

# Solidaridad

## Baseline Assessment of Reclaim Sustainability Programme for the Oil Palm Sector of Sierra Leone



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## **LIST OF ACRONYMS / ABBREVIATIONS**

CBO	Community Based Organisation
CSO	Civil Society Organisation
EPA	Environmental Protection Agency
NGO	Non-Governmental Organisation
MSP	Multi Stakeholder Platforms
MT	Metric Tons
SWA	Solidaridad West Africa
GTSL	Goldtree Sierra Leone
SWAPP	Sustainable West Africa Palm Oil Programme
APOI	Africa Palm Oil Initiative
RSSF	RSPO smallholder support fund
RSPO	Roundtable on sustainable Palm Oil
WAA2	West Africa Agriculture Number 2 Limited
CAADP	Comprehensive Africa Agricultural Development Programme
CSOs	Civil Society Organisations
LoP	Life of Project
NGO	Non-Governmental Organisation
SMEs	Small and Medium Enterprises
CAADP	Comprehensive Africa Agriculture Development Programme
MAFFS	Ministry of Agriculture, Forestry and Food Security
KFTCRC	Kenema Forestry and Tree Crops Research Centre
SLARI	Sierra Leone Agricultural Research Institute

## EXECUTIVE SUMMARY

The baseline research work examined the oil palm value chain in Sierra Leone and the critical role the oil palm sector plays in alleviating poverty in the Country. Palm oil is one of the most important agricultural commodities in Sierra Leone and has recently seen an increase in foreign and private investments in the sector. Smallholder farmers make up 70% of the total oil palm production in Sierra Leone. Unfortunately, the sector is characterized with several challenges including poor management practices, poor planting materials, inadequate and ineffective agricultural services such as lack of access to farm inputs and extension services. This has resulted in very low yields with about 2-4 tonnes of fresh fruit bunch per hectare. Commercial producers account for less than 30% of production area which are better managed and higher yielding (average of 16-18 tonnes of fresh fruit bunch per hectare).

In fostering genuine and inclusive sustainability in the global value chain, Solidaridad in partnership with the Dutch Ministry of Foreign Affairs, Fairfood, TrustAfrica and Business Watch Indonesia (BWI) have commenced a five-year programme (2021-2025), RECLAIM Sustainability, where the voices of farmers, miners, workers and citizens will be heard in decision making and gender and social inclusion will be mainstreamed into the programme. Solidaridad will work with partners within the oil palm industry of Sierra Leone to address issues of land tenure and security, gender inclusivity and child/forced labour to ensure good governance and fair value in the oil palm value chain.

Currently, Sierra Leone **has** only one framework known as the National Sustainable Agriculture Development Plan (NSADP) that provides a framework on sustainable production, trade and consumption. Sierra Leone's agricultural sector utilizes the ECOWAS Agricultural Policy (ECOWAP), Comprehensive Africa Agricultural Development Programme (CAADP) and National Sustainable Agriculture Development Plan to promote its agricultural sector.

Although oil palm is cultivated in most parts of Sierra Leone, the tree crop has no designated policy framework that guides its production, processing and marketing. Nonetheless, the Roundtable Sustainable Palm Oil and Africa Palm Oil Initiative provides guidelines for sustainable oil palm production in the country. Stakeholders with demonstrated capacity in the oil palm sector, include Goldtree Ltd, Socfin, Nedoil, Natural habitats, RSPO, APOI and Solidaridad network. The operations of these companies are guided by 3 national policies as the local content policy, trade policy and national land policy. Also, the companies (stakeholders) operate 2 private sector inclusive business models, thus, **estate** plantation and outgrower schemes, while implementing sustainability norms in compliance with RSPO certification standards. Key stakeholders that are critical within the oil palm sector include Sierra Leone Agricultural Research Institute (SLARI), Ministry of Agriculture **and** Forestry (**MAF**), Africa Palm Oil Initiative, Roundtable on sustainable Palm Oil, Socfin Group, Nedoil Ltd, Natural Habitats Group, Goldtree Sierra Leone and Solidaridad Network. The private sector including several CSOs play key roles in the development of the oil palm industry and also operate within several national laws.

Sierra Leone has about 9 policies formulated and implemented to address gender and social inclusion issues. These policies include National Gender Strategic Plan 2010-2013; National Action Plan on Security Council Resolutions 1325 on Women Peace and Security, and 1820 on Sexual Violence; Medium Term National Development Plan (2019-2023); Sierra Leone National Action Plan on UNSCR 1325 and 1820; Gender Equality and Women's Empowerment Policy; Administration of Estates act; National policy for Social Protection; National Reproductive, Maternal, Newborn, Child and Adolescent Health Policy and National Water and Sanitation Policy. Also, the study identified about 87 civil society actors who are actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable. About 7 advocacy initiatives, especially on women and youth rights, governance and farmers welfare, have been carried out by some of these CSOs in Sierra Leone. These advocacy initiatives have resulted in innovative and inclusive solutions.

The Reclaim sustainability project should specifically target supporting the Sierra Leone government to update some gender and social inclusion policies (i.e., National Gender Strategic Plan 2010-2013, National Action Plan on Security Council Resolutions 1325 on Women Peace and Security, and 1820 on Sexual Violence) to ensure that the needs of women and children are adequately addressed. The Government of Sierra Leone should remove financial barriers to girl's attendance, completion and performance at secondary level while mitigating risks to their protection. Effective implementation of protective legislation and the discontinued application of customary law which discriminates against women's right to land and property is required. The Intestate Succession Bill that provides for intestate succession and other inheritance related matters should be passed to law. Furthermore, Sierra Leone's government should appoint a national champion for women-owned small businesses while the banks should create products specifically designed for women and provide flexible and longer repayment periods. Women should be given more business training opportunities, and have a greater voice in policy dialogue. Reinventorize the affirmative action campaign and link to a wider advocacy agenda, make gender equity a pillar of national employment and training strategies. Lastly, the Reclaim Sustainability project should embark on more advocacy programmes to increase the number of farmers, miners and workers with improved access to knowledge, information and bargaining positions.

## 1. INTRODUCTION

This is a baseline report on the RECLAIM Sustainability programme (PoV) of the oil palm value chain in Sierra Leone. The report details the background to the PoV programme, presents the scope, objectives, and methodology employed for the baseline as well as give an account of the findings from the study. The section on results includes an assessment of the policy environment, impact assessment, and outcome analyses. The final two sections of the report include the conclusions and recommendations, and an outline of targets for the RECLAIM Sustainability programme on oil palm in Sierra Leone.

## 2. BACKGROUND

Solidaridad West Africa (SWA) is a not-for-profit organization established in 2005. SWA is part of the Solidaridad Network, a Dutch based development organization operating in five continents through eight Regional Expertise Centres (RECs). With its network secretariat in the Netherlands, Solidaridad has over 50 years of global experience working in the development of profitable supply chains, creating sustainable businesses and livelihoods. SWA operates in 5 countries in West Africa – Cote D'Ivoire, Ghana, Liberia, Sierra Leone, and Nigeria.

The Reclaim Sustainability (RS) programme of SWA is a consortium of six Solidaridad's RECs and three external consortium partners. In REC West Africa, the 5-year RS project is implemented in Ghana, Cote D'Ivoire and Sierra Leone and funded by the Dutch Ministry of Foreign Affairs. The strategic objective of The Reclaim sustainability - is "To contribute to a sustainable and inclusive global cocoa, oil palm and gold value chain, in which producers receive a fair value for their produce and work under safe conditions, without the use of child labour, and land rights and forest are protected". Solidaridad seeks to achieve the project objective through three outcome pathways (inclusive dialogues, amplifying the voice of citizenry and accelerating disruptive innovation).

In Sierra Leone, oil palm production has declined considerably due to unattended farmers and weak government institutions and policies. Female farmers and workers continue to suffer multiple oppressions and are further subjugated to inequalities in the supply chain. Producer organizations live in poverty, suffer from poor working conditions and have limited access to natural resources resulting from a confined civic space for farmers and workers. The space to improve their position in the chain, to bargain for better prices, or working conditions, or to influence equitable access and use of natural resources is limited. In the oil palm supply chain in Sierra Leone the project will work with CSOs to raise awareness and advocate strongly to address pricing, child labour, access to land and gender inclusion in the palm oil sector. It will support CSOs to raise local (chiefdom) and national awareness campaigns on land rights and gender inequality, engage with the media to develop radio programmes to further raise awareness and reach more people and train journalists to cover relevant stories to develop narratives and key messages to raise visibility of core issues in the palm oil value chain. To ensure a strong ability to claim and defend rights, and influence decision making, the project will help strengthen groups of farmers and workers, and civil society organisations in their institutional capacity, their understanding of decent work, their ability to collect evidence, and their actual participation in advocacy activities.

The programme (RS!) will work closely with the Africa Palm Oil Initiative (APOI) in Sierra Leone and the RSPO Working Group to advocate for approval and implementation of Principles for Sustainable oil palm development in Sierra Leone. The project would also collaborate with key players in the sector such as Goldtree, Socfin, MAF etc to ensure applicable gender laws are integrated in their operations at all levels. Producers and processors would be empowered with the requisite skills and tools to advocate for the protection of the environment in undertaking their farming and processing activities. To increase the bargaining position of oil palm farmers and workers, in Sierra Leone the program will develop, test and support the implementation of SMS and Voice- Based information systems that enhance access to market and price intelligence.

### **3. SCOPE AND OBJECTIVES OF THE BASELINE**

This study is an assessment of the beneficiaries of the Reclaim Sustainability Programme in Sierra Leone, covering the policy environment, farmers, MSPs, CSOs etc. in the palm space. The baseline report provides results for the programme indicators, identifies, articulates, and documents the current situation of the oil palm sector including citizen actions, existing sector policies, initiatives undertaken by CSOs, CSOs capacity in advocacy, farmers groups and cooperatives, existing multi-stakeholder platforms and media groups in the communities and districts that seeks to improve the bargaining skills of farmers and workers.

