

BLOOM

Biodiversity and Land-use Objectives for Optimal Management

Milestone 1.1

Stakeholder map using Kumu.io

Work Package 1: Governance, Justice and Policy

Milestone Leader:
International Institute for
Applied System Analysis

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Summary

Milestone 1.1 presents the results of a stakeholder mapping exercise conducted under Work Package 1 (Governance, Justice and Policy) of the BLOOM project. The mapping aimed to identify organisations and institutional actors relevant to land-use change, biodiversity conservation, and zoonotic disease risk in Sierra Leone, in line with the project's objectives. The exercise was carried out as a desk-based scoping activity and provides a structured overview of the stakeholder landscape to support subsequent activities within the project.

The mapping focused on organisational stakeholders rather than individual experts, as the identification of individual contacts within organisations is planned as a subsequent step of the stakeholder engagement process. As of December 2025, a total of N=108 organisational stakeholders were identified and included in the stakeholder map. These stakeholders span a broad range of thematic areas, including conservation and biodiversity protection, health and One Health, agriculture and food security, land governance and planning, forestry, water management, finance and business, development, and research and academia. The mapping includes actors operating at local, national, regional, and international scales, as well as organisations whose activities span multiple governance levels.

Stakeholders were characterised using a set of descriptive attributes, including sector of activity, organisational type, and geographic scale. The resulting dataset was imported into the Kumu.io system mapping platform, enabling interactive visualisation, filtering, and exploration of the stakeholder landscape. A static overview of the stakeholder map is provided in this milestone, while the interactive online version allows users to explore the data in greater detail.

The stakeholder map is intended to serve as a transparent and extensible reference for the BLOOM project. It provides a shared basis for coordinating stakeholder engagement across work packages and will be maintained as a living resource, to be updated and refined as new information becomes available over the course of the project.



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1 Introduction

Scope and context

BLOOM aims to investigate how ecosystem conservation can help prevent the emergence of zoonotic diseases by reducing the risk of disease spillovers from wildlife to humans. As pressures from deforestation, habitat loss, climate change, and land-use change intensify, the risk of new outbreaks grows (especially in regions where ecological disruption brings humans into closer contact with wildlife). Yet, these processes also create complex ripple effects: changes in land use and forest cover can alter species interactions, influence reservoir host behaviour (such as bats), and increase the risk of spillover events. The BLOOM project is designed to assess these dynamics holistically, exploring the potential of spillover prevention via conservation and land-use policy.

The stakeholder mapping exercise described in this milestone was conducted to identify organisations and institutional actors relevant to land-use change, biodiversity conservation, and zoonotic disease risk in Sierra Leone, in line with the objectives of the BLOOM project. The focus was on organisational stakeholders rather than individual experts, and on actors with roles in governance, implementation, financing, research, or community-level action. Individual contacts and focal points within identified organisations are planned to be added in a subsequent step of the mapping process, through a dedicated and separate data layer. Stakeholders operating at local, national, regional, and international scales were included where they directly influence land-use decisions, conservation outcomes, or human-animal-environment interfaces.

What is a stakeholder map?

Stakeholders are individuals or groups whose interests and activities affect and/or are affected by a given issue; i.e., who have a “stake” in a change (Aligica, 2006). Understanding who the stakeholders are for an environmental issue is therefore crucial to understand different attitudes and views in contested terrain, cope with or resolve conflicts, provide learning, and, ultimately, achieve environmental policy goals (Reed *et al.*, 2008). Categorising stakeholders can also help in understanding underlying power relationships between them and their specific interest in the project (Luyet *et al.*, 2012).

‘Mapping’ stakeholders involves the systematic identification and categorisation of actors relevant to a given issue or project (Reed *et al.*, 2009). Stakeholder mapping has long been used in a variety of fields, including (traditionally) management (Freeman 1984), human resources (Greening & Turban 2000), policy theory (Brugha and Varvasovszky 2000), and more recently, natural resource management (Geneletti 2010). Stakeholders can be mapped, or visualised, in many different ways. In its simplest form, stakeholder mapping takes the form of a relational or systems-oriented visualisation, in which actors are represented as nodes within a map and, where relevant, connected through linkages that reflect relationships, interactions, or shared involvement in a given issue (Prell *et al.*, 2009). Such maps aim primarily to provide an overview of the stakeholder landscape, rather than to rank or prioritise actors, and are commonly used as exploratory tools in complex governance and environmental contexts.

Why map stakeholders?

There are several well-established benefits to stakeholder mapping. Importantly, participatory processes require the identification of relevant stakeholders as a starting point, and early identification of potential stakeholders can increase their involvement in subsequent activities (Skarlatidou *et al.*, 2019). Stakeholder mapping also supports



effective information and data exchange, as it enables a clearer understanding of who is, or should be, involved and how communication strategies can be tailored to different stakeholder groups (Reed *et al.*, 2008). In addition, stakeholder mapping can provide an entry point for engaging new audiences, including stakeholders that are traditionally harder to reach.

In the context of the BLOOM project, stakeholder mapping offers several additional benefits. By making visible the range of actors involved across environment, agriculture, health, and development domains, the mapping supports cross-sectoral integration, which is particularly relevant for operationalising One Health approaches. By providing an overview of stakeholders' thematic areas of activity across scales, the mapping can also help highlight potential gaps, overlaps, and fragmentation in governance related to land-use change and conservation. Furthermore, the stakeholder map provides an evidence-based foundation for selecting stakeholders for interviews, workshops, and other outreach activities, and supports transparency and coordination across work packages by establishing a shared reference point for stakeholder engagement within the project.

2 Methods

Data search

Stakeholders were identified through a desk-based, iterative scoping process combining targeted keyword searches, document review, and snowballing. This process included consistency checks to remove duplicate entries, consolidate site-specific operational units under formally recognised institutions where appropriate, and ensure balanced coverage across conservation, land-use, and health/One Health domains. Where available, cross-referencing across multiple sources was used to confirm the relevance and current activity of stakeholders.

The resulting list represents a comprehensive, though non-exhaustive, overview of relevant stakeholders and is intended to support subsequent analytical and engagement activities within the BLOOM project. The data search was performed between January 2025 and December 2025. Searches were conducted using combinations of the keyword groups shown in Table 1.

Table 1: List of keywords used in search

Theme	Keywords
Land-use	("land use*") OR ("land-use change") OR ("land governance") OR (forest*) OR (agricultur*) OR (agroecolog*) OR (mining)
Conservation and wildlife management	(ecosystem*) OR (conservation) OR (biodiversity) OR ("protected area*") OR ("human-wildlife interface")
Geographic focus	("Sierra Leone") OR ("West Africa")
Health and One Health dimensions	("zoonotic disease*") OR ("One Health") OR ("spillover risk") OR ("animal health") OR ("public health") OR ("wildlife-livestock-human interface")
Governance and actors	(ministry) OR (agency) OR (authority) OR (NGO*) OR ("community association*") OR ("district council*") OR ("protected area management") OR ("research



	institute ^{*)}) OR (donor ^{*)}) OR (programme ^{*)}) OR (platform ^{*)}) OR (government ^{*)})
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Stakeholders were included if they met at least one of the following criteria:

- Direct responsibility for policy-making, regulation, or enforcement related to land use, conservation, agriculture, or health;
- Active role in implementation, management, or financing of conservation or land-use-related activities;
- Engagement in research, monitoring, or knowledge production relevant to biodiversity, land-use change, or zoonotic disease risk; or
- Representation of community-level resource users or governance structures influencing land-use practices.

Stakeholders were excluded if they:

- Had no demonstrable link to land use, conservation, or zoonotic disease risk;
- Were mentioned in legislation but had no identifiable role in practice; or
- Represented individual people rather than organisations or institutions.

Data analysis

Identified stakeholders were compiled in a structured spreadsheet, which served as the primary data repository. Each stakeholder entry included descriptive attributes such as organisational type, sector, geographic scale, and a brief description of roles and activities (including a link to their website if available). The raw data is provided in Appendix A. The dataset was subsequently imported into the Kumu.io system mapping software (Kumu, 2025) to enable visual exploration and structuring of the stakeholder landscape. Kumu was also used to generate basic summary statistics (e.g., counts by sector or stakeholder type).

No additional systems analysis or network-based calculations (such as centrality metrics or influence scores) were undertaken at this stage; the analysis focused on developing an organised, transparent, and navigable representation of the stakeholder landscape to support subsequent analytical and engagement activities. More advanced systems or network analyses were intentionally deferred, as they would require validated relationship data and qualitative input from stakeholders, which falls beyond the scope of this initial desk-based mapping exercise.

Descriptive statistics were summarised and visualised using the R statistical software (version 4.5.2), which was used to generate figures illustrating the distribution of stakeholders across sectors, scales, and organisational types.

Sources

Stakeholders were identified using a combination of search engines to identify institutional websites (Google search engine), policy documents (Overton, Google search engine), internal project documents (e.g., draft policy review produced in WP1), and peer-reviewed literature (Web of Science, Google Scholar).

Searches focused on policy-relevant documents and literature addressing land-use change, conservation governance, and One Health in Sierra Leone (see above for search terms). Targeted web-based searches were used to identify relevant government



institutions, non-governmental organisations, community-based organisations, donor initiatives, and ongoing programmes, particularly at national and local levels. In addition, institutional and organisational websites were consulted to verify mandates, areas of activity, and geographic scope. Snowballing (Parker *et al.*, 2009) was used to identify additional stakeholders by reviewing partnerships and institutional linkages mentioned in the documents and websites consulted.

