**A**

**Immediate causes**

**Development Challenge**

**B**

**High Poverty and inequality**

Poor sustenance of dialogue platforms

Uncontrolled/indiscriminate stone, sand and diamond mining

Low civic knowledge on citizen’s responsibilities

Inappropriate curriculum

Indiscriminate mining practices, stone and sand mining

High reliance on natural resources for livelihoods

Weak governance institutions

Weak local governance & decentralization

Deforestation and degradation of natural resources

High prevalence of man-made disaster

High unemployment

Weak coordination, monitoring and accountability mechanisms

Inefficient and ill-equipped institutions

Inadequate early warning systems

Lack of skills/skills mismatch

Weak limited voice and participation

Weak and non-inclusive governance institutions

Incomplete devolution and decentralization of functions. Systems andresources

Weak oversight, accountability and monitoring systems

**Underlying causes**

Inadequate and credible climate info and data

Outdated laws, legislations & policy frameworks

Fragile Social cohesion

Weak implementation & conflicting legal, regulator

Weak ROL, A2J, security systems

Weak private sector/PPP

Poor forest management

Incomplete, unsustained reforms

& Policy framework

Poor country planning

Weak community

Polarised media & CSOs

Discrimination against women and vulnerable groups

Lack of proper career guidance

Low public awareness

Inappropriate curriculum

**Structural causes**

Limited implementation of reforms

Poor planning & allocation of resources to rural areas

Limited knowledge of & trust in JS systems

Limited Human Resource capacities

Poor infrastructure/ease of doing business

Limited access to labor market info

Inadequate info to collect and analyze data

Limited access to & delays of A2J & security systems

**A**

**Immediate solutions**

**Change to be achieved**

**B**

**Reduced Poverty and Inequality in Sierra Leone**

Reduced prevalence of man-made disasters

Strengthened governance institutions

Increased employment/livelihood for youth, women, men and PWDs

Improved & equal service delivery

Rehabilitate & restore degraded area; improved forest management & conservation

Improved community disaster preparedness

Sufficient and equipped institutions established in key locations

Skilled workforce

Diversified job opportunities created in urban and rural communities

Completed, inclusive & sustained reforms

Complete devolution & decentralisation of systems, functions & resources

Improved voice & participation in democratic processes

**Underlying solutions**

Maintain database for biodiversity & early warning information

Harmonised, Efficient & effective implementation of policies

Adopt best practices on NRM

Update curriculum to match labor market demand

Promote and expand career advisory and placement services at all levels

Increased private sector investment

Strong social cohesion

Professional media & CSOs

Strengthened ROL & Order & democratic principles

Enhanced, effective, alternative livelihoods & efficient energy sources

Strengthened institutional capacities, monitoring & accountability systems

Increased & equal participation of women & vulnerable groups

Improved country planning & develop land use planning

Promote SMEs competitiveness

Increased civic knowledge citizens responsibilities

Implement National Land policy (2015)

