

Freetown Development Agenda

Transform Freetown - Transforming Lives

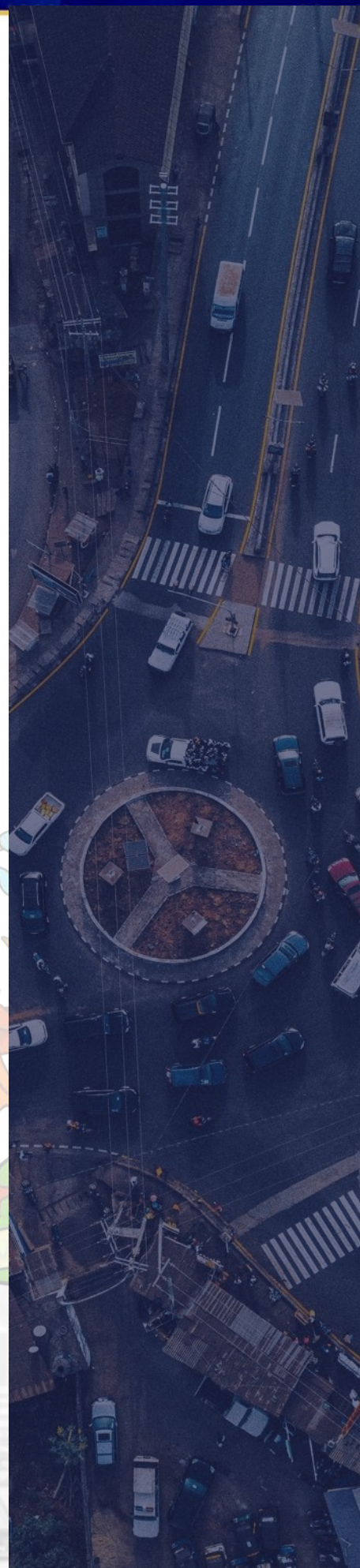
Creating 120,000 Decent Jobs
for Women and Youth



JULY 2024

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Foreword

It is a great honour and privilege to lead our vibrant city, a city steeped in rich history and culture, nestled between the majestic “Lion” mountains and the Atlantic Ocean. Freetown, founded in 1792 by formerly enslaved people, is home to all 17 ethnic groups of Sierra Leone, and exudes a unique blend of energy and charm. With a population now in excess of 1.2m residents, Freetown generates approximately 30% of the national GDP whilst housing 15% of the national population.

However, Freetown faces significant challenges. Over the past 25 years, rural-urban migration, initially driven by an 11-year civil war and now exacerbated by climate change, has led to an unplanned population surge. In the absence of decentralised, effective land use planning and building permit issuance, this rapid growth has strained our city's resources, resulting in the creation of over 80 informal settlements, deforestation, destruction of water catchments, sanitation issues, poor transport connectivity, and inadequate access to basic services.

These issues impact all Freetonians but hit our most vulnerable populations the hardest.

Our city's youth, who make up approximately 800,000 of our 1.2 million residents, are the future of Freetown. Yet, 70% of these young people are unemployed or underemployed, and despite a literacy rate of 77%, they often lack market-ready skills. With women comprising 51% of our population, their future prospects are even more daunting. I engage with young people daily and witness their frustration and despair. I am acutely aware of the challenges many women face trying to raise their families and improve their lives. I believe in the potential of our women and our youth and I am committed to unlocking these.

I believe in the potential of our women and our youth and am committed to unlocking these.

Let's join hands to Transform Freetown by Transforming Lives”

Yvonne Aki-Sawyerr OBE
Mayor of Freetown





In our first term, the Transform Freetown agenda focused on structural challenges. In Transform Freetown-Transforming Lives, we pledge to create 120,000 decent jobs for women and youth by 2028.

Jobs will be created through interventions that directly address the structural challenges of Freetown and that stimulate economic growth, building on the previous Transform Freetown agenda. Jobs will be created as we expand #FreetownTheTreeTown from 1m to 4m trees, construct and operate another wastewater treatment plant and create a supporting infrastructure to enhance the digital economy. Jobs will also be created in heritage tourism as we package and promote the natural beauty and rich cultural history of our beautiful city. We will empower youth and women with market ready skills ranging from coding to construction, from hospitality to urban farming, from financial literacy to fashion.

This document outlines our plans to address the city's challenges while harnessing its immense potential. It details our collaborative efforts to Transform Lives over the next four years, building on the foundation laid by the previous Transform Freetown Plan.

The 2024-2028 FCC development agenda will adopt an inclusive approach, establishing interventions, determining effective ways to achieve them, and assessing and reporting on our progress, all supported by data and innovation. Our aim is to address Freetown's challenges and create jobs through four clusters: Climate Action, Heritage Tourism, Digital Economy, and Human Capital Development.

Within these clusters, we will focus on several critical pathways: investing in reforestation, green energy, and heat adaptation, expanding investments in the waste management value chain; undertaking city regeneration and informal settlement upgrades and investing in green mobility; promoting Freetown as a destination city with a focus on heritage sites, cultural festivals and the creative arts; improving access to digital skills and investing in the enabling environment for digital transformation; strengthening early childhood development, basic education and skills development; improving access to water; improving health outcomes at the primary care level; and improving access to food through urban farming. All our interventions will be designed to create opportunities for women and youth including persons living with disabilities;

In developing this agenda, FCC engaged all relevant stakeholders: residents, the private sector, development partners, community groups, civil society, central government, NGOs, professional and academic institutions. Through extensive community engagements, technical planning labs, bilateral meetings and donor and private sector roundtables, we harnessed the input of our stakeholders and these are reflected in the planned interventions.

Join us, partner with us, and stand with us as we bring hope to our women and to young Freetonians.

Together, we can transform lives and unlock Freetown's potential!





The Council



Yvonne Aki-Sawyerr OBE
Mayor of Freetown



Kweku Lisk Esq.
Deputy Mayor of Freetown



Raman Tom Farmar
Chief Administrator



Zainab Conteh



Abdulai Kabba



Abdulai S.S. Conteh



Abubakar Tejan Jalloh



Agnes Marah



Alhassan Kalokoh



Amadu Kargbo



Ahmed Karim Bangura



Angela Barbar Richards



Foday Ibrahim Yansaneh



Hakiratu Maxwell Caulker



Ibrahim Conteh



Ibrahim Gbla



Ibrahim Jalloh



Ibrahim Sorie Conteh



Isata Leigh



Issa Fatoma



Jenas Mansaray



Jeremiah Oju Moses Bereth



Maferah Turay



Mamoud TK Simbo



Marie Conteh



Maya Bangura



Mary Ann Kamara



Mohamed Darboh



Mohamed Fofanah



Noah Bockarie Marah



Samuel Kamara



Samuel O. Osefele



Sarah Amara



Sasa Kamara



Sheku Deen Mansaray



Sheku Emile N'Bompa
Turay



Siaka Khanu



Thiamu Turay



Tutu Bailor



Umaru Bangura



Unisa Kamara



Winstona Campbell



Zainab Sesay Turay

Innovation and resilience are powering Freetown's incredible development. As the city transforms, opportunities and employment are being created, which empowers residents in different communities across Freetown.

