all districts	Produce a disaster risk management strategic plan and review standard operating procedures
	Institute and operationalize policies, plans, and legal frameworks to reduce risk and strengthen resilience at local levels	Train community youths on disaster outbreak
	Improve public education on disaster-related issues	Sensitize communities on disaster risk management

3.2 Adaptation of Sector-Specific Strategic Direction and Priorities (Devolved Sector Priorities)

Over the years, the central Government through its MDAs has devolved certain functions to the Local Councils. This means that activities undertaken by the Kenema City Council in collaboration with the respective Devolved Sectors (such as Agriculture, Education, Health, Roads and Infrastructure, the Ministry of Gender and the Ministry of Social Welfare etc.) will have to correspond to the activities of these Devolved Sectors in the district. Therefore, the strategic objectives and priorities outlined in the New/revised Kenema City Council

Development Plan has been aligned to the devolved sector priorities. This is illustrated in Table 7 below:

Table 7: Alignment of the Strategic Objectives of the Kenema City Council Development Plan and Sector-Specific Strategic Direction and Priorities

National Priorities Feed Salone	Adapted National Strategic Direction and Priorities	Specific Projects
Introduce and deliver functional irrigation systems that support year-round cultivation in key production zones	Develop agricultural farm lands to enhance year-round cultivation of crops	<ul style="list-style-type: none"> ❖ Rehabilitation of 2.0Ha of Inland Valley Swamps (IVS) to enhance multiple cropping of rice per annum in Lambayama ❖ Develop and irrigate 10 hectares of boliland using affordable means
Introduce modern agricultural machines to facilitate and enhance large-scale farming;	Support mechanization in agriculture and the use of Agri-tech to increase farm yield	<ul style="list-style-type: none"> ❖ Conduct animal disease surveillance, vaccination and routine treatment of sick animals against new castle diseases by animal health workers in the sixteen chiefdoms across Kenema City ❖ Support farmers with power tillers to cultivate the available IVS in the city ❖ Project Support and Logistical Expenses
Build a sustainable pipeline of high-quality seeds for targeted value chains and develop systems for delivering other inputs such as fertiliser and agro-chemicals;	Support sustainability in the supply of high-quality agricultural seeds and resilience in farming	<ul style="list-style-type: none"> ❖ Support youth groups and women with skills to manufacture organic fertilizers ❖ Organize training workshop to train youth and women groups in modern agricultural techniques and to be literate in financial matters ❖ Support five (5) women groups and one (1) male disable group with vegetable seeds, assorted Agric tools, OFSP vines and improved

		cassava cuttings
Establish and implement home-grown institutional feeding programmes and commodity boards and co-operatives for cash crops and rice and other staples	Promote the growing, rearing of animals and the consumption of home-grown food stuffs	<ul style="list-style-type: none"> ❖ Train eight (8) Community Animal Health Workers (CAHW) and ten farmers on animal disease management for two days ❖ Support agricultural shows across to advertise local food stuffs in the country ❖ Support schools that already have land to practice agriculture to re-establish/revamp school garden to support the school feeding ❖ Support livestock farmers with improved cockerels for two (2) female FBO groups and 10 individual farmers

National Priorities Education	Adapted National Strategic Direction and Priorities	Specific Projects
Support in-service training opportunities for teachers and general management authorities	Invest in building the capacity of teachers and the school management authorities for the enhancement of quality service delivery	<ul style="list-style-type: none"> ❖ Organise a three-day in-service training workshop for 50 teachers from 10 schools in the city (pre-primary and primary) ❖ Organise a three-day training workshop for school management authorities in the city
Provide every child with the opportunity to access and complete quality basic and secondary education	Strengthen support to enhance sustainability in the implementation of the free-quality education	<ul style="list-style-type: none"> ❖ Support the distribution of teaching and learning materials across government supported schools in the city ❖ Strengthen the school feeding programme and extend it to 5 schools in

		<p>the city</p> <ul style="list-style-type: none"> ❖ Conduct routine monitoring and supervision of 46 JSS and 8 SSS Schools in Kenema City ❖ Conduct routine monitoring and supervision of 28 Pre-Primary & 456 Primary Schools in Kenema City ❖ Fabricate, label and distribute 308 sets of school furniture for pupils and teachers to 8 Primary schools
<p>Ensure physically and psychologically safe learning institutions that are free from all forms of abuse</p>	<p>Make learning facilities and environment conducive for all categories of learners including PWDs, Pregnant girls etc</p>	<ul style="list-style-type: none"> ❖ Support 4 schools with recreational facilities within the perimeters of learning facilities ❖ Conduct workshops for student, staff and parents on identifying bullying ❖ Final Payment for the Fencing of the Home Economics Centre targeting all class six boys and all girls from different Primary School in the City ❖ Organize shows to celebrate different cultures and backgrounds to foster understanding and respect ❖ Conduct routine monitoring and Supervision of activities on campuses
<p>Scale up implementation of the radical inclusion policy</p>	<p>Encourage pregnant girls to continue education during and after pregnancy</p>	<ul style="list-style-type: none"> ❖ Conduct community/stakeholder sensitization on pregnant girls' education ❖ Support 10 pregnant girls with learning materials and child support

<p>Strengthen school inspectorate activities and governance of the sector</p>	<p>To strengthen education service delivery system with gender inclusiveness</p>	<ul style="list-style-type: none"> ❖ Conduct Joint Monitoring and Assessment of Education Development Projects ❖ Support to quarterly meetings with Education committee of Council and MBSSE
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<p>National Priorities Health</p>	<p>Adapted National Strategic Direction and Priorities</p>	<p>Specific Projects</p>
<p>Strengthen human resource development in the sector</p>	<p>Build the capacity of health workers at the healthcare facilities</p>	<ul style="list-style-type: none"> ❖ Provide imprest to fully operationalize the government hospital in the city ❖ Provide Pin Codes for 15 volunteer health workers at the government hospital ❖ Provide in-service training for 50 volunteer health workers to increase efficiency and coverage of health services delivered ❖ Maintenance of health staff quarters including the WASH facilities at the hospital ❖ Stipend for health worker volunteers at the hospital
<p>Improve access to antenatal and post-natal care</p>	<p>Provision of adequate health services to address antenatal and post-antenatal issues across the city</p>	<ul style="list-style-type: none"> ❖ Launch awareness raising campaign to educate women about antenatal and post-antenatal healthcare for women across the city ❖ Support ambulances services to take care emergency cases in the

		<p>city</p> <ul style="list-style-type: none"> ❖ Support outreach healthcare services for those living in hard-to-reach areas across the city
<p>Strengthen community-level response to HIV/AIDS, Malaria and TB;</p>	<p>Develop a database to enhance treatment and eradication of HIV/AIDs, Malaria and TB targeting the vulnerable groups within the city</p>	<ul style="list-style-type: none"> ❖ Carryout test mission in public institutions including government offices, schools and local communities within the city area ❖ Organize and support out of health centre facility to administer treatment to target patient with severe illness ❖ Conduct awareness raising campaign to sensitise communities about the mode of contact and spread of the diseases
<p>Implement comprehensive strategies for pandemic preparedness and diseases prevention and control</p>	<p>Institute measures to stop and reverse pandemic outbreak and spread across the city</p>	<ul style="list-style-type: none"> ❖ Support city surveillance structures and health facility level ❖ Support city-level coordination of the one health Platform for effective and timely response ❖ Provision for health security and health emergency ❖ Support active case search and case investigations on events and rumours of events and threats

National Priorities WASH	Adapted National Strategic Direction and Priorities	Specific Projects
<p>Improve the existing water distribution network and general infrastructure in Freetown and other cities;</p>	<p>Rehabilitate existing infrastructure and construct new water facilities in rural communities</p>	<ul style="list-style-type: none"> ❖ ❖ Rehabilitate existing standard hand pumps in 14 communities in the city ❖ Minor maintenance of 20 damaged hand pump in the city ❖ Conduct quarterly radio discussions on sector activities ❖ Conduct water quality monitoring and surveillance analysis in Kenema City ❖ Train 12 pump technicians ❖ Provide financial support to undertake water point mapping survey in Kenema City to update the district water point data
<p>Support various technologies and innovations for WASH implementation;</p>	<p>Provide water facilities that are environmentally friendly, easily maintenance and repaired</p>	<ul style="list-style-type: none"> ❖ Construct 10 solar powered bore hole water facilities in 10 schools ❖ Construct 10 new hand dug well fitted with India Mark II hand pump in 10 communities
<p>Strengthen the city WASH coordination forum and develop basic WASH implementation guidelines and training manuals;</p>	<p>Improve WASH coordination to enhance efficiency and effectiveness in service delivery</p>	<ul style="list-style-type: none"> ❖ Recruit a local consultant to develop and roll out WASH implementation and management guidelines ❖ Monitor and evaluate WASH activities in the city on an annual basis ❖ Chlorination of 50 local and protected water points for 5 days in the city

		<ul style="list-style-type: none"> ❖ Train and strengthened WASH management committees in the city ❖ Support 10 communities with pump spare parts and maintenance tools ❖ Facilitate quarterly water sector committee meetings for councillors
Strengthen sectoral governance and financial management	Intensify awareness raising campaigns on environmental sanitation and hygiene, including the provision of VIP toilet facilities and supply of disinfectants to WASH facilities	<ul style="list-style-type: none"> ❖ Recruit and deploy sanitary officers across the chiefdoms in the district ❖ Support waste management in the city ❖ Conduct community-led and school-led awareness raising campaign on total sanitation ❖ Construct 32 VIP toilets with water facilities and sanitary items

National Priorities Children	Adapted National Strategic Direction and Priorities	Specific Projects
Support child participation and leadership in relevant child development programmes	Develop and support child centred projects to enhance their ability and capability in leadership positions	<ul style="list-style-type: none"> ❖ Conduct mentorship training workshops for children in the city ❖ Conduct workshop for identification and prioritization of their needs in the city ❖ Support participatory arts programmes for children in 16 chiefdoms through theatre, visual arts or music where they can express their views
Strengthen child protection systems through effective coordination at local level	Create space for children to actively participate in the implementation of the new	<ul style="list-style-type: none"> ❖ Support existing children's forum to carry out sensitization

<p>in the city</p>	<p>MTNDP (2024-2030)</p>	<p>activities on children`s right to education and medical opportunities</p> <ul style="list-style-type: none"> ❖ Conduct debate on children`s involvement in community development projects like sanitation and prohibition of the use of harmful drug and other substances ❖ Support projects for children to champion advocacy against teenage pregnancy and early marriage
<p>Scale up efforts at prosecution of child abusers</p>	<p>Popularize the role of key institutions that fights for the rights and secure justice for children like the judiciary, police and medical practitioners in cases of violence and sexual abuse</p>	<ul style="list-style-type: none"> ❖ Strengthen support to specialized units for child abuse cases in institutions like the police, judiciary and healthcare centres ❖ Conduct workshop for social workers that specific render services for the protection of children against all forms of violence including sexual abuse ❖ Conduct quarterly monitoring on Juvenile issues in Police cells and remand homes ❖ Support Civil Society Organizations to help in child protection advocacy and popularization of offences against children
<p>Ensure that child victims/survivors benefit from social protection interventions including cash transfers</p>	<p>Support to child victims</p>	<ul style="list-style-type: none"> ❖ Establish and support community-based child protection networks involving local authorities, NGOs and social workers to help identify child victims

		<p>and provide them with tailored support</p> <ul style="list-style-type: none"> ❖ Provide reunification package to 60 separated and absconded children from Kenema City ❖ Provide and support access to trauma-informed care and counselling services ❖ Support 150 vulnerable children across the city with school materials
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National Priorities Persons With Disabilities (PWDs)	Adapted National Strategic Direction and Priorities	Specific Projects
<p>Provide budgetary resources to implement the mental health and psychosocial support services</p>	<p>Develop and implement projects to enhance social cohesion for PWDs with their communities</p>	<ul style="list-style-type: none"> ❖ Equip 4 key recreational centres to enhance the participation of PWDs ❖ Conduct workshop involving development stakeholders on the treatment and co-existence of PWDs with the public ❖ Raise awareness to reduce the stigma, promote understanding and encourage inclusivity within communities
<p>Facilitate the roll out of socio-economic empowerment programme for persons with disabilities</p>	<p>Empowerment and Welfare support for PWDs in Kenema City</p>	<ul style="list-style-type: none"> ❖ Extend cash transfer benefit to 40 PWDs across learning institutions in the city

		<ul style="list-style-type: none"> ❖ Support 40 PWDs with assistive devices to enhance their involvement learning opportunities ❖ Support 4 TVET institutions to design and train PWDs with agricultural and other income generating skills
Establish a solidarity fund financed by public and private sector contribution	Establish solidarity fund to support the PWDs in the city	<ul style="list-style-type: none"> ❖ Organize events to raise funds for the establishment of solidarity funds for the PWDs ❖ Organize stakeholders` engagement to popularize and attract support for the solidarity fund ❖ Organize an event to launch the initiative through stakeholders` engagement

National Priorities Aged	Adapted National Strategic Direction and Priorities	Specific Projects
Formulate and roll out effective policy for older persons to improve their well-being	Provide Welfare Support to the Aged	<ul style="list-style-type: none"> ❖ Engage stakeholders in a one-day workshop needs identification and prioritization for the aged in the district ❖ Cash transfer for 50 aged persons