The report establishes beneficiary benchmark information compared with sector or national benchmarks. **This** will aid future programme efforts and assessment of impact. The report also provides key information and contexts of the programme's target groups and operational areas for more effective targeting and delivery of programme interventions. The baseline survey focuses on the collection of both primary and secondary data for a set of performance indicators outlined in the project's log frame. Specifically, the baseline sought to:

1. provide quantitative information on the current status of the performance indicators;
2. identify and articulate in a coherent manner the current situation of the oil palm sector in Sierra Leone;
3. outline the capacities of CSO and farmer groups to engage in constructive and transformative advocacy;
4. identify capacity gaps in oil palm advocacy works in Sierra Leone;
5. provide as a benchmark for measuring project's successes or failures;
6. provide a benchmark for all future activities, where project managers can refer to for the purposes of making project management decisions;
7. serve the purpose of informing decision-makers and donors about what impact the project will likely have on the target community.

### **4. METHODOLOGY**

The methodology for this baseline is a qualitative case study supported by descriptive statistics where applicable. It involved desk review of largely qualitative data and literature on oil palm production and related themes. In addition to the review of documents from Solidaridad, other web searches based on thematic analyses were used to generate detailed information on the various themes. Where it became necessary, some key informants were contacted to provide specific details especially regarding the policy environment of the oil palm sector of Sierra Leone.

## 5. FINDINGS: BASELINE SITUATION

### 5.1 ASSESSMENT OF POLICY ISSUES TO BE ADDRESSED -

#### 5.1.1 Policy Mapping

Though, Palm oil is produced almost everywhere and is considered as one of the most important agricultural commodities in Sierra Leone, there is no documented evidence of a policy document that regulates the sector. Currently, the country has policies for only three tree crops i.e. cocoa, cashew and coffee and a national land policy (aims at providing regulated land use rights and ownership). In the meantime, the government of Sierra Leone is making efforts to improve the sector through initiatives such as the Roundtable on Sustainable Palm Oil (RSPO), developed to confront concerns over the environment, economic and social impacts of growing plantations and to support sustainable development of the palm oil industry; Sierra Leone Africa Palm Oil Initiative national platform together with relevant actors such as FAO, MAF, SLIEPA, NGOs, CSOs etc. and the Ministry of Lands met to discuss issues affecting oil palm production and processing.

In Sierra Leone, farmers have been traditionally growing oil palm as a subsistence crop intermingled with other crops in small-scale farming systems for decades. The increasing investments by the private sector into the Sierra Leone oil palm sector puts smallholder resource poor farmers at a disadvantage and therefore requires urgent steps to revitalise the sector and ensure profitability, equity, protection of the environment and food security. To achieve this, the Government of Sierra Leone should formulate feasible and sustaining policies that provide a framework for the oil palm sector. These policies should endeavour to have the necessary stakeholder support i.e., both financial and moral and commitment from the government in terms of legislation to back the implementation of these policies. One major factor which most past policies suffered from and which still remains a gangrene is the problem of outrageous political interference into sector activities and consequent mismanagement and corruption. It is sometimes difficult to actually draw a line between the government and the policies it implements. In this light, the formulation of the oil palm sector policy should have active participation of smallholder farmers, the private sector, national members of oil palm initiatives, platforms and international donor organisations.

#### 5.1.2 Previous interventions in policy area

Even though Sierra Leone has no clear-cut policy on oil palm, some oil palm interventions have been implemented in the past. For instance, The RSPO Smallholder Support Fund (RSSF) makes it possible for oil palm smallholders in Sierra Leone to achieve RSPO certification, without incurring cost. Through RSPO certification, smallholders have increased their yields and removed the obstacles to reach international markets. Certification has also helped smallholders to reduce the negative impacts of oil palm cultivation on ecosystems, and to improve livelihoods - creating a space where oil palm, local communities, and the environment can co-exist. RSPO intervention in Sierra Leone has led to the certification of the first independent smallholder group known as Ngoyai Gbaayegie Group. The group, within the catchment of Goldtree Sierra Leone Ltd, has achieved certification covering 4,983 Independent smallholders who own a total land area of 8667 hectares. This is the single largest certified Independent Smallholders group across all regions to date in terms of the number of smallholders. The Ngoyai Gbaayegie Group has been certified to Milestone B, the ultimate phase in the Independent Smallholder stepwise certification approach. RSPO's technical support and training delivered by Goldtree Ltd have addressed many of these issues and translated into improved agricultural practices and higher productivity.

The Sustainable West Africa Palm Oil Programme (SWAPP) seeks to contribute to the transformation of the oil palm sector in West Africa. The Sustainable West Africa Palm Oil Programme, funded by the Embassy of the Kingdom of the Netherlands in Ghana, as part of its strategies to support more smallholder oil palm farmers in the selected district encouraged the formation of farmer groups, of which the teachers and army officers belong. This makes it easier for beneficiaries to receive support from the programme. The second phase of the Sustainable West Africa Palm Oil Programme is aimed at scaling up sustainable oil palm production and enhancing the efficiency of mills to process fresh fruit bunches into crude palm oil. Besides Sierra Leone, Solidaridad implements the programme in Ghana, Côte d'Ivoire, Nigeria and Liberia. The programme is facilitating the establishment and operations of small and medium enterprises (SMEs) to provide farm management services, promote investment in efficient palm oil processing mills and build



the capacity of farmers to adopt best management practices on their respective farms. So far, the programme has benefitted 5,225 farmers in 178 communities in Sierra Leone.

In Sierra Leone Solidaridad implemented a project which is part of the Land: Enhancing Governance for Economic Development (LEGEND) programme funded by DFID (2016-2019). The private sector partner in this project was the Natural Habitats Sierra Leone (NHSL), which currently operates in two oil palm production areas, located around Yele and Zimmi in the Gbonkolenken district of Northern Sierra and Pujehun district of Southern Sierra Leone respectively. The project focused on reducing and formalizing the original concession size in the Zimmi area of Makpele Chiefdom in Pujehun District from the actual size of 30,700 HA to maximum 10,000HA destined for oil palm production. NHSL inherited the lease from the erstwhile West Africa Agriculture number 2 (WAA2) who acquired the land in 2012 through a few elites and with no respect to the Free Prior and Informed Consent (FPIC) of legitimate land owners. To comply with the RSPO New Planting Procedure, an HCV assessment and impact assessment were required. In addition, NHSL recognizes all right holders living on the land, therefore active community sensitization and outreach was ongoing before the LEGEND project started. By informing communities about the activities of NHSL and the opportunity to lease land to the company, the NHSL community outreach team initiated a process of documenting land rights with GIS mapping with the aim of formalizing land lease agreements between landowners and NHSL in line with the national land policy. The LEGEND project from the start was set out to: 1) acknowledge rights holders, 2) carry out an ongoing process of community sensitization and engagement, 3) offer transparent land lease agreements based on voluntary participation of land owners, 4) facilitate mapping of land rights and reduce the concession size, 5) informing and training stakeholders about land rights, 6) mitigate negative impact on natural resources and 7) contribute to improved food security through training in agricultural practices.

### 5.1.3 Stakeholder Analysis

In the context of this study, eight (10) stakeholders are identified as important in the promotion or implementation of oil palm initiatives.

**Sierra Leone Agricultural Research Institute (SLARI):** SLARI was created by an Act of Parliament in 2007 as a semi-autonomous government agency, as part of the continuing efforts to revive agricultural research. In order to align its activities to the government focus on food security, poverty reduction, employment creation and commercialization of the agricultural sector, SLARI has developed a new strategic plan that explores a new paradigm of agriculture as a commercial business where farmers will move from subsistence to earning a decent livelihood from their farming enterprises. The Kenema Forestry and Tree Crops Research Centre (KFTCRC), an affiliate of SLARI, is mandated to conduct research on forestry and tree crops. The ultimate goal of this centre is to conduct research on crop improvement programmes and to develop technologies that will increase farmer's production, productivity and income and improve the welfare of farmers. KFTCRC has its headquarters in Kenema and operates from three stations; Pendembu Poly Clonal Garden in Kailahun District, Kpuwabu clonal garden in Kenema District, and the Bambawo Forestry Research Station in Kenema District. KFTCRC Centre has space for laboratories for the soil chemical and physical analysis, plant analysis and for Biology, pathology, entomology and weed science, but lacks the necessary equipment to train laboratory attendants/technicians and further training for specialists in the above broad areas.

**Ministry of Agriculture and Forestry (MAF):** MAF is one of the constituent Ministries of the Government of the Republic of Sierra Leone that is charged with the growth and development of the agriculture sector in the country. Agriculture is arguably the largest economic sector in Sierra Leone as nearly two-thirds of the population depends on it for its livelihood and it is responsible for almost half of the country's GDP (<http://maffs.gov.sl>). The core mandate of MAF is to formulate agricultural development policies and to advise the Government on such policies relating to its administration and the management of the agricultural sector of Sierra Leone's economy. MAF developed a National Sustainable Agriculture Development Plan (NSADP), a broad sector-wide framework for putting the objectives of the Agenda for Change (Prosperity) into action. The NSADP also served as Sierra Leone's contribution to the Comprehensive Africa Agriculture Development Programme (CAADP).

**Goldtree Sierra Leone Ltd** incorporated in 2007, has made a mark in the Sierra Leonean economy, through the rehabilitation of an abandoned palm oil mill and plantation estates, reviving the oil palm industry near Daru in Kailahun district in Sierra Leone's Eastern Province, Goldtree Ltd is now a large commercial plantation producing organic palm oil for consumption in the regional and local markets. The company is committed to producing palm oil sustainably with maximum reward to the thousands of workers dependent on its production for their livelihood, hence, the need for organic certification. The company has RSPO certification (Roundtable on sustainable palm oil), a global standard for sustainable palm oil. Transparency and credibility are assured through RSPO supply chain certification and RSPO principles and criteria certification. Goldtree is committed to the principles and criteria of RSPO.

Goldtree is collaborating with industry bodies, government agencies and other relevant organizations to promote environmental and social care of its farms and farmers, increase knowledge and disseminate best practices in sustainable palm oil. Goldtree is committed to the practices of zero deforestation, not to farm on greenland fields, maintaining an area for wildlife reserves which is integrated into the design of its plantations, protect water quality and recognise water quality as integral to health of the wider environment. Apart from its own nuclear plantation, Goldtree invests in thousands of local smallholder farmers within a forty kilometers radius of their mill, by buying their fresh fruit. However, Goldtree Ltd requires accurate and timely monitoring of all farms to ensure an organic certification is acquired and sustained.

