

# FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

## COUNTRY PROGRAMMING FRAMEWORK 2012-2016

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### FAO Representation in Sierra Leone

1/1/2012



This Country Programming Framework is designed to enhance FAO's support to the Government of Sierra Leone to reduce hunger and food and nutrition insecurity in the country. To achieve this goal, FAO is realigning its technical support to the Government priorities particularly in areas or sectors for which FAO has clear comparative advantage. The challenge of eliminating hunger and food insecurity requires concerted action among stakeholders and therefore FAO will strengthen its partnership with other development agencies (within and outside the UN system), state and non-state actors in the country to ensure that actions against hunger and food insecurity make greatest impact for the poor and most vulnerable.

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## List of Acronyms and Abbreviations

ABC	Agricultural Business Centre
AfDB	African Development Bank
CAADP	Comprehensive Africa Agriculture Development Programme
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel
CORAF	West and Central Africa Council for Agriculture Research and Development
CPF	Country Programming Framework
ECOWAS	Economic Community of West African States
EU	European Union
FAO	Food and Agricultural Organization
FAOSL	Food and Agricultural Organization in Sierra Leone
FARA	Forum for Agriculture Research in Agriculture
FBO	Farmers' Based Organisation
GDP	Gross Domestic Product
GOSL	Government of Sierra Leone
IFAD	International Fund for Agricultural Development
IFI	International Financial Institution
IITA	International Institute of Tropical Agriculture
ILO	International Labour Organisation
M&E	Monitoring and Evaluation
MAFFS	Ministry of Agriculture, Forestry and Food Security
MDG	Millennium Development Goal
MFMR	Ministry of Fisheries and Marine Resources
MTP	Medium Term Plan
NARP	National Agriculture Response Programme
NEPAD	New Partnership for African Development
NGO	Non-governmental Organisation
OFID	OPEC Fund for International Development
PRSP	Poverty Reduction Strategy Paper
SCP	Smallholder Commercialization Programme
SEED	Seed Enterprise Enhancement and Development
SLARI	Sierra Leone Agricultural Research Institute
SO	Strategic Objective
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIPSIL	United Nations Mission in Sierra Leone
UNJV	United Nations Joint Vision
WB	World Bank
WFP	World Food Programme
WHO	World Health organisation

## Part I: Introduction

This Country Programming Framework (CPF) for FAO Representation in Sierra Leone for the period 2012-2016 is the first such programming document developed by the Representation. It provides an opportunity to improve the effectiveness and impact of the Organization's work in the country. The CPF draws on FAO comparative advantage and ensures FAO's programmes' coherence with national and corporate priorities. Overall, it provides a framework for continued technical cooperation between FAO and the Government of Sierra Leone through key line ministries namely; Ministry of Agriculture, Forestry and Food Security (MAFFS), Ministry of Fisheries and Marine Resources, Ministry of Energy and Water Resources and Ministry of Land, Country Planning and the Environment. It is a programming instrument that will guide FAO's technical assistance in the country.

The CPF premises itself on Sierra Leone's national priorities as espoused in PRSP II (*The Agenda for Change*) and the government's flagship agricultural programme – The Smallholder Commercialization Programme (SCP). The development of Sierra Leone's CPF has been informed by FAO's global goals and related principles as outlined in the Organization's Results- Based Medium-Term Plan 2010 – 2013, as well as by Sierra Leone's UN System Joint Vision. The CPF will contribute to the achievements of the following Millennium Development Goals (MDGs):

- i. MDG 1: Eradicate poverty and hunger;
- ii. MDG 3: Promote gender equality and empower women;
- iii. MDG 7: Ensure environmental sustainability; and
- iv. MDG 8: Develop a global partnership for development

The focus areas for FAO's cooperation during 2012 to 2016 period identified are:

- i. Support to Smallholder Commercialization Programme (SCP)
- ii. Natural Resource Management and Development
- iii. Disaster Risk Reduction and Management

FAO's main goal in implementing this CPF in Sierra Leone is to help reduce hunger and food and nutrition insecurity in the country. To achieve this goal, the organization is realigning its technical support to the Government priorities particularly in areas/sectors for which FAO has clear comparative advantage. The challenge of eliminating hunger and food insecurity requires concerted action among stakeholders and therefore FAO intends to strengthen its partnership with other development agencies (UN, bilateral, IFIs), donors, NGOs etc in the country to ensure that actions against hunger and food insecurity make greatest impact for the poor and most vulnerable.

The methodology adopted in the development of the Country Programming Framework is that of in-house consultations within FAO and focus consultations with partners in government, the UN Country Team, and other development partners. This methodology was chosen for two reasons. First there have been extensive consultations with national stakeholders, donors, development partners, CSOs and farmers in the development of the SCP and FAO played a key role. The SCP is an implementation plan for one of the pillars of the country's second PRSP: Agenda for Change which was also widely consulted on in its

preparation. Alignment of the CPF with these national documents encompassing national priorities in agriculture and food security, therefore, made further consultations redundant. In many respects the present CPF is a tool that seeks to consolidate ongoing work. In this case most of the interventions are not totally new to implementing partners with the exception that the CPF adopts a results based framework.

This CPF document is organised as follows; the foregoing section presents the background and rationale for the CPF at this moment in Sierra Leone. The second part presents the situation analysis, that is, dissects through key social, economic, institutional and political contexts in which the CPF is conceptualized. Part III presents CPF focus areas/priorities and discusses the alignment of CPF results with national priorities and other UN efforts. Part IV presents the outcomes and outputs of the CPF and is followed by a discussion of the strategy on how the results will be achieved. Part V presents implementation modalities of the CPF.

## **Part II. Situation Analysis<sup>1</sup>**

In the analysis of the situation for which the CPF is designed, the document will briefly discuss the national context by explaining the economic situation of the country; specifically discuss the situation for agriculture, food security, rural development and natural resources management (FAO mandated areas) in particular in relation to relevant policies and programmes for these sub sectors; the report will present the main actors and institutions operating in FAO mandated areas to highlight possible areas for collaboration; the challenges and opportunities for agriculture and rural development in the country, complimentary to this section are presented in annex I.

### **2.1 National context**

Sierra Leone has been categorized, for a long period now, as one of the poorest countries in the world. This is evidenced by its UNDP Human Development Index ranking in the last two decades which have been consistently at the bottom or near bottom of the world ranking.

**Poverty:** According to Sierra Leone's first PRSP 2005-2007, the population living below the poverty line in the country was 75%. This slightly decreased to 70% in the second PRSP 2007-2010. Poverty is highest in rural areas accounting for 79% of the country's poor compared to 22% in Freetown, the capital city. About 26 percent of the population is food insecure which means they are unable to afford a basic diet and immediate food, shelter and clothing needs. Child malnutrition also poses a problem for the country with about 40 and 10 percent of under five children being chronically undernourished and acutely malnourished.

**Impact of conflict:** Sierra Leone's armed conflict lasted for eleven years (1991-2002) and precipitated massive destruction of lives and property. It also contributed significantly to the dislocation of the country's economy as well as the physical infrastructure and social facilities. The protracted civil war, general insecurity, as well as poor governance adversely affected Sierra Leone's economic performance during the greater part of the last decade, leading to a substantial increase in poverty. In the years that followed the cessation of

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<sup>1</sup> This section will draw from several studies and programme documents on the sector. The section will not claim to be exhaustive but present key facts as they relate to the development of the CPF. Some of the documents consulted include the National Sustainable Agriculture Development Plan 2010-2030, Smallholder Commercialization Programme Investment Plan and An agenda for Change: PRSP II.

conflict Sierra Leone made great strides in achieving macroeconomic stability. The post-war economic recovery has brought significant growth rates in recent years, fuelled mainly by agriculture, mining, services and construction.

**Gross Domestic Product:** Immediately after the war, Sierra Leone experienced rapid GDP growth rate but in the recent years the rate has slowed down. Real GDP, which was negative during the war saw a rebound after the war by a growth rate of 3.8 percent in 2000 and grew sharply by 18.5 percent in 2001 and 27.5 percent in 2002 before falling to 9.4 percent in 2003. By 2009 the real GDP continues its fall and it was 3.2%. The rapid economic growth immediately after the war was due largely to donor funding of reconstruction and the some recovery of agriculture, mining, construction and service sectors. With increased investment in agriculture, mining and infrastructure, it is expected that the GDP will continue to grow.

**Agricultural GDP:** Agriculture is the mainstay of the economy, contributing about 46 percent of the GDP and providing employment for about 75 percent of the population (with women as the predominant labour force). However, agricultural productivity, which is the highest component of GDP growth in Sierra Leone, is still low because of limited use of technology and relatively high post-harvest losses. There is very little in the way of food processing and other aspects of value addition.

**Natural resources:** Sierra Leone is endowed with sufficient arable land with favorable climatic conditions, reasonable access to land<sup>2</sup>; several agro-ecologies suitable for wide variety of crops, abundant water resources and political commitment for investment in the sectors. There are a lot of opportunities<sup>3</sup> for promoting small to large scale holders so that they benefit from linkage to market economies. The geographical area comprises a total of 60,650 km<sup>2</sup> referred to as upland areas and 11,650 km<sup>2</sup> of lowlands. Land suitable for cultivation is estimated at 5.36 million ha or about 74 percent of the total land area. Less than 15% of arable land is currently under cultivation.

**Government commitment to agriculture:** The current government of Sierra Leone which took office a year before the global increases in food prices had agriculture as its priority. The PRSP II which covers the period 2009-2012, has as one of its four pillars “enhancing productivity in agriculture and fisheries”. Two other pillars of the PRSP have direct and positive impact on agricultural productivity and value addition; these are “enhancing national electricity” and “developing the national transportation network”. The commitment of the current government to agriculture is significant both with regards to programmes designed and also budget allocations to the sector. In 2010, government budget allocation to the sector was close to 10% of national budget up from 7.7% in 2009. The design and implementation of the Smallholder Commercialization Programme by the Ministry of Agriculture, Forestry and Food Security supported by relevant donors and development partners shows the government’s commitment to food security.

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<sup>2</sup> But there are serious issues with regards to security of tenure of natural resources especially land. Basically all land outside of the Western area is communal land vested in either the community or land owning families. Thus by definition, if all land is communal, then no land outside the Western area can be owned by any individual. Acquisition of land in the provinces- is governed by customary law. In the legal sense however, customary law contains no recognized statute to support the concept of individual ownership of land. See sub section d on “challenges” on page 36 annex I.

<sup>3</sup> These opportunities also have challenges especially with regards to security of land tenure.

