

# Mapping of Public-Private Dialogue platforms in Sierra Leone

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## 1. BACKGROUND

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The development of well organised and competitive value chains is a crucial driver of the regional industrialization strategy in view of its potential for expanding production possibilities and enhancing cross-border utilisation of the natural and human resources. This approach has to ensure the linkages between national, regional, and global levels. Thus, moving upwards and strengthening regional value chains (RVCs) and taking positions in critical segments of global value chains (GVCs) constitute one of the major drivers of industrialization in ECOWAS.

The United Nations Industrial Development Organisation (UNIDO) and International Trade Centre (ITC) are supporting the Economic Community of West African States (ECOWAS) with the implementation of the European Union (EU)-funded West Africa Competitiveness Programme (WACOMP), which aims, inter alia, to support the selected value chains at national and regional levels to promote transformation, better access to regional and international markets, considering social and environmental issues.

WACOMP will specifically aim:

- To improve the climate for business at national and regional levels
- To improve the performance, growth and contribution to industry, regional trade, and exports of selected value chains.

In order to help countries, achieve sustained, transformative, and inclusive growth through deepening regional market integration, ECOWAS and its Member States have developed a large set of regional trade related policy and regulatory frameworks and initiatives (ECOWAS Trade Liberalization Scheme (ETLS), Common External Tariff, Common Investment Code, Investment Climate Scorecard, etc.). The implementation of those has been expected to translate into effective coordination and harmonization of national trade related policy and regulatory frameworks as well as to serve as a catalyst for the improvement of the business environment across the region.

One of the main reasons why a major part of the huge potentials offered by West Africa regional trade integration process is yet to be realized is due to the challenges countries have had in mainstreaming some of the above-mentioned regional regulations and policies into the national regulatory framework, including the poor domestication and implementation of some of its main tools<sup>1</sup>. A business community position paper produced through the support of ITC in conjunction with ECOWAS Commission, looking at the impact of ETLS at agricultural subsector level, found that its poor implementation has been largely due to the lack of inclusiveness and participation of the private sector during its policy-making process and insufficient awareness-raising efforts since its adoption.

It is against this backdrop that ITC will be providing assistance to Sierra Leone to mainstream regional trade and MSME related policies into their national regulatory framework. For this purpose, ITC will take a sector-specific approach – by focussing on cocoa, palm oil and cassava sectors – to mobilize the public and private sectors and build their capacity for engagement.

As the value chain stakeholders of these sectors are diverse, comprising government agencies, farmers associations, cooperatives, aggregators, NGOs, it is always beneficial to foster an engagement through a recognised platform where the members have common and shared visions and goals and can support advocacy and development.

The purpose of this mapping exercise is to identify both existing and potential PPD platforms that can support engagements on advocacy and development efforts for stakeholders in the cocoa, cassava and oil palm value chains.

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<sup>1</sup> <https://ferdi.fr/publications/nigeria-time-to-take-the-lead-on-regional-and-global-trade-integration-in-west-africa>

## 2. TRANSVERSAL PPD MECHANISMS

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### 2.1 The Sierra Leone Business Forum (SLBF)

The SLBF was established in 2007 under the International Finance Corporation's RABI Project, a phased multi-year approach that sought to strengthen the private sector by making it easier, better and faster to do business in Sierra Leone, and create an environment that that will attract FDI into the country.

It was established as a structured partnership that brought the Government and the private sector together to engage in constructive dialogue aimed at identifying, prioritizing and resolving key constraints to private sector development. By fostering public-private dialogue to support the Government's reform efforts, the SLBF was to provide a platform for the private sector to meet and provide inputs into business policies and promote investment-friendly policies through informed dialogue.

In January 2009, the SLBF transitioned from a donor led PPD platform to a locally owned and managed institution by becoming a Company limited by Guarantee rather than by Shares, in accordance with its Memorandum and Articles of Association of January 2009. This new arrangement created a governing body (Board of Directors) for the SLBF with the Minister of Trade and Industry and the President, Sierra Leone Chamber of Commerce and Industry (SLCCIA) both serving as Co-Chairs, and six other directors from both the public and private sectors also appointed to the Board as board members to provide an oversight role on the institution and also assisting in soliciting and securing funding from Government, donors, companies and other institutions. This requirement to have a Board of Directors was further confirmed in the SLBF's Board Manual and Code of Ethics of 2009 which was approved by the Board at their Meeting in February 2009.

In accordance with its Memorandum and Articles of Association, the SLBF was initiated to:

- Support the development of the private sector in Sierra Leone.
- Carry out business in private sector development and to do all or any of the matters hereby authorised in any part of the world either alone or in conjunction with other factors, trustees, or agents for other companies.
- Undertake strategic consulting on business reform.
- Provide pro-bono strategy advice to internal and external institutions engaged in such efforts.
- Facilitate relevant seminars for key business practitioners, business regulatory agents and government.