**Natural Habitats Group (NHG)** is a Dutch organization, dedicated to the collection, processing and trading of organic, fair trade and sustainable palm oil. The group is fully committed to the protection of the environment, the enhancement of biodiversity and the social development of communities, farmers and workers. All operations are settled and maintained using organic agriculture practices, and complying with fair trade and RSPO practices. The group has operations in Ecuador (RSPO IP certified), Sierra Leone and Ghana, and its headquarters are in The Netherlands. Natural Habitats Sierra Leone Ltd (NHSL), a subsidiary of the NHG, started operations in Sierra Leone in 2013, when the company acquired a small palm oil mill and started working towards certification of more than 1,500 smallholder farmers; now there are 2,142 EU organic certified oil palm smallholders. Farmers are being trained in organic agriculture, RSPO and fairtrade practices. Farmers have already been certified against organic standards by an accredited third party. The company is committed to achieving RSPO certification for all small farm holders in the next few years.

In 2014, NHSL acquired West Africa Agriculture Number 2 Limited (WAA2), to expand the production of organic palm oil in Sierra Leone. WAA2 has a land lease concession in Southern Province. The total area of the lease is about 41,218.4 hectares. NHSL is developing an organic palm oil project for their own plantations and outgrowers within the concession. The proposed plantation is known as Zimmi and located approximately 351 km by road in the south-eastern direction from Freetown. The concession is a long-term agriculture lease covering the entirety of the Makpele chiefdom, in Pujehun District, Southern Province, Sierra Leone. The Project area comprises four administrative sections, namely: Samagbe, Selimeh, Seitua and Kengo. Zimmi Town, the administrative headquarter town, is located in Selimeh Section. NHSL is committed to achieving RSPO (Roundtable on sustainable Palm Oil) certification for all of its oil palm plantations, and because this concession is a new planting, it is subject to the RSPO New Planting Procedures (NPP). This requires a comprehensive and participatory independent social and environmental impact assessment (ESIA) of the area concerned that includes the identification of all primary forest, HCV areas and local peoples' land. NHSL contracted local and international experts to conduct all the assessments requested by the RSPO NPP in order to assess the area of concession, and to define the total area in which the organic project could take place without affecting the biodiversity, High Conservation Value (HCV) areas, and protecting the natural and social resources the communities need for their subsistence. The company conducted a Land Use Change analysis, High Value Conservation Assessment, and Environmental Impact Assessment (socialized with the local communities, land owners and stakeholders) to define the areas that could be considered for organic production development.

**Nedoil Ltd** operates a crude palm oil (CPO) mill at Yele town, Gbonkolenken Chiefdom, Tonkoliki district in the Northern province in Sierra Leone. Palm fruits are collected from its own plantations and from external suppliers adhered through a smallholder program. Currently, Nedoil has a CPO mill of 3tons/hour capacity, 71.5 ha of oil palm concession and 1842 smallholders (4681, 10ha) network acting as oil palm fruit suppliers. This network covers 5 chiefdoms: Tane, Gbonkolenken, Valunia, Niawa Lenga and Bagbe. The expansion plan of Nedoil consists in increasing the number of smallholder members certified to the RSPO standard, the company's objective of which was to certify 3000 farmers. Nedoil will need more training for their outgrowers to comply with certification standards of RSPO.

**Socfin Group** several years ago had a mutual agreement with the Ministry of Agriculture aimed at reducing this dependence and modernizing the country's agricultural techniques. The partners mutually agreed on a suitable site and a bottom-up consultation process initiated with all stakeholders: growers, landowners, traditional chiefs, community leaders etc. After receiving the formal consent from the majority of the population, an area of 18 443 hectares was identified for the project, of which only 12 500 hectares would be planted. From the start, an agreement was concluded: certain plots of land surrounding the villages and existing dwellings would be maintained to enable landowners who do not wish to be involved in the project to keep their land. Once the project was in place, agricultural works started in 2011: nursery development and gradual replanting of 12 500 hectares of palm plantations. In 2015 the oil mill was constructed. Ultimately, the plantation will be the main palm oil supplier on the domestic market and one of the country's biggest employers. The cooperation between the government and the Socfin Group enables the introduction of new agricultural techniques on Sierra Leonean soil, and hereby facilitates the implementation of a soil fertilization program. This includes, for instance, the introduction of cover crops on depleted soils and agricultural capacity building. SAC has only developed 67% of its concession because it wishes to preserve the wetlands – which most likely have significant flora – in order to create high conservation value areas.

**Roundtable on sustainable Palm Oil (RSPO)** a not-for-profit that unites stakeholders from the 7 sectors of the palm oil industry: oil palm producers, processors or traders, consumer goods manufacturers, retailers, banks/investors, and environmental and social non-governmental organisations (NGOs), to develop and implement global standards for sustainable palm oil. The RSPO has developed a set of environmental and social criteria which companies must comply with in order to produce Certified Sustainable Palm Oil (CSPO). When they are properly applied, these criteria can help to minimize the negative impact of palm oil cultivation on the environment and communities in palm oil-producing regions. The RSPO Smallholder Support Fund (RSSF) makes it possible for oil palm smallholders around the world to achieve RSPO certification, without incurring the cost. Through RSPO certification, smallholders can increase their yields and remove the obstacles to reach international markets. Certification also helps smallholders reduce the negative impacts of oil palm cultivation on ecosystems, and to improve livelihoods - creating a space where oil palm, local communities, and the environment can co-exist. RSPO is proud to announce a milestone achievement — the first Independent Smallholders Group in Africa has been certified by RSPO. The Ngoyaï Gbaayegie Group, within the catchment of Goldtree Sierra Leone Ltd, has achieved certification covering 4,983 Independent Smallholders who own a total land area of 8667 hectares. This is the single largest certified Independent Smallholders group across all regions to date in terms of the number of smallholders. The Ngoyaï Gbaayegie Group has been certified to Milestone B, the ultimate phase in the Independent Smallholder stepwise certification approach. This was made possible through the RSPO smallholder support fund (RSSF), with technical support from the relevant Departments/Units within the RSPO Secretariat.

**Africa Palm Oil Initiative (APOI)** was formed to help transition to a sustainable and responsible palm oil sector in West and Central Africa. The initiative safeguards environmental targets for reduced deforestation, sustainable land use and greenhouse gas emissions in a way that is environmentally and socially sustainable and protects the rich tropical forests in the region. The Sierra Leone APOI national platform is working collaboratively with FAO, UNDP and the Ministry of Lands, where the Voluntary Guidance on Governance and Tenure (VGGT) secretariat sits. This means that the platform members participate in national forum meetings to discuss issues affecting forests, communities and palm oil production. Platform meetings raise concerns about land, forest depletion and concerns raised by communities. In Sierra Leone the government is working with partners and stakeholders to form a national land commission to address related issues through a voluntary guideline on governance and tenure (VGGT). Through the APOI process the platform has been able to introduce FPIC into this land acquisition process, which aims to solve large scale land acquisition problems between the government, multinational companies and the landowners. In Sierra Leone trainees and staff of SOCFIN have integrated FPIC, HCV and HCS considerations into their operational management plans as a result of APOI training. This will help to manage ecosystems, increase forest cover and carbon sink, as well as increase biodiversity within the plantations. Trainees are cascading the training to other staff members of the company. APOI is playing a supervisory role for companies involved in this training process and raises awareness amongst companies and communities via radio programmes, public lectures and conservation roadshows.

**Solidaridad network** operates in Cote d'Ivoire, Ghana, Liberia, Nigeria and Sierra Leone. In each of these countries, the network has a project on oil palm. In Sierra Leone, Solidaridad is implementing the Sustainable West Africa Palm Oil Programme (SWAPP) and seeks to contribute to the transformation of the oil palm sector in West Africa. In Sierra Leone, Solidaridad network is supporting army members and

teachers to engage in oil palm plantations to generate income, model self-sufficiency, and raise the profile of farming. Farming in Daru, a town in the Kailahun district of Sierra Leone, has long been the preserve for those with few other options. However, some project beneficiaries such as teachers and army officers are changing the status quo in the community. Engaged in oil palm cultivation, the two groups are determined to shape the narrative and to help boost oil palm production in the country. The Programme is supporting the teachers and the army officers with technical expertise on best management practices, as well as improved seedlings for the establishment of oil palm farms. So far, the programme has supported the two groups with 950 improved oil palm seedlings for planting and provided technical assistance to enhance the optimal cultivation of the commodity. The second phase of the Sustainable West Africa Palm Oil Programme is aimed at scaling up sustainable oil palm production and enhancing the efficiency of mills to process fresh fruit bunches into crude palm oil.

## 5.2 IMPACT

### a. A Responsible Private Sector

#### I. # and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment

Although there is no comprehensive private sector policy for sustainable sourcing, production, trade and investment in the oil palm sector in Sierra Leone, different sector policies and laws currently address the need for private sector participation. Presently, there are about three policy frameworks the private sector is benefiting from. These policies include; the Local content policy, Trade policy, National land policy. These policies are related to production, trade and investment.

**Local content policy:** This policy is necessary to ensure that there is sufficient linkage between the local economy and foreign enterprises. By setting specific performance requirements, the Government aims to ensure that the benefits that Sierra Leone seeks to obtain from FDI including improved technology and managerial skills are integrated into the domestic market and distribution networks. By ensuring linkages between large domestic and foreign firms, small and medium domestic firms will improve their competitiveness and economic performance as there is transfer of knowledge and skills to domestic firms. The Local Content Policy facilitates the transfer of knowledge and information which can be acquired through better interaction with the foreign enterprises which have more superior production methods. Sierra Leonean service providers such as lawyers, insurers and bankers also need to be integrated into the large investments in order to grow and acquire better expertise. The Policy provides a mechanism that enables the private sector to know and take advantage of opportunities in the market. The Policy also creates channels which facilitate linkages between foreign enterprises and the domestic firms through which the available skill and resources can be identified locally. Furthermore, the policy provides a benchmark for negotiations of investment agreements which will be guided by the stipulations in the policy and apply not only to large domestic and foreign firms but also to their affiliates such as operators, contractors, subcontractors, and other entities involved in any project, operation, activity or transaction in Sierra Leone.

**Trade Policy:** The Sierra Leone Trade Policy is a sectoral national policy. Its main goal is to promote a robust and competitive private sector and support growing production and service sectors to trade, at national and international levels, and contribute ultimately to wealth and employment generation. The Policy discusses the issue of food security in the context of agriculture. It notes that the development and diversification of agriculture is critical in determining rural livelihoods and food security, and improving the trade balance, while agro-processing plays a central role in diversification. To this end, the Government facilitated the implementation of the National Sustainable Agriculture Development Plan, which focuses among other things includes: (1) supporting commercialization of key agricultural products; (2) encouraging the introduction of new technology as well as providing for the acquisition, multiplication, and dissemination of new and improved plant and animal material; (3) providing incentives for importation of agricultural equipment and increasing farm accessibility; (4) improving access to land, providing farm incentives and security in the countryside, and rehabilitating partially developed inland valley swamps; and (5) facilitating access to credit and encouraging private sector investment in non-traditional export products such as palm oil.

