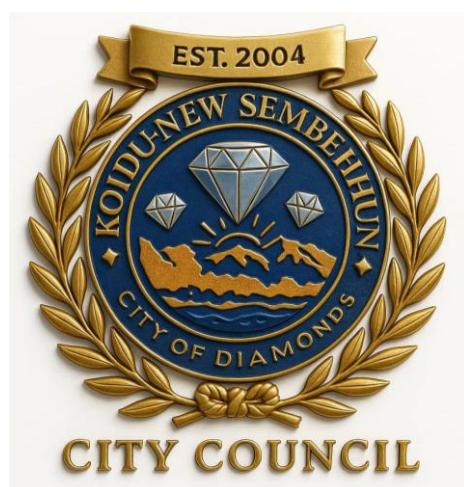


KOIDU NEW SEMBEHUN CITY COUNCIL (KNSCC)

Fostering Sustainable Urban Growth & Inclusive Development



DRAFT STRATEGIC DEVELOPMENT PLAN (2025-30)

Building a Climate-Resilient and Prosperous Koidu New Sembehun

Koidu New Sembehun City Council (KNSCC)
Draft Strategic Development Plan 2025 - 2030

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September, 2025

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Draft Strategic Development Plan 2025 - 2030

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ACKNOWLEDGEMENT

The Leadership and management, of **Koidu New Sembehun City Council (KNSCC)** acknowledge the immense support of the **Institute of Governance Reform (IGR)** through the BASE consortium funded by USAID, for the production of this Plan.

We also recognize the invaluable contributions of all stakeholders across the district including partners in the NGO sector, devolved sectors, traditional leaders, especially our esteemed Paramount Chiefs and the strategic stakeholders of our municipality.

Lastly, the desire and commitment demonstrated by our staff and councilors in designing this plan remains in multitudinous, and we are forever indebted to them.

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INTRODUCTION

Message from The Mayor's Desk

It is with great honour and hope that I present the Strategic Development Plan 2025–2030 for Koidu New Sembehun City Council. This plan reflects our collective vision to make Koidu New Sembehun a thriving, green, and inclusive city — one that offers opportunities, dignity, and security for every resident.

Our city is blessed with rich natural resources, vibrant communities, and a youthful population eager to contribute to progress. At the same time, we face challenges that demand bold and coordinated action: climate change, rapid urbanisation, youth unemployment, and the need for modern infrastructure and effective services.

The Strategic Plan responds to these realities with a clear roadmap built on five pillars:

- Modern and sustainable infrastructure
- Efficient and transparent governance
- Economic growth and job creation
- Environmental management and climate resilience
- Inclusive social development

This document is the result of wide consultations with citizens, traditional leaders, civil society, businesses, and development partners. Their input ensures that it reflects shared aspirations and practical solutions.

I invite all residents and partners to stand with us as we translate this plan into action. Together we will build a city that is safe, prosperous, and sustainable — a beacon of opportunity for Kono District and Sierra Leone as a whole.

With determination and unity, we can achieve the future we envision for Koidu New Sembehun.

Komba Matthew Sam

Mayor, Koidu New Sembehun City Council

September 2025

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Message from the Chief Administrator's Desk

It gives me great pleasure to present the Strategic Development Plan 2025–2030 of the Koidu New Sembehun City Council. This document is a product of rigorous analysis, wide stakeholder engagement, and the collective desire to create a city that is efficient, resilient, and inclusive.

The Strategic Plan provides a framework to guide our policies, programmes, and investments over the next five years. It sets out clear priorities to:

- Modernise municipal services and infrastructure
- Foster transparent and accountable governance
- Promote economic diversification, with opportunities for youth and women
- Enhance environmental protection and climate resilience
- Strengthen partnerships with communities, civil society, and the private sector

As the administrative engine of the Council, our management team is committed to ensuring that every department aligns its efforts with these goals. We will focus on results, prudent resource management, and continuous improvement in service delivery.

I commend all staff, elected officials, traditional leaders, and partners who contributed their time and expertise to the development of this plan. Its success will depend on our joint commitment to transform Koidu New Sembehun into a clean, prosperous, and well-governed city.

Together, let us work with dedication and integrity to bring this vision to life.

Augustine Briama Amara

Chief Administrator, Koidu New Sembehun City Council

September 2025

Executive Summary

The Koidu New Sembehun City Council's core purpose is to Fostering Sustainable Urban Growth & Inclusive Development across the City in partnership with public and private sector stakeholders.

We can measure our success when:

- Existing jobs are retained, and new jobs are created;
- Existing businesses grow, and new businesses and industries invest in the City;
- City residents and local businesses access new opportunities that add to their prosperity;
- Our communities become even better places to live, for all people.

This Strategic Development Plan sets out what KNSCC will prioritise over the time period set out in this strategic plan and how we see our partnerships working to realise economic benefits for the Koidu City.

The document identifies key priorities such as:

⇒ **Helping attract new investment and business activity**

Strong economic growth and job creation requires the development of new businesses, the entrants of new business in the city and the growth and improved productivity of existing firms. Both will drive job creation and better wages. KNSCC will be increasing our focus on investment attraction, business productivity improvement, increased value adding in production-based businesses, and we will continue to prioritise our work supporting exporters as the delivery partners.

⇒ **Facilitating a robust pipeline of infrastructure investment to our city**

All sectors, from tourism to mining and manufacturing outfits, need robust infrastructure and a ready supply of industrial land. KNSCC works across government to ensure that the Koidu city has well-connected and serviced sections and that business and industry have access to the infrastructure and land they need to establish and thrive.

⇒ **Ensuring we maximise opportunities for income from tourism**

The economy of Koidu New Sembehun City Council is dominated by petty traders and small businesses, with many reliant on income from tourism. KNSCC is committed to working with Visit

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Kono and the Ministry of Tourism to continue to introduce new tourism experiences, improve our infrastructure and to integrate our tourism assets and experiences into compelling reasons for people to visit our city. This includes ongoing development of propositions around biking trails, hiking routes, food trails and new tourist attractions from motor sports and family activities through to scenic routes and camping experiences.

To achieve success, it is vital that all business associations, local authorities and State agencies work together to coordinate activity, explore new opportunities and put in place practical plans to secure jobs and economic opportunities.

This is why:

- **We are working with MDAs** to bring forward infrastructure and construction projects;
- **We are actively pursuing Local Content opportunities on major projects in the city** particularly for road infrastructure, agriculture and urban development. We are also leveraging the strengths of the creative and digital sector to help other sectors learn of digital and e-commerce opportunities;
- **We plan to work closely with the Sierra Leone Chamber of Commerce, SMEDA and Sierra Leone Tourist Board** to guide SMEs to support training opportunities and broaden tourism;
- **We are working closely with the Kono District Council, the Council of Paramount Chiefs, Kono, development partners, CSOs, and other business associations** to identify where works programs can be accelerated and 'buy local' programs can be promoted.

