



Government of Sierra Leone

National Agribusiness Policy and Strategy

*Government of Sierra Leone
@ November, 2020*

Forward

For Hon. Minister of Trade and Industry

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List of Acronyms

<i>ABCs</i>	<i>Agricultural Business Centres</i>
<i>AfDB</i>	<i>African Development Bank</i>
<i>AMIS</i>	<i>Agricultural Management Information System</i>
<i>AVDP</i>	<i>Agricultural Value Chain Development Project</i>
<i>BAFS</i>	<i>Boosting Agriculture for Food Security</i>
<i>BDS</i>	<i>Business Development Service</i>
<i>CSOs</i>	<i>Civil Society Organizations</i>
<i>DRR</i>	<i>Disaster Risk Reduction</i>
<i>ECOWAS</i>	<i>Economic Community of West Africa States</i>
<i>EDSA</i>	<i>Electricity Distribution and Supply Authority</i>
<i>EPA</i>	<i>Environment Protection Agency</i>
<i>EU</i>	<i>European Union</i>
<i>EVD</i>	<i>Ebola Virus Disease</i>
<i>FAO</i>	<i>United Nations Food and Agriculture Organization</i>
<i>FBOs</i>	<i>Farmer-Based Organizations</i>
<i>FDIs</i>	<i>Foreign Direct Investments</i>
<i>FSAs</i>	<i>Financial Services Associations</i>
<i>GDP</i>	<i>Gross Domestic Product</i>
<i>GIS</i>	<i>Geographical Information System</i>
<i>GoSL</i>	<i>Government of Sierra Leone</i>
<i>GPS</i>	<i>Geographical Positioning System</i>
<i>GPS</i>	<i>Geographical Positioning System</i>
<i>ICT</i>	<i>Information and Communication Technology</i>
<i>LFM</i>	<i>Linking Farmers to Market</i>
<i>M&E</i>	<i>Monitoring and Evaluation</i>
<i>MAF</i>	<i>Ministry of Agriculture and Forestry</i>
<i>MDAs</i>	<i>Ministries, Department and Agencies</i>
<i>MoEn</i>	<i>Ministry of Environment</i>
<i>MoF</i>	<i>Ministry of Finance</i>
<i>MoFMR</i>	<i>Ministry of Fisheries and Marine Resources</i>
<i>MoLCP</i>	<i>Ministry of Lands and Country Planning</i>
<i>MoLG</i>	<i>Ministry of Local Government</i>
<i>MoLSS</i>	<i>Ministry of Labour and Social Security</i>
<i>MoPED</i>	<i>Ministry of Planning and Economic Development</i>
<i>MoW</i>	<i>Ministry of Works</i>
<i>MoTA</i>	<i>Ministry of Transport and Aviation</i>
<i>MoU</i>	<i>Memorandum of Understanding</i>
<i>MTHE</i>	<i>Ministry of Technical and Higher Education</i>
<i>MTI</i>	<i>Ministers of Trade and Industry</i>
<i>MTNDP</i>	<i>Medium-Term National Development Plan</i>
<i>NaFFSL</i>	<i>National Farmers Federation of Sierra Leone</i>
<i>NaMED</i>	<i>National Monitoring and Evaluation Department</i>
<i>NAS</i>	<i>National Agribusiness Secretariat</i>
<i>NASC</i>	<i>National Agribusiness Steering Committee</i>
<i>NATWG</i>	<i>National Agribusiness Technical Working Group</i>
<i>NPPA</i>	<i>National Public Procurement Authority</i>
<i>NRA</i>	<i>National Revenue Authority</i>
<i>NSADP</i>	<i>National Sustainable Agriculture Development Programme</i>

<i>NU</i>	<i>Njala University</i>
<i>ONS</i>	<i>Office of National Security</i>
<i>PPP</i>	<i>Public-Private Partnership</i>
<i>PPP</i>	<i>Public-Private Partnership</i>
<i>PRSPs</i>	<i>Poverty Reduction Strategy Papers</i>
<i>SCADeP</i>	<i>Smallholder Commercialization and Agribusiness Development Project</i>
<i>SCP</i>	<i>Smallholder Commercialization Programme</i>
<i>SLADF</i>	<i>Sierra Leone Agribusiness Development Fund</i>
<i>SLARI</i>	<i>Sierra Leone Agricultural Research Institute</i>
<i>SLCCA</i>	<i>Sierra Leone Chamber of Commerce and Agriculture</i>
<i>SLeCAD</i>	<i>Sierra Leone Chamber for Agribusiness Development</i>
<i>SLeSCA</i>	<i>Sierra Leone Seed Certification Agency</i>
<i>SLWoFF</i>	<i>Sierra Leone Women Farmers Federation</i>
<i>SLIEPA</i>	<i>Sierra Leone Investment and Export Promotion Agency</i>
<i>LLCA</i>	<i>Sierra Leone Local Content Agency</i>
<i>SLRA</i>	<i>Sierra Leone Roads Authority</i>
<i>SLSB</i>	<i>Sierra Leone Standards Bureau</i>
<i>SLSCA</i>	<i>Sierra Leone Seed Certification Agency</i>
<i>SMEDA</i>	<i>Small and Medium Enterprise Development Agency</i>
<i>SMEs</i>	<i>Small and Medium Enterprises</i>
<i>VSLA</i>	<i>Village Savings and Loan Association</i>
<i>WB</i>	<i>World Bank</i>
<i>WBWDI</i>	<i>World Bank World Development Indicators</i>
<i>WTO</i>	<i>World Trade Organization</i>

Acknowledgments

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Section 1: Introduction

1.1 Brief Background and Structure of the Strategic Policy Document

Emerging from a war, the Government of Sierra Leone has since 2005 embarked on a national poverty reduction drive. Four Poverty Reduction Strategy Papers (PRSPs) have been developed and implemented, namely; PRSP I (2005 – 2007), PRSP II - The Agenda for Change (2008 – 2012), PRSP III – The Agenda for Prosperity (2013 – 2018) and more recently the PRSP IV – The Sierra Leone New Direction Medium-Term National Development Plan: Education for Development (2019 – 2023). One of the major strategies to achieving the goals and objectives of these national plans is to commercialize agriculture, and use it as an engine for the drive towards sustainable and diversified economic growth.

Tremendous efforts have gone into this by providing supports, and creating and utilizing opportunities. These include; institutional and regulatory reforms, donor supports (technical and financial) to private sector and agribusiness interventions, and government commitment to creating the enabling environment for large-scale investment in mechanized commercialization of agriculture across value chains.

In the last decade, key policy reforms and establishment of new agencies have been undertaken to attract private investors to the agribusiness sector. For instance, government subsidies were granted to private investors who want to invest in agribusiness, a complete review of business registration process, establishment of the Public – Private Partnership Unit in the office of The President, establishment of the Sierra Leone Local Content Agency, establishment of the Sierra Leone Chamber of Agribusiness Development, Produce Marketing Board etc. Government, through its development partners also set up the Apex Bank to primarily develop agricultural lending products to support the agriculture sector. Additionally, quite a few big agricultural projects and programmes were developed and implemented, including Rural and Private Sector Development Project (RPSDP), Smallholder Commercialization Programme (SCP), Linking Farmers to Market (LFM) Project, Smallholder Commercialization and Agribusiness Development Project (SCADeP). The most recent one is the Boosting Agriculture for Food Security (BAFS) Project. All of these projects took a private sector development approach, with the prime aim of involving the private sector in agriculture and making it a business. Currently, another agribusiness support project – the Agricultural Value Chain Development Project (AVDP) is being implemented. The one thing that is common to all of these projects is that they work with smallholder farmers to strengthen their organizational capacities to work in groups, link them to agribusinesses who act as off-takers and financial institutions for continued access to finance and improve market connectivity through feeder road maintenance and improvement in ICT infrastructure.

Across the board, it can be noticed that these efforts have started yielding the anticipated dividends, even though more still need to be done. The tax incentives and improvement in the ease-of-doing-business, has attracted investors to undertake largescale agribusiness investments. Most notably Abhajar Rice Development Company, Sierra Akker Agricultural Company, Mountain Lion Agriculture, Family Poultry and Allied Agro Enterprise, NEDOIL Limited, Gold Tree Limited, Addax Bio-energy Company Limited etc. It is impressive to note that all of these large-scale agribusinesses are still in existence, except for Sierra Akker and Addax, which ran into financial crisis recently. However, Addax has recently been taken over by another company. The SCADeP project and now the AVDP have strengthened the

existing out-grower schemes ran by the private agribusinesses, thus increasing support to smallholder farmers. The LFM project has linked several FBOs and ABCs to rural financial institutions, though this aspect of the support needs more attention. More agribusinesses (medium and large-scale) are increasingly taking advantage of the tax concessions offered by government, and thus providing incentives for additional investments. The reformations in the legal and regulatory environments have seen the establishment of fast-track commercial courts.

Despite these efforts, agribusiness development activities across sectors have remained fragmented and not properly coordinated. This is largely because of the lack of enabling environment to support the sector to be more productive. Some challenges are so key and continue to be faced in the production, processing and marketing of agricultural commodities. These includes; poor infrastructure and limited access to inputs, technologies and markets by farmers; limited access to finance for investment in the sector; weak institutional, human and research capacities; and limited participation of women and youth in the sector. Creating the enabling environment for addressing these challenges has been identified as government top priority for the growth of agriculture and agribusiness sectors.

The above background has influenced the Government of Sierra Leone (GoSL) in collaboration with the World Bank (WB) to have seen the need to develop a National Agribusiness Policy and Strategy, which would guide the current and future supports towards commercializing the agriculture sector.

This document has been developed through nationwide stakeholder consultations across farmers, development partners (donors & NGOs) and public (MDAs) and private (agribusinesses, financial institutions, chamber of commerce, etc) sector institutions. It is divided into four sections. Section one is the introduction, which presents background of the policy and strategy, overview of the Sierra Leone economy, contributions of the agriculture sector to the economy, and policies and legislations making provisions for agriculture and agribusiness development. Section two presents the agribusiness development landscape with focus on challenges, and supports and opportunities for agribusiness development. Section three discusses strategic policy directions, which covers vision, rationale, objectives guiding principles of the policy and strategy, as well as strategic policy pillars, statements and actions. Section three further discusses the theory of change, which presents a framework of how the policy and strategy logically aligns with and contributes to achieving the desired changes it seeks, as well as sectoral and national development goals and objectives (**see Figure 7 & appendix A**). Section four focuses on implementation arrangements, which describes implementation actors and their roles, institutional arrangements, resource mobilization, strategic policy performance results framework and the implementation plan.

1.2 Overview of the Sierra Leone Economy and Contributions of the Agriculture Sector

1.2.1 Trends in GDP Growth

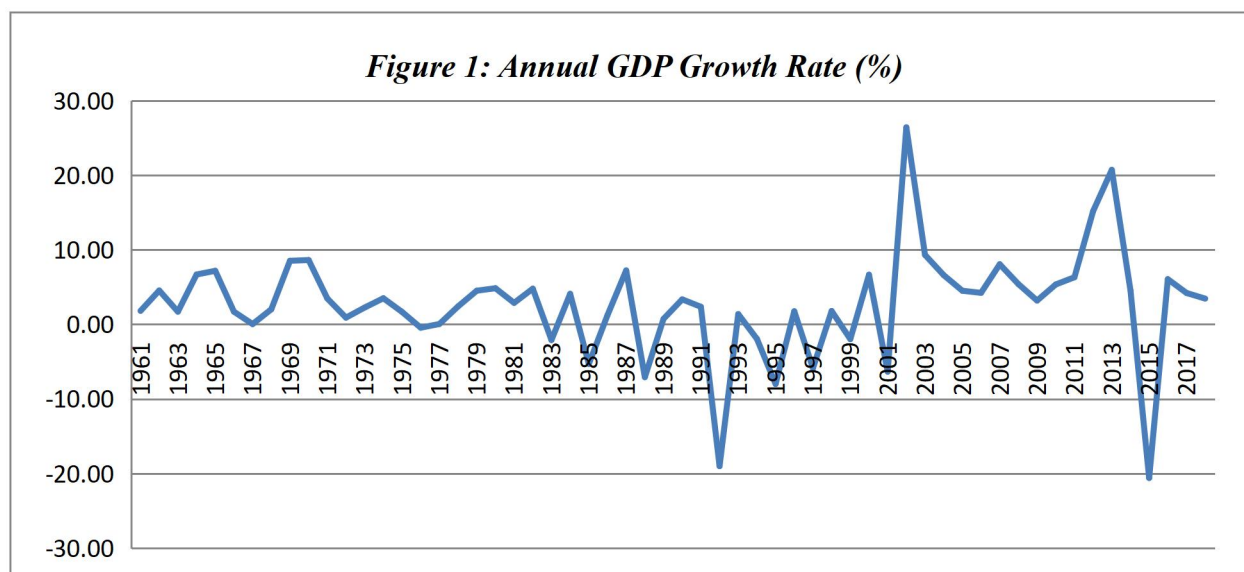
The GDP growth of Sierra Leone has been unstable for decades, fluctuating around an average of 3% per annum. Between independence and just before the start of the civil conflict in 1991, the growth rate was averaging around 2.5% per annum, with the lowest growth rate recorded in 1988 (-7.08%) and the highest growth rate recorded in 1970 (8.62%). The poor

economic performance during that period was mostly as a result of poor economic management, mainly due to lack of sound socio-economic development and policies.

During the civil conflict (1991 – 2002), the economic performance became even worse, with the GDP growth rate dropping to around an average of -0.2% per annum. The lowest growth was recorded in 1992 (-19.01%) whilst the highest growth rate was recorded in 2002 (26.42%).

Emerging from the civil conflict in 2002, the government and its development partners engaged in several structural reforms to stimulate the economy. Some of the macroeconomic policies directly targeted improvements in investment climate, reforms to tax laws and policies, review of mining regulations, subsidising the local entrepreneurs and a huge focus on investing in agriculture, with the aim of transforming the sector into the engine for socioeconomic growth.

These efforts have to a large extent, yielded some desired fruits. For the post war period spanning 2003 – 2018, the annual growth rate has averaged around 5.4% bouncing from a depth of -0.2%. This is a huge leap. However, the repeated occurrences of natural disasters – the Ebola outbreak, followed by the mudslide and flash floods around the country, these gains have been reversed along the way, with the growth rate dropping from 20.72% in 2013 to the lowest recorded rate in 2015 (-20.61%).



Source: World Bank World Development Indicators

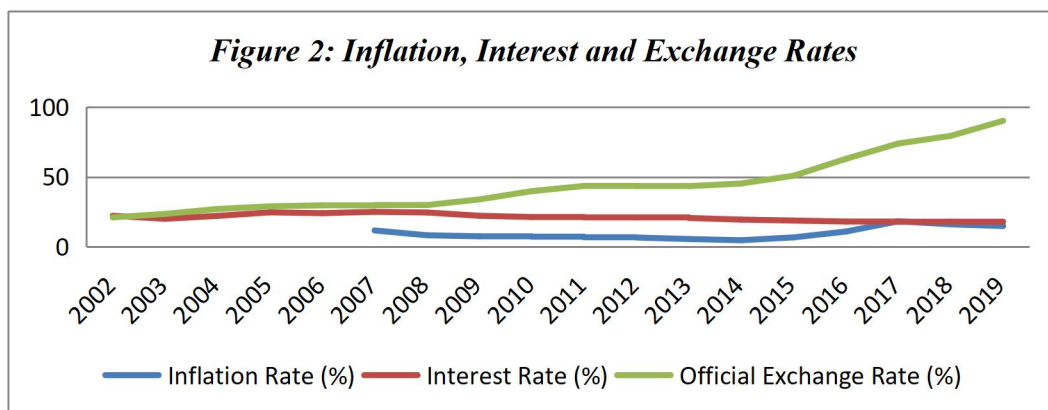
1.2.2 Trends in Inflation, Exchange and Interest Rates

The macroeconomic indicators, namely; inflation rate, interest rate and exchange rate are very critical in the investment climate, but have not been performing too well, except for the interest rate which has relatively shown a slightly continuous downwards trend for a length of time. Both exchange and inflation rates have shown an average increase trend since the end of the civil conflict in 2002.

Between 2002 and 2019, the average lending interest rate is 21%, with the highest rate recorded in 2007 (25%) and the lowest rate in 2019 (17.9%). Exchange rate within the same period has averaged at Le4,420 per \$, with the highest rate recorded in 2019 (Le9,010 per \$) and the lowest in 2002 (Le2,099 per \$). Inflation rate between 2007 and 2019 averaged at 9.6%, with the highest rate recorded in 2017 (18.2%) and the lowest rate recorded in 2014 (4.6%). Despite these challenges, there are huge prospects to sustained economic growth, with the current policy action towards economic competitiveness and diversification, and creating the enabling environment for attracting Private Sector and Foreign Direct Investments (FDIs).

Sierra Leone is still a net importer, thus making the Leone highly susceptible to fluctuations in the global money market. Since the end of hostilities in 2002, the Leone has always been fluctuating in strength against major foreign currencies. In recent times, the continued depreciation has been driven by increased demand for imports of essential commodities combined with speculative behaviour of market participants. The situation became exacerbated by the recent developments in the mining sector, including the liquidity of African Minerals Limited and London Mining, the cancellation of the Sierra Leone (S.I) Mining Company license and subsequent closure of the company etc. To cushion the effects of the exchange rate regime, the government implemented a number of macroeconomic policies. These includes direct foreign currency auction to smoothening out volatility and complementing supply to support essential imports, continuously tighten the monetary policy base rate since 2017, and put outright ban on making all domestic payments in foreign currencies.

