

# Sierra Leone MDTF

## Fund Signature Page

(Note: this page is attached to the programme<sup>1</sup> document)

<b>Participating UN Organisation(s):</b> Food and Agriculture Organization of the United Nations (FAO)	<b>Priority Area:</b> JV: 2. Integrating Rural Areas into the National Economy AFC: 6.1. Enhancing Productivity in Agriculture
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<b>Programme Number:</b> Joint Vision Programme Four	<b>Programme Duration:</b> 3 years  <b>Estimated Start-Up Date:</b> 1 May, 2011
<b>Programme Title:</b> Smallholder Commercialization Scheme (Capacity development of SCP Strategic Planning and Economic Analysis Team)	<b>Programme Location:</b> Sierra Leone – National Coverage
<b>Project Description:</b> The project focuses on developing capacity within Smallholder Commercialization Programme Secretariat at national and district level in strategic planning, economic analysis and monitoring and evaluation, in order to adequately guide programme implementation.	<b>Total Project Cost:</b> USD 1,503, 711 <b>SL- MDTF:</b> USD 1,503, 711 <b>Government Input:</b> <b>Other:</b> <b>GRAND TOTAL:</b> USD 1,503, 711
<b>Development Goal and Key Outcomes:</b> The primary goal of this project will be to improve the overall effectiveness and impact of the SCP strategic and economic planning through investment in the human and institutional capacity of MAFFS at both national and district levels.  <b>Outcome 1:</b> <i>Enhanced expertise of SCP Secretariat staff and district government officials to support the strategic planning and implementation across Components, including National and District Council levels.</i>  <b>Outcome 2:</b> <i>Improved capacity of the national SCP Secretariat staff and district government officials to continue development of strategic plans for the SCP.</i>  <b>Outcome 3:</b> <i>Improved Mobility and IT capacity at district and SCP national level.</i>	
<b>Deliverables:</b> <ol style="list-style-type: none"> <li>1. Technical support provided for the production of 13 District Strategic investment plans.</li> <li>2. Government staff, both at national and district levels, have been trained and mentored in strategic planning and economic analysis.</li> <li>3. District SCP coordination units provided with physical assets, including vehicles, computers and internet/e-mail to increase IT access and mobility.</li> </ol>	

<sup>1</sup> The term "programme" is used for projects, programmes and joint programmes.

*Signature*

*Date*

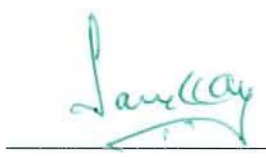
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FAO

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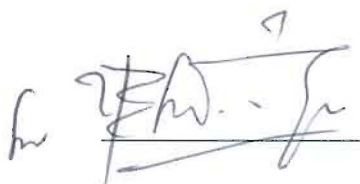
Mr. Gabriel Rugalema  
Country Representative

DEPAC Co-Chair

 13/4/11


Honorable Dr. Samura Kamara  
Minister of Finance and  
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DEPAC Co-Chair

 28/4/11

Mr. Vijay Pillai  
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13<sup>th</sup> April, 2011

**MINISTRY OF AGRICULTURE, FORESTRY  
AND FOOD SECURITY**

**The Hon. Minister**

Ministry of Finance and Economic Development  
Treasury Building,  
George Street,  
**Freetown**

Dear Colleague,

**SUBJECT: CAPACITY DEVELOPMENT OF SCP STRATEGIC PLANNING AND  
ECONOMIC ANALYSIS PROJECT**

Sierra Leone's CAADP Compact, the National Sustainable Agriculture Development Plan 2010-2030 (NSADP), provides a long and medium term roadmap for decentralized actions in the agriculture sector (including crops, livestock, forestry and fisheries) with the objective of achieving food security and wealth creation. The Ministry of Agriculture, Forestry and Food Security (MAFFS) expects that agriculture will be the "engine for socio-economic development" in the country. Within the NSADP, the five-year (2010-2014) Smallholder Commercialization Programme (SCP) focuses on immediate priorities of the NSADP.

In order to build national capacity for the successful implementation of the SCP, the MAFFS requested the Australian Government to assist with a strategic planning and economic analysis team to be attached to the SCP Secretariat at national and district levels.

After series of meetings among the Australian Aid Agency (AusAid), FAO and MAFFS, the project "Capacity Development of the SCP Strategic and Economic Analysis" was developed, discussed and agreed for support from the Australian Government through the Multi-Donor Trust Fund (MDTF) for Sierra Leone managed by the UN. This is a 3-year project with a total budget of ( \$1.5) million.

The FAO, whose Project Review Committee has approved the proposal, will co-manage the project with MAFFS

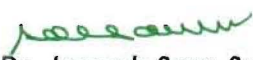
The proposed project focuses on developing capacity in strategic planning, economic analysis and monitoring and evaluation in order to adequately guide programme implementation. The strengthened SC P Secretariat would better able to support capacity development at national and local government levels to improve the district agricultural investment planning. International experts coupled with national experts in the SCP Secretariat will assist in developing clear plans for specific commodities at national and district levels. By the end of the programme, the SCP Secretariat will have a significantly higher level of agricultural planning capacity as well as clear district SCP plans.