**National Land Policy:** The National Land Policy (NLP) of Sierra Leone provides the vision, principles and policy components to give direction to and definition of the roles and responsibilities of various government and customary authorities, and other non-state actors, in land management. Specifically, it enunciates policy statements in respect of the key components of the National Land Policy such as access to land and tenure, land use, regulation and the management of special land issues, land administration structures, land laws and the Constitution. The document addresses the major issues related to land management and administration in Sierra Leone, with a view to moving towards a clearer, more effective and just land tenure system that shall provide for social and public demands, stimulate responsible investment and form a basis for the nation's continued development. The NLP makes reference to food security issues. As regards access to land for responsible investment, it stipulates that the Government shall create an enabling environment to attract responsible investments (both domestic and foreign) in accordance with established laws and procedures without exceptions. The Government shall adopt measures to ensure that investors act responsibly, respect human and land rights, do no harm to food security, local livelihoods and the environment. Measures shall therefore be taken to guarantee food security and the realization of the right to adequate food. The NLP takes into special account the importance of sustainable use of land and natural resources. Spatial planning will take duly into account the need to promote diversified sustainable management of land, and land-based natural resources, including agro-ecological approaches and sustainable intensification.

## **II. # and qualitative description of new and improved private sector inclusive business models**

Sierra Leone has 2 private sector business models based on pure plantation or nucleus-estate models, with only very few currently incorporating alternative approaches, including combinations of nucleus-estate-outgrower models (Goldtree and Natural Habitats) and pure outgrower models (NedOil).

**Nucleus-estate-outgrower model:** This model is implemented by Goldtree Sierra Leone (GTSL). GTSL is an oil palm plantation and milling company located near Daru, in Kailhaun District, in the Eastern Province of Sierra Leone. GTSL took over the abandoned DOPC-palm oil mill and 400 ha plantation in 2009 from the Government of Sierra Leone (GoSL). Aside from GTSL's own plantation, the company buys Fresh Fruit Bunches (FFBs) from surrounding oil palm farmers who are located in 400 villages in a 40 km radius around the mill. More than 5,400 farmers have been mapped and registered to participate in the outgrower scheme. According to the GTSL database most of them operate on an average of 1.1 ha, 15% are women and most between 25 and 45 years of age. GTSL procures FFBs through agents, 50% of whom are employed as staff, working on commission basis. Agents inform village contact persons about fruit purchase days. Farmers then harvest their fruits, weighed by agents and paid cash. A tractor picks up the fruits on the same or the following day. Harvest is usually every second week and all year round.

To improve the sourcing system, GTSL acquired 10 tractors through a matching fund from Africa Enterprise Challenge Fund (AECF) and distributed to local traders on loan, the local traders pay back through fruit delivery. GTSL offers a mill and field price. The mill price includes costs of agents, commissions and transport. Most farmers do not yet have the capacity to bring it to the mill. In early 2017, there were no official criteria for farmers to sell to GTSL. Yet with the move to RSPO and organic palm oil, close to 5,000 outgrower fields' have been certified through training services provided by GTSL. The major competition for FFBs is the local market, for which farmers process themselves before they sell the oil to local traders. Farmers traditionally produce red palm oil which is used for cooking, whereas GTSL produces so-called Masaki oil used for soap making, but which according to GTSL can be produced from the same varieties. Yet, there are substantial price differences, with prices for red palm oil often 50% higher than for Masaki. GTSL believes that processing at household-level is not economic due to the extra costs and labor time involved. Yet, most farmers continue doing it and only sell part of their FFBs to GTSL. Some outgrowers sell to GTSL when they need quick cash and in order to participate in the GTSL-initiated farmer groups as they hope to access improved seeds from the company. None of the outgrowers sells only to GTSL, but also stores palm oil to sell locally once local oil prices are high. GTSL argues that it does not have contracts with outgrowers because of this competition. Outgrowers are thus free to sell to whomever they want to, which the company assumes would happen anyway. However, GTSL claimed that farmers increasingly prefer selling FFBs to GTSL.

**Outgrower business model:** NedOil operates solely on an outgrower model. NedOil is one of two oil palm operations in Sierra Leone of the Dutch company Natural Habitats Group (NHG), which focuses on the production and sale of organically certified palm oil. NedOil is an already operational palm oil business in central Sierra Leone (Yile), which was acquired by NHG in 2014 from a foundation founded by Dutch doctors (Lionheart Foundation), who had built the mill in 2007, but which was making losses. The initial NedOil operation was based on outgrowers with an additional small nucleus-estate of 70 ha. Whereas the previous company sold its oil to the local market, NedOil's main business model is based on producing certified organic palm oil to sell at a premium for export markets. NedOil is already organically certified and has a Fair-for-Life certificate. The company has a RSPO smallholder certification, which makes it among the first certified operations in Africa. The certified Crude Palm Oil (CPO) exported to the Netherlands to be refined. NedOil source only from outgrowers and focuses on improving and increasing the outgrower network, leaving the nucleus-estate merely as a model farm. NedOil is therefore a relatively small-scale palm oil operation and the only one in Sierra Leone completely relying on outgrowers. The company had 1,842 registered farmers, 1,392 of whom were already organically certified and the rest to receive organic certification within one year. In total, there are more than 4,000 hectares of mainly smallholder outgrower oil palm plantations, with farm averages of around 2.5 hectares. The company wants to increase its network to 4,500 farmers within three years, which would allow producing more than 3,000 tons of CPO.

### **III. # of private sector actors that commit to implement sustainability norms, private sector policies and/or innovate business models recommended during the project**

About 4 private sector actors namely; Goldtree Ltd, Nedoil, Natural habitats and Socfin Agricultural company are committed to implement sustainability norms through compliance with RSPO certification standards. Currently, the private sector actors are using innovative business models such as outgrower schemes and pure plantations. These models ensure that private sector actors produce to meet RSOP certification, provide fruits for sustainable processing and incomes for smallholder farmers through the purchase of their oil palm fruits.

#### **b. A Supportive Public Sector**

##### **I. # and qualitative description of implemented (new or improved) frameworks for sustainable production, trade and/or consumption by public authorities**

The government of Sierra Leone has so far implemented three policy frameworks namely; the local content policy, trade policy and national land policy.

**Local content Policy:** This policy was issued to boost the economy by leveraging the power of the local industries and Sierra Leone citizens through their participation in the economy. The document indicates that all enterprises operating in any sector of the economy including agriculture; at least 20 % of the managerial and 50% of intermediate positions shall be held by Sierra Leonean citizens. The respective ratio will be increased over the time and after 5 years of establishment will stand at 60% for managerial positions and 80% for intermediate positions. Also, a foreign company that partners with Sierra Leonean firms will be granted preferential treatment when competing against companies with no percentage of equity share ownership by Sierra Leonean firms or citizens. Additionally, 20% of the equity shares of every registered foreign entity in Sierra Leone should belong to Sierra Leoneans. This Act was passed to provide development of all sectors of the economy through the incorporation of local content in their productive activities. The Act establishes several aspects of the local content inclusion process such as the Sierra Leone Local Content (SLC) Agency. It also creates a fund to support suppliers, exporters and importers; details provisions for employment and training of citizens; generates a SLC certification, scorecard, and a performance report; and establishes several rules for tendering processes.

**Trade policy:** The National Sustainable Agriculture Development Plan prescribes policies regarding agro-processing and manufacturing indicating that in the area the Government will (1) facilitate credit, encourage private sector investment in agro-processing industry, and assess the profitability of, and support, the adaptation and making of small-scale processing equipment; (2) ensure that national products meet international standards to improve market access; (3) encourage and facilitate SMEs in artisanal and other manufacturing activities; (4) ensure adequate supply of electricity and other infrastructure to manufacturing;

(5) provide incentives, including fiscal, and support to local manufacturing activities; (6) set up SME support centres (possibly, within an existing structure) to provide market information and targeted support to micro, small and medium enterprises; and (8) encourage private sector to market local products, etc. As a trade-related policy, the document also covers the issue of market access providing for the following objectives to be pursued: (1) improve market access for Sierra Leone's agricultural, fisheries and industrial sectors, while developing their ability to compete in global markets; (2) ensure that country obtains appropriate support towards building capacity to compete effectively in global trade; (3) promote access to a wider market to support industrialization, investments, and trade; (4) facilitate trade between Sierra Leone and other ECOWAS and rest of African countries; (5) enable Sierra Leone's products to compete freely in the regional market; and (6) strengthen collective bargaining with the rest of the world.

**National Land Policy:** The National Land Policy is an ambitious blueprint for a new direction in tenure rights protection and governance in Sierra Leone. It strengthens women's access to and control over land; creates a binding framework for responsible, large-scale investments in land; situates land management structures at community level and brings certainty to land transactions with the introduction of a compulsory title registration system. The National Land Policy has benefitted from technical input from civil society organisations, government ministries and agencies and academic institutions. The provisions of the policy also reflect principles and best practices from the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests, a globally endorsed framework for responsible tenure governance developed under the auspices of the Food and Agriculture Organisation. The United Nations Development Programme provided financial support to the policy development project.

## **II. # of national/regional or local public sector actors that develop new, or improve existing frameworks for sustainable production, trade and/or consumption**

About 5 stakeholders i.e. the Ministry of land, country planning and the environment Ministry of Agriculture and Forestry, civil society organisations, academics, professionals, participated in the development of the national land policy.

## **III. # and qualitative description of sustainable production, trade and consumption frameworks supported for development, improvement or implementation**

Sierra Leone presently has only 1 framework known as the National Sustainable Agriculture Development Plan (NSADP). The NSADP provides the broad framework for putting the objectives of the Government's Agenda for Change (Sierra Leone's Second Generation PRSP) into action. The NSADP provides the roadmap for moving agriculture, forestry and fisheries forward to both address Sierra Leone's growing needs due to population growth and to create additional income to the national economy. In a wider context, the NSADP serves as the CAADP Compact (Comprehensive Africa Agriculture Development Programme) under the African Union's New Partnership for Africa's Development (AU/NEPAD) activities to assist countries and development partners to share a common vision for development. Consequently, other initiatives such as the RSPO and APOI provide guidelines for sustainable production that meets domestic and international trade standards. The RSPO provides certification through which smallholders can increase their yields and remove the obstacles to reach international markets. The APOI raises concerns by communities and provides stopgap measures that safeguards environmental targets for reduced deforestation, sustainable land use and greenhouse gas emissions in a way that is environmentally and socially sustainable and protects the rich tropical forests in the region.