		<ul style="list-style-type: none"> ❖ Build home for the Aged ❖ Medical insurance for the Aged ❖ Conduct engagement with stakeholders including the aged to identify the role and responsibilities of the aged in community development
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National Priorities Youths	Adapted National Strategic Direction and Priorities	Specific Projects
<p>Ensure the enforcement of labour laws- that are consistent with youth development</p>	<p>Train and support law enforcement officers including staff of labour ministry, the judiciary, the CSOs and the police officers</p>	<ul style="list-style-type: none"> ❖ Carry out research on 10 credible employing institutions to assess the level of compliance to the national law ❖ Conduct a training workshop involving stakeholders for the enforcement of the labour laws ❖ Support implementation of recommendation from the findings to all workers on payroll
<p>Scale-up and explore more training opportunities for young people, including TVET and life skills</p>	<p>Capacitate the TVET institutions to produce more middle manpower youths with relevant technical skills in the job market</p>	<ul style="list-style-type: none"> ❖ Research to identify TVET tutor/learners training and equipment needs gaps for 10 institutions across the city ❖ Support the training of 20 TEVET tutors in line with the training needs identified ❖ Support the training

National Priorities Youths	Adapted National Strategic Direction and Priorities	Specific Projects
		<p>of 20 TEVET learners in line with the training needs identified</p> <ul style="list-style-type: none"> ❖ Support 10 TVET institutions with training equipments
<p>Increase access to financing opportunities, including establishment of financing corridor and one stop centre to support youth development in the country</p>	<p>Hold donor/investor conference to support projects</p>	<ul style="list-style-type: none"> ❖ Organise donor conference to support the financing gap ❖ Popularize the city development plan inside and outside Sierra Leone
<p>Enhance youth employment through agriculture, livestock, aquaculture and value chain, and cooperation with the Ministry of Communications, Technology and Innovation</p>	<p>Investment into multiple skills training opportunities for the youth</p>	<ul style="list-style-type: none"> ❖ Conduct market research for job opportunities with regards relevant/appropriate training needs identification ❖ Develop training modules in line with job market research findings to train youths with skills in agriculture, livestock, technology and innovation etc
<p>Conduct awareness campaign on irregular migration, human trafficking and in partnership with youth and women`s group</p>	<p>Undertake town hall and Radio/TV sensitization programmes and workshops to discuss and sensitize the public on irregular migration</p>	<ul style="list-style-type: none"> ❖ Conduct sensitization workshop on irregular migration ❖ Train and support youths and women representatives to champion advocacy against irregular

National Priorities Youths	Adapted National Strategic Direction and Priorities	Specific Projects
		migration
Youth peer-group training on abuse of drugs and outreach strategies	Conduct engagement workshops led by youths	<ul style="list-style-type: none"> ❖ Train peer leaders to facilitate group discussions on the effects of drug use and to engage in role-playing exercises that focus on resisting peer pressure ❖ Support youth-led social media engagement, TV to spread awareness about drug abuse

National Priorities Sports	Adapted National Strategic Direction and Priorities	Specific Projects
Increase support for sporting activities in learning institutions and communities	Establish and support zonal/community sport committees across the city	Provide assorted sporting gears including football, volley ball, lawn tennis and for track events
Establish/review all existing policy documents and regulations for sports development in the country	Improve on governance of sporting activities	Hire local consultant to review all existing policy documents and regulations for sports development in the city
Develop comprehensive strategy and legal framework for sports development	Support development of strategy document and legal framework	Engage stakeholders to develop a comprehensive strategy and legal framework for city sport development

National Priorities Infrastructure	Adapted National Strategic Direction and Priorities	Specific Projects
Increase investment in low-cost renewable energy and ensure robust monitoring and supervision of Projects	Investment in mini grid to support communities in the Kenema City	Organise investor conference to chat the way for investment into mini grid solar energy in some communities of the city
Develop a framework to regulate local, regional, worldwide connections and infrastructure, and improve the public transportation service and improve road safety	Construction/rehabilitation of feeder road network and adaptation of the waka fine model to improve city transportation	Feeder Roads maintenance
Increase the current internet broadband and mobile penetration for the population and promote the increase usage of computers and other technological devices among citizens, including learning institutions	Engage operators/service providers in technology and innovation to chat the way forward for better service delivery	Engagement workshop

National Priorities Gender	Adapted National Strategic Direction and Priorities	Specific Projects
Scale up actions in promoting gender equality in education, economic participation, technology and Communication	Increase investment in gender empowerment for self-reliance and for contribution towards development of the Kenema City	<ul style="list-style-type: none"> ❖ Engage local leaders and influencers to promote gender equality and non-violence ❖ Support 40 vulnerable women in vocational skills with cash ❖ Support 50 rural women in small

National Priorities Gender	Adapted National Strategic Direction and Priorities	Specific Projects
		<p>scale entrepreneurship</p> <ul style="list-style-type: none"> ❖ Provide livelihood support to 90 single mothers ❖ Construct a safe home with counselling services for GBV victims
<p>Improve efforts at narrowing gender gaps in accessing health services and providing welfare for PWDs</p>	<p>Conduct frequent advocacies and sensitisation workshops including implementation of special healthcare packages for women and girls with disability issues</p>	<ul style="list-style-type: none"> ❖ Support health insurance policy for women and girls with disability issues especially for the treatment of specific health issues ❖ Support community-based healthcare services for women and girls with disability issues ❖ Support awareness raising campaigns to address stigma and discrimination
<p>Accelerate actions in addressing gender gaps in the dispensation of justice and human Rights and ensuring the effective participation of women as well as men in advancing peacebuilding</p>	<p>Support and improve access to justice for women and enhance their participation in peacebuilding across the district</p>	<ul style="list-style-type: none"> ❖ Support legal-aid services for women who have been victims of gender-based violence, discrimination, or human rights abuse ❖ Conduct workshop to campaign for women to equally participate in peacebuilding and post-conflict reconstruction

National Priorities Gender	Adapted National Strategic Direction and Priorities	Specific Projects
		efforts ❖ Popularize the GEWE Act and register 30 customary marriages in 3 chiefdoms
Ensure effectiveness in gender mainstreaming in policy, planning, programming/budgeting processes; and enhancing gender sensitivity in all legal frameworks	Train sector experts in mainstreaming gender welfare matters in the district	Conduct sector experts training in mainstreaming gender welfare matters in the district

National Priorities Environment	Adapted National Strategic Direction and Priorities	Specific Projects
Conduct Strategic Environmental Assessments for the agricultural sector and other assessments to produce a state of the environment report	Produce report to determine suitability of environment for agricultural activities in the city	<ul style="list-style-type: none"> ❖ Conduct an assessment to produce a report on the status of environment of the Kenema City ❖ Conduct monitoring exercise on activities that pollute water, air quality and GHG emission inventory ❖ Conduct stakeholders` engagement workshop for the development of an action plan on waste management ❖ Conduct a consultation workshop involving sector experts to formulate a carbon market framework

National Priorities Environment	Adapted National Strategic Direction and Priorities	Specific Projects
		for the district ❖ Conduct a survey to produce a report on climate change vulnerability for crops, livestock, forestry, fisheries and water sector
Establish monitoring programmes on water pollution and air quality including GHG emission inventory	Support monitoring of activities to control water pollution and air quality including GHG emission inventory	❖ Conduct sensitization campaign on forest conservation and management ❖ Establish and support forest tree nurseries ❖ Reforestation and afforestation of degraded land areas ❖ Support forest control ❖ Support celebration of national tree planting day ❖ Establish wood lots ❖ Conduct a survey on total forest and wildlife resources around the city area ❖ Organize an investment conference to raise funds to support conservation and management of the district's natural resources
Develop and implement the National Action Plan on Plastic Waste Management for Sierra Leone	Produce an action plan on plastic waste management in the district	❖ Support the formulation of an action plan for waste management in the city ❖ Coordinate weekly collection of waste from dwelling and

National Priorities Environment	Adapted National Strategic Direction and Priorities	Specific Projects
		commercial premises ❖ Organise periodic cleaning and clearing of illegal dumpsites ❖ Promote safely managed sanitation through relevant infrastructure and hygiene

3.4 Broad District Development Plan Goals and Outcomes

Table 8: Strategic Goals and Anticipated Outcomes of the Kenema City Development Plan

No	Sector	Kenema City Council Broad Goal	Linkage with Priorities outlined in the National Development Plan	Outcome
1.	Feed Salone (Agriculture)	By the end of the implementation of the MTNDP 2024-2030, rice production is increased and made affordable across all communities in the various wards in Kenema City.	This goal is linked to the national goal of the new MTNDP 2024-2030 to accelerate productivity and commercialisation of the agricultural sector by 2030	Improved irrigation, mechanized farming practised, and fertilizer access expanded.
2	Education	By 2030, increase enrolment rate across all levels of education and improve quality in all the learning institutions	This is aligned with the New MTNDP 2024-2030 to accelerate and expand free quality basic and senior secondary education by 2030.	Upgraded school facilities, with enhanced teacher training, and policies enforced.
3	Health	Expand health-related services across all communities within Kenema City by 2030.	This is linked to the Government's health priority of improving healthcare delivery across the country by 2030.	Enhanced healthcare infrastructure, collaborations for disease control strengthened, and community awareness and vaccination programs expanded.
4	Water, Environment and Sanitation	Provide water facilities and promote environmental and sanitation practices across various communities in Kenema City by 2030.	This is aligned with the national priority of scaling up investment in water, environmental sanitation, waste management and hygiene	Improved WASH infrastructure, waterpoint maintenance ensured, and better sanitation and environmental health across Kenema City ensured.

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5	Children, Disability and the Aged	Enhance welfare services for children, persons with disabilities, and the aged to promote productivity, development, and protection across Kenema City.	This is aligned with national priorities, to ensure educational support for children and persons with disabilities while strengthening welfare services for the aged by 2030.	Enhanced social protection through cash transfers, social services expanded, social workers, and targeted support for vulnerable groups in Kenema City increased.
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No	Sector	Kenema City Council Broad Goal	Linkage with Priorities outlined in the National Development Plan	Outcome
6	Road and Infrastructure	Rehabilitation of roads, bridges, and culverts enhanced, with improved electricity access and infrastructure development across Kenema City ensured.	This is aligned with the MTNDP 2024-2030 national priority of improving infrastructure and technology by 2030.	Enhanced road infrastructure and enforced maintenance bylaws; road committees established, solar electrification across Kenema City expanded.
7	Youth and Sport	Enhanced sports administration, inclusive infrastructure development, and increased participation in sports activities across Kenema City with a gender-sensitive approach	This aligned with the national priority of using Sport to address irregular migration and drug issues for youth safety and development	Enhanced sports administration with inclusive infrastructure, an participation in sports activities across Kenema City increased.
8	Climate Change	Strengthen climate resilience, promote environmental sustainability, and enhance disaster management to safeguard Kenema City's ecosystem and future generations.	This is linked to the MTNDP national priority of Advancing climate resilience and environmental action	Climate resilience and sustainable environmental management are enhanced, while investment in renewable energy, disaster preparedness, and green agriculture across Kenema City is increased.

Table 9: 3.5 Sector Specific Development Objectives, Inputs, Strategies and Interventions

Agriculture			
Objective	Output	Strategies	Interventions
<p>To enhance the agricultural sector by equipping local communities with necessary resources such as machinery, seeds, fertilizers, and farming tools to promote value addition on key crops and ensure food security in Kenema City.</p>	<ul style="list-style-type: none"> • 3,000 improved seed rice provided to increase yield; • 3,000 bags of fertilizers provided to ensure quality of yield; • 6 sets of tractors, 6 sets of Power Tillers and 6 sets of Combine Harvester procured for land cultivation; • Establishment of fish pond across 20 communities in Kenema City; • Irrigation scheme established across 20 wards in Kenema City; • 3,000 bags of fertilizers provided to farmers across various wards/communities in Kenema City; • 20 ABCs and 20 FFS established across various communities in Kenema City; • 500 hectares of IVSs rehabilitated/developed across 20 	<ul style="list-style-type: none"> • Followed procurement guidelines and best practices in the procurement of goods; • Followed best practices according to the laws of Sierra Leone in the hiring of service providers and ensure that all items delivered are of best quality and properly monitored; • Provide effective extension services and the supplies of inputs to farmers and on time; • The district agriculture office to ensure that only committed farmers are qualify to benefit from the various farming inputs and services provided accordingly; • Strengthen collaboration with the relevant stakeholders to ensure effective implementation of programmes/projects across various communities/wards in Kenema City; 	<ul style="list-style-type: none"> • Provide 3,000 improved seed rice and distribute accordingly across the 20 wards in Kenema City; • Provide 3,000 bags of fertilizers and distribute accordingly across the 20 wards in the Kenema City; • Provide 6 tractors and distribute accordingly to all the 20 ward in Kenema City; • Provide 6 power tillers and distribute accordingly to all the 20 wards in Kenema City; • Provide 6 Combine Harvester and distribute accordingly to all the 20 wards in Kenema City; • Support irrigation scheme across the 20 wards in the Kenema City; • Provide funds and gadgets to strengthen M&E operations across the 20 wards and to provide regular update on status of various interventions in Kenema City; • Undertake rehabilitation/development of 500 hectares of IVSs across 20 wards/communities in the Kenema City; • Establish 20 Agricultural Business Centers across 20 wards in the Kenema City and equipped them the necessary farming facilities including Rice Mill, Rice De-Stoner and other farming items;