OVERVIEW

About Koidu New Sembehun City Council

The purpose of KNSCC is to catalyse economic development and growth in the Koidu City. By 2030 we aim to ensure that the City is internationally recognised as a Climate-Resilient and Prosperous City, propelling excellence in high quality agricultural products, first class tourism experiences and a centre of excellence for advanced innovation and sustainable growth and development. We will protect our environment and quality of life, ensuring equitable living standards for all communities.

The Council is a values-driven organization, which promotes a positive and inclusive working environment, making it a partner of choice. We promote a culture of excellence and continuous improvement, valuing leadership and creativity within the Council.

We recognise the guidance of our traditional leaders especially our revered Paramount Chiefs, as the Traditional Custodians of the City and the District.

Who We Are

We are part of Kono District, established as KNSCC in 1969, by a statutory instrument and later ratified by Parliament in 2004; continually striving to make Koidu a better place to live, work and invest. We do so by partnering with communities, the government, the district council, development partners, businesses and industry to identify, support and drive projects that benefit the city. Developing the city's economy and improving quality of life are our key areas of focus.

This means that we focus on ensuring that infrastructure supports the needs of growing local businesses and communities, and that business has the infrastructure it needs to allow it to innovate, and trade nationally and internationally. A more diverse and innovative economy means that we provide more job opportunities for local workers, and that these jobs are sustainable and better remunerated.

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Our Council

In accordance with the Local Government Act 2021, the Council is the governing body responsible to the Minister for Local Government and Rural Development for setting the direction and priorities of the Council. It meets regularly to make decisions on projects, priorities and expenditure. Council members are selected from the community and local government nominations, as well as Ministerial appointments.

Our Staff

Koidu New Sembehun City Council covers 4.9 square kilometres – and we work across all of it. Our staff travel widely throughout the district.

Our determination is to be the catalyst for socio-economic development and growth in Koidu.

Main Role of KNSCC

The statutory roles of Koidu New Sembehun City Council are set out in the Local Government Act of 2021.

These statutory objectives are to:

- Maximise job creation and improve career opportunities;
- Develop and broaden the economic base of the city;
- Identify infrastructure services to promote economic and social development;
- Provide information and advice to promote business development;
- Seek to ensure that the general standard of government services and access to those services in the city are comparable to that which applies in the district; and
- Generally, take steps to encourage, promote, facilitate and boost the economic development of the district.

Functions of the Council

For the purposes of achieving its statutory objectives as per the Local Government Act 2021, the functions of the Koidu New Sembehun City Council are to:

- a) Promote the city;
- b) Facilitate coordination between relevant statutory bodies and Central Government agencies;
- c) Cooperate with representatives of industry and commerce, employer and employee organisations, education and training institutions and other sections of the community within the district;
- d) Identify opportunities for investment in the region and encourage that investment;
- e) Identify the infrastructure needs of the city/district and encourage the provision of that infrastructure in the city/district; and Cooperate with: ministries, departments and other agencies the State to promote a balanced ecology and protect the local environment; provide services like rubbish collection; preserve local culture; mobilize revenue through the collect of taxes (rates) from local property owners; provide license, support local businesses, and ensure compliance with the Local Government Act.

Our Vision, Mission and Core Values

1.1. Our Vision

To be a city where all residents thrive in a safe, equitable, and environmentally responsible community, with a strong sense of unity and a thriving local economy.

1.2. Our Mission

To foster a vibrant, inclusive, and sustainable community by:

- providing responsive and accountable local government services,
- promoting economic prosperity, and
- ensuring the safety and well-being of all residents.

1.3. Our Core Values

- ⇒ **Inclusion** - Every voice matters, and everyone belongs in our shared progress.
- ⇒ **Liveability** - Building a city where people love to live, work, and grow.
- ⇒ **Transparency** - We lead with openness, accountability, and trust in every action.
- ⇒ **Service** - Committed to excellence in serving every member of our community.

Our Strategic Development Plan

This Strategic Development Plan lays out how the Council will deliver the Government's economic growth objectives in our City from 2025 to 2030.

Rationale and purpose for the Plan

It details how we will promote our vision for Koidu New Sembehun, deliver on our purpose and achieve outcomes, in accordance with the local Government Act. It brings together the various frameworks under which we operate and the linkages with the growth plans of the Kono District Council (KDC) and Ministry of Local Government and Rural Development (MLGRD).

This Strategic Development Plan also provides a framework for putting our ambitions into action and signalling where we can work with investors, development partners and communities. Importantly, it outlines the initiatives, actions and strategies that will contribute to achieving this vision.

Strategic themes, policies and frameworks underpinning our plan

In line with the Governments Big Five Agenda, our strategic themes are a city that:

- Has fulfilling and sustainable jobs
- Has industry-ready infrastructure and land
- Has a highly skilled and industry ready workforce
- Supports Aboriginal economic development
- Has thriving, diverse and creative communities
- Is well supported by the Government/District Council.

KNSCC's Strategic Development Plan is informed by and aligned with two core District and National economic development Frameworks:

Diversify KNSCC, the Central Government's economic development framework

We support the Central Government's commitment to protect and grow jobs in the district.

Diversified KNSCC provides an economic blueprint for collaboration between government, development partners, industry and the community, and supports the Government's focus on creating secure, quality jobs for the youth, growing and diversifying the economy and attracting investment.

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The Koidu New Sembehun City Councils Strategic Development Plan 2025 - 2030 identifies ten priority sectors where significant growth and diversification opportunities exist for the City and the District as a whole.

These include:

- Good Governance & Infrastructure Development
- Health
- Education
- Agriculture
- Water & Sanitation
- Youth & Sports
- Gender, Children & Social Welfare
- Environment & Climate Change
- Fire Services
- Strategic Waste Management & Development

This Strategic Development Plan addresses these priority sectors and lays out how KNSCC plans to develop the City's specific competitive advantages and our opportunities for fostering sustainable urban growth & inclusive development.

These themes are an important mechanism for aligning efforts across City while still allowing for district prioritisation.

Shared Strategic Themes for District Development

Kono District Council Strategic Development Plan is underpinned by twelve strategic themes.