## **IV. Level of progress towards policy change (according to the 6 steps towards policy change)**

Currently, the Sierra Leone Agricultural sector is not working on a policy change. The government is however relying heavily on regional and national frameworks such as ECOWAS Agricultural Policy (ECOWAP), Comprehensive Africa Agricultural Development Programme (CAADP) to promote the agricultural sector and National Sustainable Agriculture Development Plan respectively.

### **c. A Vibrant and Strong Civil Society**

#### **I. # of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable**

Currently, there are about 87 civil society actors duly registered with the Ministry of Finance and Economic Development (MOFED) and the Sierra Leone Association of Non-Governmental Organisations (SLANGO) and participating in dialogue, sustainability, gender and social inclusiveness, and holding the public and private decision makers accountable in Sierra Leone. The indicator is set at 87 for this baseline, with a proposed future LoP of 5.

#### **II. # and qualitative description of advocacy initiatives carried out by supported CSOs**

More than 7 advocacy initiatives are identified in this baseline report, these initiatives are propagated by both national and international CSOs working in Sierra Leone. The ensuing narration highlights the CSOs advocacy initiatives in Sierra Leone.

**Advocacy Initiative for Development (AID):** AID contributes to food security in Sierra Leone by advocating for farmers and supporting them with adequate tools and resources in producing sufficient food for their families, communities and country as a whole.

**Women's Action for Human Dignity (WAHD):** The group advocates for the implementation of legislation on women's rights and trains court monitors to follow cases for women. WAHD also conducts radio and community education on legal rights and women's political participation; provides women's rights and advocacy skills training for women; and trains decision-makers on the importance of girls' education, ending harmful traditional practices, and reducing maternal mortality

**Advocacy Movement Network (AMNET):** AMNET advocated for the speedy ratification of the Maputo Protocol (Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa). AMNET also played an instrumental role in advocating for the enactment of an encompassing Gender Equality and Women's Empowerment Bill, which grants women a 30% quota in politics and better protection of women's rights in the areas of education, labour, property, energy and infrastructure. AMNET work accompanied the development of the new Land Tenure Policy and the Constitutional Review to ensure that women's rights and perspectives are included.

**Women Advocacy and Agricultural Development Organization (WAADO):** WAADO works for women's economic empowerment, girl child education, sexual gender-based violence, peacebuilding and adult education. WAADO exists to engage and empower women, children and youth regarding their rights and responsibilities so as to become self-reliant and useful to the development of society. It focuses on development issues such as access to and utilisation of health services, social services and justice systems, a complete education, agro-business and peacebuilding.

**National Association of Farmers of Sierra Leone (NAFSL):** NAFSL advocates for improving farmers livelihoods through sustainable increases in agricultural production and productivity, as well as promoting competitiveness, and markets. NAFSL advocates for Increased productivity along the food system value chain, improved livelihoods and nutrition outcomes through food and nutrition security and responsible agribusiness development; Responsible governance and management of natural resources; Increased resilience of livelihoods to threats and crisis, and Support Social Protection interventions for vulnerable households and communities.

**Global Call to Action against Poverty Sierra Leone (GCPA):** GCAP has been working with other like-minded organizations in and outside the country to promote public debates and discussions on economic and social justice issues among others. These debates were carried out in order to raise awareness and to generate information about the fundamental causes of poverty. Among other engagements, GCAP-SL has raised awareness and generated nationwide debates and campaigns against pro-poor national policies that militate against accelerated broad-based economic growth, poverty reduction, effective and efficient public service delivery, debt reduction, fair trade and public accountability.



**Sierra Leone Chamber for Agribusiness Development:** The Chamber conducts advocacy programs to mobilize and create a network involving smallholder farmers, processors, marketing companies, research institutions, transporters, policy makers, small enterprises, agribusiness specialists and corporate enterprises to improve productivity and competitiveness of Sierra Leone agricultural produce.

**The Campaign for Good Governance (CGG):** CGG is a democracy-supporting NGO in Sierra Leone. CGG promotes the building of democratic institutions, transparency and accountability in government, active citizen participation in the political process, voter education, human rights, and the rule of law. CGG also sponsors research projects that explore the social conditions that impact good governance. In recent years CGG has been involved in projects in such diverse areas as gender rights, children's rights, HIV/AIDS, elections, local government, and official corruption. The indicator is set at 7 for this baseline, with a proposed future LoP of 2.

## 5.3 OUTCOMES

### a. Advocate through Inclusive Dialogue

#### I. # and qualitative description of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation

So far, the baseline study has identified 5 innovative and inclusive solutions/ recommendations submitted by civil society actors. qualitative descriptions are as follows;

**Solidaridad network Sierra Leone:** Introduced new innovative approaches to enhance farming in Sierra Leone. The innovative farming approaches such as improved planting materials, which are fast-growing and high yielding to farmers. Solidaridad has helped hundreds of farmers to improve their livelihoods, and this has received a commendation from the Sierra Leonean Ministry of Agriculture and Forestry. Solidaridad has introduced a model cocoa farm intercropped with plants like maize, banana, plantain, and cassava and seeks to do the same for oil palm. The Government, under the Ministry of Agriculture and Forestry, welcomes this initiative and is determined to work with Solidaridad and other institutions to extend this across the country (<https://www.solidaridadnetwork.org>).

**Advocacy Movement Network (AMNET):** AMNET also played an instrumental role in advocating for the enactment of an encompassing Gender Equality and Women's Empowerment Bill, which grants women a 30% quota in politics and better protection of women's rights in the areas of education, labour, property, energy and infrastructure. AMNET work accompanied the development of the new Land Tenure Policy and the Constitutional Review to ensure that women's rights and perspectives are included (<https://amnet-online.org>).

**Sierra Leone Chamber for Agribusiness Development:** The chamber collaborates with the Government in developing strategies, policies and programmes for promoting, facilitating and supporting private investment in agricultural development and the implementation of these strategies, policies and programmes at the national and international levels (<https://www.slecad.biz>)

**The Women's Forum:** Worked towards the implementation of the Truth and Reconciliation Commission Recommendations for women, and adoption of the three gender laws on domestic violence, devolution of estates, and registration of customary marriage and divorce (<http://www.womensforums.org>).

**Women's Action for Human Dignity (WAHD):** contributed towards the implementation of legislation on women's rights and trained court monitors to follow cases for women. WAHD also conducts radio and community education on legal rights and women's political participation; provides women's rights and advocacy skills training for women; and trains decision-makers on the importance of girls' education, ending harmful traditional practices, and reducing maternal mortality.

**Nimati Sierra Leone:** Nimati used the legal empowerment approach to get back land for over 3,000 land users and owners in Bureh, Kasseh and Maconteh (BKM) Chiefdom in the Port Loko District of Sierra Leone. Nimati deployed community paralegals who are trained in basic law and in skills like mediation, organizing, and advocacy, but they do not provide a legal service. Rather, they aim through partnerships

with the local communities, to empower those affected with the legal knowledge and skills they need to tackle such problems on their own.

**II. # of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers**

The study could not establish any previous dialogues initiated, strengthened or joined to engage civil society and civil society's agenda in debate with public and private decision makers. Since this project is a new advocacy project, the basis for judging performance should be hinged on a baseline value of zero (0), with a proposed LoP target of 5.

**III. # of farmers, miners and workers (m/f) with improved access to knowledge and information to improve their participation in dialogue**

A database of the number of farmers, miners and workers with improved access to knowledge and information to improve their participation in dialogue could not be established. However, RSPO reports that about 5,000 oil palm producers have been given RSPO certification, meaning that their knowledge and skill in improved oil palm production has been enhanced. hence, may be better placed to engage in dialogue. Therefore, the indicator set for this project is 5,000, with a proposed LoP of 100,000.

**b. Accelerate Disruptive Innovations**

**I. # of farmers, miners and workers with improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative production and trade models**

A database of the number of farmers, miners and workers with improved bargaining positions through equitable access to market intelligence or as a result of new and innovative production and trade models could not be established. Since this project is a new advocacy project, the basis for judging performance should be hinged on a baseline value of zero (0), with a proposed LoP target of 300 farmers, miners and workers having access to market intelligence.

**II. # and qualitative description of new innovative or improved (production and trade) models co-designed**

The baseline identified one (1) innovative or improved production and trade models co-designed. The RSPO certification standards provide guidelines for sustainable oil palm production and processing. Through RSPO certification, smallholders can increase their yields and remove the obstacles to reach international markets. For the purposes of this project, the baseline value of one (1) is set, with a proposed LoP target of 10.

**III. # and kind (i.e. public, private, CSO or knowledge) of partners engaged to co-design and promote new production and trade models**

The study identified about 9 public and private sector partners (i.e. Africa Palm Oil Initiative, Solidaridad network, Roundtable on sustainable Palm Oil, Socfin Group, Nedoil Ltd, Natural Habitats Group, Goldtree Sierra Leone, Ministry of Agriculture, Forestry and Food Security, and Sierra Leone Agricultural Research Institute) who have co-designed and promoted production and trade models in the Sierra Leone oil palm sector. This indicator is set at 9 for the baseline, with proposed LoP target of 9

### **c. Amplify the Voice Of Citizenry**

#### **I. # of individuals activated and mobilized to raise their voice to push the policy agenda, influence societal (gender) norms, and make informed decisions**

Documentations on the number of individuals reached in the oil palm sector through advocacy on a thriving oil palm sector is difficult to harmonise as there are several actors in the oil palm space with various programmes on advocacy which are difficult to report on. This indicator is set at zero for baseline. The project will have to work towards a proposed LoP target of 20.

#### **II. # of individuals reached through campaigns**

Documentations on the number of individuals reached in the oil palm sector through advocacy on a thriving oil palm sector is difficult to harmonise as there are several actors in the oil palm space with various programmes on advocacy which are difficult to report on. For the purpose of this project, the baseline for this indicator is set to zero (0) with a corresponding proposed life of project (LoP) target of 10,000.