The next step is the signing of the project by the UN and the Government of Sierra Leone. Please find attached the Project Proposal for your attention. Kindly requesting you to sign the said document.

I kindly very much count on your usual cooperation.

My highest regards.

Yours sincerely,

  
**Dr. Joseph Sam Sesay**  
**MINISTER,**

**Copy:** Deputy Minister I – Ministry of Agriculture, Forestry and Food Security

Deputy Minister II – Ministry of Agriculture, Forestry and Food Security

Permanent Secretary–Ministry of Agriculture, Forestry and Food Security

Ag. Director General- Ministry of Agriculture, Forestry and Food Security

FAO Resident Representative

SCP National Programme Coordinator

## **Project Document**

### **Executive Summary**

Sierra Leone's CAADP<sup>1</sup> Compact, the National Sustainable Agriculture Development Plan 2009-2030 (NSADP), provides a long and medium term roadmap for decentralized actions in the agriculture sector (including crops, livestock, forestry and fisheries) with the objective of achieving food security and wealth creation. The Ministry of Agriculture, Forestry and Food Security (MAFFS) expects that agriculture will be the “engine for social development” in the country. Within the NSADP, the five-year (2009-2014) Smallholder Commercialization Programme (SCP) focuses on immediate priorities of the NSADP.

NSADP recognizes that there are significant constraints limiting the ability of the Government of Sierra Leone to implement the NSADP in general and the SCP in particular. Chief among these constraints is a severe lack of trained human resources due to the insufficient training and professional opportunities during the long national conflict and post-conflict period. This critical factor, which is evident at national level and even more so at local level, is slowing development efforts. Considering that the responsibility for supporting agriculture has been devolved to the district governments, the lack of expertise within local government is even more debilitating for moving the agriculture sector forward.

The proposed project focuses on developing capacity within SCP Secretariat at national and district level in strategic planning, economic analysis and monitoring and evaluation, in order to adequately guide programme implementation. The strengthened SCP Secretariat would be better able to support capacity development at national and local government levels to improve district agricultural investment planning. International experts embedded with national experts in the SCP Secretariat will assist in developing clear plans for specific commodities at national and district government levels. By the end of the programme, the MAFFS at national and district levels will have a significantly higher level of agricultural planning capacity as well as clear district SCP plans.

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<sup>1</sup> Comprehensive Africa Agriculture Development Programme

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## **I. SITUATION ANALYSIS**

### **1.1 General Context**

1. Situated on the West African coast bordering Guinea and Liberia, Sierra Leone covers 71,740 sq km with a population of around 6 million people. The country is divided into five provinces and 13 districts (Western Area, Kambia, Port Loko, Tonkolili, Bombali, Kailuhan, Kono, Pujehun, Bo, Bonthe, Koinadugu, Moyamba, Kenema). The climate is generally equatorial with distinct dry (November – April) and wet (May – October) seasons. Close to 75 percent of the country is arable land, and is divided between upland and more fertile lowland areas. With support from the international community, infrastructure is being rebuilt and peace and stability have been consolidated. In 2007, the country celebrated the first peaceful transition of power from one party to another with the election of the All Peoples' Congress candidate, Ernest Bai Koroma, as President. The Country Political and Institutional Assessment rating has improved from 2.5 in 2001 to 3.1 today.

2. The conflict had a massive impact on the economy, contracting by around 6 percent annually between 1995 and 1999. The economy has rebounded strongly since the end of the civil war, growing by an average of 7 percent between 2004 and 2007. The economic growth has been driven by reconstruction and recovery in the mining and agriculture sectors. More recently, growth has slowed as Sierra Leone has felt the impacts of the global economic and financial crisis, growing by just 4 percent in 2009. Other indicators reflect increasing economic stability. Inflation was around 11 percent in 2008 and 2009, although it has increased more recently. The Government's debt servicing ratio stands at 1.2 percent. Sierra Leone reached Completion Point of the Highly Indebted Poor Countries (HIPC) initiative and has gained additional support under the Multilateral Debt Relief Initiative. Foreign investment has begun to return to the country with over USD 96 million invested in 2007. Comprising 45 percent of total GDP, agriculture is the largest sector in the economy, employing around 70 percent of the population. Other major sectors include mining and services.

### **1.2 Sector Context**

#### **Poverty and food security**

3. Since emerging from a decade-long civil war in 2001, Sierra Leone has made substantial progress in its recovery, reconstruction and democratisation, though it remains one of the poorest countries in the world. In the UNDP Human Development Index (HDI), it is ranked 180 out of 182 countries based on 2007 data. The country has among the highest rates in the world of infant mortality (160 per 1000 live births in 2006), maternal mortality (1077 per 100,000 live births in 2005) and under-5s mortality (271 per 1000 in 2005). Poverty is concentrated in rural and urban areas outside the capital, Freetown. According to the PRSP II<sup>2</sup>, 70 percent of the population lives below the poverty line, rising to 79 percent in rural areas and diminishing substantially to 22 percent in Freetown. Poverty is also concentrated among young people with around 70 percent of youth (aged between 15 and 35) unemployed or underemployed. This group has difficulty investing for the future through education and savings, and remains chronically poor (IFAD: COSOP 2010). Women and youth are particularly vulnerable due to persistent norms of social exclusion particularly common in rural areas which undermine their participation in local decision-making, access

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<sup>2</sup> Poverty Reduction and Strategy Paper

to productive resources, fair targeting of public projects and services and opportunities to integrate into market systems.