Kweku Lisk Esq.
Deputy Mayor of Freetown

During the development of this framework, the council has tapped into the knowledge and experience of our residents via community meetings, focus groups, and town hall meetings. More people feel like they belong and are taking responsibility because of this grassroots effort. Residents aren't only getting what they pay for; they're actively involved in making Freetown the best place it can be.

Raman Tom Farmar
Chief Administrator, Freetown City Council

Our Operating Environment – Our Freetown

Since 1792, when the city was founded, Freetown has been many things. A haven for previously enslaved people, a trading hub, a World War II Naval Base, the heart of academic excellence in West Africa and in 1961 it became Sierra Leone's capital city and the seat of government.

Today Freetown is home to 15% and 35% of Sierra Leone's total population and entire urban population, respectively. As the country's largest city and main economic and administrative hub, we are the engine of the country's economy - accounting for 30% of the country's gross domestic product (GDP).

The city's natural environment is unique. Its boundaries are mountains, forests, rivers, and the Atlantic Ocean. Our city has the potential to be the most beautiful in Africa, and one of the richest and most dynamic, but we face severe challenges.

Our Operating Environment – Our Freetown

Issues

Issues

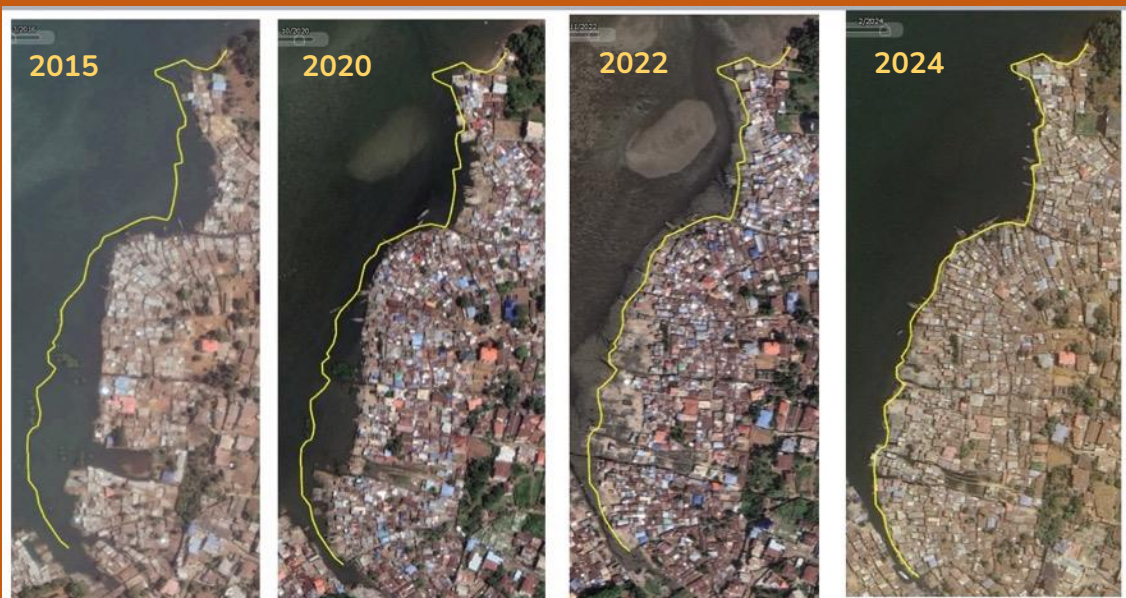
➤ Rapid urbanization and unemployment

With over 1.2 million residents, and a growth rate of 3.07% per annum, Freetown's population is expected to double by 2028 compared to 2013, according to the Freetown structure plan 2013-2028. Yet, as we stand, housing, health, education, sanitation and other services are already inadequate for the existing population. Additionally, 70% of the city's youth are unemployed or underemployed, despite a literacy rate of 77%. The high unemployment rate combined with the population growth is set to intensify the rapid growth of informal settlements that already make up 36% of Freetown's settlements, according to a 2019 World Bank report.

➤ Lack of land use planning and ineffective building permit issuance

Contrary to international best practice and successive Local Government legislation, land use planning and building permit issuance has not yet been devolved to Local Councils and is not effectively implemented leading to inefficient and sometimes dangerous land use. The current review of the Town and Country Act offers hope that these essential urban management functions will be devolved to the Local Councils, enabling critical environmentally sensitive actions to be taken.

Growth of Cocklebay Community



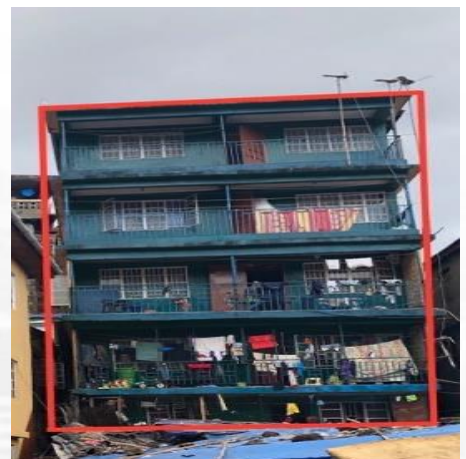
Our Operating Environment – Our Freetown

Consequences

Consequences

➤ Environmental time bomb, sanitation access challenges

The resilience and beauty of our city is threatened by the combination of a population explosion and the lack of land use planning, increasing the risk and occurrence of natural hazards such as flooding and landslides. The result is a sprawling and fragmented city, increasingly characterised by informality, with poor infrastructure, poor management of road space, and inadequate public transport. We know from bitter experience that unabated deforestation, coastal and river-bed constructions and land reclamation have created a perfect recipe for flooding and landslides. The delivery of sanitation services to hard-to-reach communities is particularly challenging as there is often no road access, resulting in unsanitary practices that exacerbate flooding downstream.





