

Republic of Sierra Leone



Environment Protection Agency Strategic Plan 2017-2021

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Acronyms/Abbreviations

AU	African Union
CBD	Convention on Biological Diversity
CSR	Corporate Social Responsibility
ECOWAS	Economic Community of West African States
EIA	Environmental Impact Assessment
EI	Environmental Information
EIMS	Environmental Information Management System
EU	European Union
GIS	Geographic Information System
GoSL	Government of Sierra Leone
HCFCs	Hydrochlorofluro- carbons
NPMP	Hydrochlorofluro-carbons Phase-out Management Plan
IEC	Information Education and Communication
IT	Information Technology
MDAs	Ministries, Departments and Agencies
MRU	Mano River Union
NBSAP	National Biodiversity Strategy and Action Plan
NEAP	National Environmental Action Plan
NEP	National Environmental Policy
NRM	Natural Resources Management
SEA	Strategic Environmental Assessment
SEEP	School Environmental Education Programme
SLM	Sustainable Land Management
SOE	State of the Environment
SP	Strategic Plan
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
WAPFoR	Western Area Peninsula Forest Reserve

Executive Summary

In 2012 The Government of Sierra Leone adopted the Agenda for Prosperity as its development framework, which laid the foundation for the country's journey to achieving a sustainable future for all Sierra Leoneans ¹, This seminal document enshrined low carbon and green economic growth as the nation new guiding economic development philosophy, this, in turn, triggered a sense of urgency for enhanced, effective stewardship of Sierra Leone's n Natural Resources, The emphasis on green growth in the National Development Agenda underscores the Government of Sierra Leone, through the Environment Protection Agency, commitment to creating an enabling environment for Policy Legal and regulatory reforms for the and Protection of the environment.

The Environment Protection Agency Strategic Plan 2017- 2021 was developed in line with Government National Social and Economic development strategy to contribute to achieving the government's aspirations articulated in the Country's Agenda for Prosperity (2013-2018) and other national and international benchmarks. The strategic plan sets out six strategic objectives, outlining priority actions that the Agency will undertake, over the period 2017-2021, to achieve the overarching goals stipulated in the development blueprint and other relevant national and international policy instruments in response to the global environmental changes. The imminent and persistent challenges of Climate Change, stratospheric ozone depletion, changes in ecosystems due to loss of biodiversity, land degradation and urbanization, deforestation, Marine, water, and air Pollution, and waste management, if not addressed will impact the vision to third-level income country that is inclusive with 80% of the population above the poverty line by 2035. The vision of the agenda for prosperity, therefore, underscores environmental sustainability and environmental protection, as a critical dimension for the realization of effective exploitation of natural resources.

In line with its mandate, The Strategic Plan is the EPA's main tool for ensuring alignment with National development priorities, expected outcomes, and general results of the agenda for

¹The Agenda for Prosperity message from the President

Prosperity. It will form the basis for identifying deliverables under the performance contracting mechanism and annual performance appraisal.

CHAPTER ONE

1.0 INTRODUCTION

1.1 General Overview and Context

Sierra Leone is richly endowed with natural resources rangelands, freshwater, wetlands, biodiversity, wildlife, fisheries, and mineral resources. However the exploitation and utilization of these resources do not reflect in the standards of living of the citizenry, most live in abject poverty. The majority of the population depends on natural resources for their livelihood. Poverty and increasing population are the major drivers and threats to natural resources exploitation

Demand for land for economic development and pressures from population growth are creating unprecedented land-use changes. This is evidenced in diminishing forest cover, for instance between 1990 and 2000 the country lost 36,000 hectares of forest cover annually leading to a 3 percent forest cover change². Forests are threatened by charcoal production and fuel wood collection for the energy needs of both rural and urban populations, encroachment, logging and slash and burn agriculture which ultimately results in land degradation. Unsustainable farming practices and illegal mining activities have intensified pressures on natural resources. The activities of mining result in land degradation through loss of vegetation cover, soil erosion, and contamination of water sources.

Sierra Leone's development blueprint, the Agenda for Prosperity (AFP) envisioned the nation becoming a middle-income country by 2035³. The blueprint aims at Sierra Leone to achieve a socioeconomic status where it becomes an all-encompassing green country. Amongst other things, the blueprint outlines the country's plan to achieve good environmental protection and responsible natural resource exploitation. Rapid growth in minerals extraction and export, together with the potential for petroleum exploitation, is hoped to provide resources to help transform the country into a diversified economy.

Climate change and Environmental Protection have become a global challenge. We are now seeing the impact of years of environmental degradation, depletion of natural resources, and extreme climatic events. Sierra Leone is among the three most vulnerable, including Bangladesh and Guinea Bissau to the adverse effects of climate change. Report of studies relating to climate change and National Adaptation Programme of Action carried out in recent times as well as NAPA regional workshop reports have revealed that rainfall and temperature patterns of the country have been changing. Climate change is driven to a large extent by emissions of

² State of the Environment Report for Sierra Leone – July 2015.

³The Agenda for Prosperity – Sierra Leone's third *Generation Poverty Reduction Strategy Paper*(2013 – 2018);

greenhouse gases linked to human activities such as mining and other industrial activities. Climate change is notably characterized by and has intensified hazardous events such as, rising temperatures, changes in rainfall patterns, shifts in seasons, more frequent or severe storms, floods, droughts, rising sea level, erosion, desertification, changes in water quality and availability, changes in ecosystems, biodiversity loss, disease and pest outbreaks, which result to destruction of infrastructure, reduced food security, malnutrition, economic disruption, loss of livelihoods, social disruption, increased mortality and morbidity, reduced availability of hydropower, conflicts, population displacement, and human migrations. Rapid deforestation, unplanned natural resources management, and mining activities have only amplified these risks. Rural communities, particularly women and children who are dependent on farming and fishing for their livelihoods are disproportionately affected by climate change which is manifesting itself in longer dries and heavier rains, leading to flooding, poor harvests, and fires. Mining activities have contributed greatly to environmental degradation and have potentially exacerbated the impact of climate change on communities and the major water sources in the country.

This Strategic Plan serves as the Environment Protection Agency–Sierra Leone roadmap that will define the strategic direction that we will be pursuing as an Agency to achieve the government’s aspirations and commitments as expressed in the Country’s Agenda for Prosperity (2013-2018). This is a responsibility they must be undertaken with the full realization and recognition of the function. Therefore areas of intervention will dictate that we work in close collaboration to ensure that the spirit and tenets of the agenda for prosperity ensure that the building of a clean environment that is conducive to the health and well-being of all our people. and priority actions that the EPA-SL will undertake, over the period 2017-2021, to achieve the overarching goals stipulated in these and other relevant national and international policy instruments in response to a changing global trend through local, social, economic, and environmental settings. Sierra Leone envisions a mid-level income country that is inclusive with 80% of the population above the poverty line. The vision underscores environmental sustainability as a critical dimension for sustaining this vision through good environmental protection responsibility and effective exploitation of natural resources.

Agenda for Prosperity (2013-2018) has provided a blueprint towards a sustainable future for all Sierra Leoneans, creating a prosperous and equitable society living in harmony with nature. The flagship green tenet is the establishment of an effective environmental management system that supports the protection of the country’s biodiversity and capable of pre-empting environmental disasters⁴. The Government of Sierra Leone has elaborated 8 pillars for guiding this aspiration. The government has underscored the country’s endowment of abundant natural resources and sees it as the driver for rapid economic growth. Thus, “Managing Natural Resources” has been identified as Pillar 2 in the Agenda for Prosperity. The key natural resource sectors include

⁴The Agenda for Prosperity – Sierra Leone’s third *Generation Poverty Reduction Strategy Paper*(2013 – 2018);

mineral resources, fisheries, and marine resources, water resources, land management, forests, and oil and gas.

1.2 General Background

Before 1986, several Government Departments, Non-Governmental organizations (NGOs), and other Agencies carried out development activities without due consideration for sound environmental management. To mainstream environmental considerations, the responsibility was therefore given to the then Ministry of Lands, Housing and Country Planning which was later transferred to the Ministries of Transport; Agriculture, Forestry and Food Security in 1996 and 1997 respectively. In 2000, the Government of Sierra Leone (GoSL) established a Department of Environment by an Act of Parliament, the Environment Protection Act, 2000, and transferred the responsibility to the Ministry of Lands, Country Planning and the Environment. In 2005, the Environment Protection Department and the Forestry Division were hived off from their respective ministries to establish the National Commission on the Environment and Forestry.

With the growing global environmental awareness and in pursuit of sustainable environmental management and development, GoSL felt the need to create an institution that would be solely responsible for the protection and management of the environment, and to act as the focal point for national and international environmental issues. Because of this, the Environment Protection Agency Sierra Leone (EPA-SL) was established by an Act of Parliament (EPA Act 2008) in September 2008 as a corporate body to provide for the effective protection and management of the environment and other related matters after repealing the Environment Protection Act of 2000.

As a demonstration of the Government's commitment to sound environmental protection and management the EPA Act, 2008 was amended by Parliament in July 2010, and the Office of the President has oversight responsibility of the Agency. This is designed to enable the Agency to effectively and efficiently carry out its broader mandate of overseeing, coordinating, and monitoring the implementation of all national environmental policies, plans, and programmes as well as projects in achieving the millennium development goals and ensuring environmentally sound and sustainable development countrywide.

In a bid to deliver its mandate in line with the Agenda for Prosperity (AfP) and other benchmarks on managing the environment and natural resources, EPA-SL designed its first five-year Strategic Action Plan (SAP) for the period 2012 to 2016. At the end of the implementation year, the Agency had a thorough reflection of its activities and analyzed the context of the present state of the country's socio-economic and political dimension concerning the environment, which has informed the 2017-2021 strategic action plan, with the main focus on

environmental protection and management as well as emerging issues and challenges related to the environment and climate change.

1.3 Socio-Economic and Political Environment

Sierra Leone is a small country covering an area of approximately 72,000 square kilometers lying between latitude 6° and 10° North and Longitude 10° 16' W and 13° 18' W and situated on the Atlantic coast of West Africa with a coastline of 402 kilometers. It shares borders with Guinea in the North and North-East, Liberia in the South-East, and the Atlantic Ocean in the South and West. It has a population of over 6 million with a growth rate of 2.5% per annum⁵. Nearly 37% of the population resides in urban areas.

The country is rich in natural resources and experienced rapid economic growth in recent years (estimated GDP growth of 17.9% in 2012), largely driven by the extraction of non-renewable natural resources (e.g. iron ore). However economic growth continues to get a setback particularly in commodity prices and the prevailing global economic crisis. The country's dependence on the export of non-renewable resources exposes it to the following risks: firstly, it leaves the local economy open to price fluctuations on the international market; secondly, there are very few spill-over effects in the extractive industries.

Consequently, almost half of the working-age inhabitants are still engaged in subsistence agriculture, using the traditional slash and burn method, which does not only affect the environment, but also keeps household poverty at high levels, and many young people are either underemployed or unemployed. Despite significant strives by the Government and development partners; the country was not able to meet most of the Millennium Development Goals' targets on health, food security, education, environment, and equality by the end of 2016.

Inequality, particularly gender inequality, leaves certain groups vulnerable, affecting their ability to generate income, participate in decision-making processes and access their rights. The most vulnerable are children (particularly girls), women (particularly widows or divorced women with dependants), the disabled, chronically ill, elderly, and families with unsecured livelihoods, either because of their inability to strive for it or as a result of unfair share of the benefit of the country's resources. Women in the categories listed above mostly suffer from gender-based violence. A recent baseline⁶ reveals that over 60% of men and women thought a man is justified in beating his wife. Laws and policies to protect and empower women and other vulnerable groups are often in place but not implemented effectively and many people are unaware of their existence. Moreover, implementation is unlikely to be effective when underlying (discriminatory) cultural beliefs and practices are not addressed.

⁵State of the Environment Report for Sierra Leone – July 2015.

⁶Integrated Gender Audit Baseline 2013, Nest builders International

Sierra Leone has made notable progress in the consolidation of peace and democratic governance since the end of the 11-year civil war in 2002. This includes the successful administration of two elections, including a peaceful transfer of power in 2007 and peaceful presidential, parliamentary, and local council elections in 2012, with significantly less international involvement than the previous elections. However, the gains made are yet irreversible as the situation remains fragile with a growing inter- and intra-party political polarization marked by regional and ethnic divisions. Despite major socio-economic progress, young people – who constituted the majority of combatants during the civil conflict and now comprise almost 70% of the population – face a very high unemployment rate, which in turn poses a key challenge to the consolidation of peace. Such issues continue to colour the political and social life of the country and need to be addressed, politically, legally, and socially. The current political atmosphere is dominated by the ongoing constitutional review process, running into an election in 2018. Progress is being made in terms of security, justice, and rule of law, while reform of the security sector and security services continues. However, the Ebola epidemic resulted in a virtual collapse of the country, which left a trail of human and infrastructural tragedy with significant political, social, economic, humanitarian, and security dimensions.

The Ebola Virus Disease (EVD) gained national, regional, and international recognition as a grave social and human rights concern. Progress made in addressing Ebola can be attributed in large part to ground-breaking studies conducted by the Centre for Disease Control (CDC), the World Health Organization (WHO), and the Harvard University which provided the evidence needed to advocate for strong laws and policies and to develop a locally relevant measure to stop the spread of the disease in the country and beyond. Despite the key role of research in developing Ebola prevention programs, the response capacity is still lagging in many parts of the worst affected communities. Reports coming in from previously affected community members indicate that people have started eating bats and monkeys which were identified through research as carriers of the EVD.

1.4 Institutional, Policy and Legislative Frameworks

The National Constitution of 1991 affirms the country's commitment to 'harness all the natural resources of the nation to promote national prosperity and an efficient, dynamic and self-reliant economy'(Chapter II: 7 (1)a) and required that all 'law be consistent with the constitutional 'interests of.....public safety, public order,, public health and the conservation of the natural resources, such as mineral, marine, forest and other resources of Sierra Leone (Chapter II: 18(3)a).

Sierra Leone's Agenda for Prosperity (A4P), dubbed 'Sierra Leone's Third Generation Poverty Reduction Strategy Paper (2013 – 2018)' is an overarching road map on the national development agenda and sectoral operational targets. The agenda for prosperity provides a

roadmap towards a sustainable future for all Sierra Leoneans. The flagship green tenet is the establishment of an effective environmental management system that supports the protection of the country's biodiversity and capable of pre-empting environmental disasters. The government has underscored the country's rich endowment of natural resources and sees it as the initial driver for rapid economic growth and a middle-income country by 2035. Thus, "Managing Natural Resources" has been identified in Pillar 2 of the Agenda for Prosperity. The key natural resource sectors include mineral resources, fisheries, and marine resources, water resources, land management, forests, and oil and gas.

The Environment Protection Agency (EPA) Act, 2008 as amended in 2010, provides the overarching legislative framework for the implementation of the constitutional provision on environmental protection and natural resource management.

The EPA Act, 2008 established the Environment Protection Agency, Sierra Leone, as the focal institution of government that has the mandate for the effective protection and management of the environment and its natural resources. EPA-SL provides advisory, coordination, administrative and enforcement services on environmental protection in the country.

EPA-SL is increasingly developing various subsidiary legislations to strengthen the application of the EPA, Act of 2008 as amended in 2010. Currently, EPA-SL has noted critical gaps within the EPA-Act, of 2008 as amended in 2010, that impede the ability to effectively address emerging global and local environmental issues and climate change. The EPA Act as amended in 2010 only addressed administrative issues and failed to address emerging environmental challenges such as climate change, fees for violation and litigation, gender and natural management issues. With a further amendment to the Act, the Agency would be more proactive in mainstreaming environment, gender and climate change.

1.5 Methodology

The EPA-SL Strategic Plan (2017-2021) was developed through a result-based management approach that utilized feedback loops to achieve the strategic goals as set in the national and relevant international policy framework. This approach involved all the actors, who contribute directly and indirectly to the results, to map out their businesses, products and services, showing how they contribute to the outcomes.

In order to achieve the desired social change in the 2023 Vision and the 2013-2017 Agenda for Prosperity, the process of preparing the strategic plan (2017 -2021) utilized the Theory of Change to identify long-term goals. In retrospect, necessary preconditions identified as outcome pathways were defined and mapped backward to show casual linkages and chronologically flown among the various outcomes.