#### **Composition of the SLBF Board**

The composition of the SLBF Board is as follows:

- i. The Honourable Minister of Trade and Industry, Co-Chair
- ii. The President, Sierra Leone Chamber of Commerce, Industry and Agriculture, Co-Chair
- iii. The Representative from Sierra Leone Insurance Commission (SLICOM) – To be appointed.
- iv. The Sierra Leone Market Women's Association
- v. The United Indigenous, Commercial and Petty Traders Union
- vi. The Sierra Leone Association of Manufacturers (SLAM)
- vii. The Sierra Leone Association of Commercial Banks
- viii. The Representative, Bank of Sierra Leone
- ix. Director, SLBF

The Quorum for a Board Meeting is five members and there is no mention in either the SLBF's M & A or the Manual about the tenure of the directorship.

The key participants of the Sierra Leone Business Forum include:



During the first two years of its inception, the SLBF was quite vibrant and was managed by a secretariat headed by a Director and a staff of seven. The SLBF developed position papers on key thematic areas including business reforms, trade facilitation, customs and tax reforms and land tenure from the analysis of policies and documents by ad-hoc working groups and technical committees, established for the thematic areas. The working groups have included a Between 2010 and 2016, the SLBF facilitated several private sector development roundtables focusing on the opportunities and constraints for economic growth.

### **Current Status of the SLBF**

When the IFC's grant funding ended in March 2012, the SLBF faced critical funding challenges and the secretariat could not to run the institution effectively except for occasional funding support for some activities from few donors. During this period of uncertainty between 2012 and 2014, the SLBF lost almost all of its staff of seven. In 2014, the SLBF was formally made a trade support institution under the Ministry of Trade and Industry. For the first two years, it was provided with a regular subvention by government which dwindled until 2020 when no subvention was provided. The institution is now dormant and has no active staff members.

## **2.2 The National Trade Facilitation Committee (NTFC)**

The National Trade Facilitation Committee (NTFC) was established by a Cabinet Conclusion of the Government of Sierra Leone in accordance with the provisions of the WTO Trade Facilitation Agreement requiring each WTO member to establish a national committee on trade facilitation to facilitate both domestic coordination and implementation of the provisions of the agreement Its objectives are:

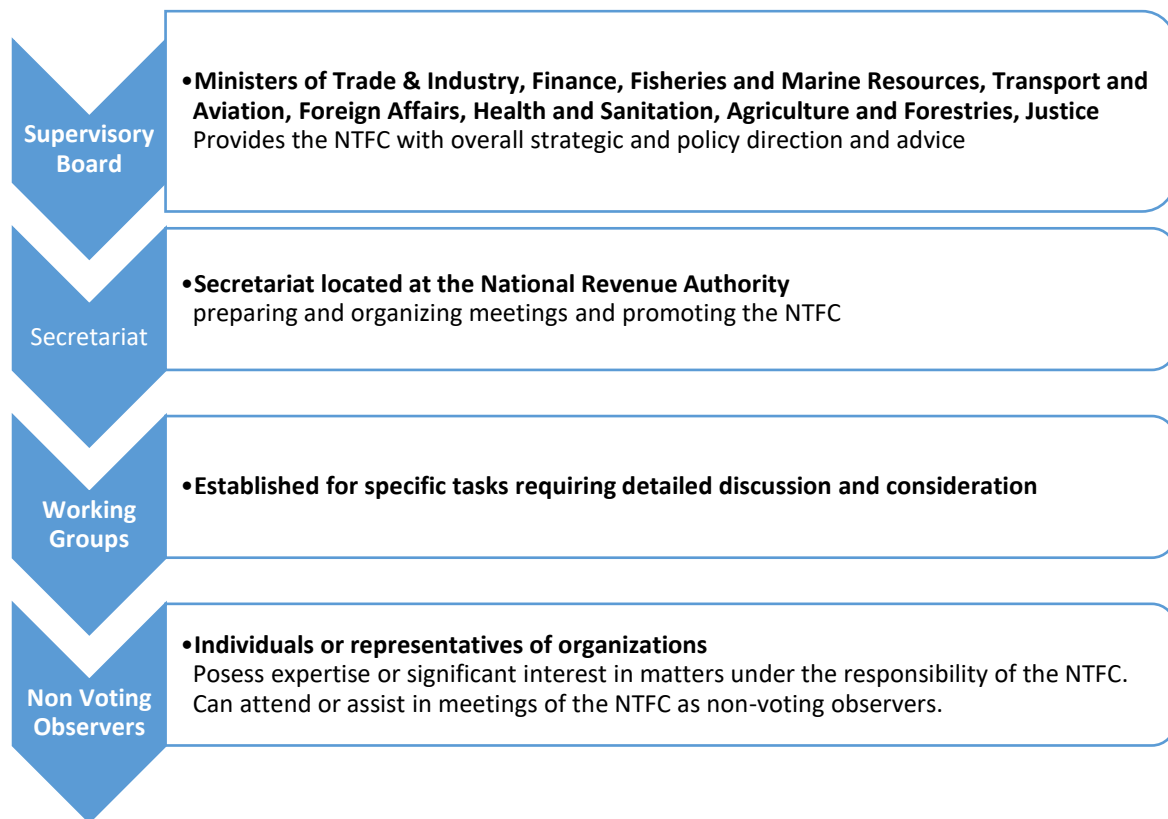
- to provide a permanent forum for regular consultation on trade facilitation matters.
- to identify issues affecting the cost and efficiency of movement of goods across borders in Sierra Leone and to develop, coordinate and monitor the implementation of specific measures to eliminate or reduce such barriers.
- to coordinate and monitor Sierra Leone's implementation of the World Trade Organization (WTO) Agreement on Trade Facilitation and Sierra Leone's trade facilitation obligations under other international, regional or bilateral agreements; and
- to provide advice and assistance to the Government of Sierra Leone on trade facilitation matters as requested.