Some Key Achievements (2019 - 2023)

Our efforts to Transform Freetown began with FCC's 2019-2023 Development Plan



#FreetownTheTreeTown- planted & tracked 977,000 trees & created >1500 jobs



Built and operationalised Freetown's first Wastewater Treatment Plant



Entered final stage of Wilberforce market construction



Conducted extensive flood mitigation activities before the rainy season



Launched Freetown's first ever Climate Action Plan



#FreetownTheTreeTown- planted & tracked 977,000 trees & created >1500 jobs



Launched & completed the Freetown Cable Car Feasibility Study



Launched & capacitated the Freetown Fashion Design & Creative Arts Network



Equipped and empowered > 1200 youth through waste collection jobs



Commenced work on informal settlement upgrades including Susan's Bay & Kolleh Town



#BeatTheHeat: Constructed shade covers in 3 markets



Built and operated Early Learning Adventure for Congo Water Market



Some Key Achievements (2019 - 2023)



Digitized property rate system which has led to a 5x increase in potential property tax revenues



Installed a biogas plant at Mabella Market



Installed 10 biodigester toilets at Susan's Bay



Distributed water filter kits to all PHUs within Freetown



Created a green space at the Aberdeen roundabout



Constructed over 2.2 km of drainage in 11 communities



Installed 75 streetlights in Susan's Bay to be powered by the biogas plant



Installed 160 water storage tanks & rain harvesting system in communities & PHUs



Commenced construction of 12 classroom primary school in Kroo Bay community



Conducted an Urban Heat Island assessment of Freetown



Over 33,100 students benefitted from FasterMath program as part of School Leaders Support Program



Implemented urban farming projects in 8 communities



Our Vision

By facilitating the creation of decent job opportunities and by equipping Freetonians with the necessary skills and knowledge to capitalize on those opportunities, this development agenda aims to transform lives across the city. Becoming a job taker or a job creator not only enhances livelihoods but also supports the development of residents' human capital, ultimately transforming Freetown into a thriving, resilient, and inclusive city. The focus on jobs in green and productive sectors will support economic growth and multigenerational wealth creation in our city, whilst addressing some of the many structural challenges that our city grapples with.



“Transform Freetown – Transforming Lives”

Our Target

*“To create 120,000 decent jobs
for women & youth by 2028”*



Key Considerations for Decent Jobs to be Created

“Decent jobs refer to ‘opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for all, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.’”

International Labor
Organisation (ILO)

This agenda supports inclusive economic growth for young people and women. The interventions have been designed to foster an inclusive enabling environment, conducive to the creation of decent and sustainable employment in the formal economy with targeted support to entrepreneurs. We are focusing on sectors which have significant forward and backward linkages in order to maximise the creation of indirect jobs arising from our planned interventions. We welcome all forms of job creation, particularly green jobs that focus on preserving or protecting the natural environment. This preference reflects our commitment to sustainable development and environmental stewardship.



Photo Credit: Hedda Most



Key Considerations for Decent Jobs to be Created

Parameters for job creation:

Direct Jobs:

Jobs created as a result of the intervention (e.g., hiring by companies receiving support)

Indirect Jobs:

Jobs created across the supply chain or related industries due to increased demand from the intervention

Full-time equivalents (FTE):

Jobs will be defined in terms of full-time equivalents to account for part-time, temporary, and seasonal work

Attribution:

Jobs will be reasonably attributed to the interventions, using methods such as surveys, interviews, or econometric analysis

Quality:

Quality of jobs will be considered against selected parameters (e.g., wage level, benefits, working conditions)

Skills for life:

Technical skills training and upskilling programmes for inclusive market systems and businesses growth

Scale:

Productive linkages of micro, small and medium enterprises with large and productive enterprises to increase productivity and facilitate learning and knowledge sharing

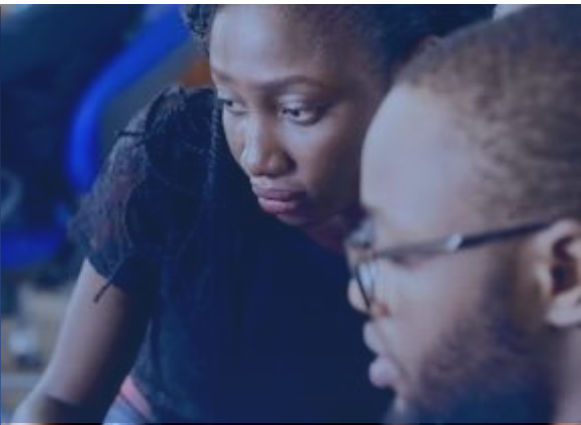




Our Framework

“Transform Freetown – Transforming Lives”

To create 120,000 decent jobs for women & youth by 2028



Clusters

Critical pathways

1. Climate Action



Invest in reforestation, green energy and heat adaptation



Expand investments in solid and liquid waste management value chains



Undertake city regeneration, informal settlement upgrades & green mobility

2. Heritage Tourism



Promote Freetown as a destination city with a focus on heritage sites, cultural festivals and the creative arts

3. Digital Economy



Improve access to digital skills and invest in the enabling environment for digital transformation

4. Human Capital Development



Strengthen early childhood development, basic education and skills development



Improve access to water



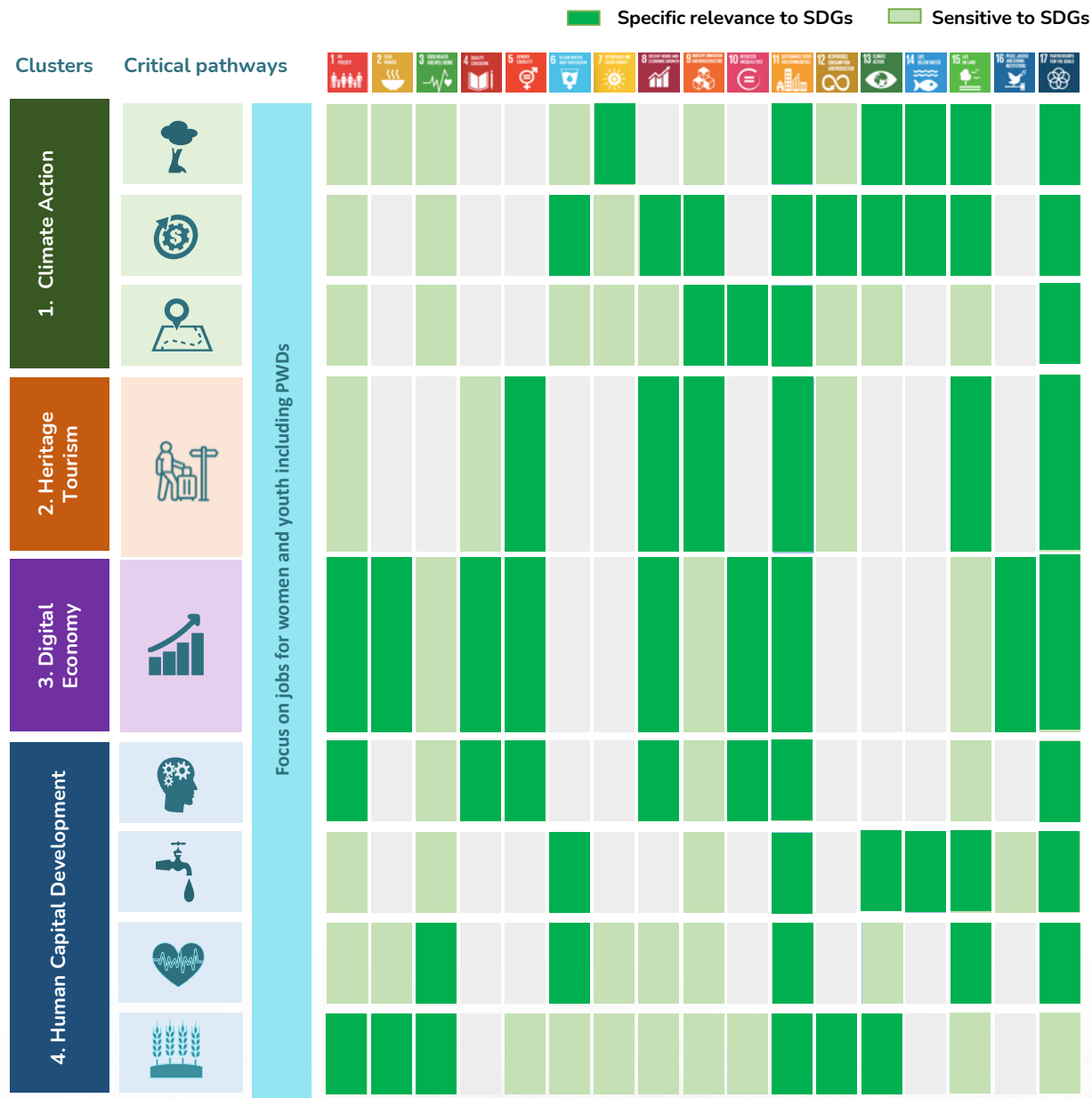
Improve health outcomes at primary care level