#### **III. # of CSO led awareness raising campaigns**

About 10 awareness campaigns have been embarked on by civil organisations in Sierra Leone in recent years. These include; popularising the farmer-friendly tree crop policies of Sierra Leone (Solidaridad network), civil society and indigenous people's organizations advocating for equality of land rights, campaign on poverty and other economic and social justice issues at the national level (GCAP), advocacy for the prevention, early diagnosis and treatment of TB (civil society movement against tuberculosis-Sierra Leone), awareness creation on agroforestry to revert slash-and-burn forests back to diversity, while providing sustainable incomes (Friends of the Environment), sensitizations seminars on children's rights, workshop aiming at mainstreaming human rights education into peace and conflict studies curriculum, Public Educational Campaigns programme was launched with the goal of offering solutions to strengthen clean, fair local economies, protect foods that are part of local heritage, and help consumers to understand the benefits of choosing organic products over industrial products (Slow Food Youth Network Sierra Leone), using legal empowerment to fight exploitative land investors (Namati Sierra Leone).

### **d. Civil Society Strengthening**

#### **I. # Civil Society actors and target groups with increased L&A capacities**

Documentations on the number of individuals with increased L&A capacities are difficult to harmonise as there are several actors in the oil palm space with various target groups which are difficult to report on. For the purpose of this project, the baseline for this indicator is set to zero (0) with a corresponding proposed life of project (LoP) target of 5.

#### **II. # and type of Civil Society actors and target groups supported**

Four (4) types of civil society actors are identified in this baseline study. These civil society actors operate in the various sectors of the Sierra Leonean economy. The following narration highlights the type of civil society actors and their target groups.

- Development non-governmental organisations: Target groups include; communities, farmers, processors, marketing companies, research institutions, policy makers, small enterprises, agribusiness specialists and corporate enterprises
- Good governance and rights-promoting organisations: Target groups include; women groups, children, youth groups, disabled peoples groups, public and private decision makers.
- Social clubs/mutual benefit organisations: Their primary target group are members of the organisation
- Elite professional associations: They target mainly their members.

## 5.4 RESULTS OF THE GENDER AND SOCIAL INCLUSION ANALYSIS

### a. Micro level (household/producer level)

#### **Gender and Social issues/constraints and opportunities identified and findings of existing gender relations and power relations:**

Sierra Leone faces a number of problems regarding various forms of sexual violence, including domestic violence, sexual assault, rape of adults and minors, marital rape, and school-related sexual abuse, as well as supposedly harmful practices such as female genital mutilation (FGM) (Gender Concerns International) and gender inequalities such as limited reproductive rights, employment, minimal political participation, minimal participation in decision making processes, access to financial services, poverty, lack of access to education, inheritance, access to land and natural resources. Additionally, Sierra Leone's populations face a range of humanitarian challenges, from limited infrastructure for providing safe drinking water or sanitation improvements, to rampant hunger and very high infant mortality rates ([actionagainsthunger.org](http://actionagainsthunger.org), Sierra Leone). Sierra Leone remains highly vulnerable, with the Ebola crisis having further weakened the country. This crisis, and rampant inflation, have had an impact on the country's food security. Chronic malnutrition remains a major problem with 31.3% of children suffering from stunted growth ([actionagainsthunger.org](http://actionagainsthunger.org), Sierra Leone). Reducing maternal mortality, currently one of the highest ratios in the world, is a national priority. Lack of access to basic services is also problematic, with 32.2% of the population having no access to a source of drinking water ([actionagainsthunger.org](http://actionagainsthunger.org), Sierra Leone).

Addressing gender issues in Sierra Leone requires consensus efforts to end or reduce these menaces. While in the light of evolving gender norms and relationships, there are several opportunities that could be exploited to benefit women and girls and therefore work to achieve gender equality and enhanced social benefit. The Sierra Leonean Ministry of Social Welfare, Gender and Children's Affairs formulated a National Gender Strategic Plan 2010-2013, which outlined six priorities areas: capacity building, management and oversight; women's participation in governance; sexual and reproductive health rights; research, documentation and information and communication technology; women's empowerment; and gender budgeting and accountability. The Ministry also put forth a National Action Plan on Security Council Resolutions 1325 on Women Peace and Security, and 1820 on Sexual Violence (SiLNAP) which set out priority actions for 2010-2014. Also, the Government of Sierra Leone has developed and officially launched the Medium-Term National Development Plan (2019-2023) with a whole cluster Five on "Empowering Women, Children and Persons with Disability". This plan was fully aligned to the SDGs and Agenda 2063 which will ease implementation and reporting. The Ministry of Social Welfare, Gender and Children's Affairs has also finalized the National Gender Strategic Plan and the Sierra Leone National Action Plan on UNSCR 1325 and 1820.

The government also set out the main objective of advancing gender equality and the empowerment of all women and girls in Sierra Leone. In this light, the government seeks to minimize incidences of GBV in the country and strengthen the mechanisms that protect women and children; improve women's human rights by enhancing their access to justice through improved knowledge of their rights, legal reforms and enhancement of the capacity of law enforcement agencies; improve Sierra Leonean women's access to political leadership and decision-making at all levels; encourage sectoral ministries to ensure the integration of gender-oriented goals into fiscal policies, processes and programmes and meaningful resource allocation focusing on women's needs (Ministry of Social Welfare, Gender and Children's Affairs, 2014). Some of the milestones achieved by the government include: Parliamentary approval of the Gender Equality and Women's Empowerment Policy; Parliament passes the Gender Equality and Women's Empowerment Act and the availability of gender disaggregated data by district (health, agriculture, education) ([opengovpartnership.org](http://opengovpartnership.org)).

In the context of this study, the findings of Rancourt (2011) on evolving gender norms and relationships affecting women and girls are well situated and briefly articulated to explain the gender relations and power relations that exist in Sierra Leone.

- **Increased vulnerability of girls:** Girls and young women are also arguably more vulnerable than they were in the past. The changing social environment makes them more susceptible to teenage

pregnancy out of wedlock, and less likely to have access to necessary family and community support systems when male partners fail to provide for them and their children.

- **Transactional sex and relationships as a dominant coping mechanism:** Pass pass, a krio term for going from person to person in a community, is one of many terms associated with transient relationships. Girls explained their alternative use of the term 'pass pass' to refer to their practice of cultivating multiple relationships with adolescent boys and men who can give them small amounts of money to help meet their financial needs and wants. This is perceived to be a dominant coping and livelihood strategy among adolescent girls. It applies whether they are in or out of school, and whether or not they have another source of income.
- **Gender equality in the home:** Adolescent boys and male youths have mixed feelings about the affirmative action campaign for women's equal access to elected offices, and about the implications this holds for intra household power struggles. On the one hand, they feel threatened that women's rights are encroaching on their own traditional rights and privileges. Furthermore, openly breaking social conventions on the strictly gendered division of labour can brand a man as "foolish," damaging his credibility among other men. Gendered norms about the male head of the household remain strong, including his responsibility for all important decisions, such as when to 'stop having children,' and all matters of 'external relations'.
- **Intimate partner violence:** With most men unable to live up to dominant notions of masculinity, other behavioural markers can take on greater significance, such as physical strength, protection of the family, sexual prowess, authority and dominance. Studies show domestic violence towards women can be an attempt by men to "acquire relevance through violent activities. This observation would seem to have some relevance to this context.
- **From polygamous to polyamorous relationships:** Polygamy in Sierra Leone, whereby a man takes multiple wives is increasingly unpopular among young women, who refuse to bear the emotional and financial hardship involved in sharing a man with other wives. It is also losing relevance to young men, who fear the strain of providing for numerous dependents now that the burden of financial care has increased to cover food, educational and caring costs. At the same time, among adolescents and youth in particular, it is possible to observe a shift towards informal polyamorous relationships. Other factors driving this trend may include the combination of early sexual debut with delayed marriage, and transactional sex as a coping strategy for many girls and young women.
- **Limited opportunities for leisure by girls and women:** Leisure time for men in rural and urban settings is institutionalised. In farming communities, adolescent boys and fathers have leisure time after they return from the fields and wash, while they are waiting for the women to prepare the evening meal. During this time, and again after dinner, they are free to play football, go fishing, drink poyo, play drafts, or watch a film. In cities, it is only men who can be observed throughout the day at popular ataya bases, where they are able to sit, drink tea, and exchange information on the latest political, business and sports news. In contrast, women are expected to labour continuously throughout the day, fitting in time for socializing and relaxation around their daily productive activities. Women's time for relaxation involves points in the day where they must interact with other women in their labour, such as water sources, markets, cooking and hairdressing spaces.
- **Constrained income generation of women:** Women's lower access to income generating possibilities reinforces their reliance on men and their deference to male authority. Women-headed households frequently lack the cash to hire labour for activities requiring intense physical strength normally provided by men such as brushing and clearing vegetation and forest. Labour on the farm is defined by the agricultural calendar and seasonality, as well as by gender norms. Whereas men may do the bulk of strength-requiring activities, women's labour inputs tend to be more time consuming and continuous throughout the agricultural calendar, such as weeding and watering crops. Women also exert more energy in the fields due to the burden of childcare. They frequently carry infants and heavy toddlers on their backs while bending over in the fields to avoid leaving them alone at home, or to roam around the ground where they may be harmed by poisonous snakes.

