



# **NATIONAL RICE INVESTMENT ACTION PLAN(NRIAP)**

**Strategic priorities, aligns with National Rice Development Strategy  
(NRDS), and attract investments**

**December 2025**

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## Acronyms and Abbreviations

| Acronym       | Full Meaning   |
|---------------|--|
| <b>AVDP</b>   | Agricultural Value Chain Development                               |
| <b>AF</b>     | Adaptation Fund  |
| <b>CSA</b>    | Climate-Smart Agriculture  |
| <b>CSO</b>    | Civil Society Organizations  |
| <b>EVD</b>    | Ebola Virus Disease  |
| <b>ECOWAS</b> | Economic Community of West African States                          |
| <b>EPA</b>    | Environmental Protection Agency                                    |
| <b>FAO</b>    | Food and Agriculture Organization                                  |
| <b>FSRP</b>   | Food Systems Resilience Programme                                  |
| <b>GAP</b>    | Good Agricultural Practice   |
| <b>Ha</b>     | Hectare  |
| <b>IFAD</b>   | International Fund for Agricultural Development                    |
| <b>ISDB</b>   | Islamic Development Bank   |
| <b>IVS</b>    | Inland Valley Swamp  |
| <b>JICA</b>   | Japanese International Cooperation Agency                          |
| <b>MAFFS</b>  | Ministry of Agriculture, Forestry, and Food Security               |
| <b>MoF</b>    | Ministry of Finance  |
| <b>MTI</b>    | Ministry of Trade and Industry                                     |
| <b>NaCSSA</b> | National Cooperative Societies Association                         |
| <b>NaCSA</b>  | National Commission for Social Action                              |
| <b>NaFFSL</b> | National Federation of Farmers of Sierra Leone                     |
| <b>PMB</b>    | Produce Marketing Board  |
| <b>PPPs</b>   | Public–Private Partnerships  |
| <b>RARC</b>   | Regional Agricultural Research Centre                              |
| <b>RRR</b>    | Regional Rice Roadmap  |
| <b>SCADeP</b> | Smallholder Commercialization and Agribusiness Development Project |
| <b>SLARI</b>  | Sierra Leone Agricultural Research Institute                       |
| <b>SLeSCA</b> | Sierra Leone Seed Certification Agency                             |
| <b>SLPMC</b>  | Sierra Leone Produce Marketing Company                             |
| <b>SLRA</b>   | Sierra Leone Roads Authority                                       |
| <b>SLRO</b>   | Sierra Leone Rice Observatory                                      |
| <b>SSHF</b>   | Smallholder Safety Net Facility                                    |
| <b>WFP</b>    | World Food Programme   |
| <b>WIAN</b>   | Women in Agriculture Network                                       |

## Executive Summary

This National Rice Investment Action Plan (NRIAP) presents Sierra Leone's strategic, costed, and action-oriented roadmap for transforming the rice sector into a competitive, resilient, and self-sustaining growth engine. The document consolidates national priorities under the NRDS II, the Feed Salone Initiative, and the ECOWAS Regional Rice Roadmap, outlining the investments required to accelerate rice self-sufficiency, strengthen value chains, and expand rural economic opportunities over the next decade. Its objective is to guide resource mobilisation, coordinate national and regional interventions, and attract private-sector participation and development partner support toward high-impact investments.

A significant component of this plan is its comprehensive investment framework, which outlines the scale of financing required to achieve national transformation targets. The total estimated cost of implementing the NRIAP is **USD 1.23 billion** over the implementation period. This includes **USD 27.89 million** for Production Intensification and Expansion, **USD 16.70 million** for Value Chain Development, and **USD 1.18 billion** for Infrastructure Development. These investments underscore the critical capital requirements for irrigation expansion, mechanisation, rural road rehabilitation, post-harvest management, storage facilities, and modern processing systems, forming the backbone of Sierra Leone's pathway toward sustainable rice self-sufficiency.

The NRIAP proposes a focused set of priority actions across three interconnected pillars. The table below summarises the priority actions for Sierra Leone's rice sector.

By implementing these actions, Sierra Leone is expected to sustainably produce 396,000 metric tonnes of milled rice per year from intensified production areas by 2035, while increasing average paddy yields to at least 5 t/ha through improved seed systems, mechanisation, and climate-smart agronomic practices. The interventions will reduce post-harvest losses by at least 15%, improve market access by at least 30% by reducing travel time between production zones and markets, and strengthen processing and value-chain efficiency. The plan is designed to reduce national rice imports by at least 80%, create employment opportunities

This plan serves as a call to action for development partners, government agencies, private investors, and financial institutions to collaborate in delivering the transformative investments outlined herein. With coordinated support and targeted financing, Sierra Leone can unlock its full rice potential and achieve sustainable, long-term self-sufficiency.

**Table 1: Summary of Priority Actions for Sierra Leone's Rice Sector Transformation for the Year 2026-2035**

| Actions                                    | Expected Results / Outcomes  | Sub-actions   | Cost ('000 USD) | % Cost Share | Lead Institution                                     | Funding Sources               |
|--|--|---|-----------------|--------------|--|-------------------------------|
| <b>1.0 Rice Production Intensification</b> | <ul style="list-style-type: none"> <li>≥396,000 MT of milled rice produced annually from intensified areas</li> <li>1,000,000 ha cultivated annually</li> <li>≥5,000 farmers trained annually</li> <li>Demonstration plots established in all districts</li> </ul> | 1.1 Establish demonstration plots across all districts      | 199.5           | 0.02%        | MAFS, Local Councils, SLeRO, Traditional Authorities | GoSL, FAO, IFAD, JICA         |
|  |  | 1.2 Train farmers on GAP & climate-smart water management   | 310.0           | 0.03%        | SLARI, Extension Services, Farmer Cooperatives       | GoSL, IFAD, World Bank        |
|  |  | 1.3 Procure and deploy mechanisation equipment              | 26,830.0        | 2.19%        | MAFS, SLeRO, Private Mechanisation Providers         | GoSL, AfDB, World Bank, PPPs  |
|  |  | Contingency   | 546.7           | 0.04%        |  |                               |
|  |  | <b>Total – Action I</b>                                     | <b>27,886.3</b> | <b>2.27%</b> |  |                               |
| <b>2.0 Value Chain Development</b>         | <ul style="list-style-type: none"> <li>Agro-dealer networks established nationwide</li> <li>≥15% reduction in post-harvest losses</li> <li>Stable annual supply of ≥396,000 MT to domestic markets</li> </ul>  | 2.1 Deploy improved post-harvest technologies               | 3,274.0         | 0.27%        | MAFS, SLeRO, Private Mechanisation Providers         | IFAD, World Bank, WFP         |
|  |  | 2.2 Establish agro-dealer networks & community seed systems | 2,525.0         | 0.21%        | MAFS, SLeRO, Agro-dealers, Cooperatives              | GoSL, IFAD, Private Sector    |
|  |  | 2.3 Construct aggregation centres                           | 830.0           | 0.07%        | MAFS, Local Councils                                 | GoSL, AfDB, IFAD              |
|  |  | 2.4 Establish/rehabilitate milling facilities               | 7,500.0         | 0.61%        | Private Sector, MAFS                                 | AfDB, Private Investors, PPPs |

| Actions                               | Expected Results / Outcomes   | Sub-actions   | Cost ('000 USD)    | % Cost Share  | Lead Institution                      | Funding Sources              |
|---------------------------------------|---|---|--------------------|---------------|---------------------------------------|------------------------------|
|                                       |   | 2.5 Facilitate off-take arrangements, branding & packaging        | 2,240.0            | 0.18%         | MTI, SLeRO, Private Sector            | GoSL, ECOWAS, Private Sector |
|                                       |   | Contingency   | 327.4              | 0.03%         |                                       |                              |
|                                       |   | <b>Total – Action 2</b>   | <b>16,696.0</b>    | <b>1.36%</b>  |                                       |                              |
| <b>3.0 Infrastructure Development</b> | <ul style="list-style-type: none"> <li>• 50,000 ha under improved irrigation &amp; water control</li> <li>• ≥30% reduction in travel time to markets</li> <li>• 10 mechanisation centres operational</li> </ul> | 3.1 Water-managed production systems (irrigation & water control) | 346,610.0          | 28.26%        | MAFS, Water Resources, Local Councils | World Bank, AfDB, IsDB       |
|                                       |   | 3.2 Mechanisation service infrastructure                          | 276,820.0          | 22.56%        | MAFS, SLeRO, Private Operators        | AfDB, Private Sector, PPPs   |
|                                       |   | 3.3 Rural access & market connectivity infrastructure             | 292,900.0          | 23.88%        | SLRA, Local Councils                  | World Bank, AfDB, GoSL       |
|                                       |   | 3.4 Post-harvest handling & storage facilities                    | 1,020.0            | 0.08%         | MAFS, Cooperatives                    | IFAD, WFP                    |
|                                       |   | 3.5 Modern rice processing infrastructure                         | 1,200.0            | 0.10%         | Private Sector, MAFS                  | AfDB, PPPs                   |
|                                       |   | 3.6 Seed & input distribution infrastructure                      | 300.0              | 0.02%         | SLARI, SLeSCA                         | GoSL, FAO                    |
|                                       |   | 3.7 Clean Energy Infrastructure                                   | 240,000.0          | 19.57%        | Ministry of Energy                    | World Bank, AfDB, GoSL       |
|                                       |   | Contingency   | 23,177.0           | 1.89%         |                                       |                              |
|                                       |   | <b>Total – Action 3</b>   | <b>1,182,027.0</b> | <b>96.36%</b> |                                       |                              |
|                                       |   | <b>GRAND TOTAL</b>  | <b>1,226,609.7</b> | <b>100%</b>   |                                       |                              |

## 1.0 INTRODUCTION

### 1.1 Current State of the Rice Sector

Rice is Sierra Leone's most important staple, consumed by over 70% of the population, yet domestic production continues to fall far below the national demand of about 530,000 MT. As such, the country spends more than USD 250 million annually on rice imports, thereby straining foreign exchange reserves and exposing the economy to global price shocks.

The Government's flagship Feed Salone Initiative is now the central platform for accelerating self-sufficiency by expanding irrigation, mechanisation, and improved seed systems, and by structuring value-chain development, with a strong focus on unlocking the vast potential of over 500,000 hectares of Inland Valley Swamps for high-yield, multi-cropping production. The country is also promoting agro-commodity clusters to integrate farmers, processors, input suppliers, financiers, and logistics providers within coordinated production corridors. While Sierra Leone briefly approached self-sufficiency in the 1970s, progress has been undermined by decades of economic decline, conflict, and persistent structural challenges such as low productivity, weak markets, and limited investment. Achieving Sierra Leone's agricultural transformation and closing the production gap now depends on sustained investment in irrigation, mechanisation, seed and input systems, and modernised lowland ecologies, combined with stronger value chains and targeted policy reforms. These efforts aim to boost smallholder productivity, resilience, and competitiveness, ultimately reducing the country's long-standing dependence on rice imports.

### 1.2 Problem statement

Sierra Leone's rice sector continues to face critical constraints in production, value chains, and infrastructure that limit its ability to achieve national self-sufficiency. At the production level, yields remain low because most farmers depend on rain-fed systems, manual labour, traditional practices, and have limited access to quality seed, fertilisers, mechanisation, and extension support. Weak water management and underdeveloped irrigation systems further expose production to climate risks and seasonal variability.

The sector also faces significant post-harvest and market inefficiencies. Outdated milling capacity, high post-harvest losses, limited drying, threshing, and storage facilities, and weak aggregation systems reduce the quality and competitiveness of locally produced rice.

To further complicate the problem in this sector, significant infrastructure gaps, including insufficient irrigation coverage, limited mechanisation centres, inadequate seed and input distribution facilities, and poorly maintained rural roads, bridges, and crossing points, continue to constrain the sector's transformation. These deficits hinder efficient input delivery, mechanisation access, farm-to-market connectivity, and the operationalisation of processing and value addition hubs.

### 1.3 National Rice Policy

Sierra Leone's rice policy is embedded in a suite of national strategies and agricultural transformation plans that provide the foundation and long-term direction for the rice sector. Key among these are the Sierra Leone National Rice Development Strategy II (NRDS II), National Agricultural Transformation Programme (NAT 2023) and the Feed Salone Initiative, which defines the country's commitment to achieving rice self-sufficiency, improving food security, and transforming rice from a subsistence crop into a competitive agribusiness.

The NRIAP builds directly on this national policy framework by translating the strategic objectives of NRDS II, NAT 2023, and related initiatives into concrete, actionable investments

By doing so, the NRIAP ensures strong policy coherence, embedding its actions in nationally approved strategies, leveraging public–private partnerships, and aligning with broader economic development objectives.

### 1.4 Stakeholder analysis

The successful implementation of the National Rice Investment Action Plan (NRIAP) relies on strong coordination among government, private sector, research institutions, civil society, and community actors. Government agencies provide strategic leadership, resource mobilisation, and policy alignment, while research and development partners supply technologies and technical support.

At the operational level, farmer organisations, private agribusinesses, financial institutions, and community leaders drive adoption of improved practices, expand production, strengthen value chains, and support inclusion of women and youth. Regulatory bodies, CSOs, and the Sierra Leone Rice Observatory ensure quality standards, safeguards, accountability, and evidence-based decisions. This diverse stakeholder ecosystem collectively underpins the sustainable and inclusive transformation of Sierra Leone's rice sector.

The detailed stakeholder roles and responsibilities are presented in the **Annexe 7**

### 1.5 Justification for increased investment in rice value chains

Increased investment across Sierra Leone's rice value chain from seed systems and production to mechanization, processing, marketing, and trade is critical to reversing long-standing underperformance, reducing import dependence, and strengthening food security and economic stability. Targeted investments are needed to raise productivity through climate-smart practices, expand cultivated areas, improve access to certified inputs and mechanization, reduce post-harvest losses, strengthen aggregation and processing capacity, and develop enabling infrastructure that enhances market competitiveness and rural livelihoods.

The programmes presented in **Annexe 8** reflect ongoing government and donor efforts that are broadly aligned with the rice value chain's investment priorities. However, their scale and impact can be significantly enhanced through a more coordinated and well-resourced investment framework under the NRIAP, aimed at deepening synergies, crowding in private sector participation, and delivering sustainable transformation of the rice economy.