4. About 26 percent of the population is food insecure and have difficulty meeting immediate needs in terms of food, shelter and clothing. Close to half the country's population can meet basic needs part of the year but suffer from hunger in some periods. Child malnutrition is a particularly critical problem with around 40 percent of all children under five years chronically undernourished, and acute child malnutrition at 10 percent. In 2008, Sierra Leone ranked 84 out of 88 countries on the Global Hunger Index. Seasonal hunger is reported as a main cause of vulnerability and reduction in coping strategies.

5. The main causes for food insecurity include: a household member being critically sick or injured, damaged crops, and lack of access to agricultural inputs to improve production. There is high dependency on rice, the country's main staple, with 104kg consumed per capita per annum. However, there has been a rice deficit for the last two decades, a trend that dramatically worsened during the civil war. Although domestic production recovered quickly after 2001, the country produces only three-quarters of its rice requirement, with remaining demand being met by imports. On average, households spend approximately 50 percent of their incomes on food.

### 1.3. Sector Policy

6. The key policy guiding the proposed project is the Smallholder Commercialisation Investment Plan (see Annex 5) which was the culmination of an extensive national process, involving an in-depth analysis of the agriculture sector in Sierra Leone with extensive consultations with stakeholders, development partners and experts. Sierra Leone's second Poverty Reduction Strategy Paper, the *Agenda for Change*, was published in 2008 and set out a five-year national plan for the country's development. Agriculture was clearly identified as one of four strategic priorities, and a critical factor in meeting Millennium Development Goal 1, reducing poverty and food insecurity.

7. The Ministry of Agriculture, Forestry and Food Security (MAFFS) subsequently developed a National Sustainable Agriculture Development Plan a broad sector-wide framework for putting the objectives of the *Agenda for Change* into action. The NSADP also served as Sierra Leone's contribution to the Comprehensive Africa Agriculture Development Programme (CAADP) Compact under the African Union's New Partnership for Africa's Development (AU/NEPAD) activities. The formulation process for the NSADP started with a 3-day national retreat in October 2008, attended by over 120 participants drawn from government, the private sector, farmers and development partners. Six Thematic Working Groups were established, based on the CAADP pillars, to work on the specific details of the plan, which was endorsed by Cabinet and signed in September 2009.

8. The NSADP/CAADP originally identified four major investment sub-programmes: the Commodity Commercialization Sub-Programme; the Agriculture Infrastructure Development Sub-Programme; the Private Sector Promotion Sub-Programme; and the Sector Coordination and Management Sub-Programme. The Government of Sierra Leone, in close consultation with key stakeholders, has determined to move ahead with the Operational plan for implementing the NSADP on a national scale, prioritizing the Smallholder Commercialization Programme (SCP) as the program component having the potential to achieve the greatest impact in terms of improved food security and wealth generation for the most vulnerable population in the short and medium term framework. This decision, and the Operational Plan, was endorsed by the Presidential Task Force on Agriculture, chaired by the



President and attended by development partners. Subsequently, the SCP Investment Plan was prepared and similarly approved by the Presidential Task Force on Agriculture.

9. The SCP includes six components with a total cost of about USD 403 million as follows:

- |             |  |
|-------------|--|
| Component 1 | Smallholder agriculture commercialization: production intensification, diversification, value addition and marketing |
| Component 2 | Small scale irrigation development   |
| Component 3 | Market access expansion through feeder road rehabilitation   |
| Component 4 | Smallholder access to rural financial services   |
| Component 5 | Strengthening social protection, food security and productive safety nets  |
| Component 6 | Smallholder Commercialization Programme (SCP) Planning, Coordination, Monitoring and Evaluation                      |

10. A major function of the SCP Secretariat under Component 6 is to provide strategic planning support to the other components. For example, Component 1 process begins with support to Farmer-based organizations to improve their organizations, production, processing and marketing through the development of 650 Agriculture Business Centres (ABCs). The location of these 650 ABCs will be determined by an socio-economic analysis of where production and poverty alleviation gains can be made considering SCP and farmer investments in Components 1-5. The ABCs should have potential to give economic and social returns where these high investments are made. In addition, as agriculture is a devolved function, the District Councils will have to assist in designating ABC development sites.

11. This project will be core to assisting the SCP Secretariat and District Councils to undertake strategic planning that will need to consider political, economic and social goals. During the project, each district will prepare an SCP strategy and strengthen their internal capacity to undertake local planning based on participatory and economic assessments. Both human and physical capacities will be improved to ensure local government mobility and information technology (IT) is on par with demands.

12. International expert inputs are critical to strengthen local capacities but the project design ensures that there is a strong “learning by doing” process. National and district strategies will be developed through a participatory process in which experts play a central role of analysis and design but also in training and mentoring government staff responsible for these outputs. Thus district plans will be owned by local government but mentored by the project team. The FAO Investment Centre backstopping, international and national inputs as well as local government involvement are all critical to SCP coordination.