**Documents and programmes:** Several strategies and plans have been designed to address food security in the country have been developed in the past years. Starting with the “Operation Feed the Nation” in 2002. In recent years, in addition to the Agenda for Change: PRSP II, there is the National Sustainable Agricultural Development Programme 2010-2030 (NSADP) and the Smallholder Commercialization Programme (SCP). A draft land policy including elements of tenure security and land administration has also been prepared. Besides these plans and strategies, the country has produced useful documents and reference materials on agriculture and food security include the Household Expenditure Survey of 2004, the FAO Chiefdom Vulnerability Assessment of 2003, the WFP Vulnerability Assessment of June 2003 and the Government of Sierra Leone’s Poverty Reduction Strategy Paper (PRSP, 2004).

In addition to the NSADP, the Government has in place a number of other policies to support the agriculture sector. The Decentralisation Policy has been revised and the Local Government Act (2004) approved into law, to accelerate the transfer of power to local communities and chiefdoms, and enhance service delivery to small farmers through an ongoing process of devolution of technical and financial resources. With a view to supporting small farmers to make the transition toward commercialisation, the Government’s Private Sector Development Strategy has been put in place, focusing on (i) improving access to finance; (ii) improving the legal and regulatory framework; (iii) promoting and supporting entrepreneurship; (iv) making markets work better; and (v) improving physical infrastructure. Agriculture is also one of the key target growth sectors in the National Export Strategy (2010-2015), including through the mobilisation of Sierra Leone Investment and Export Promotion Agency (SLIPA). The Government has also made significant efforts to support its young population through establishing a number of initiatives to promote employment, such as the Youth Agricultural Farm Scheme.

## 2.2 Situation and outlook for FAO Sierra Leone Mandated areas

### **Agriculture**

Agriculture contributes between 30-40% of GDP over the years and over 60% of Sierra Leoneans depend on agriculture for their livelihood. Progress in achieving poverty reduction and economic growth in Sierra Leone depends, to a large extent on several factors but most important among them is agricultural development<sup>4</sup>. Essentially, because it is the rural sector that has the country’s highest poverty rate and hosts majority of the poor it is the transformation of the rural sector, in particular the agriculture sub-sector, which will significantly reduce poverty in Sierra Leone.

A variety of studies indicate that there are gender differentiations in the agricultural sector in Sierra Leone. Women and men perform different farming activities, own or operate different crops and carry out different tasks in the field. According to the 2004 census, there are more female farmers in Sierra Leone (52.2%) compared with male farmers (47.8%). Yet women do not normally share direct benefits of additional income from their labour. In fact

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<sup>4</sup> Some of which include, human capital, people’s access to nutrition, health, education, sanitation, safe drinking water and on people’s social integration

agricultural activities, by status, in the 2004 census report noted that men dominate the paid and self-employed category while women mostly belonged to the unpaid family workforce.

The government's Smallholder Commercialization Programme is receiving strong support (financial and technical) from government, donors and development partners. It is expected to increase food production and processing and food self-sufficiency and expected to increase farmers' income.

### ***Food Security***

Even though Sierra Leone has about 5.3 million hectares of arable land, almost 80% of farmers cultivate less than 10% of that land<sup>5</sup>. The high food deficit situation of the country can be attributed to low factor productivity in traditional farming. A large portion of the country's staple food requirement is imported, as rice production remains insufficient to meet the total demand at national level<sup>6</sup>. The main causes of food insecurity in Sierra Leone are, the limited/lack of access to agricultural inputs, damaged crops, limited food processing and food preservation, etc. The recent global increase in the prices of food has also had a toll on food security in the country. During the recent food price crisis, the cost of rice rose by over 50 percent between January and July 2008.

### ***Fisheries sub sector***

Sierra Leone's fisheries waters comprise of the marine ecosystem, inland water bodies such as rivers, estuaries, lakes and flood plains that are richly endowed with abundant and diverse species of finfish, shellfish and wetland resources (mangroves and wild life). Sierra Leone waters are generally believed to be endowed with very rich fish resources which include high value species such as shrimps, lobsters, cuttlefish, croakers, threadfins, sole, breams and snappers. Fish accounts for about 75 to 80% of total animal protein intake.

### ***Irrigation and natural resource management***

Sierra Leone has abundant water resources mainly due to rainfall (2000-4000mm per annum) and nine major river systems. The total river catchment area varies from 720 to 14,140 km<sup>2</sup>. Surface water therefore appears not to be in short supply at the national level. Some earlier estimates suggest that Sierra Leone's global renewable water resources (surface + ground + atmospheric) could amount to about 160 km<sup>3</sup>/year. Of the total water potential, only about 0.37 km<sup>3</sup>/year is used, mainly in agriculture, for irrigating a total water-managed area of 155,360ha, comprising 1,000 ha of surface-irrigated sugar cane, 28,000 ha of equipped wetlands and inland valley bottoms and 126,000 ha of other cultivated wetland and inland valley bottoms (MAFFS-MFMR, 2004). This level of utilization is very low (i.e. less than 0.5 %) in relation to the available potential. There is as yet no national strategy to utilize the surplus annual rainfall for extending the growing season into the six-month dry season.

### ***Climate change and the environment***

According to the Sierra Leone 2010 MDGs report, remaining forest cover is currently less than 5 percent of total forest. Biodiversity is still being lost in many parts of the country. In the Northern region of Sierra Leone, where 60% of the cattle and small ruminant population

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<sup>5</sup> This may be owing to several factors one of which could be the poor governance of land tenure.

<sup>6</sup> National self sufficiency of rice is estimated at 69% (PRSP II, 2009)



is concentrated, over 8,300 sq km of land has been left bare due to overgrazing. There is limited or no attempts at range and pasture management and bush fires also continue to impact negatively on land. Mining activities, especially in the eastern and southern regions, have also left vast area deforested and degraded. The uncontrolled exploitation of mineral resources, coupled with the absence of mitigation policies and conservation programmes over the years, has resulted in widespread environmental devastations.

On the global scale, Sierra Leone's contribution to global warming is negligible but like all other African countries, it is likely to be disproportionately affected by the impacts of climate change due to limited adaptive capacity and widespread poverty. Key sources of green house gases are: fuel combustion for power plants and transport; use of charcoal and fuel wood, burning of forest products for agricultural purposes and burning of solid waste. A rise in sea level and increased risk of flooding are some of the expected impacts of global warming. Other likely effects are changes in rainfall patterns and temperature changes.

In conclusion, Sierra Leone is presently faced with the problem of environmental degradation, arising mainly from demographic, mining, economic and social pressures. Poor economic performance, rapid population increases, migration, and poverty have led to increasing demands on the physical environment with consequences of rapid deforestation, land degradation and uncontrolled exploitation of natural resources.

### 2.3 Main Actors and Institutions

Development partners have been responsive in supporting the development of MAFFS policies and implementation. A number of projects are ongoing or in the pipeline, geared towards enabling farmers and stakeholders along commodity chains to realise their aspirations and potential.

The major resource partners in the agriculture sector are the European Community (EC), World Bank (WB), African Development Bank (AfDB), Islamic Development Bank (IsDB), International Fund for Agriculture Development (IFAD), USAID, JICA and the United Nations agencies-FAO, WFP in particular. Several other donors are present including China, Germany/GTZ, Irish Aid, Italian Cooperation, OPEC Fund for International Development (OFID) and numerous NGOs. ACDI/VOCA, ActionAid, AfriCare CARE, Concern, Coopi, Catholic Relief Service (CRS), Oxfam, World Vision International (WVI), Conservation Society of Sierra Leone (CSSL), International Rescue Committee (IRC), German Agro Action, Research Into Use (RIU) are the key NGO players. FAO collaborates with most of these development partners through its work in support of field programmes and support to the various line Ministries.

## **PART III: FAO comparative advantages and FAO priority areas**

### **3.1 FAO's capacity for the implementation of the CPF**

**Technical capacity in agriculture and food security:** FAOSL has comparative advantage to support the implementation of the CPF and achieve the stated results for several reasons. FAO Sierra Leone's strength lies in its abilities to provide capacity building and technical support for policy formulation and implementation in agriculture, natural resources and rural development. This is so because of the organisation's years of engagement in the country with strong institutional memory, available resources, level of expertise of its staff and unparalleled sources of information in agriculture and rural development. In recent years, FAO has strongly supported the government in agriculture sector policy/strategy/programmes development. To mention a few, the Operation Feed the Nation, the National Sustainable Agriculture Development Plan (NSADP), the SCP all received strong technical support from FAOSL in their preparation.

**Broad base of key partners:** As a result of being an authority in providing agricultural support in Sierra Leone, FAO has a broad networking capacity with other stakeholders in the sector. Partnerships can be strengthened and efforts coordinated to avoid duplications. FAO has in the past, and will continue with the implementation of the CPF networking with UNDP, WFP, IFAD and other international partners that would be able to provide specific inputs and support to all areas of the CPF priorities.

**Access to global pool of experts:** FAO Sierra Leone has wide options of resources available to support its work in Sierra Leone. The office is actively supported from the west Africa Sub-Regional Office and Regional FAO Office for Africa as well as support from the Head quarters in Rome. This provides a wide range of pool of experts in agriculture sector and related sub sectors. FAO's Task Force mechanism enables it to provide regular technical backstopping services from its headquarters in Rome and the Regional Office for Africa (RAF). Access to strategic and relevant capacity and support: FAO global has strong comparative advantage in other areas of interest to FAOSL which can be drawn upon when needed. These include the areas of tenure in the context of food security, extension activities, input supply and finance, marketing, food security action planning, farmer schools, cooperative development, business management, feasibility studies, value addition technologies, value addition through processing and market development as well as general administrative support for project implementation, quality systems and certification etc. In these areas, FAO has extensive and critical experience globally with expertise within its technical divisions.

**Drawing on successful past and ongoing work:** The CPF will build on successful practices identified within projects in Sierra Leone-the European Union Food Facility, Food Security through Commercialization of Agriculture, Institution and capacity building of the National Association of Farmers of Sierra Leone (NAFSL), Support to National Sustainable Agriculture Development Plan (NSADP) formulation , Sustainable Farmer Organizations in the Operation Feed the Nation, Support to the National Agricultural Response Programme (NARP) to Mitigate Increasing Food Prices - as well as successes from projects internationally. Through the CPF results, FAO intends to consolidate its efforts on agricultural support to the country and focus on these areas to ensure maximum results for the country

### 3.2 FAO's Cooperation in Sierra Leone<sup>7</sup> - Delivery capacity

#### Programmes

FAO's support to the government of Sierra Leone since the conflict ended was to assist in rebuilding and economic base and source of food security through the agriculture sector. The emphasis was in strengthening government, farmer associations and private institutions that are core to agriculture and fisheries growth. The organization, in this period also had internal challenges as there was no FAO representative for about one and a half year making it dormant for that period.