1. **Roads & infrastructure development:** promoting infrastructural development through consistent project development, and effective implementation.
2. **Improve access to affordable and quality healthcare infrastructure:** continuing to grow our existing resources, while developing new alternative sector industries.
3. **Promote free, high quality education across the district:** support schools and partner with key stakeholders and experts to improve and enhance access to free, quality education.
4. **Support Climate-smart agriculture:** establish feed Koidu basket fund to promote vegetable farming, aquaculture, and poultry to boost social opportunities and raise prosperity.
5. **Facilitate the creation and distribution clean water across the district:** growing existing and dig new gravity water wells and promote the distribution in to every home in Koidu City.
6. **Promote sporting activities to boost healthy lifestyle and promote economic development for the youth:** support the District Youth Council and the games and sports association to improve community livelihood and prosperity for youth through sustainable jobs and skills development.
7. **Promote welfare and livelihood: Promoting welfare and livelihood**
8. **Promote gender parity:** empower communities with economic and social opportunities and raise effective awareness to gender equality acts especially the GEWE Act, 2023.
9. **Facilitate environmentally friendly and climate smart living:** making sure that our residents are environmentally conscious and their actions responsible and tailored to making our city a climate-resilient.
10. **Create a safe, modern fire and rescue services:** creating a safe, modern fire and rescue services in Koidu and to ensure everyone is treated with dignity and respect, free from discrimination, bullying, harassment and inappropriate behaviours.
11. **Achieve sustainable and integrated rural energy development:** Achieving sustainable and integrated rural energy development by providing reliable, affordable, and modern

energy services that empower rural communities, foster economic opportunities, enhance quality of life, and improve environmental sustainability through decentralized, renewable energy solutions.

KNSCC STRATEGIC THEMES

[illegible]

OUR STRATEGIC THEMES AND OBJECTIVES

STRATEGIC THEME 1: PROMOTE GOOD GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

Through good governance, transparency, accountability, stakeholder engagement, risk management, and ensuring legal compliance, while promoting sustainability and effective communication. We wish to increase access to market for farmers in the District, by endeavouring to construct and rehabilitate feeder roads, including bridges and culverts to make transportation of produce easy, affordable and sustainable.

We shall also engage in the beautification of the city through effective landscaping, fencing and walls.

Objective 1: *To foster trust, promote accountability, ensure transparency, prioritise ethical behaviour and the rule of law, while actively engaging stakeholders and managing risks effectively within the Council, we therefore, commit to:*

Key Strategies:

- a. strive to ensure that those in position of authority within our jurisdiction are answerable for their actions and decisions, ensuring transparency and fostering public trust in the Council;
- b. facilitate open and clear communication, allowing stakeholders to understand the Councils activities, plans, and risks;
- c. ensure the highest ethical standards, promoting integrity and fairness in decision-making;
- d. promote fair and impartial legal framework, ensuring that everyone is subject to the law;
- e. encourage active engagement of stakeholders in decision-making processes, ensuring that diverse voices are heard;
- f. ensure that leaders are responsive to the needs and concerns of stakeholders, adapting to changing circumstances;
- g. ensure that governance structure and processes are strengthened to achieve desired outcomes efficiently, maximizing resource utilization;
- h. strive to ensure that all groups, including vulnerable and marginalized populations, have equal access to opportunities and resources;
- i. implement robust risk management frameworks to identify, assess, and mitigate potential risks;
- j. facilitate a clear vision for the future and the ability to develop and implement strategies to achieve long-term goals;

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- k. promote decision-making processes that are inclusive seeking to build consensus among stakeholders;
- l. construct 10 court barriers;
- m. rehabilitate 5 court barriers;
- n. establish 4 local administration and national justice system;

Objective 2: *To enhance the free flow of cars as well as pedestrians by more than half the current situation, we commit to:*

Key Strategies:

- a. construct 2,495 Km of feeder roads within the city;
- b. rehabilitate 1,592 Km feeder roads;
- c. construct 90 bridges and 560 culverts.

Objective 3: *To beautify the city making her climate resilient and eco-friendly for all by 2028, we commit to:*

Key Strategies:

- a. enhance the appearance of road frontages;
- b. screen service yards, loading areas and outdoor storage areas;
- c. minimise maintenance and watering requirements;
- d. enhance and define outdoor spaces, including car parking areas;
- e. provide shade and shelter;
- f. assist in climate control within buildings;
- g. maximise stormwater re-use;
- h. complement existing native vegetation;
- i. contribute to the viability of ecosystems and species;
- j. promote water and biodiversity conservation;
- k. embark on city afforestation and beautification through the planting of 5,000 tree within the city annually;
- l. reclaim 2,000 acres of land within the city to build eco-friendly recreational parks for all residents;
- m. engage into aggressive sensitisation on the proper use of the environment;
- n. identify and map out mitigation strategy for disaster prone areas to enhance liveability and safety.

STRATEGIC THEME 2: ENHANCE AFFORDABLE, QUALITY AND COMPETITIVE HEALTH INDUSTRY

We believe that a healthy mind is a prosperous mind. We will work tirelessly to enhance healthcare delivery through collaboration with development partners, leading industry and local players to help maximize our capacity for a healthy, competitive, and thriving city.

Objective 1: *To improve overall access to affordable and quality healthcare service within our city by 2027, we commit to:*

Key Strategies:

- a. rehabilitate 49 and reconstruct 45 health facilities within the city, and
- b. build 27 staff quarters in specified locations within the city.
- c. also we will construct 13 WASH facilities in different locations within the city.

Objective 2: *To improve livelihood of healthcare workers by 25% as well as build capacity for quality service delivery, we commit to:*

Key Strategies:

- a. improve the well-being of 35 health personnel;
- b. build 27 staff quarters to ease accommodation challenges of health workers within the city;
- c. produce 2,000 sets of hospital and house furnitures as well as purchase more health equipment;
- d. install solar energy facilities in 11 health centres;
- e. purchase more drugs to improve patient care, and
- f. undertake staff training for all health workers in the city.

STRATEGIC THEME 3: SUSTAIN FREE, AND HIGH QUALITY EDUCATION FOR ALL

The education of our children, wards and other siblings is a strategic priority in Koidu City; therefore, we commit to provide and enhance the quality of education in our schools and strive to equip both teachers and pupils with strong core values, valuable skills and exceptional intellectual discipline to positively contribute to advancement of our community.

Objective 1: *To enhance full access to free and quality education for all our residents by 2028, we commit to:*

Key Strategies:

- a. rehabilitate 66 and reconstruct 67 schools within the city;

- b. construct 13 teachers staff quarters and 3 WASH facilities in schools.

Objective 2: *To improve livelihood of teachers and equip school going persons for high quality service by 2028, we commit to:*

Key Strategies:

- a. recruit, train and pay 1,210 more teachers;
- b. facilitate the purchase of 12,000 teaching & learning materials for schools, and
- c. purchase 22,000 sets of school furnitures.

STRATEGIC THEME 4: SUPPORT SMART AGRO FARMING TO ENHANCE LIVING STANDARDS

To diversify income stream and improve city liveability, we plan to engage into climate smart organic farming to improve the health and wellbeing of all residents.