#### **1.4. Relevant prior and on-going assistance**

13. The SCP is a programme combining the efforts of numerous projects. The main projects under the SCP are outlined in the annexes of the SCP (see Annex 4).

14. A project in the pipeline expected to be financed in early 2011 is an FAO Technical Assistance Project which will provide support to the MAFFS’s Planning Evaluation Monitoring and Statistic Division (PEMSD) to improve data collection, processing and analysis<sup>3</sup>. This project will last two years and will relate to the proposed project by improving the data base available for planning and economic analysis.

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<sup>3</sup> In 2010, World Food Programme (WFP) undertook a Comprehensive Food Security and Vulnerability Analysis; UNICEF

15. Among commodity specific activities related to MAFFS and SCP is the Agriculture for Development (A4D) project of the European Commission focusing on cocoa, coffee and cashew; CARD (Coalition for African Rice Development), JICA and World Bank projects (West Africa Agriculture Promotion Programme – WAAPP II) on rice; and Italian Cooperation/FAO implemented Food Security through Commercialization of Agriculture (FSCA) project supporting honey, fish processing, rice, cassava and other commodity developments.

16. The SCP has already been awarded a USD 50 million Global Agriculture Food Security Programme (GAFSP) grant from the World Bank that will be implemented by the SCP MAFFS with IFAD acting as the supervising entity. The GAFSP funding will largely support Components 1, 2 and 6 although it will be finalized only in January 2011. The GAFSP anticipates support from this AusAID project in terms of strengthening the SCP Secretariat for coordination. On the other hand, capacity building and strategic plans undertaken by this project will in a large part be sustained through the GAFSP funding over the five years of the GAFSP and SCP implementation.

### **1.5. Problem to be addressed**

17. The proposed project is implemented within the context of the NSADP/CAADP and SCP and therefore will try to respond in particular to the first major constraint identified as follows<sup>4</sup>:

#### ***Expert Crisis***

*Before and during the national conflict, most highly skilled experts left the country for the safety of family and for livelihood sustenance. During and after the conflict, national universities, colleges and polytechnics were not able to train new staff due to lack of teachers and professors who had fled the country and due to unstable conditions. Experts that were able to stay are now approaching retirement. The sum effect is that there is a massive expert crisis just on the horizon in 3-5 years when the well-trained and experienced agriculturalists, animal scientists, foresters, fishery experts, and others will retire and no new people will be able to train them. In addition, the sector is weakened by staff movement to better paid jobs due to low remuneration to staff by government, and limited staff development and promotion opportunities.*

*Due to lack of expertise, the GoSL is unable in its current form to fully provide strategic and technical direction for the implementation of key macroeconomic and social policies, including the Agenda for Change and NSADP/CAADP without external assistance. Urgent action is needed to boost training capacity and to quickly bring up new experts. This might be done with a crash programme with visiting professors from Anglophone Africa, Philippines, or other sources; with scholarships to students; limited training overseas and expediting advisory technical support.*

18. It should be recalled that the MAFFS is a devolved government service meaning that local district governments have a strong role in the preparation of investment plans, delivering of services and implementation of activities. The SCP secretariat is responsible for the implementation of the GASFP funded project implemented through IFAD as well as the coordination of numerous other smaller projects. The lack of trained human resources is particularly acute at local levels leading to poor coordination among actors in the sector,

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undertook a SMART survey on nutrition and health parameters and the Statehouse undertook the Agriculture Tracking Survey. These three studies will provide some base information to the strategic planning and economic analysis team although there is still a large gap on basic agricultural statistics.

<sup>4</sup> Chapter 2 of NSADP, Annex 5

inefficient government actions and slow progress in the development of the agriculture sector.

19. The objective of the project are two-fold:
  - a. Provide urgently needed expertise to support the SCP Secretariat prepare strategic plans for SCP implementation across Components, including National and District Council level plans; and
  - b. Build the human capacity of the national SCP Secretariat staff and district government officials to continue development of strategic plans for the SCP.
  - c. Strengthen the physical capacity of district SCP coordination units with assistance for vehicles, computers and internet/e-mail access.

## **II. STRATEGIES INCLUDING LESSONS LEARNED AND THE PROPOSED PROGRAMME**

### **2.1 Project strategy**

20. The project will support the work of the SCP Secretariat, in particular the preparation of the district level SCP specific implementation plans focussed on the key commodities and resource opportunities within the district. The process will be based on a participatory process in which communities and local staff work with international and national experts to assess local resources, prepare visioning plans, undertake economic assessments and design district action plans. The role of the international staff will be to provide technical support directly (not “advise” but be part of the team) through the SCP Secretariat in MAFFS. National actors will “learn by doing” as they undertake the planning process. Focused expertise on specific topics, especially in terms of specific commodities or value chains, will use short term consultants.

21. Physically, all project staff will have offices in the MAFFS to ensure regular daily interaction and access to on-going discussions and related work. MAFFS Planning Evaluation Monitoring and Statistics Division (PEMSD) which undertakes planning for the MAFFS and the SCP will be a key counterpart. The MAFFS/PEMSD staff will be key counterparts in the capacity building activities. After two years, the SCP Secretariat should be able to operate most aspects of strategic SCP planning without full time international staff although some backstopping will likely be necessary.