Improve access to food via urban farming

Our Framework

The critical pathways within the Transform Freetown – Transforming Lives priority sectors are directly linked to achievement of the Sustainable Development Goals



Our Framework

The pathways within the Transform Freetown priority sectors have been mapped to the Medium-term National Development Plan

Specific relevance to Big 5 Priorities

Sensitive to Big 5 priorities

National Development Plan			Feed Salone	Human Capital Development	Youth Employment Scheme	Infrastructure, Technology & Innovation	Transforming Public Service Architecture
Climate Action		Focus on jobs for women and youth including PWDs					
							
							
Heritage Tourism							
Digital Economy							
Human Capital Development							
							
							
							

Framework Development Process

We engaged 4,800 residents across 48 communities. Each group of around 100 residents included youth leaders, elderly individuals, persons with disabilities, and women to ensure representation. Residents identified their top development priorities and suggested sites and activities in their communities for tourism. The top three priorities were access to water, informal settlement upgrades, and access to healthcare.

Additionally, we conducted bilateral meetings with relevant Ministers and development partners, along with technical working group sessions, to refine and enhance our interventions. This inclusive and comprehensive approach ensures our framework addresses community needs and leverages cultural assets for sustainable development and is supported by key stakeholders with expert insights.

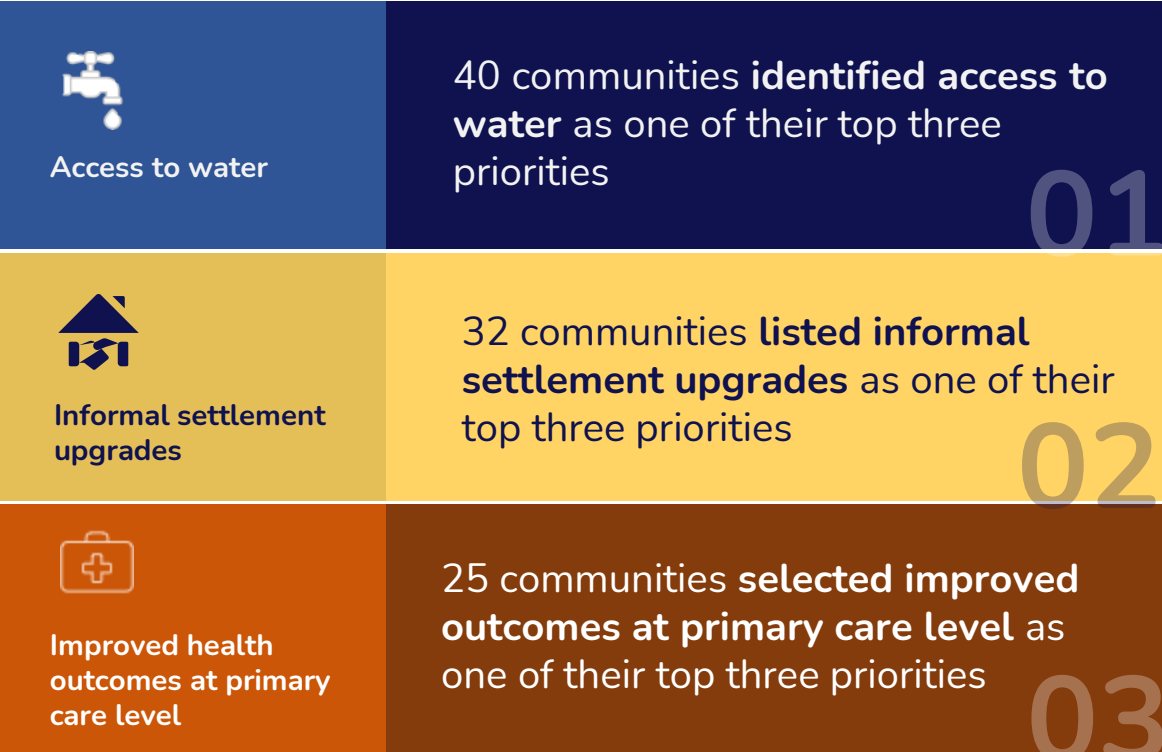




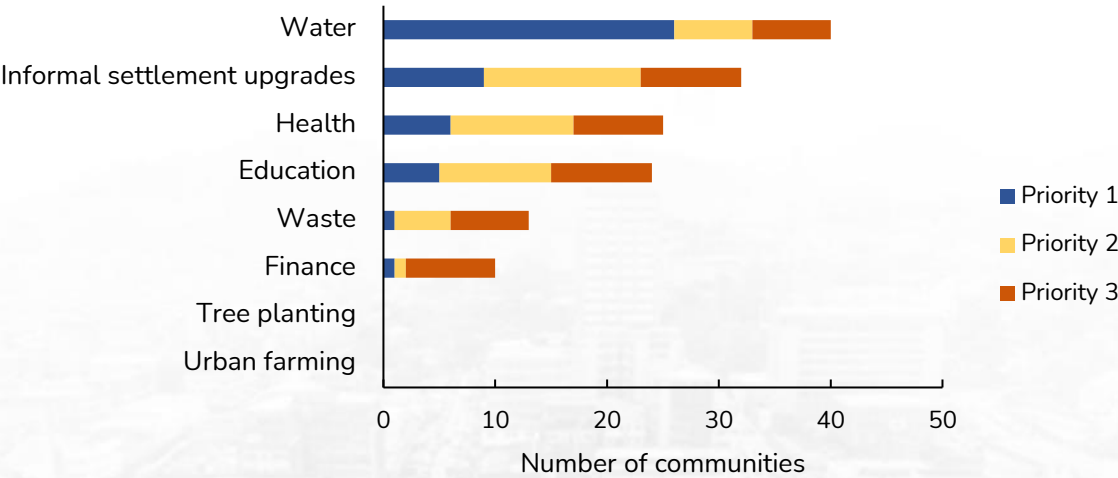
Community Priorities

Feedback from community engagement with 4,800 residents across Freetown

Top 3 priorities



Community voting outcomes on key priorities





Community Priorities - disaggregated

■ Priority 1
 ■ Priority 2
 ■ Priority 3

Critical Pathways Communities	1. Reforestation	2. Waste management	3. Informal settlement upgrades	4. Access to finance/credits	5. Basic education and skills development	6. Access to water	7. Improve access to healthcare	8. Improve access to food via urban farming
Kiosk 1 - Allen Town								
Allen Town - Mamboreh								
Fullah Town, Foamex, Calaba Town								
Lower Mayenkinah - Calaba Town								
Fainkray Street, Calaba Town								
Wellington Community Center, Wellington								
Lower Congo Water, Wellington								
Portee								
Jalloh Street, Rokupa								
Tenneh Bah Road Attaya Base, Kuntorloh								
Jalloh Terrace, Brima Lane								
Looking Town, Thunder Hill								
Grass Field, Texaco								
New Low Cost Street, Low Cost								
Corontee/ Independent Dockyard								
Shell Old Road /Eastern Paddies								



Community Priorities - disaggregated

■ Priority 1
 ■ Priority 2
 ■ Priority 3

Critical Pathways Communities	1. Reforestation	2. Waste management	3. Informal settlement upgrades	4. Access to finance/credits	5. Basic education and skills development	6. Access to water	7. Improve access to healthcare	8. Improve access to food via urban farming
Taylor Street, Shell, Muslim Agency			Priority 2	Priority 3		Priority 1		
Moyiba			Priority 2			Priority 1	Priority 3	
Cassel Farm/ Blackhall Road			Priority 2		Priority 1		Priority 3	
Benz Garage/ Ashobi Corner					Priority 3	Priority 1	Priority 2	
Cline Town Community		Priority 3	Priority 2			Priority 1		
Uppgun Market		Priority 3	Priority 1			Priority 2		
UMC Ginger Hall		Priority 2				Priority 1	Priority 3	
Crojimmy/ Mwarf Community Centre		Priority 2	Priority 1		Priority 3			