The step-by-step process of preparing the strategic plan was achieved through four phases:

- Phase 1: Defining the goals and outcomes of the strategic plan based on a content review of the following:
 - National policy and legislative frameworks including Sierra Leone vision 2035, Agenda for Prosperity 2013 -2018, EPA Act, 2008 and its 2010 amendments; Sierra Leone International Benchmarks, Yale Environmental Performance Index (EPI), CPIA, MCC, Mo Ibrahim, etc.
 - Relevant multilateral environmental agreements, protocols, including Global Climate Change Treaty resolutions - UNFCCC Paris Agreement, Stockholm, Basel, Minamata, Rotterdam, UNCCD, UNCBD, Montreal Protocol, MARPOL Ramsar convention, Nagoya Protocol, and other Governance frameworks.
 - International policy and governance framework including Global Sustainable Development Goals (2015 -2030)
- Phase 2: Highlighting the successes and challenges faced by EPA-SL throughout implementing the 2012-2016 strategic plans. This was achieved through:
 - Lessons learned and subsequent drafting of the new strategic plan 2017 -2021.
 - Gathering views from staff, EPA-SL Board and other key stakeholders including MDAs, Local Councils, NGOs, private and Civil Society Organizations.
 - Identifying the following: (i) areas of improvement in the Agency internal environment; (ii) opportunities for growth; and (iii) weaknesses and (iv) threats to the Agency.
- Phase 3: Integrate public comments into the draft strategic plan (2017 - 2021). This was achieved through:
 - Public disclosure of the draft strategic plan to the general public including MDA's, private and Civil Society Organizations, Local Councils and NGOs to solicit public views and opinions of their perceptions on transparency, efficiency, effectiveness, and accountability in environmental governance
 - Including comments and suggestions made in reviewing the drafts of the strategic plan which led to the production of the final EPA-SL Strategic Plan (2017 - 2021)
- Phase 4: Validation and Launching of EPA-SL Strategic Plan (2017 - 2021)
 - Web-based launching
 - Paperback printing

1.6 Organizational Structures and Staff Strength

The Environment Protection Agency is established by an Act of Parliament in 2008 (EPA ACT, 2008) and amended in 2010, which place the agency in the office of the president. EPA-SL has a board that provides direction and makes decisions on the environment. The Executive

Chairperson oversees all activities of the agency and the office of the President has oversight responsibility of the agency. In an attempt to fully execute the agency’s mandate it is proposed to realign and reorganize the Agency’s operational Organizational structure as referenced in section 17. (1) of the Act “The Agency shall establish such departments as it may think necessary for the performance of its functions”

Table 1: Departments/Proposed Units under each department

EPA-SL Act, 2008 /2010	Strategic Plan 2012-2016	Strategic Plan 2017-2021
Prescribed departments	Established Departments (existing)	Proposed Departments
1. Chemical Control and Management	<ul style="list-style-type: none"> Planning Policy and Research Chemical control and management IEC Ozone unit 	Policy, Planning and Research <ul style="list-style-type: none"> IEC Dept <ul style="list-style-type: none"> IT Chemicals control and management Dept <ul style="list-style-type: none"> Ozone unit
<ul style="list-style-type: none"> Information Education and Communication 	Field Operation and Extension	Field Operations & Extensions <ul style="list-style-type: none"> Environmental Monitoring & Field Extensions Environmental Compliance and enforcement Dept
<ul style="list-style-type: none"> Environmental Compliance and Enforcement 	Environmental Compliance and Enforcement	-
<ul style="list-style-type: none"> Inter-Sectoral and International Cooperation 	<i>A unit with department</i>	Finance and Administration <ul style="list-style-type: none"> Finance Administration & Human Resources Procurement <ul style="list-style-type: none"> Logistics & Transport
<ul style="list-style-type: none"> Finance Administration 	Finance and Administration <ul style="list-style-type: none"> Finance Admin Human Resources 	
	Natural Resources Management <ul style="list-style-type: none"> GIS 	Natural Resources Management <ul style="list-style-type: none"> Extractives Dept Marine Dept GIS Dept
	Climate Change Secretariat <ul style="list-style-type: none"> Adaptation 	National Climate Change Secretariat

CHAPTER TWO

2.0 STOCK TAKING 2012 -2016

2.1 Achievement of the Agency

Table 2: Stock taking on key activities of EPA-SL 2012-2016

Department	Achievement 2012 -2016
Field Operation and Extension (FOE)	<ol style="list-style-type: none"> 1. EIA Fee Regulations developed and enacted by Parliament in December 2010 2. Regulations on the protection of the ozone layer developed and enacted by Parliament 3. Facilitated the establishment of environmental committees in all the 19 local councils 4. EPA-SL negotiated with World Bank for the recruitment of environmental officers in all the 19 local councils; 19 environment officers were recruited and deployed in the 19 local councils 5. Conducted 609 monitoring and audit exercises for 127 Licenced companies and 60 unlicensed companies, with MDAs and Civil Society Organizations 6. Developed an Environmental Impact Assessment (EIA) database 7. Held three sensitization meetings on sound environmental management (one each) with heads of all councils in North, West, South, and East regions 8. Held sensitization on sound environmental meetings with paramount chiefs, section chiefs and Chieftom speakers in Kenema, Bo, Koinadugu, Tonkolili and Kono Districts 9. EPA-SL received and approved 127 Environmental Social and Health Impact Assessment reports and issued them with EIA Licence 10. Developed and popularized Environmental Impact Assessment guidelines on Manufacturing, Agriculture, Tourism and Communication Tower 11. Facilitated and provided one computer and two motor bikes for the establishment of an environmental crime unit in the Sierra Leone Police. 12. Trained 18 environment officers of the local councils on environmental management 13. Revegetated 250 acres of degraded mangrove land at Aberdeen 14. Held 5 Village to Village environmental sensitization campaigns in 25 chiefdoms on sound environmental management practices in the East, North, south and Western Area

	<p>15. Facilitated the development of local councils environmental management plans, monitored and supervised the implementation of these plans in the Western Area Rural District Council, Freetown City Council, Port Loko District Council, Kenema District Council and Bo District Council</p>
<p>HR - Staff Recruitment and welfare</p>	<ol style="list-style-type: none"> 1. The Agency has established three provincial headquarter offices in Kono, Bo and Makeni for its effective and efficient operations to ensure protection and management of the environment in the entire country. 2. Workmen compensation Policy developed for staff 3. Training for staff in various environmental expertise 4. Introduced Records filing system. 5. Started construction of Agency's building at New England Ville Freetown 6. General staff rules and regulations are finalized and distributed. 7. Supported the adult education literacy programmes for five (5) junior members of staff 8. Supported computer training programmes for six (6) drivers
<p>Natural Resources Management</p>	<ol style="list-style-type: none"> 1. Developed coastal and marine sensitivity mapping and state of the marine environment report for Sierra Leone for the effective protection and management of the coastal and marine resources of the country. 2. Produced the State of the Environment Report for Sierra Leone to enable people to know about the status of our environment. 3. Developed Integrated Coastal Management Plan for Sierra Leone. 4. Developed Land cover/ land use map for sierra Leone 5. The Agency has researched the occurrence of massive beach cast of Sargassum seaweeds into Sierra Leone and will host the first regional expert group meeting, bringing together experts from most affected countries in Sierra Leone, Ghana, Liberia, Guinea and Cote d'Ivoire and international organizations working on marine and coastal biodiversity management region from 10-12 November 2015. 6. Developed Coastal Oil Spill Sensitivity Mapping. 7. Conducted an assessment of Mined Land Rehabilitation of five large scale mining sites in Sierra Leone 8. Conducted Strategic Environmental Assessment on the Artisanal Sector in Sierra Leone. 9. Environmental Impact Assessment Database developed 10. Baseline Natural Resource Management Database developed 11. Conducted an assessment on the Economic Implications of Environmental Degradation (Environmental Economics Report Produced). 12. Set up functional GIS unit and laboratory with state of the earth GIS equipment 13. Initiated a ground-truthing process that contributed to quality monitoring and

Policy Planning
and
Research/Chem
icals

guidance to the EIA process, minimizing conflict between companies over concession boundaries.

1. Developed and gazette national environmental standards on air and water quality, noise levels and heavy metals, which are now ready for popularization and implementation.
2. 300 Customs Officers and other law enforcement officers trained on the Montreal Protocol and identification of banned ozone-depleting substances.
3. EPA has established a chemical register and now developing chemical regulations on toxic and hazardous substances to protect human health and the environment.
4. The Agency completed research on two compendiums of threatened and rare forest flora and fauna in Sierra Leone
5. Developed a phase-out plan for HCFCs
6. Conducted sensitization workshops and training sessions on policy reforms and trained law enforcement officers at border posts and technicians.
7. Awareness-raising programmes were organized on the importance of the Montreal Protocol through radio, television and developed brochures that were distributed to various key stakeholders across the country
8. Reported annual country programme data to the Ozone Secretariat and the Multilateral Fund on ODS
9. Established international contacts with SAICM and other Chemical MEAs Secretariat
10. Conducted investigation on pollution of Sahn Malen River, Pujehun District
11. Research conducted and reported on the exploitation of sea cucumbers in Sierra Leone
12. Established focal desk Officers in MDAs
13. Drafted the reviewed National Environmental Policy (NEP)
14. Drafted National Environmental Action Plan (NEAP)
15. Acquired equipment for effective environmental quality monitoring.
16. Guideline for Environmental Impact Assessment Procedures for Sierra Leone developed
17. A research report on common Air pollutants (suspended particulate matter, Nitrous oxide, Nitrogen dioxide, Sulphur dioxide, Carbon monoxide, Carbon dioxide) in the urban western area of Freetown.
18. Report on the exploitation of sea cucumbers in Sierra Leone to determine its economic viability for the communities and environmental impacts of uncontrolled exploitation.
19. The business model for the establishment of a Plastic Waste recycling Plant in Sierra Leone

Information Education and communication (IEC)	<p>20. Compendium of rare and threatened forest flora for the four regions of Sierra Leone documented & available for Environmental Management.</p> <p>21. (Compendium of rare and threatened forest fauna for the four regions of Sierra Leone.</p>
	<ol style="list-style-type: none"> 1. 120 Nature Clubs established in Schools in the Western Area, North, South and Eastern Provinces to educate pupils on environmental management issues to inculcate a culture of responsibility to the environment. 2. The Agency trained seventeen (17), environmental Journalists, from eleven (11) media houses including SLBC on the subject matter of Understanding and Reporting Environmental Issues in the Oil and Gas Industry. 3. Conducted national-level environmental awareness-raising which has increased the understanding of the public on the environmental issue.
Climate Change	<ol style="list-style-type: none"> 1 Developed a National Climate change policy and produced a National Climate Change strategy and action plan to address climate change and related risks. 2 Establishment of the Climate Change Secretariat in the EPA-SL. 3 Intended nationally determined contribution (INDC) of Sierra Leone was submitted to the United Nations Framework Convention on Climate Change Secretariat as our contribution towards the Paris Agreement on climate change, awaiting adoption by Cabinet. 4 Guidelines for mainstreaming climate change into sectors of the economy moving towards climate resilience and low emission development trajectory have been developed and circulated to stakeholders. 5 Climate change demonstration projects were established in schools and one Project was implemented in partnership with the Centre for Community Empowerment and Transformation (CCET-SL) in the Moyamba District. 6 Awareness-raising on climate change increased in Sierra Leone by 35% through training, and media support. Participated in Conference of Parties to the UNFCCC meeting in Lima Peru. Developed the climate change policy. 7 Developed the climate change strategy and action plan. 8 Developed the INDC for Sierra Leone 9 Supported climate change adaptation projects. 10 Developed climate change brochures and distributed them to the relevant institutions. 11 Participated in the 21 COP meeting to UNFCCC in Paris France. Participated in the development of GHGs inventory for Sierra Leone. Adoption of the climate change policy by the cabinet. 12 Adoption of the NDC for Sierra Leone. Ratification of the Paris agreement. 13 Established 6 Climate Change demonstration projects in Six Nature Club School
Compliance	<ol style="list-style-type: none"> 1. 76 Companies monitored to ensure that they comply with the EIA regulations

and Enforcement	<ol style="list-style-type: none"> 2. The Agency's retained solicitors for legal action on companies for failure to comply with section 23 of the Environment Protection Agency Act 2008 (Hotel de la Joie, Leisure Hotel, Mr. Fawaz, Gouji-Estate, African, Lion Agriculture, etc.) 3. Investigated and made an arrest for the illegal mining in the Kangarie Hills, Tonkolili District, in the Northern Province of Sierra Leone. 4. EIA Fee Regulations developed and enacted by Parliament in December 2010
Finance and admin	<ol style="list-style-type: none"> 1. Revenue generated from EIA Licensing fees to support government programmes 2. Developed Accounting and Financial Procedures manual 3. Put in place a sound and effective Financial Management reporting system (QuickBooks pro-2015 version) 4. Various funding sources developed 5. Improved internal control processes, procedures, and policies through retaining internal auditors, development of sound filing system, structured payment processing system, Treasury management, and procurement procedures among others.
Cross-Cutting	<ol style="list-style-type: none"> 1. Provided agricultural inputs and training to eleven women groups to undertake climate-smart agriculture 2. Support provided to youth groups to undertake environmental-related activities. 3. Supported eleven (11) women groups on climate-smart agricultural practices
Bilateral Relationships and Conference	<ol style="list-style-type: none"> 1. COP 10 of the Abidjan Convention was held in November 2012 in Pointe Noire, Republic of Congo. 2. EPA-SL fully participated in several multilateral meetings and sub-regional meetings. 3. Participated in the 18th Main Ozone Officers Network (ODSONET) Meeting for English-speaking African Countries held in Zambia from the 21 to 24th May 2012. The draft ozone-depleting substances (ODS) regulations for the ECOWAS States were reviewed at the meeting. 4. Exporters of timber engaged in a workshop on alternatives of Methyl Bromide as a wood preservative. 5. In February 2012, EPA-SL on behalf of the Government of Sierra Leone signed an agreement with the United Nations Environment Programme to phase out hydro-chloroform carbons (HCFCs). 6. South-Eastern Atlantic Regional Workshop to facilitate the description of ecologically or biologically significant marine areas organized by CBD, Namibia 2013. 7. PRCM 7th Forum, held in Dakar, Senegal Established a bilateral technical corporation with Sierra Leone 8. EPA-SL fully participated in several multilateral meetings and sub-regional meetings 9. COP 11 of Abidjan Convention, held in Cape Town South Africa.

10. EPA-SL fully participated in several multilateral meetings and sub-regional meetings (such as RBS and Mercury Conventions, SAICM, Montreal Protocol)
11. Increased collaboration and cooperation with UNEP and other UN Agencies.
12. UNIDO supported the training of youths on best environmental practices for plastic.
13. The Agency participated in the Joint Ozone meeting for English and French-speaking countries in Ethiopia in March 2014.
14. The Agency participated in the workshop on the establishment and operation of certification schemes and national/regional Refrigeration Certification and associations in Kigali, Rwanda from 11th to 13th June 2014 at Lemingo Hotel, Kigali, Rwanda.
15. The Government of the Republic of Rwanda, Rwanda Environmental Management Authority (REMA) and UNEP Ozone Action Programme through its Africa Regional Compliance Assistance Programme (CAP) organized the workshop.
16. Sargassum seaweed regional expert meeting, held in Freetown
17. EPA-SL fully participated in several multilateral meetings and sub-regional meetings (ICAO Dialogue Seminar on CO2 MBMs, BS Conventions, ICCM)
18. Increased collaboration and cooperation with UNEP and other UN Agencies (MEAs projects implemented) United Nations Environmental Assembly, UNEA II, held May 2016 in Nairobi
19. EPA-SL fully participated in several multilateral meetings and sub-regional meetings (Minamata Convention on Mercury)
20. Increased collaboration and cooperation with UNEP Agencies (successfully conducted the NIP update on POPs and the Mercury Initial Assessment workshops)

2.2 Challenges and Lessons Learned

2.2.1 Challenges

Reflecting on the relentless efforts to protecting Sierra Leone's environment and its natural resources, the EPA-SL has been hailed country-wide as successful. However, the success has been associated with significant challenges which continue to undermine national efforts towards the protection and management of the Environment and its natural resources. Some of the main challenges encountered include the following:

1. Low level of awareness and appreciation of environmental issues, particularly among mining, manufacturing industries, tourism, agriculture, and other related sectors. This increases the cost of monitoring and enforcement, although EIA and other environmental best practices generally benefit the developers and proponents. Partly due to limited

appreciation and lack of understanding of environmental issues, MDAs and proponents of development projects have the wrong perception of the EPA-SL as an institution derailing investment and development in the country. However, as a regulatory body, the agency considers the effective protection and management of the environment and its natural resources pivotal towards achieving poverty reduction and sustainable development. The effort by the Agency to enhance environmental protection and management may not be sustainably achieved without continued support from all relevant stakeholders. Therefore MDAs and the private sector have the responsibility to mainstream the environment in their policies, plans, programmes and projects to ensure that present and future generation benefits from the sustainable utilization of the environment and its natural resources.

2. Limited human resource and institutional capacity – despite the existence of sectoral environmental guidelines, regulations and safeguards, environmental consultants do not have adequate knowledge and skills in environmental mainstreaming into Environmental, Social, and Health Impact Assessment (ESHIA) conducted for their proponents, hence the quality of EIA reports submitted is generally low.
3. The capacity for environmental inspection and compliance monitoring of the EPA-SL is limited due to the unavailability of adequate monitoring equipment for onsite testing and analysis.
4. Failure of stakeholders to adhere to the law due to the general milieu in the society that non-compliance with environmental law will not lead to any punitive actions.
5. Weak coordination and tardy Monitoring and Implementation, resulting in delayed responses to emerging environmental threats.
6. Inadequate cooperation between MDAs resulting in insufficient information sharing leading to proponents violating the law.
7. The absence of readily available security personnel and capacity to facilitate the enforcement of the law
8. Limited understanding by the citizenry of the remit of EPA-SL mandate.
9. The absence of an environmental court or tribunal to expedite the trial of environmental matters

2.2.2 Lessons Learned

Several lessons have been learned during the implementation of the 2012-2016 strategic action plans that will form the Agency's further effort to ensure the realization of sustainable environmental protection and management for the 2017-2021 implementation periods. These lessons are very important to Sierra Leone as a country faced with several challenges in such areas as poverty, sustainable economic transformation, and good governance, an illiterate population, severely degraded and dwindling natural resource base, changing climate, and increasing vulnerabilities. Few tangible lessons learned are as follows:

1. Environment and development are inseparably inter-linked. They should not conflict but be mutually reinforcing. Environmental institutions ought to be perceived in a positive light – as architects rather than detractors of development. This change of perception is often a slow process, requiring multi-dimensional interventions including excessive sensitization and demonstrative advocacy such as urban greening, reforestation, biodiversity restoration, and integrated technology, etc.
2. Financing Project-based activities can help achieve quick wins in restoring the environment in demonstrating benefits from good integrated environmental management practices and enhancing capacity. The Environmental governance project funded by the European Union, the UNDP Sustainable Land Management Projects, and several other Agency led projects has demonstrated striking gains in building capacities, enhancing Governance and restoring the environment. Small uncoordinated projects are usually associated with high transaction costs and can easily erode rather than develop long-term institutional capacity, and cannot support achieving country-wide long-term environmental management goals. This is because funding is usually small, unpredictable and marred by bureaucratic procedures which tend to favor short-term planning. For the 2017-2021 implementations, it is important to focus on sector-wide and cross-sectoral environmental intervention and developing sustainable institutional capacity to drive the Agency, other sectors and the country towards achieving Sustainable development and green growth.
3. Solid political will characterized by committed and focused leadership, is important in sprouting a suitable environmental program where there are overwhelming interests for apparently more tangible, politically sensitive, short-term infrastructural, livelihoods and economic development concerns. The political environment has also fostered a policy for innovation and reform, which have aided compliance with environmental requirements of the development projects and the Agency cooperation at regional and international levels to enhance the Country's commitment to Multilateral Environmental Agreement

4. Institutional collaboration and coordination are critical to achieving results, even with limited capacity and resources. Effective enforcement of the environmental policy and law has not depended on EPA-SL efforts alone. It has and will succeed because of excellent collaboration and partnership between different institutions across government, the private and civil society sectors, and support from external development partners. In the 2017-2021 strategic action plan implementation, this collaboration would be strengthened because of the stepped-up strategic approach to creating synergies.
5. A clear strategic action planning framework is a prerequisite for effective performance, efficient resource utilization, and coherent coordination of environmental service delivery, which has been the Agency's premise of operation. While a lot has been achieved especially in the last 5 years, the Agency wishes to perform much better in mobilizing external resources, coordinating stakeholders' efforts, and developing more solid capacity, in the next five years by the development of the strategic action plan 2017-2021.