22. When the Australian Civil Service (ACS) programme becomes active, their inputs will provide synergies with the SCP experts – although the ACS would likely provide focused short term interventions to other MAFFS divisions (crops, livestock, extension, administration, forestry and plant protection unit).

23. As the project staff will be responsible for leading national and district actors through a series of resource assessments (human, physical, natural and institutional), analysis and preparation of specific plans, district actors will need some physical support – especially mobility and computers. Currently, districts are not well connected to the internet and email. Planning officers do not have regular access to IT means. In addition, community consultations require a certain level of mobility to ensure their inputs and thus there is a need for pool vehicles.

24. Finally, it is felt that models of decentralized planning will benefit development of new and efficient models in Sierra Leone. Australia has a well developed system of decentralized planning. As donor to this project, it is felt that it would be very appropriate for

a small team to visit local government planning in Australia to learn about planning systems for agriculture development and local governance. Officers responsible for decentralized planning would participate in year 1 and year 3.

25. A mid-term review in the middle of project year 2 involving AusAID, MAFFS and FAO representatives will be undertaken to adjust project strategies and assess progress.

## **2.2 Stakeholders and Target Beneficiaries**

26. The key stakeholders of this project will be MAFFS and SCP Secretariat staff while target beneficiaries are MAFFS and district council level planning officers. Ultimately the project seeks to reinforce the capacity of the Government to implement the SCP programme overall with expected benefits for food insecure households at national level.

## **2.3 FAO Comparative Advantage**

27. It is expected that FAO's Investment Centre group will be the lead technical backstopping group responsible for the implementation of this project. The key advantages that FAO Investment Centre has are that: the Investment Centre has been instrumental in working with the MAFFS to support NSADP and SCP Investment Plan development and thus intricately familiar with MAFFS's needs; FAO has extensive experience in development of agriculture investment plans including the required economic analysis ; and, FAO's key mandate is human and institutional capacity building.

# **III. RESULTS FRAMEWORK**

## **3.1. Impact/Development Goal**

28. The primary objective of this project will be to improve the overall effectiveness and impact of the SCP through more strategic economic planning. The secondary impact will be to increase the human and institutional capacity of MAFFS at both national and district levels.

## **3.2. Outcomes and Outputs**

**Outcome 1:** *Enhanced expertise of SCP Secretariat staff and district government officials to support the strategic planning and implementation across Components, including National and District Council levels*

### **1.1 Output 1**

Strategic investment plans based on economic and technical studies prepared for each district focused on key commodities targeted by the programme.

#### **Activities**

1.1.1 Implementation of surveys, resource assessments and institutional analysis at district level

1.1.2 Preparation and publication of technical report for each district in collaboration with district and national actors.

1.1.3 Coordination plan developed by each district team to optimize collaboration between projects at district level.

1.1.4 Establish budget and work plan process proposal for national funding cycles.

1.1.5 Report through SCP Secretariat to Agriculture Advisory Group

**Outcome 2:** *Improved capacity of the national SCP Secretariat staff and district government officials to continue development of strategic plans for the SCP.*

### **Output 2.1**

Human and institutional capacity improved at national and district government levels for strategic planning and economic analysis.

#### **Activities**

2.1.1 District trainings and workshops to enhance local capacity

2.1.2 Organization of formal trainings of Government staff at national and district level, provision of on-the-job training and mentoring.

**Outcome 3:** *Improved Mobility and IT capacity at district and SCP national level.*

**Output 3.1:** Mobility and IT capacity improved at district SCP coordination units.

#### **Activities**

3.1.1 Vehicle pool established for travel to districts and communities.

3.1.2 District SCP unit computerized with access to internet and email.

### **3.3 . Risks and Assumptions**

<b>Risk (likelihood)</b>	<b>Impact</b>	<b>Mitigation</b>
1. Basic data not available for strategic planning and economic analysis (high).	No conclusions possible.	Some studies are introduced at district level in likely case that data is scarce.
2. Collaboration with MAFFS is limited (low)	No transfer and use of information into SCP.	Experts will be embedded in MAFFS SCP for close working relationships. National expert counterparts designed to bridge between experts and others.
3. Capacity building limited (medium).	Long term capacity building not achieved.	Workshops and training sessions built into the project to ensure capacity building sessions are possible.
4. Technical papers produced but not used (low).	No impact.	The SCP Secretariat will work with the Presidential Task Force on Agriculture so that results are presented and discussed.

## **IV. MANAGEMENT AND COORDINATION ARRANGEMENTS**

### **4.1. Institutional Framework and Coordination**

The project will be implemented by the SCP Secretariat with the technical and administrative support of FAO Investment Centre and the FAO Country Office respectively. The project staff will be embedded in the SCP Secretariat working with the SCP Coordinator and planning team based at MAFFS and in close coordination with PEMSD. The project steering committee will be the Agriculture Advisory Group which also oversees the SCP and is chaired by the Minister of MAFFS and reports to the Presidential Task Force for Agriculture.