Mabella			Priority 3		Priority 1		Priority 2	
Mountain City, Mountain Cut				Priority 3		Priority 1	Priority 2	
Fire Stone, Mountain Cut					Priority 3	Priority 1	Priority 2	
Regent Road/Ambrose St		Priority 1			Priority 3	Priority 1		
Susan's Bay			Priority 3	Priority 1	Priority 2			
Leicester Road, Model			Priority 3			Priority 1	Priority 2	
Kroo Bay Community		Priority 2				Priority 3	Priority 1	
Sumaila Town Last Station			Priority 2			Priority 1	Priority 3	



Community Priorities - disaggregated

■ Priority 1
 ■ Priority 2
 ■ Priority 3

Critical Pathways Communities	1. Reforestation	2. Waste management	3. Informal settlement upgrades	4. Access to finance/credits	5. Basic education and skills development	6. Access to water	7. Improve access to healthcare	8. Improve access to food via urban farming
Hill Bypass/New Road/ Sumaila Town					Priority 3	Priority 1	Priority 2	
Portugese Town/ Brookfields		Priority 2	Priority 1			Priority 3		
Dwarzark		Priority 3			Priority 2	Priority 1		
Grey Bush, Brookfields			Priority 3				Priority 1	
Lower Tengbeh Town			Priority 3	Priority 2		Priority 1		
Upper Tengbeh Town Tamba Weh Complex			Priority 3			Priority 1	Priority 2	
Upper Tengbeh Town, White Stick			Priority 2			Priority 1	Priority 3	
Hill Station Central, Old School		Priority 3	Priority 2			Priority 1		
College Road, Congo Town			Priority 2			Priority 3	Priority 1	
Murray Town Primary School				Priority 3	Priority 2	Priority 1		
Oloshoro, Murray Town		Priority 3			Priority 2		Priority 1	
Ibo Town/ Street Community Centre, Aberdeen				Priority 3	Priority 2	Priority 1		
GrassField, Lumley			Priority 1	Priority 3		Priority 2		
Bendu's Drive, Crab Town Lumley		Priority 2	Priority 1				Priority 3	
Crab Town Lumley			Priority 3		Priority 1		Priority 2	
Jagama, Regent Road, Lumley				Priority 3	Priority 1	Priority 2		

Climate

Photo Credit: Madeleine Tran

Critical Pathway

Invest in reforestation, green energy and heat adaptation

Interventions

- **Grow additional 4 million trees by 2028 as part of #FreetownTheTreetown Initiative by**
 - Establishing a sustainable finance system for ongoing tree planting and climate adaptation by creating a natural capital investment strategy that involves the voluntary carbon market and private sector investment
 - Restoring mangroves as part of the blue economy strategy that supports biodiversity, artisanal fishing and oyster farming
 - Increasing access to training and capacity development for tree growers and trackers
 - Enabling the establishment of more plant nurseries
 - Empowering 5,000 climate ambassadors to serve as change agents to create climate change awareness
- **Introduce environmental bylaw to introduce fines and charges for indiscriminate cutting of trees**
- **Scale up production and use of low-tech multi-use waste-to-energy products by**
 - Facilitating transition to clean cooking for 50,000 households and businesses using biogas and briquettes
 - Expand the use of local off-grid biogas electrification systems powered by organic waste and faecal matter
- **Promote and facilitate access to solar energy solutions for domestic and business users**
- **Prioritise heat adaptation by**
 - Increasing awareness of heat stress and related losses through community engagement
 - Developing heat-resilient infrastructure, focusing on markets, and enhancing heat coping mechanisms by providing cold chains and improving access to drinking water and cooling systems
 - Establishing a heat resilience insurance scheme to cover economic and non-economic losses due to heat stress, particularly for female market workers