The persistent fluctuation/depreciation in exchange rate is partly responsible for the continuous moderate increase in inflation since 2007 until it makes a sharp increase to double digits in 2017 and has stayed there through 2018 and part of 2019. The other key drivers include the increase in the domestic pump prices of petroleum products to eliminate the existing fuel subsidy, which also triggered the increase in electricity tariffs to enhance the sustainability of Electricity Distribution and Supply Authority (EDSA). However, the tight monetary policy implemented by the Bank of Sierra Leone (BSL) helped cushion the effect. Additionally, the government increased support to the agriculture sector for increased local food production which drove food prices downward.



Source: World Bank World Development Indicators

1.2.3 Contributions of the Agriculture Sector to the Sierra Leone Economy

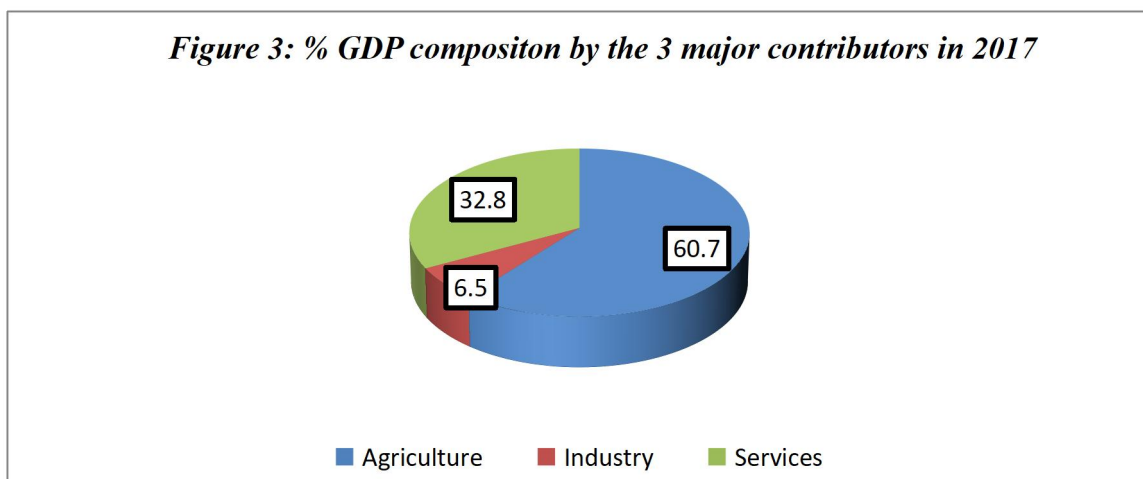
The economy of Sierra Leone is undiversified with disproportionate distribution of employment and productivity growth across three major contributing sectors, namely; agriculture, services and industry. This means that, the understanding of which sector to largely focus on, to make growth more robust, taking into account the opportunity that may be offered by a rising population, currently serves as a barrier to achievement of poverty reduction as well as sustained and inclusive growth¹.

Notwithstanding, the agriculture sector is still considered the lifeline of the Sierra Leone economy. The sector has remained the main source of livelihood for over 70% of the population, especially the rural poor.

Despite being capital-intensive and faced with multiple constraints (like macro-economic instability in the external business environment and the limited access to infrastructure and capital), the industry sector in Sierra Leone over the period 2003-2014, contributed 51% of the overall increase in productivity of the economy, but such contributions only accounted for 8% of the jobs created in the same period².

Evidences show that the movement of workers from agriculture to relatively better jobs in the services sector has not made them access the expected high productive jobs. Besides, the understanding of drivers for productivity growth in the services sector are not much explored, as a result, the sector is likely to experience further reduction in overall productivity³.

Despite the currently un-mechanized and traditional farming practices, which are accompanied by the relatively small productivity increases, the agriculture sector has consistently remained the largest contributor to the country's GDP since independence. It accounts for the employment of about 60% of the workforce (formal and/or informal) as presented in Figure 3 below.



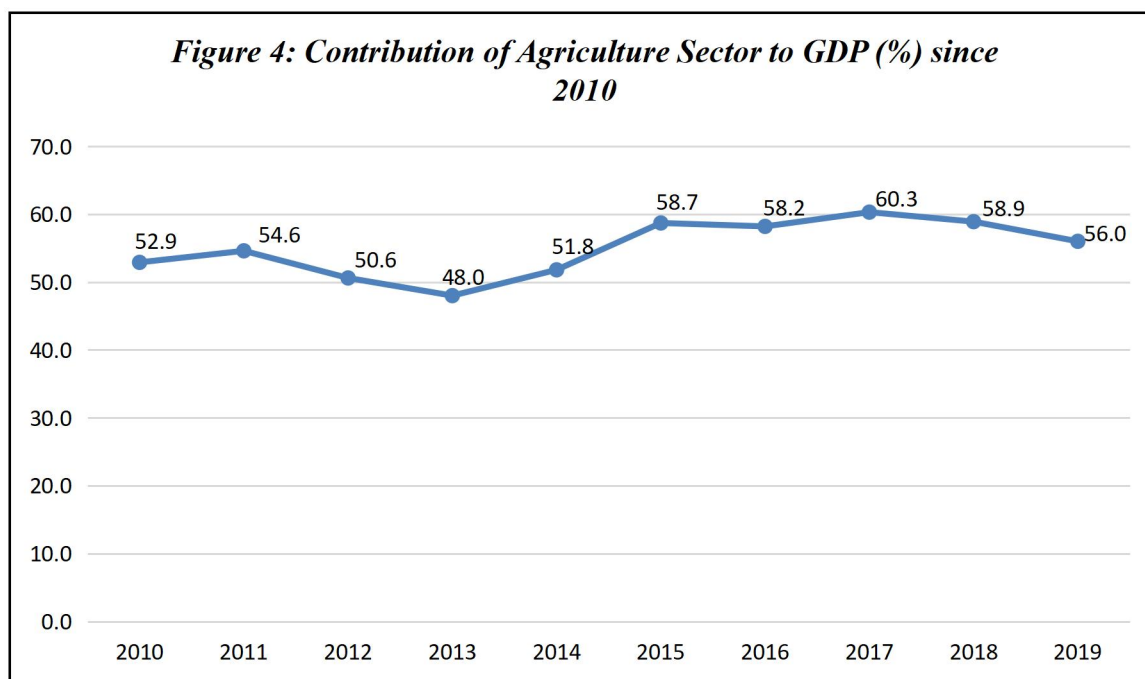
Source: World Fact Book of the US CIA, 2017

¹ *Sierra Leone Medium-Term, National Development Plan, 2019-2023*

² *World Bank, Systematic Country Diagnostic, 2018*

³ *World Bank Group WDI, 2016; and Sierra Leone Medium-Term, National Development Plan, 2019-2023*

Reflecting on the last decade, Figure 4 presents a ten years' trend analysis of the percentage contributions of the agriculture sector to the GDP of Sierra Leone. It can be seen that the sector's contribution has been immense, averaging at the 55% mark over the ten years' period. This means, the agriculture sector has been (and it is still) the largest contributor to the GDP mix of the country. This further underpins the rationale for supporting the commercialization of the sector, which this Policy and Strategy seek to achieve.



Source: World Bank Data, 2019

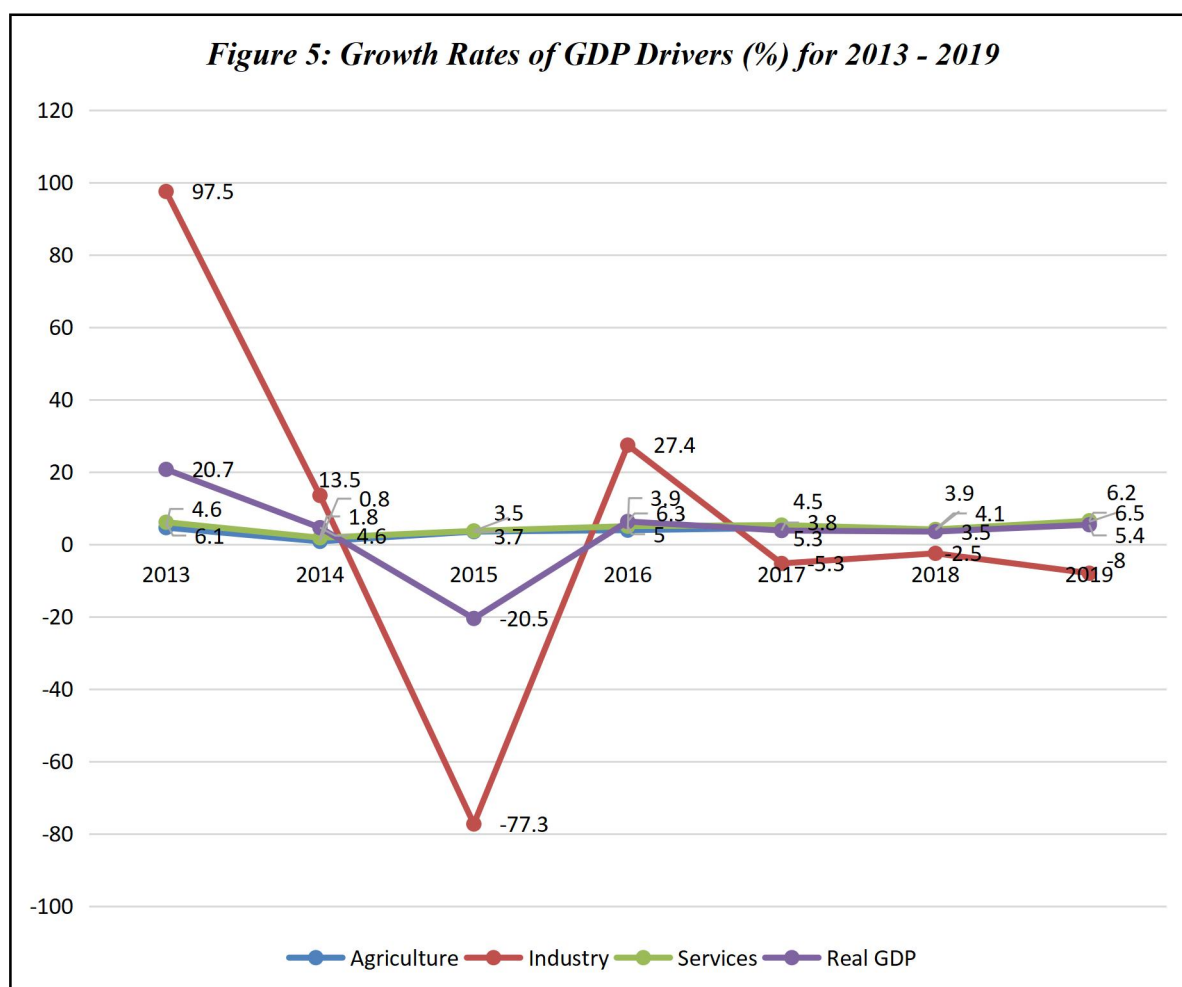
Notwithstanding, considerations of the Performance of growth drivers has been presented in Table 1 and Figure 5 for the last seven years. Over the last seven years, the major growth drivers have been the agriculture, industry and services sectors. Except for the industry sector, which showed significant fluctuation, the agriculture and services sectors remained relatively stable over the last seven years.

In 2019, the service sector showed the highest growth rate (6.5%), followed by the agriculture sector (6.2%). The industrial sector actually contracted (-8.0%) during the same period and even the previous two years: 2017 (-5.3%) and 2018 (-2.5%). Technically, the industrial sector contracted twice between 2016 and 2019. This was largely due to contractions in the mining and manufacturing sub-sectors.

Indeed, in the services sector, all three major sub-sectors recorded impressive growth in 2019, where the tourism sub-sectors grew by 4%, financial sub-sector by 4.2% and the telecommunications sub-sector by 4.8%. However, while observing steady and/or contracted growth rates across the sectors considered, the agriculture sector relatively grew by 1.7% as compared to the services sector by 1.2% from 2017 to 2019. The said agricultural growth rate is accounted for by the collective growth in both the crops (4.1% to 4.6%) and the livestock (by 3%) sub-sectors from 2018 to 2019.

Table 1: Growth Rates of GDP Drivers (%) for 2013 - 2019

Sector Growth Rates (%)							
	2013	2014	2015	2016	2017	2018	2019
Agriculture	4.6	0.8	3.5	3.9	4.5	3.9	6.2
Industry	97.5	13.5	-77.3	27.4	-5.3	-2.5	-8.0
Services	6.1	1.8	3.7	5.0	5.3	4.1	6.5
Real GDP	20.7	4.6	-20.5	6.3	3.8	3.5	5.4



Source: Statistics Sierra Leone, 2019

The increased magnitude of Sierra Leonean dependence for livelihoods and opportunities on the agriculture sector remains a critical success factor for investment in agricultural commercialization and for responding to the high unemployment rate, especially among the youth in the country. Such transformation will also result into boosting food security, reduction in rural-urban migration, women empowerment, income generation, poverty reduction, and above all a rapid, sustained and broad-based diversified and competitive economic growth.

1.3 Policies and Legislations affecting the Agribusiness Sector

Sierra Leone has engaged in a wide range of institutional and regulatory reforms to create conducive business environment. However, investors are continuously pointing to the lack of coordination and inconsistent application of these reforms as a major constraint to the growth and expansion of investments, particularly in the agriculture and agribusiness sector. Coupled with other challenges, the key market and reform failures, including; policy, legislative, institutional and coordination failures are contributing to rising the cost of investment in agriculture and agribusiness. These have led to investors downsizing planned operations or completely withdrawing their investment initiatives in Sierra Leone. It is however, a common belief that effective reforms and implementation of institutional policies and regulations can provide the enabling environment for overcoming obstacles and explore the available opportunities for the smooth implementation of the current agribusiness policy and strategy. Presented below are some key national policies and legislations, which directly or indirectly affect agriculture and agribusiness development.

i. Sierra Leone Trade Policy, 2010

This policy has an overall objective of promoting a healthy and competitive private sector that support growing and sustainable production and service sectors, and linking these to trade at national and international levels. The policy makes provision for encouraging development of agriculture, agro-processing (value addition) and promotion of competition in production and diversification of traditional and non-traditional exports of various commodities. It also enables market access for Sierra Leone's agricultural and industrial sectors, while developing their ability to compete in global markets.

ii. Sierra Leone National Industrial Policy, 2011

Its overall objective is to accelerate industrialization by promoting indigenous industrial transformation of local raw materials, the development and diversification of industrial productive capacity, strengthening of regional cooperation and the export of manufactured goods. It made provisions for continuously analysing the factors determining the degree of competitiveness to address key questions relating to trade with special reference to attracting manufacturing industries to Sierra Leone.

iii. Sierra Leone Local Content Policy, 2012

As its major goal, the policy is meant for promoting growth and development of the domestic private sector. Helping local businesses to be aware of and take advantage of opportunities in the market by creating linkages with the large domestic and foreign firms. This policy also ensures that there is transfer of knowledge and skills to domestic firms and individuals by, especially, large foreign firms. The policy specifically mentions utilisation of local resources and products, and to promote the integration of the Sierra Leoneans in all economic activities. These provisions directly support agribusiness development

iv. Sierra Leone Public-Private Partnership (PPP) Unit Act, 2010

The Act established the PPP Unit to promote and facilitate the implementation of public-private partnership projects in the infrastructure and social sector. The Act mandates PPP Unit among others, to develop policies as well as technical and best practice guidelines relating to all aspects of PPP interventions. Since a number of agribusinesses are into PPP transactions it is clear that the implementation of the National Agribusiness Development Policy will be affected by the PPP Act.

v. Sierra Leone Small and Medium Enterprises Development Agency (SMEDA) Act, 2016

The Act makes provisions for the establishment of the Small and Medium Enterprises Development Agency (SMEDA), to mainly create conducive environment within which Small and Medium Enterprises, including agribusiness enterprises, can operate. Since most agribusinesses are in the form of small and medium enterprises, this means the SMEDA act has direct effect on the agribusiness development policy.

vi. Sierra Leone Investment and Export Promotion Agency (SLIEPA) Act, 2007

The Act established the Sierra Leone Investment and Export Promotion Agency (SLIEPA) to mainly promote investments in the export of Sierra Leone products, as well as other related matters. In relation to agriculture and agribusiness development, the Act has directly made provisions among others for the Agency to identify potential investors with a view to encouraging them to invest in agriculture and other sectors of the economy; and encourage and promote the development of agricultural production and other activities oriented towards exports.

vii. Sierra Leone Local Content Agency (SLLCA) Act, 2016

The Act established the Sierra Leone Local Content Agency to promote the development of Sierra Leone Local content in a range of sectors of the economy including the **agriculture sector**. This requires all large companies (both local and foreign) to utilise specific target amounts of locally produced commodities. Since agriculture contributes to over half of the country's GDP, this act clearly has effect on the agribusiness development policy.

viii. Sierra Leone Environmental Protection Agency Act, 2008 (amended 2010)

The goal of this Policy is to ensure that no actions by humans are detrimental to the natural environment. It therefore sets limits/thresholds on the impact any human action should have on the environment, beyond which certain conditions must be met before one can proceed. This has a direct effect on the level and scale of agribusiness activities that investors can undertake. The policy states that before the implementation of any large-scale agriculture and agribusinesses related interventions, environmental, social and health impact assessments (ESHIA) should be conducted by investors, and inform affected communities, through consultations and community sensitization, about the findings and how they plan to mitigate any harmful impacts.

ix. Sierra Leone Cashew Policy, 2019

The overall objective of this policy is to provide a strategic framework for the sustainable and inclusive growth and development of the cashew sector in Sierra Leone. While promoting sustainable production, processing and marketing of the cashew value chain, the policy encourages private sector engagement in order to sustain employment creation in the sector. The policy made provision for market and price information on cashew products to be widely available and accessible to the value chain actors. In addition to emphasizing the cashew products to be of high quality that meet international trade and commercialization standards, the policy pointed to value addition and processing to be done locally so that the whole value chain can be exploited for employment and income generation.

x. Sierra Leone Coffee Policy, 2020

The policy made provisions for actors to practice sustainable and globally competitive Coffee production, with increased access to quality inputs and planting material, adoption of appropriate agriculture practices, and improved access to land, finance and infrastructure for effective cultivation and business development by actors. It throws light on intercropping of

coffee farms with trees and food crops at the heart of agricultural diversification, which contributes to food security, income and employment generation, soil fertility and climate resilience and hence environmental sustainability. In terms of value addition, processing, and marketing/trade, the policy made provisions that coffee products are of high quality and meet international standards, that market and price information on coffee products are available and accessible to value chain actors. Notwithstanding, trade regulations on coffee market are also outlined in the policy to enable actors to sell and buy coffee products profitably

xi. Sierra Leone Fertilizer Policy, 2017

The policy has an overall goal of promoting a viable, environmentally-friendly, sustainable and competitive fertilizer industry that can be integrated into national development programmes for enhanced food security, poverty reduction, and agricultural commercialization. While ensuring environmental sustainability, the policy made provisions for improving the capacity of the private sector for the production and increased utilization of fertilizers in Sierra Leone. In addition to providing the framework for efficient marketing of quality fertilizers, the policy provides space for creating an enabling environment for the competitive imports and exports of quality and appropriate fertilizer raw materials and products.

xii. Sierra Leone Seed Policy, 2009

The policy made provision for delivering high quality seeds of improved varieties to be grown on cultivate lands where the varieties have been proven to be suited and have competitive advantage in its contribution to attaining national agricultural development and food security goals. While the policy emphasised on creating enabling environment to ensuring government and development partner support for relate activities to seeds, it provides a defined and stable framework for the development of an effective and sustainable seed system. Furthermore, implementation of the policy requires having a well-developed national seed programme to provide the necessary supports to achieving the national agricultural goals and Abuja Declaration for African Green Revolution.