2.3 SWOT Analysis (Strength, Weakness, Opportunity and Threats Analysis)

The situation analysis utilized the SWOT tool to investigate EPA-SL's internal, micro-context, and macro-context. The internal analysis looked at the Agency's characterization in terms of services, image technologies, competency-knowledge and skills, culture, and goals. The micro-context analysis looked at the immediate operational context of the Agency with respect to partners and clients that include:

- (i) General public (with special focus on marginalized groups - women, children, persons with disabilities, etc - who are particularly victims) on the deteriorating environmental and restorative measures on environmental degradation such as encroachment to ecologically fragile areas.
- (ii) Partners (complementing service providers such as MDA's, development agencies, civil societies, networks);
- (iii) Clients or regulated Organizations, private companies and government institutions undertaking development projects.
- (iv) Economy, Socio-cultural, Technological, Political and Regulatory context.

The analysis of the Agency's internal context was presented in the form of Strength and Weakness logic capability while the micro and Marco context of the Agency was presented as Opportunities logic (Table 2).

Table 3: SWOT Analysis

<p><u>Strengths</u></p> <p>1. Policy and legislative framework: There is a dynamic process to reform policies and laws on environmental protection and management</p> <ol style="list-style-type: none"> EPA Act, 2008 as amended in 2010 and EIA guidelines (2000 amendments) in place 15 subsidiaries legislative, strong institutional, legislative and regulatory frameworks in place as a basis for effecting domestic environmental protection and management initiatives. <p>2. Governance:</p> <ol style="list-style-type: none"> Board of directors in place to provide leadership and integrity to the Agency National coverage - The Agency has established 3 sub-national officers at Makeni Kono and Bo to expand its national coverage and devolve services <p>3. Staff strength: A total of 90 staff, 12 board members committed to implement broad policy objectives of EPA-SL.</p> <p>4. Environmental Monitoring: The agency has acquired portable modern equipment for monitoring capabilities</p> <p>5. Funding: The agency operates as a semi-autonomous institution and manages its funds and revenue generated without any external interference.</p> <p>6. Operational Infrastructural (Office space, equipment, vehicle): ICT infrastructure, office equipment and furniture, etc.</p>	<p><u>Weaknesses</u></p> <p>1. Policy and Legislative framework:</p> <ol style="list-style-type: none"> Draft national environmental policy and action plan (NEP and NEAP). Draft national communication, education and public awareness programme (NCEPA). The need for more cooperation between the national environmental policy and legislative branch of the government Draft environmental standards, regulations and bye-laws. <p>2. Governance: coordination is weak, yet the environment has very many stakeholders with often conflicting interests. This results in duplication of effort, waste of resources and low efficacy of interventions;</p> <p>3. Staff Strength: Low skill levels of staff, coupled with the absence of a long-term capacity development strategy;</p> <p>4. Environmental Monitoring: Limited monitoring as a result of staff strength to cover the entire country</p> <p>5. Funding: Solicitation very slow – missing sub ventures from local government. Absence of a clear strategy for long-term environmental financing,</p> <p>6. Operational Infrastructure (Office space, equipment, vehicle):</p> <ul style="list-style-type: none"> Inadequate office space for EPA-SL staff – over the crowded office floor Need for a state of the art laboratory
<p><u>Opportunities</u></p> <p>1. Participation, cooperation and membership in Global and Regional Environmental Governance: The Agency is a focal point for most international environmental initiatives including:</p> <ol style="list-style-type: none"> United Nations Conventions on biodiversity Global Climate Change Treaty (UNFCCC, Kyoto Protocol, Paris Agreement) Montreal Protocol 	<p><u>Threats</u></p> <ol style="list-style-type: none"> Unreliable donor funding commitments; Low level of awareness about the environment Regional integration Politically: Where clients are aligned to political personalities with vested interests in the regulated activities New and emerging environmental challenges e.g. sea weed and other

<p>d) Abidjan Convention. e) United Nations Environment Programme (UNEP), f) Global Environment Facility (GEF) g) European Commission, h) UNIDO</p> <p>2. Partnership and Internal corporation with other institutions for the implementation of environmental programmes</p> <p>3. The existence of international conventions and protocols</p> <p>4. Funding opportunities: The Agency has strategic opportunities to mobilize funds for matching its internal sources of funds by utilizing its linking to global, regional, and development partners such as Green Climate Change, GEF, UNEP, UNDP, FAO, World Bank, etc.</p> <p>5. Political goodwill: The Agency is anchored to the office of the president and therefore enjoys political goodwill which is very effective to aid in compliance, enforcement, oversight mandate on policy advisory services to the MDA's and funding</p>	<p>invasive species,</p> <p>5. Non-popularization of the conventions and protocols</p> <p>6. Gender mainstreaming</p> <p>7. Poor collaboration between MDAs</p> <p>8. Climate change and emerging environmental issues</p>
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2.4 Emerging Environmental Issues

Some key emerging issues that may continue to pose a threat to our environment including but not limited to the following:

1. Climate change vulnerabilities
2. Population increase and human resettlement
3. Environmental degradation – deforestation, erosion, and illegal logging.
4. A regional approach to addressing environmental issues
5. Gender mainstreaming
6. Unsustainable exploitation of natural resources
7. Emerging Sargassum on our beaches
8. Renewable energy

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9. Electronic Waste
 10. Chemicals in product
 11. Environmental related health issues e.g. Ebola

CHAPTER THREE

3.0 STRATEGIC PLANNING 2017-2021

3.1 Development of the Strategic Plan

In developing the Agency's 2017-2021 Strategic Goals, guidance and directions were derived through:

- (i) An intensive content review of the past strategic plan (2012 - 2016) and its subsequent annual performance reports (2010, 2011, 2012, 2014, 2015) and quarterly performance tracking tables reports (2015-2016), and research documents;
- (ii) Conducting workshops and meetings with staff and EPA-SL board
- (iii) Consultations with a broad range of relevant stakeholders.

The following references also provided the foundation and guidelines in developing the 2017-2021 Strategic Plans

1. Global Sustainable Development Goals (2015 -2030)
2. Protecting Human Health and the Environment by Enforcing Laws and Assuring Compliance
3. Agenda for Prosperity (Pillar II – Managing Natural Resources)
4. Climate Change and the implementation of the National Determined Contribution (NDC)
9. Preventing Pollution, Chemical Safety, and hazardous waste
10. Multi-lateral Environmental Agreements
11. National Policies and legislations

3.1.1 Methodology

The process of developing the first strategic plan started in 2011 in a bid to have a blueprint for the Agency. The period 2012-2016 formed the basis of this strategic plan and contained inputs from several EPA-SL staff, key stakeholders from MDAs of government line ministries, non-governmental organizations, civil society, local councils, schools and universities, and the private sector. The process was interactive and coordinated by the Executive Chairperson of the Agency. The EPA-SL staff held several discussions to formulate a draft strategic plan and four consultative regional workshops and one national validation workshop were held from 23rd January to 15th February 2012 to present a strategic overview of the main themes and

organizational structure of the Agency. Inputs received from relevant stakeholders were all integrated into the strategic plan which formed the baseline of the current 2017-2021 draft strategic plan report. The following references were also used in developing this strategic plan.

- Needs Assessment for the Environment Protection Agency–Sierra Leone Report by Peter Nelson et al, October 2010
- Agenda for Change, the Second PRSP
- National Environmental Policy, 1994
- National Environmental Action Plan, 1994
- Environmental Protection Agency Act, 2008 as amended July 2010 Act
- EPA-SL Annual reports for 2010, 2011, 2012, 2013, 2014, 2015 and 2016.
- Agenda for Prosperity from 2013 – 2017, Third Generation of the PRSP
- Health Regulations 2005
- Other International Conventions

The 2017-2021 strategic plan was also developed using an objective-based approach to planning within the guiding framework of the National Environment Policy and the Environment Protection Agency Act, 2008 as amended in 2010. A step-by-step process was followed, including:

- 1) Focusing on the Agency’s policy and mission statement,
- 2) Formulating objectives to work towards the mission,
- 3) Developing strategies and identifying specific actions to achieve these objectives.

The Plan was developed by the staff of the Agency and reviewed by an international consultant and series of consultations with the key stakeholders including Government line ministries, agencies, local councils, non-governmental organizations, and Civil Society Organizations. The methodology applied is outlined below:



Figure 1: Five-Step Strategic Action Plan Development Methodology

3.2 Vision Mission, Core Values, and Motto

3.2.1 Vision

The vision statement of the Environment Protection Agency Sierra Leone (EPA-SL) is to contribute to poverty reduction through sound environmental management and ensuring a clean, healthy and secure environment to achieving the millennium goals and sustainable development in Sierra Leone.

3.2.2 The mission statement

The mission statement of the EPA-SL is to effectively protect, sustainably manage the environment and its natural resources to ensure the quality of environment adequate for human health and well-being for all Sierra Leoneans.

3.2.3 Motto

The motto of the Agency is “*protecting our environment for a better future*”.

3.2.4 Core Values

In living with its motto, the EPA-SL will strive at all times to maintain the under-mentioned core values:

- *Efficiency and Professionalism*: We try to achieve the most with the resources made available to us and aim at maintaining the highest professional standards in our work.
- *Teamwork and Partnership*: We strive to work as a team and partner with key stakeholders to achieve the policy objectives of the Agency.
- *Stewardship*: We carry out our statutory mandate, taking into account the responsibilities we bear for current and future generations.
- *Transparency and Accountability*: We strive to do our job transparently and we are accountable to our customers and people who know about the developments regarding the environment in which they live.
- *Integrity, Proactive, Creativity, and Innovations* are equally important for the Agency.

3.3 Broad Policy Objectives

The EPA-SL broad policy objectives are to:

1. Secure for all Sierra Leoneans a quality environment adequate for their health and well-being;
2. Formulate, coordinate and implement environmental policies, regulations and build capacity for their implementation;
3. Raise public awareness and promote understanding of the essential linkages between environment and development and encourage individual and community participation in environmental improvement efforts;
4. Ensure effective coordination and routine monitoring of all programmes and projects with potential negative impacts on the environment;
5. Promote environmental research studies and analyses to ensure effective protection and management of the environment and the maintenance of a sound ecological system,
6. Ensure environmental mainstreaming into national policies, programmes and projects, and
7. Promote international cooperation and the effective implementation of bilateral/multilateral environmental agreements (MEAs) in the country.

3.4 Core Functions of the Agency

The main functions of the Agency as described in Section 12 of Part Three of the EPA Act of 2008 as amended in July 2010 are the following:

Table 4: Core Functions of the Agency

Core Function	Details
1. Environmental policy-making and Legislation	Agency is responsible for the formulation of policies on all aspects of the environment. It also initiates legislative regulatory proposals, standards and guidelines on the environment in accordance with the EPA Act of 2008.
2. Pollution control.	The Agency prescribes standards and guidelines relating to ambient air, water and soil quality, the pollution of air, water, land and other forms of environmental pollution including the discharge of wastes and the control of toxic substances.
3. Coordination and Collaboration for Effective Environmental Management	The Agency is in charge of the coordination of all environmental management efforts among government institutions, international and regional organizations, and other related institutions.
4. Education and Awareness raising on the	The Agency is responsible for the creation of public awareness of the environment and its importance to the economic and

Environment.	social life of Sierra Leoneans.
5. Enforcement and Compliance	The Agency ensures compliance with laid down environmental impact assessment procedures in the planning and execution of development projects, including compliance in respect of existing projects.
6. Environmental Impact Licensing.	The Agency reviews and approves environmental impact assessments and environmental impact statements submitted in accordance with the EPA Act of 2008 or any other sector law.
7. Environmental Integration	The Agency ensures the integration of environmental and climate change concerns in overall national planning by developing modalities and maintaining linkages or partnerships with relevant Government Ministries, Departments, and Agencies
8. Environmental Research.	The Agency undertakes such studies and submits such reports and recommendations with respect to the environment as the Government or Board may consider necessary.
9. Mobilize, expedite and monitor resources for environmental management	The Agency develops plans and programs with environment management issues that can be funded from multiple funding sources.
10. Strengthen private sector involvement in Environmental Management.	Liaise with the private sector, non-governmental agencies, Community Based Organizations on issues relating to the environment.
11. Focal Point	EPA-SL serves as the national Global Environment Facility (GEF) and the Convention on Biological Diversity (CBD) in Sierra Leone.
12. Secretariat	Provide guidance and direction to the implementation of climate change-related activities in Sierra Leone, and advocate for the integration of climate change into the national planning processes to ensure a low emission and climate-resilient development pathway. It also undertakes resource mobilization for climate financing.
13. Chemicals Management	Implementation of the Montreal Protocol on Ozone Depletion Substances. Provides for the effective management of chemicals in collaboration with key stakeholders

3.5 Strategic Goal and Objectives

3.5.1 Strategic Goal

To bring about measurable and sustainable improvements in the environment and living conditions vulnerable Sierra Leoneans through enabling policy framework, partnerships, and capacities for action for more equitable access to and return on benefit from the natural resources.

3.5.2 Strategic Objectives

1. To ensure that Sierra Leone has adequate and sustained capacity for effective environmental governance and decentralized service delivery
2. To ensure that environmental sustainability principles are effectively mainstreamed into all national development policies, programmes, and plans

3.5.3 Strategic Outcomes and Outputs

The development of the strategic plan was pegged on the results from content analysis of the Environmental institutional (policy and legal framework), EPA-SL Governance and Management, performance analysis, and situation analysis to derive key strategic results (impacts, outcome, outputs) and the required resources for its implementation.

The strategic objectives outcomes and detailed strategic outputs are listed below:

Table 5: Strategic outcomes and outputs based on the SWOT analysis

Strategic Outcomes	Outputs
<p>1. EPA-SL capacity to provide effective and efficient environmental protection and management services enhanced</p>	<p>1.1 EPA-SL governance and management structures and guidelines strengthened by the year 2021</p> <p>1.2 EPA-SL staff increase (number of staff) and capacity (staff and institutional knowledge, skills and practices)</p> <p>1.3 EPA-SL adequately equipped to monitor environmental parameters (air, water, noise and soil) for purposes of compliance promotion and enforcement by 2021</p> <p>1.4 EPA-SL organizational, infrastructural, and logistical capacity enhanced by 2021</p> <p>1.5 Enhance the Understanding of ODS Identification and management by 2021</p>
<p>2. National Environmental Protection and Management Coordination and Mainstreaming</p>	<p>2.1 Environmental sustainability guidelines for the MDA's, NGOs, and CSOs for the period 2017 -2021 developed and implemented.</p> <p>2.2 Sierra Leone Environmental Information Network (SLEIN)</p>

<p>Strengthened</p>	<p>policy formulated and implemented by 2018</p> <p>2.3 Natural Resources Governance Network (NRGN) was established in 2017.</p> <p>2.4 EPA-SL Performance and Coordination with the Governance Justice and Security Sector maintained and improved.</p> <p>2.5 National Climate Change Strategy and Action Plan implemented by 2021</p> <p>2.6 Environmental Planning and Research in relevant thematic areas enhanced.</p> <p>2.7 Enhance Pollution control and chemical management by 2021</p>
<p>3. Compliance and enforcement of environmental policy and legislative framework enhanced.</p>	<p>3.1 Environmental Protection and Management policy and legislative frameworks (policies, plans, laws, regulations, and guidelines) by 2021</p> <p>3.2 EPA-SL compliance monitoring system (equipment installed, operated, and data utilized in compliance and enforcement) processes by 2018</p> <p>3.3 EIA tools and processes refined and mainstreamed within the development sector by 2017</p> <p>3.4 Operational, legal, compliance, and enforcement departments strengthened.</p> <p>3.5 Implementation of multilateral environmental agreements strengthened</p>
<p>4. Education and public awareness on environmental protection and management enhanced</p>	<p>4.1 Education for Sustainable Development (ESD) Implementation Strategy for the period 2017 -2021 developed and implemented</p> <p>4.2 Establish Regional Centers in priority areas where training regulations established in the existing public institution are fully recognized and accredited can be facilitated.</p> <p>4.3 Environmental clubs supported and strengthened by the year 2021</p> <p>4.4 Environmental committees of local councils strengthened by 2021 for effective local environmental protection and management functions</p> <p>4.5 Partnership with local communities to facilitate effective dissemination on environmental awareness promoted</p> <p>4.6 Public-private partnership on environmental issues promoted</p>
<p>5. Participation and mainstreaming of regional and global environmental programs strengthened</p>	<p>5.1 National Climate Change Coordinating Committee strengthened by 2021</p> <p>5.2 National Climate Change Secretariat in EPA-SL strengthened by 2021</p> <p>5.3 EPA-SL participate in relevant regional (ECOWAS) and International (UNFCCC, CBD, etc.) environmental programs for the enhancement of domestic environmental policy</p>

	framework by 2021 5.4 Implementation of the National Determined Contributions to the Paris Agreement and other MEAs Enhanced
6. Financial sustainability for EPA-SL strengthened	6.1 Collection of levies from EIA license and fees from permit improved by 2021 6.2 Multiple and diverse sources of funds identified and mobilized by 2021 6.3 Internal and external Control processes and procedures strengthened by 2021
7. Cross-cutting issues mainstreamed in environmental protection and management	7.1 Youth-led initiatives on environmental protection and management facilitated by 2021 7.2 Women-led initiatives on environmental protection and management facilitated by 2021 7.3 Physically Challenged-led initiatives on environmental protection and management facilitated by 2021 7.4 Collaboration in various thematic areas with stakeholders for the effective protection and management of the environment promoted by 2021