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	<p>wards/communities in Kenema City;</p> <ul style="list-style-type: none"> • Extension staff strengthen to promote service delivery at least once in every month; 		<ul style="list-style-type: none"> • Strengthen Extension staff to provide services at least once in every month across all the 20 wards in the Kenema City; • Support at least 20 communities in fish farming to establish fish pond and provide them with necessary facilities; • Establish Farmers Field Schools (FFS) across all 20 wards in Kenema City; • Undertake the nursing of 2,500 assorted tree crops across various communities in Kenema City.
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Education			
Objective	Output	Strategies	Interventions
<p>Increase enrolment rate in various schools across Kenema City by 30% and provide quality and affordable education by 30 %.</p>	<ul style="list-style-type: none"> • Construct/rehabilitate additional learning institutions across Kenema City; • Improve the condition of teachers and provide training opportunities to especially the untrained and unqualified teachers; • Provide additional facilities to teachers in remote communities to ensure retention; • Recruit additional teachers to improve on the teacher/pupil ratio; • School feeding programmes extended to schools that have not yet benefited from it across various wards in Kenema City; • Additional teaching and learning materials provided to schools across all wards in the Kenema City; • Libraries and Laboratories established especially in higher leaning Institutions 	<ul style="list-style-type: none"> • Collaborate with all the community stakeholders including Paramount Chiefs to improve on supervision of rehabilitation of learning institutions in the district; • School supervisors to ensure that all supports provided reach the actual beneficiary; • Considerable amount of funds is added to teachers' salaries for each year to close the inflation gaps especially on food items; • The teaching service commission to hire more teachers and distribute them accordingly in all the respective chiefdoms; • The government to expand school feeding programmes in the district; 	<ul style="list-style-type: none"> • Construct 20 schools (Pre-Primary, Primary and Secondary Schools) with (WASH facilities) water wells and toilet facilities and distribute accordingly across all wards in Kenema City; • Rehabilitate 40 schools (Pre-Primary, Primary and Secondary Schools) including water wells and toilets across all wards in Kenema City; • Recruit 40 trained and qualified teachers and distribute them accordingly across all the newly constructed schools in the respective wards; • Provide additional training facilities for teachers in the respective wards across Kenema City; • Increase salaries of teachers by 25% across Kenema City; • Provide additional furniture and distribute them accordingly in the respective wards across Kenema City; • Expand/extend school feeding programmes to schools that have not yet benefited from it across various wards in Kenema City; • Provide additional teaching and learning materials to schools across all wards in the Kenema City; • Established Libraries and Laboratories especially in higher leaning Institutions including Technical Institutions across

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	<p>including Technical Institutions across Kenema City;</p> <ul style="list-style-type: none"> • Additional Pin Code provided to teachers/lecturers across various schools/higher learning institutions in the Kenema City; • 		<p>Kenema City;</p> <ul style="list-style-type: none"> • Provide more Pin Code to teachers/lecturers across various schools/higher learning institutions in the Kenema City; • Strengthen stakeholder collaboration to promote monitoring supervision and ensure effective implementation of all programmes/projects across Kenema City;
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Health			
Objective	Output	Strategies	Interventions
<ul style="list-style-type: none"> Strengthened the health sector to ensure effective health service delivery at affordable cost and reduce the spread of communicable diseases across various communities in the Kenema City; 	<ul style="list-style-type: none"> Rehabilitate PHUs across the various communities and provide them with the necessary health related facilities in the Kenema City; Employ the services of additional health officers; Motivate health personnel with an increase in salaries by at least 25%; Ensure that health care services are provided at an affordable cost in order to increase access in the respective communities; Expanded Programme Immunization (EPI) activity undertaken especially the provision of polio vaccines to newly born babies across Kenema City; Funeral Homes constructed and Funeral Van procured; Pin Code provided for health personnel who are 	<ul style="list-style-type: none"> The health sector in Kenema City to collaborate with the Kenema City Council and community stakeholders to identify all PHUs that should be rehabilitated; Health Workers employed and distributed across all the various PHUs accordingly across Kenema City; HRMO to work with the district health sectors to increase their salaries; Provide additional ambulances to facilitate health service delivery across Kenema City; Work with the relevant actors including NGOs in the various communities to increase access to affordable drugs across Kenema City; Collaborate well with all the line Ministries, Department and Agencies to strengthen health services across Kenema City; 	<ul style="list-style-type: none"> Construct additional 10 PHUs across 10 wards with (WASH facilities) toilet and water well; Rehabilitate at least 20 PHUs accordingly across all wards in Kenema City including water wells and toilets; Provide all PHUs across Kenema City with health related supplies/facilities; Provide training facilities to health personnel across Kenema City; Increase salaries of health staff by at least 25% to motivate their efforts in service delivery; Employ additional health personnel and distribute them accordingly across all the respective PHUs in all the wards in Kenema City; Procure at least three ambulances to fast track delivery of health supplies and strengthen supervision/ surveillance efforts across Kenema City; Undertake the Expanded Programme Immunization (EPI) activity especially the provision of polio vaccines to newly born babies across the district; Construct at least 1 Funeral Homes in Kenema City and procure at least 1 Funeral Van; Provide Pin Code for health personnel who are without across the various PHUs in

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	<p>without;</p> <ul style="list-style-type: none"> • Additional health structure rehabilitated including Community Health Centers, BeMONC, Community Health Post and Maternal Health Post across various wards in the Kenema City; • 		<p>Kenema City;</p> <ul style="list-style-type: none"> • Rehabilitate additional 8 health structure including 2 Community Health Centers, 2 BeMONC, 2 Community Health Post and 2 Maternal Health Post across various wards in the Kenema City; • Provide various health facilities with multiple delivery kits, resuscitation kits, COLD chain for EPI and functional refrigerator for EPI; • Construct/rehabilitate official staff quarters for health personnel across the various wards in the Kenema City;
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			<ul style="list-style-type: none"> • Extend the Free Health Care Service Delivery to various health centers across the respective wards in the Kenema City Council;
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			<ul style="list-style-type: none"> Strengthen Monitoring and Supervision exercise across the various health facilities in Kenema City;
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Water, Environment & Sanitation

Objective	Output	Strategies	Interventions
<ul style="list-style-type: none"> Ensure that safe drinking water facility is provided and easily accessible across all communities and promote environmental sanitation to reduce the risk of communicable diseases across Kenema City 	<ul style="list-style-type: none"> Provide sufficient safe drinking water in all communities; Provide safe water facilities in all schools across Kenema City; Undertake the construction of WASH facilities including toilets and water wells across various wards in Kenema City; Undertake tree planting practices in various communities in Kenema City; 	<ul style="list-style-type: none"> Undertake water needs assessment exercise to determine the level of community need across Kenema City; Hire Service Providers/ Contractors to install water facilities with hand pump across all the identified locations across Kenema City; Establish water and sanitation committees in the various chiefdoms across Kenema City; Establish Health Assistants in each ward across Kenema City; Establish Environmental Health Overseers in each wards across Kenema City; Undertake regular sensitisation on water, sanitation and the use of the environment across the various communities in 	<ul style="list-style-type: none"> Construct 20 hand pump wells (at least one per ward) and 20 boreholes (at least 1 per ward) across the Kenema City; Rehabilitate 40 Hand dug wells across the various communities in Kenema City; Install an elevated tank for water storage and use across each ward in Kenema City; Construct 20 toilet facilities across the respective wards in Kenema City; Establish Environmental and Sanitation Committee to ensure tree planting practices across the various communities in Kenema City; Establish bank account and undertake fund raising activities to support maintenance practices in the respective wards across Kenema City; Undertake regular Monitoring and Supervision exercise on environmental and sanitation-related activities across Kenema City Established waste disposal sites to

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		<p>Kenema City</p> <ul style="list-style-type: none"> • Educate and encourage people in the respective communities to pay their water bills and other services provided; • Undertake regular monitoring of WASH activities across Kenema City; • Outline measures to ensure the effective use of funds and other support provided for environmental programmes; 	<p>additional communities in the respective wards across Kenema City;</p> <ul style="list-style-type: none"> • Provide the sector with vehicle, motor bikes and other office gadgets including Lap Top Computers, HP Laser Jet Printers, Photocopier and other stationery items to support staff in their service deliveries; • Provide financial and technical support to address water related diseases across the City;
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Children/Adolescents, Disability and the Aged

Objective	Output	Strategies	Interventions
<ul style="list-style-type: none"> • Provide psychosocial and recreational services to the enhance the productivity, protection and development of children, adolescents and other vulnerable households/populations, including teenage mothers, orphans and so on. 	<ul style="list-style-type: none"> • Establish Welfare Committees across all wards and provide them with capacity training. • Undertake family tracing and connect children with their family members; • Provide necessary supports to children, adolescents, persons with disabilities and the Aged; • Undertake community sensitisation on Sexual Related and Gender Based Violence activities in the district with focus to learning institutions; • Undertake Cash Transfer to vulnerable members including persons with disabilities; • Strengthen Community Resilience 	<ul style="list-style-type: none"> • Employ Service Providers to facilitate the construction of an office structure for staff across Kenema City; • Identify beneficiaries for cash transfer across the various communities; • Create a Bank Account with a reputable financial institution and facilitate the transfer of funds into the said account; • Identify Community Stakeholders for the establishment of Welfare Committees across each ward in Kenema City; • Each chiefdom to mobilise youth groups and support them to do regular family tracing across Kenema City; 	<ul style="list-style-type: none"> • Provide various infrastructure equipment and furniture to promote effective service delivery of staff. • Construct//rehabilitate office structure for personnel in Kenema City; • Undertake regular sensitisation on sexual Related and Gender violence activities across Kenema City with a focus to school children; • Provide regular cash transfer and other welfare services to vulnerable people, especially the Aged and Persons with Disabilities, across Kenema City; • Undertake timely response to disaster and outline the necessary measures to reduce the impact and the occurrence of such a tragedy; • Provide necessary support to undertake family tracing across Kenema City; <p><i>Established child protection frameworks across various communities in the Kenema City;</i></p> <ul style="list-style-type: none"> • Established legal institutions including legal courts to protect the rights of children, disables, the Aged, women and other vulnerable groups across various communities in Kenema City; • Increase awareness on the Disability Act across various communities in Kenema City; • Undertake Family Tracing and

			<p>Reunification of absconded children;</p> <ul style="list-style-type: none"> • Provided supports to ensure that good number of children have free access to formal education across various wards in Kenema City
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Road and Infrastructure

Objective	Output	Strategies	Interventions
<p>To improve the condition of roads that will facilitate easy movement of People, goods and service, improve electricity supply and communication network in order boost socio-economic activities across Kenema City.</p>	<ul style="list-style-type: none"> • Improve the conditions of all roads to link market centers; • Improve transportation network across Kenema City; • Increase access to electricity supply and make it affordable and sustainable to various communities across 	<ul style="list-style-type: none"> • Establish partnership with Sierra Leone Roads Authority(SLRA) and the Road Maintenance Fund for technical and financial support to undertake roads rehabilitation across the Kenema City; • Hire the services of qualify road contractors in line with procurement procedures; 	<ul style="list-style-type: none"> • Construction/rehabilitation all major roads across Kenema City; • Rehabilitate bridges and culverts across various communities in Kenema City; • Formulate Bye laws on road use and maintenance across Kenema City; • Provide support to establish Road Maintenance Committees across various communities in Kenema City; • Install solar lights/provide rural electrification across all wards especially at

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	<p>Kenema City;</p> <ul style="list-style-type: none"> • Improve the services of mobile network to ease communication even in remote communities across Kenema City; 	<ul style="list-style-type: none"> • Provide the qualified contractors the results of needs assessment conducted on roads and infrastructure across Kenema City to guide intervention measures; • Establish Roads Maintenance Committees in each ward across Kenema City; • Work with Solar energy unit of the Ministry of Energy to recruit a competent Solar Provider. • Establish Committee for Solar Management and supervision in the various wards. • Train youth in repairs/maintenance of equipment to ensure sustainability in future • Work with the mobile network to increase access of communication and improve on the network across Kenema City; 	<p>the various health centers in Kenema City;</p> <ul style="list-style-type: none"> • Construct installation Site to store the necessary solar equipment/materials; • Extend communication network and improve on the network to all communities across Kenema City; • Train youth in repairs/maintenance of equipment to ensure sustainability in future; • Provide modern transportation services and promote road safety measures and ensure that defaulters face the full force of the law; • Rehabilitate all feeder roads across Kenema City; • Strengthen collaboration with the transport sector to improve service delivery on transportation network in and out of Kenema City; • Introduced safe and efficient sea transportation service to facilitate easy movement of people, goods and services and link market centers in and out of Kenema City; • Strengthen collaboration to improve on monitoring supervision on all projects related to roads and infrastructures and ensure that funds provided are utilized accordingly; • Facilitate the installation of solar electricity across various communities in the Kenema City;
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			<ul style="list-style-type: none">• Strengthen collaboration to improve on monitoring supervision on all projects related to roads and infrastructures and ensure that funds provided are utilized accordingly;• Facilitate the installation of solar electricity across various communities in the Kenema City;• Reviewed all Policies and Regulations of the Energy Sector to enhance energy supply across various communities in the Kenema City;• Recruit additional qualified staff to improve on service delivery across Kenema City; <p>Strengthen measure to address corruption in the mining sector and to ensure that revenue generated is utilized for the benefit of the Kenema people;</p>
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Youths