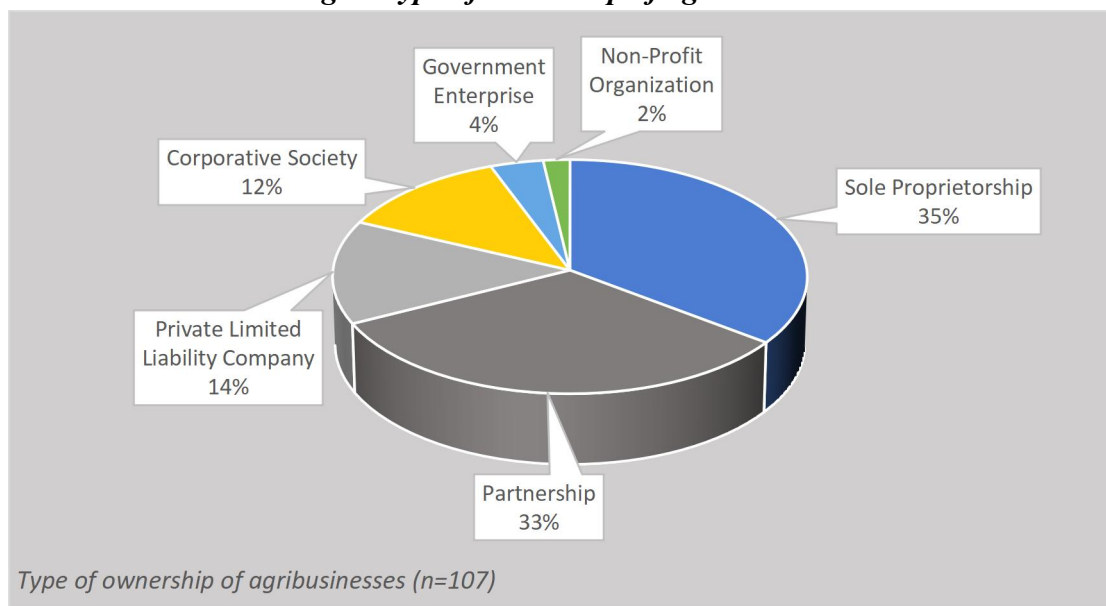
Section 2: Agribusiness Development Landscape

2.1 Recent Supports and Opportunities for Triggering Agribusiness Development

The second, third and current Poverty Reduction Strategy Papers (PRSPs) for Sierra Leone identified the private sector as a lead agent in commercialising agriculture by working with smallholders, agribusinesses, financial institutions and strengthening the infrastructure for economic competitiveness and diversification. This has influenced the review of business registration process, as well as the design and implementation of Private Sector Development Strategy, and agricultural and agribusiness related programmes and projects. Also, the establishment/existence of institutional and regulatory environment has contributed to enhancing achievement of the goals of agricultural commercialisation for improved agribusiness development.

Currently, over 200 private medium-to-large scale agribusinesses are successful and legally registered, and operating with smallholders in a piloted out-grower schemes across value chains. Indeed, government involvement in agribusiness sector is now more limited to creating the enabling environment, and not the operations as shown in figure 4 below.

Fig 6: Type of ownership of agribusiness



Source: Consultant field generated data

Notwithstanding, donors are now working with agribusinesses and smallholders, training them in agronomic practices, business management and providing production and post-harvest processing equipment and financial supports to them. Besides, few commercial banks, notably Rokel Commercial Bank and Union Trust Bank Limited have voluntarily engaged in piloting agricultural lending products.

The GoSL continues with its commitment in the Medium – Term National Development Plan (2019 – 2023) to improving productivity and commercialization of agriculture through large-scale investment in sustainable mechanized commercial agriculture and tax incentives for the promotion of rural economy and private sector development.

At the moment, about 70% of Sierra Leonean households rely on micro and small businesses in the informal sector; and 70% of those micro and small businesses are owned by women in different segment of agribusiness value chains. Despite the lack of capital, about 56% of the unemployed are willing and looking forward to opportunities for starting their own businesses.

The existence market availability for agricultural commodities at ECOWAS level remains an opportunity for trade liberalization and tax reduction. Similarly, the African continental free trade to be implemented also has the potential to promote agricultural product from Sierra Leone within and across borders. Unavoidably, made in Sierra Leone initiative, introduced by the Local Content Agency is another opportunity to promoting domestic products that are of high quality and standards

Contrary to the problems associated with the access to land and its acquisition, studies by MAF show that the country has about 5.4 million hectares of arable land, with only about 15% under cultivation. In addition, there are diverse ecologies with high rain fall and ground water sources offering ideal conditions for the cultivation of a wide range of crops. Despite challenges facing the agribusiness sector, evidence from contact made with agribusinesses revealed their mass existence and engagement in a disaggregated manner across value chains; with food crop (60.7%), poultry (34.6%), cash crop (33.6%) and livestock & Fisheries (20.6%). Consequently, about 69% of the agribusinesses contacted have some fair to good understanding of farming as a business

2.3 Challenges (Weaknesses and Threats) Facing the Agribusiness Sector

Assessment challenges have been broadly categorised into three as follows:

1. Production Challenges

- *Limited access to quality input supplies*
- *Difficulty in land acquisition*

2. Post-harvest and Market Related Challenges

- *Limited access to storage and modern processing facilities*
- *Weak culture of packaging and standardization*
- *Poor transportation and market information*

3. Cross-Cutting Challenges

- *Poor institutional and regulatory environment for agriculture and agribusiness development*
- *Poor infrastructure*
- *Limited access to finance for agriculture and agribusiness development*
- *High cost of production, processing and storage*
- *Weak institutional, human and research capacity*
- *Tax structure*
- *Macroeconomic and price instability*
- *Limited involvement of women and youth in agriculture and agribusiness*
- *Weak maintenance culture and inadequate availability of spare parts*
- *Political interference and elite capture*

SECTION 3: Strategic Policy Direction for Agribusiness Development

3.1 Vision of the Policy and Strategy

Envisions a country with a well-developed infrastructure-based agribusiness sector operating in a stable enabling environment, that continuously attracts public and private sector investments in sustainable agriculture, and meaningfully contributes to promoting inclusive growth, economic diversification and competitiveness, youth employment and gender empowerment, poverty reduction, food security, reduction in rural-urban migration, and increased income of farmers and agribusinesses.

3.2 Rationale of the Policy and Strategy

Despite the huge efforts put into supporting the agriculture sector and a range of development reforms to creating the enabling environment for sustainable agriculture and agribusinesses, the lack of coordination and inconsistencies in implementing the reforms remains a deterrent to attracting investment in the agribusiness sector. Coupled with challenges regarding production, processing, marketing of agricultural commodities, as well as constraints related to access to finance, macroeconomic issues, institutional and regulatory environment, gender (women & youth) inclusiveness, and politics and elite capture, the government has thought it fit to have a National Agribusiness Policy and Strategy. This Policy and Strategy will guide and influence better coordination, resource mobilization and effective advocacy among public and private actors engaged in agriculture and agribusiness sector programme, projects and activities.

The adoption and implementation of this policy and strategy would create the enabling environment to increase farmers' access to land, finance and quality inputs, which will attract smallholder and private sector investments in agriculture and agribusiness development. It will enhance farmers and agribusinesses to adopt sustainable and appropriate agricultural technology and practices for enhanced market-led, competitive and diversified economy. Also it will protect the agricultural value-chain against disease hazards, thereby enhancing the increased and sustained high quality commodity production, productivity and competitiveness of the sector. Such implementation will thus enhance the efficient and effective production as well as processing and marketing of agriculture and agribusiness products, empowerment of smallholder farmers (including women and youth), employment generation, poverty reduction, food security, and inclusive and sustainable economic growth in Sierra Leone.

3.3 Guiding Principles

This policy and strategy will be guided by the following core principles which all players are expected to strictly adhere to:

Transparency and accountability: Ensure transparent implementation of all policy and strategic actions and make every actor accountable for their actions.

Promoting an attractive and friendly investment climate: Ensures that implementing actions create the enabling environment attractive to allow smallholders and the private sector to mobilize resources and willingly invest in agribusiness.

Inclusiveness: Implementation should ensure the inclusion of all stakeholders, including agribusinesses SMEs and smallholder farmers, with a view of taking onboard their opinions and interests and the interests of all other stakeholders are well negotiated.

Capacity building for transformation: Implementation should recognize a broad-based systemic approach to capacity strengthening of the systems, institutions and individual in the agriculture and agribusiness sectors.

Respect for performance: Implementation should be anchored on performance-based standpoint of view with all influences appreciated but not at the expense of performance.

Respect for international obligations: Implementation should ensure that all international obligations or treaties that Sierra Leone is a member signatory are adhered to.

Respect for use of information and adaptation to new technologies: Implementation should be based on the acquisition of knowledge and skills by actors to increase their capacity to use evidence-based agricultural information and to choose and adapt modern technologies for improved production, processing and marketing of agricultural products.

Collaboration and coordination: Implementation should prioritize effective and efficient collaboration and coordination among public and private actors engaged in agriculture and agribusiness sectors to enhance ownership, performance, inclusiveness and partnership, including public –private partnerships.

Formalization and sustainability of shadow agribusiness entities: Implementation should ensure the formation/strengthening of smallholder groups and agribusiness entities operating in the shadow and informal sector to enhance the commercialization of agriculture for improved agribusiness development and sustained economic growth.

Thinking Big: Implementation of the policy and strategy should aim at driving the agribusiness sector to the highest level, with businesses competing locally and internationally.

3.3 Objectives of the Policy and Strategy

With the above vision, and coupled with current challenges and opportunities in the agriculture and agribusiness sectors, this National Agribusiness Policy and Strategy seeks to achieve the following objectives:

1. To increase access to quality inputs (including land), market and appropriate technologies, and enhance infrastructural development for improved agribusiness-led private sector investment and sustainable production, productivity, processing and commercialization of agricultural commodities;
2. To increase access to finance for improved private sector and smallholder investments and participation in the production, processing and commercialization of agricultural and agribusiness commodities;
3. To ensure the establishment and/or strengthening of institutional arrangements and stable enabling environment for effective and efficient investments and participation of actors in the production, processing and commercialization of agricultural commodities;
4. To enhance institutional, human and research capacities of actors for their increased participation in improved and sustainable production, productivity, processing and marketing of agricultural products; and
5. To enhance gender mainstreaming in agriculture and agribusiness to increase opportunities for empowerment and employment of youth and women.

3.4 The Theory of Change

The theory of change in the context here presents a framework of how the agribusiness policy and strategy logically aligns with and contributes to achieving the desired change it seeks as well as sectoral and national development goals and objectives. Accordingly, the GoSL in its MTNDP (2019 – 2023) is committed to enhancing socioeconomic development and transformation as a pathway to achieving middle-income status by 2039. Mainly, the plan is implemented to promote human capital development, growth and diversification of economy, infrastructure and economic competitiveness, women empowerment, youth employment, good governance and accountability, and vulnerability reduction and resilience building.

The theory of change (**figure 7**) presented in this section, recognizes the fact that sectoral contributions, particularly the agriculture and agribusiness sectors matter in above transformation process and hence critical in the above achievement of national development objectives. As presented in the MTNDP (2019 – 2023), the agriculture and agribusiness sectors are focused on improving private sector oriented agricultural production, productivity and commercialization; enhancing inclusive agricultural and rural economy for increased investment in agriculture and agribusiness; increasing opportunities for youth and gender empowerment; and reducing rural-urban migration.

While the MTNDP (2019 – 2023) is being implemented and largely on course towards achievement of results, critical challenges and barriers for agriculture and agribusiness development have been identified and discussed in this policy and strategy. These includes; poor infrastructure and limited access to inputs, technologies and markets; limited access to finance for investment; weak institutional coordination and enabling environment; limited participation of women and youth; and weak institutional, human and research capacities. Addressing these challenges and barriers has warranted the government and other players to focus their interventions, as in the case of this policy and strategy, to effectively enhance the contributions of the agriculture and agribusiness sectors to achieving the MTNDP results.

The policy and strategy focuses on increasing access to quality inputs, market and appropriate infrastructure and technologies for increased agricultural production, processing and commercialization. While it emphasises on increasing access to finance for improved private sector and smallholder investments in the agriculture and agribusiness sectors, it creates room for enhancing gender mainstreaming in these sectors to improving youth employment and women empowerment. Additionally, the policy and strategy document intends to ensuring the creation/strengthening of institutional arrangements and stable enabling environment for increased investments and participation of actors in agriculture and agribusiness development. Moreover, it also recognizes the need to enhancing institutional, human and research capacities of actors involved for their increased participation in sustainable agriculture and agribusiness development.

The theory of change shows a chain of how the above challenges and barriers are addressed and how achieving the corresponding intervention objectives, in turn would position Sierra Leone to reach the desired vision/goal of this policy and strategy.

To achieve this vision, it is believed that the strategic transformation would require commitments from government, donors and other actors, including farmers and agribusinesses to promote investment and participation in agriculture and agribusiness. In principle, while stakeholder participation is emphasised, such commitments should be demonstrated in a well-structured, coordinated, transparent, accountable, inclusive and collaborative manner. Moreover, there should be capable institutional arrangements in place, and gender sensitive and stable (political, legal, regulatory and policy) enabling environment to support the transformation of inputs and strategic actions/activities into achievement of outputs and outcomes.

For a successful transformation process, the intervention strategies and activities should be robust enough to engage actors and foster effective collaboration/coordination amongst them to enhance public and private sector investment in agriculture and agribusiness. Such strategic actions must encourage gender and youth inclusion as well as effective communication and knowledge sharing in implementing the intervention. While resource availability remains critical for implementing strategies and activities, actors should ensure effective and efficient utilization and management of these resources, including; natural, human, financial, physical/material and technical resources to deliver on outputs. Notwithstanding, effective monitoring of the implementation of strategic actions must be ensured for improved performance and financial sustainability to enhance accountability and delivery of quality results (outputs and outcomes).

Addressing land tenure issues with clear understanding of farmers, investors and other actors on land policy, administration, property rights and security, would influence their decisions to have increased access to and acquire land to invest in agricultural production and agribusiness development. Just improving access to land as a natural viable input is not enough for increased agricultural production. It also counts to promote the access to and use of high quality grades and standards in agriculture, and strengthen public-private partnership based agro-dealer network and ongoing out-grower systems among value-chain actors. Such promotional strategies increase the availability of affordable and quality agricultural inputs such as improved seeds, fertilizers and pesticides, which when combined with increased access to land would increase agricultural production and productivity.

Promoting access to and adoption of appropriate modern agricultural tools, mechanization and techniques, including; sustainable agricultural practices, integrated pest and disease management, post-harvest processing and mechanization (such as the use of tractors and irrigation and water supply management systems) are vital strategic actions of this policy and strategy. These strategies do not only enhance effective agricultural operations and increase production, productivity and competitiveness level, but also reduces growing seasons and protect the agricultural value-chain against disease hazards, and hence increase returns to farmers and investors.

Strategies for increasing access to markets have great potentials to stimulate and support the transition from low-production subsistence farming to highly commercialized agricultural production and productivity. Also, promoting strategies for farmers and the private sector to

invest in post-harvest management, high-value addition and processing of agricultural commodities in order to take advantage of national, regional and international market opportunities can influence agribusiness sector competitiveness and growth. However, the production and transformation of agricultural raw materials into higher value products is not only dependent on investments in and adoption of new technologies, but also on the value-chain systems, in terms of infrastructure. Improving infrastructure for service provision across value-chains can off-set the constraints firms face in competitive production, processing and storage of agricultural communities to take advantage of opportunities in both domestic and international (export) markets. Indeed, encouraging investment in infrastructure such as electricity, roads, transportation, and communication systems, and storage and processing facilities can enhance farmers' production and productivity level, increase their access to markets with reduced risks and transaction costs, and hence earn higher returns on investment.