Objective 1: *To boost production and enhance full access to market for farmers as well consumers by 2028, we will:*

Key Strategies:

- a. construct 32 ABCs centers;
- b. construct 23 grain stores;
- c. construct 35 dry floors;
- d. construct 300Ha of IVS;
- e. procure 4 tractors, 6 rice processing and 15 cassava processing machines;
- f. establish a ranch of 500 Cattles and procure 500 meters barbed wire for the ranch;
- g. procure 190 set of small farming machines to boost production;
- h. establish 5,000 birds locally breaded poultry farm within the district;
- i. provide 11,000 mixed seedlings to farmers.

Objective 2: *To boost farmer's capacity and enhance yield by more than 20% of current production, we will:*

Key Strategies:

- a. train 500 farmers yearly and supply 8 set of farming implements to each.

STRATEGIC THEME 5: GROW EXISTING, AND DIG NEW GRAVITY WATER WELLS AND FACILITATE EFFECTIVE DISTRIBUTION

Enable complete access to safe, sufficient and affordable water for drinking, washing, sanitation, food preparation and personal hygiene is not only a fundamental human right that we strive to make it a reality for all residents of our city.

Objective 1: *To increase access pure, sufficient and affordable water for drinking, cooking, washing to all residents by close of 2027, we will:*

Key Strategies:

- a. construct 1 dump site and rehabilitate 70 hand pump wells;

Objective 2: *To improve sanitation and purify drinking water for more than half of our residents in the city, we will:*

Key Strategies:

- a. construct 25 public toilets and rehabilitate 9;
- b. fence 6 cemeteries within the city.

STRATEGIC THEME 6: PROMOTE SPORTING ACTIVITIES TO BOOST HEALTHY LIFESTYLE AND PROMOTE ECONOMIC DEVELOPMENT FOR THE YOUTH

Youth empowerment being a flagship programmes of the President of Sierra Leone, we at KNSCC are inspired to lay premium on the welfare, happiness, and prosperity of our youth. We, will make available competitive jobs that will improve livelihood and equip the youth for leadership.

Objective 1: *To boost the employability of our youth through effective capacity building and entrepreneurship training by 50%, we will:*

Key Strategies:

- a. constitute 50 institutional structures for youth engagement within next 4 years;
- b. conduct a two day entrepreneurs training for 20 groups per year for 4 years;
- c. support 20 Youths in Agriculture;
- d. conduct 2 youth consultative meetings within the city every year;
- e. conduct quarterly youth campaigns against any form of violence;
- f. conduct quarterly youth sensitization on Sexual Reproductive Health Care and drug abuse on Teenage Pregnancy;

- g. conduct annual data collect of all youth groups within the enclave of the city;
- h. provide financial Support to five Youth Councils and construct 22 youth centers;
- i. construct 22 rehabilitation center for youth on drugs;
- j. conduct other skills training for 15,000 youths to increase their employability.

Objective 2: *To increase youth participation in organised sports programs by 20% within the next year, focusing on underserved communities and promoting inclusivity, we will:*

Key Strategies:

- a. purchase sporting material to support various sporting disciplines (Football, Volley ball, Tennis, Basketball) annually;
- b. maintenance 10 football fields across the city;
- c. supply sorting 5 set of equipment in the city;
- d. train 20 sport officials and referees;
- e. provide financial support to 10 sporting competitions;
- f. construct 10 new sporting grounds for various sporting disciplines.

STRATEGIC THEME 7: ENHANCE LIVING STANDARDS AND PROMOTE GENDER PARITY

Through the design of a comprehensive welfare package that empowers women and girls as well as people with disability taking in to consideration our diverse strand of residents, we strive to collaboration with all development players, industry and local enterprise partnerships to cater for the welfare of all and sundry.

Objective 1: *To promote gender responsive policies and programs taking in to account the needs and perspectives of women and girls, and avoiding unintended negative consequences for either group, therefore we will:*

Key Strategies:

- a. eliminate gender based discrimination and inequalities in education, employment, politics, access to critical resources and more;
- b. focus on initiatives that enhance the economic, social and political empowerment of women and girls, allowing them to make informed choices and participate fully in the affair of the city;
- c. advocate for and support increased representation of women in leadership position at all levels, including political, economic, and social spheres;
- d. prevent all forms of gender-based violence, including sexual violence, domestic violence, and harmful traditional practices;

- e. popularise and ensure that all residents of the city know and willingly wish to abide by the GEWE Act, 2022;
- f. offer comprehensive support services to survivors of gender-based violence, including counselling, legal assistance, and medical care where applicable;
- g. foster a city that uphold a culture of respect and non-violence, where gender-based violence is not tolerated and women and girls feel safe and secure;
- h. strive to build a city that support women's access to economic opportunities, including education, employment, and entrepreneurship, and ensure that they receive fair wages and working conditions;
- i. ensure that women and girls have access to quality education and healthcare services, including reproductive health services;
- j. ensure that all residents, regardless of gender, ethnicity, disability, or other characteristics, have equal access to resources and opportunities.

Objective 2: *To cater for the full protection of children's rights, against early marriage, drug abuse, household conflicts and every form of disability, we commit to:*

Key Strategies:

- a. establish and strengthen child protection systems to prevent and respond to all forms of child abuse, neglect, exploitation, and violence;
- b. eliminate child marriage through legal reforms, awareness campaigns, and community engagement;
- c. protect children affected by household conflict, and ensuring their access to education, healthcare, and psychosocial support;
- d. ensure the rights of children with disabilities are respected and promoted, including access to education, healthcare, and inclusive environment.

Objective 3: *To improve the welfare of all residents, particularly persons with disability and the aged within our community by 70%, we will:*

Key Strategies:

- k. provide livelihood support to 200 persons living with disability annually;
- l. partner with other stakeholders to celebrate the annual International Day of Persons Living with Disability by directly involving 250 people (75 Male and 60 Female);
- m. conduct annual community sensitization on The Disability Acts, 2011 within the city;
- n. work with other stakeholders to commemorate the annual International Day of the Aged for 200 people;
- o. undertake monthly Radio Programme on welfare issues affecting the Aged;

- p. provide diets to compliment livelihood support to 30 most vulnerable older persons and persons with disabilities in two chiefdoms 15 participants each (Male 15, Female 15) every year;
- q. collaborate with other stakeholders to undertake Community Awareness Raising on the harmful effects of drug abuse (Kush) among youths in 4 sections every quarter;
- r. strengthen the legal and regulatory framework every year by reviewing framework review data and information management every year to improve on children and adolescent issues;
- s. construct 4 Orphanages;
- t. construct 4 remand home for children in conflict with the law;
- u. provide support to 2,000 vulnerable people and 6,000 aged within the city;
- v. provide support to 9,000 people living with special needs.

