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**THE REPUBLIC OF SIERRA LEONE**  
**SMALLHOLDER COMMERCIALISATION PROGRAMME (SCP)**  
**GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (SCP-GAFSP)**

**PROJECT DESIGN DOCUMENT**

**Volume I: Main Report and Annexes**

Western and Central Africa Division  
Programme Management Department

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## **SIERRA LEONE**

### **SMALLHOLDER COMMERCIALISATION PROGRAMME (SCP) GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (GAFSP)**

#### **PROJECT DESIGN DOCUMENT**

#### **MAIN REPORT**

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## CURRENCY EQUIVALENTS

Monetary Unit	=	Local currency (XYZ.)
1 US\$	=	XYZ x.xx
1 XYS.	=	US\$ x.00

## WEIGHTS AND MEASURES

1 kilogram (kg)	=	2.204 pounds
1 000 kg	=	1 metric ton (t)
1 pound (lb)	=	450 grams (gr)
1 kilometre (km)	=	0.62 miles
1 meter (m)	=	1.09 yards
1 square meter (m <sup>2</sup> )	=	10.76 square feet
1 acre (ac)	=	0.405 hectares (ha)
1 hectare (ha)	=	2.47 acres
1 arroba (@)	=	11.5 kilograms
1 quintal (qq)	=	45.3 kilograms
1 gallon (gl)	=	3.785 litres (l)

## ABBREVIATIONS AND ACRONYMS

<b>ABC</b>	Agricultural Business Centre
<b>AfDB</b>	African Development Bank
<b>ASREP</b>	Agricultural Sector Rehabilitation Project
<b>AWPB</b>	Annual Work Plan and Budget
<b>BOSL</b>	Bank of Sierra Leone
<b>CB</b>	Community Bank
<b>CBO</b>	Community-Based Organisation
<b>COSOP</b>	Country Strategic Opportunities Paper
<b>CPMT</b>	Country Programme Management Team
<b>CSO</b>	Civil Society Organisation
<b>DC</b>	District Council
<b>DAO</b>	District Agricultural Officer
<b>ERR</b>	Economic Rate of Return
<b>ESRN</b>	Environmental and Social Review Note
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>FSA</b>	Financial Services Associations
<b>SCP-GAFSP</b>	Global Agriculture and Food Security Programme
<b>GoSL</b>	Government of Sierra Leone
<b>GTZ</b>	German Technical Cooperation
<b>IEC</b>	Information, Education and Communications
<b>IFAD</b>	International Fund for Agricultural Development
<b>IMF</b>	International Monetary Fund
<b>IRR</b>	Internal Rate of Return
<b>IVS</b>	Inland Valley Swamp
<b>IRCBP</b>	Institutional Reform and Capacity Building Project
<b>LC</b>	Local Council
<b>LDC</b>	Least Developed Countries
<b>LGA</b>	Local Government Act 2004
<b>LIFDC</b>	Low-Income Food Deficit Country