## 2.0 Vision, Goal, and Objectives

The NRIAP envisions the development of a competitive, climate-resilient, and self-sufficient rice sector that ensures sustainable food security, strengthens rural livelihoods, and supports economic growth in alignment with national and ECOWAS regional priorities. Its overarching goal is to achieve rice self-sufficiency by significantly increasing domestic production, reducing import dependence, expanding value addition, creating rural employment, and improving the trade balance, while delivering inclusive economic, social, and environmental benefits for women and youth and enhancing resilience to climate and market shocks.

To achieve this, the plan focuses on increasing productivity through climate-smart and good agronomic practices; expanding cultivated area by 50% through farmer, cooperative, and private-sector partnerships; strengthening mechanisation and post-harvest management; developing value addition and structured market linkages; enhancing irrigation, rural infrastructure, and climate resilience; and building human and institutional capacity through coordinated support across the rice value chain.

## 3.0 Action Plan

### Action I: Rice Production Intensification and Expansion

This action addresses the core supply-side constraints in Sierra Leone's rice sector by significantly increasing domestic production through productivity gains, expanding cultivated lowland and IVS areas, and strengthening farmer capacity. It focuses on improving access to certified inputs, mechanization, extension services, and water management, while consolidating gains under Feed Salone and aligning with NRDS II and the ECOWAS Regional Rice Roadmap. By adopting a public-private-community partnership model, the action aims to close the national production deficit, reduce import dependence, and ensure that downstream investments in processing and markets are fully utilised. The detailed action plan is presented in **Annex 6**

#### 1.1 Establishment of Demonstration Plots

This sub-action establishes demonstration plots across all districts to showcase improved rice varieties, climate-smart practices, and efficient water management techniques. The plots serve as practical learning hubs to accelerate farmer adoption of improved agronomic practices and validate productivity gains under local conditions. The required budget for this activity is estimated at **US\$199,506.7**

#### 1.2 Training of Farmers in Good Agronomic Practices (GAP) and Water Management

This sub-action strengthens the capacity of farmers, youth, and cooperatives through structured training in GAP, climate-smart agriculture, and lowland/IVS water control. It leverages farmer field schools, extension services, and peer-learning models to improve yields, resilience to climate shocks, and production consistency. The required budget for this activity is estimated at **US\$310,000**.

#### 1.3 Procurement and Deployment of Mechanization Equipment

This sub-action expands access to mechanization services by procuring and deploying tractors, power tillers, and harvesters through private operators and service centres. It reduces labour constraints,

improves operational timeliness, lowers production costs, and supports large-scale cultivation and post-harvest efficiency. The required budget for this activity is estimated at **US\$26,830,000**

## Action 2: Value Chain Development

This action addresses the post-harvest, processing, and market constraints that limit the competitiveness and profitability of Sierra Leone's rice sector. It focuses on reducing post-harvest losses, improving aggregation and storage, upgrading milling capacity, and strengthening market linkages to ensure that production gains translate into higher incomes and increased marketable surplus. Aligned with Feed Salone, NRDS II, and the ECOWAS Regional Rice Roadmap, the action strengthens cooperatives, improves quality assurance, and enhances branding and packaging to position locally milled rice competitively in domestic and regional markets. The detailed action plan is presented in **Annex 7**

### 2.1 Procurement and Deployment of Improved Post-Harvest Technologies

This sub-action deploys modern drying, threshing, cleaning, and storage technologies to reduce post-harvest losses, improve grain quality, and increase processing efficiency across priority rice-producing clusters. The required budget for this activity is estimated at **US\$3,274,000**

### 2.2 Establishment of Agro-Dealer Networks and Community Seed and Input Depots

This sub-action strengthens last-mile delivery of seeds, inputs, and services by establishing functional agro-dealer networks and community-based depots, supporting both upstream production and downstream value chain operations. The required budget for this activity is estimated at **US\$2,525,000**

### 2.3 Construction of Aggregation Centres

This sub-action develops strategically located aggregation centres to enable bulk collection, quality control, and coordinated supply of paddy rice to processors, reducing transaction costs and improving supply consistency. The required budget for this activity is estimated at **US\$830,000**

### 2.4 Rehabilitation of Existing Agricultural Business Centres

This sub-action upgrades underutilised agricultural business centres with modern equipment and management systems to serve as functional hubs for processing, storage, and value addition. The required budget for this activity is estimated at **US\$7,500,000**

### 2.5 Facilitation of Offtake Arrangements and Support for Branding and Packaging (Countrywide)

This sub-action strengthens structured market linkages through offtake agreements, contract farming, and buyer–seller coordination, while supporting branding, packaging, and certification to increase consumer confidence and market penetration of locally produced rice. The required budget for this activity is estimated at **US\$2,240,000**

## Action 3: Infrastructure Development

This action addresses critical gaps in physical and logistical infrastructure that constrain productivity, increase costs, and limit competitiveness in Sierra Leone's rice sector. It prioritises investment in irrigation and water control, mechanization centres, rural access roads, post-harvest and storage facilities, modern milling units, and seed and input distribution systems across major rice clusters. Aligned with Feed Salone, NRDS II, and the ECOWAS Regional Rice Roadmap, the action provides the foundational infrastructure required to enable multiple cropping, reduce post-harvest losses, improve market access, and support national rice self-sufficiency by 2035. The detailed action plan is presented in **Annex 8**

### 3.1 Irrigation/ Land Development and Water Control Systems

This sub-action expands and rehabilitates irrigation and water management infrastructure in IVS and lowland areas to enable year-round cultivation, increase yields, and improve climate resilience through controlled water supply and drainage systems. The required budget for this activity is estimated at **US\$346,610,000**

### 3.2 Mechanisation Centres and Equipment

This sub-action establishes fully equipped mechanization centres and deploys tractors and related machinery, supported by trained operators and maintenance systems, to reduce labour constraints, improve operational efficiency, and lower production costs. The required budget for this activity is estimated at **US\$276,820,006**

### 3.3 Rural Roads Construction and Rehabilitation

This sub-action rehabilitates and constructs rural access roads, bridges, and culverts linking rice clusters to markets and processing hubs, reducing transport time, post-harvest losses, and transaction costs. The required budget for this activity is estimated at **US\$292,900,000**

### 3.4 Post-Harvest and Storage Infrastructure

This sub-action develops drying platforms, warehouses, silos, and aggregation centres to improve handling, storage, and bulking of paddy rice, significantly reducing post-harvest losses and stabilising supply to processors. The required budget for this activity is estimated at **US\$1,020,000**

### 3.5 Modern Rice Milling Infrastructure

This sub-action installs and upgrades modern rice milling facilities equipped with cleaning, parboiling, and grading technologies to improve milling quality, increase domestic processing capacity, and enhance the competitiveness of locally milled rice. The required budget for this activity is estimated at **US\$1,200,000**

### 3.6 Seed and Input Distribution Systems

This sub-action establishes seed multiplication farms, seed processing plants, fertiliser blending facilities, and input distribution hubs to ensure a reliable, quality-assured supply of seed and inputs to farmers at scale. The required budget for this activity is estimated at **US\$300,000**

### 3.7 Clean Energy Infrastructure

This sub-action will establish solar-powered energy infrastructure to support irrigation systems, mechanisation centres, milling facilities, and storage hubs across key rice production clusters. Promoting renewable energy solutions will reduce operational costs, improve power supply reliability,

enhance climate resilience, and strengthen the sustainability and competitiveness of Sierra Leone's rice sector. The required budget for this activity is estimated at **US\$240,000,000**

## 4.0 Financing Strategy

### 4.1 Cost Estimates of the Investment Plan

The implementation of the National Rice Investment Action Plan (NRIAP) requires substantial and well-coordinated investment across the three priority intervention areas: production intensification, value chain development, and infrastructure development. The table below presents a consolidated overview of the estimated financial requirements and indicative timeframes for each investment area, reflecting the scale of resources needed to achieve national rice self-sufficiency and strengthen Sierra Leone's competitiveness within regional markets. A detailed breakdown of the budget is provided in **Annexe I**.

**Table 2: Summary of Indicative Budget for the Implementation of the National Rice Action Plan**

| Investment Area            | Estimated Cost (USD)    | Estimated Cost (SLE)     | Timeframe |
|----------------------------|-------------------------|--------------------------|-----------|
| Production Intensification | 27, 886, 296.83         | 641, 384, 250            | 2026–2035 |
| Value Chain Development    | 16, 696, 380.00         | 384, 016, 394            | 2026–2035 |
| Infrastructure Development | 1, 182, 027, 006.12     | 27, 186, 596, 673        | 2026–2032 |
| <b>Total</b>               | <b>1,226,609,682.95</b> | <b>28, 211, 997, 317</b> |           |

### 4.2 Sources of funding: public budget, private sector, and donors

Financing the National Rice Investment Action Plan (NRIAP) will be achieved through a diversified and blended mix of public-sector resources, private investment, and development partner support. This approach builds on existing government commitments under Feed Salone, leverages ongoing donor-funded programmes, and crowds in private capital through PPPs and innovative financing instruments. By aligning NRIAP investments with established funding channels and proven delivery mechanisms, the financing strategy ensures credibility, scalability, and long-term sustainability of rice-sector transformation efforts.

Table 3: Indicative Sources of Funding for the NRIAP

| Funding Source                          |                  | What They Fund in the Rice Value Chain   |
|---|------------------|--|
| <b>Public (Government Sierra Leone)</b> | <b>Sector of</b> | Capital and recurrent budget allocations for Feed Salone, agro-ecological zones, irrigation, rural feeder roads, extension services, input regulation, and counterpart funding for donor-supported projects.                                   |
| <b>Development Partners</b>             |                  | AfDB, World Bank, IFAD, FAO, JICA, UN agencies, and bilateral financing of irrigation, climate-smart agriculture, seed systems, value chain development, digital M&E systems, and institutional capacity building.                             |
| <b>Private Sector</b>                   |                  | PPP investments by rice millers, mechanization service providers, seed companies, input suppliers, agribusiness firms, and financiers in processing, aggregation, irrigation schemes, and rice production zones.                               |
| <b>Innovative / Blended Finance</b>     |                  | Blended finance facilities, credit guarantees, first-loss instruments, climate and green finance, agricultural bonds, and diaspora investment platforms supporting irrigation, mechanization, renewable energy, and processing infrastructure. |
| <b>Farmers &amp; Cooperatives</b>       |                  | Cost-sharing for inputs, mechanization services, small equipment, local storage, community infrastructure, and cooperative-based savings and credit schemes.   |

### 4.3 Funding Gaps and Financing Scenarios

#### Funding Gaps

The estimated investment required to implement the National Rice Investment Action Plan (NRIAP) over the 10 years significantly exceeds the level of confirmed and anticipated public, private, and development-partner commitments. While government allocations through Feed Salone, MAFS recurrent and capital budgets, and input-subsidy programmes provide an essential baseline, these resources cover only a portion of the infrastructure, mechanization, irrigation development, value-chain upgrading, and institutional strengthening required. Similarly, while development partners are expected to support major components of the plan, current pipeline financing remains insufficient to meet the full cost of large-scale irrigation schemes, processing facilities, and climate-smart technologies. As a result, a substantial financing gap persists, particularly in areas requiring significant capital investments or long-term financing instruments.

#### Financing Scenarios

To address these gaps, the financing scenarios in the table below present three possible pathways for resourcing and implementing the National Rice Investment Action Plan, each reflecting different levels of ambition and resource mobilization

**Table 4: Financing Scenario**

| Scenario                      | Description   | Expected Funding Sources   | What This Scenario Can Deliver/Scope of Implementation                       |
|-------------------------------|---|--|--|
| <b>Low Financing Scenario</b> | Conservative pathway relying on confirmed government allocations and currently active donor-funded programmes. (such as SCADeP, AVDP, RAIC, | <ul style="list-style-type: none"> <li>Government recurrent &amp; capital budget</li> <li>Ongoing donor programmes</li> <li>Limited private-sector investment</li> </ul> | Small-scale mechanization support (few tractors, tillers)                    |
|                               |   |  | Limited rehabilitation of small irrigation sites                             |
|                               |   |  | Basic seed and input distribution through existing programmes                |
|                               |   |  | Minor feeder-road spot improvements only                                     |
|                               |   |  | Limited deployment of small postharvest equipment (mobile dryers, threshers) |
|                               |   |  | Establish a few agro-dealer points using existing networks.                  |
|                               |   |  | Small-scale aggregation support (temporary storage only)                     |

| Scenario                           | Description   | Expected Funding Sources   | What This Scenario Can Deliver/Scope of Implementation   |
|------------------------------------|---|--|--|
|                                    | SLARiS, FSRP and Feed Salone Strategy)  |  | <ul style="list-style-type: none"> <li>Rehabilitation of <i>one or two</i> small mills</li> <li>Basic farmer training on GAP and water management</li> <li>Demonstration plots in priority districts</li> </ul>  |
| <b>Moderate Financing Scenario</b> | Most realistic scenario, assuming additional donor financing, blended finance, and increased private-sector engagement. | <ul style="list-style-type: none"> <li>• New donor-funded programmes</li> <li>• Blended finance</li> <li>• PPPs in mechanisation &amp; processing</li> </ul>                                       | <ul style="list-style-type: none"> <li>Development of medium-scale irrigation schemes in multiple districts</li> <li>Establishment of mechanisation hire centres with adequate machinery</li> <li>Rehabilitation and upgrading of key rural roads to production clusters</li> <li>Demonstration plots in priority districts</li> <li>Expansion of seed and input distribution systems (community depots)</li> <li>Procurement and deployment of mobile dryers, threshers &amp; improved storage technologies</li> <li>Establishment of agro-dealer networks across major production hubs</li> <li>Construction of aggregation centres with storage capacity</li> <li>Rehabilitation and expansion of existing rice mills; establishment of medium-capacity new mills</li> <li>Support for structured offtake arrangements &amp; packaging/branding initiatives</li> <li>Expanded demonstration plots and coordinated farmer training programmes</li> </ul> |
| <b>High Financing Scenario</b>     | Fully ambitious scenario mobilising the total investment required for national rice-sector transformation.              | <ul style="list-style-type: none"> <li>• Large-scale public investment</li> <li>• Major multilateral &amp; bilateral programmes</li> <li>• Large private-sector and diaspora investment</li> </ul> | <ul style="list-style-type: none"> <li>Large-scale irrigation &amp; water-control systems across all production zones</li> <li>Establishment of modern mechanisation centres with full fleets of tractors, harvesters &amp; land-preparation machinery</li> <li>Construction and rehabilitation of major rural road networks to link farms to markets</li> <li>Nationwide strengthening of seed &amp; input systems, including certified seed production and advanced depots</li> <li>Large-scale deployment of dryers, threshers, storage silos, and climate-resilient postharvest technologies</li> </ul>  |

| Scenario | Description | Expected Funding Sources | What This Scenario Can Deliver/Scope of Implementation   |
|----------|-------------|--------------------------|--|
|          |             |                          | <p>Strong agro-dealer networks covering all rice-producing districts</p> <p>Construction of multiple high-capacity aggregation centres and logistics hubs</p> <p>National-level offtake, branding, and market-linkage systems integrated into formal value chains</p> <p>Extensive demonstration farms, farmer field schools, and advanced GAP/water-management training programmes</p> <p>Establishment of modern industrial rice mills and full rehabilitation of existing mills</p> |

## Fund Management

Effective fund management will be central to ensuring transparency, accountability, and timely delivery of results across these scenarios. Oversight will remain with the Ministry of Agriculture and Food Security (MAFS), which will provide strategic leadership and coordinate financing flows, for specialised components such as irrigation, mechanization, research, seed systems, and infrastructure, relevant implementing agencies (e.g., SLARiS, Sierra Leone Seed Certification Agency, Irrigation Directorate, RAIC, and Local Councils) will manage designated funds under a coordinated results framework. Donor-funded projects will continue to use established project-management units, while PPP and blended-finance interventions will be overseen through dedicated contractual and regulatory arrangements. This coordinated approach ensures that financial resources, regardless of source or scenario, are efficiently channelled to deliver the full ambition of the NRIAP.