**A detailed framework/matrix matching the constraints & opportunities with related proposed interventions:**

Table 1: Gender constraints, opportunities and proposed interventions

Gender/social Constraints	Opportunities	Proposed interventions
Gender issues		
Sexual violence	National Gender Strategic Plan 2010-2013 had priority areas including sexual and reproductive health rights and women's empowerment. National Action Plan on Security Council Resolutions 1325 on Women Peace and Security, and 1820 on Sexual Violence. Medium Term National Development Plan (2019-2023) Sierra Leone National Action Plan on UNSCR 1325 and 1820.	Government and civil society actors should build solidarity and mutual support among adolescent girls by facilitating the creation of safe and non-judgmental environments for them to share their concerns, seek information, challenge convention and develop positive notions of femininity that suit their values, aspirations and current realities
Female genital mutilation		Affirm commitment to total abandonment of female genital mutilation (FGM). FGM discriminates against the rights of girls and women, and upon a body of evidence that all forms of cutting can have harmful immediate and long-term consequences to the health of girls and women. I
Limited reproductive rights	National Gender Strategic Plan 2010-2013 had priority areas including sexual and reproductive health rights and women's empowerment. Sierra Leone National Action Plan on UNSCR 1325 and 1820.  Gender Equality and Women's Empowerment Policy	Promote legal empowerment and effective methods of legal awareness raising on the rights of girls and women
Limited employment opportunities	Gender Equality and Women's Empowerment Policy and act	Make gender equity a pillar of national employment and training strategies
Minimal political participation	Gender Equality and Women's Empowerment Policy and act National Gender Strategic Plan 2010-2013 had priority areas including women's participation in governance and women's empowerment.	Reinvigorate the affirmative action campaign and link to a wider advocacy agenda
Minimal participation in decision making processes	Gender Equality and Women's Empowerment Policy and act National Gender Strategic Plan 2010-2013 had priority areas including women's participation in governance and women's empowerment.	Reinvigorate the affirmative action campaign and link to a wider advocacy agenda

Limited access to financial services	Gender Equality and Women's Empowerment Policy and act	Sierra Leone's government should appoint a national champion for women-owned small businesses; that bank should create products specifically designed for women and provide flexible and longer repayment periods on loans; and that woman should be given more business training opportunities, and have a greater voice in policy dialogue.
Limited Inheritance rights	Gender Equality and Women's Empowerment Policy and act. Administration of Estates act.	The Intestate Succession Bill that provides for intestate succession and other inheritance related matters should be passed to law.
Minimal access to land and natural resources	National Land Policy Gender Equality and Women's Empowerment Policy and act	Effective implementation of protective legislation and the discontinued application of customary law which discriminates against women's right to land and property.
Social issues		
Poverty	National policy for Social Protection	Investments to increase agricultural productivity, improve livestock management and provide livelihood opportunities are key ways to address the needs of poor rural women
Lack of access to education	National policy for Social Protection	The Government of Sierra Leone should remove financial barriers to girl's attendance, completion and performance at secondary level while mitigating risks to their protection.
Rampant hunger	National policy for Social Protection	Investments to increase agricultural productivity, improve livestock management and provide livelihood opportunities are key ways to address the needs of the poor.
High infant mortality rates	National Reproductive, Maternal, Newborn, Child and Adolescent Health Policy.	The government of Sierra Leone and relevant stakeholders should provide improved healthcare by making it accessible and affordable to the rural poor and marginalised.
Maternal mortality	National Reproductive, Maternal, Newborn, Child and Adolescent Health Policy.	The government of Sierra Leone and relevant stakeholders should provide improved healthcare by making it accessible and affordable to the rural poor and marginalised.
Unavailability of safe drinking water	National Water and. Sanitation Policy	Prepare a sustainable Development Goals' action plan on safe drinking water and market to get interest from the donor community, nongovernmental organizations, the private sector, and consumers. Build the capacity of the private sector to enable it to support in the provision of safe water drinking for both rural and urban communities.
Sanitation issues	National Water and. Sanitation Policy	Increase the budget for sanitation, particularly for institutions undertaking community sensitization programs.

## **b. Meso level (community, CSO/ CBOs)**

### **Gender and Social issues existing in the commodity value chain as identified with and by varied stakeholders (stakeholder perspectives):**

#### **Local community perspective:**

From the local community perspective, the study observed a number of gender and social issues in the palm oil value chain in Sierra Leone. The study found that gender inequality is pronounced in the Sierra Leonean oil palm value chain. Women are involved in all segments of the value chain, except the industrial segment that offers better wages and working conditions. Women do more than 60% of the job on the traditional palm oil production and processing and are heavily involved in processing activities, trading and enhancing incomes and strengthening their empowerment (Value chain analysis for development, 2019). Despite their important contributions to the palm oil value chain, the current state of the value chain poses a number of drawbacks especially for women: several non-compliances with VGGT and small compensation for land-lease, very poor working environments in soap factories and on the processing sites, basic health infrastructure in rural areas, very poor access of women to financial and agriculture extension services. Even though school enrolment figures are increasing, child labour (paid jobs) is observed etc.

#### **Commercial stakeholders:**

Again, the study engaged commercial stakeholders to elicit information on some gender and social issues in the palm oil value chain in Sierra Leone. The study found that women are not at all involved or consulted in the decision-making for land-leasing processes even though the new National Land Policy includes specific provisions. The active role of women does not reflect in their representation and engagement in the governance of the oil palm value chain. Again, they are often poorly represented in Farmer Based Organisations and Commodity Associations. Also, women are not guaranteed a representation in decision-making processes. Furthermore, there is a seemingly lack of accountable and transparent leadership in the oil palm value chain. Access to agricultural information and extension services is low. **This stems from the fact that more than half of oil palm producers including women do not belong to farmer-based organisations (Value Chain Analysis for Development, 2019).**

#### **Local CSO/CBO perspective:**

The study found that there are so-called “women’s crops” (cassava, groundnut, maize, potato and vegetables) and there are those other crops mostly grown by men (coffee, cacao and oil palm). Similarly, women are associated with the rearing of small ruminants (goats and sheep), gathering of fuel wood and inland fisheries while the men are mostly known for cattle rearing, piggery, logging for timber and marine fisheries (NSADP, 2009). Though, oil palm cultivation is regarded as “men’s crop”, women contribute more than 60% of the labour needs in production and processing. Yet women do not normally share direct benefits of additional income from their labour. In fact, agricultural activities by status in the census report noted that men dominate the paid and self-employed category while women mostly belong to the unpaid family workforce.

### **Intersectional gendered strategies to challenge or resist different forms of power around gender discriminatory or social exclusion issues identified that exist at meso level e.g., community, cooperative, CBO etc. hindering inclusion, empowerment or equality for example lack of land rights among indigenous groups:**

Sierra Leone has various policies and strategies that address gender and social exclusion issues. For instance, the government together with civil society organisations and other stakeholders have developed a comprehensive national land policy (NLC). The policy addresses the major issues related to land management and administration in Sierra Leone, with a view to moving towards a clearer, more effective and just land tenure system that shall provide for social and public demands, stimulate responsible investment and form a basis for the nation’s continued development (NLC, 2015). The policy also offers for the protection of land rights that will strengthen women’s access to land, give communities a bigger say over land management and create a better framework for major land investments (NLC, 2015). Also, the Gender Equality and Women’s Empowerment Policy aims to advance gender equality and the empowerment of all women and girls in Sierra Leone, with a specific focus on reducing gender-based violence (GBV), enhancing women’s access to justice, improving women’s access to political leadership and decision-making, and encouraging gender mainstreaming into sectoral programs (Sierra Leone OGP Action Plan).



**Existing efforts by stakeholders and capacity (including capacity gaps) to address the gender and social issues through stakeholder's service provision mechanism for the affected groups:**

Several stakeholders including the Advocacy Movement Network, Women's Action for Human Dignity, Women's Forum, Women Advocacy and Agricultural Development Organization, Advocacy Initiative for Development etc. have campaigned and supported vulnerable groups including women and girls with tools and resources to produce sufficient food for their families. Also, women's rights and advocacy skills training are activities undertaken to empower and advance the women's agenda. However, the study finds that these stakeholders, mostly civil society organisations, have limited capacity to influence the welfare of women in terms of wages and their level of participation in all facets of the oil palm value chain.

**c. Macro level (Policy/Government, public)**

**Are there policies/national frameworks that support gender inclusivity in the sector? What are they if any? and to what extent have they been implemented?**

Though Sierra Leone has no policy specific to the oil palm sector, the National Sustainable Agriculture Development Plan (NSADP) developed by the country provides a broad framework for a sustainable and productive agricultural sector. The NSADP makes provision for gender issues but does not clearly show specifically how some gender issues are to be addressed. However, Sierra Leone has enacted and implemented some gender and women empowerment policies that support gender inclusivity in all aspects of the economy. Some of the policies identified during this baseline include; National policy for Social Protection, Gender Equality and Women's Empowerment Policy and act, National Land Policy, National Gender Strategic Plan 2010-2013, Medium Term National Development Plan (2019-2023) and Sierra Leone National Action Plan on UNSCR 1325 and 1820. These policies/frameworks have been implemented fully while some of them are outdated and need revision.

**An examination of values, objectives, expected results and actions of implemented policy(ies) to bridge/address commodity-based value chain gender gaps and social exclusions in light of the gender relations, roles, and identities of the target groups:**

The implementation of the National Sustainable Agriculture Development Plan is guided by key objectives and actions, these include: (1) supporting commercialization of key agricultural products; (2) encouraging the introduction of new technology as well as providing for the acquisition, multiplication, and dissemination of new and improved plant material; (3) providing incentives for importation of agricultural equipment and increasing farm accessibility; (4) improving access to land, providing farm incentives and security in the countryside, and rehabilitating partially developed inland valley swamps; and (5) facilitating access to credit and encouraging private sector investment in non-traditional export products such as palm oil (NSADP, 2009).

## 6. CONCLUSION AND PROPOSED ADJUSTMENTS

### 6.1 Conclusions

Based on the findings, the following conclusions have been drawn:

1. Sierra Leone has about 9 policies formulated and implemented to address gender and social inclusion issues. These policies include; National Gender Strategic Plan 2010-2013; National Action Plan on Security Council Resolutions 1325 on Women Peace and Security, and 1820 on Sexual Violence; Medium Term National Development Plan (2019-2023); Sierra Leone National Action Plan on UNSCR 1325 and 1820; Gender Equality and Women's Empowerment Policy; Administration of Estates act; National policy for Social Protection; National Reproductive, Maternal, Newborn, Child and Adolescent Health Policy and National Water and Sanitation Policy. However, some of these policies have been found to be outdated.
2. The baseline identified some gender and social constraints affecting women and youth in Sierra Leone. These constraints include, unavailability of safe drinking water, sanitation issues, maternal mortality, high infant mortality rates, rampant hunger, lack of access to education, poverty, minimal access to land and natural resources, Limited Inheritance rights, Limited access to financial services, minimal participation in decision making processes, Limited employment opportunities, Limited reproductive rights, female genital mutilation and sexual violence.
3. The findings of the baseline show that about 87 civil society actors are actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable.
4. Consequently, about 7 advocacy initiatives have been carried out by some of these CSOs in Sierra Leone. Most of these advocacy campaigns have been on women and youth rights, governance and farmers welfare.
5. Meanwhile, these advocacy initiatives have resulted in about 5 innovative and inclusive solutions / recommendations being submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation.
6. While oil palm is cultivated almost everywhere in Sierra Leone, the tree crop has no designated policy framework that guides its production, processing and marketing. Meanwhile, the Roundtable Sustainable Palm Oil and Africa Palm Oil Initiative are initiatives that provide guidelines for sustainable oil palm production in Sierra Leone.
7. Generally, Sierra Leone has a number of stakeholders with demonstrated capacity who are involved in the oil palm sector, they include; Goldtree Ltd, Socfin, Nedoil, Natural habitats, RSPO, APOI and Solidaridad network.
8. The operations of these companies are guided by 3 national policies in Sierra Leone that address the needs of the private sector; they include; local content policy, trade policy and national land policy.
9. Also, these companies operate 2 private sector inclusive business models i.e. pure plantation and outgrower schemes, while implementing sustainability norms in compliance with RSPO certification standards.
10. Sierra Leone presently has only 1 framework known as the National Sustainable Agriculture Development Plan (NSADP) that provides a framework on sustainable production, trade and consumption. Sierra Leone's agricultural sector utilizes the ECOWAS Agricultural Policy (ECOWAP), Comprehensive Africa Agricultural Development Programme (CAADP) to promote the agricultural sector and National Sustainable Agriculture Development Plan.
11. Ownership of oil palm plantation and its income generation benefit men to the detriment of the women and youth who are the major workforce in the sector.
12. The study could not establish any previous advocacy projects that seek to improve farmers, miners and workers access to knowledge and information to improve their participation in dialogue.