Using this desk-based approach, an initial list of N=92 stakeholders was identified. This was complemented by an AI-assisted desk-based synthesis, which supported the identification of an additional N=16 stakeholders. The use of AI facilitated iterative cross-checking and consolidation of the stakeholder list, but did not replace document review or expert judgement.

3 Results

BLOOM stakeholder map

Due to the usual density of stakeholder maps it can be challenging to visualise and isolate individual stakeholders using a static representation. A key advantage of the Kumu.io platform is that the map is fully interactive, allowing users to search for, filter, and isolate specific stakeholders or groups of interest. In addition, selecting individual elements within the online map (and, where applicable, their linkages) reveals further information on each stakeholder, including descriptive metadata and data sources. As of December 2025, a total of N=108 BLOOM stakeholders were identified. The stakeholder map created can be viewed under [this link](#). Scales can be filtered at the bottom of the map.

Figure 1 therefore presents the complete stakeholder map as a static overview; however, the map is best explored through the interactive online version provided via the link above. Alternatively, zoomed in screenshots of individual stakeholder groups are presented in Appendix B, while Appendix C shows Sierra Leone's 190 chiefdoms and their districts. The chiefdom map can be viewed under [this link](#). The stakeholder maps are intended to remain a living resource that can be updated and expanded throughout and beyond the project lifetime.

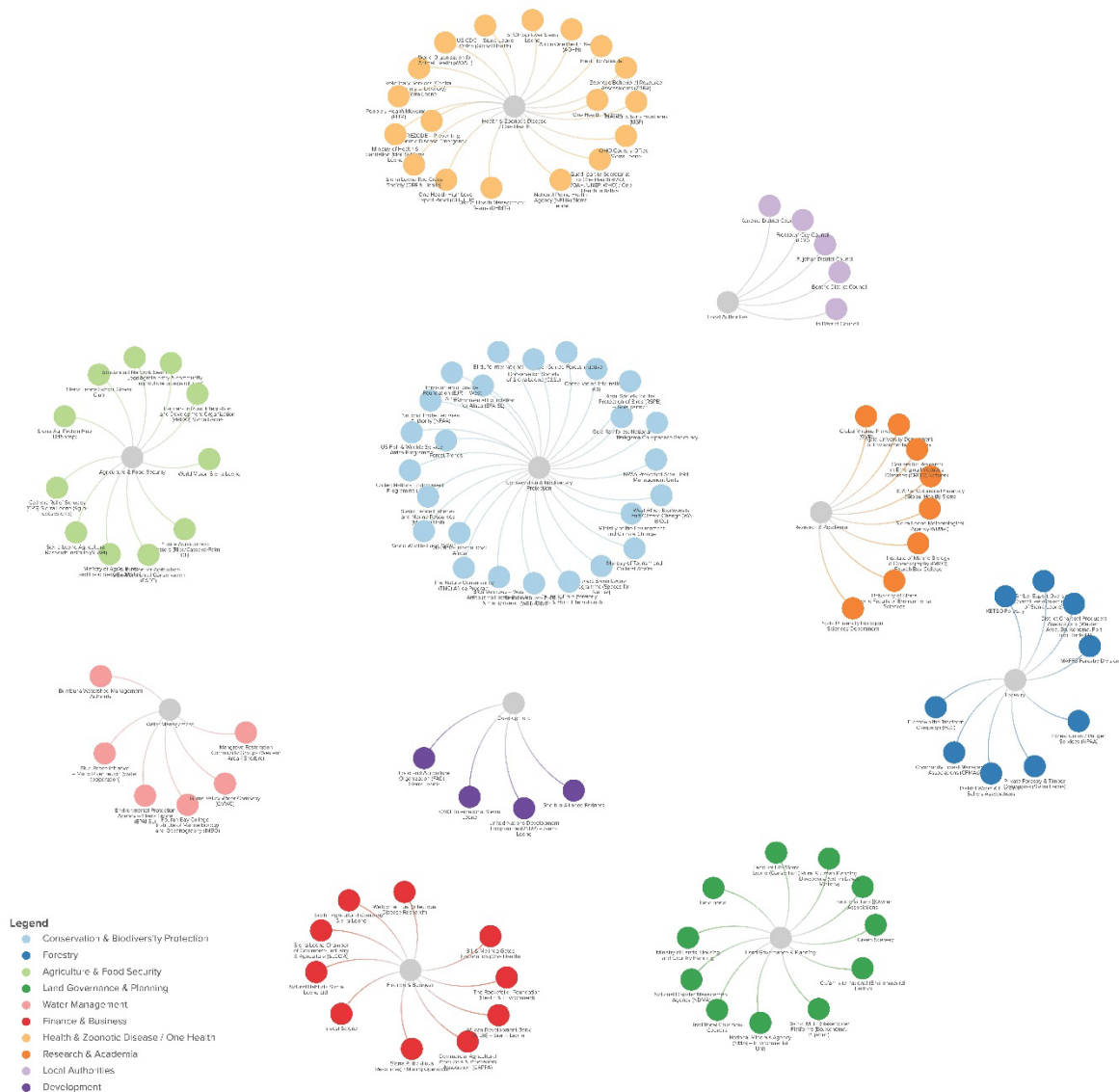


Figure 1: Full stakeholder map, organised by sectors, as can be viewed at <https://embed.kumu.io/f9d59819004dfa9273c135e04facbb5e>

Summary statistics

Sectors

The following sections presents the map's current (as of December 2025) summary statistics. Figure 2 depicts the distribution of sectors represented in the stakeholder map.

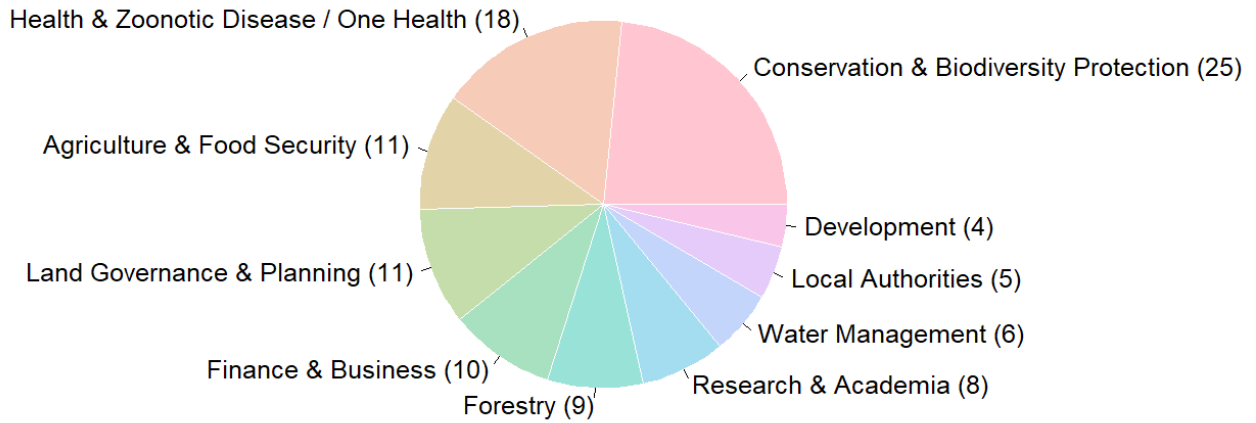


Figure 2: Distribution of sectors included in the stakeholder map (as of December 2025)

Stakeholders active in conservation and biodiversity protection constitute the largest group in the map, reflecting the centrality of ecosystem management, protected areas, and species conservation to the BLOOM project. Health and One Health-related actors form the second largest sector. Agriculture and food security, land governance and planning, forestry, and finance and business sectors are also strongly represented, underscoring the multiple and often interlinked drivers of land-use change. Research and academia, water management, local authorities, and development actors complete the map, contributing scientific knowledge, service provision, and governance functions across scales.

Scales

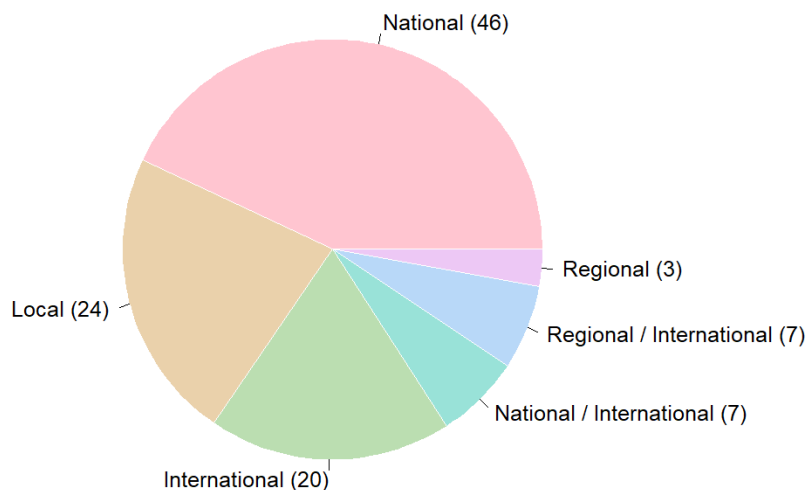


Figure 3: Distribution of scales included in the stakeholder map (as of December 2025)

As can be seen in Figure 3, the stakeholder map is dominated by national-level actors, emphasising the key role of national ministries, agencies, and organisations in shaping land-use, conservation, and health-related policy frameworks in Sierra Leone. Local-level stakeholders, including community-based organisations and local authorities, also represent a substantial share of the map, reflecting the importance of local implementation and place-based governance. International and regional actors are present primarily through conservation organisations, development partners, research



networks, and funding institutions, illustrating the transnational nature of biodiversity conservation and One Health initiatives. Categories such as national / international and regional / international capture organisations whose activities span multiple governance levels, e.g., actors that are nationally or regionally embedded but simultaneously engaged in international networks, funding mechanisms, or policy processes.