3.6 Strategic Programmes and Activities

3.6.1 Environmental Governance

Although significant strides have been made in developing a solid institutional base for environmental governance, there is still room for improvement especially in areas such as capacity-building. These make coordination of environmental planning, resource mobilization and implementation low, and undermine the ability of the Government and stakeholders to realize environment-related development objectives. Secondly, capacity development in the environment sector has been characterized by uncoordinated, disjointed interventions which have had a low and unsustainable impact. For the 2017-2021 implementation periods, the Environmental Governance programme will focus on the key result and activities outlined in the table below;

Table 6: Environmental Governance Results and Activities

No.	Results	Activities	Partners
1	EPA-SL governance and management structures and guidelines strengthened by the	a. Adoption of NEP & NEAP, Environmental guidelines on key sectors like sand mining, tourism, communication, and manufacturing b. Establish and equip a full-fledge Legal/ Enforcement Department and a documentation	MDAs, Donors, CSO and Private sector

	year 2021	<p>center.</p> <p>c. Finalize and institutionalize Standard Operating Procedures (SOPs) for the various Departments of the Agency</p> <p>d. Establish a Governance and Management Committee(GMC) for the Agency</p> <p>e. Guidelines for the Sound disposal of food is not fit for purpose, Hazardous Chemicals and Substances, expired Pharmaceuticals and Clinical Waste.</p> <p>f. develop environmental Standards for offshore oil and gas exploitation</p>	
2	EPA-SL staff increase (number of staff) and capacity (staff and institutional knowledge, skills and practices)	<p>a. Admin and technical staff trained in various environmental disciplines</p> <p>b. Short-term consultancy</p> <p>c. Staff recruited in various environmental disciplines</p>	USL, NU, Tech. VOC and Consultancy Firms
3	EPA-SL adequately equipped to monitor environmental parameters (air, water, noise and soil) for purposes of compliance promotion and enforcement by 2021	<p>a. Mobile laboratory, portable laboratory for regions, equipment, reagents, PPEs, and accessories procured</p> <p>b. Monthly analysis for air, water, noise, waste, and soil</p> <p>c. Assessment report on Environmental Load of waste waters/effluents from companies in Sierra Leone</p>	MoHS, MTI, Universities, MAFFS, CSOs, and Donors
4	EPA-SL organizational, infrastructural, and logistical capacity enhanced by 2021	<p>a. Various computers equipment, furniture and other equipment procured to furnish the new office</p> <p>b. additional vehicles to be procured</p> <p>c. rental and/or construction of regional office building</p>	NPPA
6	Environmental sustainability guidelines for the MDA's, NGOs, and CSOs for the period 2017 -2021 developed and implemented.	<p>a. Popularize EIA guidelines on tourism, agriculture, manufacturing and sand mining</p> <p>b. Distribute EIA guidelines to key sectors and stakeholders</p> <p>c. Coordinate with Freetown City Council and other regional and district councils for the development of waste management policies, guidelines, and legislations.</p> <p>d. implementation of the Climate Change Mainstreaming Guidelines for MDAs through Workshops and consultations.</p>	MDAs, NGOs, Donors, CSOs and Local Councils

		e. Implement a Peer review mechanism	
7	<i>Sierra Leone Environmental Information Network (SLEIN) policy formulated and implemented by 2018</i>	a. Review the existing policy for implementation b. Develop publications, Newsletters, Media sensitization	Media, MIC and MPPA
9	EPA-SL Performance and Coordination with the Governance Justice and Security Sector maintained and improved.	a. Holding regular coordination meetings b. Developing sector framework for effective collaboration c. Implement Sectoral peer review systems d. Coordinate/collaborate with the different sectors to enhance a user-friendly environment free of hazards. e. Collaboration with the sector for cooperative governance issues (Social issues, climate change, research and synergies). f. Develop environmental performance rating and disclosure programmes	ONS, SLP, RSLAF, SLCS and NFF
10	Environmental Protection and Management policy and legislative frameworks (policies, plans, laws, regulations and guidelines) by 2021	a. Draft Policies on air, water, noise, chemicals (mercury, POPs, etc) hazardous waste (electronic waste, etc) b. Legislation of the various policies c. Legislation of environmental standards d. implementation of the Biannual Update report (BUR) Plan e. Domestication of ratified MEAs f. Guidelines for the Sound disposal of food not fit for purpose, Hazardous Chemicals and Substances, expired Pharmaceuticals and Clinical Waste.	MDAs, CSOs, Private sector and Donors

3.6.2 Coordination, Protection, and Management

EPA recognizes the critical importance of engaging with other MDAs, international institutions, multilateral environmental agreements, bilateral aid agencies, civil society and the private sector in delivering on its broad environmental mandate; although the Agency always seeks to be a preferred partner when dealing with environmental issues. The Agency has established itself as strong coordination, regulatory, educational, and knowledge organization in Sierra Leone for all environmental management issues, in six (6) years of its establishment. At the decentralized level, all 14 districts councils have, Environment Officer responsible for ensuring that environmental issues are integrated into the district development plans, and providing technical

guidance to district sector units to prioritize and address environmental issues. At the informal level, there is a considerable level of environmental consciousness throughout Sierra Leone, a situation that has resulted in achieving good compliance with limited investment in environmental policing, evidence in the report we receive. The 2017-21 SAP will build on this success and develop more innovative governance, protection, and management mechanism to enhance effective environmental management.

Table 7: Coordination, Protection, and Management Results and Activities

No	Result	Activity	Partners
1	Environmental Planning and Research in relevant thematic areas enhanced.	<ul style="list-style-type: none"> a. implement various research in core environmental issues such as waste management, pollution, climate change, biodiversity, energy, BAT/BEP, Chemicals, Governance, b. effective use of EIA/GIS and remote sensing in environmental planning. c. Popularization of the Strategic Environmental Assessment report for Artisanal Miners d. Develop State of Environment report for Sierra Leone e. develop the state of marine environment report produced 	Research institutions, universities, consultancy firms, private sector and MDAs
2	EPA-SL compliance monitoring system (equipment installed, operated, and data utilized in compliance and enforcement) processes by 2018	<ul style="list-style-type: none"> a. Undertake regular updates of EIA database b. Hold monthly coordination meetings with other departments on monitoring and compliance issues c. Conduct quarterly monitoring d. Conduct environmental audits e. Environmental incidences and compliant monitored f. Chemical and Pollution surveillance systems 	MDAs, CSOs, Local council and Donors
3	EIA tools and processes refined and mainstreamed within the development sector by 2017	<ul style="list-style-type: none"> a. EIA tools reviewed and simplified b. Major sectors sensitized on the refined and simplified EIA tools in all regions c. Assessment and categorization of all EIA consultants in the country 	MDAs, CSOs, Local council and Donors
4	Operational, legal, compliance, and enforcement departments strengthened. Implementation of multilateral	<ul style="list-style-type: none"> a. Establish and equip a full-fledge Legal/ Enforcement Department and a Library for environment Policies and Laws. b. Training Legal Officers on Drafting of laws, regulations, and policies on the environment(both local and international pieces 	MDAs, CSOs, Local council and Donors

	environmental agreements strengthened	of training) c. Develop a Regulation for Hilly and Mountainous Areas	
5	Collection of levies from EIA license and fees from permit improved by 2021	Revenue collection from levies, EIA licenses and fees for 2017-2021	Proponents
6	Multiple and diverse sources of funds identified and mobilized by 2021	a. Provide support to the development of the proposal for grant support to donor partners b. Mainstream all acquired funding into the finance department to enhance accountability, quality, and timely reporting	Proponents and Donors
7	Internal and external Control processes and procedures strengthened by 2021	a. Implement internal and external control processes through the implementation of accounting and financial procedure manuals, departmental standard operating procedure manuals, asset control forms, etc. b. prepare an annual financial statement for external audit exercises c. Implement the use of pre-numbered procurement forms to ensure compliance with the NPPA Act d. Centralized all procurement activities of the Agency	ACC, NPPA, Audit Service and Donors

3.6.3 Environmental Mainstreaming, Education and Capacity Building

Environmental issues are prime for all development processes in Sierra Leone. It is, therefore, most appropriate that they are identified, analyzed, and addressed in the sectors where they occur. Mainstreaming the environment into all development processes in a clear, sector-specific manner will make development faster and more cost-effective. The focus of this strategic programme will build on the existing initiatives and lessons learned, to develop the capacity of the different sector actors, to identify and address environmental issues within their sectors and domains of development.

In the context of environmental education, a key starting point will be the recently developed Education for Sustainable Development (ESD) strategy, which provides a comprehensive analysis of the underlying barriers to environmental awareness, identifies key stakeholders, and proposes participatory approaches for integrating formal and non-formal environmental education, including scientific applications of environmental knowledge to livelihood improvement and economic transformation.

The key to enhancing sustainable environmental management is the capacity to deliver on environmental responsibilities. Implementation strategies on promoting Environmental mainstreaming, education and capacity building can be challenging if not addressed in its entirety. A sustainable development goal and green energy must push for urgent and proactive steps to ensure environmental mainstreaming is fully implemented. MDA's, NGO's and local councils are not enough to plug the gap needed to accomplish this development program. Therefore the educational sector and global knowledge base must be improved thus encouraging capacity building, which will enhance the knowledge and understanding of change management and innovation.

Table 8: Environmental Mainstreaming, Education and Capacity Building Results and Activities

No	Result	Activity	Partners
1	Education for Sustainable Development (ESD) Implementation Strategy for the period 2017 -2021 developed and implemented	a. Develop a framework on education for environmentally sustainable development b. Programme across Sierra Leone. c. Implement a comprehensive Communications Network	MDAs, CSOs, Local council and Donors
2	Establish Regional Centers in priority areas where training regulations established in the existing public institution are fully recognized and accredited can be facilitated.	a. University campuses implement nature clubs that will engage in environmental debates. b. MoU with Universities to facilitate strong partnership in the implementation of environmental programs c. Facilitate discussions with MEST and TEC for the expansion of the environmental curriculum in Tertiary Institutions	MDAs, CSOs, Universities and other academic institutions, Local council and Donors
3	Environmental clubs supported and strengthened by the year 2021	a. Work with teacher Coordinators to revive Schools Nature Clubs. b. Inter-Secondary Schools Competition during environmental commemoration days.	MDAs, CSOs, Local council and Donors
4	Environmental committees of local councils strengthened by 2021 for effective local environmental protection and management functions	a. review the established environmental committees of 19 local councils b. Training of 19 environmental committees on environmental management issues c. Training of 19 local council environmental officers in the preparation of project support document d. Establish and support at least two pilot communities to combat land degradation	MLGRD and Local Councils

		caused by wildfires	
5	Partnership with local communities to facilitate effective dissemination on environmental awareness promoted Public-private partnership on environmental issues promoted	a. Promote the "Me an me environment" partnership programme. b. Conduct Village to Village (V to V) sensitization on environmental issues c. Support communities to establish environmental bye-laws	Community stakeholders and Donors
6	Public-private partnership on environmental issues promoted	a. Promote private sector involvement and climate change issues b. Identify partnership areas with private sectors c. Develop and implement joint activities with private sectors.	EPA-SL and Private Sectors
7	EPA-SL participate in relevant regional (ECOWAS) and International (UNFCCC, CBD, etc.) environmental programs for the enhancement of domestic environmental policy framework by 2021	a. Ratification of relevant environmental conventions and treaties b. Increasing participation in Regional and Global conferences, meetings and workshops for global environmental benefits.	Convention Secretariat, MFAIC and Donors
8	Youth-led initiatives on environmental protection and management facilitated by 2021	a. Identify and support youth groups in environmental protection and management b. develop frameworks for implementation c. Resource mobilization d. Engage youth and nature clubs in nursery establishment and tree planting	MOYA, Youth Commission, Youth CSOs and CBOs, Private sector and Donors
9	Women-led initiatives on environmental protection and management facilitated by 2021	a. Identify and support women groups in environmental protection and management b. develop frameworks for implementation c. Resource mobilization	MSWGCA, MOYA, Women CSOs and CBOs, Private sector and Donors
10	Physically Challenged-led initiatives on environmental protection	a. Identify and support Physically Challenged groups in environmental protection and management	MSWGCA, MOYA, Disability

	and management facilitated by 2021	b. develop frameworks for implementation c. Resource mobilization	Commission, CSOs and CBOs, Private sector and Donors
11	Collaboration in various thematic areas with stakeholders for the effective protection and management of the environment promoted by 2021	a. Implement regular coordination on core environmental issues with relevant MDAs b. Undertake joint stake taking and peer review with relevant MDAs c. implement core environmental networks in key thematic areas.	MDAs, Donors and Private Sector

3.6.4 Chemical Management and Pollution Control

Materials and products in our everyday lives, from the homes we live in to the food we eat, contain chemicals that create environmental impacts. Our goal is to reduce or eliminate lifecycle impacts during their processing, manufacture, use, and disposal. EPA –SL’s primary tools for ensuring the safety of chemicals are the EPA Act of 2008 as amended in 2010, the ODS Regulations and membership in Chemical multi-lateral environmental agreements. Draft of Toxic and hazardous Substances Control regulations and the chemical management act will supplement its efforts.

Conduct inspections, compliance outreach, state, and tribal oversight, and initiate appropriate enforcement actions. Deploy pollution prevention strategies to reduce or eliminate the life cycle impacts of products.

Table 9: Chemical Management and Pollution Control Results and Activities

No	Result	Activity	Partners
1	Enhance Pollution control and chemical management by 2021	a. Develop a national profile and implement action plans for sound management of chemicals b. Promote programmes to develop chemicals-management instruments (national profiles, national implementation plans, national emergency preparedness and response plans). c. Coordinate assistance programmes at the bilateral and multilateral levels. d. Promote chemical exchange information through enhanced networking e. Develop infrastructure to redress the lack of	MDAs, Donors, CSOs and Private sector

		<p>accreditation bodies and accredited and reference laboratories with the capacity to sample environmental and human matrices and foodstuffs.</p> <p>f. Develop tools to assist industry to provide simplified chemicals information to Government and individual users.</p> <p>g. Develop Risk assessment, management and communication framework for pollution and chemicals management</p> <p>h. Chemical and pollution Incidence Surveillance and Communication guideline</p> <p>i. Increase knowledge of Coastal communities on pollution control. The entire coastline of Sierra Leone</p>	
	Enhance the Understanding of ODS Identification and management by 2021	<p>a. Organize training workshops for law enforcement officers and technicians to prevent illegal trade of ODS</p> <p>b. Procure and distribute equipment under the HPMP for Technicians and Centre of excellence</p> <p>c. Coordinate the allocation of HCFC licenses and quotas.</p> <p>d. Conduct regular inspection visits to monitor the distribution of HCFCs to check compliance with the quotas allocated to the importer.</p> <p>e. Ratify the Kigali Amendment to the Montreal Protocol</p> <p>f. Continue the implementation of an established certification scheme for refrigeration and air conditioning technicians</p>	MDAs, CSOs, Local council and Donors

3.6.5 Natural Resources Management

The governments have underscored the country’s rich endowment of natural resources and see it as the initial driver for rapid economic growth. Thus, “Managing Natural Resources” has been identified as Pillar 2 for Agenda for Prosperity. The key natural resource sectors include mineral resources, fisheries and marine resources, water resources, land management, forests, and oil and gas. Despite occupying a central position of Agenda for Prosperity, the natural resources are faced with multiple challenges including shocks stemming from unplanned exploitation and the ongoing land degradation from subsistence agriculture, forest exploitation, and unplanned urban development. In addressing these challenges, the government has called for concerted actions

from Ministries, Departments, and Agencies; Non-State Actors –NGO and Donor Agencies towards protection, conservation and management of natural resources.

Table 10: Natural Resources Management Results and Activities

No	Result	Activity	Partners
	Natural Resources Governance System strengthened by 2017.	<ul style="list-style-type: none"> a. Establish a Natural resource governance network (NRGN) b. Implement a National capacity for environment and natural resources management information systems. c. Web-based environment cadastral and administration system for natural resources management d. Develop a national implementation plan for the management of Sargassum seaweed, alien and invasive marine species e. Develop socio-economic database developed for coastal zone g. Develop environmental standards for offshore oil and gas exploitation developed i. Developing Urban Environmental Profile for Effective Urban Environmental Management for all cities f. Improving capacity on the management of marine debris from land-based sources and activities in coastal communities. g. Facilitating sustainable Land management for improved livelihoods h. Develop the Ramsar site map and assess the integrity of the site i. Pilot artisanal mined land rehabilitation programme in Kono f. GIS mapping of degraded land from Small & large scale mining activities 	MDAs, Donors, CSOs and Private sector

3.6.6 Climate Change Program Management

Sierra Leone is particularly vulnerable to the increasing frequency and severity of droughts, floods and severe storms (hail, thunder, lightning and violent winds), and their impacts on sectors such as agriculture, fisheries, as well as infrastructure and hydro-electric power production. Such climate-related hazards are having increasingly adverse effects on the country and future climate change is likely to further exacerbate the situation. A large proportion of the Sierra Leone population has a low capacity to adapt to climate change. Climate change impacts are likely to be particularly negative on Sierra Leone’s rural population because of their high dependence on rain-fed agriculture and natural resource-based livelihoods. Sierra Leone’s capacity to adapt to climate-related hazards should therefore be developed to limit the negative impacts of climate change and address the country’s socio-economic and developmental challenges effectively.