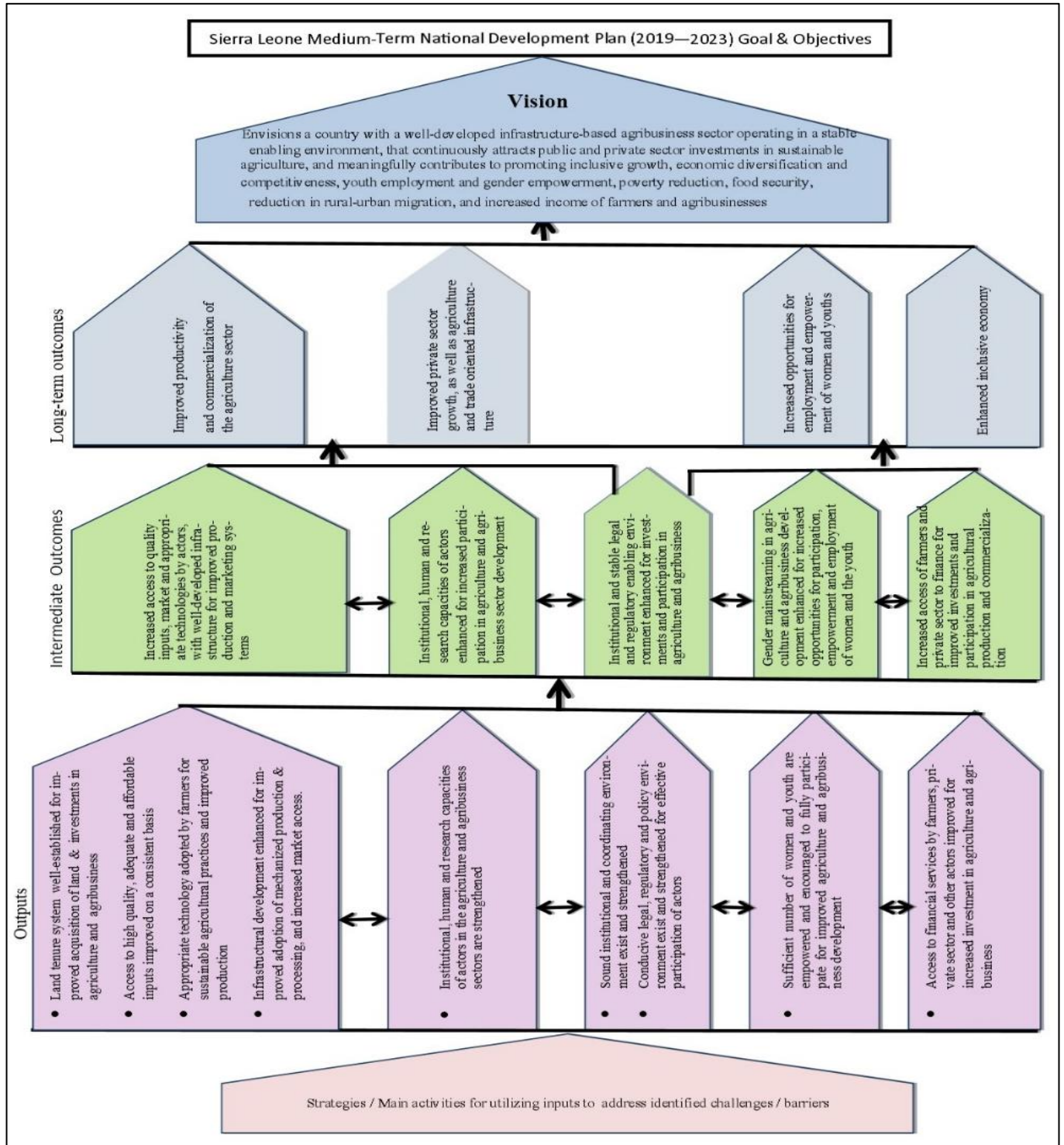
Strategies to increase access to low-cost finance by farmers, agribusinesses and all other value-chain actors are unavoidably necessary to enhance their capacity to invest in agriculture and agribusiness sectors. Such strategies could be; promoting the design and implementation of appropriate, demand-driven and attractive financial schemes, products and services that facilitate the increased access of farmers and agribusiness to long-term soft credit/loan facilities at affordable interest rates. Another important one could be promoting the encouragement and strengthening of insurance companies to develop attractive agricultural insurance schemes for farmers and agribusinesses to absorb their shocks during adverse farming failure and other business tragedies. These strategies, backed by suitable financial market regulatory environment will *influence the purchase of quality agricultural inputs and equipment and the engagement of farmers in mechanized farming for increased production and productivity. In addition, the strategies will influence increase chances of agribusinesses and farmers to undertake new market ventures or expand existing investments to improve production and commercialization of agricultural value-chains, thereby enhancing inclusive growth and economic diversification and competitiveness, and farmers' food security, poverty reduction and income-generation,*

A critical role of government and its development partners in building on progress already made in the agriculture sector is to mobilize stakeholders to tap into the less explored potential agricultural commercialization to move smallholder farmers into market-led economy. Government in collaboration with other stakeholders should ensure coherent strategies that promote laws, regulations and institutional policies and mechanisms that can easily bring farmers and the private sector into transparent and corrupt free transactions and relationships for agricultural production and commercialization. The extent to which these enabling environment are enforced and clear to actors, the more efficient and predictable

benefits that can be accrued on inputs, production, processing, market linkages and consumption among farmers, investors and consumers. These will enhance inclusive growth, economic diversification and competitiveness, increased employment, and reduced rural-urban migration. Strategies like protecting indigenous and small-scale agribusinesses, facilitating preferential trade agreements and the associated market opportunities, and promoting investment in agribusiness and mass sensitization and awareness about this policy and strategy can contribute to enhancing enabling environment. Other strategies could be reforms of laws, regulations, institutions and macroeconomic policies to improve lending conditions to farmers and agribusinesses, mitigate undue political inferences, and enhance fair play and investment in agribusiness.

All development interventions require competent and sufficiently resourced (in terms of human, financial and material) institutions to fully execute their mandates in the drive towards sustainable, inclusive and competitive socioeconomic transformation. These coupled with the education and trainings required to supply the skilled and knowledgeable workforce have direct and significant impact on the performance of agriculture and agribusiness sectors. Promoting strategies for establishing partnerships and improved capacity development of individuals and institutions are critical in agricultural production and commercialization. The strategies can enable actors to design and manage interventions, mobilize resources, generate evidence-based information, and provide advisory and extension services to effectively compete in the production, processing, value addition and marketing of agricultural commodities. These directly contribute to improved agricultural productivity and commercialization, agricultural growth, increased opportunities for employment and empowerment of actors, especially women and the youth.

Youth and women have critical role to play in agriculture and agribusiness development, including; production, processing and marketing of agricultural commodities. Frantic effort should be made to increase women and youth participation in agriculture, especially in the rural areas. This will include promoting interventions and strategies that improve the capacity of youth and women as well as their rights and access to resources to participate in agriculture and agribusiness development process. Additionally, promoting networking among groups of youth and women in similar agricultural activities and simplified trade laws, regulations and policies targeted at youth and women at national and international level are strategies that encourage their involvement in agriculture and agribusiness. These will reduce the proportion of unused labour force among the youth and women and in turn increase women empowerment and youth employment, and the reduction of youth migration from farming communities.



Challenges/barriers

Poor infrastructure and limited access to input, markets, and appropriate technology

Limited institutional, human, and research capacities for agriculture & agribusiness development

20

Weak institutional, policies, legal and regulatory environment for agribusiness development

Limited involvement of women and youths in agriculture and agribusiness

Limited access to finance to invest in agriculture and agribusiness

Figure 7: The Theory of Change

3.5 Strategic Policy Pillars, Statements and Strategies for Agribusiness Development

Recognizing the existing opportunities, successes and challenges in the agribusiness sector, government should utilize the sustainable potentials to enhance the production, productivity and commercialization of the agriculture sector for improved poverty alleviation, food security and economic competitiveness and diversification. By so doing, the following strategic pillars and respective policy statements and strategies should be given due considerations.

Strategic Pillar 1:

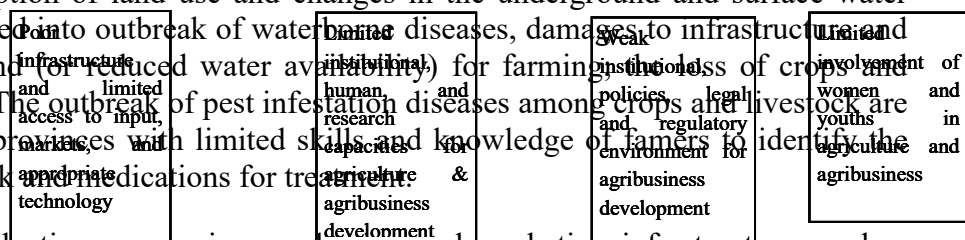
Promote access to land, market, quality agricultural inputs, appropriate technologies and practices, and enhance infrastructural development.

Summary of Challenges

Difficulties in land acquisition has continuously posed more problems to investors in agriculture and agribusiness due to the lack of clear procedures on acquiring land, particularly in the provinces where agriculture is concentrated. Land in the provinces are primarily governed by the Provinces Land Act, Cap 122 with Chiefdom Councils vested with title to all land and making decisions on land allocations, which contradict the National Land Policy of 2015. There also remains limited access to quality input supplies among smallholders, with limited use of modern agricultural techniques in their small scale farming. Moreover, government support to farmers and agribusinesses and foreign direct investments (FDIs) in agriculture remain inconsistent. Notwithstanding, the out-grower schemes piloted across the country are not well developed to support farmers to have sustained access to improved input supplies.

Increased loss of forest cover and natural disaster risks have led to issues of flooding, rapid soil erosion, the disruption of land use and changes in the underground and surface water pattern. This has resulted into outbreak of water borne diseases, damages to infrastructure and increased water demand (or reduced water availability) for farming. The loss of crops and livestock and poultry. The outbreak of pest infestation diseases among crops and livestock are often common in the provinces with limited skills and knowledge of farmers to identify the type of disease outbreak and medications for treatment.

Lack of adequate production, processing, packaging and marketing infrastructure are key challenges faced in the agriculture and agribusiness sectors. Part of the challenge is that government hardly procures production, processing and value addition equipment for the agribusiness sector. In the few instances where government has procured and distributed to farmers, especially the FBOs and ABCs, these are not regularly maintained. As a result, most



of these tools have broken down, and most are idle, for only minor parts. There are no recognized spare part suppliers for production and processing equipment except for the few private sector businesses mostly in the informal sector. The MAF use to have a mobile agricultural engineering team that went round the country to repair implements. This team is no longer effective. The high prices charged to consumers due to the high transaction costs by producers in accessing inputs and the market, especially the high cost of importing inputs, poor road networks as well as dilapidated storage and electricity facilities in areas with high agricultural potential, have resulted into discouraging the participation of actors in the agriculture and agribusiness sectors.

Packaging and standardisation are other challenges that the agribusiness sector faces. Most agricultural products produced in Sierra Leone are sold raw and only partially processed due to lack of packaging firms or facilities. Most farmers sell paddy rice. Almost all poultry houses sell live birds. Ned Oil buy's palm fruits from farmers, process it and export them unpackaged. Cocoa and coffee are only bagged and exported unprocessed and unpackaged. There has indeed been some improvement in establishing the Sierra Leone Standards Bureau (SLSB) under the supervision of the MTI, which is responsible for the standardization and quality checks and control for all goods produced in and entering the country. However, the poor standards and quality of locally produced agricultural goods revealed evidence of the fact that the SLSB is either not effective in raising awareness of farmers and agribusinesses about their functions or lack the capacity to develop and manage standards and quality of products from the agribusiness sector to meet the ISO standards. In addition, the Sierra Leone Seeds Certification Agency (SLeSCA) is responsible for certifying all seeds imported into or exported from the country. However, these institutions need capacity improvements and coordination of their activities, in order to be effective. Consequently, most firms and farmers often do not have the financial and technical capacity to ensure certified quality standards of their commodities, and so mostly use their own means of unsafe quality controls and calibrations to standardize their goods for sale.

Policy Statement 1

Promote land tenure system for improved acquisition of land

Strategies

- 1. Collaborate with the Ministry of Lands and Country Planning (MoLCP) to strengthen the existing Geographical Positioning System (GPS) – based land mapping across the country to improve the overall planning and use of state and non-state lands;*
- 2. Work with MoLCP to review the Provinces Land Act, to address contradictions of the Act with the Customary Law and the National Land Policy of 2015;*
- 3. Work with MoLCP to establish or strengthen (if any) a unit in the MoLCP, which would be dedicated to addressing issues on land tenure for improved equitable access to agricultural land for investment in agriculture and agribusiness.*

Policy Statement 2

Strengthen the system/mechanisms for improved access to quality and affordable inputs

Strategies

1. *Collaborate with MAF and donor partners to support and strengthen the ongoing out-grower schemes implemented in the country;*
2. *Work with MAF to support the private sector to establish strong agro-dealer network across the country and ensure their compliance with quality standards;*
3. *Work with MAF and the private sector to strengthen public-private partnerships among stakeholders to enhance resources mobilization for improved production and distribution of improved inputs, especially viable seeds production from both the formal and informal seed sectors operating in the country;*
4. *Collaborate with the MoLCP, MoF and MAFF to establish special agro-economic and industrial zones for agro-processing and small and medium enterprise development with uninterrupted water and energy supply and communication facilities in strategic locations across the country.*
5. *Strengthen surveillance of agriculture input trade and use.*
6. *Collaborate with the private sector to facilitate the establishment of physical market infrastructure in locations accessible to producers and distributors for especially agricultural inputs commodities across districts in the country*

Policy Statement 3

Promote the adoption of appropriate modern techniques among farmers to enhance sustainable agricultural practices and competitive advantage in production

Strategies

1. *Work with the MAF, MoHS and MoEn., to promote education, sensitization and awareness raising of the public on changing traditional and cultural practices to enhance the adoption of sustainable farming (including, appropriate use of agricultural chemicals), post-harvest management and land use practices in agricultural activities for improved production and environmental protection*
2. *Work with MAF to ensure compliance and enforcement of the code of conduct on the application of pesticides and other agricultural chemicals;*
3. *Collaborate with MAF and recognised engineering institutions/units to support the establishment of agricultural engineering and fabrication centres at district level through public-private partnerships to promote the design of modern and appropriate tools and equipment for mechanized agricultural production and processing.*
4. *Establish a coordinated ecosystem of diverse institutions, including; academic and research institutions, farmer field schools, farmer based organizations and agribusiness centres, and support them to develop integrated sustainable agricultural systems at suitable sites across the country to promote aquaculture, livestock, and diverse food and tree crop production;*
5. *Collaborate with the private sector and MAF to promote the production of selected agricultural value-chains/commodities with huge comparative advantage in terms of assessed needs and adaptation to agro-ecological area.*

Policy Statement 4

Promote infrastructural development for mechanized production and value-addition for sufficient availability of high quality agricultural commodities with increased market access

Strategies

1. *Collaborate with MAF to strengthen the existing mechanized-based extension services efforts by government and the adoption of appropriate technologies by farmers, traders and agro-processors to support production intensification and improved processing, post-harvest management practices and value addition of agricultural products;*
2. *Collaborate with MAF to strengthen the out-grower schemes in the country and build the capacity of farmers and agribusinesses to adopt the aggregation model to gain access to sustainable markets;*
3. *Collaborate with the private sector and donors to strengthen mechanisms for promoting public-private-partnership (PPP) in providing important value-chain infrastructure such as fabrication centers across the country to manufacture and/or rehabilitate or maintain appropriate agricultural production and processing tools;*
4. *Collaborate with the private sector to promote the establishment of mechanization services provision centers, and machinery hire-purchase and lease schemes along agricultural value-chain;*
5. *Collaborate with other ministries and departments/agencies to lobby government to increase support to MDAs responsible for construction or rehabilitation/upgrading of physical infrastructures (feeder roads, transportation, communication, energy such as clean solar and other renewable energy, storage and processing facilities and other agricultural equipment) in production and processing areas to ensure they are always in good conditions. The collaborating institutions may include; SLRA, Ministry of Works, Ministry of Energy, Road Maintenance Fund Administration, Local Councils, Ministry of Agriculture, Ministry of Information and Communication, etc;*
6. *Encourage provision of incentives for adding value to locally produced agricultural products, and the removal of disincentives from exporting locally produced agricultural commodities;*
7. *Collaborate with the Sierra Leone Standards Bureau (SLSB) and the Sierra Leone Seeds Certification Agency (SLSCA), to promote the use of high quality grades and standards of agricultural inputs and commodities in production and marketing among actors across value-chains*
8. *Facilitate inter-ministerial and cross-sectoral response to issues on promoting infrastructural development for agriculture and agribusiness development*
9. *Develop effective post-harvest management strategies, particularly storage facilities at individual, community and district levels;*
10. *Collaborate with MAF and the private sector to engage in sustainable investment in mechanized commercial agriculture through the use of implements such as tractors, power tillers and irrigation facilities, to enhance agricultural productivity for improved diversification across value-chains*
11. *Collaborate with the private sector and MAF to encourage and strengthen farming institutions (including farmer groups) to promote investment in the rehabilitation/development of water supply and irrigation infrastructure for the development of watershed and irrigation sites to increase year-round agricultural productivity of staples and diverse crops, livestock and poultry for consumption and income from sale;*
12. *Promote the access to and adoption of water management technologies for efficient use of water among farmers.*

Strategic Pillar 2:

Promote inclusive access to finance

Summary of Key Challenges

There is limited access to finance for agriculture and agribusiness development, due to the fact that most financial institutions are unwilling to give loans/credits to those engaged in the sectors. Indeed, in addition to the unpredictability associated with agricultural production, financial institutions perceive agricultural business as too risky, because agribusinesses and smallholders lack collaterals and informed operational financial records. Besides, farmers and agribusinesses lack the knowledge about finances available for agriculture and agribusiness. Moreover, over 60% of surveyed agribusinesses are unable to meet their monthly and annual financial obligations. In addition, financial institutions demotivate agribusinesses and farmers from taking loans due to high interest rates they charge. There is also limited knowledge of financial institutions in designing agriculture and agribusiness bank products that match production cycle with repayment duration and can attract potential customers engaged in agriculture. Loans to private sector entities (small, medium and large), especially those engaged in agriculture and agribusiness are often short-term (maximum of 12 months) with interest rate considered to be high at 15 – 20%. Despite the 70% of SMEs (including agribusinesses) having account at the formal financial institutions, less than 20% of them have been given access to and received credits. These have left farmers and the private sector engaged in agribusiness with dashed hopes of any stable and medium to long term investment planning.