<b>LWDD</b>	Lands and Water Development Division (MAFFS)
<b>MAFFS</b>	Ministry of Agriculture, Forestry and Food Security
<b>MDGs</b>	Millennium Development Goals
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MEYS</b>	Ministry of Education, Youth and Sports
<b>MOFED</b>	Ministry of Finance and Economic Development
<b>MFI</b>	Micro-Finance Institution
<b>MFMR</b>	Ministry of Fisheries and Marine Resources
<b>MIALGRD</b>	Ministry of Internal Affairs, Local Government and Rural Development
<b>MLCPE</b>	Ministry of Lands, Country Planning and Environment
<b>MOH</b>	Ministry of Health
<b>MSWGCA</b>	Ministry of Social Welfare, Gender and Children’s Affairs
<b>MoTI</b>	Ministry of Trade and Industry
<b>MTR</b>	Mid-term Review
<b>NaCSA</b>	National Commission for Social Action
<b>NAFSL</b>	National Association of Farmers of Sierra Leone
<b>NAIP</b>	National Agricultural Investment Plan
<b>NARCC</b>	National Agricultural Research Coordinating Council
<b>NGO</b>	Non-Governmental Organisation
<b>NPV</b>	Net Present Value
<b>OFTN</b>	Operation Feed the Nation
<b>PCR</b>	Programme Completion Report
<b>PDD</b>	Project Design Document
<b>PDT</b>	Project Development Team
<b>PEMSD</b>	Planning, Evaluation, Monitoring and Statistics Division
<b>PFMR</b>	Public Finance Management Reform
<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>RB-COSOP</b>	Results Based Country Strategic Opportunities Paper
<b>RCPRP</b>	Rehabilitation and Community-based Poverty Reduction Project
<b>RFCIP</b>	Rural Finance and Community Improvement Programme
<b>RRRS</b>	Rokupr Rice Research Station
<b>SCP-IP</b>	Smallholder Commercialisation Programme-Investment Plan
<b>SEED</b>	Seed Enterprise Enhancement and Development Project
<b>SLL</b>	Leone
<b>SLARI</b>	Sierra Leone Agricultural Research Institute
<b>SLRA</b>	Sierra Leone Roads Authority
<b>SMU</b>	Seed Multiplication Unit
<b>TAA</b>	Technical Assistance Agency (for CBs)
<b>UNCDF</b>	United Nations Capital Development Fund
<b>UNDP</b>	United Nations Development Programme
<b>UNIDO</b>	United Nations Industrial Development Organisation
<b>USAID</b>	US Agency for International Development
<b>USD</b>	United States Dollar
<b>WB</b>	World Bank
<b>WDC</b>	Ward Development Committee
<b>WFP</b>	World Food Programme
<b>WP</b>	Working Paper

## **GOVERNMENT OF Sierra Leone**

### **Fiscal Year**

**1<sup>st</sup> January – 31<sup>st</sup> December**

## **SIERRA LEONE**

### **SMALLHOLDER COMMERCIALISATION PROGRAMME (SCP) GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (GAFSP)**

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### **INTRODUCTION**

1. Under the framework of the Agenda for Change, the country's second generation PRSP, the National Sustainable Agriculture Development Plan (NSADP) was launched as Sierra Leone's Country Compact under the Comprehensive Africa Agriculture Development Programme (CAADP) in September 2009. The vision of the NSADP is to make agriculture the engine for socio-economic growth and development through commercial agriculture and the promotion of the private sector/farmer-based organisations (FBOs).
2. The Government of Sierra Leone, in close consultation with key stakeholders, has operationalised the NSADP on a national scale, prioritising the Smallholder Commercialization Programme (SCP) as 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. The SCP is focusing on the intensification, diversification and commercialisation of smallholder agriculture. The SCP is supported by ongoing Government and donor funded projects and programmes.
3. In June 2010, the multi-donor financing facility "Global Agriculture and Food Security Programme" (SCP-GAFSP) approved a USD 50 Million proposal presented by the GoSL in support of components 1 (Smallholder agriculture commercialization: production intensification, diversification, value addition and marketing), 2 (Small scale irrigation development) and 6 (component 3 of the proposal) (SCP Planning, Coordination, Monitoring and Evaluation) of the SCP.
4. The MAFFS is the Executing Agency of the SCP-GAFSP; IFAD was selected to be the Supervising Entity and FAO to be the Implementation Support Entity to provide Technical Assistance. According to the rules of the SCP-GAFSP Secretariat, for the design and implementation of the programme the procedures of the supervising entity apply.
5. A preparatory meeting was held at IFAD in Rome with the participation of the Minister of Agriculture, Forestry and Food Security of Sierra Leone, the SCP Coordinator, the FAO Resident Representative in Sierra Leone, the Design Mission Team leader and FAO Investment Centre and IFAD specialists, where the road map of the design process was agreed on. The SCP-GAFSP design process has been highly participative, involving the In-Country and In-House CPMT, senior government officials, local institutions, farmer-based organisations, the interim SCP coordination team, representatives of farmer organisations and the private sector, as well as representatives of the relevant government agencies, research institutes and the private sector involved in rural development and agriculture. They have contributed in providing conceptual, strategic and political guidance to the project design team<sup>1</sup> in ensuring overall conformity with

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<sup>1</sup> The Mission comprised: Mr. Hubert Boirard, IFAD Country Programme Manager (Mission Leader, IFAD), Mr.

government, SCP-GAFSP and IFAD policies and strategies; and in reviewing the Project Design Report (PDR) at its various stages of development and providing useful comments.