Table 11: Climate Change Program Management Results and Activities

No	Result	Activity	Partners
1	National Climate Change Strategy and Action Plan implemented by 2021	<ul style="list-style-type: none"> a. Expand priority actions on adaptation and mitigation by sectors into concrete projects for funding purposes b. Identify potential funding windows yearly for submission of the developed proposals c. Development of priority actions into a concrete project for Local Councils implementation. d. Implement a monitoring framework for the tracking of progress from the funded sector priority projects e. Describe National circumstances and BUR arrangements f. Prepare National GHG inventory report g. develop mitigation actions and their effects h. Popularized and develop an implementation framework for the outcomes of the various conference of Parties (COP) under the UNFCCC 	MDAs, CSOs, Local council and Donors
2	National Climate Change Coordinating Committee strengthened by 2021	<ul style="list-style-type: none"> a. Quarterly meetings to enhance collaboration b. Capacity building enhanced for committee members c. Periodic review of progress 	MDAs, CSOs, Local council and Donors
3	National Climate Change	a. Desk review undertaken on existing strategies	MDAs,

	Secretariat in EPA-SL strengthened by 2021	<p>and developed a clear framework for enactment of the role of the National Climate Change Secretariat (NCCS) under the Environment Protection Agency</p> <p>b. Conduct stocktaking exercise to develop a clear framework for strengthening the secretariat (National Climate Change Secretariat) under the Environment Protection Agency.</p> <p>c. Implement Agreed Framework</p> <p>d. Conducted monitoring and evaluation</p>	CSOs, Local council and Donors
4	Implementation of the National Determined Contributions to the Paris Agreement and other MEAs Enhanced	<p>a. Undertake a facilitation dialogue to set up national regional and district structure for the implementation of the NDC</p> <p>b. Develop the Nationally Determined Contributions implementation plan and mobilize resources</p> <p>c. Conduct regular monitor of progress and stocktaking exercises to review performance.</p> <p>d. Review NDCs and report to Global stocktake after few years of implementation.</p> <p>e. Plan for the development of the next NDCs after 5years</p>	MDAs, CSOs, Local council and Donors

CHAPTER FOUR

4.0 IMPLEMENTATION ARRANGEMENT

4.1 Management Structures

The Environment Protection Agency is established by an Act of Parliament in 2008 (EPA ACT, 2008) and amended in 2010, which place the agency in the office of the president. EPA-SL has a board that provides direction and makes decisions on the environment. The Executive Chairperson oversees all activities of the agency and the office of the President has oversight responsibility of the agency. EPA-SL consists of a national office (Head Office) that coordinates and manages national and regional issues as well as regional offices (field-based office) that implements regional activities around the country.

In addition, the Agency is administered through several departments, (Reference section 17. (1) of the EPA-Act of 2008 as amended in 2010, The Agency shall establish such departments as it may think necessary for the performance of its functions) although the EPA Act, of 2008 has prescribed three departments, their number and title are increasingly varied based on the services demanded within the country and due to global environmental policy and governance trends.

Office of the President

The office of the president has complete oversight of the agency. On the recommendation of the Minister and subject to the approval of Parliament, the chairman and other members of the Board, except the Executive Director shall be appointed by the President.

Board of Directors

The Board of Directors is the governing body of the Agency. A chairman with considerable knowledge and experience in environmental matters will head the Board. Representatives from the following Ministries and Unit not below the rank of Director shall be members of this Board:–

- (i) Ministry of the Environment;
- (ii) Ministry of Local Government;
- (iii) Ministry of Mineral Resources;
- (iv) Ministry of Marine Resources;
- (iv) Ministry of Agriculture and Forestry;
- (vi) Ministry of Tourism;
- (vii) Ministry of Trade and Industry;
- (viii) Ministry of Transport;
- (ix) Ministry of Health;
- (x) Petroleum Unit;

The Chairman and other members of the Board except shall hold office for three years and shall be eligible for re-appointment for not more than one term. The Board shall also provide such policy guidance and advice as will ensure the efficient implementation of the functions of the Agency and enhance the overall performance of the Agency.

Executive Chair

The Executive Chairperson is responsible for the office of the president and executes the Board policies and oversees the day-to-day administrative activities of the Agency.

Director & Deputy Directors

The Director and the Deputy Directors assist the Executive Chairperson. The Deputy Directors are in charge of departments and provide departmental guidance in implementing related policy and plans as detailed in the strategic plan. The Assistant Deputy Director provides departmental administrative services and assists the Deputy Director in implementing the relevant policy and plan for the department. The deputy directors are in charge of compiling departmental reports that aggregate reports from all the units.

In addition, the Agency is administered through several departments, although the EPA Act, of 2008 has prescribed three departments, their number and title are increasingly varied based on the services demanded within the country and due to global environmental policy and governance trends.

The EPA-SL Head Office

EPA-SL has identified a suitable site for the construction of a complex that would house the following:

- Offices
- Documentation and Information Centre
- Conference Hall
- Testing Laboratory
- Repair and Maintenance Workshop.

The construction of an eco-friendly and energy-efficient building to house the agency has already commenced in the New England area. At the provincial level; EPA-SL has established two regional offices in the provincial towns of Makeni and Bo. These offices will ensure the effective provision of environmental protection services around the country.

The Agency is also in the process of establishing other regional offices in Koidu New Sebehun to provide services in Kono district and in Waterloo in the Western Rural District to provide services in the Western Area Peninsula Mountains.

4.2 Institutional Cooperation and Partnership

The need to promote institutional cooperation and partnership will enhance the capacity building as well as contribute immensely to human and economic development. Establishing environmental desks in institutions, MDA's, etc can equally foster environmental education at all levels. Institutional cooperation and partnerships with non-governmental organizations (NGOs) as well as with the private sector can also promote awareness in such areas as forest conservation and good governance.

4.2.1 MDAs

The Environment Protection Agency is the principal authority charged with the responsibility for coordination and reporting on the implementation of environmental activities. All other ministries and agencies in the productive, social services and protection and regulatory sectors will be mobilized and engaged to take the lead in ensuring that the environmental resources on which they depend (water, biomass, biodiversity, soil, minerals...) are sustainably managed and consistent with environmental sustainability principles. They will also ensure that waste from productive activities is minimized, in accordance with pollution control targets set in this strategy, and in line with national and international regulatory frameworks. Policies, programmes, and plans to ensure that there are sufficient safety nets and that the population is empowered and equipped with adequate knowledge, information, and skills to reduce their vulnerabilities to environment-related disasters, losses and inconveniences. The health sector will scale up the environmental health programmes and provide sufficient resources to reduce environment-related illnesses, actively participate in the national hygiene and sanitation programmes, and include environmental issues into the health management information system (HMIS). These sectors will ensure that strategies and resources are in place to integrate environmental education within the formal and non-formal education system at all levels and ensure that all education infrastructure development plans undergo strategic environmental assessment (SEA). The national disaster management coordination secretariat will adopt an early warning system, that incorporates environmental and climate information into disaster risk prediction and response interventions.

Under decentralization, local government authorities have direct responsibility for all decentralized services, including environmental management. The district authorities will prioritize – in planning and budgets, environmental issues, as most districts are dependent on environmental resources but also vulnerable to environmental calamities. They will integrate SEA principles into their District Development Plans (DDPs) and mobilize additional resources to finance environmental investments in their localities. They will, within their capacity limitations, ensure environmental compliance by all development projects in their localities.

4.2.2 CSOs

CSOs can actively participate in the Global Partnership governance. Civil society organizations (CSOs) help shape education policies and monitor programs and hold governments accountable for their duty to fulfill the right to education. CSOs can be small or large, national or international, and include also parents' associations, children's and youth organizations, and teacher unions.

4.2.3 Developing Partners

The Global Partnership works with organized CSO networks to help facilitate collaboration among organizations and strengthen national and global linkages. They will effectively mobilize to provide technical and financial support to the implementation of the environmental strategies preferably through resource pooling.

4.2.4 Private Sectors

The private sector has a primary interest in environmental stewardship especially in a country where development is hinged on the health and the productivity of the eco-system. Businesses are at the center of resource extraction and their activities generate waste, degrade the environment, and pose risk to communities. There is a need to create a public-private partnership for the implementation of the environmental strategic program.

CHAPTER FIVE

5.0 MONITORING AND EVALUATION

5.1 Monitoring and Evaluation Processes

Monitoring and Evaluation (M&E) is an important management tool that will be used by EPA to ensure that implementation of this Strategic Plan is on course. Monitoring and evaluation will be used to measure accomplishments and detect any deviation and where there is a need for adjustment, appropriate and timely action will be taken. The M&E process will take into account emergent issues, and changes in the environment that affect this Plan. The corporate implementation matrix (See Annex) will help track and monitor progress in the implementation of the Plan. The Strategic Plan will be subjected to Midterm and End of Plan reviews to gauge the extent of achievement of intended results. In carrying out M&E, the following tools will be adopted:

- ❖ Annual implementation matrix review
- ❖ Annual performance review and work plans
- ❖ Annual budget and quarterly expenditure review
- ❖ Annual and quarterly research and development reports
- ❖ Consultative and Management meetings
- ❖ Annual staff appraisal

Measurement of performance will be done based on the following four (4) indicators:

- ❖ Level of beneficiaries and stakeholders satisfaction index;
- ❖ Level of increase in fund generated and management of resources;
- ❖ Compliance to internal processes; and
- ❖ Institutional capacity development.

5.2 Monitoring and Evaluation Framework *(See Annex)*

CHAPTER SIX

6.0 BUDGET AND FINANCIAL MECHANISM

6.1. Budget

The budget estimate was determined based on the final activities agreed to by the agency and the stakeholders. Table x below shows the summary of the budget required by the agency to be able to fully achieve the outlined output and outcomes

Table 12: Budget Estimate for the Implementation of the Strategic Plan

Programme Area	Outputs	Financial Year of Expenditure Budget (SLL)					
		2017 (Le'000)	2018 (Le'000)	2019 (Le'000)	2020 (Le'000)	2021 (Le'000)	Total (Le'000)
Strategic Outcomes 1: EPA-SL capacity to provide effective and efficient environmental protection and management services enhanced	1.1 EPA-SL governance and management structures and guidelines strengthened by the year 2021	85,000	89,250	93,713	98,398	103,318	469,679
	1.2 EPA-SL staff increase (number of staff) and capacity (staff and institutional knowledge, skills and practices)	460,000	483,000	507,150	532,508	559,133	2,541,790
	1.3 EPA-SL adequately equipped to monitor environmental parameters (air, water, noise and soil) for purposes of compliance promotion and enforcement by 2021	2,800,000	380,000	400,000	890,000	500,000	4,970,000
	1.4 EPA-SL organizational structures, and facilities (office space, vehicle) enhanced to capacity by 2021	185,000	1,850,000	-	1,500,000	-	3,535,000

	1.5 Enhance the Understanding of ODS Identification and management by 2021	52,500	55,125	57,881	60,775	63,814	290,096
Strategic Outcomes 2: National Environmental Protection and Management Coordination and Mainstreaming Strengthened	2.1 Environmental sustainability guidelines for the MDA's, NGOs, and CSOs for the period 2017 -2021 developed and implemented.	70,000	73,500	77,175	81,034	85,085	386,794
	2.2 Sierra Leone Environmental Information Network (SLEIN) policy formulated and implemented by 2018	-	- 80,000	-	-	-	80,000
	2.3 Natural Resources Governance Strengthened	85,000	132,000	120,000	98,000	127,000	562,000
	2.4 EPA-SL Performance and Coordination with the Governance Justice and Security Sector maintained and improved.	16,500	17,325	18,191	19,101	20,056	91,173
	2.5 National Climate Change Strategy and action Plan implemented by 2021	95,000	99,750	104,738	109,974	115,473	524,935
	2.6 Environmental Planning and Research in relevant thematic areas enhanced.	65,000	68,250	71,663	75,246	79,008	359,166
	2.7 Enhance Pollution control and chemical management by 2021	120,000	126,000	132,300	138,915	145,861	663,076
Strategic Outcomes 3: Compliance and	3.1 Environmental Protection and Management policy and legislative frameworks (policies, plans, laws, regulations and guidelines) by 2021	215,000	225,750	237,038	248,889	261,334	1,188,011

enforcement of environmental policy and legislative framework enhanced.	3.2 EPA-SL compliance monitoring system (equipment installed, operated and data utilized in compliance and enforcement) processes by 2018	-	350,000	-	-	-	350,000
	3.3 EIA tools and processes refined and mainstreamed within the development sector by 2017	75,000	-	-	-	-	75,000
	3.4 Operational, legal, compliance and enforcement department strengthened.	60,000	63,000	66,150	69,458	72,930	331,538
	3.5 Implementation of multilateral environmental agreements strengthened	40,000	42,000	44,100	46,305	48,620	221,025
Strategic Outcomes 4: Education and public awareness on environmental protection and management enhanced	4.1 Education for Sustainable Development (ESD) Implementation Strategy for the period 2017 -2021 developed and implemented	90,000	90,000	90,000	90,000	90,000	450,000
	4.2 Establish Regional Centers in priority areas where training regulations established in the existing public institution are fully recognized and accredited can be facilitated.	45,000	47,250	49,613	52,093	54,698	248,653
	4.3 Environmental clubs supported and strengthened by the year 2021	80,000	84,000	88,200	92,610	97,241	442,051

	4.4 Environmental committees of local councils strengthened by 2021 for effective local environmental protection and management functions	140,000	147,000	154,350	162,068	170,171	773,588
	4.5 Partnership with local communities to facilitate effective dissemination on environmental awareness promoted	25,000	26,250	27,563	28,941	30,388	138,141
	4.6 Public private partnership on environmental issues promoted	15,000	15,750	16,538	17,364	18,233	82,884
Strategic Outcomes 5: Participation and mainstreaming of regional and global environmental programs strengthened	5.1 National Climate Change Coordinating Committee strengthened by the 2021	70,000	73,500	77,175	81,034	85,085	386,794
	5.2 National Climate Change Secretariat in EPA-SL strengthened by 2021	135,000	141,750	148,838	156,279	164,093	745,960
	5.3 EPA-SL participate in relevant regional (ECOWAS) and	65,000	68,250	71,663	75,246	79,008	359,166
	5.4 International (UNFCCC, CBD, etc.) environmental programs for the enhancement of domestic environmental policy framework by 2021	220,000	231,000	242,550	254,678	267,411	1,215,639
	5.5 Implementation of the National Determined Contributions to the Paris Agreement and other MEAs Enhanced	1,500,000	1,575,000	1,653,750	1,736,438	1,823,259	8,288,447

Strategic Outcomes 6: Financial sustainability for EPA-SL strengthened	6.1 Collection of levies from EIA Licence and fees from permit improved by 2021	-	-	-	-	-	-
	6.2 Multiple and diverse sources of funds identified and mobilized by 2021	-	-	-	-	-	-
	6.3 Internal and external Control processes and procedures strengthened by 2021	48,000	50,400	52,920	55,566	58,344	265,230
Strategic Outcomes 7: Cross-cutting issues mainstreamed in environmental protection and management	7.1 Youth-led initiatives on environmental protection and management facilitated by 2021	90,000	94,500	99,225	104,186	109,396	497,307
	7.2 Women-led initiatives on environmental protection and management facilitated by 2021	85,000	89,250	93,713	98,398	103,318	469,679
	7.3 Physically Challenged-led initiatives on environmental protection and management facilitated by 2021	70,000	73,500	77,175	81,034	85,085	386,794
	7.4 Collaboration in various thematic areas with stakeholders for the effective protection and management of the environment promoted by 2021	90,000	94,500	99,225	104,186	109,396	497,307
TOTAL BUDGET		7,192,000	7,036,850	4,972,593	7,158,722	5,526,758	31,886,923

6.2 Funding Mechanism

The Government needs to make a substantial increase in the annual funding that is dedicated to EPA activities. Although development partners /donors are considered as potential sources of funding for activities on the strategic plan, the EPA also has its own sources of sustainable funding such as fees from environmental impact assessment licenses and environmental monitoring. To increase revenue to implement its daily activities and strategic activities, it is considered essential that EPA utilizes other innovative sources of funding such as levies or payment for environmental or ecosystem services (PES) and polluter pay principles.

Presently the financing options of the Agency include

- Fees from EIA Licenses, Monitoring and Ground Truthing
- Project funded by International Organizations

The Agency is also getting support from development partners such as UNDP and the European Union through the Technical Assistance and Capacity Building Project for EPA-SL to strengthen its human capacity and office. The Agency within the planned period will continue to seek funding from UNEP, UNDP, EU, DFID, USAID, UNIDO, AU and ECOWAS Commission for financial and technical support for the effective implementation of the strategic plan.

6.2.1 Projected Funding Requirements

Based on the rough cost estimates provided for each output, it was determined that the average annual costs to implement all of the outputs would be approximately SLL 6,377,385,000 per year. A significant percentage of the annual cost will go to the implementation of the core programme areas identified in the strategic plan.

6.2.2 Strategies for Resource Mobilization

The strategic objectives/outcomes and outputs of this plan of action will only be achieved if the enabling environment for the existence of the Agency is provided and the assumptions shown on the logical framework matrix (Annex One) come to fruition. The logical framework matrix is developed on the review of the strategic plan to reflect all major activities undertaken and issues considered within the five-year period from 2017-2021.