Policy Statement 5

Promote innovative financing schemes for value chain actors

Strategies

1. Collaborate with donors, MoF and MAF to provide financial and technical supports to financial institutions, including; microfinance institutions, commercial banks, Apex Bank, Financial Services Associations (FSAs) and other community banks, to design and implement appropriate and attractive financial and non-financial products as well as lending strategies for farmers and agribusiness SMEs;
2. Collaborate with development partners (NGOs & donors) and MAF to support the establishment of VSLA schemes for well governed existing FBOs and facilitate linkage of their groups with formal financial institutions to increase group member's chances of accessing loans for large investments in agriculture and for longer repayment durations than the usual VSLA repayment period;
3. Facilitate in collaboration with local financial institutions, the access of farmers and agribusinesses to credit facilities through well-designed and implementation mechanisms such as guarantee schemes, matching grant programme, seed financing,

etc., that will be of less burden on both the farmers/agribusinesses and financial institutions.

- 4. Work with financial institutions to market financial services and provide financial literacy to farmers and agribusinesses;*
- 5. Collaborate with the MoF to promote micro-finance and other schemes to capture in their strategy, support to encourage the public and private sectors to engage and invest in agriculture;*
- 6. Liaise with MAF and MoF to collaborate with the private sector to establish a platform for sustainable partnerships between formal financial institutions (FIs) and agribusinesses and farmers for the development of demand-driven credit products and services tailored to the investment needs of agribusinesses and farmers;*
- 7. Engage the Ministry of Finance; through advocacy and lobbying to strengthen the monitoring of implementation of policies on financial inclusion to motivate financial institutions to make their services readily available to farmers and the private sector to enhance them meet their financial needs;*
- 8. Collaborate with MoF and MAF to establish development banks or agricultural lending schemes purposely meant for development funds to encourage lending institutions to provide long term soft loan facilities to farmers and small and medium-sized agribusiness enterprises (including those in business with foreign companies) at low and affordable interest rates;*
- 9. Promote the expansion of information and communication technologies, especially mobile technologies that can facilitate improvement in repayment of loans and access to credit by farmers as well as small, medium and large agribusiness enterprises;*
- 10. Work with the private sector to support Business Development Service (BDS) providers and their allied institutions like chamber of agriculture, and incubation, innovation, and accelerator facilities to prepare farmers and agribusiness entrepreneurs through trainings, coaching, and mentoring for business planning and management, and provide them with market linkage opportunities;*
- 11. Collaborate with MAF and the private sector to encourage and strengthen insurance companies to develop and create awareness of attractive agricultural insurance schemes/products for smallholder farmers and agribusiness SMEs, to serve as shock absorbers in the event of crop failures and other business tragedies.*

Strategic Pillar 3:

Enhance institutional, legal and regulatory enabling environment

Summary of Key Challenges

There is currently lack of or weak institutional arrangements and policies, legal and regulatory enabling environment to effectively govern the agribusiness sector. This has led to fragmented ecosystem of agriculture and agribusiness actors, with poor or weak coordination amongst them, where every actor is doing their own bits, with hardly any institutional framework to provide central direction. In the few instances where the fragmented actors have put together a semblance of guiding framework, there is lack of clearly defined roles and responsibilities. This has resulted into friction among the actors, which serves as demotivating and hence disincentive factor for investors. For instance, there has not been much coordination and collaboration between the Agribusiness Unit in the MTI and Agribusiness Promotion Unit in the MAF due to the lack of clearly defined roles and responsibilities amongst them as actors in the agribusiness sector.

Despite some improvements in the restructuring of taxes on goods that relate to the agriculture sector, there remains continuous instability of the tax policy environment caused by tax laws and regulations. In line with the Sierra Leone Medium – Term National Development Plan (2019 – 2023), this proliferation of tax laws creates uncertainty in the tax system, which affects investment decisions. Sierra Leone still has a number of taxes, including high import duties that are levied on input supplies and other equipment/material items necessary for production and processing of agricultural commodities.

Responses to the recent global financial crises and natural disasters like flooding, mudslides and disease outbreaks have left the country with unstable economy. These responses have caused the country a sharp depreciation of the exchange rate over the period, moving inflation from single digit at 8.4% in 2015 and the first half of 2016, to a heightened double digit at 20.2% in March, 2017. Consequently, the persistent inflationary pressure by the Bank of Sierra Leone throughout 2018 reduced inflation to 16.8% in 2018 and back to 17.2% in the first part of 2019. Such macroeconomic instability has grossly led to insignificant roles played by financial institutions in providing adequate services to the private sector, especially the agribusiness sector. While the increased commitment of Sierra Leone to improving productivity and commercialization of the agriculture sector as well as promoting rural economy and fostering private sector growth for inclusive economic diversification and competitiveness, there is inconsistent financial regulations, making credit to the private sector to largely remain below 5% of the GDP⁴.

An assessment of out-grower system by SCADeP (2016) revealed that there are no prescribed universal procedural steps agribusinesses are using to select their out-grower partners. Rather, they have their individual self-designed selection procedures. It also found that 42 – 50% of

⁴ World Bank, 2019. *Sierra Leone Economic Update: Financial Inclusion for Economic Growth and Development*. June 2019 / Edition No. 2; Economic Commission for Africa (ECA), 2018. *Country Profile – Sierra Leone*; ad Government of Sierra Leone Ministry of Finance, 2018. *Fiscal Strategy Statement (FSS) for 2019 – 2023*; and The Bank of Sierra Leone *National Strategy for Financial Inclusion (2017 – 2020)*

agribusinesses and farmer groups have no contract agreement with each other. Furthermore, the assessment shows that agribusinesses and smallholders are largely not aware about any specific policy that currently exist on loans/credit that can address the issue of high collateral security demanded by financial institutions to offer loan facilities to them. This consequently has got negative effect on the empowerment of actors within the supply chain of out-grower systems for the selected assessment value chains to support each other for quality and mass agribusiness production.

Policy Statement 6

Strengthen institutional and coordinating environment for equal opportunities and effective participation of actors in the agribusiness sector

Strategies

1. *Work with all stakeholders in the sector to establish a National Agribusiness Steering Committee (NASC) to provide leadership on all technical issues regarding implementation of the policy and strategy;*
2. *Collaborate with MAF, donors and other stakeholders to upgrade the Agribusiness Unit at MTI to a National Agribusiness Secretariat (NAS) to lead the agribusiness development promotion;*
3. *Collaborate with MoF and the private sector to establish value-chain associations to complement the work of NAS and enhance their membership's success;*
4. *Encourage the development of programmes, projects and activities; and ensure the alignment of these interventions with government priorities for increased production, processing and marketing of agricultural commodities with proven comparative advantage to enhance improved economic development and competitiveness;*
5. *Work with MAF and the private sector to lobby government, using evidence-based information, to see the need for prioritizing the agriculture and agribusiness sectors as engine for economic growth in the country;*
6. *Collaborate with the Ministry of Labour and Social Security as well as the Local Content Agency to monitor and enforce labour and local content laws to ensure compliance and the protection of national workers and businesses in the agriculture and agribusiness sectors;*
7. *Promote export diversification to increase income growth among actors across value-chains;*
8. *Create awareness about the existence and implementation of agribusiness policy and strategy among citizens, especially those in the agriculture and agribusiness sectors;*
9. *Identify and use lessons learnt and knowledge shared from successful organizational models, especially well organized and governed farmer groups/associations and agricultural business centres, to promote good governance and effective services delivery and management among existing and newly formed farmer-based organizations to aid them succeed in reaching economy of scale beyond just agricultural production. These shall include; enhancing the knowledge, skills and access to resources of the actors along value-chains, and for stronger bargaining power in marketing;*
10. *Develop incentives mechanisms for rewarding innovations to build and strengthen stronger linkages among institutions in the research, education, extension and industry innovation system to enhance them work in collaboration to effectively maximize productivity and meet the needs of the market in the agribusiness sector.*
11. *Promote the design and maintenance of collaborative, interactive and accessible knowledge-sharing platform for wide spread information dissemination and learning to*

- enhance initiatives for market information and communication exchange among actors such as producers, processors, traders and suppliers;*
- 12. Collaborate with MAF, donors, private sector and other stakeholders to promote mass sensitization of citizens and non-citizens engaged in agribusiness on existence and implementation of the agribusiness policy and strategy;*
 - 13. MTI and MAF to work with other stakeholders to establish mechanisms with effective measures to mitigate elite capture and undue political interference in supports of agribusiness promotion.*

Policy Statement 7

Strengthen the legal, regulatory and policy environment for equal opportunities and effective participation of actors in trade and industrial climate that support agribusiness development

Strategies

- 1. Collaborate with NRA to establish an agribusiness tax incentive schemes to promote investment and indigenous businesses in the agribusiness space, and use a tax incentive monitoring system to boost the agribusiness sector;*
- 2. MTI to collaborate with appropriate MDAs and together, encourage the participation of the private sector to support the review of trade laws and regulations to ensure trade development and promotion for the protection of small-scale agribusinesses in the sector;*
- 3. Collaborate with ECOWAS to explore the opportunity to allow the country to produce finished products using the ECOWAS Common External Tariff adjustment mechanism to sustain the culture of value addition in agriculture;*
- 4. MTI to lead and collaborate with the private sector to ensure awareness of available preferential trade agreements and assist businesses in complying with requirements under these arrangements;*
- 5. Encourage tax concessions for export-bound agricultural-based products and improve on inter-ministerial and cross-sectoral response to issues of agribusiness promotion, especially for export purposes;*
- 6. MTI to lead in working with other relevant institutions to identify international market opportunities, including under available preferential trade Agreements such as the African Continental Free Trade Agreement, ECOWAS Common External Tariff adjustment mechanism, etc;*
- 7. Collaborate with MAF, the Anti-Corruption Commission, the Judiciary and the private sector to promote strategies for enhancing transparency in the agribusiness investment climate.*
- 8. Collaborate with MoF, Central Bank and NRA to support the reforms and harmonization of institutional and macroeconomic policies and regulations, including approval of tax waivers, to remove inconsistencies and attract investment in the agribusiness sector;*
- 9. Collaborate with MoF and the banking institutions to review microfinance and banking legislations and regulations to liberalize lending conditions to farmers and agribusinesses;*
- 10. Collaborate with the private sector and the appropriate MDAs to promote business formalization in the agribusiness sector;*

11. *Work with the judiciary to open new commercial courts and strengthen the old ones to fast track commercial cases;*
12. *Promote the enabling environment that encourages and support foreign investors to develop profitable linkages with domestic businesses;*
13. *Review business laws and regulations to allow fair play and corrupt free practices among business (including agribusiness) actors.*

Strategic Pillar 4:

Promote institutional, human and research capacities of actors in the sector

Summary of Challenges

The agriculture sector as a whole is still widely classed as a low paid and hence “low-morale” job sector to enter. As a result, most people engaged in it are either illiterates or have low education. Therefore, the sector has not had the requisite attention from the private sector to invest. Over the years, the Ministry of Agriculture and Forestry has had high staff turnover due to poor conditions of service, thus negatively affecting institutional memory. Also, the ministry does not have the funds to invest in cutting-edge researches and the private sector that should be there to invest in research and development and also transfer skills to local employees, are not motivated to do so. The academic and research institutions are also not undertaking much quality researches to shed light on the capacity gaps in the sector and how to address them. They also have the challenge of teaching mismatched courses that are not in demand of the job market in the private sector. As a result, the sector does not have any reliable data, and any form of reliable data generation mechanisms to enhance evidence-based decision making.

Policy Statement 8

Strengthen institutional capacities, and educational, training and research programmes for effective service delivery and evidence-based information use

Strategies

1. *Collaborate with partners to develop institutional staff performance appraisal system and ensure the functionality;*
2. *Work with MAF to conduct capacity needs assessment and develop and implement a well-articulated institutional and human capacity building plan of various actors for the effective implementation of the policy and strategy;*
3. *Establish strategic partnerships to foster cooperation among actors and enhance resource mobilization;*
4. *Collaborate with MTHE, MAF and donors to encourage and support higher learning institutions to offer high labour market demand related agriculture and agribusiness courses (including TVET courses) related to agricultural and agribusiness development;*

5. *Collaborate with MTHE, MAF and donors to support the establishment and/or strengthening of training institutions to effectively engage in non-formal capacity building of low-educated or illiterate individuals in the agriculture and agribusiness sectors;*
6. *In collaboration with donors, strengthen and work with national research and monitoring & evaluation institutions such as SLARI and National M&E Department (NaMED), to build robust, innovative (digitalized) and well-coordinated agricultural and agribusiness research and M&E systems at local and national levels with a strong involvement of the private sector for collection, analysis and communication of high quality data to promote learning, sharing, and policy advocacy for improved agribusiness development. The system will serve as a national repository with wide range of evidence-based production and market as well as non-market related information that could be used by investors to promote agriculture and agribusiness development.*
7. *Collaborate with Ministry of Labour and Social Security, MTHE & donors to promote inclusive scholarship schemes for improved sector capacity (institutional and individual knowledge and skills) in line with country specific labour market needs;*
8. *Collaborate with donors to strengthen the capacity, and institutional and regulatory powers of all quality standards monitoring and control agencies, particularly the Sierra Leone Standards Bureau (SLSB) and the Sierra Leone Seeds Certification Agency (SLSCA), to ensure that all agricultural inputs entering into the country meet quality standards;*
9. *Collaborate with MAF to strengthen the capacity of crop and livestock division of MAF with well-developed national guides on processes for the conduct of detailed pest survey and crop loss assessment to enhance them determine priority pests for effective decision making on crop and livestock protection;*
10. *Build the capacity of actors, including Agricultural Business Centres (ABCs), FBOs, private sector (processors, traders, etc.), in applied research, engineering and technological innovations, ICT applications, and mechanization to promote improved post-harvest and storage facilities, and value addition to agricultural products and marketing. These will enhance smallholders and agribusiness operations in not only achieving productivity but also their integration into agricultural value chains.*
11. *Collaborate with private sector and donors to build the capacity of financial institutions and agribusinesses through trainings on value-chain financing approaches and insurance*

Strategic Pillar 5:

Promote gender mainstreaming in agriculture and agribusiness

Summary of Challenges

The agribusiness sector, like every other sector in the country, has huge gender disparities. Women dominate the agricultural production sector. However, Women and youth are vulnerable to such widespread poverty due to challenges of access to land, skills and technical know-how, customary practices, lack of food processing and other micro enterprise activities and above all the lack of access to formal financial services and markets and marketing information. These limit their ability to engage in meaningful business. Agriculture has the potential and can play key role in addressing such a deep marginalization. However, the 2016 Sierra Leone Country Gender Assessment Report revealed acute gender disparities in access to critical agriculture and rural resources, knowledge, opportunities, services and markets. The drive towards agriculture and agribusiness development would generate widespread employment opportunities especially among the youths, of whom 70% are technically not unemployed but underemployed with most being jobless in the country (Sierra Leone Labour Market Profile, 2017).

Policy Statement 9

Encourage empowerment of youth and women to fully participate in agriculture and agribusiness sector development

Strategies

1. Collaborate with donors, MAF and Ministries of Gender and Youth Affairs to review and harmonize policies aimed at improving the participation of Young People and women in agriculture and agribusiness. Ensure these policies are consistent or aligned with the MTI and MAF strategic plans;
2. Collaborate with donors and agribusiness training and academic institutions to design and implement programs geared towards building the capacity of youths and women to enter the agribusiness industry as entrepreneurs along whole value chains.
3. Work with donors to design programmes, projects and activities that enhance equal access of youth and women to resources and support services;
4. Collaborate with the MoF to establish a fund for youth and women empowerment through their engagement in farming as well as small and medium-sized agri-entrepreneurship ventures;
5. Collaborate with MAF to support gender-disaggregated value chain analysis to generate information and opportunities to target appropriate assistance for strengthening women's and youth participation in agriculture and agribusiness sectors;
6. Work with MAF to promote networking among groups of women engaged in similar agriculture and agribusiness activities to enhance their collective efforts in achieving goals and objectives that cannot be done individually.

7. *Engage financial, banking and insurance institutions for development of innovative and financing packages focusing on attraction of women and youth involvement in agriculture and agribusiness*
8. *Promote simplified trade regimes targeted at women and youth at national and international level*

Section 4: Implementation Arrangements of the Policy and Strategy

This is a national policy and strategy. As such, the contributions of various stakeholders are necessary for a successful implementation. Below are the different actors and their roles, and a diagrammatic representation of their institutional arrangements, showing how they would be interacting during implementation.