## **V. FUND MANAGEMENT ARRANGEMENTS**

In furthering the priorities of the Joint Vision, the UN established a joint multi-donor trust fund (MDTF). The fund, through which this project is supported, will be administrated by the Multi-Donor Trust Fund Office in New York. As with all MDTFs, it is designed to harmonize and simplify the procedures for acquiring, managing and reporting on funds for development/peacebuilding interventions. Donors contributing to the fund sign a Standard Administrative Arrangement and agencies receiving funds sign Terms of Reference. Both documents stipulate the totality of the terms of the MDTF as a funding mechanism. No additional arrangements are provided for or needed.

### **5.1 Government Inputs**

The Government will provide appropriate office space and access to information and data as required for the strategic planning and economic analysis. MAFFS will ensure staff are assigned as counter-parts for strategic planning and economic analysis. MAFFS will also provide coordination with all district officials and stakeholders to ensure workshops and training focus on appropriate persons. Finally, the MAFFS and SCP Secretariat will ensure timely review of reports and provide reporting opportunities to the Agricultural Advisory Group. The SCP Coordinator will be the Project Coordinator on behalf of the MAFFS.

### **5.2 Donor/FAO Inputs**

The Donor through FAO will provide support for the following inputs:

#### **Personnel services**

##### **International Professional Staff (5011)**

- Strategic Planning expert (P4): 12 person-months in both project year 1 and 2

##### **Consultants**

- Various international consultants on different specific themes: 2 person-months per year in project years 2 and 3
- Various national consultants: 5 person-months per year in project years 1,2 and 3

##### **Locally contracted labour**

- Drivers: 3 persons full time each project year
- Secretary: 1 person full time each project year

##### **Technical Support Services**

- Various inputs: 5 person-weeks per year with at least 4 person-weeks in country per year

### **Travel**

Travel for international and national consultants, technical backstopping missions (TSS - 4 weeks per year) and non-staff travel for district and MAFFS staff.

### **Training**

Based on 3 provinces, support for district staff for district assessment and technical meetings as well as informational meetings of the National Government such as Parliament, Statehouse and others.

Study tours to Australia in project year 1 and 3 undertaken to learn about local government planning in Australia. Participants (3 persons per study travel) will be limited to those responsible for decentralized planning support units in MAFFS.

### **Expendable equipment**

Computer sets (desktop or laptop, printer and UPS) (20): one per district SCP unit including internet and email access due to low computerization at district level as well as for project staff and MAFFS counterparts.

### **Non-expendable equipment**

Four 4x4 vehicles for project staff and district staff movement to ensure mobility of project to districts and district staff to communities. Vehicles are to be assigned to SCP/MAFFS car pool to be available for local use.

### **General Operating Expenses**

Various stationary, internet access, computer supplies.

**Project servicing costs** – 13% as required by Governing Bodies

## **5.3 Technical Support and Linkages**

The FAO Investment Centre will provide Lead Technical Support to the project during regular communications and visits to the country. The FAO Investment Centre includes a large number of professionals able to provide a diverse range of technical inputs depending on state of project development. The FAO Investment Centre will also link with the SCP Secretariat to develop annual work plans and budgets to be submitted to the Steering Committee and FAO Country Office.

## **5.4 Management and Operational Support Arrangements**

International and national expert staff and consultants will work within the SCP Secretariat and report to the SCP Coordinator and FAO Investment Centre. The SCP Secretariat will provide offices while FAO country office will assist through the SCP Secretariat operation funds. Mobility, travel allowances, training events and other costs will be covered by the project and funds requested through the SCP Secretariat to the budget holder. Vehicles, computers and other assets will be assigned to the MAFFS/SCP Secretariat.



## **VI. MONITORING, EVALUATION AND REPORTING**

### **6.1. Oversight and Reviews**

The FAO Investment Centre as the Lead Technical Unit will provide technical backstopping and oversight.

The SCP Secretariat, FAO Investment Centre and Donor representative will undertake annual tripartite reviews of progress.

A mid-term review will be undertaken in the middle of the second project year with representatives of AusAID, MAFFS and FAO to assess the progress and make recommendations on any improvements or changes which are deemed necessary. The mid-term review will also report to the Agriculture Advisory Group its findings and recommendations for action.

### **6.2. Monitoring and Knowledge Sharing**

The FAO National Office will undertake regular monitoring of project progress in coordination with the SCP Secretariat, as per the UN Joint Vision programming.

Technical reports, workshop reports, review reports and other knowledge sharing will be available nationally through the Agricultural Advisory Group meetings and internationally through FAO National Office Website. All technical reports will be posted on websites.

### **6.3. Communication and Visibility**

A communication and visibility plan will be prepared by the SCP Secretariat. All SCP communication materials will use the AusAID logo alongside other donor logos. All publications will also have the AusAID logo. International and national staff will use the SCP, FAO and AusAID logo on name cards.

### **6.4. Reporting Schedule**

- Quarterly Progress Implementation Reports (QPIR) will be submitted by the lead consultant through the SCP Coordinator to the FAO Budget holder.
- Six-monthly progress reports will be prepared by the lead consultant, technically approved by FAO Investment Centre and submitted through the SCP Coordinator to the FAO Budget Holder.
- Monthly progress reporting to the Agriculture Advisory Group will be made by the SCP Coordinator with support of the project coordinators.