## Membership

The NTFC which is chaired by the Permanent Secretary, Ministry of Trade and Industry and co-chaired by the Commissioner-General, National Revenue Authority, comprises members from the institutions indicated in the table below.

Institution	Representation
Ministry of Trade and Industry;	Permanent Secretary, Foreign Trade Directorate, Trade Facilitation Focal Point, Sierra Leone Standards Bureau, Sierra Leone Investment and Export Promotion Agency
Ministry of Finance	Financial Secretary
National Revenue Authority	Commissioner-General + 2 Representatives from the Department of Customs
Ministry of Agriculture, Forestry and Food Security	Livestock and Veterinary Services Division, Phytosanitary Control Unit
Ministry of Health and Sanitation;	Pharmacy Board of Sierra Leone, Port Health
Ministry of Fisheries and Marine Resources	Quality Control Unit
Other Ministries, Departments and Agencies	Sierra Leone Ports Authority, Law Officers Department of the Ministry of Justice, Ministry of Foreign Affairs and International Cooperation, Public-Private Partnership Unit
Private Sector	Sierra Leone Association of Manufacturers, Sierra Leone Chamber of Commerce, Industry and Agriculture, Association of Clearing and Forwarding Agencies, Sierra Leone Importers Association, Sierra Leone Exporters Association, Sierra Leone Commercial Bankers Association, Motor Drivers Union, Sierra Leone Chamber of Agribusiness Development (SLeCAD), Sierra Leone Pharmaceutical Business Association (SLPBA), Commercial Agricultural Producers and Processors Association, Indigenous Transport Owners Association

The other structures of the NTFC include:

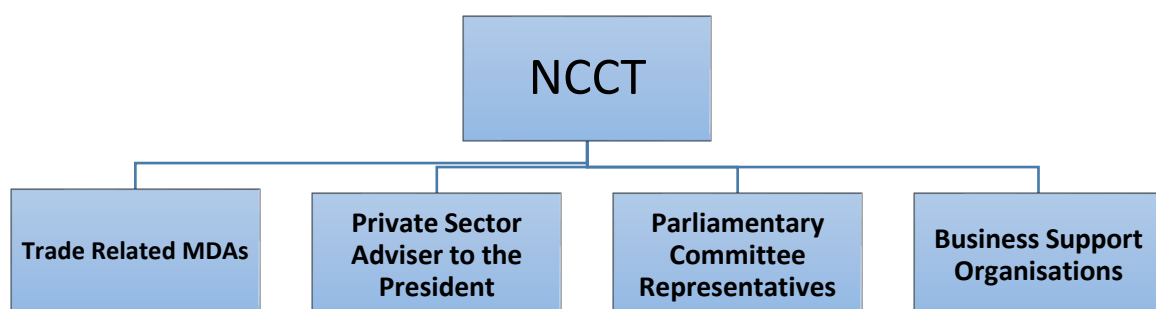


The NTFC meets quarterly or at the request of any member and decisions are taken by consensus. The NTFC is funded by the Government of Sierra Leone and Development Partners to fund projects to implement its trade facilitation recommendations and proposals.

### 2.3 The National Coordinating Committee on Trade (NCCT)

National Coordinating Committee on Trade (NCCT) is a public- private sector forum on Trade that was established in 2002 with a mandate to provide inter-governmental coordination on the Aid for Trade initiative but became defunct in 2008 due to lack of funding. It was reinstated in 2009 under the Ministry of Trade and Industry under EIF funding and operated until 2015 when funding expired.

The NCCT is chaired by the Permanent Secretary/Chief Director MTI and has the following categories of membership.



- **Professional Heads of Trade Related Ministries, Departments and Agencies**  
-Ministry of Trade & Industry, Ministry of Finance, Ministry of Transport & Aviation, SLIEPA, Standards Bureau
- **Private Sector Adviser to the President**
- **Parliamentary Committee Members**  
Trade, Tourism, Agriculture, Fisheries, Transport
- **Business Support Organisations**  
Chamber of Commerce, Manufacturers Association, Exporters Association, Business Forum, Sierra Leone Chamber of Agribusiness Development, Hotel & Tourism Association, Association of Clearing and Forwarding Agencies, Artisanal Fisheries Association, Civil Society Movement

Apart from formulating strategy and providing technical and policy direction for the Aid for Trade Programme, the NCCT also served as a platform for public-private dialogue on the implementation of activities relating to the Medium-Term Plan for the Diagnostic Trade Integration Studies, especially where private commercial interests overlapped with Government-led actions on international trade and trade facilitation.