Objective	Output	Strategies	Interventions
<p>Develop the skills of youths to enable them undertake entrepreneurial activities and other income generating programmes and to provide welfare services to improve their living condition.</p>	<ul style="list-style-type: none"> • Establish training institutions across the respective ward in Kenema City; • Provide employment opportunities for youths across Kenema City; • Involve youths in development programmes across Kenema City; • Involve youths in decision making across Kenema City; 	<ul style="list-style-type: none"> • The various stakeholders across Kenema City to outline and plan various intervention programmes; • Stakeholders to identify the relevant skills training institutions to be established across Kenema City including their location; • Establish Youth Development Committee in each ward across Kenema City; 	<ul style="list-style-type: none"> • Provide skills training for youths to equip them for business and managerial activities; • Provide/construct/renovate office space for youths to facilitate administrative operations across Kenema City; • Youth Development Committees to strengthen monitoring supervision on all development programmes of their respective communities; • Undertake youths' sensitisation activities especially on drugs misused across Kenema City; • Provide disable youths with financial supports across Kenema City; • Provide youths across Kenema City with loan opportunities or other form of financial support to encourage youths into large scale farming activities instead of okada riding; • Promote private sector investment to provide employment opportunities for youths across Kenema City; • Promote the National Youth Service across all wards in Kenema City;

Sport

Objective	Output	Strategies	Interventions
<p>To use sport as a key driver for peace and development in rural communities.</p>	<ul style="list-style-type: none"> • Use sport to ensure social stability and sustainable development across Kenema City; • Establish strong policy and legal environment to protect sport activities across Kenema City; • Use sport as an investment base to provide employment opportunities for youths across the various communities; • Conduct Gala and inter-schools' athletic competitions; • Conduct stakeholder meeting focusing mainly on sporting activities at least once in every quarter; 	<ul style="list-style-type: none"> • Identify the various stakeholders and get them involve in sport activities across Kenema City; • Collaborate with the justice sector and the relevant authorities in sport to outline laws and regulations to guide the various sport activities in Kenema; • Encourage investment in sport activities especially in the area of construction of football field and stadium; • Register and supervise all sport organisations across Kenema City; 	<ul style="list-style-type: none"> • Undertake the construction of football fields/mini stadium across some wards in Kenema City; • Provide financial, fuel and technical support to coordinate the registration of sport organisations and supervised their operations for effective service delivery in Kenema City; • Implement Gala and inter-schools' athletic/football competitions across the respective wards in Kenema City • Provide social amenities including football fields and youth centers for youths across Kenema City; • Promote sport activities by providing other sport facilities across various wards in the City; • Support sport sector with the necessary facilities such as the procurement of assorted sporting gears and accessories to promote sport activities across Kenema City; • Provide necessary support to the football teams (both male & female) to fit for international competitions;

Gender and Women's Empowerment

Objective	Output	Strategies	Interventions
<p>To improve gender equality and ensure their inclusion in education, employment and other levels.</p>	<ul style="list-style-type: none"> • Empower women to enable them participate in decision making and qualify for employment, 	<ul style="list-style-type: none"> • Disseminate the Gender Equality and Women's Empowerment Bill across all the wards; • Encourage the government and Development Partners including NGOs to construct training institutions across various wards in Kenema City; 	<ul style="list-style-type: none"> • Increase awareness on the GEWE Bill in various communities; • Establish training institutions in all wards across Kenema City; • Provided Psychosocial Services to victims of sexual and other form of violence; • Increased access to legal institutions/local courts; • Established Women Agricultural Groups to promote agricultural activities in various communities; • Established family support units in most wards across Kenema City; • Outlined necessary measures to address Sexual and Gender- Based Violence; • Ensured women's participation in social, economic and political activities across Kenema City; • Provide justice and human rights for all categories of people with particular focus to women; • Ensured gender involvement at all levels in addressing climate change and environment issues across Kenema City; • Strengthen collaboration with all relevant stakeholders to promote gender issues across Kenema City;

Fire Prevention (Disaster Management)

Objective	Output	Strategies	Interventions
<p>To give necessary support to the Fire Force sector to respond to fire outbreak and other disasters across the Kenema City accordingly and on time.</p>	<ul style="list-style-type: none"> • Construct standard office space to ensure conducive work environment for staff; • Conduct Community Sensitisation on fire prevention and other disasters across Kenema City; • Increase awareness on fire disaster in schools/ learning institutions, health facilities and other government institutions across Kenema City, • Outline measures to reduces the impact of disasters especially in disaster prone areas; 	<ul style="list-style-type: none"> • Hire contractor according to procurement procedures for the construction of office space for staff; • The fire disaster office in the district to facilitate quarterly meeting with other stakeholders to discuss fire and other disaster measures and how to strengthen coordination; 	<ul style="list-style-type: none"> • Undertake the construction of office space in Kenema City; • Undertake regular community sensitization on fire prevention and other disasters across Kenema City; • Conduct regular sensitisation on fire and other disaster in schools, health facilities and other government institutions; • Prepare Risk Management Strategic Plans for Kenema City; • Provide necessary support to standard operating procedures across Kenema City; • Operationalise all policies, plans and other legal frameworks according to district requirement in order to reduce the occurrence of disasters (especially fire incident) in the various communities; • Provided support to construct 20 boreholes across the 20 wards to access water for the fire engines; • Provide motorbikes to the sector to fast track the movement of fire fighters to visit especially hard to reach disaster prone communities across Kenema City.

Transforming the Public Sector Architecture

Objective	Output	Strategies	Interventions
<p>To improve the efficiency, responsiveness, and accountability of public service delivery in Kenema City through institutional strengthening, digitization, decentralization, and mechanisms focused on citizen-centered governance.</p>	<ul style="list-style-type: none"> • Strengthened institutional capacity for efficient service delivery across all departments of the Kenema City Council. • Enhanced coordination and accountability mechanisms within local government systems. • Integrated gender-responsive administrative systems into council operations. • Improved infrastructure and logistics support for effective public service operations. • Functional decentralized governance structures that actively engage communities. 	<ul style="list-style-type: none"> • Enhance the skills of core and junior staff through focused training and leadership development programs. • Encourage the digitization of administrative and financial management systems. • Integrate gender and social inclusion principles into public sector reform processes. • Improve coordination between departments and service delivery units for better operational efficiency. • Promote inclusive citizen participation in local governance and decision-making processes. 	<ul style="list-style-type: none"> • Conduct regular staff training sessions focused on leadership, planning, budgeting, and service delivery systems. • Upgrade IT infrastructure and implement electronic systems for managing records, payroll, and performance tracking. • Establish gender-inclusive hiring, retention, and capacity-building programs for public servants. • Procure mobility assets and office equipment to improve departmental functionality. • Organize town hall meetings and create community feedback platforms to enhance transparency and citizen engagement.

Summary of Needs and Priorities of the Kenema City by Wards under each of the Big Five Programmes and Enabler

The matrices below present general needs identified by the Kenema City under each of the Big Five Programmes and Enabler.

Tab 10: Big Five Game Changer and Enabler

5.1 Agriculture		
General Needs	Wards	No of Wards
Improve Inland Valley Swamps (IVS)	061, 068	2
Provide agricultural and mechanical farming with necessary equipment (fertilizer, tools and seeds etc)	070	1
Maintenance of economic tree crop (Oil palm and Cashew etc)	055, 063	2
Rehabilitation of Agriculture Business Centre (ABC), farmer filed school and construct dry floor.	067	1
Construct Agriculture Business Centre (ABC), Farm filed School and dry floor.	060, 072, 064	3
Provide financial support to farm groups and Agriculture Business Centre (ABC)	058, 066	2
Provide loans to youth in agriculture and cooperative farming (Cassava processing machine and Tractor etc)	059, 065	2
Train farmers filed schools.	062	1
5.2 Education		
Construction and rehabilitation of school structures	055, 057, 060, 062, 065, 067, 068, 070, 071, 072	10
Provision of school furniture	061, 063	2
Provide technical and vocational (tech. voc.) centers	059, 064, 066	3
Provide adequate staff quarters	058, 069	2
Approve more teachers	062, 065	2
Support teachers' capacity building	055, 057, 060, 061, 063, 068, 070	7
Provide allowance for teachers in remote communities	059, 064, 066, 069	4
Support the provision of Grant in Aid for students at tertiary institutions	071	1

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Support school feeding program across all primary schools	072	1
General Needs	Wards	No. of Wards
Rehabilitate toilet structures in school communities	058	1
Support Distance Education	060, 065	2
Provide WASH facilities and train school communities in their management	055, 057, 061, 063, 067, 070	6
5.3 Healthcare		
Provision of Health centers	055, 059	2
Provision staff quarters	062, 065	2
Provide health centres with necessary equipment (bed, refrigerators, etc)	061, 068	2
Provide more Maternity/Labor Room/Wards in hospitals	060, 070	2
Construct bore holes in communities	063	1
Rehabilitate boreholes in community	067	1
Provide WASH facilities and train school communities in their management	058, 066	2
Provide large quantity of drugs	064	1
Provide cost recovery drugs	069	1
Recruit Health staff, including nurses	071, 072	2
Provide staff quarter	056	1
Provide electricity at health centers/facilities	057	1
Provide/support Ambulance Services	060, 068	2
1.3 Improving environmental sanitation		
Establish waste disposal management sites	055, 059	2
Provide working tools/equipment for environmental sanitation and waste management	060, 066	2
Construct market structures	062	1
Provide office space for sanitation officers	063	1
Promote disaster management awareness	067	1
Outline environmental bye laws related to waste management and sanitation	068	1
Establish disaster management committee	064	1
Support waste management practices	065	1

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Support Tree Planting	070	1
Provide skill training for Sanitary Officers	061	1
General Needs	Wards	No. of Wards
Improve working condition for staff	056	1
Train isolated communities in management of WASH facility	057	1
Rehabilitate toilet structures in isolated communities	058	1
Provide skill training for Sanitary Officers	059	1
Facilitate payment of salaries of staff	071	1
Water Services		
Construct and rehabilitate water wells and provide water service facilities such as Tools and Spear Part in schools, hospitals and the entire communities	055, 058, 062	3
Establish functional WASH Management Committee	060, 066	2
Provide capacity building to the Pump Technicians	059	1
Rehabilitation of damage water facilities	063, 065	2
Provide Chlorine to water wells	067	1
Infrastructure		
Construct/rehabilitate/maintenance of roads.	057, 061, 068	3
Construct/rehabilitate bridges and culverts	064, 069	2
Provide tools and equipment for roads maintenance (including construction of Community Centers)	062, 070	2
Allocate funds for infrastructural work	065	1
Provide communication and other mobile network facilities	071	1
Provide electricity supply	056, 059	2
Establish roads maintenance committee	060	1
Establish bye laws on roads management	063	1
Provide financial support to facilitate the operations of roads maintenance committee	066	1
Provide Market Centers	072	1
Establishing services centres for children and adolescent		

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Provide skills training and recreational centres for children, adolescents and disabled	055, 059	2
Provide child protection and community social services centres	064, 070	2
Provide family support services	067	1

General Needs	Wards	No. of Wards
Provide skills training opportunities for women	058, 065	2
3.3 Empowering persons with disability and the aged (Social Services)		
Provide skills training and recreational centres for persons with disabilities (PWDs)	060, 063	2
Provide credit and skills training opportunities for persons with disabilities	061	1
Increase awareness about the rights of PWDs and weak enforcement of existing PWD-related legislations	062	1
Provide medical, infrastructural and institutional support for disabled persons and the aged	066, 071	2
Increase welfare support (cash transfer) for the aged and disabled persons	068	1
Youths and Sports		
Youths		
Provide credit facilities for youth	056, 070	2
Invest in the establishment of youth farms in communities	057, 064	2
Provide improved farming tools and equipment for youth	066	1
Provide skills training and business development opportunities for youth	060, 067	2
Empower youth to participate in public works programmes	059	1
Provide recreational facilities for youth entertainment	069, 072	2
Sports		
Increase investment in the development of sporting activities in the district	055, 058	2
Promote the interest of the youth in sporting activities	061, 063	2
Improve governance and administration in sporting activities	065	1
Support provision of adequate sporting facilities (Like football field) in the rural areas	062	1

Support Youths in agriculture	068, 071	2
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Table 11: Means of implementation needs for each of the Big Five Programmes and Enabler

Coordination of implementation	Determined at District Level	All Wards
Monitoring and evaluation	Determined at District Level	All Wards
Statistics and production of data and reporting	Determined at District Level	All Wards

Table 12: Top three (3) priorities for each ward across Kenema City

No	Name of Ward	Priority of Order		
		1 st Priority	2 nd Priority	3 rd Priority
1		Construction of bridges and culverts	Provision of skills training centres	Training of UU teachers
2		Rehabilitation of Roads	Construction of vocational centres	Construction of schools
3		Provision of skills training centres	Provide Senior Secondary School	Rehabilitation of Roads
4		Rehabilitation of schools	Skills Training Centre	Training of UU Teachers
5		Rehabilitation of Roads	Rehabilitation/Construction of schools	Rehabilitation of Health Centres
6		Construction of Tec. Voc. Centre	Rehabilitation of Roads	Training of UU Teachers
7		Rehabilitation of Roads	Provision of skills training centres	Construction of bridges and culverts
8		Construction of Bridges and Culverts	Rehabilitation of Roads	Rehabilitation of schools
9		Construction of schools	Skills Training Centre for Youths	Capacity Building for Teachers
10		Construction of water wells	Rehabilitation of Roads	Provide medical facilities
11		Construction of culverts and bridges	Skills training centres for youths	Construction of schools
12		Road Maintenance	Construction of hand pump and water wells	Provide recreational centres.
13		Road Maintenance	Recruitment of Teachers	Supply of quality seedlings
14		Improved Road Network and Bridges/culverts	Supply of quality seeds	Waiting room
15		Construction of culverts and bridges	Construction/Maintenance of water wells	Provision of stores and dry floors
16		Construction of mobile network	Roads maintenance	Deployment of trained and qualified nurses.
17		Provision of mobile network	Roads maintenance	Deployment of trained and

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				qualified nurses.
18		Roads maintenance	Support to Agriculture	Deployment of trained and qualified nurses.
19		Provision of adolescent and youth friendly centres	Skills training centres for youths	Construction of schools.
20		Establishment of Junior Secondary School	Roads maintenance	Construction of schools.