Improved Knowledge & trust in J&S systems

Increased awareness & improved information dissemination

Incorporate entrepreneurship capacity building in TVET

Advocacy

**Structural solutions**

Increased government investment

Increase innovation through accelerator labs

Enhanced regulation regarding protected areas incl stone & sand mining

Strengthened institutional & enhanced human resource capacities

Effective, impartial & sustained platforms for community engagement & dialogue

Improved, timely & disaggregated data

Transformed mined out/ degraded lands for viable land use

Improved systems & access to timely delivery of services

Establishment/improvement of community co-management commiitees

Improved coordination

Establishment/improvement of community co-management committees

**Solution pathway A**

**Problem pathway A**

|  |  |
| --- | --- |
| **Assumptions** | **Risks** |
| * UNDP comparative advantage, Willingness of agencies with similar objectives/priorities will partner to deliver this output Youth, women, men and PWDs have the requisite skills to be employed * Availability of jobs to meet the demand * Private sector has the appropriate capacity to engage in PPP initiatives * Enabling environment exists for private sector investments Availability of jobs to meet the demand * Existence of a clear and business friendly regulatory framework * Public sensitization & awareness on labour market information. * Government speedily creates the enabling environment for the ease of doing business and also builds the foundation to improve the infrastructural capacity in the energy, communication and road sector * Political will of government to implement the required policies * Building on the successes working with SMEs in previous interventions will be an added advantage in promoting SME competitiveness * Regulated policies to allow lending institutions make their lending conditions less stringent and flexible * Local Councils have institutional memory of monitoring and accountability systems and will be competent to build their capacity in this regard * Youth will be willing and have the requisite skills to participate in the accelerator lab initiatives. Build on successes/achievements of existing innovation labs in country * Partners are willing to adopt a implement Natural Resource Management programmes in targeted communities, Partners have Livelihood initiatives in their Annual plans * There is adequate capacity in partner institutions. * Partner institutions have the requisite ability to map out Natural resources National wide. * Partner institutions are willing to work in targeted communities to promote NRM initiatives. * Communication strategy, resource and platform on NRM exist * Communities implement mitigation measures * National Land commission established * Community Bye laws exist for protected areas * Partner institutions have disaster preparedness, response, & early warning initiatives in their plans * There is need by the MLCPE to popularize the National land policy, MLCPE has the capacity to effectively implement the National Land Policy * School authorities are willing to incorporate DRR module in their school curriculum/lesson plan. * DRR policy review is prioritized by partner institutions * Review of outdated regulations protected areas prioritized * Relevant MDAs promote and implement alternative livelihood initiatives for affected communities. * Ministry regularly build staff capacity, maintain and regularly update data base * Coordination platform exist and promotes biodiversity conservation * Partners are committed to establishing a robust data base system for the management of climate change & climate related data | * Low participation of youths due to perceived quality of the job and livelihood initiatives   Lack of adequate skills   * Inadequate infrastructure to support private sector investments and PPP initiatives * Investment in MFIs not prioritized by private sector * Limited access to labour market information, delays in the provision and inaccessibility of market information. * Delay in government implementation of policies and systems for the ease of the doing business * Delay and non-implementation of polices * Lack of funds to support capacity strengthening of SMEs * Lack of access to finance for SMEs for business expansion * Unfavorable lending conditions for SME.s * Technological challenges with the established monitoring and accountability systems * Limited participation due to age limit Catalytic funding to expand the labs are inadequate. * Challenges in accessing and identifying interested participants. * Inadequate capacity in partner institutions * inadequate commitment on the part of partner institutions to implement, despite capacity support * Limited Capacity of the Disaster Management committee to mitigate, inform, prepare and respond to Disaster * Possibility of weak coordination capacity in the MLCPE * High dependence on Natural resources for Livelihoods * Limited knowledge of communities of the dangers relating to use of protected areas * Poor monitoring & enforcement of community bye laws * Poor coordination mechanism causing delay to Disaster response * Community does not adopt the NRM initiative * Weak Coordination mechanism |

**Output 4.3:** Targeted TVET institutions & Accelerator Labs in selected locations have adequate technical & operational capacities to incorporate entrepreneurship & innovation into curricula for enhanced, skilled work force

**Output 4.2:**  Targeted Private sector & public institutions enabled to create decent jobs, livelihood options, increased access to incomes & entrepreneurship in select locations

**Output 4.1:**  Marginalised (poor, PWDs, Women & youth) enabled to gain universal & basic services, financial & non-financial assets for productive capacities for jobs livelihoods

**Result Framework – Outcome 1, 3 & 4**

**Output 3.1:**  Targeted households have access to alternative energy sourcesfor domestic consumption

**Output 1.1:**  Capacities of MDAs strengthened in NRM at national & local levels for sustainable use of environment

**CPD Outcome 4**: Economic opportunities & Youth empowerment

**CPD Outcome 3:** Access to basic services

**CPD Outcome 1**: Sustainable agriculture, nutrition & Food Security

**Solution pathway B**

**Problem pathway B**

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| **Assumptions** | **Risks** |
| Target population are knowledgeable, receptive and willing to absorb disseminated information | Mis-interpretation and misconception of information disseminated; Inadequate dissemination mechanisms/avenues/platform |
| The legislature are willing to facilitate harmonization/updating of conflicting laws & policies | Conflicting mandates of Government institutions |
| The decentralised structures have system, processes and capacities for data generation | High staff turn over  Focused government priorities on decentralised |
| Tension between central & local structures due to limited decentralisation |
| Communities are willing to change behaviour and embrace progressive social change; GoSL is willing to support adoption of progressive laws | Continued practice of cultural beliefs and customs affecting women and youths contributing to social tensions |
| Decentralised structures and systems contribute to improved services and socially stable and coexisting communities | Extremely polarized political and social environment |
| Target population are knowledgeable and willing to participate in civic education initiatives | High levels of illiteracy; low capacities and reach for service delivery structures to create awareness |

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| **Target groups and areas** | **UNDP Role** | **Partners** |
| MDAs, Local Councils | Capacity development/technical support, advocacy for legal reform  Technical support, coordination & resource mobilisation  Advocacy, support awareness raising | **Development Partners** (Government of Sierra Leone, DFID, EU, WB, JICA, Oxfam) |
|  | **National institutions & Development Partners**  (WMF), NEC, PPRC, IPCB, Judiciary, Human Rights Commission |
| Parliament, EMBs, oversight institutions |
| Women’s, youth groups, PWDs | **CSOs & Advocacy Groups**  50-50 Group, Eminent Women, Campaign for Good Governance;Ministry of Social Welfare, Gender & Children |
| CSOs, Media, community dialogue structures | Grants, technical support | **Media Advocacy Groups**  MRCG, CSOs |
|  | Other UN agencies? |