STRATEGIC THEME 8: FACILITATE ENVIRONMENTALLY FRIENDLY AND CLIMATE SMART LIVING

The council is deeply committed to addressing climate change and promoting environmental stewardship. We recognise the urgent need to transit to a low carbon economy and a sustainable future. We wish to reduce environmental footprint across all operations, embracing sustainable practices, and actively contribute to global efforts to mitigate climate change and protect ecosystems.

Objective 1: *Focusing on reducing emissions, promoting sustainability, and fostering resilience, in the city before 2026, we commit to:*

Key Strategies:

- a. set ambitious, science-based targets for reducing our greenhouse gas emissions, aligning with the Paris Agreement goals and the 1.5-degree Celsius pathway;
- b. track our progress and report transparency on our emissions reduction efforts;
- c. integrate environmental considerations into all our operations, from sourcing materials to service design and service delivery, to ensure minimal environmental impact;
- d. promoting circular economy principles, reduction of waste, and conserve resources;
- e. prioritize the use of renewable energy sources to power our operations and encourage our suppliers to do the same;
- f. invest in energy efficiency measures and explore opportunities for distributed renewable energy generation;
- g. assess our vulnerability to climate change impacts and develop adaption strategies to build resilience within our operations and supply chain;
- h. support communities affected by climate change;

- i. actively promote environmental awareness and engage without stakeholders on environmental issues;
- j. support conservation efforts and contribute to the restoration of degraded ecosystems;
- k. foster innovation in sustainable technologies and practices;
- l. collaborate with industry peers, research institutions, and government agencies to advance sustainable solutions;
- m. be transparent about our environmental performances and hold ourselves accountable for our commitments;
- n. regularly report on our progress and identify areas for improvement;
- o. be actively engaged with our local communities to address environmental concerns and promote sustainable lifestyles;
- p. support initiatives that benefits the environment and improve the quality of life for our neighbours.

STRATEGIC THEME 9: CREATE A SAFE, MODERN FIRE AND RESCUE SERVICES

The Council is focused on proactive fire prevention, effective resource allocation, strong community engagement, and continuous improvement, while also considering the unique risks and challenges of the city.

Objective 1: *To reduce fire-related incidents and fatalities by 50% within the next two years.*

Key Strategies:

- a. implement enhanced fire prevention programs such the construction of fire belts; including public education campaigns and proactive inspections;
- b. facilitate the establishment of **City Disaster Management Agency** to enhance governance of the sector;
- c. develop and implement comprehensive emergency preparedness programs, including drills and community outreach;
- d. train 200 Farmers on fire belt construction within the district;
- e. develop and implement a multi-channel public education campaign, utilizing various media outlets and community events;
- f. optimize resources allocation, implement advanced dispatch systems and enhance training protocols;
- g. invest in in specialised equipment and training, and develop interagency coordination protocols;
- h. implement technology solutions, optimize workflows, and promote data-driven decision-making;

- i. implement comprehensive health and wellness programs, provide advanced training in safety protocols, and promote a culture of safety; provide access to advanced training opportunities, promote professional development, and foster a culture of continuous learning;
- j. implement employee recognition programs, promote a positive work environment, and foster a sense of community.

STRATEGIC THEME 10: REFUSE, REDUCE, REUSE REPURPOSE AND RECYCLE WASTE

Focusing on minimizing waste management, maximizing resources recovery, and ensuring environmentally responsible disposal. Additionally, the Council will endeavour to educate, raise awareness, and increase compliance with waste related legislation.

Objective 1: *To minimize waste generation at its source, such as using reusable smart trash stations, instead of disposable ones, we will:*

Key Strategies:

- a. develop collection infrastructure, transfer systems and operational arrangements. Consider using small vehicles based on chassis that are widely available locally, avoid duplicated collection routes and minimise the distance to disposal;
- b. work in partnership with the informal waste sector (if it exists) to develop a strategy to formalise it and to improve working conditions for waste pickers;
- c. establish requirements for source segregation of waste by large waste producers, such as markets or industrial sites;
- d. ensure, at a minimum, disposal to a sanitary landfill with gas flaring. Ideally, utilise landfill gas to produce energy, and reduce and divert waste through the approaches below;
- e. set recycling priorities by collecting and analysing waste data, or seek data from similar-sized cities;
- f. make recycling services easy to use by: implementing door-to-door collection and/or drop-off schemes; using convenient, single-stream bins; and maximising the number of accepted materials;
- g. incentivise and support recycling with pay-as-you-throw policies, deposit schemes, and local bans on non-recyclable items;
- h. develop clear and targeted communications campaigns to ensure easy access to information on what can be recycled;
- i. use positive and engaging messages that will resonate with citizens, such as civic pride, cost savings, sustainability and job creation.

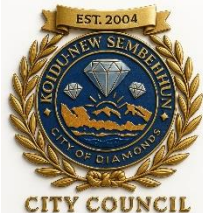
- j. secure the buy-in of collection workers and waste management operators by making it more convenient for them, and with incentives such as revenue-sharing mechanisms;
- k. seek opportunities to create material 'loops' that funnel recovered materials back into local enterprise.

OUR STRATEGY IMPLEMENTATION PLAN

Koidu New Sembehun City Council (KNSCC) subject to spending controls as explained in the **Finance Act, 2024**. We work with the Ministry of Local Government and Rural Development (MLGRD); Kono District Council (KDC); our communities & development partners to establish transparent and robust annual budgets within the context of a multi-year government spending review.

5.5. Summary of Our Sectoral Financial Plan

The tables set out our agreed cumulative summary of sector budget for 2025-30. All figures are in the new Leones.

|  | | | | |
|---|------------------------|----------------------|----------------------|----------------------|
| Program | Total Prog. Cost (SLL) | COST ALLOCATION | | |
| | | GoSL | IGF | Dev Partners |
| Governance & Infrastructure Development | 486,140,000 | 218,763,000 | 97,228,000 | 170,149,000 |
| Education | 6,755,600,000 | 3,040,020,000 | 1,351,120,000 | 2,364,460,000 |
| Agriculture | 70,565,000 | 31,754,250 | 14,113,000 | 24,697,750 |
| Health | 82,000,000 | 36,900,000 | 16,400,000 | 28,700,000 |
| Water & Sanitation | 19,475,000 | 8,763,750 | 3,895,000 | 6,816,250 |
| Youth & Sports | 503,282,400 | 226,477,080 | 100,656,480 | 176,148,840 |
| Gender & Social Welfare | 272,350,055 | 122,557,525 | 54,470,011 | 95,322,519 |
| Strategic Waste Management & Development | 120,500,000 | 54,225,000 | 24,100,000 | 42,175,000 |
| Climate Change Resilient & Environmentally Friendly City | 19,200,000 | 8,640,000 | 3,840,000 | 6,720,000 |
| Fire | 8,460,000 | 3,807,000 | 1,692,000 | 2,961,000 |
| TOTAL | 8,337,572,455 | 3,751,907,605 | 1,667,514,491 | 2,918,150,359 |