Organisation type

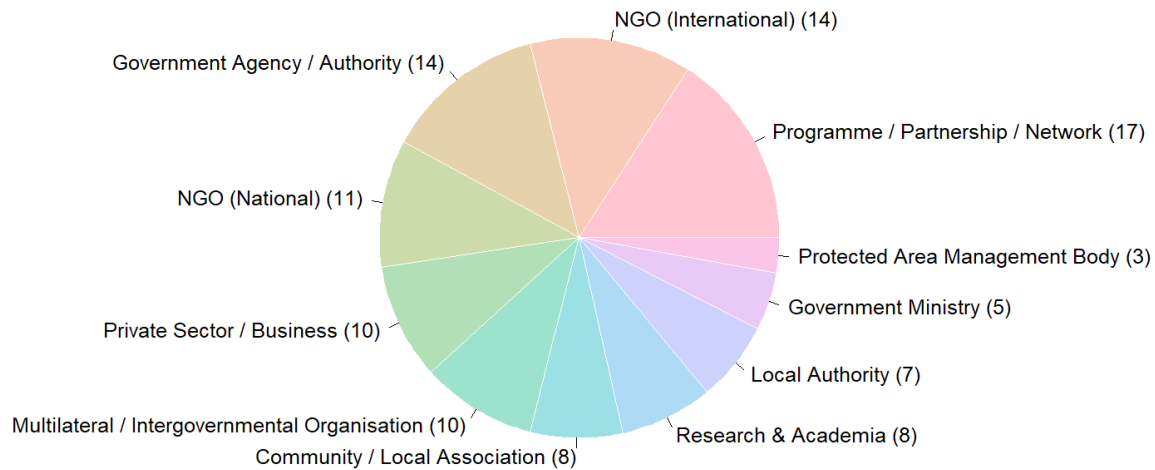


Figure 4: Distribution of types of organisations included in the stakeholder map (as of December 2025)

In terms of organisational type, programmes, partnerships, and networks form the largest category, highlighting the prominence of multi-actor and collaborative initiatives in the fields of conservation, land governance, and health (Figure 4). This category includes formal programmes, donor-funded initiatives, and cross-sector partnerships that bring together public authorities, civil society organisations, research institutions, and, in some cases, private sector actors, and therefore does not represent a single institutional actor but rather a governance arrangement in its own right.

International and national non-governmental organisations, together with government agencies and authorities, also account for a substantial share of stakeholders, indicating the prominence of both civil society organisations and public-sector bodies within the mapped landscape. Other organisational types represented in the map capture actors with more specific institutional identities. These include private sector actors, defined as commercial or business entities; multilateral or intergovernmental organisations, referring to international bodies established through agreements between states; and protected area management bodies, which are listed as distinct entities associated with designated conservation areas. Research and academic institutions are included as organisations identified as research or higher-education bodies, while community-based or local associations and local authorities refer to locally rooted organisations and sub-national public bodies identified in the map. Together, these illustrate the variety of organisational forms captured in the stakeholder mapping exercise.

Overall, the descriptive statistics highlight a multi-level and cross-sectoral stakeholder landscape, with strong representation from conservation, health, agriculture, and governance actors operating across local, national, and international scales.



4 Limitations

The stakeholder mapping was conducted as a desk-based exercise and is therefore subject to several limitations. First, the identification of stakeholders relied primarily on publicly available information, published literature, and project documentation, which may bias the list towards organisations with a stronger web presence or greater visibility in formal policy and research processes. As a result, some locally active or informal actors, particularly at community level, may be underrepresented. This is particularly true in Sierra Leone, where many organisations, community groups, and associations do not maintain official websites and instead rely on informal communication channels, such as social media pages (e.g., Facebook), word-of-mouth networks, or project-based visibility. Consequently, the online footprint of some stakeholders may not accurately reflect their relevance or level of activity in practice. In addition, stakeholder mapping inevitably involves interpretative judgement, meaning that researcher perspectives may influence the selection and categorisation of stakeholders (Reed *et al.*, 2009).

Second, while snowballing was used to expand the stakeholder list through references and institutional linkages, this approach may reinforce existing networks and dominant actors, potentially overlooking less connected or emerging stakeholders.

Third, the mapping focused on organisations and institutions rather than individual actors; the identification of individual contacts within these organisations is planned as a subsequent step of the stakeholder engagement process.

Fourth, while stakeholder mapping approaches often assess additional dimensions such as relative power, influence, interest, or attitudes (Murray-Webster & Simon, 2006), this exercise focused on institutional roles and thematic relevance. While incorporating further dimensions would have provided a more nuanced analytical perspective, this was not feasible within a desk-based review. Robust assessment of stakeholder power, interest, or support would require qualitative engagement methods, such as interviews, workshops, or other expert elicitation (Reed *et al.*, 2009). Accordingly, the stakeholder map should be understood as an institutional and thematic overview rather than an assessment of stakeholder influence or positions.

Finally, the stakeholder map should be considered a comprehensive but non-exhaustive overview and is intended to be updated and refined as new information becomes available throughout the project.

5 Next steps

The stakeholder map will be used to inform the selection of case-relevant stakeholders for further project activities, including e.g., interviews, workshop, with particular attention to ensuring balanced representation across conservation, land-use governance, and health/One Health domains.

Finally, the stakeholder map will be maintained as a living resource, to be updated as new actors, initiatives, or partnerships emerge over the course of the project and as engagement activities generate additional insights into the stakeholder landscape.

6 References

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Appendix A: Stakeholder list as imported into Kumu.io

Label	Type	Tags	Description	Sector	Scale
Conservation Society of Sierra Leone (CSSL)	NGO (National)		Sierra Leone's oldest environmental NGO working on forest, wetland and biodiversity protection. URL: https://cs-sl.org/	Conservation & Biodiversity Protection	National
Environmental Foundation for Africa (EFA-SL)	NGO (National)		Community-led restoration and environmental education across Sierra Leone. URL: https://www.efasl.org/	Conservation & Biodiversity Protection	National
Gola Rainforest National Park	Protected Area Management Body	(Kenema / Kailahun / Pujehun)	Flagship forest conservation site with biodiversity, livelihoods and carbon programmes. URL: https://golarainforest.org/	Conservation & Biodiversity Protection	Local
Tacugama Chimpanzee Sanctuary	NGO (National)	(Western Area Rural)	Chimpanzee conservation, wildlife rescue, research and community outreach near Freetown. URL: https://www.tacugama.com/	Conservation & Biodiversity Protection	Local
Protect Sierra Leone Programme (Spaces for Nature)	Programme / Partnership / Network		Programme aiming to protect 30% of Sierra Leone's land and marine environments by 2030. URL: https://spacesfornature.earth/case-studies/protect-sierra-leone-program/	Conservation & Biodiversity Protection	National / International
BirdLife International	NGO (International)		Global bird and biodiversity conservation partnership - local partnership through CSSL. URL: https://www.birdlife.org/africa/	Conservation & Biodiversity Protection	Regional / International
Conservation International (CI)	NGO (International)		Supports biodiversity, climate and restoration initiatives with government partners. SL is part of the ecosystem restoration integrated program. URL: https://www.conservation.org/	Conservation & Biodiversity Protection	National / International
World Wildlife Fund (WWF)	NGO (International)		Regional programmes on forests, wildlife and community conservation. No regional office in SL. URL: https://africa.panda.org/	Conservation & Biodiversity Protection	Regional / International
The Nature Conservancy (TNC) Africa Program	NGO (International)		Regional landscape conservation and nature-based solutions. No regional office in SL. URL: https://www.nature.org/en-us/about-us/where-we-work/africa/	Conservation & Biodiversity Protection	Regional / International
World Resource Institute (WRI) Africa	NGO (International)		URL: https://africa.wri.org/about	Conservation & Biodiversity Protection	Regional / International
Forest Trends	NGO (International)		Forest governance, conservation finance and land-use change analytics. No specific SL work. URL: https://www.forest-trends.org/	Conservation & Biodiversity Protection	International
Upper Guinea Forest Initiative	Programme / Partnership / Network		Network for conservation of Upper Guinea biodiversity across West Africa. URL: https://www.birdlife.org/	Conservation & Biodiversity Protection	Regional