## **I. STRATEGIC CONTEXT AND RATIONALE FOR IFAD INVOLVEMENT, COMMITMENT AND PARTNERSHIP (KSF 1)**

### **A. Rural development context**

6. **Overview.** Sierra Leone belongs to the group of the Least Developed Countries (LDC), and participates in the Highly Indebted Poor Countries (HIPC) initiative. The country meets FAO criteria for a Low-Income Food Deficit Country (LIFDC). The UN Development Programme's (UNDP) *Human Development Report 2010* ranked Sierra Leone 158 from 169 based on data from 2008. The index of 0.317 has not significantly changed from 2009 (0.313)<sup>2</sup>. Its population is estimated at 5.8 million (2010) with an average annual growth rate of 2.1 percent. About two-thirds of the population live in rural areas and about 70 percent live below the poverty line, most in severe poverty. About 60 percent of the youth (non school-going 15-year olds to 35-year old adults) is either unemployed or under-employed. In 2008, life expectancy at birth was 48.8 years and adult literacy was 38.1 percent of the adult population, female literacy rate 26.8 percent. GDP per capita in 2008 was estimated at USD 320.

7. In 2002, Sierra Leone emerged from a civil war which lasted for almost eleven years and had devastating social and economic consequences. Since the war ended, a substantial evolution in social, economic and political terms has taken place. Peace has spread throughout the country and democracy is being embraced by the population. Some aspects of post-conflict remain, though. For instance, large parts of the rural infrastructure, especially feeder roads, have yet to be rehabilitated. Social and community organisations are still weak and the rural economy has yet to catch up.

8. **Economy.** Sierra Leone's Real GDP grew by 4.4 percent from Le 4,290,993 million in 2008 to Le 4,479,933 million in 2009; indicating about 0.1 point above the 2008 growth rate of 4.3 percent. The economic growth in 2009 was spurred by Services and Agriculture Sectors but dented by the Industry Sector.

9. The two main sectors of the economy are agriculture and mining. Of the total 2009 GDP, agriculture contributed about 46.1 percent; industry is down to 6.5 percent from 7.8 percent in 2008, services 40.0 percent and Net-Tax 7.6 percent. Real GDP is projected to grow by 5.2 percent in 2010. Agriculture and services will continue to be the major contributors to growth in 2010.

10. The output of the agriculture sector grew by 4 percent from 2008 to 2009. All the sub-sectors experienced output growth, especially crop with a 5.2 percent growth rate, likely resulting from the tractorisation policy of the government. The Government's

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Joost Gwinner (Rural Development consultant/Team Leader), Mr. Prince Kamara, SCP Coordinator, Mr. Philippe Remy, Farmer Organisations Specialist (IFAD), Mr. Hassan Jalloh, National Federation of Farmers of Sierra Leone, Mr. Ahmed Nanoh, Sierra Leone Centre for Agribusiness Development, Mr. Jean-Maurice Durand, Rural Engineer (IFAD), Ms Claire Bilski (Rural Sociologist, FAO), Mrs. Lisa Paglietti, Financial and Economic Analyst, FAO-TCIA). Mr. Dela Selormey, Rural Finance Specialist, Ms. Ilaria Firmian (Environmental, IFAD), Mr. Tomas Roberts (Institution Building specialist).

<sup>2</sup> UNDP (2010), Human Development Report (based on data from 2008)

commercialization policy of agriculture (tractorisation, processing and marketing) is expected to stimulate growth in the sector. The fishery sub-sector grew just marginally due to the ban on monofilament fishing net.