Climate

Critical Pathway

Expand investments in solid and liquid waste management value chains

Interventions

- **Implement a new waste management strategy by**
 - Utilizing a digital waste management system to enhance the operations and management of municipal waste
 - Contracting waste service providers for the management of the 8 waste collection blocks
 - Distributing standardized waste collection bins to all producers: households, commercial businesses and institutions
 - Enforcing the payment of waste collection fees to FCC as mandated by the 2024 sanitation bylaws
 - Introducing a customised in-community waste collection model for hard-to-reach communities
- **Institute waste segregation at source in five markets and scale up the recycling of organic waste to compost to reduce methane emissions**
- **Continue citywide public space sweeping program**
- **Operationalise and upgrade six existing transfer stations into Material Recovery Facilities (MRFs)**
- **Support plastics recycling operators by encouraging recycling, facilitating their access to plastics waste collection and promoting the use of recycled products**
- **Undertake massive sanitation awareness campaign by**
 - Conducting “Cleanest Community” and “Cleanest School” competitions
 - Engaging traditional and social media platforms and working with youth influencers
- **Expand liquid waste management capacity by**
 - Expanding the existing Kingtom wastewater treatment plant and building a new wastewater treatment plant in the East End of Freetown
 - Repairing and operationalising the sewage system in the Central Business District
 - Constructing new public toilets and rehabilitating existing public toilets



Climate

Critical Pathway

Undertake city regeneration, informal settlement upgrades & invest in green urban mobility

Interventions

- **Revitalise urban space to enhance functionality and appeal to Freetonians by**
 - Regenerating the city center (Wilberforce Street to Walpole Street) with the introduction of a controlled parking zone, pavement repairs, installation of street lighting and greening
 - Planting 2000 ornamental trees along four main thoroughfares (Congo Cross, Siaka Stevens Street, Hill Station to Lumley and Hannah Benka Coker Street)
 - Creating improved pedestrian walking spaces by constructing four new markets and rehabilitating four existing market structures with the aim to reduce street vending
 - Introducing standardised FCC branded umbrellas for street vendors to enhance city aesthetics whilst facilitating vendor registration
- **Continue ongoing implementation of upgrades in seven informal settlements (Moyiba, Rokupr, Coconut Farm, Kolleh Town, Cocklebay, Kroo Bay and Susan's Bay) by**
 - Constructing new and improved drainage
 - Improving access to roads
 - Providing off-grid street lighting solutions
 - Providing public toilets and improved solid waste management
 - Formalising Area Action Plans and securing Ministry of Lands Special Planning Zone declarations for these communities
- **Expand informal settlement upgrades to other communities**
- **Implement green urban mobility alternative by**
 - Securing funding and operationalising the Freetown cable car system along the first pilot route (Eastern Route - Kissy Ferry Terminal to Government Wharf) by 2028
 - Expanding to the second route (Mountain Route) and third route (Western Route)

Heritage Tourism



Critical Pathway

Promote Freetown as a destination city with a focus on heritage sites, cultural festivals and the creative arts

Interventions

- **Develop marketing campaign for “Discover Freetown” targeting the Mano River Union countries, the Sierra Leonean Diaspora and African Americans**
- **In collaboration with relevant stakeholders, identify and prioritise the restoration and preservation of 10 heritage sites in Freetown**
- **Facilitate visitor access to these heritage sites by**
 - Supporting heritage site management
 - Facilitating their inclusion in existing Freetown tour programmes and in the creation of new tour programmes
 - Creating digital platforms for remote engagement with these sites
- **Develop and promote an annual Freetown calendar featuring creative arts, visual arts, music and more**
 - Annual Freetown Day cultural celebrations on 11th March
 - Lantern festival, other festivals and carnivals
 - Book festivals
- **Strengthen and capacitate the existing Freetown Fashion Design & Creative Arts Network to promote local artists and artisans**
- **Provide physical spaces for curating cultural events and showcasing local art and products**
- **Build on past collaboration with the International African American Museum to create a partnership based on our shared history**
- **Establish and strengthen cultural exchanges with Freetown’s twinned cities**
- **Rehabilitate and preserve Freetown’s cemeteries and historic markets as additional heritage sites**



Digital Economy



Critical Pathway

Improve access to digital skills and invest in the enabling environment for digital transformation

"Without a digital economy, we cannot really transform the lives of Freetonians. It is thus a mark of leadership that the FCC is engaging all relevant stakeholders in building an ecosystem that supports this transition."

Francis Stevens George,
Innovation SL

Interventions

- Expand existing tablet-based reading and maths learning programme in 65 primary schools to 200 primary schools
- Introduce annual Mayor's Hackathon to support technological innovations in Freetown by:
 - Collaborating with specialised hubs and accelerators to organise community-based hackathons to address local/city challenges and uncover new opportunities
 - Winners of the community hackathons participate in the annual Mayor's hackathon, representing their communities
- Provide space and infrastructure for a digital hub that offers digital training and incubation support for tech innovators
- Partner with digital service providers to promote and amplify existing digital apps and solutions that facilitate financial inclusion, particularly on providing access to finance and improving financial health
- Utilising FCC's existing MOPTAX property rate database information, introduce Google Plus Codes to Freetown's street addresses to simplify locating residences and businesses whilst exposing Freetonians to a practical everyday use of digital technology
- Enhance efficiency, transparency, and residents' digital engagement with the FCC's operations and services by
 - Developing a user-friendly Freetown City Council app designed to provide residents with comprehensive information about the council, facilitate digital payments for all municipal services and enable residents to give feedback to FCC
 - Adopting digital-first solutions for FCC's record-keeping and document management

Human Capital Development 04



Critical Pathway

Interventions

Strengthen early childhood development, basic education and skills development

- **Improve early childhood development outcomes through greater access to play and structured learning for under-fives by**
 - Creating permanent and temporary play areas for children
 - Expanding early learning centres in markets for vulnerable children
 - Empowering and training individuals in communities to serve as parental coaches to increase access to reliable information and provide support for parents and expectant mothers
- **Continue to implement and expand the existing School Leaders Support Programme in primary and junior secondary schools to achieve 15 Minimum Expectations, a set of minimum standards for school performance, and expand the following subprojects**
 - FasterMath to improve foundational numeracy skills in upper primary grades
 - Pawa to develop gender-sensitive school leadership
 - Tablet-based learning to support foundational literacy and numeracy
- **Support infrastructural and WASH improvements in the most challenged primary and junior secondary schools in partnership with alumni organisations, private sector and other potential donors**
- **Provide relevant skills development opportunities to Freetonians by**
 - Partnering with local and international academic institutions, professional bodies and training organisations to provide in-person and virtual skills training and capacity building with certifications, including in work readiness, entrepreneurship, sustainability, hospitality and other vocational disciplines
 - Creating partnerships with local businesses and organizations to offer tailored vocational training and job placement opportunities for persons with disabilities, fostering inclusive employment opportunities and community integration