### 4.3 Investment Readiness and Bankable Projects

To support the successful implementation of the NRIAP, it is essential to identify which rice sector interventions are ready for investment and which require further development. The table below assesses Sierra Leone's key rice activities in terms of investment readiness, highlighting opportunities for immediate financing and those that will require additional planning or infrastructure support. This overview guides investors toward projects that will accelerate productivity gains, strengthen value chains, and contribute directly to achieving the specific objectives and milestones of the NRIAP action plans.

**Table 5: Investment Readiness Across the Three Action Plan**

| Activity  | Current State in Sierra Leone                                       | Investment Readiness | Notes / Justification  |
|---|---|----------------------|--|
| <b>1.1 Establish demo plots</b>   | Some demonstration plots exist under the Feed Salone pilot projects | Investment Ready     | Already functional; can be leveraged to train farmers and accelerate technology adoption rapidly.    |
| <b>1.2 Train farmers in GAP &amp; water management.</b>                         | Training is ongoing, but limited coverage                           | Investment Ready     | Can scale using existing extension system; requires funding for trainers and outreach.               |
| <b>1.3 Procure &amp; deploy machinery for land preparation &amp; harvesting</b> | Partially deployed in pilot schemes                                 | Investment Ready     | Existing equipment can be leveraged; more machinery is required to meet the national scale.          |
| <b>2.1 Procure &amp; deploy improved postharvest technologies.</b>              | Some mobile dryers and threshers were deployed in pilot schemes     | Investment Ready     | Readily scalable; requires investment to reach most farmers  |
| <b>2.2 Establish Agro-dealer Networks &amp; community seed supply.</b>          | Some depots and networks are operational                            | Investment Ready     | Existing structures can be leveraged; expansion is needed to meet national demand.                   |
| <b>2.3 Construct aggregation centres</b>  | Very few aggregation centres; farmers rely on informal markets      | Partially Ready      | Investment needed to improve aggregation, reduce post-harvest losses, and strengthen market linkages |

| Activity   | Current State in Sierra Leone   | Investment Readiness | Notes / Justification  |
|--|---|----------------------|--|
| <b>2.4 Establish new milling facilities and rehabilitate existing ones</b>   | Limited, mostly small-scale and outdated mills  | Investment Ready     | Rehabilitation of existing mills can be fast-tracked; new facilities require funding and land acquisition.                     |
| <b>2.5 Facilitate offtake arrangements &amp; support branding/packaging.</b> | Limited structured offtake agreements; local rice branding is nascent   | Partially Ready      | Policy frameworks exist, but practical implementation is still weak; there is an opportunity for investors to structure deals. |
| <b>3.1 Irrigation &amp; Water Control Systems</b>                            | Limited coverage; mostly small-scale, underdeveloped, and not climate-resilient   | Partially Ready      | Requires feasibility studies, expansion, and modernization. Some pilot schemes exist, but large-scale investment is needed.    |
| <b>3.2 Mechanization Centres &amp; Equipment</b>                             | Some mechanization hubs exist; many farmers still rely on manual labour   | Investment Ready     | Existing centres can be leveraged, but additional machinery, service centres, and maintenance capacity are needed.             |
| <b>3.3 Rural Roads Construction/Rehabilitation</b>                           | Poor rural connectivity, roads are often impassable in the rainy season   | Partially Ready      | Infrastructure gaps remain; investment is needed to connect farms to processing/market hubs.                                   |
| <b>3.4 Post-Harvest &amp; Storage Infrastructure</b>                         | Mobile dryers, threshers, and storage facilities exist in small numbers   | Investment Ready     | Some technologies are deployed, but the scale is insufficient, creating an opportunity for investors to expand.                |
| <b>3.5 Modern Rice Milling Infrastructure</b>                                | Limited milling capacity, many mills were destroyed during the Civil War  | Partially Ready      | Some rehabilitation projects are underway, but large-scale modern mills are needed; attractive for PPPs                        |
| <b>3.6 Seed and Input Distribution Systems</b>                               | Agro-dealer networks exist; seed depots are limited   | Investment Ready     | Existing networks can be scaled; further investment is needed to cover all high-potential rice clusters.                       |
| <b>3.7 Clean Energy Infrastructure</b>                                       | Expanding solar mini-grid deployments and utility-scale solar plants are underway, but overall electrification, especially for productive agricultural use, is still limited. | Partially Ready      | Ongoing government and donor-backed renewable energy programmes have created a foundation for clean energy integration.        |

## 5.0 Implementation Arrangements

### 5.1 Operationalization of the investment priorities

The implementation plan provides a clear roadmap for translating the identified investment priorities into actionable, coordinated, and measurable interventions across Sierra Leone's rice sector. The plan supports the operationalization of investment priorities by sequencing activities across short-, medium-, and long-term timelines, identifying shovel-ready interventions, and establishing the systems needed for efficient delivery. It translates each action area into implementable steps that address key sector constraints, such as limited irrigation coverage, weak processing and storage systems, low adoption of improved practices, and inadequate market infrastructure, to achieve the goal of rice self-sufficiency by 2035.

This implementation approach is fully aligned with Sierra Leone's existing national frameworks, including the National Rice Development Strategy II (NRDS II) and the Feed Salone Initiative. It also reflects coordination structures already established under the Ministry of Agriculture and Food Security (MAFS), the Sierra Leone Rice Observatory (SLeRO), district councils, and other sector stakeholders. Furthermore, the plan aligns with regional priorities under the ECOWAS Regional Rice Roadmap (2025–2035), ensuring that national actions reinforce broader West African frameworks for production, trade, and food system resilience.

### 5.2 Coordination Mechanisms

Effective coordination is central to the successful implementation of the NRIAP and to ensuring that the three investment actions Rice Production Intensification, Value Chain Development, and Infrastructure Development are delivered in a harmonised and efficient manner. The coordination framework clarifies institutional roles, reporting lines, and collaboration mechanisms across national, district, community, private-sector, and development partner levels, helping to align interventions, avoid duplication, and promote shared accountability. Overall leadership is provided by the Ministry of Agriculture and Food Security (MAFS), with strong operational support from the Sierra Leone Rice Observatory (SLeRO), ensuring coherence with national and regional policy frameworks.

Under this structure, SLeRO leads day-to-day implementation and coordination across production systems, mechanization, processing, and market development, working closely with specialised agencies, research institutions, local governments, and the private sector. Research and infrastructure agencies support technology development, training, irrigation, and road construction, while private-sector actors and development partners contribute investment, service delivery, and technical assistance aligned with NRIAP priorities. At the local level, councils and farmer cooperatives anchor community engagement, asset management, and service uptake. Together, these actors form an integrated coordination ecosystem that supports effective execution, monitoring, and sustainable impact of NRIAP investments.

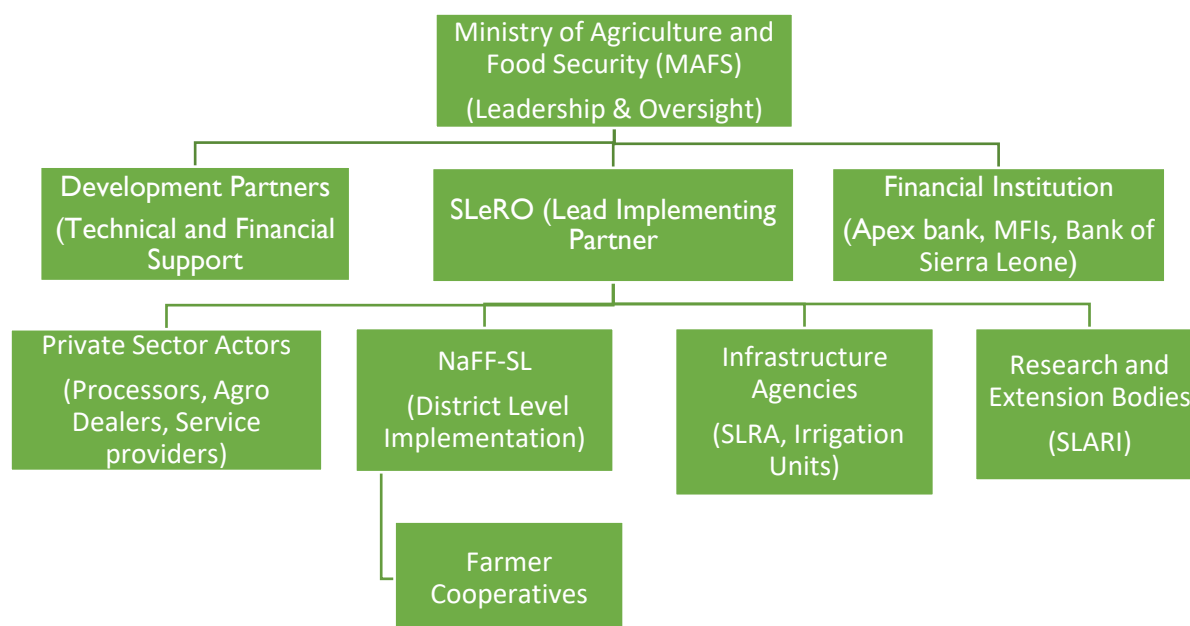


Figure 1: Organisational Coordination Structure

### 5.3 Coordination with the private sector and development partners

Strong coordination with the private sector and development partners is fundamental to the successful implementation of the NRIAP, given their central roles across production, value chain, and infrastructure interventions. Under the leadership of the Sierra Leone Rice Observatory (SLeRO), private enterprises, including agro-dealers, mechanization service providers, processors, contractors, logistics firms, and aggregators, will be systematically engaged to deliver inputs, services, and market solutions. Through co-investment and public–private partnership arrangements, private actors will support mechanization centres, processing facilities, seed and fertiliser systems, aggregation hubs, and structured market linkages, ensuring that NRIAP investments are commercially viable, market-driven, and sustainable over the long term.

Development partners will provide complementary financing, technical assistance, and advisory support to strengthen implementation quality and institutional capacity. Multilateral and bilateral partners will support feasibility studies, infrastructure development, farmer training, monitoring and evaluation systems, and the integration of environmental, social, climate, and inclusion standards. Coordination will be anchored through the National Rice Task Force, with regular joint reviews and resource mobilization dialogues to align programmes, avoid duplication, and leverage additional financing. Together, private sector actors and development partners will play a critical role in accelerating productivity gains, strengthening value chains, and advancing national rice self-sufficiency by 2035.

### 5.4 Implementation Timeline and Phasing

The implementation of the NRIAP will follow a phased approach from 2026 to 2035, ensuring that interventions are sequenced logically to build foundational capacity, expand production systems, strengthen the value chain, and complete large-scale infrastructure works. Investments are grouped into short-term (1–2 years), medium-term (3–5 years), and long-term (6–10 years) phases, allowing for efficient resource allocation, technical planning, and timely delivery of results. Priority

interventions, particularly shovel-ready or critical to unlocking subsequent activities, will be fast-tracked to ensure early impact and momentum. The detailed implementation timeline and phasing are presented in **Annexe 9**.

The fast-tracked, shovel-ready interventions build upon ongoing initiatives under the Feed Salone Initiative and other existing programs in Sierra Leone's rice sector, ensuring they can be rapidly scaled. Building on these fast-tracked interventions, additional activities can now be rolled out sequentially, creating opportunities to further enhance productivity, reduce post-harvest losses, strengthen market linkages, and progressively align with both national and ECOWAS rice sector objectives.