Chapter Four

4.0 Implementation Management, Coordination and Partnership Framework

The effective implementation of the Kenema City Council Development Plan necessitates a robust management, coordination, and partnership framework. This framework will incorporate recent government policies on decentralization, establishing local councils as Planning Authorities tasked with formulating, overseeing, monitoring, and evaluating developmental plans. The Kenema City Council, in collaboration with various implementing partners, will facilitate coordination and partnership among stakeholders to ensure the successful delivery of the Plan. To enhance this effort, the Council is organized into sector-specific committees, including those focused on Agriculture & Food Security, Audit, Budget and Finance, and Appointment Advisory, among others. These committees will work closely with line ministries, local entities, and development partners to drive implementation effectively.

Moreover, the realization of the Kenema City Development Plan hinges on active collaboration with a diverse array of stakeholders who will bring invaluable expertise, resources, and local knowledge to the initiative. These stakeholders will be instrumental in achieving the Plan's objectives while promoting inclusivity, accountability, and transparency. Building on past experiences, the Council is committed to leveraging partnerships that address cross-cutting issues, align with community needs, and foster sustainable development. The potential stakeholders for the Implementation of the Plan include:

- **Local Government Bodies:** The staff of the Kenema City Council, along with councillors and the Technical Planning Committee, will lead the formulation, implementation, and monitoring of various development projects.
- **Decentralized Ministries, Departments, and Agencies (MDAs):** These entities are responsible for providing technical expertise, ensuring alignment with national priorities, and guiding initiatives specific to their sectors.
- **Educational Institutions:** Collaboration will occur between teachers' unions and schools to develop education-focused programs and initiatives aimed at empowering youth.
- **Development Partners and Diaspora Contributions:** International organizations, funding agencies, and donors will offer essential financial and technical support. Additionally, the contributions from Kenema's diaspora community, including remittances, will be leveraged to enhance local development efforts.
- **Civil Society Organizations (CSOs) and the Private Sector:** Both local and international NGOs will engage in advocacy, capacity building, and resource mobilization. The private sector will contribute through investments, public-private partnerships, and initiatives focused on corporate social responsibility.
- **Mining Companies and Agribusiness:** These sectors will support development efforts by creating jobs and implementing community-focused projects that align with corporate social responsibility objectives.

- **Traditional and Religious Authorities:** Paramount Chiefs, Village Headmen, and religious leaders will play crucial roles in mobilizing communities, fostering unity, and addressing socio-cultural challenges related to development.
- **Community Representatives:** Representatives from various segments, such as women and youth, individuals with disabilities, and leaders from informal settlements, will advocate for inclusivity and promote the interests of marginalized groups.

Concisely, the Ministry of Planning and Economic Development (MoPED) will oversee development initiatives through its Planning, Policy and Research Directorates, along with the Rural Development Directorate. The District Development Coordination Committee (DDCC) will play a key role in these efforts, providing bimonthly reports on development progress. There will be a Secretariat composed of District Planning Officers, District Monitoring and Evaluation Officers, and Rural Development Officers to support the DDCC's activities. Additionally, MoPED will maintain a Secretariat in Freetown to ensure effective coordination and oversight of the DDCCs nationwide. The DDCCs are expected to submit monthly reports to MoPED, with all District Planning and M&E Officers operating under the Ministry's guidance within local councils.

4.1 Functions of Key Stakeholders in the Implementation of the Kenema City Strategic Plan (2025-2030)

Kenema City Council:

The Kenema City Council will serve as the central authority responsible for coordinating the implementation of the Kenema City Strategic Plan. Its primary roles will include:

- **Facilitating Regular City Development Coordination Meetings:** The council will convene City Development Coordination Committee (CDCC) meetings to evaluate progress in the execution of the Kenema City Strategic Plan in alignment with the National Development Plan (2024-2030). These meetings will provide a platform for stakeholders to deliver updates on ongoing programs and projects.
- **Promoting Community Engagement and Development Communication:** The council will act as the principal platform for community engagement, ensuring that residents, community-based organizations, and other stakeholders are actively involved in the development process. This will include raising awareness of strategic development initiatives through workshops and community forums.
- **Coordinating Sectoral Contributions:** The council will oversee and harmonize the efforts of all key sectors, including education, health, agriculture, infrastructure, and

- environmental management, to ensure that they effectively contribute to the objectives of the strategic plan.
- **Improving Revenue Generation and Financial Management:** The council will develop and implement strategies aimed at enhancing revenue collection, such as through property rates and business licenses, to support development projects. Additionally, it will maintain proper financial management, accountability, and budgeting practices.
- **Monitoring, Evaluating, and Reporting on Implementation Progress:** The council will establish a comprehensive monitoring and evaluation framework to track the implementation of projects and programs outlined in the strategic plan. Regular progress reports will be submitted to key ministries, development partners, and other stakeholders to ensure transparency and accountability.

Ministry of Local Government and Community Affairs

The Ministry will undertake a supervisory and policy oversight role to facilitate the effective implementation of the Kenema City Strategic Plan. The following actions will be prioritized:

- Ensure the administration of the Kenema City Council is effectively overseen to guarantee the timely and efficient delivery of services.
- Support the implementation of decentralization policies that empower local communities and enhance citizen participation.
- Collaborate with the council to strengthen institutional capacity by assigning skilled personnel for monitoring and evaluation purposes.

Ministry of Planning and Economic Development (MoPED)

MoPED will provide strategic and technical guidance to ensure that the Kenema City Strategic Plan aligns effectively with national priorities. Specifically, MoPED will:

- Facilitate regular meetings of the City Development Coordination Committee and establish robust reporting standards.
- Develop a comprehensive monitoring and evaluation framework to assess the progress of the strategic plan's implementation.
- Promote the institutionalization of social accountability mechanisms to enhance transparency and facilitate upward reporting.

Ministry of Finance (MoF)

The Ministry of Finance is tasked with providing essential financial support for the effective implementation of the strategic plan. Its responsibilities encompass:

- Ensuring the timely disbursement of financial resources to the Kenema City Council for the execution of programs and projects.
- Offering expert guidance on budgeting, financial management, and the policies surrounding fiscal decentralization.
- Conducting periodic evaluations of revenue generation performance and assisting the council in enhancing its financial systems.

Other Sectors and Ministries, Departments, and Agencies (MDAs)

MDAs will play a vital role in the implementation of sector-specific programs and projects in Kenema City. Their key responsibilities will include:

- Supporting the delivery of essential services encompassing education, healthcare, and infrastructure development.
- Collaborating with the council to effectively address emerging challenges, such as disaster management, climate change adaptation, and initiatives promoting gender equality.
- Providing technical expertise, resources, and data to ensure efficient project implementation.

Development Partners, Private Sector, and Civil Society Organizations (CSOs)

- Development partners, civil society organizations (CSOs), and the private sector will be pivotal in resource mobilization, advocacy, and service delivery. Their distinct roles will include:
- Collaborating with the Kenema City Council to identify priority areas for intervention and supporting their effective implementation.
- Providing both technical and financial assistance for development projects, with a specific focus on education, healthcare, environmental protection, and youth empowerment.
-

- Fostering public-private partnerships to advance infrastructure development, job creation, and innovation.
- Enhancing community-based initiatives through capacity-building programs and grassroots engagement.
- Supporting monitoring and evaluation efforts to ensure the efficient use of resources and accountability in project implementation.
- Through collaborative efforts, these stakeholders will contribute to the successful execution of the Kenema City Strategic Plan (2025-2030), thereby promoting sustainable development and improving living standards for all.

Chapter Five

5.1 Financing programmes and projects

The financing framework for the initiatives outlined in the Kenema City Development Plan (2025–2030) is designed to incorporate a combination of locally generated revenues, government grants, and external contributions from development partners. The total estimated cost for implementing the Plan over the six-year period amounts to Le 179,189,164.85, with a projected revenue generation of Le 140,193,298.22. This results in a financing gap of Le 38,995,866.63, highlighting the necessity for enhanced resource mobilization, partnerships with donors, and collaborations between public and private sectors to achieve the successful execution of critical development objectives. The funding strategy is aligned with Sierra Leone’s Medium-Term National Development Plan (2024–2030) as well as the Government’s Big Five Game Changers, ensuring both relevance and strategic coherence.

The Kenema City Council anticipates collecting Le 57.8 million from domestic revenue streams between 2025 and 2030. This projection includes Le 30.9 million from taxation revenue, predominantly derived from property tax, and Le 26.8 million from non-tax revenues, with significant contributions from market dues, business licenses, and various fees and charges. The expected annual growth in local revenue reflects the strengthening of administrative systems and enhanced compliance mechanisms. However, the city continues to face challenges in fully capitalizing on potential revenue sources such as mining revenues, which currently remain untapped in the financial projections. This indicates a valuable opportunity for strategic engagement with stakeholders in the extractive sector, particularly in light of the city’s proximity to mineral-rich districts.

The Kenema City Council anticipates receiving significant transfers from the central government to complement local revenues. This includes Devolved Function Grants amounting to Le 36.42 million, which are designated for crucial sectors such as education, primary health, agriculture, social welfare, youth affairs, gender, and sports. Additionally, Local Government Grants totaling Le 45.98 million are allocated for vital development projects, road maintenance, and governance accountability. These financial resources are essential for enhancing infrastructure, improving public services, and fostering institutional growth. However, with an annual average funding gap of Le 6.5 million, exclusively relying on national allocations will not suffice. This underscores the necessity for supplementary donor support and alternative financing strategies.

To address this financing shortfall and expedite project implementation, the Kenema City Council is dedicated to enhancing partnerships with development partners, non-governmental organizations, and the private sector. Collaborations with institutions such as the EU, JICA, World Bank, UNICEF, and UNDP, both ongoing and prospective, will play a pivotal role in funding impactful initiatives, including water and sanitation enhancements, educational infrastructure, healthcare services, and youth empowerment programs. Furthermore, the council

aims to investigate innovative financing mechanisms such as climate funds, diaspora bonds, and community-driven contributions. To ensure transparency, effectiveness, and accountability in the deployment of public funds, a robust monitoring and evaluation framework will be established to guide resource allocation throughout the implementation of this plan.

Revenue Projection

The projected own source revenue of Kenema City Council for the period from 2025 to 2030 indicates a promising upward trend and an enhancement of fiscal capacity at the local level. Over this six-year timeframe, the total anticipated revenue from local sources is estimated to be **Le 57,787,949.14**, which comprises **Le 30,973,145.22 from taxation revenue and Le 26,814,803.92 from non-tax revenue.**

Taxation revenue, which encompasses property tax and local tax precepts, represents the larger portion of the total, with property tax alone expected to contribute **Le 30,875,684.09**, accounting for more than 99% of all tax income. This strong reliance on property-based revenue is noteworthy, particularly given that **only Le 97,461.12 is projected from local tax precepts during the six-year period.** It is forecasted that property tax will experience steady growth, increasing from **Le 4.75 million in 2025 to Le 5.64 million by 2030**, thereby underscoring its critical role in supporting local government financing.

Non-tax revenue, projected at **Le 26.8 million**, includes various streams, with market dues being the most significant at **Le 15.59 million**, followed by fees and charges at **Le 5.09 million**, **business licenses at Le 2.27 million**, **fees from evacuation operations at Le 2.27 million**, and **business registration at Le 1.58 million**. These revenue sources are expected to grow incrementally each year, reflecting a gradual strengthening of local economic activities and the administrative systems in place for revenue collection.

However, it is important to note the absence of projected income from mining revenue, which may signify either a lack of local mining activity or an opportunity to improve revenue capture mechanisms that require attention. Overall, the council's own revenue base demonstrates modest but consistent growth, rising from **Le 8.89 million in 2025 to Le 10.56 million in 2030**, indicating an improvement in fiscal autonomy.

Moving forward, the council will need to enhance compliance, refine property valuation systems, and seek to explore untapped revenue sources, such as mining and digital revenue collection, in order to fully realize its local revenue potential in support of the city's ambitious development agenda.