## 2.4 Ad Hoc PPD Mechanisms

There have been several ad hoc PPD interventions over the past few years that seek to support consultations with the private sector on proposed and potential government reforms, private sector development and creating an enabling business environment. These are typically one-day events, and the participants are drawn from the organised private sectors, key sectoral ministries and agencies and development partners. Key events organised have been:

PPD Intervention	Facilitator	Date
<b>Exporters Forum</b>	Sierra Leone Investment and Export Promotion Agency (SLIEPA)	July 2017
<b>Private Sector Roundtable</b>	Ministry of Trade and Industry (MTI)	March 2016
<b>Sierra Leone Private Sector Development Roundtable</b>	MTI, SLIEPA	February 2015

## 2.5 Trade Support Institutions (TSI) Facilitating Public-Private Dialogue

### 2.5.1 The Sierra Leone Chamber of Commerce Industry and Agriculture (SLCCIA)

The Sierra Leone Chamber of Commerce, Industry and Agriculture (SLCCIA) is an autonomous, non-governmental, non-political, and non-profit organization established in 1961 with the primary aim to serve the interest of the business community and its members. It is registered as a Company Limited by Guarantee with Memorandum and Articles of Association.

The major functions of the chamber include:

- promoting trade and investment
- serving as a bridge between the government and the private sector
- advocating for improvement of business environment
- disseminating business information.

The SLCCIA seeks to serve as the umbrella organization for all businesses in Sierra Leone and offers Alternative Dispute Resolution (ADR) services in accordance with international best practices. The Chamber has a well-defined organisational structure with distinction between an elected governing council (office bearers) headed by a President and a secretariat managed by an appointed Chief



Executive Officer. Council is responsible for overall policy direction while the appointed Chief Executive Officer is responsible for implementation of policy and management of Chambers affairs. The President and 10 Council members are elected at Annual General Meetings **and** Council members may serve 2 consecutive terms. Up to 5 people can be co-opted to Council and all Past Presidents are Ex Officio members of Council. Council meets monthly and General Membership meetings are held quarterly, annually and on an ad-hoc basis. The Secretariat size is small and consists basically of support staff.

Membership of the Chamber is wide and open to all registered businesses, trading associations and professional bodies. Several Business Membership organisations are members of the Chamber. These include the Sierra Leone Association of Manufacturers, the Sierra Leone Market Women Association, the Sierra Leone Traders Council.

The SLCCIA is a recognized institution for facilitating PPD activities in the country and frequently engages with government on business and trade reforms. Their PPD interventions which have gained prominence especially after the Sierra Leone Business Forum became dormant, have largely focused on Enabling the Business Environment, Tax and Financial Policy reforms.

### 2.5.2 The Sierra Leone Chamber for Agribusiness Development (SLeCAD)

The Sierra Leone Chamber for Agribusiness Development (SLeCAD) is a limited liability company established in 2008 by development partners, agribusiness companies, private sector operators, SMEs, and farmers with the support of the government to be the principal private sector partner of the Government to promote and increase private investment in the agriculture sector of Sierra Leone.

SLeCAD has a wide mandate to facilitate, coordinate and organize the activities of all agribusiness SMEs, Farmer Based Organization (FBOs), poultry & crop farmers, agribusiness processors/industries, agribusiness marketers & exporters, financial institutions supporting agriculture, input dealers and other agribusiness private sector players along the value chain to ensure the achievement of food security, creates jobs and wealth, and reduce poverty in Sierra Leone.

The objective of SLeCAD is to be an effective promoter, organizer, facilitator, and advocate for its membership (Farmers, ABCs, entrepreneurs, and other agribusiness private sector players) to enable them run profitable agribusiness, increase their incomes, enhance food security, and reduce poverty in their communities. The general objectives are as follows:

1. To play the role of a private sector partner of the Government for the promotion of private investment in agriculture in Sierra Leone.
2. To engage in capacity building, research and promotional activities into problems and opportunities in the private agricultural sector generally and private agribusiness, in Sierra Leone.
3. To collaborate with the Government and other development partners 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.

SLeCAD has a wide membership comprising agribusinesses, cooperatives, smallholder farmers, farmers associations, agro-processors and exporters. The Membership council is the highest body of SLeCAD which meets annually at an Annual General Meeting (AGM) to elect an eight member Board of Directors while the rest of the representation is drawn from the private sector. The Ministry of Agriculture and Forestry has two representatives on the Board while the rest of the membership is from the private sector. The Board of Directors have a responsibility to supervise the operations of SLeCAD headed by the Executive Secretary appointed by the Board. The Executive Secretary heads a small secretariat which is responsible for the management of SLeCAD operational activities.

For over 12 years, SLeCAD has worked with experienced local and international advisers and partners to support implementation of its interventions in Business Development, Agribusiness Development, Value Chains, Inport and Export Issues, and Access to Finance.