13. The baseline could not establish the number of farmers, miners and workers with improved bargaining positions.
14. Documentations on the number of individuals with increased L&A capacities could not be established.
15. Documentations on the number of individuals reached in the oil palm sector through advocacy on a thriving oil palm sector could not be established.
16. The study could not establish any previous dialogues initiated, strengthened or joined to engage civil society and civil society's agenda in debate with public and private decision makers.
17. Nine (9) public and private sector partners (i.e. Africa Palm Oil Initiative, Solidaridad network, Roundtable on sustainable Palm Oil, Socfin Group, Nedoil Ltd, Natural Habitats Group, Goldtree Sierra Leone, Ministry of Agriculture, Forestry and Food Security, and Sierra Leone Agricultural Research Institute) who have co-designed and promoted production and trade models in the Sierra Leone oil palm sector.
18. One (1) innovative or improved production and trade models co-designed. The RSPO certification standards provide guidelines for sustainable oil palm production and processing.
19. The study could not establish the number of individuals activated and mobilized to raise their voice to push the policy agenda, influence societal (gender) norms, and make informed decisions.

## **6.2 Recommendations**



The following recommendations are made based on the conclusions drawn:




1. The Reclaim sustainability project should specifically target supporting the Sierra Leone government to update some gender and social inclusion policies (i.e. National Gender Strategic Plan 2010-2013, National Action Plan on Security Council Resolutions 1325 on Women Peace and Security, and 1820 on Sexual Violence) to ensure that the needs of women and children are adequately addressed.
2. The government should increase the budget for sanitation, particularly for institutions undertaking community sensitization programs. Also, the capacity of the private sector should be built to enable it to support the provision of safe water drinking for both rural and urban communities. Furthermore, the government should prepare a sustainable Development Goals' action plan on safe drinking water and market to get interest from the donor community, nongovernmental organizations, the private sector, and consumers.
3. There should be increased investments by the government and some private sector actors to increase agricultural productivity, improve livestock management and provide livelihood opportunities are key ways to address the needs of the poor.
4. The Government of Sierra Leone should remove financial barriers to girl's attendance, completion and performance at secondary level while mitigating risks to their protection.
5. Effective implementation of protective legislation and the discontinued application of customary law which discriminates against women's right to land and property, The Intestate Succession Bill that provides for intestate succession and other inheritance related matters should be passed to law.
6. Sierra Leone's government should appoint a national champion for women-owned small businesses; the banks should create products specifically designed for women and provide flexible and longer repayment periods on loans; and that woman should be given more business training opportunities, and have a greater voice in policy dialogue. Reinvigorate the affirmative action campaign and link to a wider advocacy agenda, make gender equity a pillar of national employment and training strategies.




7. CSOs in Sierra Leone should be more organised and show vibrancy in their advocacy campaigns to ensure minority groups especially women and children have their rights addressed
8. Government and civil society actors should build solidarity and mutual support among adolescent girls by facilitating the creation of safe and non-judgmental environments for them to share their concerns, seek information, challenge convention and develop positive notions of femininity that suit their values, aspirations and current realities.
9. The government of Sierra Leone should formulate a policy for the oil palm sector to address production, processing and gender issues in the palm oil value chain. The policy when formulated should be geared towards regulating private sector participation in the oil palm value chain so as to avoid situations where locals are exploited.
10. The Reclaim Sustainability project and other stakeholders should embark on advocacy programmes to increase the number of farmers, miners and workers with improved bargaining positions.
11. The Reclaim Sustainability project should work to improve the number of farmers, miners and workers' access to knowledge and information through participation in dialogues.

## 7. CONFIRMED TARGETS

Fill in the table below with the required data. The baseline data should be in line with the assessments done for the different result areas. For comparison purposes, please provide targets 2025 that were submitted in the proposal development process under column (Initial targets) and the revised targets 2025 based on the baseline under column (Revised Targets).

ToC Components	Key Performance Indicators	Baseline	Initial Target 2025 (from the proposal)	Revised Target 2025
				
	# and qualitative description of new and improved <b>private sector policies</b> for sustainable sourcing, production, trade and investment	3	1	1
	# and qualitative description of new and improved private sector inclusive <b>business models</b>	2	1	1
	# of <b>private sector actors</b> that commit to implement sustainability norms, private sector policies and/or innovate business models recommended during the project	4	1	2
	# and qualitative description of <b>implemented (new or improved) frameworks</b> for sustainable production, trade and/or consumption by public authorities	3		3
	# of national/regional or local <b>public sector actors</b> that develop new, or improve existing frameworks for sustainable	5		5

 <p><b>SUPPORTIVE PUBLIC SECTOR</b></p> <p>National, regional and international comprehensive norms and regulatory frameworks that ensure sustainable production, trade and consumption</p>	production, trade and/or consumption			
	# and qualitative description of sustainable production, trade and consumption <b>frameworks supported</b> for development, improvement or implementation	1		1
	Level of progress towards policy change (according to the 6 steps towards policy change)	0		6
 <p><b>VIBRANT AND STRONG CIVIL SOCIETY</b></p> <ul style="list-style-type: none"> <li>• ENGAGE and DEBATE with public and private decision makers</li> <li>• HOLD decision makers accountable</li> <li>• MONITOR implementation and enforcement of policies and mechanisms</li> <li>• SAFEGUARD gender and social inclusiveness</li> <li>• DEMAND and CONSUME sustainable products</li> </ul>	# of <b>civil society actors actively participating</b> in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	87	2	5
	# and qualitative description of <b>advocacy initiatives carried out by supported CSOs</b>	7	2	2
 <p><b>ADVOCATE THROUGH INCLUSIVE DIALOGUE</b></p> <p>Influence agendas and develop solutions to address issues in value chains and trade in an inclusive way.</p>	# and qualitative description of <b>innovative and inclusive solutions / recommendations that are submitted by civil society</b> through inclusive dialogues to key public and private sector decision makers for adoption and implementation	5	1	2
	# of <b>dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate</b> with public and private decision makers	0	2	5
	# of farmers, miners and workers (m/f) with <b>improved access to knowledge and information</b> to improve their participation in dialogues	0		10
	# Civil Society actors and target groups with <b>increased L&amp;A capacities</b>	0	1	5

 <p><b>CAPACITATE LOCAL CIVIL SOCIETY</b></p>	# and type of Civil Society actors and target groups supported	4	5	10
 <p><b>ACCELERATE DISRUPTIVE INNOVATIONS</b> Advocate for optimization of position of (female) farmers and workers in the supply chain, through innovative, digital and fair business models.</p> <pre> graph TD     A[Engage producers, private sector, local and international technology partners] --&gt; B[Co-design and promote inclusive new production and trade models]     B --&gt; C[Improved transparency and traceability and market intelligence]     C --&gt; D[Better negotiation position of farmers and workers]           </pre>	# of farmers, miners and workers with <b>improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative production and trade models</b>	0	150	300
	# and qualitative description of new innovative or improved (production and trade) <b>models co-designed</b>	0	1	1
	# and kind (i.e. public, private, CSO or knowledge) of <b>partners engaged to co-design and promote</b> new production and trade models	0		
 <p><b>AMPLIFY THE VOICE OF CITIZENRY</b> Mobilize, activate and engage citizens &amp; CSOs to change norms and influence policy agenda.</p> <pre> graph TD     A[Awareness raising &amp; campaigns] --&gt; B[Citizens are informed (knowledge)]     B --&gt; C[Social Norms influenced (attitude)]     C --&gt; D[Citizens raise their voice &amp; make informed decisions (behaviour)]           </pre>	# of <b>individuals activated and mobilized</b> to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	0	10	20
	# of <b>individuals reached</b> through campaigns	0	3000	10000
	# of <b>CSO led</b> awareness raising campaigns	10	1	5

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## APPENDICES

### Appendix 1: List of Key Informants

#	Name	Organization Type	Institution	Position
1	Mr. Idara Sheriff	Public	Ministry of Agriculture and Forestry	Director General
2	Mr. Francis Turay	Public	Ministry of Agriculture and Forestry	Director, Tree Crop
3	Dr Vibb	Public	Produce Monitoring Board	Executive Director
4	Benedict Kosia	Private Sector - Company	Goldtree limited	Outgrower Manager
5	Jusu Sannoh	Private Sector - Company	Oil Palm Cooperative	Chairmaa
6	Edward Sesay	NGO	Conservation Society Sierra Leone	Programme Manager/APOI focal Person
7	Hardy Jalloh	Public	Sierra Leone Investment Export Promotion Agency	Investment Promotion Manager
8	Mr. Mohamed Kamara	Private Sector - Company	Goldtree limited	Group Director of Africa Operations and Special Projects
9	Nicholas Jengre	INGO	Solidaridad West Africa - Sierra Leone	Country Representative
10	John M.P Sinah	INGO	Solidaridad West Africa - Sierra Leone	Programme Manager
11	Andrew Kojo Morrison	INGO	Solidaridad West Africa - Sierra Leone	Technical Advisor