## **VII. LEGAL CONTEXT OR BASIS OF RELATIONSHIP**

The implementation of this project is guided by the Joint Vision as a core strategic framework for Sierra Leone, which defines the common priorities that will guide the UN activities and outlines a set of underlying criteria and comparative advantages which will shape the UN programmes and projects. In this Joint Vision a number of joint planning, implementation and coordination mechanisms have been set out with the aim of enhancing the impact of the United Nations' assistance as part of the international communities' efforts of consolidating peace and promoting sustainable development in Sierra Leone.

This project is presented under the UN Joint Vision programme four on Smallholder Commercialization Programme (SCP) with UN FAO and WFP as the lead UN Agencies. It also responds to Chapter six under the Government's Agenda for Change on 'Enhancing productivity in Agriculture and Fisheries'.

## ANNEXES

### Annex 1      UNDG Standard Budget

Line #	Line description	Definition of figure to be reflected	Amount (US\$)
<b>1</b>	<b>International Professional Staff</b>	Strategic Planning expert (P4): 12 person-months in both project year 1 and 2	460,000
<b>2</b>	<b>Consultants</b>	<ul style="list-style-type: none"> <li>• Various international consultants on different specific themes: 2 person-months per year in project years 2 and 3</li> <li>• Various national consultants: 5 person-months per year in project years 1,2 and 3</li> </ul>	150,000
<b>3</b>	<b>Locally Contracted Labour</b>	<ul style="list-style-type: none"> <li>• Drivers: 3 persons full time each project year</li> <li>• Secretary: 1 person full time each project year</li> </ul>	75,600
<b>4</b>	<b>Technical Support Services</b>	<ul style="list-style-type: none"> <li>• Various inputs: 5 person-weeks per year with at least 4 person-weeks in country per year</li> </ul>	106,174
<b>5</b>	<b>Travel</b>	Travel for international and national consultants, technical backstopping missions (TSS - 4 weeks per year) and non-staff travel for district and MAFFS staff.	57,660
<b>6</b>	<b>Training</b>	Based on 3 provinces, support for district staff for district assessment and technical meetings as well as informational meetings of the National Government such as Parliament, Statehouse and others.	233,000
<b>7</b>	<b>Expendable equipment</b>	Computer sets (desktop or laptop, printer and UPS) (20): one per district SCP unit including internet and email access due to low computerization at district level as well as for project staff and MAFFS counterparts	80,000
<b>8</b>	<b>Non-expendable equipment</b>	Four 4x4 vehicles for project staff and district staff movement to ensure mobility of project to districts and district staff to communities. Vehicles are to be assigned to SCP/MAFFS car pool to be available for local use.	120,000
<b>9</b>	<b>General Operating Expenses</b>	Various stationary, internet access, computer supplies.	45,000
<b>10</b>	<b>Project servicing costs</b>	13% as required by Governing Bodies	172,566
	<b>Total Budget</b>		1,500,000

Annex 2 Detailed Budget

Budget line	Component Description	Input	PY1	PY2	PY3	Total
5011	<b>Professional Staff</b>					<b>460,000</b>
	Strategic Planning (P4)	12 pm/yr	230,000	230,000		
5013	<b>Consultants</b>					<b>150,000</b>
5542	Consultants - International					
	Various	2 pm/yr		30,000	30,000	
5543	Consultants – National					
	Various	5 pm/yr	30,000	30,000	30,000	
5544	Consultants - TCDC/TCCT					
5545	Consultants - Retired Experts					
5014	<b>Contracts</b>					<b>-</b>
5650	Contracts Budget					
5020	<b>Locally Contracted Labour</b>					<b>75,600</b>
5652	Casual Labour - Temporary Assistance					
	Drivers	108 p/m	7,200	7,200	7,200	
	Secretary	36 p/m	18,000	18,000	18,000	
5021	<b>Travel</b>					<b>57,660</b>
5661	Duty travel others (FAO staff only)					
5684	Consultants - International					
5685	Consultants – National		14,400	14,400		
5686	Consultants - TCDC/TCCT					
5687	Consultants - Retired Experts					
5692	Travel TSS	20 days/year	9,620	9,620	9,620	
5694	Travel – Training					
5698	Travel non staff (counterparts)					
5023	<b>Training</b>					<b>233,000</b>
5920	Training Budget					
	District assessment	3 provinces	32,500	32,500		
	District technical meeting	3 provinces	26,000	26,000	26,000	
	Vaiious meetings		15,000	15,000	15,000	
	Study Mission: Australia decentralized planning		25,000		20,000	
5024	<b>Expendable Equipment</b>					<b>80,000</b>
6000	Expendable Equipment	Computer..	80,000			
5025	<b>Non Expendable Equipment</b>					<b>120,000</b>
6100	Non Expendable Equipment Budget	4 Vehicles	120,000			
5027	<b>Technical Support Services</b>					<b>106,174</b>
6111	Report Costs				8,254	
6120	Honorarium TSS	30 days/yr	32,640	32,640	32,640	
5028	<b>General Operating Expenses</b>					<b>45,000</b>
6300	General Operating Expenses Budget		15,000	15,000	15,000	
5029	<b>Support Cost</b>					<b>172,566</b>
6111	Direct support costs (6%)		39,322	27,622	12,703	
6112	Project Service Costs (7%)		45,875	32,225	14,820	
	<b>Grand Total</b>					<b>1,500,000</b>