11. In the Industry Sector, total GDP decreased by 13.3 percent from 2008 to 2009 as a result of a slow-down in the mining and manufacturing sub-sectors. Overall, industry continued to record negative growth in 2010<sup>3</sup> although the electricity and water sub-sector have been expanding. The sector of services realized a 7.95 percent growth, mainly due to the expansion of sub-sectors like transport, communication and banking. The trade and tourism sub-sectors, grew by 3.7 percent. Administration of General Government services decreased by 1.3 percent from 2008 to 2009 compared to the 16 percent decline registered between 2007 and 2008. In addition, there is a noticeable increase in the output of education and health services in 2009, driven by the "Agenda for Change" targets.

12. In September 2010, the inflation rates in Western Area stood at 17.49 percent, in Northern Region at 16.19 percent, in Southern Region at 22.02 percent and in Eastern Region at 19.32 percent.<sup>4</sup>

13. **Agriculture.** Staple grains and export crops contribute about 30 and 50 percent of the agricultural GDP respectively. The total value of agricultural exports in 2007 was USD13.67 million, a modest increase from the USD12.8 million obtained in 2006. Of this figure, cocoa accounted for USD11.36 million or 85 percent of agricultural export earnings in 2007. In terms of volumes of production, the agricultural sector is based on the production of basic staple grains, mainly rice. Domestic food production has seen a steady increase since the war ended. The level of rice self-sufficiency in the country seems to have progressed from 57.4 percent to 71 percent since 2002. However, food insecurity remains important in rural areas with more than 50 percent of the rural households experiencing a hunger period in the month of August. Rice is the main staple crop and heavily dominates the food ratios with an average consumption of 104 kg per person per year.

14. About 5.4 million ha are considered suitable for cultivation, accounting for 74 percent of the total land area. The arable lands in the uplands are estimated to 4.3 million ha and around 90 percent of the lowlands are arable, representing 1.1 million ha. There is considerable potential for lowland development. Inland valley swamps (IVS) occur throughout the country in all the main drainage lines and play a major role in the restoration and increase of agricultural production in Sierra Leone, through cropping intensification and diversification (rice, groundnuts, vegetables etc.). The cultivation of most swamps was abandoned during the civil war and it is estimated that currently only 65,000 ha out of a total of 300,000 ha of IVS are used for rice production.

15. Smallholder crop and livestock production in Sierra Leone is at the moment mostly operating at subsistence level. Farm-size generally ranges from 0.5 to 2.0 ha. Bush fallow farming predominates in the rain fed (upland) areas. It is estimated that this type of agriculture occupied 60 percent of the arable land. Traditional upland bush fallow farming is characterized by short periods of land cropping (one to three years) using restored soil fertility alternating with long fallow periods; heavy manual labour; and mixed and sequenced planting of 5 to 15 different crops. Average yields per ha are low in the upland bush fallow system, averaging less than 1 tons per ha for upland rice and about 4 tons per ha for fresh cassava roots. The ideal fallow period is now almost nowhere possible, which results in reduced fertility. The Government promotes the

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<sup>3</sup> Statistics Sierra Leone (March 2010), Report on 2009 Real Gross Domestic Product (RGDP)

<sup>4</sup> Statistics Sierra Leone, Consumer Price Index (CPI), Sept. 2010.



expansion of tree crops in the uplands and Inland Valley Swamps (IVS) to facilitate the settlement of production.

16. The Ministry of Agriculture, Forestry and Food Security (MAFFS), is in charge of the agricultural sector. The Ministry has decentralized offices at District level and an extension services department. Although progresses have been made in terms of rural services, access to credit, infrastructure and extension services remain limited. Only few farmers receive advices and trainings as a result of low human and financial capacities. In addition, agricultural research is still in a rehabilitation process after being destroyed during the war.

17. Among the constraints faced by farmers, access to inputs is considered as a major hurdle preventing production increases. Improvement in terms of yields is also hampered by limited access to knowledge and technologies resulting from scarce extension services and trainings. Besides, production volumes are further constrained by the lack of storage facilities which generates high rates of post-harvest losses. Only 5 percent of farmers seem to have access to proper storage. Value-addition is low in the absence of modern processing equipments and rural infrastructure constrains farmers' access to market. More broadly, farmers suffer from limited rural services, including financial services which prevent farmers' investments in modern inputs, as well as rural enterprises development. It is estimated that only 5 percent of the farmers have access to rural financial services. Rural enterprises involved in agro-processing and input trading are predominantly informal and often do not respond to farmers' needs. Their products are of low quality and lack the necessary diversification to meet the limited needs of the low purchasing power of the rural community. Finally, most value chains are still short and underdeveloped.

