

CONTEXT

The EPA Transformative Strategy (EPATS) presents the programme of work and sets out the results framework for the Agency for the next 7 years, 2024 to 2030. To produce it, we followed an Outcome Mapping (OM) process that entailed the following five steps:

- **Situational Analysis**, to conduct a Desk Review of the state-of-play and guide the course of consultations and analyses.
- **Staff Sensemaking**, to jointly review findings of the situational analysis, and develop a shared understanding of gaps and opportunities.
- **Stakeholder Consultations**, to conduct a round of consultations on boundary partners, outcome targets, and proposed interventions.
- **Intervention Summit**, to create a shortlist of interventions proposed and outline a set of graduated progress markers.
- **Stakeholder Validation**, to review and approve final proposals made under specific result areas.

The **Situational Analysis** revealed that, in Sierra Leone:

- Environmental resources underpin economic growth and the achievement of inclusive and sustainable development.
- Environmental resources are critical for enhancing adaptation and increasing resilience to natural and human-induced shocks and stresses.
- Current economic development approaches drive large-scale loss of environmental resources and endanger human health.
- Climate change impacts on environmental resources will engender continued losses that threaten the future prosperity of communities; and
- Investments to protect and restore environmental resources should be scaled-up through urgent and adequate institutional reforms.

Staff Sensemaking, Stakeholder Consultations, and the Intervention Summit showed that our staff and key stakeholders believe that:

- The evidence, experiences, and lessons learned from working together over the years provide a stable ground to deliver the strategy.
- Building and sustaining diverse public and private partnerships can open doors for achieving progress towards the results of the strategy.
- An integrated approach, rooted in shared decision-making and problem solving and a commitment to inclusion and gender responsiveness, must live at the heart of planning to accelerate progress and achieve diversity.
- Enabling cross-governmental advocacy, leadership, and participation is necessary to address key structural barriers and stimulate intersectoral collaboration and coherence.
- Appropriate, first-class, and disaggregated data are critical to develop responsive and transformative interventions and effectively assess impact.
- More investments in developing the capacity of the organization to learn, reflect, and advance, including through technology and innovation, can ensure and sustain positive change and lasting impact.

Overall, in response to the results of the OM process, we have developed a **transformative strategy** that acknowledges the interconnectedness of climate change, biodiversity loss, and pollution, and explains how we aim to work with others to tackle these problems. The strategy is **transformative** because it shows how the Agency builds on previous work, using an integrated

approach that leverages partnerships and cross-sectoral initiatives, to accelerate and scale-up transformational shifts in environmental management. Besides, the strategy benefits from the comparative advantage of each result area to improve cost-effectiveness and have a greater, more strategic impact. Furthermore, the strategy presents greater ambitions, a path towards efficiency and effectiveness, and ways to optimize resources and generate consistent results, by adopting integrated approaches that target nexus issues such as sustainable food systems, just energy transitions, urban systems transformation, blue economy, resource efficiency, and circular economy.

THE EPAT STRATEGY

Our transformative strategy is expressed by a 3x6 framework: **3 pillars** or foundational (core) programmes of work and **6 enablers** or supporting (sub) programmes of work. The **pillars** include Natural Resources, Climate Change, and Environmental Health, while the **enablers** include evidence, technology, and innovation; gender-transformative programming; advocacy, communications, and brand building; systems strengthening for organizational excellence; partnerships, engagement, and financing; and policy coherence and enforcement.

Interventions under the **Natural Resources Pillar** address three thematic areas:

- *Resource conflicts and rights*, to develop insights into how people construct and implement policies and laws concerning natural resources and the environment; understand the different ways by which communities create, understand, struggle over, and resolve environmental concerns; and explore the faces and drivers of inequality and pathways to fairer and more just distribution of benefits.
- *Natural resources management and institutions*, to identify and seek constructive engagement with the full range of actors and communities impacting ecosystems and assess their strengths and challenges in leading governance efforts.
- *Sustainable value chains*, to identify barriers and pathways to increasing productivity, employment, and value addition in food systems, while protecting and enhancing natural resources, improving livelihoods, enhancing local resilience, and adapting governance to new challenges.

[photo]

Interventions under the **Climate Change Pillar** address four thematic areas:

- *Climate change risk assessment*, to inform the prioritization of climate investment and action by identifying current climate hazards and determining the likelihood of future hazards and their potential impacts for communities and cities.
- *Climate resilience and adaptation*, to support the government and communities in developing solutions and implementing actions to respond to current and future climate impacts.
- *Low emission development*, to build the capacity of government agencies and city administrations for measuring and reporting emissions reductions, developing and implementing low-carbon strategies, and mobilising climate finance.
- *Disaster risk management*, to drive systematic efforts to analyse and reduce the causal factors of disasters and provide policy guidance for prioritized action to ensure communities are prepared, protected, and resilient.

[photo]

Interventions under the **Environmental Health Pillar** address three thematic areas:

- *Chemical safety and pollution prevention*, to protect the environment by conserving and protecting natural resources while strengthening economic growth through more efficient production in industry and less need for households, businesses, and communities to handle waste.
- *Circular economy and resource efficiency*, to identify and evaluate the impacts of resource-efficient, circular economy policies, and provide policy guidance on and highlight policy opportunities for facilitating resource efficiency and the transition to a circular economy.
- *Occupational Health and safety*, to develop and implement strategies and regulations aimed at limiting hazards that could lead to physical or mental harm now or in the future.

[photo]

Interventions under the **Evidence, Technology, and Innovation Enabler** aim to catalyze swift momentum for evidence generation and create accelerated pathways for integration into programming. The focus is on the development of tools and metrics to estimate and track impacts across institutional, social, economic, and environmental dimensions.

[photo]

Interventions under the **Gender-Transformative Programming Enabler** seek to ensure that the gendered elements of the strategy achieve the desired speed and scale for implementation, by redressing gender inequalities, removing structural barriers, and empowering marginalized and vulnerable populations. This means working for changes in laws and policies, systems and services, distribution of resources, and behaviours and practices.

[photo]

Interventions under the **Advocacy, Communications, and Brand Building Enabler** provide a crucial insight into high potential opportunities for the Agency and its partners to catalyze advocacy, public engagement, and visibility. They show where the strategy holds promise for generating ambitious cross-sectoral learning impacts, which are conducive for fostering partnerships with a wide range of stakeholders and building a visible and reputable local and global brand for the Agency.

[photo]

Interventions under the **Systems Strengthening Enabler** address the pervasive capacity gaps for developing high impact projects, maximizing the robustness of financial systems, and developing human resources. These actions will enable a smooth flow of operations, enrich staff competencies, and improve the way we conduct business.

[photo]

Interventions under the **Partnerships, Engagement, and Financing Enabler** not only make our investments responsive to the needs of people and organizations, but also lead us to engagements with a wide range of actors, including the private sector, to harness new knowledge, exchange experiences, and strengthen mutual capacities. The goal is to unlock innovative domestic

and international financing solutions that reduce the cost of capital for environmental governance and bridge the gap in finance for local interventions that present large-scale, long-term benefits.

[photo]

Interventions under the **Policy Coherence and Enforcement Enabler** influence systemic change in decision-making at the sector level and drive a whole-of-government approach spanning across Ministries, Departments, and Agencies (MDAs) to strengthen institutional coordination for addressing the issues of biodiversity loss, climate change, and pollution at scale.

[photo]

THEORY OF CHANGE