**Output 1.4**  Central and local government have reviewed and harmonized legal framework, devolved systems, functions & resources for improved and inclusive service delivery

**Output 1.3**  Media and civil society have enhanced technical and functional capacity for increased inclusive engagement for improved participation in decision making

**Output 1.2** Justice, security and democratic institutions have sustained reforms for strengthened rule of law, order and democratic principles

**Output 1.1**

Targeted democratic, oversight, accountability and monitoring institutions have strengthened technical and functional capacities for improved governance

**CPD Outcome 1:** Inclusive participation in decision making, sustained peace and cohesion, transparent and accountable service delivery guided by effective rule of law

**Result Framework – Outcome 2**

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| **Solution pathway B** | **Targets** | **Assumptions** | **Risks** | **UNDP role** | **Partners** |
| Increased civic knowledge of citizens' responsibilities | * MDAs * Local Councils * Youth * Women’s groups, Female advocacy groups * People with disabilities * Parliament, EMBs, democratic oversight institutions * CSOs, Media | Target population are knowledgeable, receptive and willing to absorb disseminated information  The legislature are willing to facilitate harmonization/updating of conflicting laws & policies | Mis-interpretation and misconception of information disseminated; Inadequate dissemination mechanisms/avenues/platform  Conflicting mandates of Government institutions |  | * Local institutions (directorates of social affairs, chambers of commerce and industry) contribute to planning and local solutions * National institutions (ministry of social affairs, regional planning commissions) contribute to planning and priority identification * International and local NGOs and FBOs – sub-contracts * Private sector – contributes to the implementation and sponsoring * Other UN agencies? |
| Complete devolution and decentralisation of systems and functions |  |
| Improved voice and participation in democratic processes | The decentralised structures have system, processes and capacities for data generation | High staff turn over  Focused government priorities on decentralised | Capacity development for planning and implementation of livelihood projects |
| Strong social cohesion | Tension between central & local structures due to limited decentralisation | Continued practice of cultural beliefs and customs affecting women and youths contributing to social tensions | Grants for livelihood activities |
| Harmonised and updated policies and laws | Communities are willing to change behaviour and embrace progressive social change; GoSL is willing to support adoption of progressive laws |
| Target population are knowledgeable, receptive and willing to absorb disseminated information | Extremely polarized political and social environment |  |
| Increased and equal participation of women and vulnerable groups (PWDs) in decentralized structure | The legislature are willing to facilitate harmonization/updating of conflicting laws & policies | High levels of illiteracy; low capacities and reach for service delivery structures to create awareness | Direct contracting |
| The decentralised structures have system, processes and capacities for data generation |
| Strengthened governance institutions | Tension between central & local structures due to limited decentralisation | Conflicting mandates of Government institutions |  |