Wetlands International Africa	NGO (International)		Conservation and restoration of wetlands and mangroves along the West African coast. URL: https://www.wetlands.org/	Conservation & Biodiversity Protection	Regional / International
Environmental Justice Foundation (EJF) – West Africa	NGO (International)		Works on coastal ecosystems, mangroves and sustainable fisheries (illegal fishing). URL: https://ejfoundation.org/	Conservation & Biodiversity Protection	Regional / International
Royal Society for the Protection of Birds (RSPB) – Gola partner	NGO (International)		Long-term partner in managing the Gola landscape and biodiversity protection. URL: https://www.rspb.org.uk/	Conservation & Biodiversity Protection	International
Fauna & Flora (formerly Fauna & Flora International)	NGO (International)		Biodiversity conservation and community-based approaches in West Africa. URL: https://www.fauna-flora.org/	Conservation & Biodiversity Protection	International
National Protected Area Authority (NPAA)	Government Agency / Authority		Mandated body for protected area management and biodiversity conservation. URL: http://www.npaa-sl.org/ https://www.epa.gov.sl/ (NPAA info hosted under EPA)	Conservation & Biodiversity Protection	National
MAFFS Forestry Division	Government Agency / Authority		Forestry policy, forest reserves, afforestation/reforestation programmes. URL: https://maffs.gov.sl/	Forestry	National
Private Forestry & Timber Companies (Sierra Leone)	Private Sector / Business		Timber operations and private reforestation initiatives influencing forest use.	Forestry	National
Community Forest Management Associations (CFMAs)	Community / Local Association	(Forest-adjacent chiefdoms)	Community-led forest use and stewardship structures around reserves.	Forestry	Local
Forest Guard / Ranger Services (NPAA)	Protected Area Management Body		On-the-ground protected area patrolling and forest law enforcement.	Forestry	National
Sierra Leone Agricultural Research Institute (SLARI)	Research & Academia		National agricultural R&D including crops, livestock and land & water. URL: http://www.slari.gov.sl	Agriculture & Food Security	National
Ministry of Agriculture and Food Security (MAFS)	Government Ministry		National agricultural policy, extension and food security (current title). URL: https://maffs.gov.sl/	Agriculture & Food Security	National
Solidaridad Network Sierra Leone	NGO (National)		Sustainable agriculture, palm oil, cocoa and land governance facilitation. URL: https://www.solidaridadnetwork.org/	Agriculture & Food Security	National
Catholic Relief Services (CRS) Sierra Leone (Agro-ecosystems)	NGO (National)		Agroforestry, climate-smart agriculture and livelihoods. URL: https://www.crs.org/	Agriculture & Food Security	National
World Vision Sierra Leone	NGO (National)		Community livelihoods, natural resource stewardship and food security. URL: https://www.wvi.org/sierra-leone	Agriculture & Food Security	National
CARE International Sierra Leone	NGO (National)		Prioritizing implementation in districts with a high HIV burden and high rates of teenage pregnancy. URL: https://www.care.org/our-work/where-we-work/sierra-leone/	Development	National

Private Agribusiness Investors (Rice/Cassava/Palm Oil)	Private Sector / Business		Commercial farming enterprises driving land-use change.	Agriculture & Food Security	National
Ministry of Lands, Housing and Country Planning	Government Ministry		Land administration, spatial planning and tenure reform. URL: https://mlhcp.gov.sl/ (or gov news portals)	Land Governance & Planning	National
Green Scenery	NGO (National)		Land rights advocacy, due diligence and community engagement. URL: https://greenscenery.org/ (org) / https://ecdpm.org/ (case study)	Land Governance & Planning	National
Land for Life Sierra Leone (Consortium)	Programme / Partnership / Network		District multi-stakeholder platforms for community–investor dialogue. URL: https://land-for-life.org/countries/sierra-leone/	Land Governance & Planning	National
District MultiStakeholder Platforms (Bo, Kenema, Pujehun)	Programme / Partnership / Network	(Bo / Kenema / Pujehun)	Dialogues among government, companies and communities on land. URL: https://www.collectiveleadership.de/wp-content/uploads/2023/05/Land-for-Life-District-Multi-Stakeholder-Platform-Sierra-Leone.pdf	Land Governance & Planning	Local
Traditional Chiefdom Councils	Local Authority	(190 different Chiefdoms)	Customary governance over land allocation and dispute resolution. URL: https://www.sierra-leone.org/chiefdoms.html	Land Governance & Planning	Local
Traditional LandOwner Associations	Community / Local Association	(Chiefdoms)	Lineage/family landholding associations central to tenure decisions.	Land Governance & Planning	Local
Oxfam International	NGO (International)		Environmental justice and land-use governance advocacy. URL: https://www.oxfam.org/	Land Governance & Planning	International
National Disaster Management Agency (NDMA)	Government Agency / Authority		Disaster risk reduction and landslide/flood management influencing land-use. URL: https://ndma.gov.sl/	Land Governance & Planning	National
Environmental Protection Agency – Sierra Leone (EPASL)	Government Agency / Authority		Environmental licensing, EIA, environmental protection. URL: https://epa.gov.sl/	Water Management	National
Guma Valley Water Company (GVWC)	Government Agency / Authority	(Western Area Urban)	Urban water supply utility overseeing watershed/catchment for Freetown. URL: https://www.gvwcsl.com/	Water Management	Local
Fourah Bay College – Institute of Marine Biology and Oceanography (IMBO)	Research & Academia	(Freetown)	Research on coastal/marine ecosystems and estuarine water quality. URL: https://usl.edu.sl/	Water Management	Local
Mangrove Restoration Community Groups (Western Area / Sherbro)	Community / Local Association	(Western Area / Bonthe)	Local mangrove restoration and coastal protection groups.	Water Management	Local

Sierra Leone Chamber of Commerce, Industry & Agriculture (SLCCIA)	Private Sector / Business		Business network including agribusiness and landbased investors. URL: http://www.chamberofcommerce.sl/	Finance & Business	National
Socfin Agricultural Company – Sierra Leone	Private Sector / Business		Oilpalm plantation developer with large land leases. URL: https://www.socfin.com	Finance & Business	National
Natural Habitats Sierra Leone Ltd.	Private Sector / Business		Natural Habitats Group (NHG) is one of the world's top three producers of organic palm oil; Exploring opportunities in West Africa, NHG took ownership of two palm oil developments in Sierra Leone. NHG then established Natural Habitats Sierra Leone Ltd. (NHSL), committed to NedOil's inclusive approach with independent smallholders in communities of Tonkolili District, and with the larger land lease, to developing an organic, world-class, and RSPO-certified palm plantation in Makpele Chiefdom.	Finance & Business	National
Sierra Rutile (Iluka Resources) / Mining Operators	Private Sector / Business	(Moyamba / Bonthe)	Mining firm with land and biodiversity impacts in coastal districts. URL: https://www.iluka.com/ (group) / https://www.sierra-rutile.com/	Finance & Business	Local
Commercial Agricultural Producers & Processors Association (CAPPA)	Private Sector / Business		Producers/processors association engaging in sector policy. URL: https://www.cappasl.com/	Finance & Business	National
African Development Bank (AfDB) – Sierra Leone	Multilateral / Intergovernmental Organisation		Finances agriculture, climate resilience and natural resource projects. URL: https://www.afdb.org/en/countries/west-africa/sierra-leone	Finance & Business	National / International
Bill & Melinda Gates Foundation (One Health)	Multilateral / Intergovernmental Organisation		Global funding for zoonoses, agriculture and health systems. URL: https://www.gatesfoundation.org/	Finance & Business	International
The Rockefeller Foundation (Health & Environment)	Multilateral / Intergovernmental Organisation		Funds One Health and ecosystem restoration to reduce risk. URL: https://www.rockefellerfoundation.org/	Finance & Business	International
Wellcome Trust (Infectious Disease Research)	Multilateral / Intergovernmental Organisation		Funds infectious disease research including spillover risk. URL: https://wellcome.org/	Finance & Business	International
HealthforAnimals	NGO (International)		Industry association supporting veterinary health innovation. URL: https://healthforanimals.org/	Health & Zoonotic Disease / One Health	International

National Public Health Agency (NPHA) Sierra Leone	Government Agency / Authority		National public health surveillance and emergency coordination, including zoonoses. URL: https://npha.gov.sl/	Health & Zoonotic Disease / One Health	National
Ministry of Health & Sanitation (MoHS) Sierra Leone	Government Ministry		National health policy, integrated disease surveillance and One Health. URL: https://dhse.gov.sl/	Health & Zoonotic Disease / One Health	National
Veterinary Services (Central Veterinary Laboratory) – Sierra Leone	Government Agency / Authority		Animal health diagnostics and zoonotic disease detection.	Health & Zoonotic Disease / One Health	National
Zoonotic Behavioral Resource Assessments (ZBRA)	Programme / Partnership / Network		The Zoonotic Behavioral Resource Assessments (ZBRA) toolkit is a repository for research on select zoonotic diseases with an emphasis on risk and prevention behaviors, individual and sociocultural drivers, and the policy and communication environment that influences those behaviors. URL: https://onehealthbehaviors.org/countries/sierra-leone/	Health & Zoonotic Disease / One Health	National / International
One Health Platform	Programme / Partnership / Network		Intersectoral One Health coordination platform. The One Health Platform is supported by six German federal ministries (BMFTR, BMLEH, BMG, BMVg, BMUKN and BMZ), which signed a joint research agreement in 2022 to strengthen the One Health approach in health research. URL: https://onehealthplatform.net/	Health & Zoonotic Disease / One Health	International
District Health Management Teams (DHMTs)	Government Agency / Authority	(Districts)	District-level public health and surveillance, outbreak response. URL: https://africaresearchconnects.com/institution/9001578720/	Health & Zoonotic Disease / One Health	Local
WHO Country Office – Sierra Leone	Multilateral / Intergovernmental Organisation		Health system strengthening and epidemic preparedness. URL: https://www.afro.who.int/countries/sierra-leone	Health & Zoonotic Disease / One Health	National
US CDC – Sierra Leone Office (Global Health)	Multilateral / Intergovernmental Organisation		Technical support for surveillance, labs and zoonoses. URL: https://www.cdc.gov/globalhealth/countries/sierra-leone/	Health & Zoonotic Disease / One Health	National
Africa One Health Network (AOHN)	Programme / Partnership / Network		Regional network promoting One Health workforce and practice. URL: https://africaonehealthnetwork.org/	Health & Zoonotic Disease / One Health	Regional