In the early 2000s, FAOSL implemented the following programmes i) Special Programme for Food Security (SPFS) in Sierra Leone - Preparatory Phase for Community-based Extension and Capacity-Building Programme (CECP) ii) Post-emergency Accelerated Capacity Building for Up scaling Operation Feed the Nation iii) Land-use planning for optimizing agricultural production iv) Assistance to fish farmers. Currently, (from 2008 to 2012/13), FAO has 9 operationally active projects<sup>8</sup> most of which (8 out of the 9) provide support to the government's priority programme Smallholder Commercialization Programme with one project on management of natural resources. FAO has also contributed greatly to policy and programme formulation in the agriculture sector. It is a leading organisation in providing technical capacity and back stopping to the government on agriculture and agriculture related activities.

#### Resources

Since the end of the conflict in Sierra Leone, past and ongoing projects of FAO amount to 16 country projects (8 TCPs, 7 TF projects and 1 SPFP project). 9 projects are currently active. The average delivery of the operationally active projects is 32%. Total budget of these projects is US\$**26,933,287** out of which US\$**24,882,613** is provided and US\$**19,099,238** delivered.

#### Capacity

Capacity to implement projects is not considered as a problem for FAO. The above programmes and projects are supported by national experts and consultants. FAOSL receives technical support from Rome and the Sub-Regional Office for West Africa in Ghana when needed.

### 3.3 Priority areas for FAO Cooperation in the country

For the duration of this CPF, FAO's work in Sierra Leone will focus on the priorities outlined below<sup>9</sup>:

- 1. Support to the implementation of the Smallholder Commercialization Programme (SCP):** The overall goal of SCP is to improve lives and livelihoods of the rural people through tangible improvements in food security and household incomes. FAO's

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<sup>7</sup> A detailed review of past and ongoing work for FAO in Sierra Leone is presented in Annex H. This section provides a summary

<sup>8</sup> See Annex F

<sup>9</sup>FAO's priorities as presented in this CPF are selected based on the situational analysis and FAO's comparative advantage discussed in section two. In addition, alignment with national priorities, UN system priorities and FAO global strategic objectives are further justification for the selection of priorities. Including an analysis of challenges and opportunities presented in annex I.

contribution will include: a) Improved productivity (intensification and diversification) in agriculture and fisheries/aquaculture through capacity development of rural institutions (FBOs, ABCs); b) improved commercialization through access to markets, agro-services and value chain development and c) capacity development of key government institutions and officials.

2. **Natural Resource Management and Development:** The goal is to improve conservation and management of natural resources (land, forestry, fisheries, and water resources) for sustainable development in Sierra Leone. FAO's contribution will include: a) Support for policy and programme development; b) human and institutional capacity building
3. **Disaster Risk Reduction and Management:** Sierra Leone remains vulnerable to disasters (floods, pests, diseases) which, when they occur, may reverse the gains made since the cessation of the civil war. FAO's contribution will include: a) establishment of disaster early warning system for agriculture, food/nutrition security; b) strengthening of human and institutional capacity for disaster response.

### 3.4 Alignment of CPF results<sup>10</sup>

#### 3.4.1 Alignment of results with national priorities

FAO's CPF medium term priorities are anchored on the national development objectives of Sierra Leone-Agenda for Change: PRSP II and the Smallholder Commercialization Programme of the Ministry of Agriculture, Forestry and Food Security. The Agenda for Change highlights the crucial role of agriculture, including forestry, livestock, crops and fisheries, in being an 'engine for economic growth'. The CPF will be the meeting point between Sierra Leone's development goals and FAO's Strategic Framework and MTP.

#### 3.4.2 Alignment of results with FAO global priorities and the UN system in Sierra Leone

FAO Sierra Leone's CPF outcomes are aligned with 8 of the 11 FAO's Global strategic objectives as indicated on the table in Annex E<sup>11</sup>. One of the FAO global strategic objectives, K, on gender equity will be the main principle in implementing the FAO CPF. Gender equity in access to resources, goods, services and decision-making in rural areas will be applied to all three outcomes of the CPF.

FAO Sierra Leone's CPF will contribute to the UN common programming process which in Sierra Leone is the UN Joint Vision (UNJV 2009-12). Anticipating the expiry of the current UNJV, a process to draft a successor document has been initiated. Through this CPF, FAO will contribute to 4 out of the 8 Clusters envisaged in the Transitional UNJV (2013-2014).

#### 3.4.3 CPF priority areas and current FAO operational projects

The table in annex F presents a picture of the link between the CPF results and current ongoing FAO projects. The projects were not designed with such results in mind but linking

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<sup>10</sup> The table on annex E presents the alignment of CPF results with global, regional, national, UN and FAO objectives and priorities. A summary is presented here.

<sup>11</sup> The other 3 FAO's Global strategic objectives are: F. improved quality and safety of foods at all stages of the food chain; H. Improved food security and better nutrition and K. Gender equity in access to resources, goods, services and decision-making in rural areas; the CPF results makes indirect contributions to these global strategic objectives.

current projects with identified results will provide an opportunity in directing FAO's future area of focus. Meaning, for those or that results for which there are no or limited projects to achieve the result(s), new projects will have to be designed or ongoing projects reviewed to direct implementation towards achieving the result.

### 3.5 Guiding principles of implementation

The core principles that will guide the implementation of the CPF in Sierra Leone is priority given to the country's existing needs and challenges that may emerge in the course of implementing the CPF. Broadly, FAO will support the country to develop relevant policies and strategies and to enhance human and institutional capacities for increased productivity and ensure food security.

For most part of implementing the CPF, FAO will be an 'enabler' rather than a 'doer' and will concentrate its efforts in supporting and upscaling promising ongoing efforts by the government and other development partners in addressing challenges in agriculture and increasing productivity. Each outcome area will apply all relevant guiding principles of the CPF in the course of implementation of the framework.

The key cross-cutting issues at the core of the implementation of the CPF shall be, a) a clear focus on gender equality through gender mainstreaming; b) employment creation particularly for the young people (youth), c) environmental sustainability and d) climate change.

## Part IV: Country Programming Framework Results

### 4.1 Outcomes and Outputs for the Results<sup>12</sup>

#### *Background to Outcome 1*

The government ambition to ensure that agriculture is transformed from subsistence to a commercial endeavour is step in the right direction. Rapid agriculture development is possible in Sierra Leone but that can be achieved if the country overcomes the glaring human and institutional capacity problems. War drove out many well trained professionals, the current crop of dedicated civil servants in the agriculture sector is approaching retirement age, there have been few new recruits, and training for future agriculture professionals has not expanded both in terms of numbers of trainees and the curricular to which the trainees are exposed.

Capacity challenges are a reality at national and district levels. The very target of the commercialization drive – smallholder farmers – are faced with problems of lack of agricultural knowledge and skills to improve productivity, weak organizational capacity, and lack of access to relevant information such as input and produce prices.

In order to ensure efficient and effective implementation of the SCP, it is important capacity issues outlined above be addressed.

#### **CPF Outcome 1: Enhanced capacities through support to Smallholder Commercialization Programme (SCP) to improve productivity and processing in agriculture and fisheries**

##### Outputs:

- 1.1** Technical capacity of the agriculture sector staff at central and district level is strengthened so that relevant institutions have increased knowledge and skills for strategic planning and economic analysis.
- 1.2** A system for the collection, analysis and use of agricultural statistics (including fisheries, livestock, land and forestry) for policy making is improved.
- 1.3** Improved commercialization through access to agro-services and value chain development.
- 1.4** Farmers know how to improve processing and marketing of agricultural and fisheries/aquaculture products

##### *Strategic priorities*

FAO will support government by building human and institutional capacity for the commercialization of agriculture. This support will include strengthening the national research and policy development capacity of government. FAO will partner with relevant organizations for investment in institutions and infrastructure such as farmer organizations, road, irrigation, markets and storage. FAO will also undertake or support organizations providing direct training to farmers to improve their capacity so they can move from subsistence to market-oriented farming. At the production level, FAO will provide support to

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<sup>12</sup> The CPF Country Work Plan is found in annex B indicating the broad category of activities that will be implemented in the course of the CPF.

farmers to use improved seeds and provide tools and farming equipments. FAO will support initiatives and ensure that fisheries management and aquaculture development are linked with trade and marketing standards.

FAO will work closely with IFAD in providing support to FBOs and ABCs in promoting non-farm employment and providing agricultural finance. The strategy will aim to increase farmers' incomes by significantly improving productivity, empowering production from rainfall and reorganizing production chains.

### ***Background to outcome 2***

Given the significant role that natural resources played in the conflict and during the post-conflict reconstruction period, along with the vital importance of natural resources to Sierra Leone's economy, the good management of environment and natural resources is essential to continued peace consolidation and development (UNJV, P36).

In order to address issues of environmental concerns, consideration needs to be given not only to the productive and economic potential of land and other natural resources, but also to appropriate policy and participatory natural resource-use planning frameworks which address all stakeholder concerns. Natural resource management in a coherent manner has not received much attention in national priorities yet managing natural resources is fundamental in ensuring future availability of food and future improvement in sustainable agricultural productivity.

## **CPF Outcome 2: Improved enabling environment and strengthened capacity for effective management of natural resources**

### **Outputs**

**2.1** Relevant government institutions have the capacity for the management of natural resources (land, water and genetic resources)

**2.2** Policies and implementation plans developed and are being implemented for improved governance of tenure, conservation, management of natural resources - land, forestry, fisheries, water resources

**2.3** Principles and practices of good governance of tenure of land, forests and trees are being implemented and monitored

### ***Strategic priorities***

FAO will focus primarily on policy design and implementation in managing natural resources and the governance of their tenure. For those sectors of natural resources that have recent policies designed, FAO's support will focus on designing implementation strategies, plans, implementing the policies and monitoring progress.

### ***Background to outcome 3***

Natural disasters are increasingly common in the world, becoming more severe and affecting more people than ever. Disasters have occurred in less likely environment leaving no doubt that they can strike any country at any time. The reasons for natural disasters vary but

include climate change, population growth, shifting habitation patterns etc. Preparing for disasters is likely to reduce their impact once they happen. As a result, developing tools, processes and best practices to manage natural disasters more effectively is becoming an increasingly urgent priority across the world. Even though Sierra Leone, like many other countries is prone to disasters, little interventions are known to be implemented with regards to disaster risk reduction<sup>13</sup>.