Strategic Theme 1: Governance & Infrastructure Development

| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators (KPI) | Person(s) Responsible |
|--|---|-----------------------------|---------------|---|--------------------------|
| 1.1. strive to ensure that those in position of authority within our jurisdiction are answerable for their actions and decisions, ensuring transparency and fostering public trust in the Council; 1.2. facilitate open and clear communication, allowing stakeholders to understand the Councils activities, plans, and risks; 1.3. ensure the highest ethical standards, promoting integrity and fairness in decision-making; 1.4. promote fair and impartial legal framework, ensuring that everyone is subject to the law; 1.5. encourage active engagement of stakeholders in decision-making processes, ensuring that diverse voices are heard; 1.6. ensure that leaders are responsive to the needs and concerns of stakeholders, adapting to changing circumstances; 1.7. ensure that governance structure and processes are strengthened to achieve desired outcomes efficiently, maximizing resource utilization; 1.8. strive to ensure that all groups, including vulnerable and marginalized populations, have equal access to opportunities and resources; | 1,000 km feeder roads rehabilitated; 90 km bridges constructed, 1,500 culverts built. Built a 50 room guest house; construction of 5 new markets and 5 wells. | 486,140,000 | 2025-30 | Constructed and rehabilitated roads, bridges and culverts. A physical guest house & 5 new markets & 5 water wells. | KNSSCC/SLRA |

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| <p>1.9. implement robust risk management frameworks to identify, assess, and mitigate potential risks;</p> <p>1.10. facilitate a clear vision for the future and the ability to develop and implement strategies to achieve long-term goals;</p> <p>1.11. promote decision-making processes that are inclusive seeking to build consensus among stakeholders;</p> <p>1.12. construct 10 court barriers;</p> <p>1.13. rehabilitate 5 court barriers;</p> <p>1.14. establish 4 local administration and national justice system;</p> <p>1.15. construct 2,495 Km of feeder roads within the city;</p> <p>1.16. rehabilitate 1,592 Km feeder roads;</p> <p>1.17. construct 90 bridges and 560 culverts.</p> <p>1.18. enhance the appearance of road frontages;</p> <p>1.19. screen service yards, loading areas and outdoor storage areas;</p> <p>1.20. minimize maintenance and watering requirements;</p> <p>1.21. enhance and define outdoor spaces, including car parking areas;</p> <p>1.22. provide shade and shelter;</p> <p>1.23. assist in climate control within buildings;</p> <p>1.24. maximize stormwater re-use;</p> <p>1.25. complement existing native vegetation;</p> <p>1.26. contribute to the viability of ecosystems and species;</p> <p>1.27. promote water and biodiversity conservation;</p> <p>1.28. embark on city afforestation and beautification through the</p> | | | | | |
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| planting of 5,000 tree within the city annually; 1.29. reclaim 2,000 acres of land within the city to build eco-friendly recreational parks for all residents; 1.30. engage into aggressive sensitization on the proper use of the environment; 1.31. identify and map out mitigation strategy for disaster prone areas to enhance livability and safety. | | | | | |
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Strategic Theme 2: Education

| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators | Person(s) Responsible |
|---|---|--------------------------|---------------|--|--------------------------|
| 2.1. To rehabilitate 66 and reconstruct 67 schools within the city; 2.2. To construct 13 teachers staff quarters and 3 WASH facilities in schools; 2.3. To recruit, train and pay 1,210 more teachers; 2.4. To facilitate the purchase of 12,000 teaching & learning materials for schools, and purchase 22,000 sets of school furnitures. | Enhanced educational service delivery and easy access to school. Strong collaboration shall be established. Sufficient school furniture to maximize output. | 6,755,600,000 | 2025-30 | An improved teaching, learning and research capacity of all govt. schools within the municipality. The availability of scholarships. Sufficient teaching and learning materials. Improved teacher to student ratio and environmentally friendly schools. | KNSCC/MBS SE |



Strategic Theme 3: Agriculture

| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators (KPI) | Person(s) Responsible |
|--|---|-----------------------------|---------------|--|--------------------------|
| 3.1. Construct 32 ABCs centers; 3.2. construct 23 grain stores; 3.3. construct 35 dry floors; 3.4. construct 300Ha of IVS; 3.5. procure 4 tractors, 6 rice processing and 15 cassava processing machines; 3.6. establish a ranch of 500 Cattles and procure 500 meters barbed wire for the ranch; 3.7. procure 190 set of small farming machines to boost production; 3.8. establish 5,000 birds locally breaded poultry farm within the district; 3.9. provide 11,000 mixed seedlings to farmers. 3.10. train 500 farmers yearly and supply 8 set of farming implements to each. | Having a functioning City Agricultural Development Corporation to coordinate our Feed Salone approach and mobilize individual & development capital to boost agriculture in within the municipality and beyond. | 70,565,000 | 2025-30 | A sustainable bread basket of Sierra Leone by engaging into sustainable and climate smart agricultural practices, and the adoption of state of the art food processing technologies and gorilla marketing strategies to enter markets. | KNSCC/MAFS |



Strategic Theme 4: Health & Welfare

| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators (KPI) | Person(s) Responsible |
|--|--|-----------------------------|---------------|---|--------------------------|
| 4.1. rehabilitate 49 and reconstruct 45 health facilities within the city, and 4.2. build 27 staff quarters in specified locations within the city. 4.3. also we will construct 13 WASH facilities in different locations within the city. 4.4. improve the well-being of 35 health personnel; 4.5. build 27 staff quarters to ease accommodation challenges of health workers within the city; 4.6. produce 2,000 sets of hospital and house furnitures as well as purchase more health equipment; 4.7. install solar energy facilities in 11 health centres; 4.8. purchase more drugs to improve patient care, and 4.9. undertake staff training for all health workers in the city. | Abundant new and maintained health facilities across the municipality and established partnership and collaboration with the private sector. | 82,000,000 | 2025-30 | The existence of an advanced healthcare division within the municipality that has a great number of well-equipped health facilities; a pool of highly trained and experienced healthcare workers across the City. | KNSSCC/MoH |



Strategic Theme 5: Water & Sanitation

| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators (KPI) | Person(s) Responsible |
|---|---|-----------------------------|---------------|--|--------------------------|
| 5.1. construct 1 dump site and rehabilitate 70 hand pump wells; 5.2. construct 25 public toilets and rehabilitate 9; 5.3. fence 6 cemeteries within the city. | Affordable, accessible, sufficient water for drinking washing, sanitation, food preparation and personal hygiene within the municipality. A clean and sanitized city that attracts and retains visitors. | 19,475,000 | 2025-30 | Ease of access to safe, sufficient, and affordable water for drinking, washing, sanitation, food preparation and personal hygiene in every home within the city. | KNSCC/MoW/MoH |