PREZODE – Preventing Zoonotic Disease Emergence	Programme / Partnership / Network		Global initiative on primary prevention of spillover using One Health. URL: https://prezode.org/	Health & Zoonotic Disease / One Health	International
World Organisation for Animal Health (WOAH)	Multilateral / Intergovernmental Organisation		Sets standards for animal health and zoonoses control. URL: https://www.woah.org/	Health & Zoonotic Disease / One Health	International
One Health High-Level Expert Panel (OHHLEP)	Programme / Partnership / Network		The One Health advisory group for Quadripartite organizations: the Food and Agriculture Organization of the United Nations (FAO), United Nations Environment Programme (UNEP), World Health Organization (WHO) and World Organisation for Animal Health (WOAH). URL: https://www.who.int/groups/one-health-high-level-expert-panel	Health & Zoonotic Disease / One Health	International
Quadripartite Secretariat for One Health (FAO, WOAH, UNEP, WHO) / One Health Initiative	Programme / Partnership / Network		The One Health Initiative acts as the Secretariat for the One Health High-Level Expert Panel (OHHLEP), acts as the WHO Secretariat of the FAO/UNEP/WHO/WOAH (quadripartite) to support One Health related activities, coordinates interagency engagement and partnership, coordinates WHO internal One Health workplans and facilitates interactions with multiple initiatives on One Health to reduce fragmentation. URL: https://www.who.int/teams/one-health-initiative/quadripartite-secretariat-for-one-health	Health & Zoonotic Disease / One Health	International
Médecins Sans Frontières (MSF)	NGO (International)		Operational outbreak response and clinical support in crises. URL: https://www.msf.org/	Health & Zoonotic Disease / One Health	International
People's Health Movement (PHM)	Programme / Partnership / Network		Global advocacy for equitable, integrated health approaches. URL: https://phmovement.org/	Health & Zoonotic Disease / One Health	International
University of Sierra Leone Faculty of Environmental Sciences	Research & Academia		Teaching and research on environmental science and land management. URL: https://usl.edu.sl/	Research & Academia	National
Njala University Department of Environmental Sciences	Research & Academia		Research on agroecology, land-use systems and restoration. URL: https://njala.edu.sl/	Research & Academia	National
Institute of Marine Biology & Oceanography (IMBO), Fourah Bay College	Research & Academia	Freetown	Marine and coastal research linked to fisheries and mangroves. URL: https://usl.edu.sl/	Research & Academia	Local

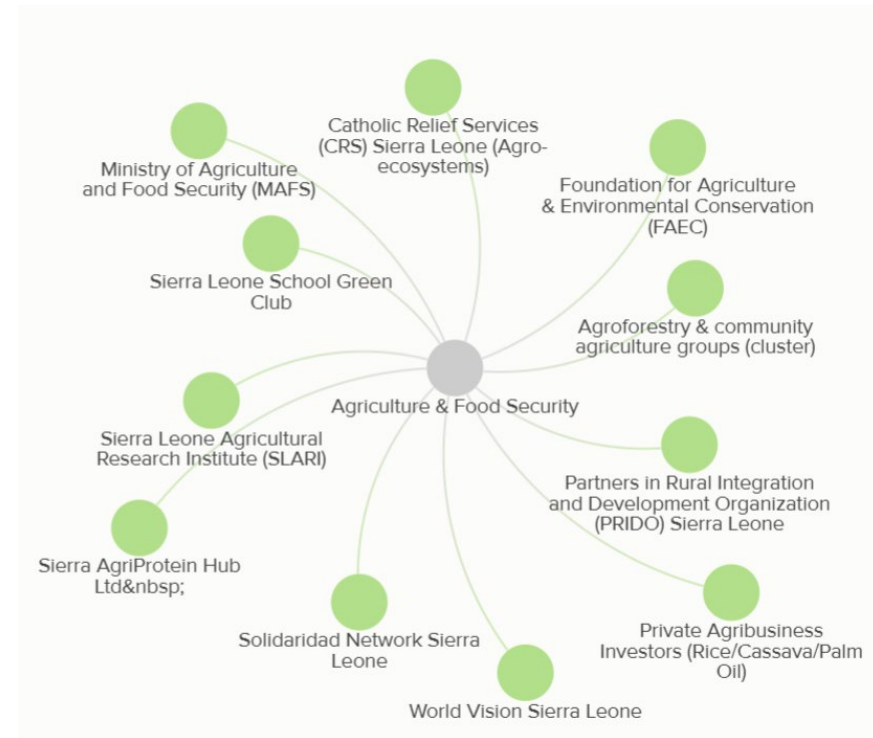
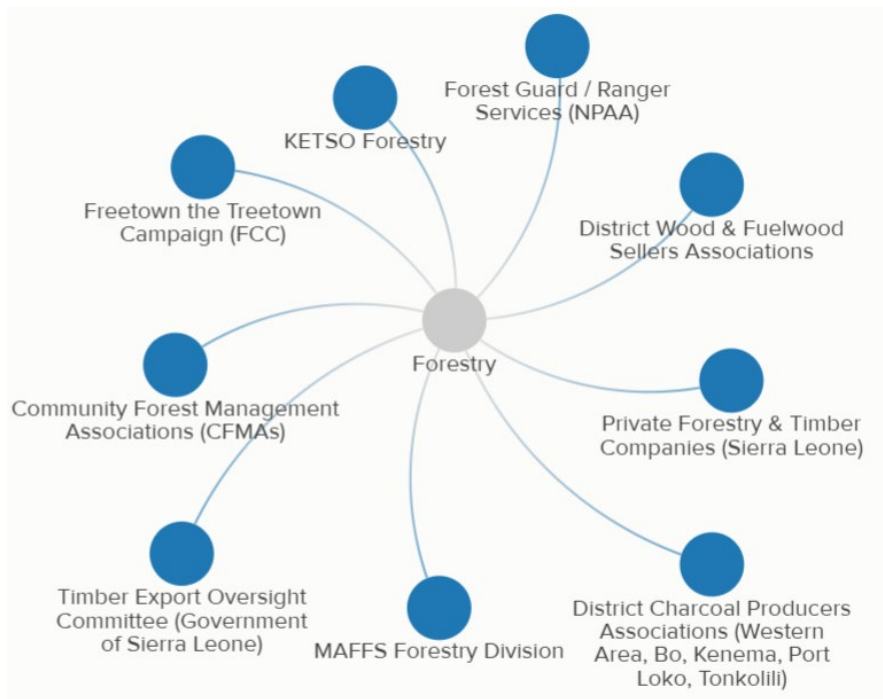
ICAP at Columbia University (Global Health) Sierra Leone	Research & Academia		Zoonotic surveillance and One Health capacity support. URL: https://icap.columbia.edu/	Research & Academia	National / International
Centers for Research in Emerging Infectious Diseases (CREID) Network	Research & Academia		Global network on zoonotic pathogens and spillover interfaces. URL: https://creidnetwork.org/	Research & Academia	International
Global Virome Project (GVP)	Government Agency / Authority		Mapping viral diversity to identify zoonotic threats. URL: https://www.globalviromeproject.org/	Research & Academia	International
Sierra Leone Meteorological Agency (SLMet)	Local Authority		Climate and weather data supporting land-use and health risk analysis. URL: https://metoffice.gov.sl/	Research & Academia	National
Freetown City Council (FCC)	Local Authority	(Freetown)	Urban land-use planning, hillside protection and tree-planting (e.g., #FreetownTheTreeTown). URL: https://fcc.gov.sl/	Local Authorities	Local
Bo District Council	Local Authority	(Bo)	District-level planning, services and land development oversight. URL: https://mofed.gov.sl/	Local Authorities	Local
Kenema District Council	Local Authority	(Kenema)	District-level planning, services and land development oversight. URL: https://mofed.gov.sl/	Local Authorities	Local
Pujehun District Council	Local Authority	(Pujehun)	District-level planning, services and land development oversight. URL: https://mofed.gov.sl/	Local Authorities	Local
Bonthe District Council	Local Authority	(Bonthe)	District-level planning, services and land development oversight. URL: https://mofed.gov.sl/	Local Authorities	Local
United Nations Development Programme (UNDP) – Sierra Leone	Multilateral / Intergovernmental Organisation		Supports sustainable development, climate resilience and governance. URL: https://www.undp.org/sierra-leone	Development	National / International
Food and Agriculture Organization (FAO) – Sierra Leone	Multilateral / Intergovernmental Organisation		Agriculture, food systems and animal health support with One Health. URL: https://www.fao.org/sierra-leone	Development	National / International
United Nations Environment Programme (UNEP)	Government Agency / Authority		Global environmental governance and biodiversity–health linkages. URL: https://www.unep.org/	Conservation & Biodiversity Protection	International

