

Terms of Reference

Theme	DEVELOPMENT OF A SIERRA LEONE CSO-PRIVATE SECTOR DIALOGIC FRAMEWORK
Key Deliverables	<ol style="list-style-type: none"> 1. Facilitation - Facilitate two separate regional CSO-PS Consultative Dialogue sessions 2. Report Writing - Compile a report of the regional consultative dialogue 3. Produce a Framework - Conduct other desk review (ref to the report of LfL/NIM 2024), using the resources to develop a dialogic framework for CSOs and Private sector actors.
Date:	<p>First Draft: 15th October, 2025</p> <p>Editing and Presentation of Complete output: 25th October, 2025</p>

1. Preamble

Public sector governance of Sierra Leone is transitioning into a transformative stage where multi-stakeholder dialogue takes effect. This new paradigm shift is self-revealing as the Government progresses with institutional alignment and several legal reforms. Some affirmative actions have already been taken in illustration of Government's commitment to these transformative processes.

In a specific instance, the Government of Sierra Leone established the National Investment Board (NIB) in 2022. Entrusted with the political and administrative authority to steer and facilitate a public-interest investment ecosystem in Sierra Leone, the NIB is now fully operational as it engages in creating resonance while collaborating with both the private sector and with the non-state actors such as the civil society.

But before the emergence of the NIB, there used to be several fragmented public institutions with separate, and sometimes overlapping, roles. The NIB is now determined to make functional a one-stop shop for all public sector investment and to further facilitate a favourable private sector investment ecosystem in Sierra Leone. It is in this direction that Land for Life has identified an opportunity to complement the effort of the NIB, to facilitate a framework for organised CSOs, public-private sector engagement.

This document thus contains the conditions under which a consultant will guide the production of a CSO, Public and Private Sector engagement framework to facilitate an atmosphere for a constructive dialogue process. This is happening so that responsible investment can thrive in Sierra Leone for the collective benefit of the investor, the State and the public, especially those who are directly affected by the activities of land-based investment in the rural communities of Sierra Leone. It is intended that the final product

will enhance a coordinated approach with stakeholder engagement for responsible investment in Sierra Leone.

1. About the Land for Life Initiative

Land for Life is a civil society-driven initiative operating in Burkina Faso, Ethiopia, Liberia, and Sierra Leone. It is supported by Welthungerhilfe (WHH), the Civil Society Academy (CSA), and the German Federal Ministry for Economic Cooperation and Development (BMZ).

The initiative seeks to influence land governance and agricultural investment policies to align with international standards, particularly the human right to adequate food. It facilitates inclusive, multi-stakeholder dialogue processes that emphasize the participation of local communities.

In Sierra Leone, Land for Life is implemented by a Consortium of four registered non-profit national civil society organizations: Network Movement for Justice and Development (NMJD), United for the Protection of Human Rights (UPHR) – Port Loko District, Partners Initiative for Conflict Transformation (PICOT) – Pujehun District, Forum for Human Rights and Development (FoHRD) – Tonkolili District.

These organizations have mandates and thematic focuses that are directly relevant to land governance reform, community rights, and responsible land-based investments.

The initiative is supported internationally by WHH staff and CSA trainers, who also facilitate cross-country learning and exchanges. At the national level, the Executive Director of NMJD serves as the National Convener and works alongside WHH's Country Director to provide leadership and coordination.

2. Rationale

Land for Life is collaborating with the National Investment Board (NIB) to promote an investment climate that is profitable for the investor, beneficial to the communities, and favourable to the country of Sierra Leone overall. To do this, it has been determined that key actors such as CSOs, public institutions, community stakeholders, and private sector actors should have a common ground for constructive dialogue.

The sense of urgency that requires us to undertake this endeavour is characterised by the fact that, over a long period, civil society actors, community activists, and right defenders have had difficulty engaging with private sector stakeholders in a constructive, trust-based manner.