Annex 3      Work Plan (Quarterly Basis)

Outputs	PY1/1	PY1/2	PY1/3	PY1/4	PY2/1	PY2/2	PY2/3	PY2/4	PY3/1	PY3/2	PY3/3	PY3/4
<b>Outcome 1. Strategic investment plans by district</b>												
1.1 Technical report by district												
1.2 District coordination plan												
1.3 National funding budget and workplan												
<b>Outcome 2. Human and institutional capacity improved</b>												
2.1 National expert												
2.2 District officer												

## **Annex 4      Terms of Reference for International and National Personnel**

**Title:** Strategic Planning international expert

**Level:** P4 (proposed)

**Duty Station:** Freetown, Sierra Leone

**Period:** 1 year extendable to 2 years.

**Background:** The Smallholder Commercialization Programme will undertake a large scale and complex activity requiring strong coordination between diverse components as well as coordination between national and district levels as explained in the main text above. The international expert on Strategic Planning will play two key roles as a part of the SCP Secretariat. First is to lead a team of national experts and occasional international consultants to provide key strategic plans for SCP implementation. This will include working with district governments and SCP Coordination team to assess local assets, market opportunities and prepare SCP investment plans. The second crucial role will be to build capacity of MAFFS and district government planners to take over strategic planning processes with the analytical tool and methods used in preparing the first set of plans (see first role).

**Duties:** Under the overall supervision of the FAO investment centre (TCIA) and, in close collaboration with the SCP National Coordinator, national counterparts, and SCP programme staff, the expert will lead a team of national experts from MAFFS and district government to:

- Prepare district level SCP investment plans that:
  - interact at working level with government officials, development partners and beneficiaries to facilitate exchange of critical information and validate the findings and recommendations regarding the SCP investment proposals;
  - establish the feasibility of district investment projects and programmes proposals through studying market prospects, prices, costs and risks, and carrying out financial and economic analysis (particularly on ABCs);
  - appraise financing and investment requirements for agribusiness and agricultural value chains;
  - provide implementation support to ongoing investment operations and assist in improving their performance;
  -
- Establish a process to evaluate performance of investment projects or programmes during implementation, and their impact after completion;
- Review investment implications of agricultural and rural development policies (inputs, fertilizers subsidy, research) and regional, national plans and programmes for poverty alleviation and food security;
- Support development and implementation of capacity building activities to private and public stakeholders on project preparation, appraisal and other related topics;
- Conduct thematic studies related to the SCP investment operations;

### **Qualifications and experience**

- Advanced university degree in Economics, Agricultural Economics, or a closely related field.
- Five years of relevant working experience in the practical application of economic analysis to development issues, including in the identification and preparation of investment operations in agricultural and rural development in developing countries.
- Experience in preparation of training materials and design and implementation of in-service training. Computer literacy, strong interpersonal and working skills, ability to work under pressure and against tight deadlines, willingness to travel to and work in hardship areas, field experience in the implementation of similar projects.
- Full command of English (oral and written);

## **Technical Support Services (TCIA)**

The FAO Investment Centre Africa Service (TCIA) will provide Technical Support Services to the project as the Lead Technical Unit supporting implementation. TCIA staff will provide regular oversight from Rome and through in country field visits of about four person-weeks in country per year. Technical support will include selection of international expert on strategic planning, advising on tools and methods of analysis, support for planning, peer review and advice on strategic planning processes and plans themselves, problem solving on technical issues. TCIA will participate in the Mid-Term Review and prepare any required changes in the project based on regular review and the Mid-Term Review process.

The FAO Representation will be largely responsible for administrative issues but also assist in monitoring, reporting and day-to-day problem solving and support for all issues that arise. The FAO Representative will assist in all facets of project implementation, liaise with government and in general ensure the project stays on track. The FAO Representative will also establish a Virtual Task Force in consultation with the TCIA.

## **Annex 5 SCP Investment Plan**

(See separate file attachment)

## **Annex 6 Acronyms**

A4D	Agriculture for Development (European Commission)
ADB	African Development Bank
AU/NEPAD	African Union's New Partnership for Africa's Development
AusAID	Australian Agency for International Development
CAADP	Comprehensive African Agriculture Development Programme
PEMSD	Planning Evaluation Monitoring Statistics Division, MAFFS
EC	European Commission
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GAFFSP	Global Agriculture Food Security Programme
IFAD	International Fund for Agriculture Development
GTZ	German Development Agency
MAFFS	Ministry of Agriculture, Forestry and Food Security
MFMR	Ministry of Fisheries and Marine Resources
NSADP	National Sustainable Agriculture Development Plan
SCP	Smallholder Commercialization Programme(2009-2014)
UNDP	United National Development Programme
USAID	United States Agency for International Development
USD	United States dollar (\$)
WB	World Bank
WFP	World Food Programme
WHH	German Agro Action