Annex 1 - Logical Frameworks

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions/Risk
<p>Strategic Goal</p> <p>To bring about measurable and sustainable improvements in the environment and living conditions of all Sierra Leoneans through enabling policy framework, partnerships and capacity building for more equitable access to and return of benefit from the natural resources.</p>	<p># development intervention with appreciable environment consideration</p> <p># of Environmental Programmes developed and implemented</p> <p>a % decrease in poverty and environmental degradation.</p> <p>% increase in sustainable livelihoods due to appropriate interventions of the environmental programs.</p> <p>% of the population reports an improvement in their environmental handling.</p>	<ul style="list-style-type: none"> • Research. • Survey reports. • Participatory poverty assessments. • Impact assessment reports. • Project reports • State of the environment reports. 	<p>No instability situation due to political, outbreak, security threat to name but a few.</p> <p>Commitment to Environmental improvement by political leadership continues</p>
<p>Strategic Objectives 1: To ensure that Sierra Leone has adequate and sustained capacity for effective environmental governance and decentralized service delivery</p>	<p>% of staff and people reported having increased their level of performance in the area of environment.</p> <p>% of people with full knowledge of the human resource management, procurement & financial management systems, policies & procedures in place.</p> <p># of environmental programmes implemented by all sectors.</p> <p>% reduction in environmental pollution</p> <p>Evidence of stakeholder commitment to</p>	<ul style="list-style-type: none"> • KAP survey report • Assessment report • Monitoring report • State of the environment reports. • Reports 	<p>No instability situation due to political, outbreak, security threat to name but a few.</p> <p>Commitment to Environmental improvement by political leadership continues</p> <p>The willingness of people to accept environmental protection as keen to</p>

	environmental protection and governance		development intervention
Strategic Objectives 2: To ensure that environmental sustainability principles are effectively mainstreamed into all national development policies, programmes, and plans	<p># of MDAs with environmental protection and climate change consideration as part of their operational plans</p> <p># of new or reviewed policies, laws and regulations with clear environment and consideration</p> <p>Component of environment and climate change in the revised 1991 constitution</p> <p># of Local Councils having environmental protection and management as part of their District Development Plan (DDP)</p>	<ul style="list-style-type: none"> • Monitoring Report • Assessment survey • Annual Surveys • Annual Reports • Performance Evaluation Reports • Activity Report • Annual Thematic Surveys • M&E Reports 	<p>No instability situation due to political, outbreak, security threat to name but a few.</p> <p>Commitment to Environmental improvement by political leadership continues</p>
Intended Result 1: EPA-SL capacity to provide effective and efficient environmental protection and management services.			
Programme Outcome 1 EPA-SL capacity to provide effective and efficient environmental protection and management services enhanced	<p>% of staff members reported having increased their level of performance based on the new skills acquired in the training.</p> <p># of staff retained and trained by gender.</p> <p>% of the targeted district councils increased the implementation of their environmental programmes.</p> <p>% of staff members will full knowledge of the human resource management, procurement & financial management systems, policies&</p>	<ul style="list-style-type: none"> • Annual Surveys • Annual Reports • Performance Evaluation Reports • Training reports • Annual Thematic Surveys • M&E Reports 	<p>EPA-SL has adequate resources to timely address the issue of logistics and training for staff.</p> <p>The leadership of the Councils fully Cooperate.</p>

	procedures in place.		
Output 1.1 EPA-SL governance and management structures and guidelines strengthened by the year 2021	<p># of environmental guidelines adopted</p> <p>% of staff with the full understanding of the standards operating procedures</p> <p>Evidence of governance management committee</p> <p>% of staff with the satisfactory expression of the availability of the work environment</p> <p>% reduction in environmental pollution</p>	<ul style="list-style-type: none"> • Guideline documents • SOP and tracking report • Regional Environmental Reports (monthly, quarterly and yearly) • Human Resource, Procurement, and Financial Management systems developed. 	EPA SL Board and Management provide the leadership for the administration of the Agency.
Output 1.2 EPA-SL staff increase (number of staff) and capacity (staff and institutional knowledge, skills and practices)	<p># Of staff recruited by gender.</p> <p># of training provided for staff</p> <p># staff trained in different fields of the environment by gender</p> <p>% of staff demonstrating competence in different capacities</p> <p>% of staff with a satisfactory expression of the availability of the work environment</p> <p># Technical staff trained on a different aspect of the agency programs.</p>	<ul style="list-style-type: none"> • Recruitment Reports • Staff register • Annual Human Resource Report • Training reports • Review reports 	EPA-SL provides funds to implement regional programs Readily available resources and experts.
Output 1.3 EPA-SL adequately equipped to monitor environmental parameters (air, water, noise and soil) for purposes of compliance promotion	<p># of scientific monitoring conducted</p> <p># of equipment provided for monitoring</p> <p># of research conducted</p>	<ul style="list-style-type: none"> • Research reports • Monitoring reports 	EPA-SL has adequate resources available to fully support these activities.

and enforcement by 2021		<ul style="list-style-type: none"> • Activity Reports • Annual Reports 	
Output 1.4 EPA-SL organizational infrastructural, and logistical capacity enhanced by 2021	<p>% of staff with convenient work station and equipment to enhance their work</p> <p>Evidence of workspace for all staff</p>	<ul style="list-style-type: none"> • Staff perception survey report • Asset register • Logs 	Readily available resources
Output 1.5 Enhance the Understanding of ODS Identification and management by 2021	<p>% of custom officers with the capacity to identify ODS</p> <p># of technicians trained</p> <p>% reduction in the use of ODS in sierra Leone</p>	<ul style="list-style-type: none"> • Training Report • Survey report • Monitoring report 	<p>Custom officers and Technicians are not influenced by other factors</p> <p>Continues availability of funding</p>
Intended Result 2: National Environmental Protection and Management Coordination and Mainstreaming			
Programme Outcome 2: National Environmental Protection and Management Coordination and Mainstreaming Strengthened	<p>% increase in the number of lead agencies participating in the environmental programs.</p> <p># Of sectors that have integrated environmental management programs.</p> <p>% increase in the number of district coordination support systems to mainstream environmental guidelines. No. of IEC materials produced and awareness programs carried out on environmental integration.</p> <p>Evidence of Environmental mainstream guidelines developed.</p>	<ul style="list-style-type: none"> • Survey Reports. • Annual Reports. • M&E Reports. 	<p>EPA-SL receives appropriate support from all sectors.</p> <p>Availability of adequate resources.</p>
Output 2.1 Environmental sustainability guidelines for the	# Of lead agencies participating in	<ul style="list-style-type: none"> • Monthly, quarterly and 	EPA-SL receives appropriate support

MDA's, NGOs, and CSOs for the period 2017 -2021 developed and implemented.	<p>environmental programmes.</p> <p># of sectors that have integrated environmental management programmes</p> <p># of assessment meetings held for environmental officers of local councils.</p> <p># of line ministries with Environmental focal points</p>	<p>annual reports.</p> <ul style="list-style-type: none"> • Assessment reports. • EIA reports and Joint monitoring reports. • Minute of the coordination meetings. 	<p>from the different sectors through the establishment of MOUs.</p> <p>Availability of resources and experts.</p>
Output 2.2 Sierra Leone Environmental Information Network (SLEIN) policy formulated and implemented by 2018	<p>% increase of public awareness of environmental issues.</p> <p>Evidence of SLEIN policy</p> <p>Evidence of a functional network</p>	<ul style="list-style-type: none"> • Operational network reports. • Training reports. 	All sectors willing to support the network
Output 2.3 Natural Resources Governance System strengthened by 2017	<p># of Natural resources Management Programmes</p> <p>Evidence of natural resources governance network established</p>	<ul style="list-style-type: none"> • Project report • Network stakeholders list • Annual reports 	<p>Readily available funds for the implementation of NRM programmes</p> <p>EPA-SL receives effective cooperation from all sectors</p>
Output 2.4 EPA-SL Performance and Coordination with the Governance Justice and Security Sector maintained and improved.	<p># of sector coordination meetings</p> <p># of sector-led activities implemented</p> <p>% increase in the performance of the sector, rated by the state</p>	<ul style="list-style-type: none"> • Meeting report. • Monthly, quarterly/annual reports. • M&E reports 	All sectors willing to work as a team
Output 2.5 National Climate Change Strategy and Action Plan implemented by 2021	<p># of climate change programmes implemented</p> <p># of funding windows identified</p> <p>% of population with knowledge on climate</p>	<ul style="list-style-type: none"> • Project Proposals • Monitoring Report • Research 	EPA-SL has adequate resources available to fully support these activities.

	change issues	<ul style="list-style-type: none"> • Annual report 	The funding stream continues its trend
Output 2.6 Environmental Planning and Research in relevant thematic areas enhanced.	# of Research conducted # of Environment Plans developed	<ul style="list-style-type: none"> • Research Report • Plans developed • Annual reports 	Readily available funds for research
Output 2.7 Enhance Pollution control and chemical management by 2021	% reduction in pollution # of actors with effective chemical management in place # of pollution monitoring conducted	Research report Monitoring Report Lab analysis result	The agency adequately equipped to handle pollution control and chemical management
Intended Result 3: Compliance and enforcement of environmental policy and legislative framework.			
Program Outcome 3: Compliance and enforcement of environmental policy and legislative framework enhanced	% of companies with EIA license complies with terms and conditions. # of a policy initiated, reviewed and adopted. % increase in compliance with environmental standards and regulations by all sectors. # Of accompanies under the first schedule of the EPA Act apply for an EIA license. % targeted sector have increased their performance in environmental issues.	<ul style="list-style-type: none"> • Annual surveys. • Sector assessments surveys. • Annual Reports. • M&E Reports 	Improved coordination between EPA and related sectors. Availability of resources both financial and human.
Output 3.1 Environmental Protection and Management policy and legislative frameworks (policies, plans, laws, regulations and guidelines) by 2021	# of policies initiated and reviewed. # of emerging issues covered. # of international framework domesticated	<ul style="list-style-type: none"> • EPA annual reports. • Available Policies reviewed and 	Availability of resources both financial and human.

<p>Output 3.2 EPA-SL compliance monitoring system (equipment installed, operated and data utilized in compliance and enforcement) processes by 2018</p>	<p># Available monitoring equipment # of scientific monitoring conducted % reduction in pollution and chemical discharge % reduction in environmental health challenges # of staff training trained to carry out monitoring % of staff expressing full capacities to conduct quality monitoring</p>	<ul style="list-style-type: none"> • Training reports. • Environmental MIS reports. • Annual reports • Monitoring report • Data analysis 	<p>Availability of resources both financial and human.</p>
<p>Output 3.3 EIA tools and processes refined and mainstreamed within the development sector by 2017</p>	<p># of EIA guideline developed and reviewed A simplified tool for EIA processes # of EIA consultants review and categorized % of sectors certificate issued. No. of environmental practitioners trained.</p>	<ul style="list-style-type: none"> • Training reports • Sector environmental impact assessment reports. • Annual reports • M&E reports 	<p>Availability of resources both financial and human.</p>
<p>Output 3.4 Operational, legal, compliance and enforcement department strengthened.</p>	<p>% increase in Environmental Compliance. # of compliance staff employed. Fully capacitated compliance department.</p>	<ul style="list-style-type: none"> • Reports • Activity reports. • Programs 	<p>Availability of resources both financial and human.</p>
<p>Output 3.5 Implementation of multilateral environmental</p>	<ul style="list-style-type: none"> • # of multilateral agreement implemented at National Level 	<ul style="list-style-type: none"> • Report • Regulatory documents. 	<p>Availability of resources both financial</p>

agreements strengthened	# of MEAs meetings attended		and human.
Intended Result 4: Education and public awareness on environmental protection and management			
Program Outcome 4: Education and public awareness on environmental protection and management enhanced	<p>% increase in environmental education/awareness and public participation.</p> <p>% of the population of EPA coverage area are aware of EPA operations and do participate fully.</p> <p>No environmental education and public awareness programs.</p>	<ul style="list-style-type: none"> • Public Perception Surveys. • Annual Reports. • Regional Reports. • M&E Reports 	<p>EPA- SL receives cooperation and collaboration from all sectors.</p> <p>Availability of adequate resources.</p>
Output 4.1 Education for Sustainable Development (ESD) Implementation Strategy for the period 2017 -2021 developed and implemented	<p>Evidence of Environmental Education and Awareness Strategy.</p> <p>Web-based awareness-raising</p> <p># of participation in sub-regional conferences/workshops.</p> <p># of sessions of multimedia materials produced (print &electronic).</p> <p>#of public education programs aired (radio & TV).</p>	<ul style="list-style-type: none"> • Environmental Education and Awareness strategy reports. • Monthly, quarterly and annual reports. • Website redesigns reports. 	<p>EPA-SL has adequate resources available to fully support these activities.</p> <p>Lead environmental agencies willing to collaborate.</p>
Output 4.2 Establish Regional Centers in priority areas where training regulations established in the existing public institution are fully recognized and accredited can be	<p>Evidence of Environment Centers with regional competitive capacity</p> <p>Accredited and recognized programmes</p>	<ul style="list-style-type: none"> • Monthly, quarterly and annual reports • Activity Reports 	<p>EPA-SL has adequate resources available to fully support these activities.</p>

facilitated.	design. and Level of institutional coordination		
Output 4.3 Environmental clubs supported and strengthened by the year 2021	# of schools participating in environmental education. # of teachers trained and the number of pieces of training organized. # of school competitions organized. # of school demonstration project established.	<ul style="list-style-type: none"> • Monthly, quarterly and annual reports • Activity Reports • List of Attendees. 	EPA-SL has adequate resources available to fully support these activities.
Output 4.4 Environmental committees of local councils strengthened by 2021 for effective local environmental protection and management functions	# of district-level environmental committee establish Evidence of a well functioned Environmental Committee in each District Council. # of district sensitization workshops conducted. #of district environmental management programs implemented.	<ul style="list-style-type: none"> • Activity reports • Monthly, quarterly and annual reports. • Meetings report 	Availability of resources both financial and human.
Output 4.5 Partnership with local communities to facilitate effective dissemination of environmental awareness promoted	# of community-level environmental programmes # of communities partnered with % increase in the awareness of local people.	<ul style="list-style-type: none"> • Activity Report • Annual reports • M & E reports 	Availability of resources both financial and human.

<p>Output 4.6 Public-private partnership on environmental issues promoted</p>	<p># of private sectors involved in environmental programme</p> <p>Evidence of Private sector-oriented environmental programmes</p>	<ul style="list-style-type: none"> • Projects • Activity report • MoU 	<p>Availability of resources both financial and human.</p> <p>The willingness of the private to invest in Environmental programmes</p>
<p>Intended Result 5: Participation and mainstreaming of regional and global environmental programs</p>			
<p>Program Outcome 5 Participation and mainstreaming of regional and global environmental programs strengthened</p>	<p>% increase in the number of multilateral environment agreements domesticated locally.</p> <p>Relevant Multilateral Environment Agreement ratified.</p> <p># of MEA related projects implemented.</p> <p>% increase in collaboration and cooperation with UNEP, UNDP and other international agencies.</p> <p># of international, regional and sub-regional environmental programmes EPA-SL fully participated.</p>	<ul style="list-style-type: none"> • Annual Surveys. • Annual Reports. • M&E Reports. • Project Reports. 	<p>EPA- SL receives cooperation and collaboration from all International partners.</p> <p>The government fully committed to ratification processes.</p>
<p>Output 5.1 National Climate Change Coordinating Committee strengthened by 2021</p>	<p>Evidence of Committee</p> <p># of committee meetings held</p> <p>% increase in the level of awareness of committee members on climate change issues</p> <p># of Committee level climate change initiatives</p>	<ul style="list-style-type: none"> • Activity reports. • List of committee members • Meeting reports • Monthly, quarterly 	<p>Availability of resources and experts.</p>

		and annual reports.	
Output 5.2 National Climate Change Secretariat in EPA-SL strengthened by 2021	# of staff at the secretariat Full functioning secretariat. # of Climate change programmes by the secretariat	<ul style="list-style-type: none"> • HR report • Activity report 	Availability of resources and experts.
Output 5.3 EPA-SL participate in relevant regional (ECOWAS) and International (UNFCCC, CBD, etc.) environmental programs for the enhancement of domestic environmental policy framework by 2021.	% increase in collaboration and cooperation with UNEP, UNDP, and other international agencies. # of international programmes attended	<ul style="list-style-type: none"> • International meeting reports • Invitation 	Availability of resources and experts. International partners are willing to invite the agency to meetings and pieces of training.
Output 5.4 Implementation of the National Determined Contributions to the Paris Agreement and other MEAs Enhanced	# of climate change programmes developed and implemented Domestication of the Paris Agreement # of MEAs domesticated	Project Report Annual Report	Availability of resources and experts. International partners willing to support the agency in the implementation of the agreements
Intermediate Result: 6 Financial sustainability for EPA-SL			
Program Outcome 6 Financial sustainability for EPA-SL strengthened	% increase in the number of financial mechanisms established. % yearly increase in revenue generated due to the introduction of a proactive financing mechanism.	<ul style="list-style-type: none"> • Annual Surveys. • Annual Reports • M&E Reports. 	EPA- SL receives cooperation and collaboration from all sectors.
Output 6.1 Collection of levies from EIA license and fees from	The volume of revenue generated to support	<ul style="list-style-type: none"> • Revenue /cash flow 	EPA- SL receives cooperation and

permit improved by 2021	the government.	reports.	collaboration from all sectors.
Output 6.2 Multiple and diverse sources of funds identified and mobilized by 2021	No. of the innovative source of funding legislated.	<ul style="list-style-type: none"> • Projects • Activities • Findings 	EPA- SL receives cooperation and collaboration from all sectors.
Output 6.3 Internal and external Control processes and procedures strengthened by 2021	Strong account and audit system % of staff following the accounting and procurement procedures	<ul style="list-style-type: none"> • Audit reports, • Annual finance report 	EPA-SL staff is willing to adhere to accounting and finance procedures.
Intermediate Result 7: Cross-cutting issues mainstreaming in environmental protection and management			
Program Outcome 7 Cross-cutting issues mainstreamed in environmental protection and management.	<p>% Increase in the number of programs implemented by the agency that fully contribute to the environmental integration.</p> <p>% increase in climate change education and public awareness country-wide.</p> <p>% increase in awareness-raising and advocacy for gender mainstreaming, youth and disability issues.</p>	<ul style="list-style-type: none"> • Annual surveys. • Annual reports. • Sector assessment surveys. • M&E Reports 	<p>EPA- SL receives cooperation and collaboration from all sectors.</p> <p>Availability of resources both financial and human.</p>
Output 7.1 Youth-led initiatives on environmental protection and management facilitated by 2021	<p># Of corporate social responsibility programs implemented by the EPA-SL with youth.</p> <p># Of training programs conducted and their relevance for youth.</p> <p># Entrepreneurial guidelines and skills</p>	<ul style="list-style-type: none"> • Concepts note on business opportunities. • Activity reports. 	EPA- SL receives cooperation and collaboration from all sectors.