SLeCAD does not have a documented structured approach to PPD but throughout the years, it has developed a pro-active approach in advocating for the interests of the wider agriculture sector in Sierra Leone. It has addressed the following topics through advocacy efforts; land reform, access to finance, fertilizer and seed policies and act, (role of) Environment Protection Agency (EPA), customs and trade facilitation. Because of its mandate, broad membership and wide national coverage, SLeCAD has the

potential to facilitate sector specific PPD for the agriculture sector if provided with both technical and financial support.

SLeCAD is a member of the following strategic bodies through which it promotes policy development and dialogue:

- The Presidential Taskforce on Agriculture
- Inter-ministerial Taskforce on private sector and agricultural development
- National Rice Development Strategy/Consortium (Chair)
- Sierra Leone Cocoa, Coffee, Cashew Platform
- The National Trade Facilitation Committee (NTFC)
- Lead for Pan African Agribusiness and Agro-Industry Consortium. PanAAC in S/Leone
- Member of West African Civil Society Forum (WACSOF)

### 3. SECTOR SPECIFIC PPD MECHANISMS

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#### 3.1 PPD Platforms in the Cassava Sector

There has been considerable interest and interventions in the cassava sector over the last fifteen years resulting in the formation of multiple cassava groups over the country to support production, extension and research interventions. However, there has been no discernible PPD interventions in the sector so far.

- The Sierra Leone Agricultural Research Institute (SLARI) reported having several Cassava Innovative Platforms across the country.
- SLARI provided names of persons they work with and were mostly field extension staff working with informal cassava associations but do not appear suitable for PPD activity. They could not provide the following:
  - Membership information
  - Organisational Structure
  - Activity reports
- The following cassava platforms, which were supported by the International Institute of Tropical Agriculture (IITA) UPOCA project up to 2014 do not appear to be functional:
  - Rogbane Innovation Platform-Northern Province (Limited Functionality)
  - Sewa Innovation Platform-Southern Province (Defunct)
  - Kambui Innovation Platform-Eastern Province (Defunct)There is no evidence that these IITA supported cassava platforms undertook any form of PPD as records are unavailable.
- The Sierra Leone Association of Cassava Producers and Processors formed in 2021 is an indigenous private sector led initiative that aims to bring cassava farmers, processors, associations across the country under a single umbrella to promote growth and development of the cassava value chain and develop a platform for PPD and advocacy.

#### 3.2 PPD Platforms in the Oil Palm Sector

##### 3.2.1 Sierra Leone National Oil Palm Platform (SLOPP)

The rapid growth of palm oil production globally has largely come at the expense of forested areas. Sierra Leone, being a producer of palm oil has seen its palm oil production rate increase rapidly over the years thus attracting attention from the international community with regards the sustainability of its palm oil production. Continued deforestation adds significant environmental pressures on ecologically

sensitive areas, with extensive impacts on biodiversity, habitat fragmentation, land degradation and soil erosion. To address these concerns and to adhere to internationally acceptable best practices on palm oil production across the value chain, the Government of Sierra Leone took a great step towards building a greener economy that promotes growth, equity, improved livelihood, and environmental integrity by becoming a signatory to the Marrakesh Declaration on 16th November 2016.

Aiming to support the government's actions, TFA2020 has been working together with its partner, Proforest through Sierra Leone's Ministry of Agriculture, Forestry (MAF) to achieve the country's goals of sustainable palm oil production through the implementation of the TFA2020 African Palm Oil Initiative (APOI) for Sierra Leone both at the national and landscape levels. Stakeholder workshops were held in October 2016 and September 2017 where nine (9) principles for the sustainable development of the oil palm production were enacted and validated. In addition, the Sierra Leone Government believes that continuous participation is needed from all stakeholders involved in the Sierra Leone oil palm supply chain to improve the sector's sustainability. To achieve this, participants at the end of the second National Workshop on Sustainable Oil Palm Development in Sierra Leone recommended the establishment of the SLOPP.

The establishment of the Sierra Leone National Oil Palm Platform aimed at promoting sustainability in the national palm oil supply chain. It provides an open and transparent forum for all palm oil sector stakeholders -the government, the private sector, farmer communities, financial institutions, and civil society – to agree and act on a common agenda that will maximise palm oil productivity (especially for smallholders) while mitigating the negative environmental impacts. The National Oil Palm Platform was also constituted as a means of ensuring structured dialogue on sustainable oil palm production within Sierra Leone. The aim is to facilitate action planning, policy reform and improved enforcement capabilities, which will be enabled by the opportunities for dialogue created by the platform. Further, the Sierra Leone Oil Palm Platform will promote synergizing of knowledge and experiences on Oil Palm supply chain initiatives.