Strategic Theme 6: Youth & Sports

| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators (KPI) | Person(s) Responsible |
|--|--|-----------------------------|---------------|--|--------------------------|
| 6.1. constitute 50 institutional structures for youth engagement within next 4 years; 6.2. conduct a two day entrepreneurs training for 20 groups per year for 4 years; 6.3. support 20 Youths in Agriculture; 6.4. conduct 2 youth consultative meetings within the city every year; | The availability of sufficient jobs for the youth with competitive remuneration by the utilization of our natural resources and the encouragement of investment in primary industries that would set aside revenue for | 503,282,400 | 2025-30 | More than 15,000 youth in sustainable employment and also possess competitive skills. Enhanced games and sporting activities. Having great proportion of youth competing internationally | KNSCC/MoY / MoS |

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| 6.5. conduct quarterly youth campaigns against any form of violence; 6.6. conduct quarterly youth sensitization on Sexual Reproductive Health Care and drug abuse on Teenage Pregnancy; 6.7. conduct annual data collect of all youth groups within the enclave of the city; 6.8. provide financial Support to five Youth Councils and construct 22 youth centers; 6.9. construct 22 rehabilitation center for youth on drugs; 6.10. conduct other skills training for 15,000 youths to increase their employability. 6.11. purchase sporting material to support various sporting disciplines (Football, Volley ball, Tennis, Basketball) annually; 6.12. maintenance 10 football fields across the city; 6.13. supply sorting 5 set of equipment in the city; 6.14. train 20 sport officials and referees; 6.15. provide financial support to 10 sporting competitions; 6.16. construct 10 new sporting grounds for various sporting disciplines. | the growth and development of sports. | | | for diverse medals. | |
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Strategic Theme 7: Gender, Children & Social Welfare

| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators (KPI) | Person(s) Responsible |
|---|---|-----------------------------|---------------|---|--------------------------|
| <p>7.1. eliminate gender based discrimination and inequalities in education, employment, politics, access to critical resources and more;</p> <p>7.2. focus on initiatives that enhance the economic, social and political empowerment of women and girls, allowing them to make informed choices and participate fully in the affair of the city;</p> <p>7.3. advocate for and support increased representation of women in leadership position at all levels, including political, economic, and social spheres;</p> <p>7.4. prevent all forms of gender-based violence, including sexual violence, domestic violence, and harmful traditional practices;</p> <p>7.5. popularize and ensure that all residents of the city know and willingly wish to abide by the GEWE Act, 2022;</p> <p>7.6. offer comprehensive support services to survivors of gender-based violence, including counselling, legal</p> | <p>Sufficient knowledgeable and skillful women populations which are able fully participate in elected and appointed position in Kono.</p> <p>A safe protected and free environment for every child to grow, be educated and prosper.</p> | 272,350,055 | 2025-30 | <p>Improved percentage of women and girls in elected and selected positions within the municipality.</p> <p>Reduced gender based violence at home & on the streets.</p> <p>Improved coexistence between couples and reduction of sexual exploitation of women and girls.</p> <p>A socially responsible, violent free, politically tolerant, improved child rights laws, and economically prosperous society.</p> <p>No. of people living with disability receiving livelihood supported.</p> <p>Reports on the commemoration of the International Day of People with Disability.</p> <p>Reports on quarterly sensitizations on disability.</p> <p>Reports on the commemoration of the International Day of the Aged including</p> | KNSCC/MoS W |

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| <p>assistance, and medical care where applicable;</p> <p>7.7. foster a city that uphold a culture of respect and non-violence, where gender-based violence is not tolerated and women and girls feel safe and secure;</p> <p>7.8. strive to build a city that support women's access to economic opportunities, including education, employment, and entrepreneurship, and ensure that they receive fair wages and working conditions;</p> <p>7.9. ensure that women and girls have access to quality education and healthcare services, including reproductive health services;</p> <p>7.10. ensure that all residents, regardless of gender, ethnicity, disability, or other characteristics, have equal access to resources and opportunities.</p> <p>7.11. establish and strengthen child protection systems to prevent and respond to all forms of child abuse, neglect, exploitation, and violence;</p> <p>7.12. eliminate child marriage through legal reforms, awareness campaigns, and community engagement;</p> <p>7.13. protect children affected by household conflict, and ensuring their access to education, healthcare,</p> | | | | <p>radio programmes conducted.</p> <p>Reports on the ratio of people provided with diets to compliment livelihood.</p> <p>Reports on the no of community awareness raising activities conducted on the harmful effects of drug abuse and its related incidences.</p> <p>Reports on the number of workshops held to strengthen the legal and regulatory frameworks of the vulnerable.</p> <p>A database on children and adolescent issues.</p> <p>Evidence of the constructed psych-social centers as well as those rehabilitated.</p> <p>No of Aged People receiving livelihood support as well as the ratio of people with special needs on support systems.</p> <p>The rate of children with disability receiving livelihood support.</p> <p>Yield of the produce of women in Agriculture.</p> <p>Evidence of the constructed social welfare office as well as evidence of the constructed orphanages.</p> <p>Evidence of women's centers maintained as well as the skill training centers and</p> | |
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| <p>and psychosocial support;</p> <p>7.14. ensure the rights of children with disabilities are respected and promoted, including access to education, healthcare, and inclusive environment.</p> <p>7.15. provide livelihood support to 200 persons living with disability annually;</p> <p>7.16. partner with other stakeholders to celebrate the annual International Day of Persons Living with Disability by directly involving 250 people (75 Male and 60 Female);</p> <p>7.17. conduct annual community sensitization on The Disability Acts, 2011 within the city;</p> <p>7.18. work with other stakeholders to commemorate the annual International Day of the Aged for 200 people;</p> <p>7.19. undertake monthly Radio Programme on welfare issues affecting the Aged;</p> <p>7.20. provide diets to compliment livelihood support to 30 most vulnerable older persons and persons with disabilities in two chiefdoms 15 participants each (Male 15, Female 15) every year;</p> <p>7.21. collaborate with other stakeholders to undertake Community Awareness Raising on</p> | | | | <p>youth centers constructed.</p> | |
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| <p>the harmful effects of drug abuse (Kush) among youths in 4 sections every quarter;</p> <p>7.22. strengthen the legal and regulatory framework every year by reviewing framework review data and information management every year to improve on children and adolescent issues;</p> <p>7.23. construct 4 Orphanages;</p> <p>7.24. construct 4 remand home for children in conflict with the law;</p> <p>7.25. provide support to 2,000 vulnerable people and 6,000 aged within the city;</p> <p>7.26. provide support to 9,000 people living with special needs.</p> | | | | | |
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| <div data-bbox="771 1192 922 1354" data-label="Image"> </div> <p>Strategic Theme 8: Climate Change Resilient & Environmentally Friendly City</p> | | | | | |
|---|--|-----------------------------|---------------|--|--------------------------|
| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators (KPI) | Person(s) Responsible |
| <p>8.1. set ambitious, science-based targets for reducing our greenhouse gas emissions, aligning with the Paris Agreement goals and the 1.5-degree Celsius pathway;</p> <p>8.2. track our progress and report transparency on</p> | A climate smart and environmentally ready and friendly city. | 19,200,000 | 2025-30 | <p>More than 50% of city area with up-to-date climate vulnerability mapping.</p> <p>60% of new public projects meeting resilience standards (e.g., flood-proofing,</p> | KNSCC/MoEnv |