Table 13: Revenue projection 2025-2030

YEAR: 2025-2030							
Own Revenue	2025	2026	2027	2028	2029	2030	Total(NLe)
Taxation Revenue	4,767,000.00	4,886,175.00	5,032,760.25	5,208,906.86	5,417,263.13	5,661,039.97	30,973,145.22
Local Tax Precept	15,000.00	15,375.00	15,836.25	16,390.52	17,046.14	17,813.22	97,461.12
Property Tax	4,752,000.00	4,870,800.00	5,016,924.00	5,192,516.34	5,400,216.99	5,643,226.76	30,875,684.09
Non-Tax Revenue	4,127,000.00	4,230,175.00	4,357,080.25	4,509,578.06	4,689,961.18	4,901,009.43	26,814,803.92
Market Dues	2,400,000.00	2,460,000.00	2,533,800.00	2,622,483.00	2,727,382.32	2,850,114.52	15,593,779.84
Business Registration	243,000.00	249,075.00	256,547.25	265,526.40	276,147.46	288,574.10	1,578,870.21
Business Licenses	350,000.00	358,750.00	369,512.50	382,445.44	397,743.26	415,641.70	2,274,092.89
Fees and Charges	784,000.00	803,600.00	827,708.00	856,677.78	890,944.89	931,037.41	5,093,968.08
Fees from Evacuation	350,000.00	358,750.00	369,512.50	382,445.44	397,743.26	415,641.70	2,274,092.89
Mining Revenue	-	-	-	-	-	-	-
Devolved Function Grants	5,606,000.00	5,746,150.00	5,918,534.50	6,125,683.21	6,370,710.54	6,657,392.51	36,424,470.75
Education	884,000.00	906,100.00	933,283.00	965,947.91	1,004,585.82	1,049,792.18	5,743,708.91
Library	347,000.00	355,675.00	366,345.25	379,167.33	394,334.03	412,079.06	2,254,600.67
Agriculture	526,000.00	539,150.00	555,324.50	574,760.86	597,751.29	624,650.10	3,417,636.75

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YEAR: 2025-2030							
Own Revenue	2025	2026	2027	2028	2029	2030	Total(NLe)
Environment	165,000.00	169,125.00	174,198.75	180,295.71	187,507.53	195,945.37	1,072,072.36
Primary Health	650,000.00	666,250.00	686,237.50	710,255.81	738,666.05	771,906.02	4,223,315.37
Cash to PHUs Facilities	85,000.00	87,125.00	89,738.75	92,879.61	96,594.79	100,941.56	552,279.70
Total Health	897,000.00	919,425.00	947,007.75	980,153.02	1,019,359.14	1,065,230.30	5,828,175.22
Rural Water Services		-	-	-	-	-	-
Social Welfare	422,000.00	432,550.00	445,526.50	461,119.93	479,564.72	501,145.14	2,741,906.29
Youth Affairs	203,000.00	208,075.00	214,317.25	221,818.35	230,691.09	241,072.19	1,318,973.88
Sports Services	194,000.00	198,850.00	204,815.50	211,984.04	220,463.40	230,384.26	1,260,497.20
Gender	324,000.00	332,100.00	342,063.00	354,035.21	368,196.61	384,765.46	2,105,160.28
Fire Prevention	142,000.00	145,550.00	149,916.50	155,163.58	161,370.12	168,631.78	922,631.97
Unconditional Block Grants	767,000.00	786,175.00	809,760.25	838,101.86	871,625.93	910,849.10	4,983,512.14
DDCC		-	-	-	-	-	-
Local Government Grants	7,076,803.00	7,253,723.08	7,471,334.77	7,732,831.48	8,042,144.74	8,404,041.26	45,980,878.33
Development Projects	5,233,803.00	5,364,648.08	5,525,587.52	5,718,983.08	5,947,742.40	6,215,390.81	34,006,154.89
Accountable Governance	500,000.00	512,500.00	527,875.00	546,350.63	568,204.65	593,773.86	3,248,704.13

YEAR: 2025-2030							
Own Revenue	2025	2026	2027	2028	2029	2030	Total(NLe)
Road Maintenance	1,343,000.00	1,376,575.00	1,417,872.25	1,467,497.78	1,526,197.69	1,594,876.59	8,726,019.30
Grand-Total	21,576,803.00	22,116,223.08	22,779,709.77	23,576,999.61	24,520,079.59	25,623,483.18	140,193,298.22

Cost of Kenema City Council Development Plan

The financial projection for the Kenema City Development Plan is estimated at **LE 70,338,163.20** over a seven-year period, from 2024 (the base year) through 2030. This comprehensive expenditure has been strategically allocated across twelve critical sectors, each vital to advancing the city’s development objectives and enhancing the quality of life for its residents.

The Food Security and Agriculture sector, represented by the **Feed Salone initiative**, has been allocated **LE 2,961,431.85**. This investment reflects the Council’s commitment to improving local rice production, promoting crop diversification, mechanization, and fostering livestock development. The **Education** sector is allocated **LE 3,267,119.92**, dedicated to modernizing school facilities, ensuring gender-inclusive supervision, and strengthening educational outcomes at all levels. **Healthcare Services** are budgeted at **LE 400,471.56**, focused on enhancing working conditions for health personnel and expanding access to essential health interventions across the city.

Social Welfare programs, targeting children, women, and persons with disabilities, are allocated **LE 2,910,113.91**. This funding will ensure operational mobility, promote transparent accountability, and support coordinated community initiatives. The **WASH (Water, Sanitation, and Hygiene)** sector, receiving the largest individual allocation of **LE 38,625,195.00**, will fund the rehabilitation and construction of water facilities, environmentally sustainable sanitation systems, and comprehensive hygiene promotion campaigns. **Youth empowerment initiatives**, supported with **LE 1,279,059.99**, aim to strengthen institutional capacity, enhance engagement structures, and facilitate investor linkages.

Additionally, **gender mainstreaming programs** have a budget of **LE 1,632,838.58**, with a focus on community mobilization, policy coordination, and protection for vulnerable groups. **Environmental sustainability** initiatives are allocated **LE 614,147.32** to promote gender-responsive cash-crop production, improve forest governance, and raise public awareness. **Administrative operational** costs total **LE 109,264.81**, ensuring the Council’s efficient functioning. **Infrastructure development** is allocated **LE 17,366,100.00**, aimed at improving access to clean energy, enhancing transportation networks, and advancing digital connectivity. Finally, funding of **LE**

1,172,320.26 is dedicated to **sports activities**, enhancing administrative operations, facility development, and fostering community participation.

This detailed financial framework exemplifies the Kenema City Council’s dedication to responsible resource management, inclusive growth, and sustainable development. By aligning financial allocations with strategic sectoral outcomes, the plan is designed to ensure targeted investments that will drive economic resilience, social equity, and improved living standards for all communities within the city

Table 14: Cost of Plan

Programmes	2024 (Base)	2025	2026	2027	2028	2029	2030
Feed Salone	1,709,033.00	537,757.32	1,721,669.48	541,481.64	543,343.80	545,205.96	7,788,860.40
Increase productivity and production of key value chains(RICE) to substitute imports and preserve valuable foreign exchange	1,410,000.00	235,940.00	1,418,460.00	236,880.00	237,350.00	237,820.00	7,050,000.70
To ensure diversification and improvement in production and value addition of other crops	79,250.00	80,042.50	80,438.75	80,835.00	81,231.25	81,627.50	158,500.14
To promote investment in technology: e.g. mechanization, irrigation, water management, remote sensing feeder road by government and private sector.	39,495.00	40,284.90	40,679.85	41,074.80	41,469.75	41,864.70	39,495.14
Innovative investment in livestock development enhanced.	180,288.00	181,489.92	182,090.88	182,691.84	183,292.80	183,893.76	540,864.42
Education	519,016.00	524,127.64	526,683.46	529,239.28	531,795.10	534,350.92	536,906.74
Gender Inclusive Administrative and operating cost	198,312.00	199,082.52	199,467.78	199,853.04	200,238.30	200,623.56	201,008.82

Programmes	2024 (Base)	2025	2026	2027	2028	2029	2030
To ensure Basic and Senior Secondary level educational facilities are adequate to address the education needs of the country including modern education services with gender inclusiveness.	86,240.00	87,964.80	88,827.20	89,689.60	90,552.00	91,414.40	92,276.80
Conduct gender inclusive Routine Supportive monitoring & Supervision of 28Pre-Pri. 459 Primary, 46JSS & 8SSS in the City	58,320.00	58,611.60	58,757.40	58,903.20	59,049.00	59,194.80	59,340.60
To ensure basic and senior secondary level educational facilities are adequate to address the education needs of the country including modern education services with gender inclusiveness	48,800.00	49,288.00	49,532.00	49,776.00	50,020.00	50,264.00	50,508.00
To strengthen education service delivery system with gender inclusiveness	47,344.00	47,580.72	47,699.08	47,817.44	47,935.80	48,054.16	48,172.52
Perimeter Fencing of the Centrel Home Economic Centres	80,000.00	81,600.00	82,400.00	83,200.00	84,000.00	84,800.00	85,600.00
Healthcare Services	3,706,740.00	3,728,852.00	3,739,908.00	3,750,964.00	3,762,020.00	3,773,076.00	3,784,132.00
Improve conditions of Service for all categories of Health Workers	2,196,000.00	2,206,980.00	2,212,470.00	2,217,960.00	2,223,450.00	2,228,940.00	2,234,430.00
Strengthening Public Service Delivery Systems	534,300.0	539,149.8	541,574.7	543,999.6	546,424.5	548,849.4	551,274.3

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Programmes	2024 (Base)	2025	2026	2027	2028	2029	2030
	0	0	0	0	0	0	0
Enhance Pandemic Preparedness and Response	480,000.0 0	482,400.0 0	483,600.0 0	484,800.0 0	486,000.0 0	487,200.0 0	488,400.0 0
School-Based Mobile Healthcare and Wellness	130,000.0 0	131,300.0 0	131,950.0 0	132,600.0 0	133,250.0 0	133,900.0 0	134,550.0 0
Integrated Disease Treatment for Vulnerable Populations	366,440.0 0	369,022.2 0	370,313.3 0	371,604.4 0	372,895.5 0	374,186.6 0	375,477.7 0
Social Welfare	411,695.0 0	413,798.4 6	378,327.4 2	379,024.5 6	416,953.6 5	380,418.8 4	381,115.9 8
Enhancing Operational Mobility through Gender-Responsive Procurement	55,856.00	56,135.28	56,274.92	56,414.56	56,554.20	56,693.84	56,833.48
Fostering Transparent and Gender-Inclusive Accountability in Social Welfare Initiatives	9,600.00	9,648.00	9,672.00	9,696.00	9,720.00	9,744.00	9,768.00
Collaborate with relevant partners on the control of drugs and substance abuse among adolescents and youths(50 males and 50 females)	71,940.00	72,419.60	72,659.40	72,899.20	73,139.00	73,378.80	73,618.60
Lead on issues relating to trafficking in persons	14,000.00	14,070.00	14,105.00	14,140.00	14,175.00	14,210.00	14,245.00
Coordinate programs and interventions of all agencies working in the social welfare space to promote synergy, avoid under and overservicing of communities(20 males and 10 females)	42,800.00	43,014.00	43,121.00	43,228.00	43,335.00	43,442.00	43,549.00

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Programmes	2024 (Base)	2025	2026	2027	2028	2029	2030
Coordinate programs and interventions of all agencies working in the social welfare space to promote synergy, avoid under and overservicing of communities(20 males and 10 females)	182,040.0 0	182,343.4 0	182,495.1 0	182,646.8 0	182,798.5 0	182,950.2 0	183,101.9 0
Advancing Gender-Inclusive Disability Empowerment and Mobility Solutions	35,459.00	36,168.18	-	-	37,231.95	-	-
Children	8,797,712.00	8,868,502.56	8,903,897.84	8,939,293.12	8,974,688.40	9,010,083.68	9,045,478.96
Develop and implement policies to empower children assume leadership positions and responsibilities	495,000.0 0	504,900.0 0	509,850.0 0	514,800.0 0	519,750.0 0	524,700.0 0	529,650.0 0
Develop and implement child-led projects and conduct training workshops for sector leads, and influencers on child policy mainstreaming	615,000.0 0	627,300.0 0	633,450.0 0	639,600.0 0	645,750.0 0	651,900.0 0	658,050.0 0
Intensify child protection efforts, especially justice related policies that can improve the welfare of children and adolescents in the district	581,440.0 0	592,447.2 0	597,950.8 0	603,454.4 0	608,958.0 0	614,461.6 0	619,965.2 0
Provide adequate care and support for child abuse victims and stray children across the district	2,016,000.00	2,017,482.00	2,018,223.00	2,018,964.00	2,019,705.00	2,020,446.00	2,021,187.00
Promoting Early Childhood Education	5,090,272.00	5,126,373.36	5,144,424.04	5,162,474.72	5,180,525.40	5,198,576.08	5,216,626.76
WASH	5,858,800.00	3,032,790.00	4,082,035.00	4,252,180.00	2,753,025.00	2,759,870.00	2,766,715.00
Rehabilitate existing infrastructure and construct new water facilities in rural	852,800.0	856,824.0	858,836.0	860,848.0	862,860.0	864,872.0	866,884.0