**Table 6: Implementation Summary Table**

| Investment Area                   | Key Activities   | Lead Agency | Supporting Partners                               | Start–End Dates | Status  |
|-----------------------------------|--|-------------|---|-----------------|---------|
| <b>Production Intensification</b> | Community stakeholders' engagement and mobilisation  | MAFS        | Local Councils, SLeRO, Traditional Authorities    | 2026–2027       | Planned |
|                                   | Identification and selection of beneficiaries  | MAFS        | SLeRO, Extension Services, Farmer Cooperatives    | 2026–2027       | Planned |
|                                   | Establish demo plots and train farmers in GAP & water management                               | SLeRO       | SLARI, Njala University, Extension Services, FAO  | 2026–2030       | Planned |
|                                   | Procure and deploy appropriate machinery for land preparation and harvesting.                  | MAFS        | SLeRO, Private Mechanisation Providers, AfDB, WFP | 2026–2032       | Planned |
| <b>Value Chain Development</b>    | Procure and deploy improved postharvest technologies (mobile dryers, threshers, storage)       | SLeRO       | Private Sector, WFP, JICA                         | 2026–2032       | Planned |
|                                   | Establish agro-dealer networks and community seed/input depots                                 | SLeRO       | Private Agro-dealers, Cooperatives, FAO, IFAD     | 2026–2030       | Planned |
|                                   | Construct aggregation centres, establish new milling facilities & rehabilitate existing mills. | MAFS        | SLeRO, Private Investors, WFP, AfDB               | 2027–2033       | Planned |
|                                   | Facilitate off-take arrangements, branding & packaging   | SLeRO       | Private Sector, Consumer Protection Agency,       | 2028–2035       | Planned |

| Investment Area                           | Key Activities   | Lead Agency        | Supporting Partners   | Start–End Dates | Status           |
|---|--|--------------------|---|-----------------|------------------|
|   |  |                    | ECOWAS Trade Bodies   |                 |                  |
|   | Strengthen cooperatives & improve coordination with Feed Salone and ECOWAS     | MAFS               | SLeRO, Cooperatives, Feed Salone Secretariat, ECOWAS          | 2026–2035       | Planned          |
|   | Build institutional & beneficiary capacities (training, advisory services)     | SLeRO              | Njala University, SLARI, NGOs, Development Partners           | 2026–2035       | Ongoing /Planned |
| <b>Infrastructure for Rice Production</b> | Expanded irrigation infrastructure in rice clusters                            | MAFS               | Irrigation Directorate, SLRA, AfDB, Engineers Without Borders | 2027–2035       | Planned          |
|   | Establish and operationalise mechanization service centres                     | SLeRO              | Private Mechanization Firms, Local Councils, JICA             | 2026–2033       | Planned          |
|   | Improve post-harvest handling and value addition infrastructure                | MAFS               | SLeRO, Private Investors, WFP                                 | 2027–2034       | Planned          |
|   | Establish functional seed and input distribution systems                       | SLeRO              | Seed Companies, Agro-dealers, FAO, IFAD                       | 2026–2030       | Planned          |
|   | Rehabilitate rural roads, bridges, and crossing points                         | MAFS / SLRA        | Local Councils, Contractors, AfDB, EU                         | 2026–2035       | Planned          |
|   | Install solar power as an alternative source of energy in rice milling centres | Ministry of Energy | Local Councils, Contractors, Engineers Without Borders        | 2026-2027       | Planned          |

## 5.5 Capacity Needs and Support

Effective implementation of the NRIAP will require targeted capacity strengthening across institutions, value chain actors, and farming communities to ensure that investments are sustainable and scalable. At the institutional level, enhanced capacities are needed within MAFS, SLeRO, Local Councils, and implementing agencies in programme management, procurement, contract supervision, monitoring and evaluation, irrigation management, and private-sector engagement. Additional technical support

will be required to strengthen engineering, regulatory, and quality assurance functions, as well as the application of environmental and social safeguards.

At the community and market levels, farmers, cooperatives, and private-sector actors will require sustained training and advisory support to adopt improved production, post-harvest, and business practices. This includes building farmer capacity in GAP, climate-smart agriculture, and water management; strengthening cooperatives in governance, aggregation, and marketing; and supporting agro-dealers, processors, and mechanization service providers in business management, equipment operation, and quality control. Development partners, research institutions, and universities will provide technical assistance, applied training, and knowledge exchange to reinforce these capacities over time, ensuring effective delivery and long-term impact of the NRIAP

## 5.6 Resource Mobilization Strategy

The successful implementation of the NRIAP will depend on a coordinated and diversified resource mobilization strategy that combines domestic public financing, development partner support, and private-sector investment. National budget allocations through MAFS, the Ministry of Finance, and other line ministries will anchor internal financing, supporting core functions such as extension services, coordination, monitoring and evaluation, and partial funding for irrigation, mechanization, and research. Development partners will complement these efforts through technical assistance, co-financing, and concessional resources for large-scale infrastructure, seed systems, climate-resilient technologies, capacity building, and value chain development, aligned with national priorities through joint programming arrangements.

Private-sector participation will be actively mobilised to scale investment in input supply, seed production, mechanization services, processing, storage, and market systems, supported by incentives, PPP arrangements, and structured offtake mechanisms. To broaden the financing base, the NRIAP will also deploy innovative and blended finance instruments such as guarantees, risk-sharing facilities, impact investment funds, and performance-based contracting to reduce investment risks and crowd in commercial capital. Together, these financing pathways provide a sustainable framework to support NRIAP investments during 2026–2035 and advance national rice self-sufficiency.

## 5.7 Communication Plan

The communication plan ensures transparent, timely, and coordinated information sharing throughout NRIAP implementation. Led by MAFS and supported by SLERO, Local Councils, and development partners, the plan facilitates regular updates through quarterly progress briefs, annual reports, and biannual stakeholder forums. Community-level communication will be strengthened through extension services, radio broadcasts, farmer meetings, and digital tools such as SMS alerts and WhatsApp groups. Development partners will receive periodic technical updates and participate in joint review missions to ensure alignment and visibility. Success stories, lessons learned, and key achievements will be documented and widely shared to promote learning and strengthen stakeholder engagement. Overall, the communication plan enhances transparency, fosters collaboration, and supports national ownership of the rice sector transformation.

## 6.0 Conclusions

This National Rice Investment Action Plan (NRIAP) outlines Sierra Leone's strategic pathway toward achieving rice self-sufficiency, reducing import dependence, strengthening value chains, and improving livelihoods across rural communities. Anchored in the National Rice Development Strategy (NRDS II) and aligned with the ECOWAS Regional Rice Roadmap, the plan consolidates national priorities and proposes coordinated, high-impact investments to unlock the country's full rice production potential.

Rice is of critical strategic importance to Sierra Leone's food security, economic stability, and rural transformation. By focusing on production intensification, value chain development, and essential infrastructure expansion, the NRIAP provides a coherent framework for driving sustainable growth and enabling a competitive and resilient rice economy.

Realising this vision will require strong commitment and collaboration from all stakeholders. The Government, development partners, private sector actors, financial institutions, and farmer organizations must align efforts and resources to support implementation. The NRIAP, therefore, serves as a call to action, inviting collective investment and partnership to deliver the transformative impact envisioned for the rice sector and the nation.

## Annexes

### Annex I: Detailed Budget Tables

| <b>INVESTMENT AREA I: PRODUCTION INTENSIFICATION</b> |   |                             |                 |                 |                  |                  |                  |                  |                  |                  |                  |                   |
|--|---|-----------------------------|-----------------|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| <b>ACTIVITY</b>                                      | <b>SUB-ACTIVITIES</b>                       | <b>INDICATIVE COST (\$)</b> |                 |                 |                  |                  |                  |                  |                  |                  |                  | <b>TOTAL</b>      |
|  |   | <b>2026</b>                 | <b>2027</b>     | <b>2028</b>     | <b>2029</b>      | <b>2030</b>      | <b>2031</b>      | <b>2032</b>      | <b>2033</b>      | <b>2034</b>      | <b>2035</b>      |                   |
| 1.1 Establish Demonstration Plots                    | 1.1.1 Pre-Planting Activities               | 864.00                      | 1,296.00        | 1,728.00        | 2,160.00         | 2,592.00         | 3,024.00         | 3,456.00         | 3,888.00         | 4,320.00         | 4,752.00         | <b>27,080.00</b>  |
|  | 1.1.2 Planting Activities                   | 1,218.24                    | 1,827.36        | 2,436.48        | 3,045.60         | 3,654.72         | 4,263.84         | 4,872.96         | 5,482.08         | 6,091.20         | 6,700.32         | <b>39,592.80</b>  |
|  | 1.1.3 Post-Planting Activities (Harvesting) | 576.00                      | 864.00          | 1,152.00        | 1,440.00         | 1,728.00         | 2,016.00         | 2,304.00         | 2,592.00         | 2,880.00         | 3,168.00         | <b>18,720.00</b>  |
|  | Cost of Seed per Hectare                    | 239.04                      | 358.56          | 478.08          | 597.60           | 717.12           | 836.64           | 956.16           | 1,075.68         | 1,195.20         | 1,314.72         | <b>8,769.80</b>   |
|  | Logistics @10% Field Establishment Cost     | 834.42                      | 1,877.44        | 3,337.67        | 5,215.10         | 7,509.75         | 10,221.60        | 13,350.67        | 16,896.94        | 20,860.42        | 25,241.10        | <b>105,345.11</b> |
| <b>TOTAL</b>   |   | <b>3,731.70</b>             | <b>6,223.36</b> | <b>9,132.23</b> | <b>12,458.30</b> | <b>16,201.59</b> | <b>20,362.08</b> | <b>24,939.79</b> | <b>29,934.70</b> | <b>35,346.82</b> | <b>41,176.14</b> | <b>199,507.71</b> |
| 1.2 Train Farmers in GAP & Water Management          | 1.2.1 Training Materials                    | 6,000                       | 6,000           | 6,000           | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            | <b>60,000</b>     |
|  | 1.2.2 Training Allowance (3 days)           | 24,000                      | 24,000          | 24,000          | 24,000           | 24,000           | 24,000           | 24,000           | 24,000           | 24,000           | 24,000           | <b>240,000</b>    |
|  | 1.2.3 Facilitation Fee (2 persons × 3 days) | 1,000                       | 1,000           | 1,000           | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | <b>10,000</b>     |
| <b>TOTAL</b>   |   | <b>31,000</b>               | <b>31,000</b>   | <b>31,000</b>   | <b>31,000</b>    | <b>31,000</b>    | <b>31,000</b>    | <b>31,000</b>    | <b>31,000</b>    | <b>31,000</b>    | <b>31,000</b>    | <b>310,000</b>    |

| <b>INVESTMENT AREA I: PRODUCTION INTENSIFICATION</b> |                               |                     |                  |                  |               |               |                |                |                |                |                |                     |
|--|-------------------------------|---------------------|------------------|------------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|---------------------|
| I.3 Procure & Deploy Machinery                       | 1.3.1 Tractors                | 4,000,000           | 4,000,000        | 4,000,000        | –             | –             | –              | –              | –              | –              | –              | 12,000,000          |
|  | 1.3.2 Power Tillers           | 1,200,000           | 600,000          | 600,000          | –             | –             | –              | –              | –              | –              | –              | 2,400,000           |
|  | 1.3.3 Rotovators              | 500,000             | 250,000          | 250,000          | –             | –             | –              | –              | –              | –              | –              | 1,000,000           |
|  | 1.3.4 Seeders/Planters        | 500,000             | 500,000          | 500,000          | –             | –             | –              | –              | –              | –              | –              | 1,500,000           |
|  | 1.3.5 Transplanters           | 1,800,000           | 900,000          | 900,000          | –             | –             | –              | –              | –              | –              | –              | 3,600,000           |
|  | 1.3.6 Seed Broadcasters       | 500,000             | 300,000          | 200,000          | –             | –             | –              | –              | –              | –              | –              | 1,000,000           |
|  | 1.3.7 Knapsack Sprayers       | 60,000              | –                | –                | –             | –             | –              | –              | –              | –              | –              | 60,000              |
|  | 1.3.8 Boom Sprayers           | 500,000             | –                | –                | –             | –             | –              | –              | –              | –              | –              | 500,000             |
|  | 1.3.9 Drone Sprayers          | 750,000             | 750,000          | –                | –             | –             | –              | –              | –              | –              | –              | 1,500,000           |
|  | 1.3.10 IT Combined Harvesters | 525,000             | 350,000          | 175,000          | –             | –             | –              | –              | –              | –              | –              | 1,050,000           |
|  | 1.3.11 5T Combined Harvesters | 500,000             | 250,000          | 250,000          | –             | –             | –              | –              | –              | –              | –              | 1,000,000           |
|  | 1.3.12 Reapers                | 60,000              | 20,000           | –                | –             | –             | –              | –              | –              | –              | –              | 80,000              |
|  | 1.3.13 Stump Shredders        | 840,000             | –                | –                | –             | –             | –              | –              | –              | –              | –              | 840,000             |
|  | 1.3.14 Mobile Threshers       | 180,000             | 120,000          | –                | –             | –             | –              | –              | –              | –              | –              | 300,000             |
| <b>TOTAL</b>   |                               | <b>11,915,000</b>   | <b>8,040,000</b> | <b>6,875,000</b> | <b>0</b>      | <b>0</b>      | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>26,830,000</b>   |
| <b>TOTAL INVESTMENT Per YEAR</b>                     |                               | <b>11,949,731.7</b> | <b>8,077,223</b> | <b>6,915,132</b> | <b>43,458</b> | <b>47,201</b> | <b>51,362</b>  | <b>55,939</b>  | <b>60,934</b>  | <b>66,346</b>  | <b>72,176</b>  | <b>27,339,506.7</b> |
| <b>Contingency (2% of Total Budget)</b>              |                               | <b>238,994.6</b>    | <b>161,544.5</b> | <b>138,302.6</b> | <b>869.2</b>  | <b>944.03</b> | <b>1,027.2</b> | <b>1,118.8</b> | <b>1,218.7</b> | <b>1,326.9</b> | <b>1,443.5</b> | <b>546,790.1</b>    |
| <b>TOTAL INVESTMENT</b>                              |                               |                     |                  |                  |               |               |                |                |                |                |                | <b>27,886,296.8</b> |