### **CPF Outcome 3: Effective management of disasters by a fully operational disaster risk reduction and management system**

#### Outputs

**3.1** Disaster early warning system for agriculture, food/nutrition security established

**3.2** Strengthened human and institutional capacity for disaster response and to address emerging environmental challenges such as climate change

#### *Strategy priorities*

FAO will support government to adopt management and governance of tenure practices and production systems that combine mitigation and adaptation. FAO's support will ensure better management of ecosystem services, reduction in deforestation, more efficient crop varieties and fertilizer use, better control of wildfires, improved nutrition for ruminant livestock, more efficient management of livestock waste, soil carbon management through conservation agriculture and agro forestry systems. Effective system in place to report on and respond to crop failure, pest and disease threat and price volatility: disaster risk reduction and management. FAO SL will provide support in the course of the three years to address all elements of disaster risk management (DRM), including disaster risk reduction (preparedness, prevention and mitigation), response, rehabilitation and the transition between relief and development, provide essential support to national planning. FAO will collaborate with relevant development partners in providing the technology, tools and practices that enable disaster response institutions to systematically manage information and collaborate effectively to assist survivors, mitigate damage and help communities rebuild.

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<sup>13</sup> Even for FAOSL this will be a relatively new area of intervention as observed in annex F showing FAOSL's active projects none of which fall within this results area. This however, is one of the main reasons for identifying this result area as its importance and impact on all other interventions by FAO in the country can be easily eroded if disaster issues are not being addressed.



## Part V: Implementation, monitoring and evaluation

### 5.1 Implementation

Some of FAOSL's comparative advantages are in capacity building and advocacy. To this end, CPF will employ an inter-linked strategy that uses scientific and action-oriented research and documentation to support stakeholder evidence-based policy making. The capacities of partners at the national and district level will be strengthened through support for the generation, analysis and use of knowledge on the situation of agriculture, rural development and food security. Technical assistance will be provided for capacity enhancement and development of agriculture and food security related institutions

The implementation of the CPF will be propelled through: a collaborative engagement with stakeholders on strategic food security initiatives; a multi-stakeholder partnership approach for purposes of advancing synergy and complementarities between the activities of the FAOSL, relevant UN Agencies (WFP, IFAD), Government of Sierra Leone, and other strategic development partners; and integrated programming through government's sector-wide approach.

The CPF will build on lessons learned from agricultural projects supported by the FAO in Sierra Leone. Lessons learned from past and current initiatives in such areas as: (i) strengthening national capacities and institutions which are vital for advancing food security (ii) supporting initiatives, including policy and programme design which increases agricultural productivity and well being; and (iii) the need for strong national coordination by the Ministry of Agriculture, Forestry and Food Security.

### 5.2 Reporting, Monitoring and Evaluation

FAOSL will work closely with its partners in developing a monitoring strategy for all new programmes designed. The current CPF has identified indicators in the Results Matrix which are compiled in the M&E framework and will serve as the basis for reporting on progress in implementing the CPF. The M&E strategy will comprise project monitoring, field visits, periodic report writing and information and data collection on a quarterly basis. Quarterly progress reports will be prepared resource utilization, progress on results and narrative. A programme evaluation will be carried out by the end of the two years to document lessons learnt.

In addition to progress report on this CPF, FAOSL will contribute to the development of the Joint Vision/UNDAF and ensure the inclusion of CPF indicators in relevant results of the UNDAF. Monitoring of FAO related indicators through the CPF at the UN system level will increase visibility and account for total results of the UN system's support to agricultural development and food security.

Due to limited availability of sex and regional disaggregated data and the lack of reliable and consistent data on agriculture, FAOSL, through this CPF will support the MAFFS on capacity building data collection and analysis. This will provide up-to-date statistics on agriculture and food security and will support tracking progress on FAO mandated areas in Sierra Leone.

FAOSL will also monitor and report on its progress in delivering on this CPF. Quarterly, bi-annual and annual reports on the CPF will be produced.

### 5.3 Risks and Mitigation measures

ASSUMPTIONS AND RISKS	MITIGATION MEASURES
That the political commitment to improve agriculture is sustained	Continued and increased support to government flagship programmed the SCP by FAO and other development partners
The government and implementing partners will put in place the technical, institutional, policy and legal measures for increased agricultural productivity	Increase collaboration and formalize relationship with agriculture related UN institutions and other donors
There is a risk that government institutions may not have adequate capacity to collect, analyse and disseminate data for policy and decision making and compliment FAO in the implementation of the CPF	Assess government institutions capacity and prepare capacity development plans for relevant institutions for the implementation of the CPF
That FAO can contribute to the adoption and adaptation of relevant international instruments and the formulation of relevant national instruments related to sustainable natural resources management and their implementation	FAO to be adequately capacitated with natural resource management experts or can draw from such experts from SROs or HQ on a timely manner
As a result of climate change, there is a risk that new challenges may develop in relation to natural resources and their sustainable management for which sustainable management or appropriate mitigation mechanism have not been explored	Ensure adequate funding is available and can be easily accessed for contingency plans.

## Annex A: Country Programming Framework Results and Resource Matrix

CPF Outcome 1: Enhanced capacities through support to Smallholder Commercialization Programme (SCP) to improve productivity and processing in agriculture and fisheries			
<b>Link to National Priorities</b>	<p>1. <b>Agenda for Change (PRSP II) priority/pillar: Pillar II:</b> enhancing productivity in agriculture and fisheries”</p> <p>2. <b>PRSP II Priority/Pillar III:</b> developing the national transportation network</p> <p>3. <b>SCP Programme Components: Component 1:</b></p> <ul style="list-style-type: none"> <li>• Smallholder Agriculture and Commercialization</li> <li>• <b>Sub Component 1.1:</b> Production intensification through support to grassroots FBOs and the FFS methodology (MAFFS/FAO)</li> <li>• <b>SCP Sub component 1.2:</b> Improved commercialization through access to agro-services and value-chain development</li> <li>• <b>SCP Sub component 1.3:</b> Enhanced long-term technical support and representation through the institutional development of MAFFS and Farmers’ organizations (FO)</li> </ul>		
<b>Link to UN JV</b>	<p><b>Programme 4:</b> National Agricultural Response Programme; <i>Component 2:</i> to stimulate food production, local markets and the economy</p> <p><b>Programme 12:</b> Data collection, Assessments and Planning; <i>Component 3:</i> Monitoring of Agricultural Statistics</p>		
<b>Link to FAO Global strategic Objectives</b>	<p><b>A.</b> Sustainable intensification of crop production</p> <p><b>B.</b> Increased sustainable livestock production</p> <p><b>C.</b> Sustainable management and use of fisheries and aquaculture resources</p> <p><b>G.</b> Enabling environment for markets to improve livelihoods</p> <p><b>L.</b> Increased and more effective public and private investment in agriculture and rural development</p>		
OUTPUTS	INDICATORS	BASELINE	INDICATIVE BUDGET <sup>14</sup> (US\$)
<b>1.1</b> Technical capacity of the agriculture sector staff at central and district level is strengthened so that relevant institutions have increased knowledge and skills for strategic planning and economic analysis.	<p><b>1.</b> Number of capacity building/ training programmes conducted for MAFFS and related institutions</p> <p><b>2.</b> Effective implementation of agricultural programmes as a result of strengthened capacity of MAFFS and relevant institutions</p> <p><b>3.</b> Number of farmers trained in FAO supported FFS</p>	<p>*MAFFS received technical support from FAO with the implementation of the SCP. Technical staff were recruited to manage the EUFF project and some staff were also recruited for other sections of the MAFFS, FAOSL supports</p>	<p>1,503,711 (SP&amp;E)</p> <p>2,200,000 (SEED)</p> <p>1,123,500 (south-south)</p> <p>2,622,746 (Irish Aid)</p> <p>500,000 (right to food)</p> <p>2,938,565 (GAFSP)</p>

<sup>14</sup> These are estimates obtained from ongoing projects.

	<p>4. Increase in agriculture output as a result of seed management system</p> <p>5. Number of FFSs/ABCs in business partnership with seed multiplication unit (SMU)</p>	<p>policy and programmed design of the MAFFS-NSADP 2010-2030 and others</p>	
<p><b>1.2</b> A system for the collection, analysis and use of agricultural statistics (including fisheries, livestock, land and forestry) for policy making is improved.</p>	<p>1. Frequency and accuracy of data published increased by X</p> <p>2. Frequency of use of FAO published or supported data by stakeholders</p>	<p>A system has been established to collect and analyse data on market prices for agricultural products. Prices are collected by market information officers on a daily basis.</p> <p>In 2010, a comprehensive Food Security and Vulnerability Analysis (CFSVA) was planned by the Government of Sierra Leone and WFP, in partnership with other organizations in order to produce reliable baseline data in a postwar context which changes rapidly and needs regular situation monitoring</p>	<p>357,000 (MRU)</p> <p>498,000 (TCP)</p>
<p><b>1.3</b> Improved commercialization through access to agro-services and value chain development.</p>	<p>1. No. of products that are being processed and packaged</p> <p>2. Number of products with grading systems and other mechanisms to maintain standards and quality of products</p> <p>3. mechanisms developed for improving financial services provision for small producers to exploit market opportunities</p>	<p>Some products (honey, rice, cassava and vegetables) have been identified or are being processed and packaged through FAO support in Kono and Koinadugu districts</p>	<p>3,599,998 (FSCA)</p>
<p><b>1.4</b> Farmers know how to improve processing and marketing of agricultural and fisheries/aquaculture products</p>	<p>1. Number of times farmers are provided with information on market conditions</p> <p>2. No. of fish nurseries developed</p> <p>3. percentage increase in aquaculture output</p> <p>4. number of extension services provided on farm management, marketing and post-</p>	<p>Farmers receive limited market condition information</p>	<p>408,000 (Fisheries)</p>

	harvest handling		
<b>CPF Outcome 2: Improved enabling environment and strengthened capacity for effective management of natural resources</b>			
<b>Link to National Priorities</b>	<p>Agenda for Change Chapter 11: Managing the environment.          Aligned with the sub sector priorities of the 2010  <b>1. Forestry Policy 2010:</b> <u>Policy statement 19</u>: increase the capacity of Forestry Division and relevant stakeholders to meaningfully engage and contribute to management of forest resources  <u>Policy statement 1</u>: engage in land use planning processes for forestlands with relevant stakeholders  <b>2. Conservation and Wildlife Policy 2010:</b> <u>Policy statement 14</u>: Develop and Implement a Training Programme for Wildlife staff; <u>Policy statement 15</u>: Provide appropriate training to partners and stakeholders directly involved in Wildlife management  <b>3. Draft National Land Policy 2011:</b> <u>policy statement</u>: Establishing a central land database/registration record through the cadastre mapping and gathering of land use information. The formulation of land use plans and strategies for sustainable land use in accordance with other MDAs and relevant government policies.</p>		
<b>Link to UN JV</b>	<b>Programme 21:</b> Environmental cooperation for peace building		
<b>Link to FAO Global strategic plan</b>	<p><b>E.</b> sustainable management of forests and trees  <b>F.</b> Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture</p>		
<b>OUTPUTS</b>	<b>INDICATORS</b>	<b>BASELINE</b>	<b>INDICATIVE BUDGET (US \$)</b>
<b>2.1</b> Relevant government institutions have the capacity for the management of natural resources (land, water and genetic resources)	<p><b>1.</b> number of training programmes, workshops etc conducted on natural resource management and development  <b>2.</b> number of relevant staff trained on sustainable natural resources management  <b>3.</b> Number of staff recruited for monitoring the implementation of natural resource sector policies and implementation plans</p>	Very little capacity building has been done for natural resource management as evidenced in the 2010 Forestry Policy and 2011 Conservation and Wildlife policy	
<b>2.2</b> Policies and implementation plans developed and are being implemented for improved governance of tenure, conservation, management of natural resources - land, forestry, fisheries, water resources	<p><b>1.</b> Assessment report of national land use plan and land use legislations for consistency with FAO guidelines  <b>2.</b> Number of policies or policy action plans developed for sustainable land, water and genetic resources management</p>	2010 Forestry Policy; 2011 Conservation and Wildlife policy; 2011 Draft National Land Policy	5,000,000 (regional collaboration on NRM)
<b>2.3</b> Principles and practices of good governance of tenure of land, forests and trees are being implemented and monitored	<p><b>1.</b> Number of recommendations of a national forest assessment report that are being implemented  <b>2.</b> preparation and implementation of</p>	The Ministry of lands has been undertaking a project to collect and collate information on land within the Capital and its	