	developed for youth.		
Output 7.2 Women-led initiatives on environmental protection and management facilitated by 2021	<p># of corporate social responsibility programs implemented by the EPA-SL with women</p> <p># of training programs conducted and their relevance for women</p> <p># Entrepreneurial guidelines and skills developed for women and youth.</p>	<ul style="list-style-type: none"> • Activity reports • Monthly, quarterly and annual reports. 	<p>EPA-SL has adequate resources available to fully support these activities.</p> <p>MDA wiliness to collaborate.</p>
Output 7.3 Physically Challenged-led initiatives on environmental protection and management facilitated by 2021	<p># of corporate social responsibility programs implemented by the EPA-SL with women</p> <p># of training programs conducted and their relevance for women and youth.</p> <p># Entrepreneurial guidelines and skills developed for women and youth.</p>	<ul style="list-style-type: none"> • Activity reports. 	<p>Availability of resources and experts.</p>
Output 7.3 Collaboration in various thematic areas with stakeholders for the effective protection and management of the environment promoted by 2021	<p>Evidence of Collaboration</p> <p># of collaborative programmes</p>	<ul style="list-style-type: none"> • Reports • Monthly, quarterly and annual reports 	<p>EPA- SL receives cooperation and collaboration from all sectors.</p>

Annex #2 Implementation Framework

SAP IMPLEMENTATION PLAN						
<p>GOAL: To bring about measurable and sustainable improvements in the environment and living conditions of all Sierra Leoneans through enabling policy framework, partnerships and capacity building for more equitable access to and return of benefit from the natural resources.</p> <p>Objectives 1: To ensure that Sierra Leone has adequate and sustained capacity for effective environmental governance and decentralized service delivery</p> <p>Objectives 2: To ensure that environmental sustainability principles are effectively mainstreamed into all national development policies, programmes and plans</p>						
INTE NDED RESULT 1: EPA-SL capacity to provide effective and efficient environmental protection and management services.						
Program Outcome	Verifiable Indicator	Output	Activities	Performance Measurement Output Level		
				Output Indicator	Baseline	Target
P.O.1 EPA-SL capacity to provide effective and efficient environmental protection and management services enhanced	% of staff members reported having increased their level of performance based on the new skills acquired in the training. # of staff retained and trained by gender. % of the targeted district councils increased the implementation of	1.1 EPA-SL governance and management structures and guidelines strengthened by the year 2021	Adoption of NEP & NEAP, Environmental guidelines on key sectors like sand mining, tourism, communication, and manufacturing	Adopted NEP and NEAP, Available adopted Guidelines	EPA-SL Act, Guideline Available, NEP and NEAP developed	NEP & NEAP, Environmental guidelines on key sectors like sand mining, tourism, communication, and manufacturing adopted by 2019
			Establish and Equip a full-fledge Legal/ Enforcement Department and a documentation center.	Fully functioning Department	Legal officer retained and legal firms contracted to support the Agency's legal matters	Equip a full-fledge Legal/ Enforcement Department and a documentation center established by 2021

<p>their environmental programmes. % of staff members will full knowledge of the human resource management, procurement & financial management systems, policies & procedures in place.</p>	<p>Finalize and institutionalize Standard Operating Procedures (SOPs) for the various Departments of the Agency</p>	<p>SOP available to support departmental operations</p>	<p>Draft SOPs available</p>	<p>standard Operating Procedures (SOPs) institutionalized by 2018</p>
	<p>Establish a Governance and Management Committee (GMC) for the Agency</p>	<p>fully functioning Governance Management Committee, # of meetings,</p>	<p>No Governance Management Committee exist</p>	<p>Governance and Management Committee (GMC) for the Agency established by 2018</p>
	<p>Guidelines for the Sound disposal of food is not fit for purpose, Hazardous Chemicals and Substances, expired Pharmaceuticals and Clinical Waste.</p>	<p>Guideline documents available, % reduction in noncompliance disposal of hazardous, substance, expired pharmaceutical clinical and food waste</p>	<p>No Guideline exist</p>	<p>Guidelines for the Sound disposal of food are not fit for purpose, Hazardous Chemicals and Substances, expired Pharmaceuticals and Clinical Waste developed by 2019</p>
	<p>Develop environmental Standards for offshore oil and gas exploitation</p>	<p>Evidence of Standard for public consumption</p>	<p>No Standard exist</p>	<p>Environmental Standards for offshore oil and gas exploitation</p>

		1.2 EPA-SL staff increase (number of staff) and capacity (staff and institutional knowledge, skills and practices)	Admin and technical staff trained in a various environmental discipline	# of staff trained	Admin and Technical Staff have the basic technical requirement	Admin and Technical Fully equipped to deal with emerging environmental issues by 2021
			Short term consultancy	# of short term contract/consultancies given out	Short term contract staff available	Short term contract staff available to support the work of the agency by 2021
			Staff recruited in various environmental disciplines	# of Staff recruited	HR procedure available	Energetic and qualified staff available by 2021
		1.3 EPA-SL adequately equipped to monitor environmental parameters (air, water, noise and soil) for purposes of compliance promotion and enforcement by 2021	Mobile laboratory, portable laboratory for regions, equipment, reagents, PPEs and accessories procured	Functional Laboratory, # of scientific analysis, % of staff using PPEs	Mobile Lab Available in Head Office	Mobile laboratory, portable laboratory for regions, equipment, reagents, PPEs and accessories Available by 2019
			Monthly analysis for air, water, noise, waste and soil	Analysis result	Mobile Lab Available in Head Office	Evidence Monthly analysis for air, water, noise, waste and soil by 2019
			Assessment report on Environmental Load of wastewaters/effluents from companies in Sierra Leone	Assessment Report	Mobile Lab Available in Head Office	Assessment Report produced by 2018

		1.4 EPA-SL organizational infrastructural , and logistical capacity enhanced by 2021	Various computers equipment, furniture and other equipment procured to furnish the new office	Well-equipped office space	office Space available with equipment	Well-equipped office for effective work by 2019
			Additional vehicles to be procured	# of Vehicles procured	X number of Vehicles available	Additional vehicles to be procured by 2019
			Rental and/or construction of regional office building	Well-equipped office space	office Space available with equipment	Well-equipped office for effective work by 2020
		1.5 Enhance the Understanding of ODS Identification and management by 2021	Organize training workshops for law enforcement officers and technicians to prevent illegal trade of ODS	# of law enforcement officers and technicians trained to prevent illegal trade of ODS	140 number enforcement officers and technicians to prevent illegal trade of ODS	Law enforcement officers and technicians trained to prevent illegal trade of ODS by 2019
			Procure and distribute equipment under the HPMP for Technicians and Centre of excellence	Amount of Equipment Procured	No Testing Equipment available	equipment under the HPMP for Technicians and Centre of excellence procured and distributed by 2018
			Coordinate the allocation of HCFC licenses and quotas.	# of HCFC Licenses	Licenses process initiated	HCFC licenses and quotas coordinated and allocated by 2020

			Conduct regular inspection visits to monitor the distribution of HCFCs to check compliance with the quotas allocated to the importer.	% reduction in the importation of HCFC	List of importers available	Regular inspection visits to monitor the distribution of HCFCs to check compliance with the quotas allocated to importers each year
			Ratify the Kigali Amendment to the Montreal Protocol	Evidence of Ratification of the Amendment	Amended protocol available	Kigali Amendment to the Montreal Protocol ratified by 2017
			Continue the implementation of an established certification scheme for refrigeration and air conditioning technicians	# of Certificate issues	Certification scheme initiated	Implementation of an established certification scheme for refrigeration and air conditioning technicians continued to 20121

INTENDED RESULT 2: Foster National Environmental Protection and Management Coordination and Mainstreaming.

Program Outcome	Verifiable Indicator	Output	Activities	Performance Measurement Output Level		
				Output Indicator	Baseline	Target
P.O.2. National Environmental Protection and Management Coordination and	% increase in the number of lead agencies participating in the environmental programs. # of sectors that	2.1 Environmental sustainability guidelines for the MDA's, NGOs, and CSOs for the	Popularize EIA guidelines on tourism, agriculture, manufacturing and sand mining	% of population knowledgeable on the Guidelines	EIA guidelines on tourism, agriculture, manufacturing and sand mining available	EIA guidelines on tourism, agriculture, manufacturing and sand mining popularized by 2017

Mainstreaming Strengthened	have integrated environmental management programs. % increase in the number of district coordination support systems to mainstream environmental guidelines. No. of IEC materials produced and awareness programs carried out on environmental integration. Evidence of Environmental mainstream guidelines developed.	period 2017 - 2021 developed and implemented.	Distribute EIA guidelines to key sectors and stakeholders	# of stakeholders that receive the EIA guidelines	EIA guidelines on tourism, agriculture, manufacturing and sand mining available	EIA guidelines to key sectors and stakeholders
			Coordinate with Freetown City Council and other regional and district councils for the development of waste management policies, guidelines, and legislation.	Available waste management policies, guidelines, and legislation.	No available environment-sensitive waste management policies, guidelines, and legislation.	Waste management policies, guidelines, and legislation.
			Implementation of the Climate Change Mainstreaming Guidelines for MDAs through Workshops and consultations.	# of workshops held, # of consultations	Climate Change Mainstreaming Guidelines available	Climate Change Mainstreaming Guidelines for MDAs implemented through Workshops and consultations by 2019
			Implement a Peer review mechanism	Implemented Peer Review Mechanism	Peer-review mechanisms exist	Peer review mechanism implemented by 2017
		2.2 Sierra Leone Environmental	Review the existing policy for implementation	Evidence of Policy	Draft policy available	Existing policy for implementation by 2019

		1 Information Network (SLEIN) policy formulated and implemented by 2018	Develop publications, Newsletters, Media sensitization	# of publications, Newsletters, Media sensitization programmes	IEC department fully equipped with public relations	publications, Newsletters, Media sensitization programme developed throughout 2017-2021
		2.3 Natural Resources Governance System strengthened by 2017	Establish a Natural resource governance network (NRGN)	Evidence of Network available	No NRGN established	A well-functioning Natural resource governance network (NRGN) Establish
			Implement a National capacity for environment and natural resources management information systems.	# of natural resources management capacity programmes, Evidence of established NRM information systems	Natural Resources Management capacity programmes, Evidence of established NRM information systems exist but needs to be strengthened	National capacity for environment implemented and natural resources management information systems established by 2017.
			Web based environment cadastral and administration system for natural resources	Cadastral available	NRM database available	Web-based environment cadastral and administration system for natural resources management

			management			established by 2019
			Develop a national implementation plan for the management of Sargassum seaweed, alien and invasive marine species	National Implementation Plan available	Regional Environmental Plan Available	national implementation plan for the management of Sargassum seaweed, alien and invasive marine species developed by 2019
			Develop socio-economic database developed for coastal zone	Evidence of available database	Available data dated back in 1989	the socio-economic database developed for coastal zone developed by 2019
			Developing Urban Environmental Profile for Effective Urban Environmental Management for all cities	Urban Environmental Profile report available for all cities	Land use and land map conducted for the entire country and the State of the environment report available	Urban Environmental Profile for Effective Urban Environmental Management for all cities by 2021

			Improving capacity on the management of marine debris from land-based sources and activities in coastal communities.	# pieces of training conducted, # of communities targeted	No support to the management of Marine debris	capacity on the management of marine debris from land-based sources and activities in coastal communities Improved by 2019
			Facilitating sustainable Land management for improved livelihoods	# of Sustainable Land Management programmes	Sustainable land management project by EPA-SL, lessons will be useful	sustainable land management for improved livelihoods facilitated by 2021
			Develop the Ramsar site map and assess the integrity of the site	Available map and assessment report	EPA-SL Implemented the Mangrove restoration programme	Ramsar site map developed and assess the integrity of the site conducted by 2019
			Pilot artisanal mined land rehabilitation programme in Kono	Evidence of rehabilitated sites	Strategic Environmental Assessment Report of Artisanal mining sector available	artisanally mined land rehabilitation programme piloted in Kono by 2018
			GIS mapping of degraded land from Small & large scale mining activities	Available Map	EIA database available	map of degraded land from Small & large scale mining activities developed by 2019

		2.4 EPA-SL Performance and Coordination with the Governance Justice and Security (GJS) Sector maintained and improved	Holding regular coordination meetings	# of Meetings	GJS Sector Functional and well-coordinated	Coordination meetings held regularly
			Developing sector framework for effective collaboration	Evidence of Collaboration	GJS Sector Functional and well-coordinated	
			Implement Sectoral peer review systems	# of joint activities implemented	GJS Sector Terms of Reference available	Sectoral peer review systems fully implemented each year
			Coordinate/collaborate with the different sectors to enhance a user-friendly environment free of hazards.	% reduction of exposure to hazards, % improvement in environmental security	GJS Sector Functional and well-coordinated	A user-friendly environment free of hazards enhanced through coordinating/collaborate with the different sectors
			Collaboration with the sector for cooperates governance issues (Social issues, climate change, research and synergies).	% reduction of exposure to Climate and Social hazards, % improvement in environmental security	GJS Sector Functional and well-coordinated	

			Develop environmental performance rating and disclosure programmes	Evidence of Environmental Performance Rating programme developed	Nonexistence environmental performance rating and disclosure programmes	environmental performance rating and disclosure programmes developed by 2017
	2.5 National Climate Change Strategy and Action Plan implemented by 2021		Expand priority actions on adaptation and mitigation by sectors into concrete projects for funding purposes	# of concrete adaptation and mitigation projects from the priority actions	Priority actions available	Priority actions on adaptation and mitigation by sectors Expanded into concrete projects for funding purposes by 2019
			Identify potential funding windows every year for submission of the developed proposals	# of funding windows identified, # of proposals developed	Priority actions available	potential funding windows identified and proposals developed on a yearly bases
			Development of priority actions into a concrete project for Local Councils implementation.	# of concrete projects from the priority actions for local councils	Priority actions available	Priority actions developed into concrete projects for funding purposes by 2019
			Implement a monitoring framework for the tracking of progress from the funded sector priority projects	Evidence of monitoring framework implemented	Project proposals and log-frames available	Monitoring framework for the tracking of progress from the funded sector priority projects Implemented on a yearly bases

			Describe National circumstances and BUR arrangements	Evidence of National circumstances and BUR arrangements	National circumstances and BUR arrangements available	National circumstances and BUR arrangements Described
			Prepare National GHG inventory report	Available Report	Data available	National GHG inventory report on a yearly bases
			Develop mitigation actions and their effects	Action plan available	NAPA available	Mitigation actions and their effects developed
			Popularized and develop an implementation framework for the outcomes of the various conference of Parties (COP) under the UNFCCC	Implementation framework available	Outcome report available	implementation framework for the outcomes of the various conference of Parties (COP) under the UNFCCC developed and popularize by 2019

		2.6 Environmental Planning and Research in relevant thematic areas enhanced.	Implement various research in core environmental issues such as waste management, pollution, climate change, biodiversity, energy, BAT/BEP, Chemicals, Governance,	Availability of Research recommendation implementation plan	Several Researches conducted	various research in core environmental issues such as waste management, pollution, climate change, biodiversity, energy, BAT/BEP, Chemicals, Governance implemented by 2021
		Effective use of EIA/GIS and remote sensing in environmental planning.	The GIS application available	GIS Unit functional; EIA database available	EIA/GIS and remote sensing effectively used in environmental planning by 2019	
		Popularization of the Strategic Environmental Assessment (SEA) report for Artisanal Miners	% increase in public awareness on SEA report	SEA report available	Strategic Environmental Assessment (SEA) report for Artisanal Miners popularized by 2017	
		Develop State of Environment (SOE) report for Sierra Leone	Availability of SOE report for Sierra Leone	First SOE report available	SOE report for Sierra Leone available by 2019	
		Develop the State of Marine Environment (SoME) report produced	Availability of SoME report for Sierra Leone	First SoME report available	SoME report for Sierra Leone available by 2020	

		2.7 Enhance Pollution control and chemical management by 2021	Develop a national profile and implement action plans for sound management of chemicals	Available national profile and implement action plans for sound management of chemicals	International guidelines	National profile and implement action plans for sound management of chemicals developed
			Promote programmes to develop chemicals-management instruments (national profiles, national implementation plans, national emergency preparedness, and response plans).	# of chemical management programmes available	International guidelines	programmes to develop chemicals-management instruments promoted
			Coordinate assistance programmes at the bilateral and multilateral levels.	# of assistance received from bilateral and multilateral levels.	Ratified MEAs available	Assistance programmes coordinated at the bilateral and multilateral levels
			Promote chemical exchange information through enhanced networking	% increase in the level of awareness on chemical management	Information available	well-coordinated network with adequate information

			Develop infrastructure to redress the lack of accreditation bodies and accredited and reference laboratories with the capacity to sample environmental and human matrices and foodstuffs.	# of accreditation bodies; # of accredited laboratories	No accreditation bodies, reference laboratories with capacity to sample environmental and human matrices and foodstuffs.	System accreditation bodies and accredited and reference laboratories with the capacity to sample environmental and human matrices and foodstuffs established by 2021
			Develop tools to assist the industry to provide simplified chemicals information to Government and individual users.	# Tools developed	No tool was developed to provide simplified chemicals information to Government and individual users.	tools to assist industry to provide simplified chemicals information to Government and individual users developed by 2019
			Develop Risk assessment, management and communication framework for pollution and chemicals management	Risk assessment, management and communication framework Available	No framework developed	Risk assessment, management and communication framework developed for pollution and chemicals management

			Chemical and pollution Incidence Surveillance and Communication guideline	Available surveillance and communication guidelines	No Guideline exist Chemical and pollution Incidence Surveillance and Communication	Guideline Chemical and pollution Incidence Surveillance and Communication developed by 2017-2021
			Increase knowledge of Coastal communities on pollution control. The entire coastline of Sierra Leone	% increase in the level of awareness on pollution control	Limited knowledge of coastal communities on pollution control	knowledge of Coastal communities on pollution control increased in the entire coastline of Sierra Leone by 2020

INTENDED RESULT 3: Compliance and enforcement of environmental policy and legislative framework.