| <b>INVESTMENT AREA 2: VALUE CHAIN DEVELOPMENT</b>           |   |             |                  |                |                |                |               |               |               |               |               |                  |
|---|---|-------------|------------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|------------------|
| <b>INDICATIVE COST (\$)</b>                                 |   |             |                  |                |                |                |               |               |               |               |               |                  |
| <b>ACTIVITY</b>   | <b>SUB-ACTIVITIES</b>                                   | <b>2026</b> | <b>2027</b>      | <b>2028</b>    | <b>2029</b>    | <b>2030</b>    | <b>2031</b>   | <b>2032</b>   | <b>2033</b>   | <b>2034</b>   | <b>2035</b>   | <b>TOTAL</b>     |
| 2.1 Procure and deploy improved postharvest technologies    | 2.1.1 Procurement of mobile mechanical dryers           | 420,000     | –                | –              | –              | –              | –             | –             | –             | –             | –             | <b>420,000</b>   |
|   | 2.1.2 Procurement of stationary mechanical dryers       | 270,000     | –                | –              | –              | –              | –             | –             | –             | –             | –             | <b>270,000</b>   |
|   | 2.1.3 Procurement of mobile winnowers                   | 350,000     | –                | –              | –              | –              | –             | –             | –             | –             | –             | <b>350,000</b>   |
|   | 2.1.4 Procurement of small-scale parboiling units       | –           | 210,000          | 210,000        | –              | –              | –             | –             | –             | –             | –             | <b>420,000</b>   |
|   | 2.1.5 Deployment of equipment to clusters               | 100,000     | 50,000           | 30,000         | –              | –              | –             | –             | –             | –             | –             | <b>180,000</b>   |
|   | 2.1.6 Training of operators & extension staff (6 weeks) | 371,000     | 371,000          | 371,000        | 371,000        | –              | –             | –             | –             | –             | –             | <b>1,484,000</b> |
|   | 2.1.7 Preventive maintenance & spare parts              | 30,000      | 10,000           | 10,000         | –              | –              | –             | –             | –             | –             | –             | <b>50,000</b>    |
|   | 2.1.8 Quality control, calibration & safety inspections | 10,000      | 10,000           | 10,000         | 10,000         | 10,000         | 10,000        | 10,000        | 10,000        | 10,000        | 10,000        | <b>100,000</b>   |
|   | <b>TOTAL</b>  |             | <b>1,551,000</b> | <b>651,000</b> | <b>631,000</b> | <b>381,000</b> | <b>10,000</b> | <b>10,000</b> | <b>10,000</b> | <b>10,000</b> | <b>10,000</b> | <b>10,000</b>    |
| 2.2 Establish Agro-dealer Networks & Community Input Depots | 2.2.1 Construction of solar agro-dealer shop structures | 480,000     | 480,000          | 480,000        | 160,000        | –              | –             | –             | –             | –             | –             | <b>1,600,000</b> |

| <b>INVESTMENT AREA 2: VALUE CHAIN DEVELOPMENT</b> |  |                |                |                |                |                |               |               |               |               |               |                  |
|---|--|----------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|------------------|
|   | 2.2.2  | 60,000         | 60,000         | 60,000         | 60,000         | 60,000         | 60,000        | 60,000        | 60,000        | 60,000        | 60,000        | <b>600,000</b>   |
|   | Establishment of community seed & input depots             |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.2.3  | 30,000         | 30,000         | 30,000         | 30,000         | 30,000         | 30,000        | 30,000        | 30,000        | 30,000        | 30,000        | <b>300,000</b>   |
|   | Supply of starter kits                                     |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.2.4  | 2,500          | 2,500          | 2,500          | 2,500          | 2,500          | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | <b>25,000</b>    |
|   | Training of agro dealers                                   |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.2.5  | 900            | 900            | 900            | 900            | 900            | 900           | 900           | 900           | 900           | 900           | <b>9,000</b>     |
|   | Facilitation Fee   |                |                |                |                |                |               |               |               |               |               |                  |
| <b>TOTAL</b>                                      |  | <b>572,500</b> | <b>572,500</b> | <b>572,500</b> | <b>252,500</b> | <b>92,500</b>  | <b>92,500</b> | <b>92,500</b> | <b>92,500</b> | <b>92,500</b> | <b>92,500</b> | <b>2,525,000</b> |
| 2.3   | Construct Aggregation Centres                              |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.3.1  | 120,000        | 120,000        | 120,000        | 120,000        | 120,000        | –             | –             | –             | –             | –             | <b>600,000</b>   |
|   | Construction of sheds & sorting areas                      |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.3.2  | 30,000         | –              | –              | –              | –              | –             | –             | –             | –             | –             | <b>30,000</b>    |
|   | Procurement of weighing, grading & bagging equipment       |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.3.3  | 50,000         | 50,000         | –              | –              | –              | –             | –             | –             | –             | –             | <b>100,000</b>   |
|   | Installation of primary storage                            |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.3.4  | 40,000         | 30,000         | 30,000         | –              | –              | –             | –             | –             | –             | –             | <b>100,000</b>   |
|   | Establishment of quality testing & moisture stations       |                |                |                |                |                |               |               |               |               |               |                  |
| <b>TOTAL</b>                                      |  | <b>240,000</b> | <b>200,000</b> | <b>150,000</b> | <b>120,000</b> | <b>120,000</b> | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>830,000</b>   |
| 2.4   | Rehabilitate Existing Agricultural Business Centres (ABCs) |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.4.1  | 1,200,000      | 600,000        | 600,000        | 600,000        | –              | –             | –             | –             | –             | –             | <b>3,000,000</b> |
|   | Rehabilitation of ABC facilities                           |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.4.2  | 600,000        | 300,000        | 300,000        | 300,000        | –              | –             | –             | –             | –             | –             | <b>1,500,000</b> |
|   | Rehab/replace dryers, polishers, destoners, conveyors      |                |                |                |                |                |               |               |               |               |               |                  |
|   | 2.4.3  | 600,000        | 300,000        | 300,000        | 300,000        | –              | –             | –             | –             | –             | –             | <b>1,500,000</b> |
|   | Procurement of processing lines                            |                |                |                |                |                |               |               |               |               |               |                  |

| <b>INVESTMENT AREA 2: VALUE CHAIN DEVELOPMENT</b>      |   |                  |                  |                  |                  |                |                |                |                |                |                |                   |
|--|---|------------------|------------------|------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------------|
|  | 2.4.4 Installation of power systems                 | 600,000          | 300,000          | 300,000          | 300,000          | –              | –              | –              | –              | –              | –              | <b>1,500,000</b>  |
| <b>TOTAL</b>   |   | <b>3,000,000</b> | <b>1,500,000</b> | <b>1,500,000</b> | <b>1,500,000</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>7,500,000</b>  |
| 2.5 Offtake Arrangements, Branding & Packaging Support | 2.5.1 Branding & packaging design                   | 180,000          | –                | –                | –                | –              | –              | –              | –              | –              | –              | <b>180,000</b>    |
|  | 2.5.2 Procurement of packaging & sealing machines   | 60,000           | –                | –                | –                | –              | –              | –              | –              | –              | –              | <b>60,000</b>     |
|  | 2.5.3 Certification & compliance support            | 10,000           | 10,000           | 10,000           | 10,000           | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         | <b>100,000</b>    |
|  | 2.5.4 Market linkage facilitation (buyers, fairs)   | 300,000          | 500,000          | 500,000          | 500,000          | –              | –              | –              | –              | –              | –              | <b>1,800,000</b>  |
|  | 2.5.5 Market linkage facilitation (Delivery Trucks) | 600,000          | –                | –                | –                | –              | –              | –              | –              | –              | –              | <b>600,000</b>    |
|  | 2.5.6 Consumer awareness campaigns                  | 5,000            | 5,000            | 5,000            | 5,000            | 5,000          | 5,000          | 5,000          | 5,000          | 5,000          | 5,000          | <b>50,000</b>     |
|  | 2.5.7 Digital traceability & labelling systems      | 5,000            | 5,000            | 5,000            | 5,000            | 5,000          | 5,000          | 5,000          | 5,000          | 5,000          | 5,000          | <b>50,000</b>     |
| <b>TOTAL</b>   |   | <b>560,000</b>   | <b>520,000</b>   | <b>520,000</b>   | <b>520,000</b>   | <b>20,000</b>  | <b>20,000</b>  | <b>20,000</b>  | <b>20,000</b>  | <b>20,000</b>  | <b>20,000</b>  | <b>2,240,000</b>  |
| <b>TOTAL INVESTMENT Per YEAR</b>                       |   | <b>5,923,500</b> | <b>3,443,500</b> | <b>3,373,500</b> | <b>2,773,500</b> | <b>242,500</b> | <b>122,500</b> | <b>122,500</b> | <b>122,500</b> | <b>122,500</b> | <b>122,500</b> | <b>16,369,000</b> |
| <b>Contingency (2% of Total Budget)</b>                |   | <b>118,470</b>   | <b>68,870</b>    | <b>67,470</b>    | <b>55,470</b>    | <b>4,850</b>   | <b>2,450</b>   | <b>2,450</b>   | <b>2,450</b>   | <b>2,450</b>   | <b>2,450</b>   | <b>327,380</b>    |
| <b>TOTAL INVESTMENT</b>                                |   |                  |                  |                  |                  |                |                |                |                |                |                | <b>16,696,380</b> |

| <b>INVESTMENT AREA 3: INFRASTRUCTURE DEVELOPMENT</b> |  |             |             |             |             |             |             |             |             |             |             |                    |
|--|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------------|
| <b>INDICATIVE COST (\$)</b>                          |  |             |             |             |             |             |             |             |             |             |             |                    |
| <b>ACTIVITY</b>                                      | <b>SUB-ACTIVITIES</b>                    | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> | <b>2030</b> | <b>2031</b> | <b>2032</b> | <b>2033</b> | <b>2034</b> | <b>2035</b> | <b>TOTAL</b>       |
| 3.1 Irrigation & Water                               | 3.1.1 New irrigation schemes development | 45,000,000  | –           | 60,000,000  | –           | 45,000,000  | –           | –           | –           | –           | –           | <b>150,000,000</b> |

|   |  |                    |                   |                   |                  |                   |                  |                  |          |          |          |                    |
|---|--|--------------------|-------------------|-------------------|------------------|-------------------|------------------|------------------|----------|----------|----------|--------------------|
| Control Systems                               | 3.1.2 Rehabilitation of existing irrigation facilities                                     | 1,400,000          | –                 | –                 | –                | –                 | –                | –                | –        | –        | –        | <b>1,400,000</b>   |
|   | 3.1.3 Development of water-control structures (IVS)  | 30,000,000         | 30,000,000        | –                 | –                | –                 | –                | –                | –        | –        | –        | <b>60,000,000</b>  |
|   | 3.1.4 Design & supervision (consultancy)   | 11,460,000         | 4,500,000         | 9,000,000         | –                | 6,750,000         | –                | –                | –        | –        | –        | <b>31,710,000</b>  |
| <b>TOTAL</b>                                  |  | <b>87,860,000</b>  | <b>34,500,000</b> | <b>69,000,000</b> | <b>0</b>         | <b>51,750,000</b> | <b>0</b>         | <b>0</b>         | <b>0</b> | <b>0</b> | <b>0</b> | <b>243,110,000</b> |
| 3.2 Mechanization Centres & Equipment         | 3.2.1 Mechanization centres  | 1,050,000          | –                 | 700,000           | –                | –                 | –                | –                | –        | –        | –        | <b>1,750,000</b>   |
|   | 3.2.2 Maintenance workshops (forklift, crane truck, hydraulic press, mobile service, etc.) | 1,500,000          | –                 | 1,000,000         | –                | –                 | –                | –                | –        | –        | –        | <b>2,500,000</b>   |
| <b>TOTAL</b>                                  |  | <b>232,820,006</b> | <b>0</b>          | <b>0</b>          | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>0</b>         | <b>0</b> | <b>0</b> | <b>0</b> | <b>232,820,006</b> |
| 3.3 Rural Roads Construction / Rehabilitation | 3.3.1 Rural Road rehabilitation (tarmac)   | 200,000,000        | –                 | –                 | –                | –                 | –                | –                | –        | –        | –        | <b>200,000,000</b> |
|   | 3.3.2 Spot improvements (feeder roads)   | 3,000,000          | 3,000,000         | 1,500,000         | 1,500,000        | 1,500,000         | 1,500,000        | 1,500,000        | –        | –        | –        | <b>13,500,000</b>  |
|   | 3.3.3 New access roads   | 1,000,000          | 1,000,000         | 1,000,000         | 1,000,000        | 1,000,000         | 1,000,000        | –                | –        | –        | –        | <b>6,000,000</b>   |
|   | 3.3.4 Maintenance units (equipment/machines)   | 9,000,000          | –                 | –                 | –                | –                 | –                | –                | –        | –        | –        | <b>9,000,000</b>   |
|   | 3.3.5 Design & supervision (road works)  | 20,400,000         | –                 | –                 | –                | –                 | –                | –                | –        | –        | –        | <b>20,400,000</b>  |
| <b>TOTAL</b>                                  |  | <b>233,400,000</b> | <b>4,000,000</b>  | <b>2,500,000</b>  | <b>2,500,000</b> | <b>2,500,000</b>  | <b>2,500,000</b> | <b>1,500,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>248,900,000</b> |
| 3.4 Post-Harvest & Storage Infrastructure     | 3.4.1 Storage facilities (silos)   | 900,000            | –                 | –                 | –                | –                 | –                | –                | –        | –        | –        | <b>900,000</b>     |
|   | 3.4.2 Quality testing equipment  | 120,000            | –                 | –                 | –                | –                 | –                | –                | –        | –        | –        | <b>120,000</b>     |
| <b>TOTAL</b>                                  |  | <b>1,020,000</b>   | <b>0</b>          | <b>0</b>          | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>0</b>         | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,020,000</b>   |
| 3.5 Modern Rice Milling Infrastructure        | 3.5.1 Construction of a new mill structure   | 1,200,000          | –                 | –                 | –                | –                 | –                | –                | –        | –        | –        | <b>1,200,000</b>   |
| <b>TOTAL</b>                                  |  | <b>1,200,000</b>   | <b>0</b>          | <b>0</b>          | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>0</b>         | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,200,000</b>   |

|   |   |                      |                     |                     |                  |                     |                  |                  |          |          |          |          |                         |
|---|---|----------------------|---------------------|---------------------|------------------|---------------------|------------------|------------------|----------|----------|----------|----------|-------------------------|
| 3.6 Seed & Input Distribution Systems   | 3.6.1 Digital inventory systems (farmer registry & e-voucher) | 300,000              | –                   | –                   | –                | –                   | –                | –                | –        | –        | –        | –        | 300,000                 |
| <b>TOTAL</b>                            |   | <b>300,000</b>       | <b>0</b>            | <b>0</b>            | <b>0</b>         | <b>0</b>            | <b>0</b>         | <b>0</b>         | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>300,000</b>          |
| 3.7 Clean Energy Infrastructure         | 3.7.1 Install Solar Power System                              | 120,000,000          | 120,000,000         |                     |                  |                     |                  |                  |          |          |          |          |                         |
| <b>TOTAL</b>                            |   | <b>120,000,000</b>   | <b>120,000,000</b>  |                     |                  |                     |                  |                  |          |          |          |          | <b>240,000,000</b>      |
| <b>TOTAL INVESTMENT Per YEAR</b>        |   | <b>795,650,006</b>   | <b>158,500,000</b>  | <b>112,900,000</b>  | <b>2,500,000</b> | <b>85,300,000</b>   | <b>2,500,000</b> | <b>1,500,000</b> | <b>0</b> | <b>0</b> | <b>0</b> |          | <b>1,158,850,006</b>    |
| <b>Contingency (2% of Total Budget)</b> |   | <b>15,913,000.12</b> | <b>3,170,000.00</b> | <b>2,258,000.00</b> | <b>50,000.00</b> | <b>1,706,000.00</b> | <b>50,000.00</b> | <b>30,000.00</b> |          |          |          |          | <b>23,177,000.12</b>    |
| <b>TOTAL INVESTMENT</b>                 |   |                      |                     |                     |                  |                     |                  |                  |          |          |          |          | <b>1,182,027,006.12</b> |