	forest improvement plan 3. reduction in number of people using wood as fuel	environs	
<b>CPF Outcome 3: Effective management of disasters by a fully operational disaster risk reduction and management system</b>			
<b><u>Link to National Priorities</u></b>	The National Disaster Management Policy (Draft) aims to achieve the following objectives: <ul style="list-style-type: none"> <li>• Ensure the integration of disaster risk management into sustainable development programmes and policies to ensure a holistic approach to disaster management</li> <li>• Ensure priority and requisite institutional capacities for disaster risk reduction at all levels</li> <li>• Enhance the use of knowledge, education, training, innovation and information sharing to build safe and resilient societies</li> <li>• Improve the identification, assessment, monitoring and early warning of risks.</li> </ul>		
<b><u>Link to UNJV</u></b>	<b>Priority Area: 2</b> - A Sierra Leone that manages its natural, marine and mineral resources in a more sustainable manner for the benefit of present and future generations;		
<b><u>Link to FAO Global strategic plan</u></b>	<b>I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies</b>		
<b>OUTPUTS</b>	<b>INDICATORS</b>	<b>BASELINE</b>	<b>INDICATIVE BUDGET</b>
<b>3.1</b> Disaster early warning system for agriculture, food/nutrition security established	<b>1.</b> Number of crop failure or threats to crops detected and reported <b>2.</b> rate of reduction of vulnerability of farming population to threats <b>3.</b> rate of reduction of agriculture and food security emergencies through better preparedness and provision of early warning information	PEMSD is currently heading a multidisciplinary working group to establish an Early Warning System in Sierra Leone. The Division is working alongside ECOWAS, the Permanent Interstate Committee for the Control of Drought in the Sahel (CILSS) and the World Food Programme.	<b>588,000 (MDTF)</b> <b>450,000 (TCP)</b>
<b>3.2</b> Strengthened human and institutional capacity for disaster response to address emerging environmental challenges such as climate change	<b>1.</b> Number of staff recruited and trained for monitoring and reporting on signs of impending threats to food security. <b>2.</b> response rate and quality of service to crises and emergencies related to food and agriculture <b>3.</b> number of action plans developed to address the challenges of climate change <b>4.</b> number of action plans developed and implemented to address challenges and seize the opportunities of bio energy	<b>In response to the Hyogo Framework for Actions, which is to “Develop and strengthen institutions, mechanisms and capacities at all levels, particularly at the community level, that can systematically contribute to building resilience to hazards”, the following have been done:</b> <ul style="list-style-type: none"> <li>• Disaster Management</li> </ul>	

		<p>committees have been established in every district.</p> <ul style="list-style-type: none"><li>• community based volunteers have been trained at both provincial and district levels.</li><li>• The schools Outreach programme has also now been expanded to include 103 schools across the country.</li></ul>	
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## Annex B: CPF Country Work Plan for the first three years (2012-2014)

Outcome	Outputs	Main Activities	Implementation		
			2012	2013	2014
<b>1. Enhanced capacities through support to Smallholder Commercialization Programme (SCP) to improve productivity and processing in agriculture and fisheries</b>					
	<b>1.1</b>	<b>1.1</b> Technical capacity of the agriculture sector staff at central and district level is strengthened so that relevant institutions have increased knowledge and skills for strategic planning and economic analysis.			
		1.1.1 Provide training to MAFFS and related institutions	X	X	X
		1.1.2 provide technical assistance and guidance to FBOs and FFs to sustainably manage crop diversity and seed systems	X	X	X
		1.1.3 support the SCP secretariat in the preparation of strategic plans for SCP implementation across components, including National and District level plans	X	X	
		1.1.4 Build the capacity of the national SCP Secretariat staff and district government official to continue development of strategic plans for the SCP		x	x
		1.1.5 strengthen the physical capacity of district SCP coordination units			
		1.1.6 Assistance to the Ministries of Agriculture, Finance and economic Planning in internalising the capacity to assess quantitative impact of policies and investments done in the CAADP context		x	x
		1.1.7 capacity development in value chain analysis	x	x	
		1.1.8 Capacity development in Computable General Equilibrium Model		x	x
	<b>1.2</b>	<b>1.2</b> A system for the collection, analysis and use of agricultural statistics (including fisheries, livestock, land and forestry) for policy making is improved			
		1.2.1 provide training on analysing agricultural statistics	x	x	
		1.2.2 support the publication of agricultural related data, in a user friendly manner for farmers on a regular basis			
	<b>1.3</b>	<b>1.3</b> Improved commercialization through access to agro-services and value chain development.			
		<b>1.3.1</b> Design methodologies to assist MAFFS and relevant institutions to carry out competitiveness and value chain analysis for smallholder farmers and small scale fishers	x	x	
		<b>1.3.2</b> Training and capacity building of FBOs/FFS for value addition and packaging of products	x	x	x
		<b>1.3.3</b> Advocacy and strengthened partnership with relevant donors/development partners on providing infrastructure for marketing	x	x	x
	<b>1.4</b>	<b>1.4</b> Farmers know how to improve processing and marketing of agricultural and fisheries/aquaculture products			

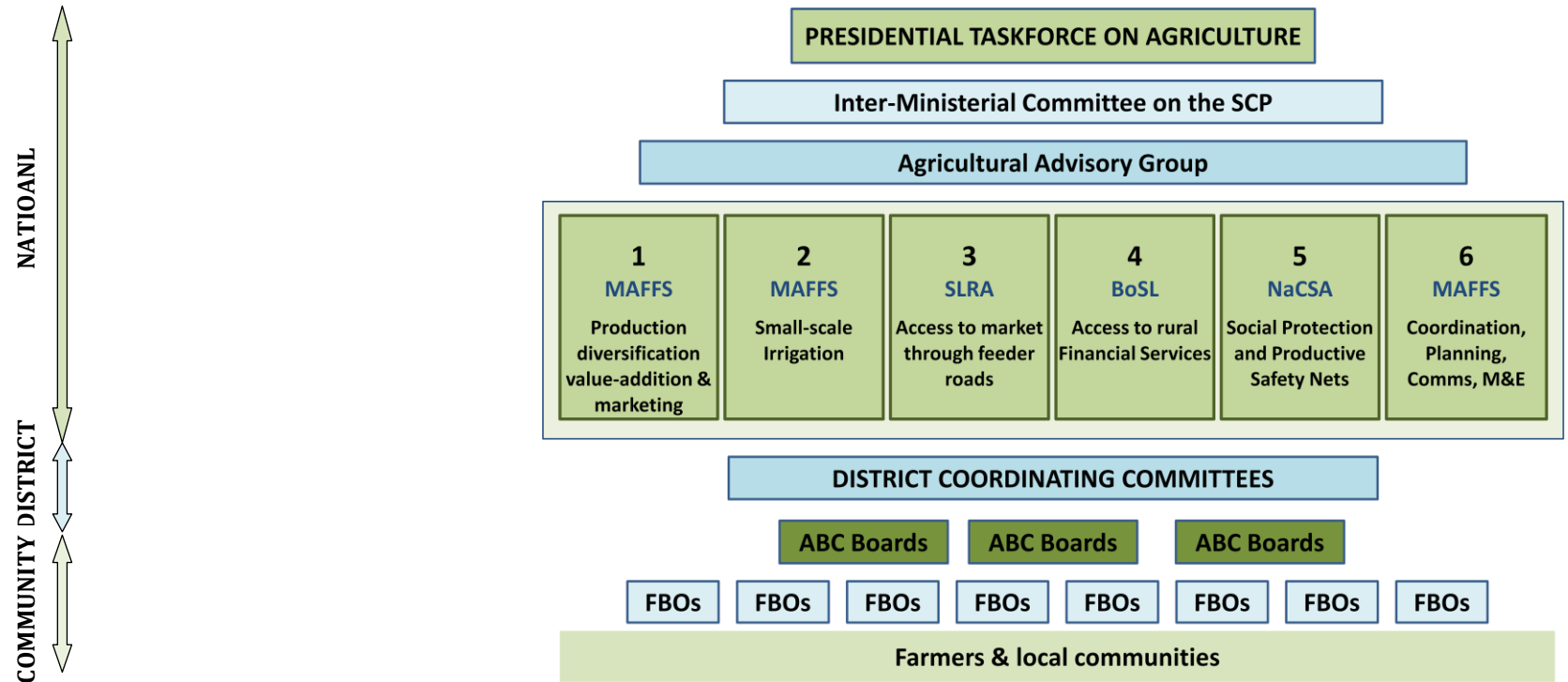


		<b>1.4.1</b> design strategy to help smallholder farmers and small scale fishers respond and improve their access to output and input markets	x	x	x
		<b>1.4.2</b> provide training and appropriate technologies to increase aquaculture production	x	x	x
		<b>1.4.3</b> to support the regulatory and institutional framework for the fisheries and aquaculture sectors			
		<b>1.4.4</b> provide support and advice to government to improve practices for post-harvest utilization and marketing of fish especially in the international market		x	x
		<b>1.4.5</b> provide training in animal care and reduction in animal mortality			
<b>2. Improved enabling environment and strengthened capacity for effective management of natural resources</b>					
		<b>2.1</b> Relevant government institutions have the capacity for the management of natural resources (land, water and genetic resources)			
		<b>2.1.1</b> recruit qualified and experienced staff in relevant natural resource sectors and sub sectors to monitor the implementation of policies		x	x
		<b>2.1.2</b> increase the capacity of Forestry Division to meaningfully engage and contribute to management of forest resources	x	x	
		<b>2.2</b> Policies and implementation plans developed and are being implemented for improved governance of tenure, conservation, management of natural resources - land, forestry, fisheries, water resources			
		<b>2.2.1</b> support the development of fisheries policy implementation plan	x	x	
		<b>2.1.2</b> Design guidelines for the integration of conservation and management of resources into national and local government development plans and sectoral plans			
		<b>2.1.3</b> support the implementation of the 2010 Forestry Policy and the 2011 Conservation and Wildlife policy			
		<b>2.1.4</b> support the implementation of the 2011 Draft National Land Policy	x	x	x
		<b>2.1.5</b> Support the establishment of a central land database/registration record through the cadastre mapping and gathering of land tenure and land use information.	x	x	x
		<b>2.1.6</b> Support the formulation of land use plans and strategies for sustainable land use in accordance with other MDAs and relevant government policies.	x	x	x
		<b>2.3</b> Principles and practices of good governance of tenure of land, forests and trees are being implemented and monitored			
		<b>2.3.1</b> support the preparation of a strategy of communication for sustainable natural resource management		x	x
		<b>2.3.2</b> support the development of a national climate change strategy			
<b>3. Effective management of disasters by a fully operational disaster risk reduction and management system</b>					
		<b>3.1</b> disaster early warning system for agriculture, food/nutrition security established			
		<b>3.1.2</b> conduct a baseline study for the development of disaster early warning system in Sierra Leone	x		
		<b>3.1.1</b> Design a system to report on and respond to crop failure, pest and disease threat and price	x	x	