The Sierra Leone National Oil Palm Platform will enable greater coordination among different government institutions and ministries. This multi-stakeholder forum will bring the Government of Sierra Leone together with key stakeholders including palm oil producers, private sector, NGOs, and donors in the palm oil sector. The Platform membership is as follows:

1. Minister of Agriculture, Forestry & Food Security – Chair
2. Minister of Trade & Industry – Co-Chair
3. Director, Forestry Division, MAAFS – Member
4. Ministry of Local Government & Rural Development – Member
5. Conservation Society of Sierra Leone – Member and **Facilitator**
6. PMB – Member
7. SLIEPA
8. EPA- Member
9. Green Scenery
10. Solidaridad
11. CEFCON – Member
12. Goldtree – Member
13. SOCFIN - Member
14. SLeCAD – Member
15. SLPMC – Member
16. National Federation of Farmers' (NaFFSL) - Member
17. Research-Njala University – Member
18. Media - SLAJ - Member

The platform is managed by a Facilitator, the Conservation Society of Sierra Leone which is also a member. The facilitator manages administrative issues of the platform, awareness -raising and fund raising. Three Task Groups have been set up within the platform around the following subjects with provision to co-opted non-members with special skills:

1. Land Use, land cover, mapping & Forest Conservation
2. Conflict Resolution, Smallholder farmers & Community Welfare
3. Standards & Regulatory Framework

The SLOPP has promoted dialogue on land use and Standards and Regulatory framework around the implementation of the TFA 2021 Principles and adoption of the Round Table on Sustainable Palm Oil (RSPO) guidelines. The RSPO is an international voluntary standard which has gone through a process

of domestication and adaption for Sierra Leone and is one of the voluntary international standards for the oil palm sector being promoted by SLOPP.

Role and responsibilities	Description
<b>Platform</b>	<ol style="list-style-type: none"> <li>1. Serve as the governing body of the platform with a view to identify practical and systematic solutions to the challenges in Sierra Leone's Oil palm sector.</li> <li>2. Facilitate public and private partnerships and to influence essential policy changes.</li> <li>3. Ensure sustainable management and utilization of Natural Resource Management (NRM) in Sierra Leone.</li> <li>4. Create the environment for equitable distribution of resources to communities based on needs and contribution to sustainable palm oil development.</li> <li>5. Restructure Governance structure and coordination among stakeholders thus giving communities more access to their natural resources.</li> <li>6. Financial development and capacity enhancement to improve infrastructure and standards thus linking farmers to premium market.</li> <li>7. Ensure that entities respect user and customary rights of the local communities in their operational context.</li> <li>8. Ensure land use planning and mapping should be well coordinated within the legal framework to guide development among stakeholders.</li> <li>9. Best management practices should be enhanced to improve production and productivity in order to meet the needs of conservation agriculture in the oil palm landscape.</li> <li>10. Ensure implementation of best management practices of labor laws and enforced across the oil palm value chain.</li> <li>11. Ensure that fair pricing mechanism for smallholder farmers is guaranteed in a transparent manner base on internationally accepted standards.</li> <li>12. Shall be responsible for appointing the Head of the Secretariat to manage the day to day running of the Platform.</li> <li>13. Shall be responsible for resource mobilization for sustainable implementation of the TFA2020 principles.</li> <li>14. Shall endorse and or appoint a Facilitator to provide technical assistance in actualizing the activities of the Platform.</li> <li>15. Ensure effective collaboration with key relevant partners across the oil palm landscape.</li> </ol>
<b>Platform Manager/Secretariat</b>	<ol style="list-style-type: none"> <li>1. As head of the platform Secretariat, he/she liaise with Platform Chairman to ensure meeting/event minutes and reports are produced accurately and delivered in a timely manner (monthly, quarterly and yearly).</li> <li>2. Prepare facilitation notes and design of agendas for Oil Palm meetings and events to support the logical flow of content and group process dynamics: to use tools to build consensus and generate trust between participants.</li> <li>3. Support the platform in fund raising and implementation of project in line with the national agenda.</li> <li>4. Convene regular platform meetings for update on activities and deliberate and agree on future steps and actions plans.</li> <li>5. Engage in outreach and public awareness raising activities on the TAF2020 principles to communities along the oil palm landscape.</li> </ol>
<b>Facilitator</b>	<ol style="list-style-type: none"> <li>1. To support setting-up of the platform, in terms of assisting in the preparation and facilitation of the oil palm platform meetings, developing the partnership agreement, the platform governance structure proposal and any other document needed to finalize the platform set-up, including finalizing the vision and collaborative action plan, clear commitments and a performance monitoring and evaluation matrix; •</li> <li>2. Supporting the Platform Manager in building and maintaining of productive working relationships between the partners/ platform members.</li> <li>3. Encouraging the partners/platform members to achieve optimal benefit and impact.</li> <li>4. Contributing to a knowledge and information framework that links all the actions required to ensure sustainable Oil palm production including product</li> </ol>

Role and responsibilities	Description
	development and marketing and associated mechanisms; and ensures sustainability of Palm Oil interventions.
<b>Sub Committees</b>	Under the guidance of Proforest, the Ministry of Agriculture, Forestry and Food Security and the Ministry of Trade and Industry, and the Facilitator will work in close collaboration with the Platform Manager to ensure that the platform is coordinated and organized and run effectively.

### 3.3 PPD Platforms in the Cocoa Sector

#### 3.3.1 The Sierra Leone Cocoa Coffee Cashew Platform (SLCCCP)

The SLCCP has gone through a series of organizational changes over the last ten years. It started off as the Cocoa Working Group (CWG) in 2010 following the National Cocoa summit. Advocacy and dialogue were not core objectives of the CWG but rather the facilitation of production, marketing and regulation across the cocoa value chain. In 2013, government took a decision to add the coffee value chain to the CWG as the actors and marketing arrangements were the same and the CWG became the CCWG.