Human Capital Development 04



Critical Pathway

Interventions

Strengthen early childhood development, basic education and skills development

- Facilitating the creation of job placements and internships to enable graduates to develop competencies and capabilities in leadership, employability, and basic entrepreneurship knowledge and skills
- Promote and utilise sporting activities to build teamwork and leadership skills and encourage physical and mental fitness for youth and women
- Offer training under the Caring Freetown Cities initiative to provide women caregivers with skills to improve their lives and better assist their families
- Facilitate the provision of training and support to environmentally conscious SMEs to improve access to finance, strengthen sustainable supply chains and increase circularity

Improve access to water

- Compile and maintain comprehensive digital database of all installed community waterpoints (tanks, boreholes, public taps, water wells) capturing photographs, location coordinates, current functionality and management structure and ensure all existing waterpoints are functional by undertaking repairs and reviewing management arrangements as appropriate
- Complete current installation of 65 solar powered boreholes with water treatment and kiosks operators and expand the installation of solar powered boreholes to additional communities, with a preference for women-led business management structures
- Promote the uptake of household and community rainwater harvesting schemes, including facilitating access to finance and materials for installations

Human Capital Development 04



Critical Pathway

Interventions

Improve health outcomes at primary care level

- **Increase the adoption of healthy behaviours and environments to reduce the prevalence of non-communicable diseases (NCDs), with emphasis on hypertension, diabetes, malaria, chronic respiratory disease and mental illness by**
 - Establishing a monthly "Healthy Freetonian" day to promote walking, exercise and diagnostic testing
 - Continuing and expanding our current sodium reduction campaign in markets and sodium reduction policy formulation with the Ministry of Health in respect of school and hospital meals
 - Developing and implementing a robust, sustained community-centred anti-substance abuse campaign with a focus on Kush
 - Reducing indoor air pollution through introducing clean cooking products and practices
 - Strengthening air quality monitoring knowledge and capacity (through developing baselines for health impacts from air pollution) and establishing air quality monitoring stations across Freetown
 - Partnering with relevant stakeholders to amplify their NCD preventions activities and campaigns and signposting Freetonians to counselling, preventative and treatment services
- **Improve food safety awareness to limit the risks posed by foodborne illnesses such as typhoid by**
 - Sensitising both food handlers and consumers to promote proper food handling practices, hygiene, and the importance of safe food preparation
- **Improve health seeking behaviours for vulnerable communities by increasing access to health insurance**
- **Support infrastructural upgrades and WASH improvements in the Peripheral Health Units and Community Care Centres located in our most vulnerable communities**

Human Capital Development 04



Critical Pathway

Interventions

Improve access to food via urban farming

- Enhance and expand previous urban farming initiatives in Bottom Oku, Ojuku Junction, Tree Planting, Kamayama and Kaningo
- Support the formalisation of existing female urban farmers through partnerships that provide the farmers with access to technical support and finance
- Establish gardens in schools to promote environmental education, healthy eating and community engagement



Co-Benefits

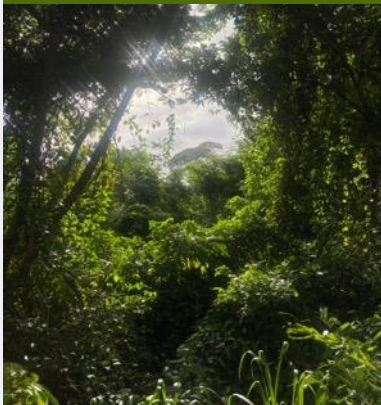
As we implement our strategic interventions, it is crucial to recognize the array of co-benefits that each intervention brings. The interventions not only support our primary objective of creating 120,000 decent jobs for women and youth but also generate additional positive outcomes across various sectors. By recognizing and harnessing these co-benefits, we not only achieve our primary goal, we also enhance the overall wellbeing of our residents and the resilience of our city.



Co-Benefits



Climate



Our climate-focused strategies aim to mitigate environmental impacts while fostering resilience against climate change. The co-benefits of include:

- Improved water quality
- Improved health outcomes
- Disaster prevention & mitigation
- Improved air quality
- Economic growth
- Reduced carbon & methane pollution



Heritage Tourism



By promoting heritage tourism, we aim to preserve our cultural assets and stimulate economic growth. The co-benefits of this include:

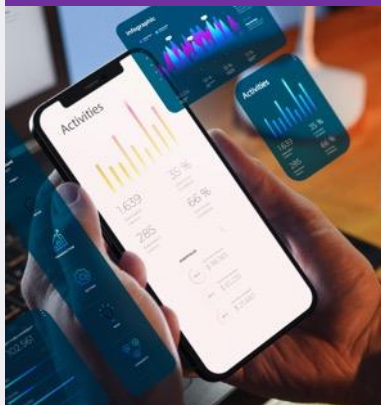
- Sustainability by reusing existing structures
- Educational opportunities
- Job creation
- Cultural preservation
- Economic growth



Co-Benefits



Digital Economy



Our commitment to developing a robust digital economy fosters innovation and connectivity. The co-benefits include:

- Enhanced income generation
- Accelerated adoption of digital services
- Improved revenue
- Improved technology awareness
- Increased innovation
- Development of a smart city



Human Capital Development



Investing in human capital development ensures a thriving, educated, and healthy population. The co-benefits of this intervention are disaggregated across the various sectors it covers.

Early Childhood Development, Basic Education And Skills Development

- Increased trainings for teachers
- Improved learning outcomes
- Coaching & mentoring
- Improved livelihoods
- Increased ICT skills

Access to Water

- Enhanced social cohesion
- Improved health outcomes
- Disaster prevention & mitigation
- Income generation
- Economic growth
- Women empowerment

Co-Benefits



Human Capital Development



Improve Health Outcomes

- Social protection
- Illness prevention
- Mitigate public health risks
- Foster inclusivity in and community-based decision making

Improve Access to Food via Urban Farming

- Improved health outcomes
- Recycling and reuse of bio produce/ food waste
- Improved nutrition and access to food
- Increased revenue sources for households and reduced spending on food