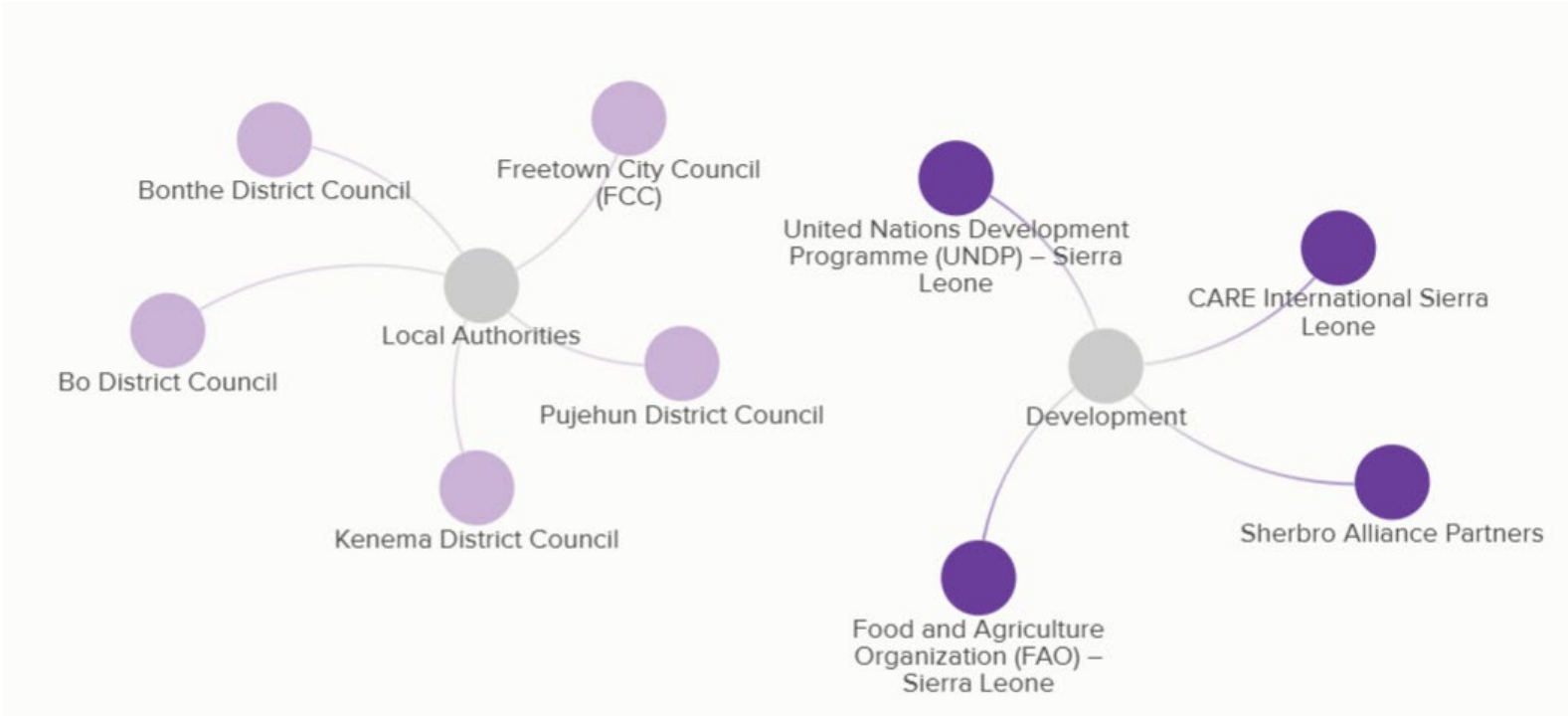
Sierra Leone Fisheries and Marine Resources (Ministry Unit)	Government Agency / Authority		Management of fisheries, coastal resources and marine protected areas links. URL: https://mofed.gov.sl/	Conservation & Biodiversity Protection	National
National Minerals Agency (NMA) – Environmental Unit	Programme / Partnership / Network		Regulates mining sector with environmental safeguards affecting land-use. URL: https://www.nma.gov.sl/	Land Governance & Planning	National
Blue Peace Initiative – Mano River region (water cooperation)	Community / Local Association		Transboundary water cooperation affecting watershed land-use. URL: https://www.swisswaterpartnership.ch/bluepeace/	Water Management	Regional
Agroforestry & community agriculture groups (cluster)	Government Agency / Authority	(Various districts)	Local agroforestry and climate-smart agriculture groups reducing deforestation pressure.	Agriculture & Food Security	Local
Rural & Urban Planning Directorate (within Lands Ministry)	Community / Local Association		Spatial planning standards and land-use zoning guidance.	Land Governance & Planning	National
Sherbro Alliance Partners	Programme / Partnership / Network	(Bonthe / Sherbro)	Sherbro Alliance Partners (SAP) in collaboration with the government of Sierra Leone (GoSL) have crafted an innovative Public-Private Partnership (PPP) structure to bring long-term economic growth to Sherbro Island. URL: https://sherbroislandcity.com/	Development	Local
Invest Salone	Private Sector / Business		Invest Salone is a UK government-funded, private sector development programme that is made up of private-sector development and investment climate reform experts. URL: https://investsalone.com/	Finance & Business	National
Sierra Leone Red Cross Society (DRR & Health)	Programme / Partnership / Network		Disaster risk reduction, health preparedness and community outreach. URL: https://www.ifrc.org/national-societies-directory/sierra-leone-red-cross-society	Health & Zoonotic Disease / One Health	National
Freetown the Treetown Campaign (FCC)	NGO (National)	(Freetown)	Urban tree-planting and slope stabilization to reduce landslides/flood risk.	Forestry	Local
Blue Ventures – West Africa (small-scale fisheries & mangroves)	NGO (International)		Supports community-led mangrove conservation and fisheries management. URL: https://blueventures.org/	Conservation & Biodiversity Protection	Regional / International
Ministry of the Environment and Climate Change	Government Ministry		National ministry responsible for environmental governance, biodiversity protection and climate policy. URL: https://www.facebook.com/p/Ministry-Of-The-Environment-Climate-Change-100095434757016/	Conservation & Biodiversity Protection	National

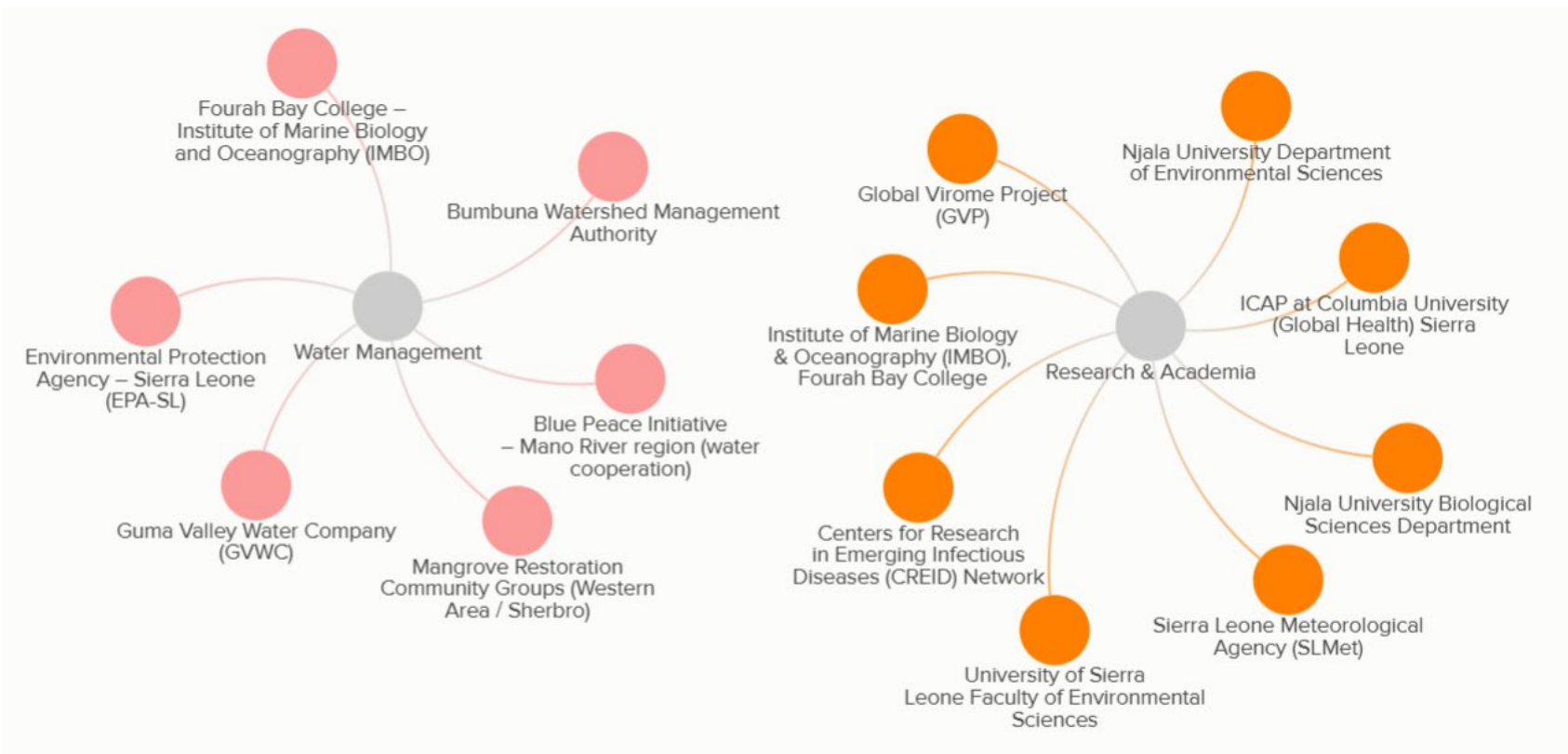
Bumbuna Watershed Management Authority	Government Agency / Authority	(Tonkolili District)	Authority established to manage watershed protection and land-use regulation in the Bumbuna catchment.	Water Management	Local
Timber Export Oversight Committee (Government of Sierra Leone)	Government Agency / Authority		Committee regulating timber export permits involving Forestry Division, Ministry of Trade, NRA, ONS, and Customs.	Forestry	National
District Charcoal Producers Associations (Western Area, Bo, Kenema, Port Loko, Tonkolili)	Community / Local Association	(Multiple Districts)	District-level associations of charcoal producers influencing forest degradation and land-use change.	Forestry	Local
District Wood & Fuelwood Sellers Associations	Community / Local Association	(Multiple Districts)	Associations trading fuelwood and timber, influencing extraction patterns and woodland conversion.	Forestry	Local
Ministry of Tourism and Cultural Affairs	Government Ministry		National ministry overseeing tourism and cultural heritage, influencing ecotourism and protected area use. URL: https://motca.gov.sl/	Conservation & Biodiversity Protection	National
US Fish & Wildlife Service Africa Programme	Multilateral / Intergovernmental Organisation		Provides technical and financial support for wildlife conservation and biodiversity protection across Africa. URL: https://www.fws.gov/program/international-affairs/africa	Conservation & Biodiversity Protection	International
Njala University Biological Sciences Department	Research & Academia		Biodiversity research, ecological surveys, and co-management of protected areas such as Tiwai Island. URL: https://njala.edu.sl/	Research & Academia	National
NPAA Protected Area Field Management Units	Protected Area Management Body		Site-level management teams responsible for daily operations, biodiversity monitoring, community liaison, and enforcement across all National Parks, Forest Reserves, and Wildlife Sanctuaries in Sierra Leone under the National Protected Area Authority. URL: https://www.epa.gov.sl/ (NPAA info hosted under EPA)	Conservation & Biodiversity Protection	National
KETSO Forestry	Private Sector / Business		Offers tree planting, agroforestry, and sustainable agriculture services, focusing on customized solutions for environmental and livelihood improvements. URL: https://www.ketso.nl/about-us	Forestry	National
Partners in Rural Integration and Development Organization (PRIDO) Sierra Leone	NGO (National)		Works with communities to address poor land management practices that has led to land degradation and the erosion of potential arable land.	Agriculture & Food Security	National