The Ministry of Agriculture had the responsibility of management of the CWG initially until it was taken over in 2012 by WHH an international NGO promoting research, and extension activities on cocoa and coffee in the Kenema, Kailahun and Kono Districts of Sierra Leone. WHH funded CCWG activities until 2013 when the Produce Monitoring Board (PMB) took over its management.

The PMB is the regulatory agency for agriculture produce in Sierra Leone (cocoa, coffee, cashew, ginger, piassava, palm oil and palm kernel) and was established by an Act of Parliament in 2013 with the mandate to regulate, promote and improve the marketing of produce in order to optimize the export earnings of farmers; encourage the production of quality produce which meet international standards; initiate and encourage the processing of produce with the aim of adding value to them for export and for local consumption; facilitate and encourage scientific research aimed at improving the quality of produce; regulate the internal marketing of produce; secure the most favourable arrangements for the grading, sealing, certification and sale of produce on behalf of exporters; cooperate with other stakeholders to institute measures to eliminate the smuggling of produce and assist exporters of produce to find markets and provide other relevant information and assistance to facilitate exports. Despite years of efforts to improve the quality of exportable produce through conventional institutional strengthening programs and other arrangements, the produce sector continues to perform poorly, with unreliable supply of quality produce for the export market, low income for the farmer, slow growth, and low level of capital investment in the sector. Considering the number of players in the cocoa, coffee and cashew sectors and the uncoordinated nature in the production, processing, and marketing of these three tree crops.

The PMB worked with international development partners like GIZ and Welthungerhilfe (WHH) to redefine the purpose and vision of the CCWG and established the Sierra Leone Cocoa Coffee Cashew Platform in November 2018.

The purpose of the SLCCCP is to discuss the various issues and main barriers affecting the growth and sustainability of cocoa, coffee and cashew production, regulation, marketing, and financing, and to enhance information exchange and coordination among stakeholders, engage in advocacy in order to improve and increase production, trade and export.

Among the functions that the SLCCCP will perform include the following:

- Act as a national coordination platform for advocacy, dialogue and enforcement on matters relating to the cocoa, coffee, and cashew sectors.
- Undertake a comprehensive baseline review of the cocoa, coffee and cashew sectors and an extensive consultative process with key stakeholders to identify the main gaps/differences in stakeholders' views.

- Work in collaboration with stakeholders to promote cost effective production, processing, and marketing of high-quality produce.
- Identify the major issues and barriers that affect the growth of the cocoa, coffee and cashew sectors and their root causes at policy, institutional and stakeholder levels to improve on the growth and sustainability of the sectors.
- Develop and implement Work and Investment Plans to address critical issues in the cocoa, coffee, and cashew sectors.
- Undertake continuous research on priority areas.
- Enhance Sierra Leone's participation in agriculture related sub-regional, regional, and international initiatives.
- Identify financial and other technical requirements of the cocoa, coffee, and cashew sectors to enhance overall growth.
- Make recommendations for policy, legislative and regulatory reforms.
- Improve the interaction amongst the public sector, private sector, and other interested groups through open and sincere dialogue so that they can contribute to addressing the needs of the cocoa, coffee, and cashew sectors, improving their competitiveness, and ensuring that specific actions are implemented through a coordinated, collaborative, and participatory process.
- Act as a knowledge-sharing platform for exchanging information, best practices and lessons learnt that can be adapted to improve the sectors and offer added value to stakeholders.
- Perform an oversight function in monitoring and evaluating the implementation and assessment of projects in the cocoa, coffee, and cashew sectors.

The SLCCP has constituted four technical working groups to carry out its key functions. These are:

- Marketing/Public Relations/Export
- Resource Mobilisation
- Farmer Organisation/Farmer Training/Land Tenure
- Production /Quality Control/Certification/Regulation

Although a core function of the SLCCP is to promote a national coordination platform for advocacy and dialogue for the three value chains, there is no technical working group to address advocacy and dialogue issues. Welthungerhilfe (WHH) a German NGO with extensive experience working with farmers in the Cocoa, Coffee and Cashew sectors through extension work is providing support to the SLCCCP and plans to work with them on advocacy and dialogue.

### 3.3.2 The National Cocoa Summit

The National Cocoa Summits have been ad-hoc PPD mechanisms, convened by the Ministry of Agriculture and Forestry, Development Partners and NGOs in the Cocoa Sector and have focused on the national cocoa value chain. Two Summits were convened in 2010 and 2016 and both have drawn high level representation from stakeholders in the cocoa value chain at the level of Ministers, Directors of Ministries and Agencies and Departments and CEOs of Cocoa Exporting Companies.

The establishment of the Cocoa Working group was a recommendation of the first Cocoa Summit to facilitate and promote production, marketing and regulatory interventions along the cocoa value chain. Although there have only two meetings of the Cocoa Summit in the last eleven years, the high-level representation has the potential to promote advocacy and dialogue for the value chain.