Thus, as trust issues became eminent, malice and rancour precipitated the atmosphere, thereby affecting the overall private sector performance and economic productivity of the State. It is in the interest of national development, human rights of the communities and private sector performance that Land for Life and the NIB are desiring a guideline for structured multi-sectoral dialogue.

3. Objective

Overall, this process aims to contribute to removing barriers that hinder open communication between human rights defenders and private sector investors towards promoting a peaceful, productive and responsible investment climate in Sierra Leone.

To this end, the following specific objectives are determined.

- a) There is an understanding of the basic contextual issues characterising CSO-Private sector engagement through a documented context study. Information to be derived from two separate regional consultative dialogues with representatives of CSOs and private sector stakeholders.
- b) A framework to guide structured CSO, Public and Private Sector Dialogue is developed, validated and translated to a policy document;
- c) CSOs actors, community stakeholders and private sector leaders are informed about the structured way they can collaborate to provide an inclusive response to community concerns and other issues affecting private sector operations;
- d) There is a follow-up action for documentation of learning.

4. Key Outputs / Deliverables

The Service Provider is expected to deliver the following:

- a) **Facilitation** - Facilitate two separate regional CSO-PS Consultative Dialogue sessions
- b) **Report Writing** - Compile a report of the regional consultative dialogue sessions, identifying the underlying issues affecting CSO-PS cooperation and defining ways to nurture the culture of structured dialogue;
- c) **Produce a Framework** - Conduct other desk review (ref to the report of LfL/NIM 2024), use the resources to develop a dialogic framework for CSOs and the Private sector;
- d) **Participate in presenting** the draft National CSO-Private Sector Dialogic Framework at a validation session to be held later in Freetown

5. Responsibilities of Parties

1.1. Responsibility and Role of Land for Life (LfL-SL):

- a) Provide all necessary resources and logistical support for manual development and training;
- b) Create the necessary linkage between the Service Provider, the NIB and other relevant stakeholders (including other CSOs) whose support shall be required for the successful implementation of this plan;
- c) Support to organise participants for all joint events and other engagements;
- d) Provide reference materials that the Service Provider shall need to successfully carry out the task outlined in this plan
- e) Where required, participate in all meetings and other engagements organised to support the successful implementation of this plan

6.2 Responsibility of Service Provider:

6.2.1. Administrative Roles

- a) Agree to sign a service contract to formalize engagement;
- b) Submit an invoice detailing the cost breakdown;
- c) Submit official receipt for all payments received in respect of this contract;
- d) Accept that withholding tax is deducted from payments based on the provisions of the Sierra Leone laws on income taxes;
- e) Provide any other such document that may be required for all official settlements for this contract.

6.2.2. Preparation and Facilitation Role

- a) Jointly review the draft Concept Note and agenda developed by Land for Life, making sure that the agenda is as practical as it is enlivened to ensure the active participation of the participants and to guide the engagement towards achieving the desired outputs of the meetings;
- b) Collaborate with Land for Life and NIB to prepare a reporting framework for the documentation of the proceedings of the two separate CSO-PS consultative dialogue sessions in Bo and Makeni respectively.
- c) Accept to make a round trip to Makeni and Bo for the two separate CSO-PS consultative dialogue sessions;
- a) Facilitate the two separate CSO-PS consultative dialogue sessions in Bo and Makeni. This role shall include moderating a panel and guiding structured engagement between the twin set of actors;

6.2.3. Report Writing Role

- a) It is the decision of the Service Provider to assign a note-taker for the two separate CSO-PS consultative dialogue sessions in Bo and Makeni. Otherwise, Land for Life and NIB can support with documentation of the key points of the discussions during the two separate CSO-PS consultative dialogue sessions.
- a) The Service Provider shall write a full report of the two sessions.

6.2.4. Production of final products

- b) The Service Provider shall use the report of the two sessions and other secondary materials to produce a draft CSO-Private Sector Dialogic (CPSD) Framework
- c) The Service Provider shall agree to present the draft CPSD Framework at a validation meeting;
- d) Review and present the final copy of the CPSD Framework based on the comments and reactions of the participants at the validation session.