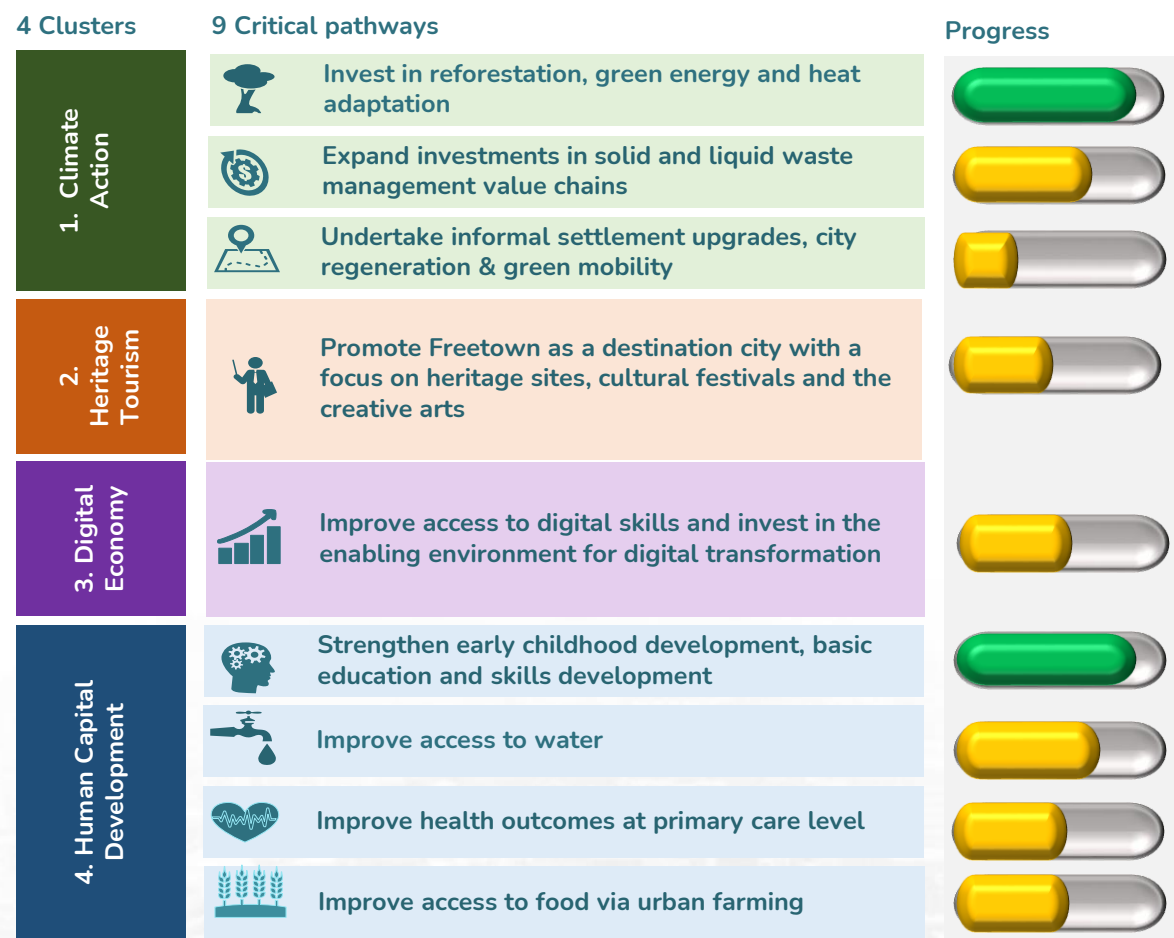
Tracking & Accountability

To ensure transparency, effectiveness, and continuous improvement in our strategic initiatives, we will implement robust tracking and accountability mechanisms.

Key Components

- 1. Log Frame: Detailed log frame will be created for all interventions, providing a structured approach to planning, monitoring, and evaluating our activities.
- 1. Annual Reporting: We will issue annual reports that provide a thorough analysis of our progress, achievements, and areas for improvement.
- 2. Internal Dashboard: An internal dashboard will be utilised by the team to track activities in real-time. This dashboard will allow for efficient monitoring, quick identification of issues, and prompt adjustments to ensure we stay on course.

By implementing these tracking and accountability measures, we aim to foster a culture of transparency, responsiveness, and continuous learning, ultimately driving the success of our strategic interventions.



Sample Dashboard



Partnering for Success

This agenda support inclusive economic growth for young people and women. The interventions have been designed to foster an inclusive enabling environment, conducive to the creation of decent and sustainable employment in the formal economy with targeted support to entrepreneurs. We are focusing on sectors which have significant forward and backward linkages in order to maximise the creation of indirect jobs arising from our planned interventions. We welcome all forms of job creation, particularly green jobs that focus on preserving or protecting the natural environment. This preference reflects our commitment to sustainable development and environmental stewardship.

Looking ahead, we are committed to building on our achievements and will rely heavily on continued collaboration.

We aim to:

- Foster stronger relationships with existing partners
- Engage new stakeholders from various sectors
- Promote shared goals and coordinated efforts to address emerging challenges

As with the previous Transform Freetown agenda, the Transform Freetown-Transforming Lives agenda will largely be funded by a combination of own source revenue, donor grants, philanthropic donations, and private sector investments. By working together, we are confident that we can create a more sustainable, inclusive, and prosperous future for our city. Our collective efforts will be pivotal in driving forward this new development agenda and ensuring its success in the coming years.

"The World Bank has partnered with FCC to strengthen solid waste management services, launch its flagship #FreetowntheTreeTown Program and develop and update its Structure Plan and Spatial Development Plan for the Western Area Peninsular. These initiatives support the FCC to better manage and enforce urban development, reduce urban heat traps, landslide risks and enhance solid waste management. The World Bank is proud to continue to partner with FCC in its innovative programs."

Abdu Muwonge –
World Bank Country Manager for
Sierra Leone

"C40 Cities welcomes the launch by Co-Chair and Mayor of Freetown, Yvonne Aki-Sawyer, of the Transform Freetown – Transforming Lives Development Agenda 2024-2028, a roadmap to address the climate emergency by investing in afforestation, green energy and heat adaptation. The C40 Cities Finance Facility, a joint initiative of C40 and GIZ, is supporting Freetown in the development of its first cable car line, an innovative urban mobility solution which will transform public transport in the city improving access to services and air quality while creating green jobs for the local population"

Mark Watts - Executive Director -
C40 Climate Leadership Group



Partnering for Success



- ✓ Ministry of Finance
- ✓ Ministry of Environment
- ✓ Ministry of Agriculture and Forestry
- ✓ Ministry of Basic and Secondary Education
- ✓ Ministry of Health & Sanitation
- ✓ Ministry of Planning and Economic Development
- ✓ Ministry of Transport and Aviation
- ✓ Ministry of Defense
- ✓ Ministry of Works, Housing and Infrastructural Development
- ✓ Ministry of Local Government and Rural Development
- ✓ Environment Protection Agency
- ✓ Republic of Sierra Leone Armed Forces
- ✓ Guma Valley Water Company
- ✓ Office National Security
- ✓ Sierra Leone Police
- ✓ Sierra Leone Road Safety Authority
- ✓ Sierra Leone Roads Authority
- ✓ National Disaster Management Agency

“Transform Freetown - Transforming Lives Strategy is a movement rather than just a strategy. It demonstrates what is possible when partners come together to work towards a shared goal.”

Councillor Zainab Conteh

Freetown Development Agenda

Transform Freetown - Transforming Lives

Creating 120,000 decent jobs for women and youth