### 3.4 Commercial Agricultural Producers and Processors Association (CAPPA)

CAPPA is an association of high-profiled agribusinesses in Sierra Leone, having a capital structure financed mainly by Foreign Direct Investment. Their membership includes three of the largest oil palm producers and processors in the country (Socfin, Goldtree and Natural Habitats), Sierra Tropical (a subsidiary of the Dole International) and Miro Forestry.

The primary objectives of CAPPA are to:

- act as the principal coordinating body representing all Commercial, Agricultural Producers and Processing companies in Sierra Leone
- initiate, foster and maintain a consultative, cooperative and communicative approach to dealing with Governments, Government Ministries and Institutions, and other agricultural-related organizations, media, Non-Governmental organizations, community groups and the public
- provide a forum in which to meet and exchange ideas

- promote the interests of the Association and to proactively interact with members to ensure that the interests of Commercial agriculture continues to be dynamic in meeting the ever-changing needs and expectations
- stimulate greater awareness of modern farming excellence through improved communication between the Association, farming/agricultural communities and the Government
- recognize and promote the highest professional standards, to ensure greater efficiency and competitiveness for the betterment of all Commercial agricultural activities as well as small holders throughout the country

CAPPA has access to the highest levels of government and has been able to facilitate a constructive engagement with government on specific issues directly affecting its membership. Some of the CAPPA members are also members of SLeCAD.

#### 4. CONCLUDING REMARKS

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Public-Private Dialogue is key to supporting improvements to the business environment and enabling sectoral competitiveness. From the mapping of PPD mechanisms in Sierra Leone, it is evident that PPD is mostly ad-hoc, quite unstructured and still relatively weak.

**Transversal PPD platforms** have largely focused on the enabling business environment, trade and regulatory reforms and fiscal reforms. **Sector specific PPD platforms** also support improvements to the general business environment and facilitate trade and promote inclusiveness but they also enable sector competitiveness which is critical for the agriculture sector and its export value chains.

As a result of this analysis, the following set of challenges and opportunities for improvement have been encountered across the platforms reviewed:

- **Funding should focus on few selected initiatives in order to support sustainability.** Most of the platforms have often been established through donor project funding and are likely to collapse when the funding window closes. It would be important to promote a more limited number of effective PPD mechanism in order to capitalize on the funding received by the country across different project programmes
- **Overlapping competencies across existing PPD platforms risk to spread thinner the available funding.** The transversal PPD mechanisms established or funded by donor or project funding often appear to compete for recognition as the “voice of the private sector” or have competing or overlapping objectives (e.g. Business and Regulatory Environment) as illustrated by the SLBF and the NCCT.
- **Private sector representation should be enhanced to better address the concerns of businesses.** Apart from funding and sustainability issues, which hinder the functions of all PPD mechanisms, public sector representation on the governance structure of government/donor established PPD platforms appears to outweigh private sector representation, with the risk of drowning out the voice of businesses. The SLBF model for a transversal PPD platform appears to be balanced, with wider government representation limited to the level of ad-hoc technical working groups. A transversal PPD platform can be established along this model with increased representation of civil society.
- **Strengthening advocacy skills of value chain operators (producers, exporters, etc.) and business support organizations (incl. cooperatives, associations, etc.) to improve private sector contribution to PPD.** Sierra Leone’s private sector has a weak capacity in terms of organisation and financial resources, which may impact on its ability to participate effectively in any PPD mechanism. Strengthening private sector capacity in terms of advocacy skills set for PPD and organisational development especially for Business and Trade Support Institutions will greatly enhance the effectiveness of PPD in the country. For instance, established trade support institutions, as SLeCAD although not formally defined as PPD platforms, can play an important role in supporting PPD mechanisms as it has a wide membership cutting across most value chains and its membership includes individuals, agribusinesses, business support organizations (BSOs) and Commercial Organisations. The Cooperative Sector if properly organised has a potential in enhancing sector level PPD mechanisms especially for the cocoa, coffee, oil palm, and cassava value chains and could benefit from capacity building interventions in advocacy skills.

- **Identifying ways to make support to sector specific PPD more effective and durable is critical to enhance growth and prosperity for the agriculture sector.** PPD mechanisms targeting agribusiness or specific agriculture sectors, as compared to transversal platform present a higher private sector participation but are few, ad-hoc or often unstructured. Some of the issues affecting transversal platforms, affect also sector specific platforms: sustainability, and reliance on donor funding. This is quite evident for the cassava sector which has seen the proliferation and collapse of different platforms over a short span. Other sectoral platforms, as the SLCCCP is still heavily reliant on project funding. Similarly to transversal PPD platforms, sector-specific platforms in the agriculture sector can benefit from skills building for PPD as well Organisational Development. Policy makers, value-chain actors and development partners need to contemplate establishing sector-specific PPD mechanisms that will enhance growth and prosperity for the agriculture sector in Sierra Leone. Ideally, these PPD mechanisms should be structured and not ad-hoc to ensure sustainability.