## Annexe 2: Detailed Action Plan (Production Intensification and Expansion)

| Actions                             | Description   | Rationale  | Sub-actions  | Timeline  | Estimated cost (USD) | Indicators  | Risk and Mitigation   |
|-------------------------------------|---|--|--|-----------|----------------------|---|---|
| 1.0 Rice Production Intensification | Increase domestic rice production through improved agronomic practices, expanded cultivation, strengthened input and extension systems, mechanisation, and improved water | Domestic production remains below national demand due to low productivity, limited access to certified seed, fertilisers, mechanisation, and weak water management. Intensification is | 1.1 Establish demonstration plots across all districts | 2026–2027 | 199,507.71           | Demonstration plots operational in all districts; increased adoption of GAP | <ul style="list-style-type: none"> <li>Climate shocks: Promote CSA and stress-tolerant varieties</li> <li>Low adoption: peer-learning models</li> </ul> |
|                                     |   |  | 1.2 Train farmers in GAP & climate-smart               | 2026–2030 | 310,000              | ≥5,000 farmers trained annually; improved yields in supported areas         | <ul style="list-style-type: none"> <li>Weak extension reaches: Deploy digital advisory tools and</li> </ul>   |

|  |   |   |  |           |            |   |   |
|--|---|---|--|-----------|------------|---|---|
|  | management, aligned with Feed Salone, NRDS II, and ECOWAS priorities. | required to close production gaps and ensure downstream investments are fully utilised. | water management                               |           |            |   | community facilitators  |
|  |   |   | 1.3 Procure and deploy mechanisation equipment | 2026–2033 | 26,830,000 | Increased mechanisation coverage; reduced labour constraints; ≥20% reduction in post-harvest losses | <ul style="list-style-type: none"> <li>Input delays: strengthen agro-dealer networks and buffer stocks</li> </ul> |

### Annexe 3: Detailed Action Plan (Value Chain Development)

| Actions                     | Description  | Rationale   | Sub-actions  | Timeline  | Estimated cost (USD) | Indicators  | Risk and Mitigation                                       |
|-----------------------------|--|---|--|-----------|----------------------|---|---|
| 2.0 Value Chain Development | Strengthen aggregation, processing, storage, marketing, and commercial linkages to improve the competitiveness of locally milled rice and reduce post-harvest losses, in alignment with Feed Salone, NRDS II, and ECOWAS priorities. | Production gains will not translate into economic benefits without strong aggregation, storage, processing, and market systems. Current gaps in post-harvest handling, milling capacity, quality assurance, and market integration constrain competitiveness. | 2.1 Procure and deploy improved post-harvest technologies          | 2026–2030 | 3,274,000            | Modern dryers, threshers, and storage units deployed; post-harvest losses reduced to ≤15% | Equipment failure: maintenance hubs and operator training |
|                             |  |   | 2.2 Establish agro-dealer networks & community seed supply systems | 2026–2033 | 2,525,000            | Functional agro-dealer networks in target districts; improved access to certified seed    | Input shortages: supplier coordination and buffer stocks  |
|                             |  |   | 2.3 Construct aggregation centres                                  | 2026–2029 | 830,000              | Operational aggregation centres supporting  | Weak aggregation: cooperative strengthening and           |

|  |  |  |   |           |           |   |  |
|--|--|--|---|-----------|-----------|---|--|
|  |  |  |   |           |           | cooperative marketing   | digital coordination                                       |
|  |  |  | 2.4 Establish new milling facilities and rehabilitate existing ones   | 2026–2033 | 7,500,000 | Increased modern milling capacity; improved rice quality and consistency                | Quality issues: SOPs, QA training, and modern equipment    |
|  |  |  | 2.5 Facilitate off-take arrangements and support branding & packaging | 2028–2035 | 2,240,000 | Structured off-take agreements; improved branding; increased market share of local rice | Market volatility: contract farming and structured markets |

### Annexe 4: Detailed Action Plan (Infrastructure Development)

| Actions                        | Description  | Rationale   | Sub-actions   | Timeline  | Estimated cost (USD) | Indicators  | Risk and Mitigation   |
|--------------------------------|--|---|---|-----------|----------------------|---|---|
| 3.0 Infrastructure Development | This action addresses critical physical infrastructure gaps constraining productivity, competitiveness, and resilience in Sierra | Inadequate irrigation, poor rural access, limited mechanisation, insufficient storage, and outdated processing infrastructure keep yields low (1.8–2.5 t/ha), drive post- | 3.1 Water-Managed Production Systems (irrigation and water control) | 2026–2035 | 346,610,000          | ≥50,000 ha under improved water control; increased dry-season and double-cropping; average yields significantly increased | Climate and construction risks: Climate-resilient designs, phased implementation, strong drainage systems |

| Actions | Description   | Rationale   | Sub-actions  | Timeline  | Estimated cost (USD) | Indicators  | Risk and Mitigation   |
|---------|---|---|--|-----------|----------------------|---|---|
|         | Leone's rice sector. It focuses on developing water-managed production systems, improving physical access and service delivery, expanding mechanisation, strengthening post-harvest and processing capacity, and ensuring efficient seed and input distribution across major rice clusters. | harvest losses of up to 40%, and sustain high production costs. These structural gaps contribute to annual rice imports exceeding USD 250 million. Addressing them is essential to unlock yield increases, enable multiple cropping, reduce losses, improve market access, and strengthen domestic competitiveness. | 3.2 Mechanisation Service Infrastructure (centres, equipment, and operators)               | 2026–2035 | 276,820,006          | 10 mechanisation centres operational; 150+ tractors deployed; 500 operators trained (youth-inclusive) | Low utilisation: Operator training, leasing models, private-sector management |
|         |   |   | 3.3 Rural Access & Market Connectivity Infrastructure (roads, bridges, culverts)           | 2026–2035 | 292,900,000          | 1,500 km of rural roads rehabilitated; travel time to markets reduced by ≥30%                         | Weather and contractor delays: Phased works, prequalified contractors         |
|         |   |   | 3.4 Post-Harvest Handling & Storage Facilities (drying platforms, aggregation, warehouses) | 2026–2030 | 1,020,000            | 40 drying platforms; 20 aggregation centres operational; post-harvest losses reduced                  | Poor maintenance: Cooperative management models and training                  |
|         |   |   | 3.5 Modern Rice Processing Capacity (modern milling infrastructure)                        | 2026–2033 | 1,200,000            | 6 modern rice mills operational; improved milling recovery and quality                                | Energy constraints: solar/hybrid power solutions                              |

| Actions | Description | Rationale | Sub-actions   | Timeline  | Estimated cost (USD) | Indicators   | Risk and Mitigation  |
|---------|-------------|-----------|---|-----------|----------------------|--|--|
|         |             |           | 3.6 Seed & Input Distribution Infrastructure (seed farms, processing, input hubs) | 2026–2030 | 300,000              | 5 seed multiplication farms operational; improved access to certified seed   | Supply bottlenecksuffer stocks and supplier partnerships   |
|         |             |           | 3.7 Clean Energy Infrastructure   | 2026–2028 | 240,000,000          | All rice mills, aggregation centres, and storage facilities within targeted production clusters are powered by renewable energy. | Weak technical maintenance capacity in rural areas: Train local technicians and establish service agreements with private solar providers. |

## Annexe 5: Monitoring and Evaluation Framework

| Indicator Category                              | KPI   | Definition   | Unit of Measurement | Baseline (2025) | Annual Target                       | Endline Target (2035)                   | Data Source  | Frequency |
|---|---|--|---------------------|-----------------|-------------------------------------|---|--|-----------|
| <b>Production &amp; Productivity (Action I)</b> | Total milled rice produced from intensified areas | Volume of milled rice produced annually from areas supported under | MT/year             | TBD             | Gradual increase to +8–10% per year | 396,000 MT of milled rice per year from | Production surveys, SLeRO/MAFS reports, miller records | Annual    |

| Indicator Category  | KPI  | Definition   | Unit of Measurement                      | Baseline (2025)           | Annual Target  | Endline Target (2035)   | Data Source  | Frequency            |
|---|--|--|--|---------------------------|--|---|--|----------------------|
|   |  | the intensification programme  |  |                           |  | intensified areas   |  |                      |
|   | Area under intensified rice cultivation    | Total hectares cultivated annually under improved practices in targeted clusters                   | Ha                                       | 636,473                   | Progressive expansion (+10–15% per year)                   | 1,000,000 ha under intensified cultivation                          | MAFS statistics, cluster reports, GIS mapping        | Annual               |
|   | Average paddy yield in supported ecologies | Average paddy yield per hectare in project-supported ecologies                                     | MT/ha                                    | 2.2MT/ha national average | +0.2–0.3 MT/ha per year                                    | ≥5.0 MT/ha in supported ecologies                                   | Field yield measurements, sample surveys, SLARI data | Seasonal / Annual    |
|   | Reduction in rice import dependence        | The degree to which increased domestic production has reduced reliance on imports                  | % of national requirement met by imports | 40%                       | Gradual reduction of 3–5 percentage points every 2–3 years | ≥50% reduction in rice imports vs baseline (i.e. import share <10%) | Trade statistics, customs data, MAFS/MoF reports     | Annual               |
| Adoption of Improved Practices & Farmer Capacity (Action I) | Number of farmers trained on GAP/CSA       | Total number of farmers trained annually on GAP, CSA, water management, and post-harvest practices | Number of farmers/year                   |                           | ≥5,000 farmers trained per year (cumulative growth)        | ≥50,000 farmers trained (cumulative by 2035)                        | Training reports, FFS records, SLERO/MAFS reports    | Semi-annual / Annual |
|   | Adoption rate of improved practices        | Proportion of targeted farmers adopting at least one promoted practice/technology                  | % of targeted farmers                    | 34%                       | +10 percentage points every 2 years                        | ≥70–80% adoption among targeted farmers                             | Farmer uptake/adoption surveys, extension reports    | Bi-annual            |

| Indicator Category                                   | KPI   | Definition  | Unit of Measurement  | Baseline (2025) | Annual Target  | Endline Target (2035)  | Data Source   | Frequency          |
|--|---|---|----------------------|-----------------|--|--|---|--------------------|
|  |   | (improved seed, GAP, CSA, mechanization, etc.)  |                      |                 |  |  |   |                    |
|  | Demonstration plots established and functional              | Number of operational demonstration plots showcasing improved agronomy in each district                 | Number of demo plots |                 | At least 1–2 new/demo plots per district per year    | ≥1 active demo plot in every district in the target zones                        | Project reports, extension service records                | Annual             |
| Mechanization & Post-Harvest Efficiency (Action 1&3) | Deployment of mechanization units                           | Number of tractors, power tillers, and combine harvesters deployed and operational in target clusters   | Number of units      | 300             | Gradual scaling according to the implementation plan | 1,600 mechanization units deployed (tractors (600) and related machinery (1000)) | SLeRO records, mechanisation centre logs, asset registers | Quarterly / Annual |
|  | Reduction in post-harvest losses at the farm level          | Reduction in estimated post-harvest loss (harvest to farm-gate) in targeted clusters                    | % loss               | 35%             | Loss reduced to ≤25% by 2030                         | ≥15% reduction in post-harvest losses vs baseline                                | Post-harvest loss studies, warehouse records, survey data | Every 2–3 years    |
| Seed & Input System Strengthening (Action 1&3)       | Functional agro-dealer and input depots in target districts | Number of districts with at least one functional agro-dealer network/input depot serving rice producers | # of districts       |                 | Progressive expansion to cover new districts         | All target districts equipped with functional agro-dealer networks               | MAFS input system reports, SLeRO network mapping          | Annual             |

| Indicator Category                           | KPI  | Definition  | Unit of Measurement | Baseline (2025) | Annual Target                                    | Endline Target (2035)                             | Data Source   | Frequency       |
|--|--|---|---------------------|-----------------|--|---|---|-----------------|
|  | Farmer access to certified seed                            | Proportion of rice farmers in target clusters using certified seed            | % of farmers        |                 | +5–8 percentage point increase every 2 years     | ≥60–70% of targeted farmers use certified seed    | Seed sales and distribution records, farmer surveys, SLeSCA reports | Annual          |
|  | Volume of locally milled rice supplied to domestic markets | Quantity of locally milled rice entering structured domestic markets annually | MT/year             |                 | Steady increase linked to production targets     | ≥396,000 MT locally milled rice supplied annually | Mill records, market data, SLeRO/MAFS reports                       | Annual          |
| Value Chain Performance & Markets (Action 2) | Volume of locally milled rice supplied to domestic markets | Quantity of locally milled rice entering structured domestic markets annually | MT/year             |                 | Steady increase linked to production targets     | ≥396,000 MT locally milled rice supplied annually | Mill records, market data, SLeRO/MAFS reports                       | Annual          |
|  | Post-harvest loss at aggregation/processing level          | Share of rice lost between aggregation, processing, and distribution stages   | % loss              | 35%             | Loss reduced to ≤25% by 2030                     | ≤15% post-harvest loss by 2035                    | Loss assessments, WRS/warehouse records, processor reports          | Every 2–3 years |
|  | Number of functional aggregation centres                   | Count of aggregation centres fully operational and serving rice clusters      | Number of centres   |                 | 3–5 centres added or rehabilitated every 2 years | ≥20 aggregation centres functional by 2035        | SLeRO/MAFS infrastructure tracking, cooperative records             | Annual          |
|  | Modern rice mills operational                              | Number of modern mills (or upgraded mills) operating with quality             | Number of mills     |                 | Phased commissioning in clusters                 | ≥6 modern mills fully operational                 | Project infrastructure reports, processor                           | Annual          |