Program Outcome	Verifiable Indicator	Output	Activities	Performance Measurement Output Level		
				Output Indicator	Baseline	Target
P.O.3 Compliance and enforcement of environmental policy and	% of companies with EIA licenses comply with terms and conditions. # of a policy initiated, reviewed, and adopted.	3.1 Environmental Protection and Management policy and legislative	Draft Policies on air, water, noise, and chemicals (mercury, POPs, etc.) hazardous waste (electronic waste, etc.)	available draft policy		Policies on air, water, noise, chemicals (mercury, POPs, etc.) hazardous waste (electronic waste, etc.) were drafted by 2017

legislative framework enhanced	% increase in compliance with environmental standards and regulations by all sectors. # of accompanies under the first schedule of the EPA Act apply for an EIA license. % targeted sector have increased their performance in environmental issues.	frameworks (policies, plans, laws, regulations and guidelines) by 2021	Legislation of the various policies	Legislated framework	EPA-SL Act, Guidelines Available,	Legislation of the various policies developed by 2021
			Legislation of environmental standards	Legislated Standard	EPA-SL Act, Guidelines Available,	Legislation of environmental standards developed by 2022
			Implementation of the Biannual Update report (BUR) Plan	# of BUR action plan implemented	BUR plan available	BUR plan implemented by 2017
			Domestication of ratified MEAs	# of MEAs domesticated	Ratified MEAs available	Ratified MEAs domesticated by 2019
			Guidelines for the Sound disposal of food are not fit for purpose, Hazardous Chemicals and Substances, expired Pharmaceuticals and Clinical Waste.	Guideline documents available, % reduction in noncompliance disposal of hazardous, substance, expired pharmaceutical clinical and food waste	No Guidelines for the Sound disposal of food is not fit for purpose, Hazardous Chemicals and Substances, expired Pharmaceuticals and Clinical Waste	Guidelines for the Sound disposal of food is not fit for purpose, Hazardous Chemicals and Substances, expired Pharmaceuticals and Clinical Waste developed by 2019
	3.2 EPA-SL compliance monitoring	Undertake regular updates of the EIA database	Updated database available	EIA database available	EIA database updated regularly	

	system (equipment installed, operated and data utilized in compliance and enforcement) processes by 2018	Hold monthly coordination meetings with other departments on monitoring and compliance issues	# of meetings held	Monthly monitoring schedule available	Coordination meetings held monthly with other departments on monitoring and compliance issues
		Conduct quarterly monitoring	# of monitoring conducted	Monitoring guideline available	Monitoring conducted every quarter
		Conduct environmental audits	# of Audit conducted	Audit guideline available	Audit conducted annually
		Environmental incidences and compliant monitored	# of complaints received, # of complaints monitored		Environmental incidences and compliant monitored throughout
		Chemical and Pollution surveillance systems	Surveillance systems in Place	Weak Chemical and Pollution surveillance systems	Chemical and Pollution surveillance systems developed or strengthened
	3.3 EIA tools and processes refined and mainstreamed within the development sector by 2017	EIA tools reviewed and simplified	Reviewed tools	EIA process guidelines available	EIA tools reviewed and simplified by 2017
		Major sectors sensitized on the refined and simplified EIA tools in all regions	% increase in the understanding of EIA processes and procedures	EIA process guidelines available	Major sectors sensitized on the refined and simplified EIA tools in all regions by 2017

			Assessment and categorization of all EIA consultants in the country	Evidence of categorized Consultants	EIA process guidelines available	EIA consultants assessed and categorized by 2017
		3.4 Operational, legal, compliance and enforcement department strengthened.	Establish and equip a full-fledge Legal/ Enforcement Department and a Library for environment Policies and Laws.	Established department	No fully functioning Legal/ Enforcement Department and a Library for environment Policies and Laws.	Legal/enforcement department and library for environmental policies and laws established and fully equipped by 2017-2021
			Training Legal Officers on Drafting of laws, regulations and policies on the environment (both local and international trainings)	# of staff trained	Legal officer retained and legal firms contracted to support the Agency's legal matters	Legal Officers trained on Drafting of laws, regulations and policies on the environment (both local and international pieces of training) by 2018
			Develop a Regulation for Hilly and Mountainous Areas	Regulation available	No Regulation exists for Hilly and Mountainous Areas concerning Environment	Regulation for Hilly and Mountainous Areas developed by 2018

		3.5 Implementatio n of multilateral environmental agreements strengthened	Undertake a facilitation dialogue to set up national regional and district structure for the implementation of the NDC	# of dialogue meetings, Evidence of structures set	The NDC available	National regional and district structure for the implementation of the NDC established by 2018
			Develop the Nationally Determined Contributions implementation plan and mobilize resources	Implementation plan available	The NDC available	NDC implementation plan available and resources mobilized by 2017-2021
			Conduct regular monitor of progress and stocktaking exercise to review performance.	% increase in performance on the implementation of the NDC	Monitoring guideline available	Regular monitor of progress and stocktaking exercise to review performance conducted periodically
			Review NDCs and report to Global stocktake after few years of implementation.	Available report	The NDC available	Report Produced to contribute to the global stocktake by 2019
			Plan for the development of the next NDCs after 5years	available INDC document	The NDC available	Approved NDC available by 2021

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INTENDED RESULT 4: Education and public awareness on environmental protection and management

Program Outcome	Verifiable Indicator	Output	Activities	Performance Measurement Output Level		
				Output Indicator	Baseline	Target
P.O. 4. Education and public awareness on environmental protection and management enhanced	% increase in environmental education/awareness and public participation. % of the population of EPA coverage area are aware of EPA operations and do participate fully.	4.1 Education for Sustainable Development (ESD) Implementation Strategy for the period 2017 -2021 developed and implemented	Develop a framework on education for environmentally sustainable development	Available framework	No framework on education for environmentally sustainable development	The framework developed on education for environmentally sustainable development
			Programme across Sierra Leone.	Evidence of countrywide environmental education programme	EPA-SL Presence in all the regions	Programme across Sierra Leone developed by 2017-2021

No of environmental education and public awareness programs.		Implement a comprehensive Communications Network	Evidence of Communications network	No Communications Network	Comprehensive communication network programmes implemented by 2017-2021
	4.2 Establish Regional Centers in priority areas where training regulations established in the existing public institution are fully recognized and accredited can be facilitated.	University campuses implement nature clubs that will engage in environmental debates.	# of Universities targeted	No, Establish nature clubs in the universities	Nature clubs established in the universities by 2019
		MoU with Universities to facilitate strong partnership in the implementation of environmental program	Available MoU	No Establish Regional Centers in priority areas	MoU signed between EPA-SL and the Universities for a strong partnership in the implementation of environmental program
		Facilitate discussions with MEST and TEC for the expansion of the environmental curriculum in Tertiary Institutions	Evidence of engagement with MEST and TEC	No Establish Regional Centers in priority areas	Discussions initiated with MEST and TEC for the expansion of the environmental curriculum in Tertiary Institutions by 2017
	4.3 Environmental clubs supported and	Work with teacher Coordinators to revive Schools Nature Clubs.	Evidence of revived nature clubs	Nature clubs established in 149 schools	Fully functioning School nature club by 2018

		strengthened by the year 2021	Inter-Secondary Schools Competition during environmental commemoration days.	# of schools participating in the competition	Nature clubs established in 149 schools	Inter-Secondary Schools Competition organized yearly during environmental commemoration days.
		4.4 Environmental committees of local councils strengthened by 2021 for effective local environmental protection and management functions	Review the established environmental committees of 19 local councils	Evidence of the environmental committees	Environment committees available in some local councils	Environmental committees available in all 19 councils by 2019
			Training of 19 environmental committees on environmental management issues	# Committee members trained, # of training provided	Environment committees available in some local councils	Environmental committees of the 19 councils trained on environmental management issues by 2020
			Training of 19 local council environmental officers in the preparation of project support document	# of officers trained, # of pieces of training provided	Environment officers available in all local councils	Environment office of the 19 councils trained in project proposal development by 2018

			Establish and support at least two pilot communities to combat land degradation caused by wildfires	# of piloted communities, # of supports	Community reforestation projects	Pilot communities identified and supported to combat land degradation caused by wildfires by 2017-2021
	4.5 Partnership with local communities to facilitate effective dissemination of environmental awareness promoted	Promote the "Me an me environment" partnership programme.	The Me an me initiative concept	The Me an me piloted in some communities	The "Me an me environment" partnership programme promoted by 2017-2021	
Conduct Village to Village (V to V) sensitization on environmental issues		# of villages sensitized, % increase in community-level awareness raising	Perceived 50% country-level awareness level on environmental issues	Village to Village (V to V) sensitization conducted on environmental issues yearly		
Support communities to establish environmental byelaws		Available bylaws	No community bylaw exists	communities supported to establish bylaws by 2018		
	4.6 Public-private partnership on environmental issues promoted	Promote private sector involvement in environmental and climate change issues	# of private sectors investing in the environment	Initiated partnership engage on the seaweed issues	private sector involvement in environment and climate change issues promoted by 2018-2021	

			Identify partnership areas with the private sectors	# of partners identified	Initiated partnership engage on the seaweed issues	partnership areas identified with the private sectors by 2018-2021
			Develop and implement joint activities with private sectors	# of joint activities implemented	Initiated partnership engage on the seaweed issues	Joint activities developed and implemented with private sectors by 2017-2021

INTENDED RESULT 5: Participation and mainstreaming of regional and global environmental programs

Program Outcome	Verifiable Indicator	Output	Activities	Performance Measurement Output Level		
				Output Indicator	Baseline	Target
P.O.5 Participation and mainstreaming of regional and global environmental programs strengthened	% increase in the number of multilateral environment agreements domesticated locally. Relevant Multilateral Environment Agreement ratified. # of MEA related projects implemented.	5.1 National Climate Change Coordinating Committee strengthened by 2021	Quarterly meetings to enhance collaboration	# of the meeting attended	National Climate Change Coordinating Committee exist	Quarterly meetings to enhance collaboration held every quarter
			Capacity building enhanced for committee members	# of capacity building programmes,	National Climate Change Coordinating Committee exist	Capacity building for committee members enhanced by 2019
			Periodic review of progress	# of reviews conducted	National Climate Change	Progress of the coordinating committee reviewed

	% increase in collaboration and cooperation with UNEP, UNDP, and other international agencies. # of international, regional, and sub-regional environmental programmes EPA-SL fully participated.				Coordinating Committee exist	periodically
		5.2 National Climate Change Secretariat in EPA-SL strengthened by 2021	Desk review was undertaken on existing strategies and developed a clear framework for enactment of the role of the National Climate Change Secretariat (NCCS) under the Environment Protection Agency	Available Framework, Available Strategies	NCCS established	Existing strategies reviewed and a clear framework developed for the enactment of the role of NCCS under the Environment Protection Agency
			Conduct stocktaking exercises to develop a clear framework for strengthening the secretariat (National Climate Change Secretariat) under the Environment Protection Agency.	Framework available	NCCS established	The framework developed and agreed upon
			Implement agreed Framework	Framework available	NCCS established	Agreed framework implemented
		Conducted monitoring and evaluation	# of monitoring conducted	Monitoring guideline available	Monitoring conducted regularly	

		5.3 EPA-SL participate in relevant regional (ECOWAS) and International (UNFCCC, CBD, etc.) environmental programs for the enhancement of domestic environmental policy framework by 2021.	Ratification of relevant environmental conventions and treaties	# of Conventions ratified	Sierra Leone a signatory to most of the relevant conventions and treaties	Relevant environmental conventions and treaties ratified by 2020
			Increasing participation in Regional and Global conferences, meetings and workshops for global environmental benefits	# of conferences attended	Sierra Leone a signatory to most of the relevant conventions and treaties	Participation in Regional and Global conferences, meetings and workshops Increased for global environmental benefits
		5.4 Implementation of the National Determined Contributions (NDC) to the Paris Agreement and other MEAs Enhanced	Undertake a facilitation dialogue to set up national regional and district structure for the implementation of the NDC	# of dialogue meetings, Evidence of structures set	The NDC available	National regional and district structure for the implementation of the NDC established by 2018
			Develop the Nationally Determined Contributions implementation plan and mobilize	Implementation plan available	The NDC available	NDC implementation plan available and resources mobilized by 2017-2021

			resources			
			Conduct regular monitor of progress and stocktaking exercise to review performance.	% increase in performance on the implementation of the NDC	Monitoring guideline available	Regular monitor of progress and stocktaking exercise to review performance conducted periodically
			Review NDCs and report to Global stocktake after few years of implementation.	Available report	The NDC available	Report Produced to contribute to the global stocktake by 2019
			Plan for the development of the next NDCs after 5years	available INDC document	The NDC available	Approved NDC available by 2021

INTENDED RESULT 6: Financial sustainability for EPA-SL

Program Outcome	Verifiable Indicator	Output	Activities	Performance Measurement Output Level		
				Output Indicator	Baseline	Target
P.O.6 Financial sustainability for EPA-SL strengthened	% increase in the number of financial mechanisms established. % yearly increase in revenue	6.1 Collection of levies from EIA license and fees from permit improved by 2021	Generate Revenue from fees	Amount of revenue generate	Payment of EIA fees	Revenue from fees generated on an annual bases

	generated due to the introduction of a proactive financing mechanism.	6.2 Multiple and diverse sources of funds identified and mobilized by 2021	Identify potential funding windows yearly for submission of the developed proposals	# of proposals submitted for funding; # of funded projects	Bilateral relationships do exist with UN environmental bodies and other international institutions	potential funding windows identified every year for submission of the developed proposals
		6.3 Internal and external Control processes and procedures strengthened by 2021	Review and Implement the Accounting manual	Available reviewed manual	Accounting manual available	Procurement manual reviewed and implemented by 2018
			Review and Implement the Procurement Manual	Available reviewed manual	Procurement manual available	Accounting manual reviewed and implemented by 2019
			Conduct regular audit on the Agency's finances and other assets	Available audit report	Internal auditor retained	audit on the Agency's finances and other assets conducted on a regular bases

INTERMEDIATE RESULT 7: Cross-cutting issues mainstreaming in environmental protection and management

Program Outcome	Verifiable Indicator	Output	Activities	Performance Measurement Output Level		
				Output Indicator	Baseline	Target
P.O.7 Cross-cutting issues mainstreamed in environmental protection and	% Increase in the number of programs implemented by the agency that fully contribute to	7.1 Youth-led initiatives on environmental protection and management facilitated by	Identify and support youth groups in environmental protection and management	# of support provided to youth groups	Limited support provided	Youth groups in environmental protection and management identified and supported

management.	the environmental integration. % increase in climate change education and public awareness country-wide. % increase in awareness-raising and advocacy for gender mainstreaming, youth and disability issues.	2021	Develop frameworks for implementation	Availability implementation Framework	No implementation framework	Implementation framework developed by 2018
			Resource mobilization	# of Supported programmes	Limited support provided	Resources mobilized and programmes developed
			Engage youth and nature clubs in nursery establishment and tree planting	evidence of nursery established	Six (6) schools supported with nursery establishment	youth and nature clubs engaged in nursery establishment and tree planting
		7.2 Women-led initiatives on environmental protection and management facilitated by 2021	Identify and support women groups in environmental protection and management	# of support provided to Women groups	Limited support provided	Women groups in environmental protection and management identified and supported
			Develop frameworks for implementation	Availability implementation Framework	No implementation framework	Implementation framework developed by 2018
			Resource mobilization	# of Supported programmes	Limited support provided	Resources mobilized and programmes developed

		7.3 Physically Challenged-led initiatives on environmental protection and management facilitated by 2021	Identify and support Physically Challenged groups in environmental protection and management	# of support provided to the physically challenged	Limited support provided	Physically challenged groups in environmental protection and management identified and supported
			Develop frameworks for implementation	Availability implementation Framework	No implementation framework	Implementation framework developed by 2018
			Resource mobilization	# of Supported programmes	Limited support provided	Resources mobilized and programmes developed
		7.4 Collaboration in various thematic areas with stakeholders for the effective protection and management of the environment promoted by 2021	Implement regular coordination on core environmental issues with relevant MDAs	# of coordinated programmes	Joint Monitoring conducted with MDAs, CSOs and other Sectors	Regular coordination on core environmental issues implemented with relevant MDAs
			Undertake joint stake taking and peer review with relevant MDAs	% increase in the level of coordination	Joint Monitoring conducted with MDAs, CSOs and other Sectors	joint stake taking and peer review with relevant MDAs undertaken on a yearly bases
			Implement core environmental networks in key thematic areas.	# of programmes implemented	Joint Monitoring conducted with MDAs, CSOs and other	core environmental networks in key thematic areas implemented

					Sectors	