4.1 Actors and their Roles in Implementing the Policy and Strategy

A. National Agribusiness Steering Committee (NASC)

The National Agribusiness Steering Committee shall constitute of representatives from key stakeholder institutions/actors identified for the implementation of the policy and strategy. Among which will include; the public sector (including MDAs), the private sector, donor/NGO community, National Farmers Federation of Sierra Leone (NaFFSL), etc,. In addition, representatives from Civil Society Organizations (CSOs), National Public Procurement Authority (NPPA) and the Media will also be part of this committee. Outline below are the roles of NASC:

1. Acts as the highest coordinating body of all institutions having dealings with the implementation of this policy and strategy
2. Provide leadership/guidance in the implementation and promotion of the overall success of this policy and strategy
3. Provide the enabling platform and forum for effective stakeholder interaction and discussions of the strategic directions towards achievement of objectives and purpose of the policy and strategy
4. Ensure that all stakeholders and the public understands the purpose and objectives of the policy and strategy
5. Ensure that committee members attend and participate in meetings
6. Approves, at national level, implementation plans and strategies of all implementing partners (IPs) and also reviews them when due.
7. Support mobilization of resources as well as national and political commitment and buy-in for the sustainable implementation of the policy and strategy
8. Conducts intermittent joint stakeholder monitoring and review of progress of programmes, projects and activities implemented under this policy and strategy, and write comprehensive technical reports for the attention of government, donors, private sectors and other stakeholders.
9. Resolves all technical hitches and bottlenecks affecting policy implementation, including resolution of disputes among members.
10. Reports to the Ministers of Trade and Industry (MTI) and Agriculture and Forestry (MAF) on all issues relating to the implementation of this policy and strategy

11. Support and ensure the promotion of partnerships, inclusiveness, gender and empowerment of all stakeholders (including; smallholders, women and youth) engaged in the implementation of this strategic policy

B. Ministry of Trade and Industry (MTI) - National Secretariat for Agribusiness

1. Chairs the NASC
2. House the National Secretariat for Agribusiness, which shall be managed by a coordinator in the lead and other skeletal staff
3. Serves as the custodian and lead implementing partner of the policy and strategy, coordinating the activities of other implementing partners.
4. Collates all projects, programmes and activities of implementing partners for the attention and approval of the NASC.
5. Serves as the liaison between the NASC and the rest of the other stakeholders. This means the MTI ensures that the NASC functions as expected.
6. Provides first-line technical guidance to all implementing partners on issues relating to processing and marketing (including access to domestic and international trading facilities) of agricultural commodities.
7. Performs all its other prescribed national mandates as they relate to this strategic policy.
8. Supports resource mobilization for effective and efficient agribusiness development
9. Coordinate and monitor all institutions engaged in the processing and marketing of agricultural commodities across the country and beyond
10. Ensure the coordination and collaboration among all stakeholders for effective and regular meetings on implementation of the policy and strategy, and reported on accordingly
11. Facilitate services (e.g. processing, marketing, information, extension/advisory) to provide the enabling environment (institutional, legal, infrastructure etc.) for enhanced competitiveness of the agribusiness sector

C. Ministry of Agriculture and Forestry (MAF) – Agribusiness Promotion Unit

1. Co-chairs the NASC.
2. Serves as the alternate lead implementing partner of the policy and strategy, supporting the MTI in coordinating the activities of the other implementing partners
3. Provides first-line technical guidance to all implementing partners on issues relating to agricultural production
4. Promotes agribusiness concepts, innovations and technologies in the agriculture sector, especially those related to production
5. Performs all its other prescribed national mandates as they relate to this policy and strategy.
6. Supports resource mobilization for effective and efficient agribusiness development.
7. Provide oversight for the formulation, implementation of policies, standards as well as plans and monitoring of agriculture and agribusiness sectors

8. Facilitate services (e.g. information, extension/advisory) and to provide an enabling environment (institutional, legal, infrastructure etc.) to enhance the competitiveness of agriculture and agribusiness sectors
9. Coordinate and monitor all institutions engaged in agricultural production across the country
10. In collaboration with NaFFSL, mobilise farmers into groups, co-operatives or similar other groups for collective actions in agricultural production and agribusiness related activities
11. Facilitate the planning, development, and promotion of research, technology and information dissemination, especially about agricultural production across value chains
12. Promote the designing and adoption of appropriate technologies and practices for sustainable agricultural production
13. Provide advice to government and other stakeholders on interventions related to food and nutritional security including advice on improving nutritional content of agricultural produce for population well-being.
14. In collaboration with the Ministry of Environment, raise awareness of farmers to on ensuring integration of sustainable practices into agricultural production for sound environmental protection
15. Collaborate with the Ministry of Lands and Country Planning to promote the access and acquisition of land by smallholders and investors for increased agricultural production

D. Donors/NGO Community

1. Play active roles within the NASC, attending their meetings and making relevant contributions during the sessions.
2. Support the effective and sustainable operations of the implementation of the strategy and policy
3. Provide the needed resources (technical, financial and material) for effective implementation of the policy and strategy.
4. Supports the other stakeholders, including; Ministries and Parliament in monitoring implementation of the strategic policy.
5. Provide support to partnerships to have it work well and be sustained
6. Support small-scale producers to get access to production inputs and markets.
7. Facilitate strategic policy dialogue and advocacies
8. Actively participate in joint stakeholder monitoring and review of progress of programmes, projects and activities implemented under this policy and strategy.
9. Support the promotion of partnerships, inclusiveness, gender and empowerment of stakeholders (including; women and youth) engaged in the implementation of the strategy and policy
10. Support information dissemination to relate activities to the local level

E. Private Sector Organisations

1. Have representation within the NASC to participate in meetings, especially to address issues of interests that are reflected in policies that affect them
2. Encourage the establishment of cooperative societies and farmer-based organizations, which can advise and facilitate their members to exploit market-driven opportunities,

3. Establish linkages with financial intermediaries providing appropriate banking facilities to enhance lending strategies that target not only farmers' organizations, but individual farmers and private sector businesses investing in agriculture and agribusiness;
4. Provide and facilitate linkages between agricultural value chain producers as well as processors (through support to smallholders in the form of out-grower schemes) and local and external markets;
5. Play a lead role in driving the transformation of agriculture from subsistence to market-led production and processing of agricultural commodities

F. Other key Implementing Ministries

1. They all should play active roles within the NASC, attending the meetings and making relevant contributions during the sessions.
2. **Ministry of Finance (MoF):** Takes lead in resource mobilization and disbursements to relevant entities as and when needed in line with prescribed procedures.
3. **Ministry of Planning and Economic Development (MoPED):** Supports all other actors in their planning and monitoring the implementation of the policy and strategy.
4. **Ministry of Lands and Country Planning (MoLCP):** Collaborate with MAF to promote the access and acquisition of land by smallholders and investors for increased agricultural production
5. **Ministry of Environment (MoEn):** Promote the designing and adoption of appropriate technologies and practices for sustainable land management and agricultural production. Also collaborate with MAF, support the efforts to raise awareness of farmers to adopt integration of sustainable practices into activities of agricultural production for sound environmental protection
6. **Ministry of Fisheries and Marine Resources (MoFMR):** Collaborate with MAF and MTI to support actors engaged in fisheries and aquaculture production, processing and marketing.

G. Production Institutions

Under the supervision of MAF, every institution in this category will be responsible for one or more of the following roles, as they relate to their primary mandates. Where there is any tendency of conflict of roles, the MAF will use all available documents and expert judgements to resolve the matter:

1. They all should play active roles within the NASC, attending their meetings and making relevant contributions during the sessions;
2. Mobilize and organize farmers into production groups or units to enhance their production capabilities;
3. Identify production challenges of the production units and report/recommend to MAF for collective action;
4. Certify, through scientific testing and other acceptable means, the quality of all production inputs imported into the country and advise MAF accordingly;

5. Undertake careful research studies to inform policy actions for continued improvements in production processes and yields;
6. Provide adequate extensions services to all production units;
7. Raise awareness of the public on all matters relating to agricultural production in Sierra Leone;
8. Support resource mobilization for effective and efficient agribusiness development.
9. Promote and facilitate public-private and private-private sectors dialogue and partnerships;

H. Processing and Marketing Institutions

Under the supervision of MTI, every institution in this category will be responsible for one or more of the following roles, as they relate to their primary mandates. Where there is any tendency of conflict of roles, the MTI will use all available documents and expert judgements to resolve the matter:

1. They all should play active roles within the NASC, attending their meetings and making relevant contributions during the sessions;
2. Organize production units into geographical clusters and link them to aggregation facilities for easy off-take arrangements;
3. Ensure adequate investments in aggregation and processing facilities, specifically through the Public Private Partnership (PPP) approach;
4. Ensure adequate value addition measures and facilities are in place to make products be up to the required standards to compete in national and international markets;
5. Strengthen the standard and quality testing institutions to be able to adequately provide the required services;
6. Raise awareness of the public on all matters relating to processing/value addition and marketing of agricultural products in Sierra Leone;
7. Provide phyto-sanitary and zoo-sanitary inspection services for exports and imports of agricultural commodities including crops, fisheries and livestock;
8. Support resource mobilization for effective and efficient agribusiness development.
9. Promote and facilitate public-private and private-private sectors dialogue and partnerships.

I. Cross-cutting Institutions

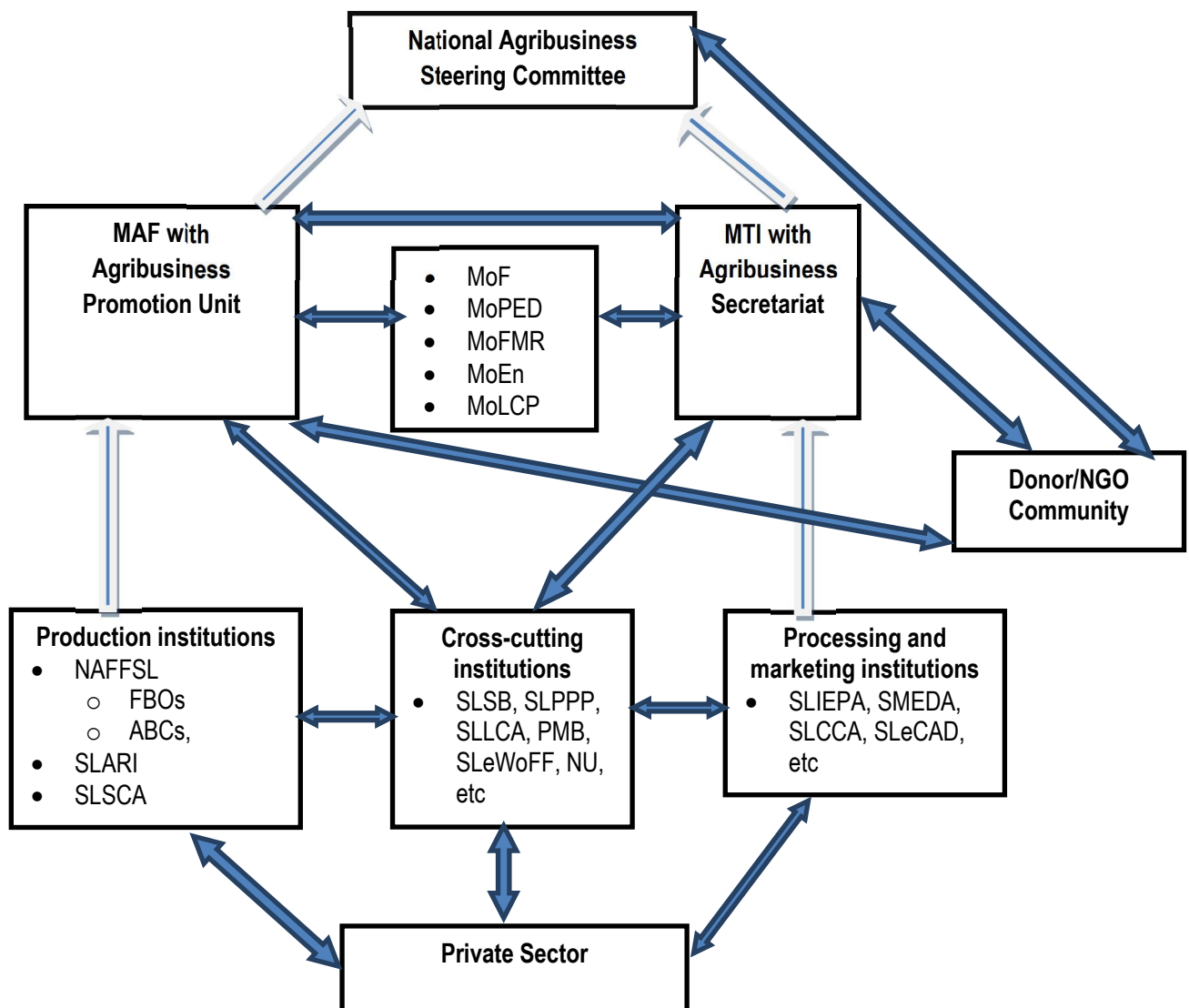
Every institution in this category will be responsible for one or more of the following roles, as they relate to their primary mandates. Where there is any tendency of conflict of roles, the MAF and MTI will use all available documents and expert judgements to resolve the matter:

1. They all should play active roles within the NASC, attending their meetings and making relevant contributions during the sessions;
2. Ensure local agribusinesses have adequate and sustainable access to finance through effective linkages with financial institutions;
3. Support small local agribusinesses to have space in the local supply chains of large multinational companies;

4. Continuous monitoring of produce quality to enhance effective competition nationally and internationally;
5. Raise awareness of the public on all matters relating to production, processing/value addition and marketing of agricultural products in Sierra Leone;
6. Support resource mobilization for effective and efficient agribusiness development.
7. Promote and facilitate public-private and private-private sectors dialogue and partnerships.

4.2 Institutional Arrangements for Implementing the Policy and Strategy

The institutional arrangement presented below shows a schematic representation of how implementing actors would be interacting.





4.5: Financing, and Monitoring and Evaluating the Implementation of the Policy and Strategy

4.5.1 Financing Implementation of the Policy and Strategy

Sustainable financing is crucial for the successful implementation of the policy and strategy. Overall investments will be huge. Therefore, it is of the utmost importance that a multi-sector and multi-year funding partnership approach be adopted in its financing with clear sources as presented in the action plan matrix described in section 4.6.

Funding implementation of the current policy and strategy will be shared among three key actors as follows:

- ❖ *Government of Sierra Leone*
- ❖ *Donors (development partners)*
- ❖ *Private sector*

Sharing the funding among the different actors will create ownership and increase commitment in implementation. The financing for this policy will be of two types: Public resources and Private resources drawn from both domestic and foreign origins. However, for sustainability and development of a vibrant private sector-led agribusiness sector, a large quantum of the financing will come from the private sector. Government shall strengthen the existing Sierra Leone Agribusiness Development Fund (SLADF) to serve as the pool of resources for implementing the policy and strategy.

4.5.2 Monitoring and Evaluating Implementation of the Policy and Strategy

A systemic approach, which takes into account national, institutional and local levels, will be used in monitoring and evaluating the implementation of this policy and strategy. Key indicators of objectives and respective strategic actions will be the focus of monitoring and evaluating progress and results of the policy and strategy.

At national level, the MTI as lead implementer and hosting the national agribusiness secretariat will in collaboration with the private sector, donor/NGO community, CSOs and other ministries (including MAF), National Monitoring and Evaluation Department (NaMED) and Parliamentary Oversight Committees on Trade and Agriculture conduct intermittent joint

monitoring of programmes, projects and activities triggered by the policy and strategy. Feedback from this monitoring will be shared among stakeholders involved, but particularly reported to the National Agribusiness Technical Working Group (NATWG).

At institutional and local levels, the MTI as lead, will in collaboration with MAF, NaMED, the private sector, other ministries and Parliamentary Oversight Committees on Trade and Agriculture conduct joint or independent monitoring of programmes, projects and activities undertaken by agencies and other implementing partners, which are covered by the policy and strategy. Additionally, the programmes, projects and activities undertaken by other entities on behalf of agencies and other implementing partners at local level and covered by the policy and strategy will be jointly monitored by the Ministry of Local Government (MoLG) in the lead through the Local Councils and give feedback to MTI and MAF, and subsequently to the NATWG.

The monitoring framework is incorporated in the Strategic Policy Implementation and Performance Measurement Action Plan matrix described in section 4.6 below and attached as annex to the current policy and strategic document. Data will be collected on indicators of various value chains at sector and sub-sector level to determine the performance, particularly consistent with outputs, outcomes and impacts, as identified in the implementation action plan.

Monitoring of the policy and strategy will be consistently done on a half yearly basis. The initial and first review of the policy and strategy shall be undertaken after three years; while its subsequent periodic evaluation and subsequent updates will be done after every five years by independent consultants with support from the implementing partners (IPs).

4.6: Strategic Policy Performance Results Framework and Implementation Plan

This is a five-year strategy and policy document to be implemented. It presents a performance results framework and implementation matrices, which are respectively attached as **appendices A and B**. Consistent with the theory of change of this Agribusiness Policy and Strategy, the performance results framework constitutes of national development objectives, vision of the policy and strategy for the agribusiness sector as well as the intervention and sector objectives to be achieved as a result of implementation. In addition, it presents intervention outcomes and outputs, and the corresponding performance indicators and the means of verification and frequency to measure progress towards achieving results. While identifying the assumptions that are likely to influence results, the proposed results framework on a whole presents a chain of results to be achieved from effective and efficient implementation and monitoring of the agribusiness policy and strategy.

The implementation plan matrix attached as **appendix B**, also presents intervention objectives outputs and strategies actions/main activities. It made provisions for timeline within which strategic actions would be implemented, responsibility - identifying

individuals/institutional actors to perform specific actions during implementation, funding sources for resources required to implement the policy and strategy.