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| <p>our emissions reduction efforts;</p> <p>8.3. integrate environmental considerations into all our operations, from sourcing materials to service design and service delivery, to ensure minimal environmental impact;</p> <p>8.4. promoting circular economy principles, reduction of waste, and conserve resources;</p> <p>8.5. prioritize the use of renewable energy sources to power our operations and encourage our suppliers to do the same;</p> <p>8.6. invest in energy efficiency measures and explore opportunities for distributed renewable energy generation;</p> <p>8.7. assess our vulnerability to climate change impacts and develop adaption strategies to build resilience within our operations and supply chain;</p> <p>8.8. support communities affected by climate change;</p> <p>8.9. actively promote environmental awareness and engage without stakeholders on environmental issues;</p> <p>8.10. support conservation efforts and contribute to the restoration of degraded ecosystems;</p> <p>8.11. foster innovation in sustainable technologies and practices;</p> | | | | <p>heat-resistant materials).</p> <p>More than 50% of municipal energy demand from renewable sources.</p> <p>More than 40% of waste diverted from landfill via recycling/composting.</p> <p>60% reduction in single-use plastics in city operations & retail.</p> | |
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| 8.12. collaborate with industry peers, research institutions, and government agencies to advance sustainable solutions; | | | | | |
| 8.13. be transparent about our environmental performances and hold ourselves accountable for our commitments; | | | | | |
| 8.14. regularly report on our progress and identify areas for improvement; | | | | | |
| 8.15. be actively engaged with our local communities to address environmental concerns and promote sustainable lifestyles; | | | | | |
| 8.16. support initiatives that benefit the environment and improve the quality of life for our neighbours. | | | | | |

|  <p>Strategic Theme 9: Fire Services</p> | | | | | |
|--|---|-----------------------------|---------------|--|----------------------------------|
| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators (KPI) | Person(s) Responsible |
| 9.1 implement enhanced fire prevention programs such as the construction of fire belts; including public education | An empowered fire services sector with the requisite equipment, | 8,460,000 | 2025-30 | Having a fully operational City Disaster Management Council. | KNSCC/ National Fire Services |

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| <p>campaigns and proactive inspections;</p> <p>9.2 facilitate the establishment of City Disaster Management Agency to enhance governance of the sector;</p> <p>9.3 develop and implement comprehensive emergency preparedness programs, including drills and community outreach;</p> <p>9.4 train 200 Farmers on fire belt construction within the district;</p> <p>9.5 develop and implement a multi-channel public education campaign, utilizing various media outlets and community events;</p> <p>9.6 optimize resources allocation, implement advanced dispatch systems and enhance training protocols;</p> <p>9.7 invest in in specialized equipment and training, and develop interagency coordination protocols;</p> <p>9.8 implement technology solutions, optimize workflows, and promote data-driven decision-making;</p> <p>9.9 implement comprehensive health and wellness programs, provide advanced training in safety protocols, and promote a culture of safety; provide access to advanced training opportunities, promote professional development, and foster</p> | <p>skills and resources.</p> <p>An improved fire prevention and disaster management mechanisms that champion city disaster management endeavours.</p> | | | <p>A sufficient number of fire belts and a good no of trained farmers on fire belt construction;</p> <p>Fully equipped, financially viable, professionally trained and swiftly responsive fire service providers.</p> | |
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| a culture of continuous learning; 9.10implement employee recognition programs, promote a positive work environment, and foster a sense of community. | | | | | |
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|  Strategic Theme 10: Strategic Waste Management & Development | | | | | |
|---|--|-----------------------------|---------------|---|------------------------------------|
| Key Activities | Output | Input/ Resource (NLe) | Time Frame | Key Performance Indicators (KPI) | Person(s) Responsible |
| 10.1develop collection infrastructure, transfer systems and operational arrangements. Consider using small vehicles based on chassis that are widely available locally, avoid duplicated collection routes and minimize the distance to disposal; 10.2work in partnership with the informal waste sector (if it exists) to develop a strategy to formalize it and to improve working conditions for waste pickers; 10.3establish requirements for source segregation of waste by large waste producers, such as markets or industrial sites; 10.4ensure, at a minimum, disposal to a sanitary landfill with gas flaring. Ideally, utilize landfill gas | Build an integrated waste management system that reduces pollution, supports circular-economy jobs, and protects public health. A documented citywide plan covering waste generation data, collection strategy, recycling, composting, hazardous waste, and final disposal. Regular, efficient collection in all neighbourhood | 120,500,000 | 2025-30 | kg of waste produced per resident/day; % of households & businesses with regular waste pick-up; # of unregulated dumps closed & rehabilitated; % of total waste recycled/composted; % of food/green waste composted; Value of materials sold back to market; | KNSCC/ National Disaster Magmt. |

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| <p>to produce energy, and reduce and divert waste through the approaches below;</p> <p>10.5 set recycling priorities by collecting and analyzing waste data, or seek data from similar-sized cities;</p> <p>10.6 make recycling services easy to use by: implementing door-to-door collection and/or drop-off schemes; using convenient, single-stream bins; and maximizing the number of accepted materials;</p> <p>10.7 incentivize and support recycling with pay-as-you-throw policies, deposit schemes, and local bans on non-recyclable items;</p> <p>10.8 develop clear and targeted communications campaigns to ensure easy access to information on what can be recycled;</p> <p>10.9 use positive and engaging messages that will resonate with citizens, such as civic pride, cost savings, sustainability and job creation.</p> <p>10.10 secure the buy-in of collection workers and waste management operators by making it more convenient for them, and with incentives such as revenue-sharing mechanisms;</p> <p>10.11 seek opportunities to create material 'loops' that funnel recovered</p> | <p>s; includes new/rehabilitated trucks, bins, and GIS-mapped routes. At least one fully equipped centre for sorting plastics, paper, metals, glass, and e-waste, with clear market linkages.</p> | | | | |
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| materials back into local enterprise. | | | | | |
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