Development and Planning office, Kenema City Council

Programmes	2024 (Base)	2025	2026	2027	2028	2029	2030
communities	0	0	0	0	0	0	0
Provide water facilities that are environmentally friendly, easily maintenance and repaired	2,200,000.00	-	702,100.00	1,506,000.00	-	-	-
Improve WASH coordination to enhance efficiency and effectiveness in service delivery	970,000.00	979,206.00	983,809.00	988,412.00	993,015.00	997,618.00	1,002,221.00
Intensify awareness raising campaigns on environmental sanitation and hygiene, including the provision of VIP toilet facilities and supply of disinfectants to WASH facilities	1,836,000.00	1,196,760.00	1,537,290.00	896,920.00	897,150.00	897,380.00	897,610.00
Youths	159,464.00	189,149.82	189,992.73	190,835.64	191,678.55	192,521.46	206,418.37
Enhancing Institutional Efficiency and Operational Capacity through Administrative Support	51,732.00	51,990.66	52,119.99	52,249.32	52,378.65	52,507.98	52,637.31
To ensure institutional capacity of youth is strengthen	9,700.00	9,894.00	9,991.00	10,088.00	10,185.00	10,282.00	10,379.00
Institutional structure for youth engagement enhanced	12,200.00	41,004.00	41,406.00	41,808.00	42,210.00	42,612.00	56,068.00
Establish a credible link of investor/donor support for implementation of projects	85,832.00	86,261.16	86,475.74	86,690.32	86,904.90	87,119.48	87,334.06
Gender	231,608.00	232,850.84	233,472.26	234,093.68	234,715.10	235,336.52	235,957.94
To ensure social mobilization and community engagement is undertaken to discourage and drastically reduce tolerance and social	60,180.00	60,379.70	60,479.55	60,579.40	60,679.25	60,779.10	60,878.95

Development and Planning office, Kenema City Council

Programmes	2024 (Base)	2025	2026	2027	2028	2029	2030
acceptance of violence against women and girls							
To enhance cordination of Gender affairs with gender focus	54,000.00	54,090.00	54,135.00	54,180.00	54,225.00	54,270.00	54,315.00
To enhance effective implementation of MoGCA activities in the city with gender disagregation	17,028.00	17,113.14	17,155.71	17,198.28	17,240.85	17,283.42	17,325.99
To enhance support to vulnerable children with Gender responsiveness	32,000.00	32,640.00	32,960.00	33,280.00	33,600.00	33,920.00	34,240.00
To increase community engagement for the protection of children against all forms of abuses with gender inclusiveness	68,400.00	68,628.00	68,742.00	68,856.00	68,970.00	69,084.00	69,198.00
Environment	101,588.00	102,719.58	103,285.37	103,851.16	104,416.95	104,982.74	105,548.53
Increase the production and export of cash-crops applying gender priciple	41,576.00	42,407.52	42,823.28	43,239.04	43,654.80	44,070.56	44,486.32
Strengthening Environmental Governance through Sustainable Operational Support	34,272.00	34,443.36	34,529.04	34,614.72	34,700.40	34,786.08	34,871.76
Promoting Sustainable Forest Governance through Public Awareness Campaigns	9,728.00	9,776.64	9,800.96	9,825.28	9,849.60	9,873.92	9,898.24
Administrative Running Cost	16,012.00	16,092.06	16,132.09	16,172.12	16,212.15	16,252.18	16,292.21
Infrastructure	6,329,261.71	3,295,676.55	6,519,139.56	4,918,432.18	3,392,608.21	3,424,918.77	3,457,229.32
Increase the usage of clean energy in communities across Kenema City	2,362,162.00	459,000.00	2,433,026.86	792,648.48	472,500.00	477,000.00	481,500.00
Improve the transportation system in Kenema City	65,000.00	66,300.00	66,950.00	67,600.00	68,250.00	68,900.00	69,550.00

Development and Planning office, Kenema City Council

Programmes	2024 (Base)	2025	2026	2027	2028	2029	2030
Ensure wider internet connection and computer usage in Kenema City	270,000.0 0	275,400.0 0	278,100.0 0	280,800.0 0	283,500.0 0	286,200.0 0	288,900.0 0
Kenema City Urban Infrastructure and Local Economic Development	3,632,099. 71	2,494,976. 55	3,741,062. 70	3,777,383. 70	2,568,358. 21	2,592,818. 77	2,617,279. 32
Sports	168,692.0 0	169,913.4 6	170,524.1 9	171,134.9 2	171,745.6 5	172,356.3 8	172,967.1 1
To enhance effective administrative operations of the Sports office, using gender lesense	93,092.00	93,557.46	93,790.19	94,022.92	94,255.65	94,488.38	94,721.11
To enhance Sports infrastructural development and increase participation in Sports activities	48,000.00	48,480.00	48,720.00	48,960.00	49,200.00	49,440.00	49,680.00
Promoting Inclusive Sports Development through Community Empowerment	27,600.00	27,876.00	28,014.00	28,152.00	28,290.00	28,428.00	28,566.00
Transforming the Public Service	5,793,733. 33	4,408,708. 00	5,934,695. 33	4,473,682. 67	4,506,170. 00	4,538,657. 33	4,571,144. 67
Enhancing Service Delivery in Public Institutions	4,310,400. 00	2,916,708. 00	4,438,362. 00	2,973,016. 00	3,001,170. 00	3,029,324. 00	3,057,478. 00
Decentralization and Local Governance Strengthening Programme	1,483,333. 33	1,492,000. 00	1,496,333. 33	1,500,666. 67	1,505,000. 00	1,509,333. 33	1,513,666. 67
Means of Implementation	1,364,880. 00	1,379,678. 60	1,387,077. 90	1,394,477. 20	1,401,876. 50	1,409,275. 80	1,416,675. 10
Coordination	373,520.0	375,071.0	375,846.5	376,622.0	377,397.5	378,173.0	378,948.5

Development and Planning office, Kenema City Council

Programmes	2024 (Base)	2025	2026	2027	2028	2029	2030
	0	0	0	0	0	0	0
Monitoring	634,080.0 0	643,798.8 0	648,658.2 0	653,517.6 0	658,377.0 0	663,236.4 0	668,095.8 0
Data Collection	357,280.0 0	360,808.8 0	362,573.2 0	364,337.6 0	366,102.0 0	367,866.4 0	369,630.8 0
Grand-total	35,152,22 3.04	26,884,52 4.83	33,890,70 8.54	29,878,69 0.05	26,985,03 6.91	27,081,05 4.40	34,469,15 0.12

Table 15: Gap Analysis

Year	2025	2026	2027	2028	2029	2030	Total
Cost of Plan	<i>26,884,524.8</i> 3	<i>33,890,708.5</i> 4	<i>29,878,690.0</i> 5	<i>26,985,036.9</i> 1	<i>27,081,054.4</i> 0	<i>34,469,150.1</i> 2	179,189,164.85
Projected Revenue	21,576,803.0 0	22,116,223.0 8	22,779,709.7 7	23,576,999.6 1	24,520,079.5 9	25,623,483.1 8	140,193,298.22
Gap	5,307,721.83	11,774,485.4 7	7,098,980.28	3,408,037.30	2,560,974.81	8,845,666.94	38,995,866.63
Annual Average Gap							6,499,311.10

5.2 Importance of Resource Mobilization

The successful implementation of the Kenema City Strategic Plan (2025–2030) is fundamentally dependent on the Kenema City Council's capacity to effectively mobilize essential resources. Resource mobilization is crucial for the realization of the city's development objectives and for undertaking transformative initiatives to address the pressing needs of the community. As a key player in urban and municipal development within the district, Kenema City recognizes that resource mobilization is foundational to achieving sustainable growth and enhancing the quality of life for its residents. To ensure that resource mobilization efforts are conducted with efficiency and effectiveness, it is imperative to foster strong collaboration among stakeholders and to maintain a steadfast commitment from all relevant parties. Furthermore, effective resource mobilization is vital for the successful implementation of the Kenema City Strategic Plan. By securing adequate resources and establishing robust partnerships with stakeholders, the Kenema City Council can work towards creating a thriving, equitable, and sustainable urban environment that aligns with the aspirations of its residents while contributing positively to the overarching goals of national development.

Resource mobilization plays a critical role in the effectiveness of the Kenema City Council, underscored by the following key points:

Implementation of Development Priorities

Effective resource mobilization is essential for translating strategic plans into actionable initiatives. In the absence of adequate financial, technical, and human resources, the goals set forth in the strategic plan are unlikely to be realized. Proper resource allocation not only accelerates infrastructure development and service delivery but also enhances the execution of projects throughout Kenema City, contributing to sustainable urban growth.

Enhanced Urban Governance and Autonomy

A strong resource mobilization framework grants the Kenema City Council greater autonomy, thereby reducing dependency on central government support. This financial independence enables timely decision-making and the implementation of projects that specifically address the needs of the city's residents, while simultaneously promoting accountability and local governance.

Promotion of Equity and Inclusivity

Equitable resource mobilization ensures that development initiatives adhere to the principle of "leaving no one behind." By securing and fairly allocating resources, the council can promote inclusivity and address disparities in service delivery, ensuring that marginalized and vulnerable groups within Kenema City benefit from development interventions.

Improved Capacity for Municipal Services

Mobilized resources significantly enhance the council's capacity to deliver essential municipal services, including waste management, water supply, sanitation, and disaster preparedness. With sufficient resources, the council can improve both the quality and coverage of these services, fostering a cleaner, healthier, and more resilient urban environment.

Support for Sustainable Urban Development

Resource mobilization enables the city council to invest in climate-resilient infrastructure, green spaces, and renewable energy projects, in alignment with both national and global commitments to sustainable development. This proactive approach not only addresses immediate urban challenges but also fortifies the long-term resilience of Kenema City against environmental and socioeconomic disruptions.

5.3 Types of Resources Required by the Kenema City Council

In order to carry out its Strategic Plan (2025-2030), the Kenema City Council needs a number of resources that are essential to the implementation of projects and programs. Through the planned mobilization and utilization of these resources, the Kenema City Council may successfully carry out its responsibilities to promote sustainable urban growth and enhance the quality of life for its citizens. The types of resources that are required are as follows:

Financial Resources

- **Internally Generated Funds (IGF):** This encompasses revenue generated through local mechanisms such as property rates, market dues, licenses, and business fees within the city. These funds play a crucial role in ensuring the sustainable financing of municipal projects.
- **Central Government Transfers:** These are financial allocations provided by the central government aimed at supporting the operations of the city council and facilitating various development initiatives.
- **Private Sector Investment:** This includes partnerships with private enterprises for the funding and collaborative implementation of projects, which may encompass housing development, waste management solutions, and renewable energy initiatives.
- **Donor Funding:** These funds come in the form of grants or concessional loans from development partners, international organizations, and non-governmental organizations. They are intended to support key programs and infrastructural development projects..

Human Resources

- **Qualified Personnel:** It is essential to have staff members with expertise in urban planning, financial management, environmental management, procurement, monitoring and evaluation, and engineering to effectively oversee and implement programs.
- **Development Planning Committee:** This committee comprises a multidisciplinary team of technical experts who represent key sectors within the city.
- **Community Participation:** Engaging local stakeholders, community leaders, and residents is crucial to ensuring inclusivity in decision-making processes and the implementation of projects.
- **Capacity Building:** Training programs for council staff are necessary to enhance their skills and knowledge in governance, leadership, and service delivery.

Technological Resources

- **Digital Infrastructure:** Implementation of advanced smart city technologies, encompassing Geographic Information Systems (GIS), comprehensive e-governance platforms, and efficient digital tax collection systems.
- **Connectivity:** Provision of high-speed internet and reliable telecommunications services to enhance communication and improve the delivery of services.

Physical Resources

- **Land and Urban Infrastructure:** It is essential to secure sufficient land for the establishment of educational institutions, healthcare facilities, recreational areas, and other vital public utilities. Additionally, attention must be given to the rehabilitation and enhancement of existing infrastructure to meet current and future needs.
- **Equipment and Technology:** The provision of necessary tools, including vehicles, road construction machinery, waste management equipment, and information and communication technology (ICT) systems, is critical for ensuring efficient operational capabilities.
- **Affordable Housing and Public Facilities:** The development of housing projects and public facilities is imperative to accommodate the increasing demands of the urban population and to foster sustainable community growth.

Information Resources

- **Accurate Data and Research:** Provision of reliable information essential for effective planning and informed decision-making. This encompasses demographic data, geospatial analyses, and real-time trends in urban development.
- **Citizen Feedback Mechanisms:** Implementation of systematic approaches to gather input from residents, ensuring that programs are aligned with community needs and preferences.
- **Policy and Legal Frameworks:** Maintenance of current laws and policies to facilitate the proper execution of the Strategic Plan.

Environmental Resources

- **Natural Resources Management:** This involves the sustainable use and protection of vital environmental assets, including water bodies, forests, and arable land within the urban context.
-

- **Renewable Energy Resources:** Commitment to investing in solar, wind, and hydropower projects is essential for promoting clean and sustainable energy sources, which is crucial for urban development.
- **Climate Resilience Infrastructure:** Allocating resources to support green infrastructure projects is imperative to mitigate the adverse effects of climate change and environmental degradation.