## **B. Policy, governance and institutional issues, political and economic issues**

18. The PRSPII 2008-2012 was launched in 2008 as the "Agenda for Change" of the present Government. It focuses on four priorities: Power, transportation, agriculture and human development. The PRSPII is built on a problems-and-needs analysis and progress made and lessons learnt during the implementation of the previous PRSP.

19. **Agricultural Policy.** MAFFS has developed the National Sustainable Development Plan 2010-2030 (NSADP) under the umbrella of the Comprehensive Africa Agriculture Development Programme (CAADP) with the broad involvement of all stakeholders. The NSADP sets out ambitious targets: (i) Increase in the agricultural sector growth from its current 4 percent to 7.7 percent per annum by 2015; and (ii) increased incomes of farming households by 10 percent and increased household food security by 25 percent. In order to reach these targets, the MAFFS's main strategic policy orientations are to foster agricultural productivity, to promote commercial agriculture through private sector, and to improve research and extension services. In particular, the MAFFS's approach has a strong focus on private sector and value-chain development.

20. At the core of the NSADP is the **Smallholder Commercialisation Programme (SCP)**. MAFFS has developed a **USD403 million** National Agricultural Investment Plan (NAIP) for the implementation of the SCP covering the years 2010-2014 divided into six components: (i) Improving smallholder production and commercialisation by setting **up 2,750 FBOs and building 650 Agricultural Business Centres (ABC)** nation-wide; (ii) Developing small scale **irrigation to boost rice production on 18,000ha of land**; (iii) Providing better access to financial services specifically tailored to rural farming groups or individuals through the **creation of 130 new Financial Services Associations (FSA)**; (iv) Improving access to markets by rehabilitating and maintaining **4,000km of**

**feeder roads;** (v) Providing a **social protection safety** net to vulnerable households to increase food security and nutrition **for 1,5 million people** and (vi) Implementation and support.

21. All ongoing and future Government and donor funded projects and programmes in the smallholder agricultural sector will be aligned with the NAIP. As of today, SCP has a financing of USD 146 million (36%) from donors. SCP-GAFSP will contribute for an additional amount of USD 50 million (12%) as well as the Islamic Development Bank. The remaining SCP financing gap will be USD 156 million.

22. **Private sector policy.** The Ministry of Trade and Industry (MOTI) has developed a Private Sector Development Strategy for Sierra Leone fostering foreign and domestic investments in all sectors of the economy. The Sierra Leone Investment and Export promotion Agency (SLIEPA) was established in 2008 to promote private sector investments in Sierra Leone. The MAFFS has established in 2008, the Sierra Leone Centre for Agribusiness Development (SLCAD) whose purpose is to promote private investment in the agricultural sector. SLECAD gather various stakeholders of the agricultural sector and is currently developing an Integrated Programme for Private Investment in Agriculture. This is an agricultural value chain development programme for input supply, agro-processing and agricultural finance.

23. Over the past years, the policy and legal environment for making business in Sierra Leone has improved, which has attracted medium and large scale agricultural enterprises. Private sector medium and large scale agricultural production schemes have been established for food crops, such as rice, sesame, sorghum, cassava and others, and for cash crops such as palm oil and palm kernel oil, cocoa, coffee, cashew, fruits, sugarcane, rubber and also cassava as an industrial crop, both for the domestic and export markets including for bio fuel. Many of these operations work in partnership with smallholder farmers who are finding an attractive outlet for their produce. Some progress has been made in enhancing quality of agricultural products such as cocoa, some of which is marketed under the bio and other labels, and rice, which is now being branded in some areas of Sierra Leone. The Sierra Leone Bureau of Standards is gradually expanding its range and establishing quality standards for food products.