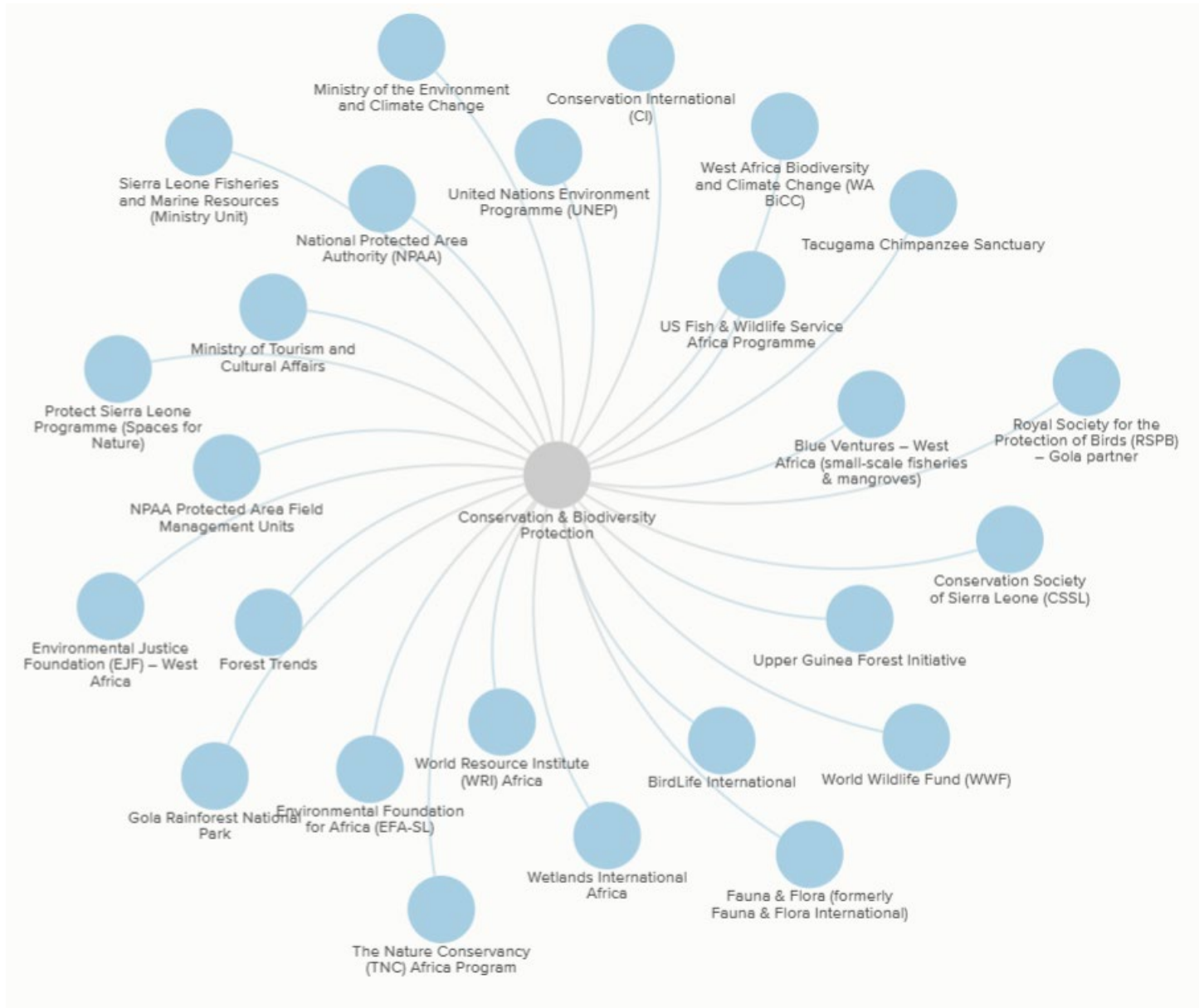
Sierra AgriProtein Hub Ltd	Private Sector / Business		Sustainable livestock enterprise producing meat and eggs while empowering smallholder farmers— especially women and youth—through training and market access	Agriculture & Food Security	National
Foundation for Agriculture & Environmental Conservation (FAEC)	NGO (National)		Addresses climate change, sustainable agriculture, and poverty through integrated community development.	Agriculture & Food Security	National
West Africa Biodiversity and Climate Change (WA BiCC)	Programme / Partnership / Network		USAID-funded program (2015-2021) that partnered with Sierra Leone to conserve its rich biodiversity, strengthen climate resilience, and promote sustainable development.	Conservation & Biodiversity Protection	National
Sierra Leone School Green Club	Community / Local Association		Community-Based Organization established in 2015, committed to education, sustainable agriculture, environmental protection, and climate change awareness. URL: https://www.slsgec.org/	Agriculture & Food Security	National
Land portal	Programme / Partnership / Network		The Land Portal Foundation was established to create, curate and disseminate land governance information by fostering an inclusive and accessible data landscape. URL: https://landportal.org	Land Governance & Planning	International
STOP Spillover Sierra Leone	Programme / Partnership / Network	Gola Rainforest National Park	The STOP Spillover Sierra Leone office opened in April 2022. The STOP Spillover team worked in Kenema district in the eastern region of the country. Activities focused on the wildlife-human interface in rural, forest edge communities around Gola Rainforest National Park, to improve understanding of the risk factors for viral zoonotic disease spillover and to develop interventions to reduce human exposure to wildlife, including rodents. The project ended in 2024.	Health & Zoonotic Disease / One Health	Local
Center for International Forestry Research and World Agroforestry (CIFOR-ICRAF)	Research & Academia		CIFOR is a non-profit scientific research organization that conducts research on the use and management of forests with a focus on tropical forests in developing countries. CIFOR merged with World Agroforestry (ICRAF) in 2019. CIFOR-ICRAF research is intended to deliver actionable evidence and solutions to transform how land is used and how food is produced: conserving and restoring ecosystems, responding to the global climate, malnutrition, biodiversity and desertification crises. URL: https://www.cifor-icraf.org/	Forestry	International