Appendix A: Performance Results Framework

National Development Objectives:	<ul style="list-style-type: none"> • Improve human capital development • Enhance diversified economy and promoting growth • Promote infrastructural development and economic competitiveness • Enhance increased youth employment and addressing challenges of rural-urban migration • Enhance women empowerment, children, adolescents and persons with disability • Enhance good governance and accountability mechanisms for effective and efficient achievement of development results • Address vulnerabilities and building resilience 		
Vision of the Agribusiness Policy and Strategy:	<p>Envisions a country with a well-developed infrastructure-based agribusiness sector operating in a stable enabling environment, that continuously attracts public and private sector investments in sustainable agriculture, and meaningfully contributes to promoting inclusive growth, economic diversification and competitiveness, youth employment and gender empowerment, poverty reduction, food security, reduction in rural-urban migration, and increased income of farmers and agribusinesses.</p>		
Agriculture and Agribusiness Sector Objectives:	<ul style="list-style-type: none"> • Improve production, productivity and commercialization of the agriculture sector • Improve agricultural production and commercialization oriented infrastructure for agribusiness-led private sector growth • Enhance inclusive agricultural and rural economy for increased investments in agriculture and agribusiness • Increase opportunities for youth employment, gender empowerment and addressing rural-urban migration issues through agriculture and agribusiness sector development 		
Outcomes and Outputs	Performance Indicators	Means of Verification & Frequency	Assumptions
Strategic Objective 1: Increase access to quality inputs (including land), market and appropriate technologies, and enhance infrastructural development for improved agribusiness-led private sector investment and sustainable production, productivity, processing and commercialization of agricultural commodities.			
Outcome 1: <i>Access to quality inputs (including land), market and appropriate technologies by</i>	<ul style="list-style-type: none"> • % of farmers and farming institutions (by sex and age bracket) with secured access to and owned quality inputs (including land) for agricultural 	<ul style="list-style-type: none"> • Agriculture, marketing & trade surveys • Labour survey 	<ul style="list-style-type: none"> • Government commitment to agriculture and agribusiness

<p><i>farmers, processors and input dealers improved, with well-developed infrastructure for increased production and stronger marketing systems of agricultural commodities</i></p>	<ul style="list-style-type: none"> production (by value chain); % change in agricultural production of farmers and farming institutions by value-chain; % increase in the sales and income of farmers and agribusinesses; % of farmers with improved access to markets; % of farmers producing for the market or engaged in agricultural commercialization; Volume of high-value and processed products in agricultural export; % of farmers with increased access to and adopted appropriate farming technologies, by value-chain; % of agricultural investors (farmers, processors, input dealers, etc) with increased access to market and services for agriculture & agribusiness development; % or volume of national consumption of agricultural commodities imported; Volume of exports of agricultural products, including quality inputs; Reduction in the volume of post-harvest losses; Reduction in loss of agricultural products (by value-chain) as a result of water supply infrastructure; Reduction in cost and time for delivery of agricultural products to markets; Volume of production from irrigated sites % increase in private sector participation in agriculture and agribusiness; #/% of jobs created (by sex & age) as a result of infrastructure development and post-harvesting and processing of agricultural products; Increase in the volume of locally produced and processed agricultural products in the market; % of farmers with increased access to and use of market information; % of farmers with consistent access to water when needed for improved agricultural production. 	<ul style="list-style-type: none"> reports MAF and MTI reports Annual & M&E reports Donor reports Agricultural statistics survey Food security surveys Sierra Leone income & expenditure surveys <p>Frequency:</p> <ul style="list-style-type: none"> Annually Quarterly 	<ul style="list-style-type: none"> development continue Availability and timely disbursement of funds The Country remains politically stable Stable price & exchange rates Willingness of stakeholders to work together Stable power supply Availability of reliable technical service providers Willingness of farmers & private sector to invest & participate in agriculture and agribusiness No adverse natural disaster (climatic/weather conditions and pest and disease) shocks Farmers and agribusiness are benefiting High demand exist for agriculture and agribusiness commodities Willingness of farmers to adopt agricultural technologies Willingness of actors to use the infrastructure Available capacity for maintenance and repairs Effective procurement procedures in place
<p>Output 1.1: Land tenure system well-established to enhance acquisition of land for improved investments in agricultural production and agribusiness development.</p>	<ul style="list-style-type: none"> # of hectares of farmland cultivated by farmers engaged in agricultural commercialization; # of land tenure related issues addressed by the proposed/existing unit in MoLCP # of farmers and private sector with increased access to land for investment 	<ul style="list-style-type: none"> MAF, MTI & MoLCP reports Agriculture & trade surveys Agriculture project/ Programme 	

	in agriculture and agribusiness.	<ul style="list-style-type: none"> reports • M&E reports • Interviews and observations • Agricultural statistics survey <p>Frequency:</p> <ul style="list-style-type: none"> • Annually 	
<p>Output 1.2: Access to high quality, adequate and affordable agricultural inputs improved on a consistent basis</p>	<ul style="list-style-type: none"> • # of farmers and private sector institutions engaged in out-grower schemes; • #/% of farmers using improved and increased quality inputs (seeds, fertilizer, well prepared land, etc.); • # of signed partnership MOUs or agreement in place; • Number and distribution of input outlets and sale points. 	<ul style="list-style-type: none"> • MAF & MTI reports • Agriculture & trade/market surveys • Agriculture intervention reports • MOUs • Donor reports • M&E reports <p>Frequency:</p> <ul style="list-style-type: none"> • Annually 	
<p>Output 1.3: Appropriate technology adopted by farmers for sustainable agricultural practices and improved production across value- chains</p>	<ul style="list-style-type: none"> • %/# of farmers (by sex and youth age) with enhanced knowledge and skills to practice appropriate modern farming technology, by value chain; • Number and type of appropriate technologies available and demonstrated to farmers; • Number of farmers benefiting from technology demonstrations 	<ul style="list-style-type: none"> • MAF reports • Agriculture surveys • Capacity building/training reports • Agriculture project/ Programme reports • Donor reports • M&E reports <p>Frequency:</p> <ul style="list-style-type: none"> • Annually 	
<p>Output 1.4: Infrastructural development (including water supply and irrigation development) enhanced for improved adoption of mechanized production, processing as well as value-addition, and increased market access and availability of high quality agricultural commodities.</p>	<ul style="list-style-type: none"> • # and km of feeder roads constructed or rehabilitated to enable access of agricultural commodities to the market; • # of mechanized facilities provided (including those constructed and/or rehabilitated) for improved agricultural production; • # of post-harvest facilities constructed and are in use (available) for improved processing, storage and packaging; • Level of compliance with food safety 	<ul style="list-style-type: none"> • MTI, MAF & other related MDAs (including; SLRA & MoTA, SLSB, etc) reports • MOUs • M&E reports • Agriculture project/ 	

	<p>standards (including sanitary and/or phytosanitary) and improved quality control technologies and practices, etc;</p> <ul style="list-style-type: none"> • Volume of agricultural products processed by post-harvest facilities constructed and/or rehabilitated; • %/# of smallholder farmers/institutions and agribusinesses engaged in effective out-grower schemes; • Number of agro-processing industries and agro-business enterprises established and fully operational per value chain; • % increase in farm sizes by value-chain; • Number of signed MOUs between and among institutions for promoting infrastructural development for improved production, processing and marketing of agricultural products; • # of hectares or area of agricultural land developed under irrigation; • # of irrigation sites developed or rehabilitated and functional; • Adoption rate of water supply and management technologies; • # of months within the year farmers have access to water for production; • # of physical market structure in agriculture production areas. 	<p>Programme reports</p> <ul style="list-style-type: none"> • Procurement records <p>Frequency:</p> <ul style="list-style-type: none"> • Annually 	
<p>Strategic Objective 2: Increase access to finance for improved private sector and smallholder investments and participation in the production, processing and commercialization of agricultural and agribusiness commodities</p>			
<p>Outcome 2: <i>Increased access of farmers and the private sector (especially, small, medium and large agribusiness institutions) to finance for improved investments and participation in agricultural production, processing and commercialization</i></p>	<ul style="list-style-type: none"> • % of farmers (by sex and age), farmer organizations and agribusiness enterprises that are linked to financial institutions for financial services; • % of farmers and agribusiness enterprises receiving financial services (including, loan or credit) from financial institutions for investment in agriculture and agribusiness development; • % increase in private sector participation and investment in agriculture and agribusiness; • % of farmers engaged in agricultural commercialization; • #/% of financial institutions with enhanced knowledge and skills on the design of attractive financial products and services for farmers and agribusinesses; • %/# of agro-businesses with access to formal financial institutions as major sources of finance for business; • %/# of businesses citing cost of finance as a major constraint to business development; • % of farmers and agribusinesses that have active account with financial 	<ul style="list-style-type: none"> • Agriculture & trade surveys • MAF and MTI reports • Annual & M&E reports • Financial reports/records • Donor reports • Sierra Leone income & expenditure surveys • Annual national and sectoral budget allocations records <p>Frequency:</p> <ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • Government commitment to agriculture and agribusiness development continue • MTI & MAF can influence development and policy issues at all levels • The Country remains politically stable • Willingness of financial institutions to give loans/credits to farmers and agribusinesses • Availability of reliable technical service providers • Willingness of farmers & private sector to invest &

	<ul style="list-style-type: none"> institutions; Share of agriculture and trade (agribusiness) budget and expenditure as a % of total government budget and expenditure; Share of public and private agricultural expenditure in agriculture GDP; Share of Official Development Assistance (ODA) for agriculture in total ODA and agriculture GDP; % of MAF & MTI budgets allocated and released to agricultural and agribusiness activities; 		<ul style="list-style-type: none"> participate in agriculture and agribusiness Favourable conditions in place for financial institutions to develop attractive products for farmers and agribusinesses Transparency and accountability systems are maintained among actors
Output 2.1: Access to financial services by farmers, private sector and other value-chain actors improved for increased investment in agriculture and agribusiness development.	<ul style="list-style-type: none"> # of capacity building interventions for financial institutions to enhance their knowledge and skills in the design of attractive financial products/schemes for farmers and agribusinesses; # and types of financial institutions established/existing and providing financial services to farmers and agribusinesses; #/% of farmers and agribusinesses that are well prepared by BDS for improved access to loans/credits and for business planning and management; # of established FBO VSLA schemes that are linked with formal financial institutions; # of insurance companies with agricultural insurance products/services that are accessed by farmers and agribusinesses; % increase in government budget allocations for financial inclusion in the agriculture and agribusiness sector; # of well-designed and managed matching grant programme, seed financing and guarantee schemes providing credit facilities to farmers and agribusiness enterprises; #/% of farmers and agribusinesses that are aware about financial services and have access to financial literacy # of development banks or agricultural lending schemes providing long-term soft loan facilities to farmers and agribusiness enterprises at affordable interest rates. 	<ul style="list-style-type: none"> MAF, MTI, MoF reports Surveys Agriculture Programme reports Donor reports BDS reports Financial records of agribusinesses M&E reports Financial reports/records of financial institutions & agribusinesses Audit reports <p>Frequency:</p> <ul style="list-style-type: none"> Annually 	
Strategic Objective 3: Ensure the establishment and/or strengthening of institutional arrangements and stable legal and regulatory enabling environment for effective and efficient investments and participation of actors in the production, processing and commercialization of agricultural commodities			
Outcome 3: <i>Institutional and stable legal and regulatory enabling environment is enhanced for</i>	<ul style="list-style-type: none"> % increase in the volume of regional trade for agricultural products % change in the number of infant industries & small-scale businesses 	<ul style="list-style-type: none"> MAF, MTI & MoF annual reports Agriculture & 	<ul style="list-style-type: none"> Government commitment to agriculture and agribusiness

<p><i>effective and efficient investments and participation of actors in the agriculture and agribusiness sectors</i></p>	<p>(including, agro-processing and agro-business enterprises) established and registered to formally operate as agribusiness across the country;</p> <ul style="list-style-type: none"> • % change in rural-urban migration; • % change in the number of private sector investors (including, farmers, SMEs, particularly agro-enterprises, foreign investors, etc.) engaged in agricultural commercialization; • % increase in the sales and income of farmers and agribusinesses from favourable environment for expanding markets & trade • % of farmers and agribusinesses with access to loans/credits from formal financial institutions; • % decrease in interest rate on loan/credits for farmers and agribusinesses • % increase in the volume of total exports of agricultural commodities; • % of citizens with increased awareness and knowledge about the national agribusiness policy and strategy • % increase in the volume of finished agricultural products produced and/or exported by value-chain • Share of agricultural and trade (agribusiness) budget and expenditure as a % of total government budget and expenditure; • Share of public and private agricultural expenditure in agriculture GDP; • Share of Official Development Assistance (ODA) for agriculture in total ODA and agriculture GDP; • % of MAF & MTI budgets allocated and released to agricultural and agribusiness activities; • % of farmer organizations with improved performance, in terms of effective, efficient and quality service delivery; • Increase in the volume of locally produced and value added processed and finished agricultural products in the market; • # of Anti-Corruption and commercial court cases related to investment in agriculture and agribusiness sectors; • % of actors (producers/farmers, traders, processors and suppliers) with access to functional market information and communication platform; • %/# of private sector (agribusiness entities) that are aware about and complying with preferential trade agreement. 	<p>trade surveys</p> <ul style="list-style-type: none"> • Annual & M&E reports • Donor reports • Financial records <p>Frequency:</p> <ul style="list-style-type: none"> • Annually 	<p>development continue</p> <ul style="list-style-type: none"> • MTI & MAF can influence development and policy issues at all levels • Effective cross-sectoral coordination among actors • Availability and timely disbursement of funds • The Country remains politically stable • Stable price & exchange rates • Commitment from all stakeholders to achieving results from policy & strategy implementation • Stable power supply • Availability of reliable technical service providers • Willingness of farmers & private sector to invest & participate in agriculture and agribusiness • Reforms implemented as planned
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<p>Output 3.1: Sound institutional and coordination environment exist and strengthened for equal opportunities and effective participation of actors.</p>	<ul style="list-style-type: none"> • # of events/meetings held by NASC on implementation of the agribusiness policy and strategy; • # of agribusiness promotion events coordinated by NAS • # of functional value chain associations established; • # of interventions (programmes, projects and activities) for improved production, processing & marketing of agricultural commodities with proven comparative advantage; • # of lobby and advocacy events for increased government and donor budget allocations for improved agriculture and agribusiness development; • # of farmer organizations (ABCs and FBOs) with successfully well-organized, governed and managed organizational models; • # of events to strengthen coordination and collaborative linkages among research, academic, extension and industrial institutions for improved productivity to meet market needs in the agribusiness sector; • # of joint collaborative knowledge-sharing of market information and communication events held among actors for promoting agriculture and agribusiness development; • # of knowledge-sharing products published, based on evidence from promoting agribusiness development; • # of sensitization and awareness raising events for increasing knowledge of citizens about the national agribusiness policy and strategy. 	<ul style="list-style-type: none"> • MAF, MTI, MoF annual reports • Agriculture project/ Programme reports • Donor reports • MOUs • Records of financial institutions • Financial records of agribusinesses • M&E reports • Knowledge sharing products published • Minutes/ reports of events <p>Frequency:</p> <ul style="list-style-type: none"> • Annually 	
<p>Output 3.2: Conducive legal, regulatory and policy environment exist for equal opportunities and effective participation of actors in trade and industrial actions that support agriculture and agribusiness development.</p>	<ul style="list-style-type: none"> • A favourable environment established for making returns to investment attractive to agribusinesses • # & types of tax incentive schemes in place for boosting the agribusiness sector; • # & types of business and trade laws and regulations reviewed, reformed and/or prepared to promote trade development and protection of small-scale agribusinesses, elimination of elite capture and undue political interference, and hence allow fair play and corrupt free practices in support of agribusiness development; • # of institutions converting local agricultural produce into value added finished products; • # of infant industries & small-scale businesses registered to formally operate 	<ul style="list-style-type: none"> • MTI, MoF, NRA, SMEDA, MAF, reports • Surveys • M&E reports • Anti-Corruption and Judiciary reports and records • Signed MOUs • Reviewed and reformed laws & regulations <p>Frequency:</p> <ul style="list-style-type: none"> • Annually 	

	<ul style="list-style-type: none"> as agribusiness; # of collaborative events between MTI, MAF, Anti-Corruption and the Judiciary for promoting transparency in the investment climate; # of preferential trade agreement in force in Sierra Leone; # of old and new commercial courts for fast tracking commercial cases. # of signed MOUs for promoting export related trade for improved agriculture and agribusiness development; # of institutional, macroeconomic policy, legislations and regulatory reviews and reforms for improved investment in agriculture & agribusiness. 		
Strategic Objective 4: Enhance institutional, human and research capacities of actors for their increased participation in sustainable and improved production, productivity, processing and marketing of agricultural products			
Outcome 4: <i>Institutional, human and research capacities of actors enhanced for increased participation in agriculture and agribusiness sector development</i>	<ul style="list-style-type: none"> % of farmers and farming institutions that performs better in terms of production and improved quality service delivery; % of farmers and agribusinesses with enhanced knowledge and skills on improved business management and agricultural technologies; # of financial and agribusiness institutions with enhanced knowledge and skills on insurance and value-chain financing approaches; % of agriculture and agribusiness trainees (by sex & age) entering into agriculture and agribusiness; Share of government expenditure on research and capacity building for agriculture and agribusiness development; % of value chain actors with enhanced knowledge and skills in research, technology, innovations, ICT applications, and mechanization; % of graduates from agriculture and agribusiness academic and training institutions with enhanced knowledge and skills that meets labour market needs in the sectors; % of farmers and agribusiness entities with improved access to extension, research and agribusiness/trade services; # of agricultural research and knowledge management information products used in agriculture and agribusiness decision-making; # of scholarship holders successfully completing agriculture and agribusiness courses with enhanced knowledge and skills (by sex and age); 	<ul style="list-style-type: none"> MAF, MTI, MoF annual reports Agriculture and trade/business surveys Donor reports Records for enrolment and graduation from agricultural academic and training institutions Government budget allocation and expenditure Academic curriculum & journals Labour market survey by sector <p>Frequency:</p> <ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Government commitment to agriculture and agribusiness development continue MTI & MAF can influence development and policy issues at all levels Availability and timely disbursement of funds The Country remains politically stable Stable price & exchange rates Availability of reliable technical service providers Willingness of private sector to invest & participate in agriculture and agribusiness Capacity building initiatives implemented as planned All concerned actors are committed to building institutional, human and