Social Capital

- **Public-Private Partnerships (PPPs):** This approach emphasises leveraging the expertise and resources of private sector entities to enhance city council initiatives effectively.
- **Collaboration with Civil Society:** Engaging in partnerships with non-governmental organizations and local associations fosters inclusive development within the community.
- **Youth and Women Engagement:** It is vital to empower marginalized groups, enabling them to actively participate in and contribute to the development of the city.

5.4 Strategies for Resources Mobilisation

Resource mobilization necessitates a comprehensive approach that incorporates innovative strategies to secure sufficient financing for the Kenema City Council's development agenda. The implementation of these strategies is essential to strengthen the resource mobilization efforts within Kenema City. By executing these strategies effectively, the Kenema City Council is committed to maximizing its resource mobilization initiatives and ensuring sustainable funding to advance its development objectives. This proactive approach will not only enhance the Council's financial autonomy but also improve service delivery and foster greater community participation, thereby making a substantial contribution to the overall development of the city.

Community Sensitization Initiatives: The Council is committed to implementing comprehensive community sensitization campaigns aimed at educating residents about their civic responsibilities concerning property rates, taxes, licenses, and fees. These programs will emphasize the significance of revenue collection in financing local development projects and enhancing service delivery. In collaboration with locality development committees, councillors, and other stakeholders, we will strive to encourage compliance and active participation among residents.

Establishment of Public-Private Partnerships (PPPs): The Kenema City Council will cultivate strong partnerships with private sector entities to co-implement development initiatives. We will pursue PPPs in critical areas such as infrastructure development, waste management, housing, and renewable energy projects. These collaborations aim to address resource gaps while leveraging the technical expertise and financial contributions of private partners.

Grant Proposal Development: The Council will enhance its capacity to develop standardized grant proposals that align with donor requirements and local priorities. This strategic approach will facilitate the securing of financial and technical support from development partners, non-

governmental organizations (NGOs), and international organizations. Emphasis will be placed on grant writing training for staff to improve proposal quality and increase funding opportunities.

Exploration of Sector-Specific Funding: The Council will actively seek funding opportunities tailored to specific sectors, including health, education, and agriculture. This effort will involve engagement with central government ministries, multilateral agencies, and other development partners to address critical service gaps and support priority projects within these sectors.

Resource Mapping and Database Development: The Kenema City Council is committed to undertaking a thorough resource mapping initiative to identify the existing natural, human, and financial assets within the region. A centralized database will be established to monitor all revenue collection points, including properties, markets, and businesses throughout the city. This database aims to enhance both the efficiency and transparency of revenue collection efforts.

Community Participation: The Council will prioritize the engagement of local communities in resource mobilization through various participatory initiatives. These will include community-driven projects, fundraising events, and the active involvement of diaspora communities to support local development. Fostering community ownership is essential to build trust and enhance the willingness to invest in local services.

Capacity Building: To strengthen resource mobilization endeavours, the Council will focus on training and capacity building for its personnel. This will encompass training in financial management, revenue collection, grant writing, and the utilization of digital tools for effective revenue tracking and reporting.

Advocacy and Lobbying: The Kenema City Council will proactively advocate for increased budget allocations from the central government. By engaging policymakers, the Council aims to emphasize the city's development priorities and to lobby for additional funding to meet pressing needs.

Innovative Financing Mechanisms: The Council will implement innovative financing strategies, including the adoption of electronic revenue collection systems, aimed at enhancing transparency and efficiency. We will explore Local Economic Development initiatives, which will encompass the modernization of markets, the construction of commercial office spaces, and the promotion of tourism as a pivotal revenue source.

Accountability and Transparency: In order to foster public trust and encourage compliance, the Council is committed to prioritizing accountability and transparency in both revenue collection and its subsequent utilization. Regular reports detailing revenue performance and the progress of development projects will be made available to stakeholders and the public.

Resource Efficiency: The Council will focus on ensuring the efficient use of existing resources by minimizing waste, enhancing cost-effectiveness, and improving service delivery. These efforts are intended to expedite the implementation of development programs and initiatives.

5.5 Strategies for Effective Resource Utilization

The Kenema City Council is dedicated to the effective utilization of resources to enhance development and service delivery within the city. The following strategies will serve as a framework for the Council's initiatives, ensuring that resource allocation remains efficient and accountable. By implementing these strategies, the Kenema City Council aims to guarantee that all resources, whether generated internally or received from external partners, are managed with transparency and efficiency, ultimately fostering improved service delivery and promoting sustainable development within the city.

Realistic Planning and Budgeting: Develop precise and attainable plans and budgets by conducting comprehensive needs assessments, ensuring that neither underestimations nor overestimations occur.

Strengthening Budget Controls and Monitoring: Establish solid budgetary controls and monitoring mechanisms, which include regular financial audits and a thorough monitoring and evaluation (M&E) framework to effectively track project implementation.

Adherence to Procurement Guidelines: Ensure that all projects and programs are executed in strict alignment with established procurement procedures and guidelines, thereby promoting transparency and efficiency in the utilization of funds.

Promoting Financial Accountability: Enhance financial accountability systems through the regular submission of financial reports, conducting both internal and external audits, and adhering to established financial regulations.

Equitable Resource Allocation: Allocate resources equitably by taking into account gender equity, socio-economic inclusion, and urban development priorities in accordance with national budget and planning guidelines.

Capacity Building for Resource Management: Provide ongoing training for Council staff in financial management, budget execution, and reporting, aimed at improving their capabilities for effective resource utilization.

Enhanced Community Engagement: Encourage active community participation in the planning, implementation, and monitoring of projects to ensure that resources address genuine community needs.

Efficient Use of Technology: Utilize digital tools and technology to enhance the tracking of revenue collection, automate budgeting processes, and monitor expenditures, thereby minimizing inefficiencies and waste.

Establish Partnerships: Collaborate with development partners, private sector entities, and civil society organizations to optimize the effective use of shared resources and leverage additional expertise.

Regular Performance Reviews: Conduct periodic assessments of resource utilization and project outcomes to identify opportunities for improvement and promptly address any inefficiencies.

Chapter Six

Monitoring and Evaluation

Monitoring and Evaluation (M&E) is a vital aspect of the Kenema City Council's Development Plan for the period 2025–2030. It serves as a fundamental tool for ensuring the effective and efficient implementation of the city's strategic goals and objectives. By systematically tracking progress, the M&E framework will enable the Council to assess the performance of its programs and projects, ensuring that resources are utilized according to plan and that anticipated outcomes are achieved. The framework will concentrate on key indicators that evaluate inputs, activities, outputs, outcomes, and the overall impact of the development plan.

The Kenema City Council's M&E initiatives will adopt a participatory approach, engaging various departments, committees, and stakeholders in the collection of both qualitative and quantitative data. This collaborative effort will also incorporate grassroots participation through community-based monitoring groups. These groups will provide valuable feedback on local challenges and progress, ensuring that the Council effectively addresses the needs of vulnerable populations, including women, children, and marginalised communities. This participatory mechanism will enhance transparency and accountability in the Council's service delivery.

Kenema City Development Plan Monitoring and Evaluation Strategy

The Kenema City Council is committed to developing a comprehensive Monitoring and Evaluation (M&E) strategy that will facilitate the effective implementation of its Development Plan. This strategy aims to ensure that project progress is systematically tracked against predefined targets and objectives. It will clearly outline the roles and responsibilities of all stakeholders, establish institutional arrangements, and delineate reporting structures to enhance the M&E process. Furthermore, the strategy will specify data collection methodologies, incorporating both primary and secondary sources to ensure the provision of accurate and reliable information for informed decision-making.

The M&E strategy is designed to foster collaboration among diverse stakeholders, including local communities, civil society organizations, and development partners, thereby supporting the council's efforts to achieve its development goals. Regular coordination and information sharing will strengthen the capacity of the M&E unit, promoting accountability and transparency in the execution of development projects. The strategy will not only monitor progress but will also provide critical insights into areas needing improvement, enabling the council to adapt to evolving circumstances and to ensure successful project outcomes.

Definition of M&E and Purpose of the M&E Plan

Monitoring refers to the systematic collection and analysis of data to track the implementation of programs and projects. It focuses on whether activities are executed as planned and whether intended results are achieved. Evaluation, on the other hand, involves assessing the effectiveness, efficiency, and sustainability of these initiatives to determine their success in meeting established

objectives. Collectively, M&E provides invaluable insights that can guide decision-making and enhance the efficacy of future interventions.

The purpose of the Kenema City Council's M&E Plan is to establish a structured approach for monitoring the implementation of the Development Plan. This plan will ensure that progress is regularly evaluated, necessary adjustments are made, and stakeholders are kept informed of both achievements and challenges. By doing so, the M&E plan will contribute to improved service delivery, better resource utilization, and strengthened accountability in addressing the needs of the city's residents.

Kenema City Development Plan (2025-2030) Monitoring and Evaluation Matrix

The Monitoring and Evaluation (M&E) Matrix is designed as a comprehensive framework to facilitate the effective implementation, monitoring, and evaluation of the Kenema City Development Plan. It delineates critical strategic components, including inputs, outputs, outcomes, and impact indicators, while also accounting for the assumptions and risks that could influence the plan's overall success. Furthermore, the matrix will specify distinct indicators for each sector, incorporating baseline data, target objectives, monitoring timelines, and assigning responsibilities to relevant departments and stakeholders.

This structured framework will enable the council to systematically assess progress towards its established goals and objectives. By establishing clear benchmarks and indicators, the M&E Matrix will assist in tracking project success and identifying areas that may require enhancement. Additionally, the matrix will function as a vital tool for aligning the efforts of development partners and stakeholders, ensuring that all activities contribute meaningfully to the overarching vision of the city's development strategy.

Kenema City Strategic Plan M&E Result Matrix

Sector:

Broad Programme/Goal:

Indicator Definition	Indicator Type	Baseline	Timeline												Monitoring Period	Responsible Institutions
			2025		2026		2027		2028		2029		2030			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Procurement of 9,000 improved seed rice & distribute accordingly.	No. of Seed rice procured & distributed															
Procurement of 9,000 bags of fertilizers and distribute accordingly	No of bags of fertilizers procured & distributed															
Procurement of 18 tractors and distribute accordingly	No. of tractors procured & distributed															
Procurement of 18 power tillers & distribute accordingly	No. of Power Tillers procured & distributed															
Procurement of 18 Combine Harvesters & distribute accordingly	No. of Combine Harvesters procured & distributed															

Kenema City Development Plan (2025-2030) Monitoring and Evaluation Arrangement

The M&E arrangements for the Kenema City Council will adopt a broad-based and collaborative approach. The M&E Unit will spearhead the coordination of monitoring activities, working in close partnership with various departments, committees, and stakeholders. This unit will ensure that all participants in the development plan adhere to established standards and frameworks, with support from the National Monitoring and Evaluation Agency (NaMEA) and the Ministry of Planning and Economic Development (MoPED).

In addition to internal initiatives, the council will engage collaboratively with development partners who will provide both technical and financial assistance for specific projects. These partners will also monitor the implementation of their funded endeavours, ensuring compliance with procurement processes and quality standards. This multi-stakeholder approach will promote transparency, accountability, and effective service delivery, ensuring that the city's development efforts result in tangible benefits for its residents.

Progress Reporting

Progress reporting is a critical component of the Monitoring and Evaluation (M&E) process, ensuring that stakeholders are consistently informed about the implementation of the Development Plan. The Kenema City Council, through its M&E Unit, will establish standardized templates for data collection and reporting. These templates will facilitate the aggregation of both quantitative and qualitative data, enabling comprehensive updates on achievements across various sectors, with disaggregation by gender, age, and other pertinent factors.

The council will convene periodic meetings, such as Development Coordination Committee sessions, to present progress reports and discuss any challenges encountered. These reports will not only underscore achievements but will also pinpoint areas that may require further support or adjustment. By maintaining a consistent reporting framework, the council aims to promote transparency and accountability in its operations, ultimately fostering trust and engagement among stakeholders.

Mid-Term Evaluation

A mid-term evaluation will be undertaken to assess the progress and performance of the Development Plan at its halfway mark. This evaluation will be conducted in collaboration with the M&E Unit, the Development Planning Unit, technical staff, and other stakeholders. It will concentrate on identifying successes, challenges, and lessons learned throughout the implementation phase, providing actionable recommendations for enhancement.

Additionally, the mid-term evaluation will involve a reassessment of project goals and objectives to ensure their continued relevance and alignment with emerging priorities. This process will enable the council to make necessary modifications aimed at improving efficiency and effectiveness in achieving its targets. By undertaking a thorough review, the council will ensure

that its development initiatives remain focused and responsive to the needs of the residents of Kenema City.

End-of-Term Evaluation

The end-of-term evaluation will serve as a comprehensive assessment of the entirety of the Development Plan, evaluating the degree to which its goals and objectives have been achieved. This evaluation will concentrate on measuring the impact of the council's initiatives on the city's development and identifying factors that contributed to or impeded success. It will also assess the sustainability of the projects and programs executed during the plan period.

By documenting lessons learned and best practices, the end-of-term evaluation will offer valuable insights for future planning efforts. The findings will be shared with stakeholders to ensure transparency and accountability. This evaluation will not only provide an opportunity to celebrate the council's accomplishments but will also identify areas for improvement, thereby laying the groundwork for the subsequent strategic planning cycle.