Appendix B: Stakeholder map screenshots

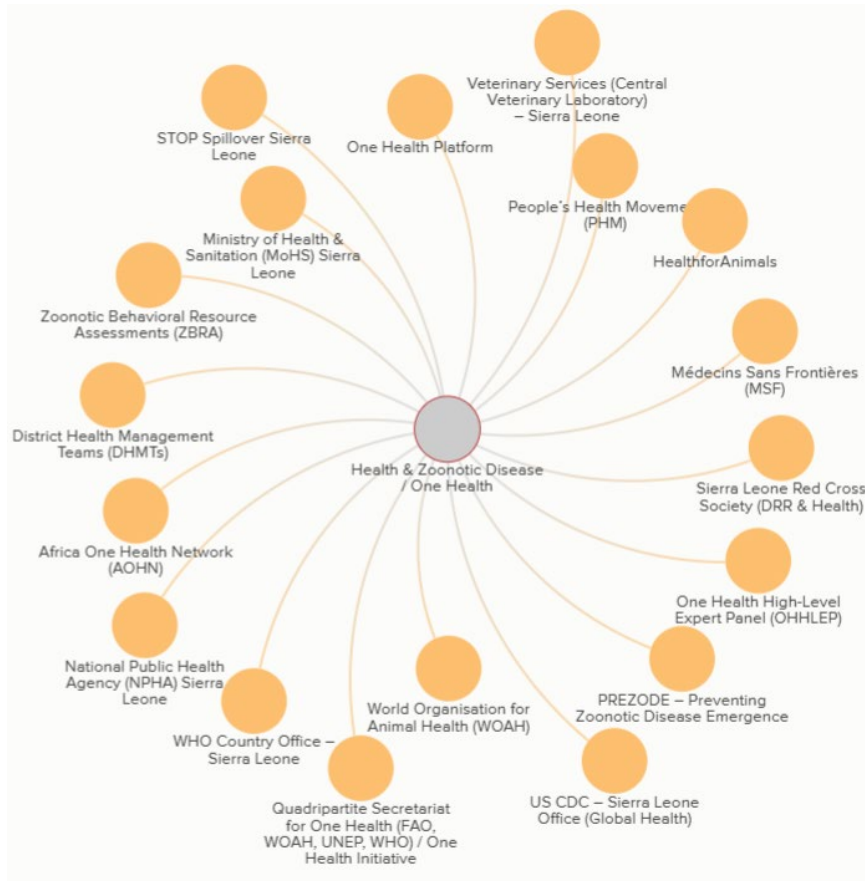


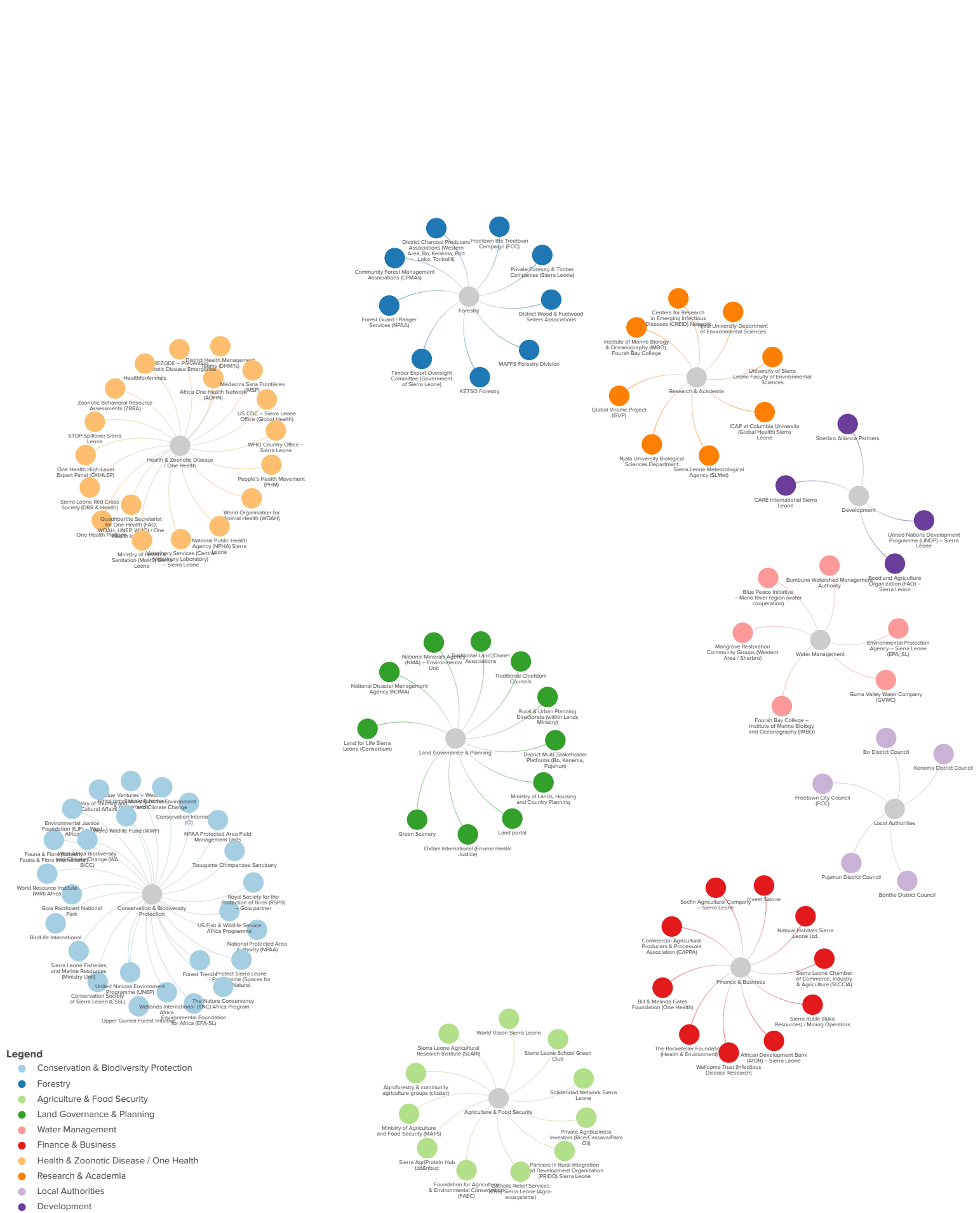




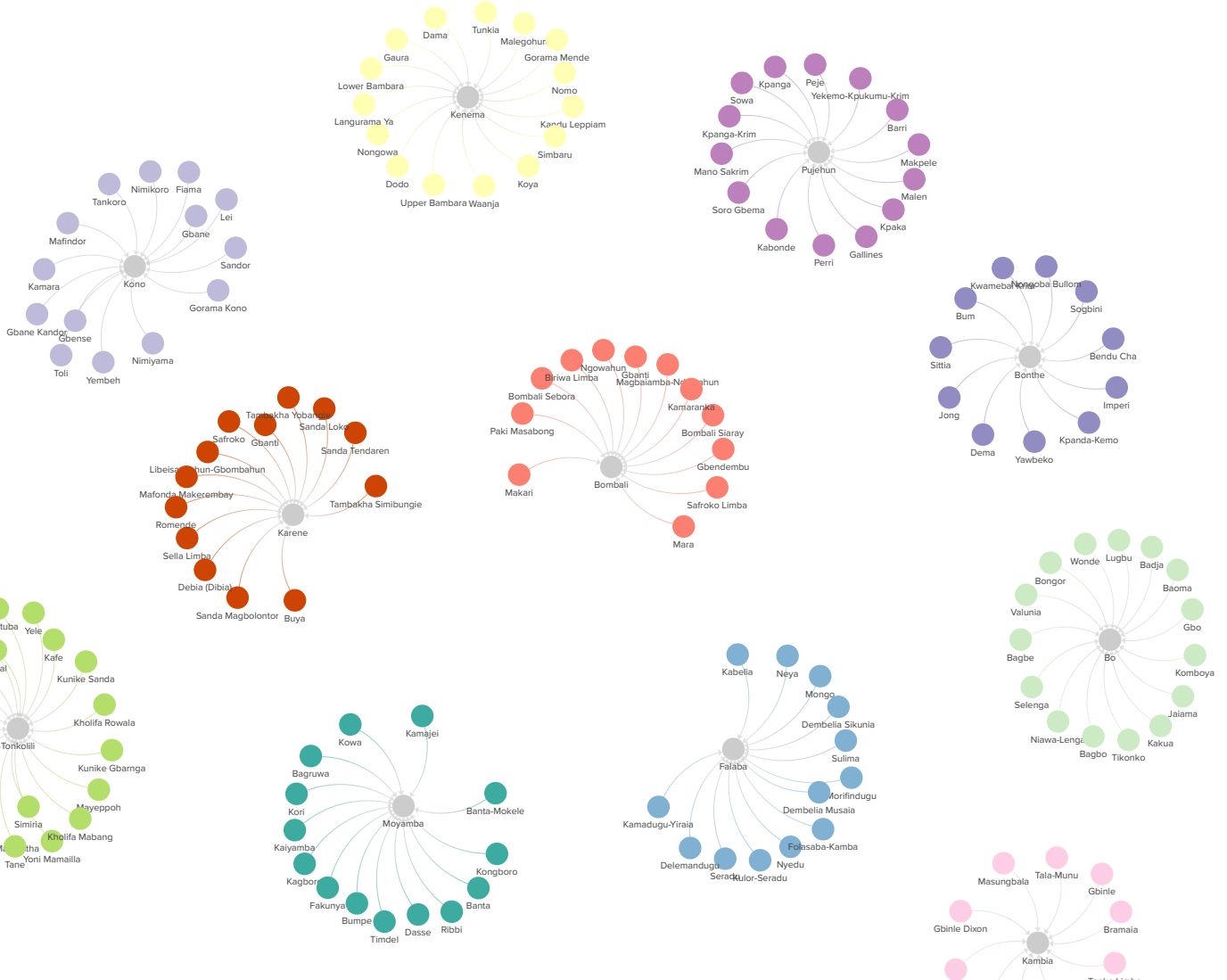








Appendix C: Chiefdoms of Sierra Leone



Legend

- Moyamba
- Bonthe
- Karene
- Kailahun
- Kenema
- Kono
- Bombali
- Falaba
- Koinadugu
- Tonkolili
- Kambia
- Port Loko
- Pujehun
- Bo