| Indicator Category                          | KPI  | Definition   | Unit of Measurement | Baseline (2025) | Annual Target   | Endline Target (2035)  | Data Source  | Frequency          |
|---|--|--|---------------------|-----------------|---|--|--|--------------------|
|   |  | standards and reliable supply  |                     |                 |   |  | associations, licensing data                                       |                    |
|   | Cooperative performance in aggregation & marketing | Number/percentage of cooperatives effectively aggregating and marketing rice under structured arrangements | Number and/or %     |                 | Gradual increase in professionally managed cooperatives | Majority of target cooperatives functioning as effective aggregation units | Cooperative records, SLeRO reports, audits                         | Annual             |
| Infrastructure & Physical Access (Action 3) | Irrigated rice area under improved water control   | Total hectares of rice land under functional IVS/lowland irrigation and water control systems              | Ha                  | 1,000           | Stepwise expansion in line with milestones              | ≥30,000 ha under improved irrigation/water control                         | Engineering completion reports, irrigation scheme records, GIS     | Annual             |
|   | Mechanization centres established and functional   | Number of mechanization centres fully equipped and providing services                                      | Number of centres   | 0               | 2–3 new centres every 2 years                           | 16 mechanization centres fully functional                                  | SLeRO records, centre business plans, utilization logs             | Annual             |
|   | Rural roads rehabilitated in rice clusters         | Total kilometres of rural access roads rehabilitated and usable year-round                                 | Km                  | 400             | 150–200 km per year average                             | 1,500 km rehabilitated by 2035   | SLRA reports, project completion reports, GIS mapping              | Annual             |
|   | Reduction in travel time to markets                | Average reduction in travel time from production clusters to main markets                                  | % reduction         |                 | 10–15% reduction by 2030                                | ≥40% reduction in travel time by 2035                                      | Transport surveys, trader/farmer interviews, time–distance studies | Mid-term & Endline |

| Indicator Category      | KPI   | Definition  | Unit of Measurement | Baseline (2025) | Annual Target  | Endline Target (2035)                        | Data Source  | Frequency |
|-------------------------|---|---|---------------------|-----------------|--|--|--|-----------|
| Inclusion (Actions 1-3) | Youth and women's participation in the project benefits | Proportion of direct beneficiaries who are youth and women across actions | % of beneficiaries  |                 | Progressive growth (e.g. +5 percentage points every 2–3 years) | ≥40–50% of beneficiaries are women and youth | Beneficiary registries, M&E reports, gender/youth disaggregation | Annual    |

## Annexe 6: Risk Assessment & Mitigation Measures

| Risk Category                               | Potential Risks   | Mitigation Measures  |
|---|---|--|
| <b>Climate &amp; Environmental Risks</b>    | <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Prolonged dry spells</li> <li>• Unpredictable rainfall</li> <li>• Soil erosion</li> <li>• Waterlogging, affecting production and infrastructure</li> </ul>                 | <ul style="list-style-type: none"> <li>• Adopt climate-resilient designs for irrigation and infrastructure</li> <li>• Integrate early-warning systems</li> <li>• Environmental and social safeguards</li> <li>• Schedule construction around seasonal weather patterns</li> </ul>  |
| <b>Production &amp; Adoption Risks</b>      | <ul style="list-style-type: none"> <li>• Low adoption of improved practices and technologies</li> <li>• Weak extension coverage</li> <li>• Land tenure disputes</li> </ul>  | <ul style="list-style-type: none"> <li>• Conduct peer-learning</li> <li>• Engage cooperatives and lead farmers</li> <li>• Digitise input tracking</li> <li>• Clarify land-use agreements with local councils and traditional authorities</li> </ul>  |
| <b>Value Chain &amp; Market Risks</b>       | <ul style="list-style-type: none"> <li>• Machinery breakdowns</li> <li>• Inconsistent product quality</li> <li>• Market price volatility</li> <li>• Logistical bottlenecks</li> <li>• Low consumer preference for local rice</li> </ul> | <ul style="list-style-type: none"> <li>• Establish maintenance hubs and train operators</li> <li>• Introduce standard operating procedures (SOPs) for processing</li> <li>• Develop price information systems to increase transparency and reduce uncertainty.</li> <li>• Promote certification and labelling to increase trust in local rice.</li> </ul>                    |
| <b>Infrastructure &amp; Technical Risks</b> | <ul style="list-style-type: none"> <li>• Limited qualified contractors/engineers</li> <li>• Delays in procurement</li> <li>• Unreliable energy</li> </ul>   | <ul style="list-style-type: none"> <li>• Partner with engineering firms</li> <li>• Phased procurement with buffer stocks</li> <li>• Invest in solar/hybrid energy</li> <li>• Establish local maintenance teams for energy and equipment</li> </ul>   |
| <b>Community &amp; Social Risks</b>         | <ul style="list-style-type: none"> <li>• Low community buy-in</li> <li>• Resistance to new technologies/infrastructure</li> </ul>   | <ul style="list-style-type: none"> <li>• Engage local leaders in the targeted areas</li> <li>• Introduce benefit-sharing arrangements</li> <li>• Participatory planning for local ownership</li> </ul>   |
| <b>Political &amp; Governance Risks</b>     | <ul style="list-style-type: none"> <li>• Change of government or political agenda leading to reduced prioritization, policy shifts, or altered funding commitments</li> </ul>   | <ul style="list-style-type: none"> <li>• Embed NRIAP within long-term national strategies (NRDS II, Feed Salone, NAT 2023)</li> <li>• Strengthen multi-stakeholder governance structures (parliament, local authorities, farmer organizations, private sector)</li> <li>• Establish formal agreements/MOUs with key implementing partners to safeguard continuity</li> </ul> |

## Annexe 7: Key Stakeholders and their Role in Sierra Leone Rice Sector

| Stakeholder Group   | Key Roles in the Rice Sector   |
|---|--|
| Government (MAFS, Ministry of Finance, Ministry of Energy, Ministry of Trade & Industry, Presidential Initiative / Feed Salone Office, Parliamentary Committee) | <ul style="list-style-type: none"> <li>MAFS leads production intensification, seed systems, mechanisation, IVS/lowland development.</li> <li>MoF mobilises and allocates financing for major infrastructure.</li> <li>MTI supports structured markets, trade facilitation, and agro-industrial development.</li> <li>Provides high-level coordination, policy alignment, oversight, and acceleration of priority investments across all actions.</li> <li>Supports legislation, budget approvals, and oversight required for implementing investments in production, processing, trade, and infrastructure.</li> </ul> |
| Financial Institutions (Apex Bank, MFIs, Agritech Lenders)  | <ul style="list-style-type: none"> <li>Provide loans, seasonal credit, equipment finance, and digital financial products.</li> </ul>   |
| Research Institutions (SLARI, RARC, Njala University)   | <ul style="list-style-type: none"> <li>Conduct research on improved rice varieties, seed systems, climate-smart technologies, and agronomic best practices.</li> <li>Provide training and technical capacity for value chain and mechanization services.</li> </ul>  |
| Projects & Development Partners (SCADeP, AVDP, SLARiS, FSRP, JICA RPIP, etc.)   | <ul style="list-style-type: none"> <li>Provide co-financing, technical assistance, equipment, irrigation rehabilitation, feeder roads, storage infrastructure, and institutional capacity strengthening.</li> </ul>  |
| NaFFSL (Farmer Organisations, WIAN, Cooperatives)   | <ul style="list-style-type: none"> <li>Mobilise farmers for the adoption of technologies, improved seeds, mechanisation, aggregation, and collective marketing.</li> <li>Strengthen participation of women and youth.</li> </ul>   |
| Private Sector (Processors, Seed Companies, Input Suppliers, Agribusiness Firms)  | <ul style="list-style-type: none"> <li>Supply seeds, fertilisers, chemicals, machinery, and services for production intensification.</li> </ul>  |

| Stakeholder Group   | Key Roles in the Rice Sector   |
|---|--|
|   | <ul style="list-style-type: none"> <li>Operate mills, processing plants, aggregation services, packaging lines, and distribution networks.</li> <li>Participate in PPPs for infrastructure development.</li> </ul>     |
| Traditional Leaders (Chiefs & Community Leaders)  | <ul style="list-style-type: none"> <li>Facilitate land access, community mobilization, conflict resolution, and local ownership of irrigation schemes, production zones, and road construction sites.</li> </ul>       |
| Civil Society Organizations (CSOs)  | <ul style="list-style-type: none"> <li>Provide accountability, advocacy, community sensitization, environmental oversight, and support inclusive participation across the value chain.</li> </ul>                      |
| Sierra Leone Rice Observatory (SLeRO)   | <ul style="list-style-type: none"> <li>Leads sector performance monitoring, data management, analytics, and coordination among stakeholders; supports evidence-based decision-making for all interventions.</li> </ul> |
| Regulatory Agencies (SLeSCA, Standards Bureau, EPA, Produce Monitoring Board)                                 | <ul style="list-style-type: none"> <li>Ensure compliance with seed standards, environmental safeguards, quality control, market regulation, and certification for seeds, inputs, mills, and rice products.</li> </ul>  |
| Sierra Leone Roads Authority (SLRA)   | <ul style="list-style-type: none"> <li>Responsible for the construction and rehabilitation of feeder roads, access roads to production sites, processing hubs, and irrigation schemes.</li> </ul>                      |
| Other Infrastructure Agencies (Water Resources, Hydrological Services, Rural Electrification, Local Councils) | <ul style="list-style-type: none"> <li>Support irrigation development, water management, energy access for mills and processing centres, and local infrastructure maintenance.</li> </ul>                              |

## Annexe 8: Major Ongoing Investments and Donors Supporting Sierra Leone's Rice Sector

| Investment / Project Name   | Donor / Funding Source   |
|---|--|
| Regional Rice Value Chain Project (RRVCP)                                   | Islamic Development Bank (IsDB)  |
| Smallholder Commercialization and Agribusiness Development Project (SCADeP) | Ministry of Agriculture, Forestry and Food Security (MAFS) / World Bank                |
| Strengthening Rice Value Chain Project                                      | World Food Programme (WFP) in collaboration with MAFS                                  |
| Sierra Leone Agribusiness and Rice Value Chain Support (SLARiS) Project     | Government of Sierra Leone   |
| Food System Resilience Program (FSRP)                                       | World Bank   |
| Agricultural Value Chain Development Project (AVDP)                         | International Fund for Agricultural Development (IFAD)                                 |
| Rice Agro-Industrial Cluster (RAIC) Project                                 | African Development Bank (AfDB) and the Government of Sierra Leone                     |
| Scaling up Climate Resilient Rice Production in West Africa (RICOWAS)       | Adaptation Fund (AF)   |
| Feed Salone Strategy Implementation   | Ministry of Agriculture, Forestry and Food Security (MAFS), Government of Sierra Leone |

## Annexe 9: Implementation Timeline and Phasing

### Action I (Production Intensification)

| Project Activities  | Phases    |           |           |
|---|-----------|-----------|-----------|
|   | 2026–2028 | 2029–2032 | 2033–2035 |
| <b>Short-Term Phase</b>   |           |           |           |
| Community stakeholders' engagement and mobilization                       |           |           |           |
| Identification and selection of beneficiaries                             |           |           |           |
| Establishment of demonstration plots                                      |           |           |           |
| Training of farmers in GAP and water management                           |           |           |           |
| Initial procurement and deployment of basic land preparation machinery    |           |           |           |
| <b>Medium-Term</b>  |           |           |           |
| Expansion of demo plots to new communities                                |           |           |           |
| Scaling up farmer training and extension services                         |           |           |           |
| Full deployment of land preparation and harvesting machinery              |           |           |           |
| Strengthening of water management practices in expanded cultivation areas |           |           |           |

|  |  |  |  |
|--|--|--|--|
| <b>Long-Term Phase</b>   |  |  |  |
| Consolidation of training, mechanization, and water management systems |  |  |  |
| Continuous farmer support and seasonal extension services              |  |  |  |

**Action 2 (Value Chain Development)**

| Project Activities   | Phases    |           |
|--|-----------|-----------|
|  | 2026–2028 | 2029–2032 |
| <b>Short-Term Phase</b>  |           |           |
| Procurement and deployment of initial post-harvest equipment (dryers, threshers) |           |           |
| Establishment of agro-dealer networks and community seed/input depots            |           |           |
| Rehabilitation of existing milling facilities                                    |           |           |
| Strengthening of cooperative governance structures                               |           |           |
| Capacity-building and advisory services for farmers, millers, traders            |           |           |
| <b>Medium-Term</b>   |           |           |
| Full-scale deployment of improved post-harvest technologies                      |           |           |
| Construction of aggregation centres  |           |           |
| Establishment of new milling facilities  |           |           |
| Continued capacity-building and structured experiential learning                 |           |           |
| Facilitation of off-take agreements, branding, and packaging systems             |           |           |
| <b>Long-Term Phase</b>   |           |           |
| Finalization of aggregation and milling infrastructures                          |           |           |
| Optimization of market systems and off-take mechanisms                           |           |           |
| Full integration of Sierra Leone's rice value chain with ECOWAS markets          |           |           |
| Sustainability models for cooperatives and input systems                         |           |           |

**Action 3 (Infrastructure Development)**

| Project Activities   | Phases        |               |               |
|--|---------------|---------------|---------------|
|  | 2026–<br>2028 | 2029–<br>2032 | 2033–<br>2035 |
| <b>Short-Term Phase</b>  |               |               |               |
| Start expanding irrigation infrastructure in priority clusters.                        |               |               |               |
| Establishment of functional mechanization service centres (pilot phase)                |               |               |               |
| Initial improvements to post-harvest handling points (drying slabs, temporary storage) |               |               |               |
| Set-up of basic seed & input distribution systems                                      |               |               |               |
| Rehabilitation of the first batch of rural roads, bridges, and crossing points         |               |               |               |
| <b>Medium-Term</b>   |               |               |               |
| Large-scale expansion of irrigation infrastructure in rice clusters                    |               |               |               |
| Expansion and operationalization of mechanization service centres                      |               |               |               |
| Construction of robust post-harvest and value addition infrastructure                  |               |               |               |
| Strengthening of seed and input distribution systems                                   |               |               |               |
| Major rehabilitation of rural road networks, bridges, and crossings                    |               |               |               |
| <b>Long-Term Phase</b>   |               |               |               |
| Finalization of irrigation systems and strategic infrastructure                        |               |               |               |
| Completion of road rehabilitation and access structures                                |               |               |               |
| Full operationalization of mechanization and post-harvest centres                      |               |               |               |
| Embedding maintenance and sustainability systems at the district level                 |               |               |               |