		volatility.			
		<b>3.2</b> Strengthened human and institutional capacity for disaster response to address emerging environmental challenges such as climate change	x	x	x
		<b>3.2.1</b> assess and enhance institutional and technical delivery capacities for disaster response	x		
		<b>3.2.2</b> provide relief and rehabilitation response to natural disasters which have an impact on farming communities		x	
		<b>3.2.3</b> Support government's effective participation in international dialogue on climate change mitigation, adaptation and sustainable bioenergy development			x
		<b>3.2.4</b> support the development and implementation of action plans to address the challenges of climate change and seize the opportunities of bioenergy	x	x	

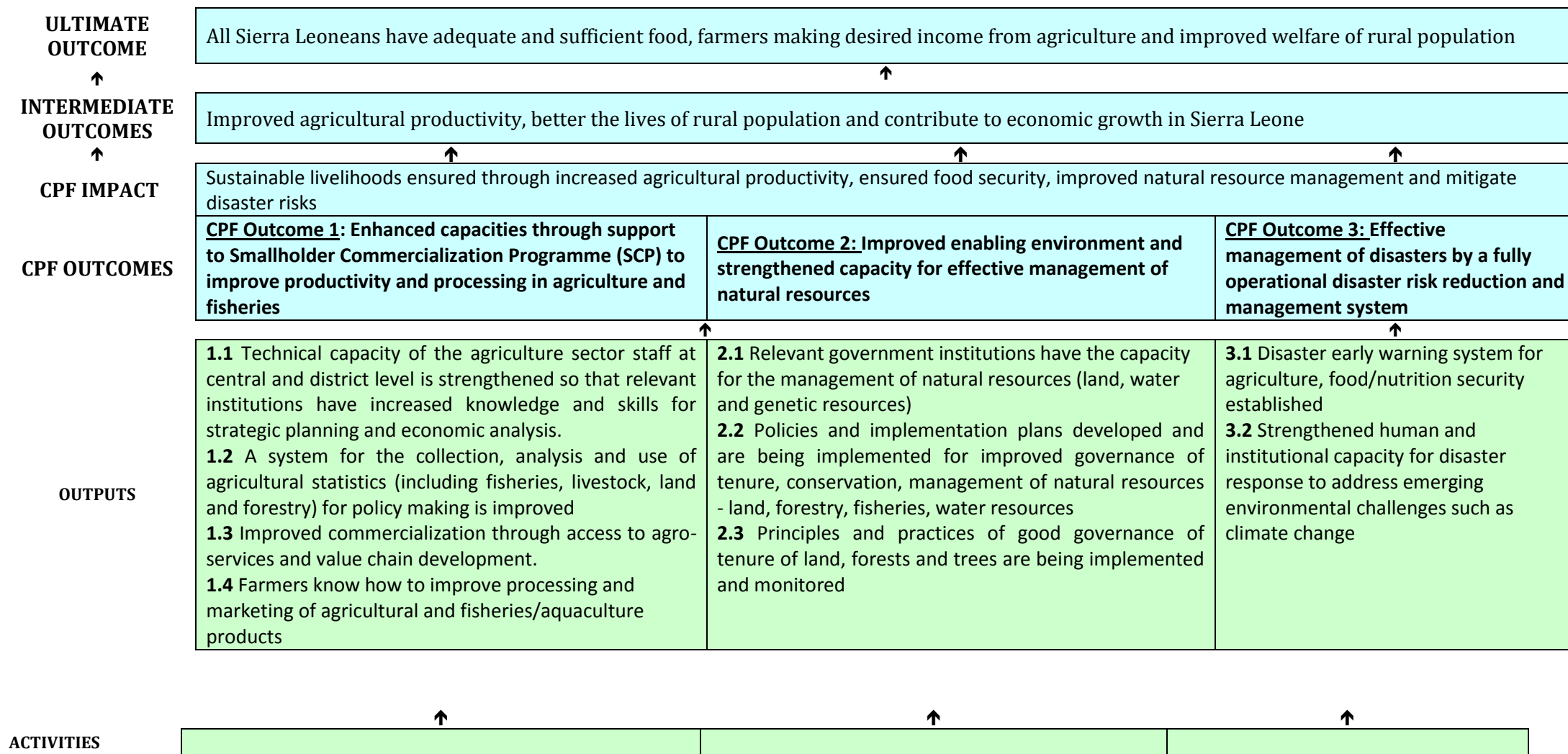
### Annex C: Governance System of the Agriculture and Food Security Related Areas

To implement the government’s flagship programme, the Smallholder Commercialization Programme, the MAFFS adopts the governance structure below<sup>15</sup>. Delivery is driven through a number of forums that create challenge, scrutiny and support at every level of the SCP delivery chain.



<sup>15</sup> Obtained from the SCP Cost Recovery Strategy, March 2011, MAFFS

Annex D. Logic Model<sup>16</sup>



<sup>16</sup> For the intermediate and ultimate outcomes, FAOSL will contribute to achieving these outcomes but will not be solely responsible for these higher and medium to long term results. However, FAOSL will be directly responsible for CPF outcomes (third to fifth level of results from the top) and outputs

## Annex E: Alignment with Global, Regional, National, UN and FAO objectives and priorities

CPF Priority Matrix –	CPF Priority		
Alignment with Global, Regional, National, UN and FAO objectives and priorities	Support to Smallholder Commercial ization Programme (SCP):	Natural Resource Management	Disaster Risk Reduction and
<b>Millenium Development Goals (MDGs)</b>			
1. Eradicate extreme poverty and hunger	X	X	X
3. Promote gender equality and empower women	x	x	x
7. Ensure environmental sustainability	x	X	X
<b>CAADP Pillars</b>			
1. Sustainable Land and Water Management	X	X	x
2. Market Access	X		
3. Food Supply and Hunger	X	x	x
4. Agricultural Research	X		
<b>Sierra Leone Agenda for Change/PRSP II Strategic Priorities</b>			
2. Increasing agricultural productivity and competitiveness:			
2.1 Increase agricultural productivity along the entire agricultural value chain	X		
2.2 Promote diversified commercial agriculture through the private sector	X		
2.3 Improve agricultural research and extension service delivery	X		
2.4 Promote efficient and effective resource management systems	X	X	x
2.5 Improve agricultural output through value addition, post harvest loss reduction, agro-processing, packaging and building rural market infrastructure	X		
2.6 Manage and exploit Sierra Leone's fishery and marine resources	X	X	
<b>Policy Objectives of the Ministry of Agriculture, Forestry and Food Security</b>			
1. Enhance increase in agricultural productivity	X		
2. Promote commercialized agriculture through private sector/FBOs	X		
3. Improve research and extension services delivery	X		
4. Promote effective and efficient resource management	X	X	x
5. Mainstream cross-cutting themes: gender/youth promotion, health, natural sustainability	x	x	x
<b>UN Joint Vision Priorities</b>			
1. Consolidation of peace and stability	x	x	x
2. Integrating rural areas into the national economy	X	x	
3. Economic and social integration of the youth	X	x	
<b>FAO Strategic Objectives</b>			
A - Sustainable intensification of crop production	X		
B - Increased sustainable livestock production	X		
C - Sustainable management and use of fisheries and aquaculture resources	X		
D - Improved quality and safety of food at all stages of the food chain	x		
E - Sustainable management of forests and trees	x	X	
F - Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture	x	X	
G - Enabling environment for markets to improve livelihoods and rural development	X		
H - Improved food security and better nutrition	x	x	
I - Improved preparedness for, and effective response to, food and agric. threats/emergencies	x	x	X
K - Gender equity in access to resources, goods, services and decision-making in the rural areas	x	x	
L - Increased and more effective public and private investment in agriculture and rural development	X		

X = primary/direct contribution, x = secondary/indirect contribution

## Annex F: CPF priorities and Operationally Active Projects

CPF Priority/ CPF Outcome	Operationally Active Projects/ Pipeline Projects	Start - End	Alignment with Global, Regional, National, UN and FAO objectives and priorities				
			MDGs	CAADP Pillars	Agenda for Change Strategic Priorities	UNDAF (UN Joint Vision Priorities)	FAO Strategic Objectives
<b>Support to Smallholder Commercialization Programme (SCP):</b> CPF Outcome 1 Enhanced capacities through support to Smallholder Commercialization Programme (SCP) to improve productivity and processing in agriculture and fisheries	Capacity Development of SCP Strategic Planning and Economic Analysis Team (AusAID/UN Joint Programme – UNJP/SIL/037/UNJ)	May11-May14	1,3,7	cross-cutting	2	1,2,3	L and cross-cutting
	Food Security through Commercialization of Agriculture (GTFS/SIL/028/ITA)	2010-2012	1,3,7	1,2,3,4	2	1,2,3	A,B,C,D,G,H,I,K
	Seed Enterprise Enhancement and Development project (GCP/SIL/032GER)	Jan.09-Jan.12	1,3,7	1,2,4	2	1,2,3	A,,G,H,I,K
	Mainstreaming Right to Food in to Sub National Plans and Policies (METF)	2010-2012	1,3,7	3	2	1,2,3	H
	Modernizing Sierra Leone’s Fisheries Legal Framework (TCP/SIL/3301)	1/7/2010-31/12/2011	1,3,7	1	2	1,2,3	C
	Exchange of skills under the South-South Cooperation in support of the National Programme for Food Security/SCP	Sept.10-Aug.12	1,3,7	cross-cutting	2	1,2,3	cross-cutting
	Support to mitigate increasing food prices an Irish Aid (GCP/SIL/033/MUL)	Dec.08-Jun. 12	1,3,7	1,2,3	2	1,2,3	A,B,D,G,H,I,K
<i>Strengthening Statistical Data Collection, Analysis and Planning Capacity of MAFFS PEMSD</i>	2012-2014	1,3,7	cross-cutting	2	1,2,3	cross-cutting	
<b>Natural Resource Management and Development:</b> CPF Outcome 2: Improved enabling environment and strengthened capacity for effective management of natural resources	Sustainable management of natural resources under the Fouta Djallon Highlands Integrated Natural Resources Management Project (EP/INT/503/GEF)	2010-2013	1,3,7	1	2.4, 2.6	1,2,3	E,F
<b>Disaster Risk Reduction and Management</b> CPF Outcome 3: Effective management of disasters by a fully operational disaster risk reduction and management system			1,3,7	1,3	2.4	1	I