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| **Solution Pathway A** | **Target group** | **Location** | **Assumptions** | **Risks** | **UNDP Role** | **Partners** |
| Increased employment/livelihood opportunities for youth, women, men and persons with disabilities (PWDs) | Youth, women, men and persons with disabilities | North, South, East and Western Rural/Urban | UNDP comparative advantage, Willingness of agencies with similar objectives/priorities will partner to deliver this output  Youth, women, men and PWDs have the requisite skills to be employed | Low participation of youths due to perceived quality of the job and livelihood initiatives  Lack of adequate skills | Financial, technical and advisory support | * Ministry of Youth Affairs * National Youth Commission * NGOs/CSOs * PPP Unit * UN Agencies * National Youth Secretariat * National Commission for Disability * Relevant MDAs |
| Diversified job opportunities created in rural & urban communities | Youth, women, men and persons with disabilities | Availability of jobs to meet the demand | Financial, technical and capacity support | * Sierra Leone Agribusiness Initiative * CSOs |
| A revitalized private sector with appropriate PPP arrangements/framework | Community Banks, Micro-Finance Institutions | Private sector has the appropriate capacity to engage in PPP initiatives | Inadequate infrastructure to support private sector investments and PPP initiatives | Technical capacity development | * PPP Unit, Local Councils, International Growth Centre |
| Increased private sector investments | Market Off-Takers  Community Banks, Micro-Finance Institutions  Smallholder Farmers | Enabling environment exists for private sector investments | Technical and advisory services  Policy support | * Ministry of Trade, Local Content Agency * BoSL * Ministry of Agriculture * Ministry of Finance |
| Improved enabling environment for increased investments in MFIs | Micro-Finance Institutions  Financial Services Associations | Existence of a clear and business friendly regulatory framework | Investment in MFIs not prioritized by private sector | Technical & financial support | * PPP Unit * Sierra Leone Investment and Export Promotion Agency |
| Improved/increased access to labor market information | Drop-out youth, SMEs, Junior Secondary and Tertiary Institutions | Public sensitization & awareness on labour market information. | Limited access to labour market information, Delays in the provision of and inaccessibility of labor market information | Support to establish labor market information database | Ministry of Labor  Statistics Sierra Leone  JobSearch  SLARI |
| Improved infrastructure/ease of doing business | Women-led SMEs, local youth entrepreneurs, PWDs in agribusiness | Kambia, Kailahun, Makeni, Western Rural and Koya Rural | Government speedily creates the enabling environment for the ease of doing business and also builds the foundation to improve the infrastructural capacity in the energy, communication and road sector | Delay in government implementation of policies and systems for the ease of the doing business | Technical support for the formulation and implementation of policies geared towards improving the business environment | Ministry of Trade |
| Efficient and effective implementation of policies | Women-led SMEs, local youth entrepreneurs, PWDs in agribusiness | Kambia, Kailahun, Makeni, Western Rural and Koya Rural | Political will of government to implement the required policies | Delay and non-implementation of polices | Capacity support for policy development and implementation | Local Content Agency |
| Promote SMEs competitiveness through capacity strengthening | Women-led SMEs, local youth entrepreneurs, PWDs in agribusiness | Kambia, Kailahun, Makeni, Western Rural and Koya Rural | Building on the successes working with SMEs in previous interventions will be an added advantage in promoting SME competitiveness | Lack of funds to support capacity strengthening of SMEs  Lack of access to finance for SMEs for business expansion | Financial and technical support | Sierra Leone Investment and Export Promotion Agency |
| Low/flexible interest rates/stringent lending conditions | Women-led SMEs, local youth entrepreneurs, PWDs in agribusiness | Kambia, Kailahun, Makeni, Western Rural and Koya Rural | Regulated policies to allow lending institutions make their lending conditions less stringent and flexible | Unfavorable lending conditions for SME.s | Provide technical and financial support to SMEs | Micro-Finance Institutions  Community Banks  Financial Service Associations |
| Strengthen institutional capacity, monitoring and accountability systems |  | Tonkolili, Kenema, Bo | Local Councils have institutional memory of monitoring and accountability systems and will be competent to build their capacity in this regard | Technological challenges with the established monitoring and accountability systems | Financial and technical support to establish, maintain and operationalize the monitoring and accountability systems | International Growth Centre  Consulting Firms |
| Increase innovation through accelerator labs | Youth innovators | Regional HQ towns and Western Area | Youth will be willing and have the requisite skills to participate in the accelerator lab initiatives. Build on successes/achievements of existing innovation labs in country | Limited participation due to age limit Catalytic funding to expand the labs are inadequate.  Challenges in accessing and identifying interested participants | Establishment and Recruitment of Accelerator lab team | Directorate of Science Technology and Innovation. Min of Youth Affairs. |
| Reduced poverty and inequality |  |  | Partners are willing to adopt a implement Natural Resource Management programmes in targeted communities, Partners have Livelihood initiatives in their Annual plans | Inadequate capacity in partner institutions | Provide Financial, technical and advisory services to develop programmes for sustainable management of natural resources.  Support development of livelihood initiatives to promote value addition of Natural Resources | Local Council, MLGRD, ONS, EPA, NPAA, PRIVATE SECTOR, NWRMA, MWR |
| Effective Natural Resource Management |  |  | There is adequate capacity in partner institutions.  partner institutions have the requisite ability to map out Natural resources National wide.  Partner institutions are willing to work in targeted communities to promote NRM initiatives | inadequate commitment on the part of partner institutions to implement,  despite capacity support | Provide support to capacity building of nationwide natural resource mapping.  support community based sustainable natural resource management initiatives | Councils, MLGRD, ONS, EPA, NPAA, PRIVATE SECTOR, NWRMA, MWR |
| Reduce the prevalence of manmade disasters | SDGs 11, 13 |  | Communities implement mitigation measures School authorities are willing to incorporate DRR module in school curriculum/lesson plan DRR policy review is prioritized by partner institutions | Limited Capacity of the Disaster Management committee to mitigate, inform, prepare and respond to Disaster | Provide capacity building on school based DRRM,  Roll out and implementation of DRM Policy and regulations, | Councils, MLGRD, ONS, EPA, NPAA, PRIVATE SECTOR, NWRMA, MWR |