	<ul style="list-style-type: none"> • # of academic and research institutions whose evidence-based contributions have translated into strategic policy/program advice in the agriculture and agribusiness sectors; • Volume of agricultural inputs meeting quality standards before use; • %/# of farmers, public and private sector institutions with access to and using evidence-based information from agricultural and agribusiness research and M&E systems for decision-making in promoting agriculture & agribusiness development. 		research capacities for effective policy & strategy implementation
<p>Output 4.1: Institutional, human and research capacities of actors in the agriculture and agribusiness sectors are strengthened for innovation, evidence-based research and effective service delivery in the sector</p>	<ul style="list-style-type: none"> • # of research and academic institutions supported to generate evidence-based information for agriculture and agribusiness development; • # of agriculture and agribusiness institutions with functional staff performance appraisal systems; • # of signed partnership MOUs or agreements in place for enhancement of capacity and resource mobilization; • # of academic and training institutions offering agriculture and agribusiness courses to supply graduate with enhanced knowledge and skills that meets labour market needs in the sectors; • # of admissions into agricultural academic and training institutions; • # of scholarship holders offering courses in agriculture and agribusiness (by sex and age) • # of organizations (private and public) strengthened through the scholarship schemes for agriculture and agribusiness development; • # of agricultural research and knowledge management information products produced and disseminated to various stakeholders; • # of agribusiness institutions with capacity building plans implemented to promote research, technological innovations, quality inputs, mechanization and ICT applications for improved production, processing and marketing of agricultural value-chains; • # of lobby events for improved government support to institutional and research capacity building for agriculture and agribusiness development; • # of capacity building trainings conducted on insurance and value-chain financing approaches for financial and agribusiness institutions; 	<ul style="list-style-type: none"> • Performance appraisal reports • MAF, MTI, MTHE reports • Academic curriculum & journals • Agriculture project/ Programme reports • Labour survey reports • Donor reports • MOUs • M&E reports • Evidence of knowledge management information products • Training reports, manual and attendance list • Interviews and observations <p>Frequency:</p> <ul style="list-style-type: none"> • Annually • Quarterly 	

	<ul style="list-style-type: none"> • # of quality standards institutions with enhanced capacity and increased regulatory powers to ensure quality standards of agricultural inputs; • A robust agricultural and agribusiness research and M&E systems that serves as repository is in place to generate and communicate a wide range of evidence-based production and marketing as well as non-marketing related information for decision-making in agribusiness development. 		
Strategic Objective 5: Enhance gender mainstreaming in agriculture and agribusiness to increase opportunities for youth employment and gender (women) empowerment			
Outcome 5: <i>Gender mainstreaming in agriculture and agribusiness development for increased opportunities for empowerment and employment is enhanced</i>	<ul style="list-style-type: none"> • % of youths and women engaged in agriculture and agribusiness (or agricultural commercialization) by value chains; • % of youth and women with access to information, support services, and resources for improved agriculture and agribusiness development; • #/% of women and youth and related groups/organizations engaged in trading of agricultural and agribusiness products at national and international level • % of women and youth farmers and their farming institutions with secured access to and owned land for investment in agriculture; • % increase in the number of agro-based products in the markets resulting from youth and women participation in agriculture and agribusiness programmes; • % change in agricultural production and/or income of women and youth and their institutions engaged in agriculture and agribusiness; • # of jobs or % increase in jobs created for the youth and women engaged in agriculture and agribusiness; • % of youth and women receiving financial services (including, loan or credit) from financial institutions for investment in agriculture and agribusiness development; • %/# of women and youth owned agro-business enterprises with access to formal financial institutions as major sources of finance for business; • % change in collecting and reporting gender disaggregated data in agricultural and agribusiness research and surveys for evidence-based decision making. 	<ul style="list-style-type: none"> • MoGCA, MTI, MoY, MAF reports • Donor reports • Agriculture, labour and trade/market surveys • M&E reports • Food security survey • Financial and insurance institution reports/records • Financial records of women & youth owned agro-enterprises <p>Frequency:</p> <ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • Government commitment to agriculture and agribusiness development continue • Government commitment to youth employment & gender (women) empowerment continues • MTI & MAF can influence development and policy issues at all levels • Availability and timely disbursement of funds • The Country remains politically stable • Availability of reliable technical service providers • Willingness of youth and women to invest & participate in agriculture and agribusiness • Concerned actors are committed to, and sensitive to gender mainstreaming in agriculture and agribusiness • Willingness of

<p>Output 5.1: Sufficient number of women and youth are empowered and encouraged to fully participate in the production, processing and marketing of agricultural commodities for improved agriculture and agribusiness development</p>	<ul style="list-style-type: none"> • # of agriculture and agribusiness related organizations (public and private) with improved gender awareness and practices; • # of policy and strategic reform documents providing the enabling environment for improved participation of women and youth in agriculture and agribusiness; • # of signed MOUs or formal agreements in place; • # of academic and training institutions with designed programmes for building the capacity of youth and women to fully participate in the agribusiness industry; • # of interventions (programme, projects, activity events) creating equal access of youth and women to information, resources and support services for improved participation in agriculture and agribusiness development; • # of established women and youth groups engaged in similar agriculture and agribusiness activities and are networked; • # of financial and insurance institutions with products/services that are sensitive to enhanced mainstreaming of women and youth in agriculture and agribusiness • # and types of financial institutions established/existing and providing financial services to youth and women engaged in agriculture and agribusiness; • # of agricultural and agribusiness research and surveys collecting and reporting gender disaggregated data 	<ul style="list-style-type: none"> • MoGCA, MTI, MoY, MAF reports • Financial and insurance institution reports • Donor reports • MOUs • Policies & strategic documents on youth and women participation in agriculture and agribusiness • Academic & training curriculum for institutions offering courses in agriculture and agribusiness • Records for enrolment and graduation from agricultural academic and training institutions <p>Frequency:</p> <ul style="list-style-type: none"> • Annually • Quarterly 	<p>financial institutions to give loans/credits to youth and women for promoting agriculture and agribusiness development</p>
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Annex B: Implementation Action Plan Matrix

Outputs	Strategic actions	Responsible actors	Timeframe	Funding Source(s)
Strategic Objective 1: To increase access to quality inputs (including land), market and appropriate technologies, and enhance infrastructural development for improved agribusiness-led private sector investment and sustainable production, productivity, processing and commercialization of agricultural commodities.				
Output 1.1: Land tenure system well-established to enhance acquisition of land for improved investments in agricultural production and agribusiness development	<ul style="list-style-type: none"> Strengthen existing GPS – based land mapping across the country; Review the Provinces Land Act, to address contradictions with the Customary Law and National Land Policy of 2015; Establish or strengthen a unit in the MoLCP to dedicate to addressing land tenure issues. 	MAF, MTI, MoLCP, Parliament, etc.	Year 1	<ul style="list-style-type: none"> GoSL (national budget) Development Partners (FAO, etc)
Output 1.2: Access to high quality, adequate and affordable agricultural inputs improved on a consistent basis	<ul style="list-style-type: none"> Support and strengthen the ongoing out-grower schemes in the country Establish/strengthen public-private partnership based agro-dealer network to enhance resource mobilization & compliance with standards and access to quality inputs; Create special agro-economic and industrial zones for agro-processing and SMEs/industry development across the country; Strengthen surveillance of agriculture input trade and use; Facilitate the establishment of physical market infrastructure in locations accessible to farmers for quality agricultural inputs. Promote the use of high quality grades and standards of inputs in agricultural production 	MAF, MTI, MoLCP, MoF, SLSB, SLSCA, Private sector, Donors, Local Councils, etc.	Year 1 to 4	<ul style="list-style-type: none"> GoSL (national budget), Development Partners (World Bank, DFID, AfDB, EU, WFP, IFAD, FAO, etc) Private sector (domestic & foreign investments)
Output 1.3: Appropriate technology	<ul style="list-style-type: none"> Support education, sensitization and awareness raising on the adoption of appropriate and 	MAF, MTI, Donors, the media,		<ul style="list-style-type: none"> GoSL (national

adopted by farmers for sustainable agricultural practices and improved production across value-chains	<p>sustainable farming, post-harvest management and land use practices in agriculture;</p> <ul style="list-style-type: none"> • Ensure compliance and enforcement of codes of conduct on the application of agricultural chemicals; • Support the establishment of agricultural engineering and fabrication centres through public-private partnerships • Facilitate the establishment of coordinated ecosystem among diverse institutions to support integrated sustainable agriculture for improved value-chain production. 	agricultural institutions & Private sector	Year 1 to 2	<p>budget),</p> <ul style="list-style-type: none"> • Development Partners (FAO, World Bank, AfDB, EU, IFAD, etc) • Private sector (domestic & foreign investments)
<p>Output 1.4:</p> <p>Infrastructural development enhanced for improved adoption of mechanized production, processing as well as value-addition, and increased market access and availability of high quality agricultural commodities.</p>	<ul style="list-style-type: none"> • Strengthen mechanized-based extension services efforts by government and adoption of appropriate technologies for improved production, processing, post-harvest management and value addition of agricultural products; • Strengthen on-going out-grower schemes and enhance farmers and agribusinesses to adopt aggregation model for improved market access; • Promote public-private partnerships to establish implement fabrication and mechanization services provision centres to manufacture and/or rehabilitate appropriate agricultural production & processing tools; • Facilitate establishment of machinery hire-purchase and lease schemes along agricultural value-chain; • Facilitate increased support for construction or rehabilitation of physical infrastructures (feeder roads, transportation, communication, energy, storage and processing facilities and other agricultural equipment) in agricultural production and processing areas; • Promote incentive schemes for adding value to locally produced agricultural products, and the removal of disincentives from exporting locally produced agricultural commodities; • Promote the use of high quality grades and standards of 	MTI, MAF, SLRA, Min. of Works, MoE, LCs, SLSB, MoIC, MoTA, etc	Year 1 to 5	<ul style="list-style-type: none"> • GoSL (national budget), • Development Partners (FAO, World Bank, AfDB, EU, IFAD, etc) • Private sector

	<p>marketing agricultural commodities among actors</p> <ul style="list-style-type: none"> Facilitate inter-ministerial and cross-sectoral response to issues on promoting infrastructural development for improved production, processing and marketing of agricultural commodities; Develop effective post-harvest management strategies at individual, community and district levels; Promote investment in the rehabilitation/development of water supply and irrigation infrastructure for improved agricultural production; Promote the access to and adoption of water management technologies for efficient use of water among farmers 			
Strategic Objective 2: To increase access to finance for improved private sector and smallholder investments and participation in the production, processing and commercialization of agricultural and agribusiness commodities				
Output 2.1: Access to financial services by farmers, private sector and other value chain actors improved for increased investment in agriculture and agribusiness development.	<ul style="list-style-type: none"> Provide financial and technical supports to financial institutions for the design of appropriate and attractive financial products and lending strategies for farmers and agribusinesses; Facilitate the establishment of VSLA schemes for existing FBOs and their linkage with formal financial institutions for increased access to loans; Facilitate access of farmers and agribusinesses to credit facilities through well-designed and implementation mechanisms such as micro-finance and guarantee schemes, matching grant programme, and seed financing; Promote marketing of financial services and provision of financial literacy among farmers and agribusinesses; Establish platforms for sustainable partnerships between financial institutions and farmers as well as agribusinesses for the development of demand-driven credit products and services tailored to investment in agribusinesses; Engage the MoF through advocacy and lobbying to 	MAF, MTI, MoF, financial institutions, development partners, FBOs, insurance companies, private sector (including; BDS & agribusiness entities)	Year 1 to 2	<ul style="list-style-type: none"> GoSL (national budget), Development Partners (FAO, World Bank, IFAD, etc) Private sector

	<p>strengthen monitoring of policies on financial inclusion to make finance readily available to farmers and the private sector to invest in agriculture;</p> <ul style="list-style-type: none"> • Establish development banks or agricultural lending schemes for long-term soft loan facilities to farmers and agribusinesses at affordable interest rates; • Support business development services (BDS) providers and the chamber of agriculture to prepare farmers and agribusiness entities for business planning and management and utilizing market opportunities; • Encourage and strengthen insurance companies to develop attractive agricultural insurance schemes for smallholder farmers and agribusiness 			
<p>Strategic Objective 3: Ensure the establishment and/or strengthening of institutional arrangements and stable policy, legal and regulatory enabling environment for effective and efficient investments and participation of actors in the production, processing and commercialization of agricultural commodities</p>				
<p>Output 3.1: Sound institutional and coordination environment exist and strengthened for equal opportunities and effective participation of actors</p>	<ul style="list-style-type: none"> • Establish a National Agribusiness Steering Committee (SC) to provide leadership on technical issues regarding implementation; • Upgrade the Agribusiness Unit at MTI to a National Agribusiness Secretariat (NAS) to lead on the promotion of Agribusiness; • Establish value-chain associations to complement the efforts of other stakeholders; • Promote business formalization in the agribusiness sector; • Develop programmes for increased production, processing and marketing of agricultural commodities with proven comparative advantage; • Promote export diversification of agribusiness commodities; • Promote good governance and effective service delivery and management among existing and newly formed farmer-based organizations using lessons learnt and knowledge shared from successful organizational models; • Promote incentives mechanisms 	MTI, MAF, MoF, NRA Private sector, Donors, Other MDAs, CSOs, etc	Year 1 to 2	<ul style="list-style-type: none"> • GoSL (national budget), • Development Partners (FAO, World Bank, IFAD, EU, etc) • Private sector

	<p>for rewarding innovations to build and strengthen stronger linkages among institutions in the research, education, extension and industry innovation system;</p> <ul style="list-style-type: none"> • Facilitate the design and maintenance of knowledge-sharing platform for wide spread information dissemination and learning; • Promote mass sensitization and awareness of citizens and non-citizens engaged in agribusiness on existence and implementation of agribusiness policy and strategy; • Establish mechanisms to mitigate elite capture and undue political interference in supports of agribusiness promotion. 			
<p>Output 3.2: Conducive legal, regulatory and policy environment exist for equal opportunities and effective participation of actors in trade and industrial actions that support agriculture and agribusiness development.</p>	<ul style="list-style-type: none"> • Establish tax and other incentive schemes to promote indigenous businesses and investment in agribusiness; • Review trade laws and regulations to enhance trade development and promotion for the protection of small-scale agribusinesses; • Explore the opportunity to allow in-country production of finished products using the ECOWAS Common External Tariff adjustment mechanism; • Facilitate awareness raising about available preferential trade agreements and ensure compliance with requirements under these arrangements; • Promote strategies to ease and enhance transparency of the investment environment; • Identify and utilize international market opportunities, including under available preferential trade Agreements; • Facilitate reforms of institutional and macroeconomic policies and regulations to attract investment in agribusiness; • Review microfinance and banking legislations and regulations to liberalize lending conditions to farmers and agribusinesses; 	MTI, MoF, NRA, other allied MDAs, ECOWAS, Judiciary, ACC, etc	Year 1 to 2	<ul style="list-style-type: none"> • GoSL (national budget), • Development Partners (FAO, World Bank, IFAD, EU, AfDB, etc) • Private sector

	<ul style="list-style-type: none"> • Establish/open new commercial courts and strengthen the old ones to fast track commercial cases; • Promote the enabling environment that encourages foreign investors to develop profitable linkages with domestic businesses; • Review business laws and regulations to allow fair play and corrupt free practices among agribusiness actors. 			
Strategic Objective 4: To enhance institutional, human and research capacities of actors for their increased participation in improved and sustainable production, productivity, processing and marketing of agricultural products				
Output 4.1: Institutional, human and research capacities of actors in the agriculture and agribusiness sectors are strengthened for innovation, evidence-based research and effective service delivery in the sector	<ul style="list-style-type: none"> • Develop institutional staff performance appraisal system and ensure the functionality; • Conduct capacity needs assessment and develop and implement human capacity building plans for actors; • Establish strategic partnerships to foster cooperation and resource mobilization; • Encourage and support higher learning institutions to offer high labour market demand courses in agriculture and agribusiness • Support the establishment or strengthening of training institutions to effectively engagement in non-formal capacity building of low-educated or illiterate individuals in agriculture & agribusiness; • Strengthen and work with national research and M&E institutions to build robust, inclusive and well-coordinated agricultural and agribusiness research and M&E systems at local and national levels to promote learning, sharing, and policy advocacy among actors; • Promote inclusive scholarship schemes for improved institutional and individual knowledge and skills, and in line with country specific labour market needs; • Strengthen the capacity, and institutional and regulatory powers of all quality standards monitoring agencies, particularly SLSB and SLSCA; • Strengthen the capacity of crop 	MTI, MAF, MoLSS, NaMED, SLSB, SLSCA, Private sector, Donors, academic & research as well as training institutions, etc.	Year 1 to 3	<ul style="list-style-type: none"> • GoSL (national budget), • Development Partners (FAO, World Bank, IFAD, EU, AfDB, etc)

	<p>and livestock division of MAF with national guides on processes for the conduct of detailed pest survey and crop loss assessment;</p> <ul style="list-style-type: none"> • Build the capacity of actors in applied research, engineering and technological innovations, ICT applications, and mechanization; • Train financial institutions & agribusinesses on value-chain financing approaches and insurance 			
Strategic Objective 5: To enhance gender mainstreaming in agriculture and agribusiness to increase opportunities for empowerment and employment of youth and women				
Output 5.1: Sufficient women and youth are empowered and encouraged to fully participate in the production, processing and marketing of agricultural commodities for improved agribusiness development	<ul style="list-style-type: none"> • Review and harmonize policies aimed at improving the participation of youth and women in agriculture and agribusiness; • Design and implement programs geared towards building the capacity of youths and women to engage in agribusiness; • Design programmes, projects and activities that enhance equal access of youth and women to resources and support services; • Promote networking among groups of youth and women engaged in similar agricultural activities and value-chains; • Engage financial and insurance institutions for development of innovative and financing packages focusing on attraction of women and youth involvement in agriculture and agribusiness • Promote simplified trade regimes targeted at women and youth at national and international level 	MTI, MAF, MoGCA, MoY, Financial Institutions, Donors, CSOs, private sector, etc	Year 1 to 3	<ul style="list-style-type: none"> • GoSL (national budget), • Development Partners (FAO, World Bank, IFAD, EU, AfDB, etc)



Government of Sierra Leone

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