## Annex G: Overview of FAO-supported Projects in Sierra Leone – Ongoing

Project Name	Funding Agency/ Donor	Implementing Agency/ Partner(s)	SCP Component	Start –End	Budget (USD)		Target Group	Expected Outcomes	Project Area (District)
					Donor	Total			
Capacity Development of SCP Strategic Planning and Economic Analysis Team (AusAID/UN Joint Programme – UNJP/SIL/037/UNJ)	AusAID	MAFFS: PEMSD and SCP Secretariat	All	May 2011 – May 2014	1,503,711	1,503,711	MAFFS and SCP Secretariat staff and district government officials	MAFFS and SCP Secretariat staff and district government officials effectively support the strategic planning and implementation across SCP Components, including National and District Council level.	Country-wide
Food Security through Commercialization of Agriculture (GTFS/SIL/028/ITA)	Italy	MAFFS, SCP Secretariat, and NGOs	1, 6	2010 - 2012	3,599,998	3,599,998	Smallholder farmers	(i) Sustainable farmer-based organizations (FBOs) function as an effective commercial mechanism to increase production, add value to products and improve marketing; (ii) FBOs engage in improved value addition and marketing activities and/or enter into improved contractual relationships with market agents.	Koinadugu, Kono
Seed Enterprise Enhancement and Development project (GCP/SIL/032GER)	Germany	MAFFS	1	January 2009 - January 2012	2,200,001	2,200,001	Smallholder farmers and processor groups associated with FFS/ABU	Sustainable FFSs/ABUs in business partnership with seed multiplication unit (SMU) function as an effective commercial mechanism to increase seed and grain production and sales.	Kambia, Bombali
Mainstreaming Right to Food in to Sub National Plans and Policies (MEtF)	Germany	MAFFS, NGOs	5	2010 - 2012	500,000	500,000	Stakeholders in devolved line ministries and national policy makers	Improved policy processes and outcomes facilitate the participation of individuals most vulnerable to food insecurity.	Moyamba, Kambia
Modernizing Sierra Leone's Fisheries Legal Framework (TCP/SIL/3301)	FAO	Ministry of Fisheries and Marine Resources (MFMR)	NA	1/7/2010 - 31/12/2011	408,000	408,000	Staff of MFMR, key stakeholders, institutions in the fisheries sector	Consultative processes among fisheries stakeholders in place and Fisheries Legal Framework sustainably managed	Western Area
Exchange of skills under the South-South Cooperation in support of the National	China	MAFFS	1, 2	Sept. 2010 -	1,123,500	1,123,500	ABCs/FBOs/ FFSs	Increased performance of the agriculture sector in Sierra Leone through the development and/or rehabilitation of swamps, and the introduction of	Moyamba, Kenema, Kambia, Tonkolili,

Project Name	Funding Agency/ Donor	Implementing Agency/ Partner(s)	SCP Combo	Start –End	Budget (USD)		Target Group	Expected Outcomes	Project Area (District)
Programme for Food Security/ SCP				Aug. 2012				improved seeds.	Koinadugu
Support to mitigate increasing food prices an Irish Aid (GCP/SIL/033/MUL)	Ireland	MAFFS and NGOs	1	Dec. 2008 - June 2012	2,622,746	2,622,746	ABCs/FBOs/ FFSs	Training and business coaching of existing FBOs in to strong and independent farmer producers and agro-dealers; establishment of national FBO data base to facilitate commercialization process, construction and equipment of ABCs to serve as an outlet centers.	Bo, Bonthe
Sustainable management of natural resources under the Fouta Djallon Highlands Integrated Natural Resources Management Project (EP/INT/503/GEF)	Global Environmental Facility (GEF)	MAFFS Forestry Division, NGOs	1	2010 - 2013	5,000,000	5,000,000	Communities living in the targeted highlands incl. farmers, livestock breeders, fishermen, hunters, forest and wood craftsmen, and beekeepers.	(i) Regional collaboration enhanced in the planning and implementation of Natural resources management (NRM) activities; (ii) NRM improved.	Bombali (Kamakwie)



## Annex H. Review of FAO cooperation in the country<sup>17</sup> (including past and ongoing activities)

FAO itself as an organization has gone through its internal challenges in the course of supporting the government of Sierra Leone in its efforts to reduce poverty and ensure food security. The office had an interim representative a few years after the cessation of conflict in Sierra Leone and a new representative in 2011. This affected the amount of support provided by the organization to the government in the immediate post conflict years.

FAO's main areas of support have been to assist the MAFFS to prepare and implement projects, short term safety net responses in rural and urban areas; medium term responses for increasing production and management capacity; and long term responses on roads. FAO supported a massive base of community actions through the Farmer Field Schools and market clusters implemented by government and non-government actors. FAO works closely with a host of international organizations (UNDP, WFP, ADB, IFAD, Irish Aid, and OPEC etc) especially in supporting government to implement "Operation Feed the Nation-OFTN" programme from 2008 to 2010. More recently, FAO's support to the government of Sierra Leone focuses on the Smallholder Commercialization Programme

### Past and ongoing work

FAO's past and ongoing work can be explained under the core functions of the organization. FAO's core functions in Sierra Leone include technical support for capacity building, policy and strategy development, partnership and alliance formation, advocacy and communication. These core functions are applied in the organization's mandated areas of agriculture and agriculture related sectors, natural resource management and rural development.

**Increase in agricultural productivity: on livestock**, FAO's focus has been on rehabilitation of the animal health laboratory in Teko with a strong avian influenza focus. West African regional programmes (ECTAD) and TCP have supported this work for structural improvements and training. **On irrigation**, under the TCP Facility, FAO is assisting MAFFS to undertake a national inventory of inland valley swamps with characterization and GPS mapping as feasibility steps towards bankable projects; **on food processing and marketing**, FAO is implementing the Food Security through Commercialization of Agriculture (FSCA), before under the OFTN and now as part of the SCP, to create new products and markets for agricultural groups from market clusters of Farmer Field School graduates. Kono and Koinadugu Districts have identified rice, cassava, honey and vegetables for new marketable crops with quality processing and packaging; **on seed multiplication**, FAO is implementing a project SEED (Seed Enterprise Enhancement and development) whose aim is to ensure sustainable FFS/ABCs in business partnership with seed multiplication unit function as an effective commercial mechanism to increase seed and grain production and sales. **On nutrition** FAO works with the Sierra Leone Alliance against Hunger (SLAAH) in areas of Right

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<sup>17</sup> The most recent evaluation (June 2010) conducted on FAOSL is a "strategic evaluation of country programming with special attention to the implementation the National Medium Term Priority Framework (NMTPF) programming tool". The main purpose of the evaluation is to assess the actual and potential role of FAO Country Programming in improving the relevance, efficiency, effectiveness, sustainability and impact of FAO's work. This was not an evaluation of the impact of FAO's work.

to Food awareness promotion as well as “eating better” information and actions. The project aims to improve policy processes and outcomes to facilitate the participation of individuals most vulnerable to food insecurity.

**Support for research, Policy and programme development:** The National Sustainable Agriculture Development Plan (NSADP) is being developed by national expertise with FAO technical inputs under TCP. The NSADP will incorporate the National Rice Development Strategy for the Coalition for Africa Rice Development (CARD) which is led by Japan with support from AGRA, WARDA, IITA, FAO and JIRCAS. New policy work under the FMPP for food security, forestry and fisheries is under development. . FAO SL is working with the Sorros Economic Development Fund and TCI to provide for economic growth studies to be undertaken by Sierra Leone Agriculture Research Institute (SLARI) and MAFFS staff.

**Capacity building; capacity building of the National Association of Farmers** of Sierra Leone (NAFSL), ongoing project **on capacity development of SCP strategic planning and economic analysis** team. The project’s aim is to ensure that MAFFS and SCP Secretariat staff and district officials effectively support the strategic planning and implementation across SCP components, including National and District Council level; capacity building through exchange of skills under the **South-South Cooperation** in support of the National Programme for Food Security/SCP. The focus is on increased performance of agriculture sector in Sierra Leone through the development and/or rehabilitation of swamps, and the introduction of improved seeds. With Irish Aid support, FAO is implementing a project which supports to mitigate increasing food prices. The project components include **Training and business coaching of existing FBOs** into strong and independent farmer producers and agro-dealers; establishment of national FBO data base to facilitate commercialization process, construction and equipment of ABCs to serve as an outlet centers. A project on Strengthening Statistical Data Collection, Analysis and Planning Capacity of MAFFS PEMSD is also being implemented.

**Natural resource management: on forestry,** FAO participates in a regional Forestry Facility with support from the FAO Sub-Regional Office for West Africa (SFW) in Ghana through the MAFFS and NGOs. In addition, FAO investment centre is actively supporting WB formulation; on **fisheries**, support is primarily for aquaculture development in collaboration with the DTIS fund from UNDP. The projects seek to create new jobs for youths in a private sector for fish production under the SPADA concept of FAO’s Department of Fisheries. In the area of marine fisheries, FAO is supporting a legal review of the Fisheries Act (1994) and policies to update the legal framework of the sub sector.

### **FAO Non-Project Activities**

Besides implementation and collaboration on project work, FAO SL is involved in a number of areas including development partner coordination, communications and visibility.

***Coordination*** is achieved through two MAFFS’s established committees including the Agriculture Technical Team (ATT) and the Agriculture Advisory Group (AAG). FAO is co-chair with the MAFFS for the ATT and AAG. The ATT coordinates on technical issues while the AAG coordinates on policy issues. FAO participates in the INGO Coordination Committee on Livelihood Improvement run by the INGOs. A Presidential Task Force on Agriculture was

recently established for multi-ministerial coordination and FAO is the Co-Chair with the Minister of MAFFS.