## Annexe 10: Stakeholder Validation of Sierra Leone's Rice Investment Action Plan (NRIAP)

The NRIAP Validation Workshop marked the final phase of developing Sierra Leone's National Rice Investment Action Plan. Held from 16<sup>th</sup> –18<sup>th</sup> February 2026 at the Atlantic Lumley Hotel in Freetown, the workshop aimed to rigorously review the draft Plan, confirm the accuracy of cost estimates, validate financing assumptions, and secure institutional and political ownership of the Plan's commitments. The event brought together a broad representation of stakeholders across the rice value chain, including government agencies, private sector actors, development partners, input suppliers, financial institutions, and research bodies. Structured breakout sessions allowed subject-matter experts to examine each thematic area in detail, ensuring all actions were critically assessed and refined. At the conclusion, Sierra Leone's NRIAP was formally endorsed by rice-sector stakeholders, with agreed revisions fully incorporated into the Plan's narrative

| Actions                                  | Key Revision  |
|--|---|
| Production Intensification and Expansion | <ul style="list-style-type: none"> <li>• Rephrase the action to include expansion</li> <li>• Strengthen and enforce land governance policies.</li> <li>• Introduce crop insurance.</li> <li>• Include missing stakeholders (NAFSL, MAFS agencies, universities).</li> <li>• Phase rice production targets.</li> <li>• Adjust budgets for inflation and phase machinery procurement over the years.</li> <li>• Include climate/environmental risk mitigation (flood/disease-tolerant rice).</li> <li>• Fast-track cooperation among different groups.</li> </ul> |
| Value Chain Development                  | <ul style="list-style-type: none"> <li>• Provide provisions for growth and scaling up in the budget</li> <li>• Implement a rolling budget.</li> <li>• Ensure timely access to finance.</li> <li>• Sequence value chain activities according to production cycles.</li> <li>• Appropriate private sector involvement.</li> </ul>   |
| Infrastructure Development               | <ul style="list-style-type: none"> <li>• Adjust the unit cost of rural road constructions to \$1.2million per km</li> </ul>   |

- Adjust the unit cost of new irrigation scheme construction to \$8,000 per unit
- Invest in clean energy infrastructure to facilitate actions.
- Include NaFF-SL, Bank of Sierra Leone, Apex Bank, and other commercial banks.
- Remove financing mix target shares.
- Merge irrigation and land development actions.
- Focus on maintenance of equipment.
- Sequence implementation
- Make provision for contingency (2% of the yearly budget)

### Gallery



Validation Workshop Attendance

National Validation Workshop on the National Rice Investment Action Plan (NRIAP).  
 Venue: Atlantic Lumley Hotel  
 Date: 16<sup>th</sup> - 18<sup>th</sup>, February 2026

| S/N | FULL NAME              | Organisation            | Designation             | Phone number | Sign (Day 1) | Sign (Day 2) | Sign (Day 3) |
|-----|------------------------|-------------------------|-------------------------|--------------|--------------|--------------|--------------|
| 1   | Solomon S KANARU       | SLEPO                   | -                       | 07627066     | [Signature]  | [Signature]  | [Signature]  |
| 2   | Desmond Quee           | SLEPO                   | -                       | 03070378     | [Signature]  | [Signature]  | [Signature]  |
| 3   | Mouad Jusuf Turay      | MAFS                    | Seed system Coordinator | 078322973    | [Signature]  | [Signature]  | [Signature]  |
| 4   | Denis Jusu             | Compay                  | CEO                     | 0765826      | [Signature]  | [Signature]  | [Signature]  |
| 5   | Charles S. Rogers      | SOS                     | Ex Div                  | 0766668      | [Signature]  | [Signature]  | [Signature]  |
| 6   | Dr. Adam S. Kana       | SIARU/ARC               | Director/ARL            | 07830997     | [Signature]  | [Signature]  | [Signature]  |
| 7   | Elino Amulya Harrison  | CE (LCA)                | Tech Advisor            | 07679185     | [Signature]  | [Signature]  | [Signature]  |
| 8   | Abubakari Manie MAMSON | Arkana Seed Company Ltd | Farm Manager            | 078454870    | [Signature]  | [Signature]  | [Signature]  |
| 9   | Chig Anokwe Anam       | ARC                     | Chig Anokwe Anam        | 078454870    | [Signature]  | [Signature]  | [Signature]  |
| 10  | Faouza Jusu            | SIARU                   | Project Manager         | 0764747      | [Signature]  | [Signature]  | [Signature]  |

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| S/N | FULL NAME            | Organisation    | Designation                 | Phone number         | Sign (Day 1) | Sign (Day 2) | Sign (Day 3) |
|-----|----------------------|-----------------|-----------------------------|----------------------|--------------|--------------|--------------|
| 11  | Yabere Awa Agai Kama | SLESCA          | H.O. Lab 91                 | 07672226<br>07677222 | [Signature]  | [Signature]  | [Signature]  |
| 12  | Kumba J. Deba Kama   | LI              | P. Officer                  | 0766578              | [Signature]  | [Signature]  | [Signature]  |
| 13  | Andrew Odeh          | WFP             | CD                          | 08000001             | [Signature]  | [Signature]  | [Signature]  |
| 14  | Abu M. Jalloh        | WFP             | Chief Manager               | 0764747              | [Signature]  | [Signature]  | [Signature]  |
| 15  | Prof. Alwan Bah      | Abia Uni        | Chief Scientist             | 078167               | [Signature]  | [Signature]  | [Signature]  |
| 16  | Runga Kumba          | Sierra Leone CB | CEO                         | 0783156              | [Signature]  | [Signature]  | [Signature]  |
| 17  | Mohamed Ali Sesay    | WFP             | Operations Manager          | 0783156              | [Signature]  | [Signature]  | [Signature]  |
| 18  | Mohamed Fofanah      | WFP             | CEO                         | 0783156              | [Signature]  | [Signature]  | [Signature]  |
| 19  | Patrick H. Malaya    | Kenya           | Technical Officer           | 07670106             | [Signature]  | [Signature]  | [Signature]  |
| 20  | Abama Samidanga      | Madagascar      | Technical Specialist        | 07445535             | [Signature]  | [Signature]  | [Signature]  |
| 21  | Hassim Badi          | Malawi          | EM                          | 0759238              | [Signature]  | [Signature]  | [Signature]  |
| 22  | Mohamed Gezaay Gidem | Ethiopia        | Head of Admin/Communication | 02222160<br>0199     | [Signature]  | [Signature]  | [Signature]  |
|     | Mohamed Sesay        | CEO             | Operations                  | 074587047            | [Signature]  | [Signature]  | [Signature]  |

National Validation Workshop on the National Rice Investment Action Plan (NRIAP).  
 Venue: Atlantic Lumley Hotel  
 Date: 16<sup>th</sup> - 18<sup>th</sup>, February 2026

| S/N | FULL NAME         | Organisation | Designation               | Phone number | Sign (Day 1) | Sign (Day 2) | Sign (Day 3) |
|-----|-------------------|--------------|---------------------------|--------------|--------------|--------------|--------------|
| 1   | Kwame Aducci      | SLESCA       | Member of the Secretariat | 07658107     | [Signature]  | [Signature]  | [Signature]  |
| 2   | Alio Conteh       | Compay       | Program Officer           | 07819107     | [Signature]  | [Signature]  | [Signature]  |
| 3   | Mustapha Koffi    | SLESCA       | Head of Mission           | 07640077     | [Signature]  | [Signature]  | [Signature]  |
| 4   | Muhammad Farouk   | SLESCA       | Member of the Secretariat | 0764747      | [Signature]  | [Signature]  | [Signature]  |
| 5   | Emmanuel Y. Vandi | SLESCA       | Member of the Secretariat | 0764747      | [Signature]  | [Signature]  | [Signature]  |
| 6   | Josiah Nwani      | SLESCA       | Member of the Secretariat | 0764747      | [Signature]  | [Signature]  | [Signature]  |
| 7   | Ing. Dennis King  | SLESCA       | Member of the Secretariat | 0764747      | [Signature]  | [Signature]  | [Signature]  |
| 8   | Bakar J. Bangura  | JICA/PPP     | PPP expert                | 07672422     | [Signature]  | [Signature]  | [Signature]  |
| 9   | Alfred Kamara     | MAFS         | Director of Crops         | 07841431     | [Signature]  | [Signature]  | [Signature]  |
| 10  | Sasaku Kuma S     | SIARU        | Seed Manager              | 07660677     | [Signature]  | [Signature]  | [Signature]  |

H. Sallieu Kama *secretary* 076241131

| S/N | FULL NAME            | Organisation | Designation                 | Phone number | Sign (Day 1) | Sign (Day 2) | Sign (Day 3) |
|-----|----------------------|--------------|-----------------------------|--------------|--------------|--------------|--------------|
| 23  | Dennis Suway Koroma  | SLEPO        | Deputy MFE                  | 07620387     | [Signature]  | [Signature]  | [Signature]  |
| 24  | Hassim Badi          | SLEPO        | PH Chief                    | 07640077     | [Signature]  | [Signature]  | [Signature]  |
| 25  | Usif R. Sesay        | SLESCA       | Member of the Secretariat   | 07658107     | [Signature]  | [Signature]  | [Signature]  |
| 26  | Christopher H. Kumba | IFAD         | Program Officer             | 0764747      | [Signature]  | [Signature]  | [Signature]  |
| 27  | Abdulai B.M. Kama    | MAFS         | Acting Director Agriculture | 07622978     | [Signature]  | [Signature]  | [Signature]  |
| 28  | KEFALA DENNIS LAHAI  | MAFS         | AS                          | 07795100     | [Signature]  | [Signature]  | [Signature]  |
| 29  | Abdoulhadi Kpoteh    | MAFS         | Senior Agr. Extension Eng   | 0767980      | [Signature]  | [Signature]  | [Signature]  |
| 30  | Sally Koffi          | WFP          | AC                          | 0764747      | [Signature]  | [Signature]  | [Signature]  |
| 31  | Mohamed Koro         | MAFS         | Admin                       | 07840077     | [Signature]  | [Signature]  | [Signature]  |
| 32  | Robert Chakan da     | SLESCA       | E.D                         | 07805706     | [Signature]  | [Signature]  | [Signature]  |
| 33  | Jehu M.P. Sinat      | MAFS         | PM                          | 07819107     | [Signature]  | [Signature]  | [Signature]  |
| 34  | Mohamed Bonnie Sene  | NAFFSL       | Admin (WFP)                 | 0783156      | [Signature]  | [Signature]  | [Signature]  |

| S/N | FULL NAME         | Organisation | Designation           | Phone number | Sign (Day 1) | Sign (Day 2) | Sign (Day 3) |
|-----|-------------------|--------------|-----------------------|--------------|--------------|--------------|--------------|
| 47  | Alfred Kamara     | MAFS         | Director of Crops     | 07841431     | [Signature]  | [Signature]  | [Signature]  |
| 48  | Bama BABO         | NAFFSL       | Executive Secretary   | 0765826      | [Signature]  | [Signature]  | [Signature]  |
| 49  | Susanto Sany      | MAFS         | MAFS                  | 07643114     | [Signature]  | [Signature]  | [Signature]  |
| 50  | Samuel Maccoby    | SLESCA       | Senior Eng            | 07667078     | [Signature]  | [Signature]  | [Signature]  |
| 51  | Amou Rashid Kama  | MAFS         | Asst. Director        | 0767850      | [Signature]  | [Signature]  | [Signature]  |
| 52  | Patrice AF Sambou | Africa Bank  | Head, Islamic Banking | 07848852     | [Signature]  | [Signature]  | [Signature]  |
| 53  | Saoussou DIARRA   | ECOWAS       | Environment expert    | 0228937834   | [Signature]  | [Signature]  | [Signature]  |
| 54  | Aboulaye Diarra   | ECOWAS       | Advisor to the fpo    | 713470756    | [Signature]  | [Signature]  | [Signature]  |
| 55  | Aboulaye Diarra   | Abia Uni     | Head of Agriculture   | 078775       | [Signature]  | [Signature]  | [Signature]  |
| 56  | Abdulai Sum Wai   | SLEPO        | Chairman              | 0762173      | [Signature]  | [Signature]  | [Signature]  |
| 57  | Stuart A. Fofanah | MAFS         | Deputy Director       | 07848123     | [Signature]  | [Signature]  | [Signature]  |

| S/N | FULL NAME             | Organisation | Designation             | Phone number | Sign (Day 1) | Sign (Day 2) | Sign (Day 3) |
|-----|-----------------------|--------------|-------------------------|--------------|--------------|--------------|--------------|
| 35  | Andrew Odeh Kama      | NAFFSL       | Exec. Director          | 079-111-619  | [Signature]  | [Signature]  | [Signature]  |
| 36  | Aimé J. Theophile     | MAFS         | DCM                     | 0766578      | [Signature]  | [Signature]  | [Signature]  |
| 37  | P. Bani Shekara Lian  | Chad         | P.C.                    | 07760988     | [Signature]  | [Signature]  | [Signature]  |
| 38  | Sallieu Kama          | SIARU        | CEO                     | 076241131    | [Signature]  | [Signature]  | [Signature]  |
| 39  | Christian O. Tucker   | MAFS         | Dep. Dir. Agriculture   | 0769316      | [Signature]  | [Signature]  | [Signature]  |
| 40  | Mustapha Koffi        | SLEPO        | Head of Mission         | 07640077     | [Signature]  | [Signature]  | [Signature]  |
| 41  | Pro. Abdoulaye Jalloh | MAFS         | LAO                     | 07660783     | [Signature]  | [Signature]  | [Signature]  |
| 42  | Haja Myss             | FSRP         | Acting Director         | 07916799     | [Signature]  | [Signature]  | [Signature]  |
| 43  | Mohamed Jusu Jusu     | PPP/ISDF     | Chief of Party          | 07760988     | [Signature]  | [Signature]  | [Signature]  |
| 44  | Mohamed M. Kato       | NAFFSL       | Voluntary Lead          | 07673530     | [Signature]  | [Signature]  | [Signature]  |
| 45  | Amos W. Sadi          | SLESCA       | Senior Tech. Specialist | 07640077     | [Signature]  | [Signature]  | [Signature]  |
| 46  | Mouad J. Kama         | SIARU        | Manager                 | 07557170     | [Signature]  | [Signature]  | [Signature]  |