**Development Partner Coordination:** The major donors in the agriculture sector are the European Community (EC), World Bank (WB), African Development Bank (AfDB), Islamic Development Bank (IsDB), International Fund for Agriculture Development (IFAD), USAID, JICA and the United Nations agencies. DFID is the largest bilateral donor in the country but focuses primarily on governance, education, health and private sector development. Several other donors are present including China, Germany/GTZ, Irish Aid, Italian Cooperation, and OPEC Fund for International Development (OFID) and numerous NGOs. In the agriculture sector, ACDI/VOCA, ActionAid, AfriCare CARE, Concern, Coopi, Catholic Relief Service (CRS), Oxfam, World Vision International (WVI), Conservation Society of Sierra Leone (CSSL), International Rescue Committee (IRC), German Agro Action, Research into Use (RIU) are the key NGO players. FAO collaborates with most of these development partners through its work in support of field programmes and support to the various line Ministries.

**Communication and Visibility** is achieved through various means. An electronic discussion group called “Sierra Leone Farmers and AgriBusiness (SaloneFAB)” includes an active group of nationals and internationals of about 450 persons in a Google group (<http://groups.google.com/group/salonefab>). SaloneFAB has increased communications exponentially. FAO is assisting the MAFFS to be “wired” for internet, including district offices under the TCP for NSADP. An FAO SL website is planned for the near future while a MAFFS website has been supported under the NSADP. FAO works with the Sierra Leone Alliance against Hunger (SLAAH) to extend information on Right to Food and nutrition and uses the World Food Day to increase UNCT and FAO visibility.

## Annex I. Challenges and opportunities for agriculture and rural development

Several studies on the agricultural sector conclude that Sierra Leone is well endowed with natural production resources. In spite of Sierra Leone being naturally endowed with land, water (marine and inland), human resources, and favourable climatic conditions, the sector's contribution to growth, attainment of food security and increased prosperity for the people is still lagging behind expectations and recognized potential. There are great challenges in place due to lack of expertise, weak producer organizations, infrastructural limitations, institutional and financial impediments to private sector development, governance of tenure issues for land and other natural resources and overall weak government coordination. This section of the report provides a summary of the challenges hindering the development of agriculture in Sierra Leone<sup>18</sup>. The challenges hindering agricultural development in Sierra Leone are discussed by focusing on challenges that FAO can address or contribute to addressing given their mandate and comparative advantage.

### Challenges

#### *a. Human and institutional capacity constraints*

Human capital flight is a known phenomenon in Sierra Leone before and especially during and after the conflict. Highly skilled experts in all fields of work left the country during the conflict and some of them did not return and even those returning are doing so at a slow pace. The agriculture sector suffered from this movement and even those skilled experts move easily to better paid jobs in the private and NGO sectors. Limited staff development and promotion opportunities are other reasons stated for staff movement generally from public to private and NGO sectors. However, due to lack of expertise, the GoSL is unable to fully provide strategic and technical direction for the implementation of agricultural programmes without external assistance.

Also, physical infrastructure (buildings and laboratories) for the research system were dilapidated even before the war and rehabilitation process has been slow. The governance system has been streamlined with the establishment of Sierra Leone Agricultural Research Institute (SLARI) in 2007 and the development of a strategic plan in 2008. SLARI, however, lacks trained manpower to carry out research functions on the most important economic crops and livestock in the farming system.

#### *b. Declining soil fertility*

The nature of the soils, the upland soils which are described as shallow and susceptible to low fertility with high aluminium contents also affects agricultural productivity. The soils are also subjected to seasonal or permanent water logging, inadequate drainage and also have problems related to high iron and aluminium content. The declining soil fertility due to pressure on land, especially upland soils, with the consequent reduction in fallow<sup>19</sup> periods

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<sup>18</sup> Challenges are discussed mostly in line with the results of the CPF. The challenges are obtained from programme documents, FAO publications and other relevant literature material. For a more detailed presentation of the challenges in agriculture in general, see the National Sustainable Agriculture Development Plan 2010-2030 from pages 15-20 and the MAFFS website: [www.maffs.gov.sl](http://www.maffs.gov.sl) possible solutions to these challenges are also discussed in this report.

<sup>19</sup> In 1980, a nation-wide survey (FAO-UNDP Land Resources Survey) showed the country mean fallow period length to be 8.8 years with wide variations. It is now widely argued that the fallow intervals are declining mainly due to population pressure on land, which is said to contribute land degradation and yield decrease.

and low levels of fertilizer use among small holders all contribute to low agricultural productivity observed in recent years.

*c. Limited use of technology and technical inputs*

Poor soil fertility management and relatively static crop yields are strongly linked to the limited supply of and demand for better and improved technologies. In Sierra Leone, higher levels of agricultural technology are not affordable due to low economic returns from commodities. Land preparation, cropping, harvesting and threshing is largely done by hoe, cutlass and bare hands, and labour is expensive and dominated by women. Use of improved seeds by farmers for all commodities is also low. Consequently crop yield remain low. There is a lack of rice milling facilities, feed mills and mechanics to ensure that farmers can benefit from sales of their final products and use mechanized technologies<sup>20</sup>.

*d. Access to Land* Due to the differences in historical developments and legal status, the practice of obtaining land differs between the Western Area (bought and sold) and the Provinces (traditional holdings and leasehold). Nevertheless, land use may be acquired for any purpose by private individuals or corporate bodies. Rather, it is the security of holding which may be a deterrent to serious investment. The uncertainties inherent in the land tenure system go against the productive use of land, particularly for agricultural use at any scale of investment. Titles to land in Sierra Leone represented through conveyances are uncertain and require proper registration. Farmers and landholders in the Provinces are unable to use their land for collateral thus limiting their access to credit and finance. New computerized GIS-based land registration systems and clear land use policies need to be developed and are under discussion by GOSL, UNDP and FAO.

*e. Agricultural (infrastructure)*

One of the reasons for the limited economic activity in the rural areas is limited investment in infrastructure as they relate to agriculture. Rural roads, transportation, markets, irrigation systems, sea and inland ports and landing sites for fisheries etc have undoubtedly inhibited agricultural growth because it limits opportunities for marketing products and monetizing the rural economy.

*-irrigation:* Less than two percent of arable land is irrigated despite the fact that irrigation permits higher value-added crop production - especially during the 6 month long dry season, reduces vulnerability to drought and climate change, and generally increases productivity. Use of technologies for water conservation or drainage is low. The potential for irrigation remains largely unexploited.

*-processing and adding value;* In general, very little value addition takes place, with the chains being limited, very short and often confined to only two or at best three stages along the chain. The lack of or limited supply of rice mills, feed mills and other agro-processing companies means that farmers have difficulty selling crops (i.e. commercializing) in order to have the cash required to cover input costs. Thus inputs are closely connected to rapid

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<sup>20</sup> Though an evaluation/review has not been done this situation is expected to have changed or be improving with the implementation of the smallholder commercialization programme which focuses on supporting Agricultural Business Centres (ABCs) with tools, machines on a cost recovery basis.

improvement in agro-processing to ensure that sales promote demand and eventually availability.

*-post harvest losses:* Post harvest losses are high estimated to average 40 percent and much higher for perishable fish, and crops including vegetables, fruits, cassava and sweet potato. In addition, the quality of harvested produce is not controlled and added value that should accrue from processing is there by lost because of inadequate agro-processing facilities.

#### *-farmers organizations*

Farmers in Sierra Leone have recently been organised into formal farmers associations, limited liability companies, and cooperatives. On the whole, farmer market associations are still weak and lack the capacity to carry out their main functions of supporting farmers and entering into any serious market dialogue or business venture for which they access further business advising and coaching.

#### *f. Natural resource management*

Increasing population growth in the country will put stress on natural systems and increase water competition between urban and rural areas. Climate change is not expected to severely impact Sierra Leone's favourable rainfall if forest cover is maintained. However, forest cover is now only 5%. A further impact of resource scarcity and competition is the significantly increased interest and activity currently in large-scale agricultural investment by international and national actors. This can bring many opportunities but can also cause great harm if local people are excluded from decisions about allocating land and if their land rights are not protected. The significance of responsible governance of tenure for land, forests and fisheries cannot be over emphasized though it cannot be dissociated from the broader governance reforms in the country. The CPF, as a way of addressing governance of tenure for natural resources will adopt the principles and good practices as indicated in the voluntary guidelines on the responsible governance of tenure of land and other natural resources.<sup>21</sup>

FAO is cognizant of the many players in agriculture and the huge demand for support to address the above and a lot more other challenges in the sector. FAO is equally committed to fulfilling its mandate and draw on its comparative advantage to support the government of Sierra Leone. Priority areas for the CPF have been identified with this backdrop in addition to national priorities, FAO global and the UN System in Sierra Leone's priorities.

### **Opportunities**

A few opportunities exist that FAO and other development partners can explore in supporting the government of Sierra Leone tap its agricultural potential.

#### *a. Government commitment to agriculture*

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<sup>21</sup> These Voluntary Guidelines seek to improve governance of tenure of land, fisheries and forests. They seek to do so for the benefit of all, with an emphasis on vulnerable and marginalized people, with the goals of food security, poverty alleviation, sustainable livelihoods, social stability, housing security, rural development, environmental protection and economic growth. See [http://www.fao.org/fileadmin/user\\_upload/nr/land\\_tenure/econsultation/english/Zero\\_Draft\\_VG\\_Final.pdf](http://www.fao.org/fileadmin/user_upload/nr/land_tenure/econsultation/english/Zero_Draft_VG_Final.pdf) for VG accessed 27<sup>th</sup> December 2011.

In recognition of the significant role of agriculture both in terms of the sector's contribution to GDP and its potential to reduce poverty directly, the government of Sierra Leone has raised its commitment level to the sector. Agriculture is a priority in the country's medium term plan (Agenda for change: PRSP II) and the country's budget allocation to the sector has reached or almost reached the regionally recommended level. This creates an opportunity for FAO in supporting government on agriculture as the political will exists to support its programmes.

#### *b. Regional Market*

Sierra Leone is a member of several regional and sub regional organizations. Its membership in the Mano River Union and the Economic Community of West African States (ECOWAS) provides an opportunity of an expanded market. The tremendous population growth in the sub-region will present many opportunities for new economic development as regional markets expand, especially in commodities such as rice.

#### *c. Potential of the Fisheries Sector*

The opportunities for fisheries development, represented especially by the valuable and probably underexploited fish resources are enormous. However, such opportunities are constrained by weaknesses in the policy and fisheries management framework and weak institutional capacity.

Rapid and sustained growth in the sector could be achieved through raising the quantity, value-added and productivity. Current national policy instruments are being put in place. Opportunities of international market for fisheries also exist and should be explored.