24. **Decentralisation.** In 2004, the Government of Sierra Leone (GoSL) has adopted decentralisation and local empowerment as a key strategy for consolidating peace and reducing poverty. 19 Local Councils (LCs)<sup>5</sup> (13 District Councils, five Town Councils and one City Council (Freetown) were mapped out. Each District Council is subdivided into 20-34 Wards, each one represented in the DC by one elected Councillor. Ward Development Committees (WDCs) are formed in each ward, and are composed of 10 members elected by community members (five men and five women), the Councillor of the ward and the Paramount Chief. At the same time the traditional system with Chiefdoms continue to play an important role in development. The explicit objectives of decentralisation include empowerment, participation, accountability, effectiveness, efficiency and responsiveness to the needs of the population. The Local Councils have also a role of coordination of the donors' programmes involved in local and rural development. Their leadership in this area is complemented by the active participation of representatives from the farmers' organisations and the private sector in the coordination activities (quarterly meetings, mapping, etc.).

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<sup>5</sup> Twelve District Councils (Bombali, Port Loko, Tonkolili, Kambia, Koinadugu, Bo, Moyamba, Pujehun, Bonthe, Kenema, Kono, Kailahun) Western Area Urban, Western Area Rural, five Town Councils (Bo, Kenema, Makeni, Bonthe, Koidu).

25. **Governance.** The Government has made the fight against corruption a priority. An Anticorruption Commission (ACC) was created with far reaching autonomous powers. It is largely seen as being a credible institution by the public and the development community. Despite having climbed 12 places up in the ranking of Transparency International in 2009, corruption remains a problem in the country. The Corruption Perception Index for Sierra Leone was 2.2 in 2009. A Good Governance Framework as well as a complaints mechanism for the project was developed to mitigate the problem (see annex 5).

26. **Institutional actors.** Besides the MAFFS, farmer-based organizations (FBOs) and private sector are major stakeholders involved in agriculture. In general, Grassroots FBOs, the National Association of Farmers of Sierra Leone (NAFSL) and MAFFS capacities remain weak (refer annex 2 - Key files). Nevertheless, it should be noted that the Government of Sierra Leone has dedicated 10% of its budget to MAFFS in 2010 to be in line with Maputo commitment. Capacity building plan for MAFFS and FBOs will be implemented through the SCP-GAFSP financing in order to ensure the smooth implementation and sustainability of this programme (see annex 6)

### **C. IFAD Country Programmes and Rationale for Involvement**

27. **COSOP.** The Sierra Leone Results Based Country Strategic Opportunities Paper (COSOP) 2010-2015 hinges on three strategic objectives: (i) support to agriculture – smallholder farmers’ access to technical skills, productive land, irrigation, and markets is improved; (ii) support to rural finance – the rural poor have access to reliable and sustainable financial services (savings, credit, transfers, remittances); (iii) support to local development – the rural poor increase their level of participation in the management of local decentralised institutions.

28. **On-going Programmes.** The two on-going IFAD funded interventions in Sierra Leone are concentrated in Kono, Kailahun, Koinadugu and Kenema districts. The Rehabilitation and Community Based Poverty Reduction Project (RCPRP 2006-2011 and RCPRP top-up 2011-2015) support: (i) smallholder agricultural development; (ii) community development and decentralisation; and (iii) rural infrastructure rehabilitation and development. Among others, a youth pilot scheme for tree crop production and targeted projects for disabled have been initiated. The Rural Finance and Community Improvement Programme (RFCIP – 2008-2013) support: (i) rural finance development; and (ii) community development and decentralisation.

29. RCPRP is a major contributor to component 1 (agricultural production and commercialisation), 2 (IVS rehabilitation) and 3 (feeder road rehabilitation) of the SCP. RFCIP is the main contributor for component 4 (rural finance). In addition both projects support donor coordination of component 6 of the SCP.

30. **Partnerships.** In the spirit of the Paris Declaration and the Delivering as One initiative, IFAD is working in partnership with various stakeholders involved in Sierra Leone. In terms of coordination of activities, IFAD is using two channels to ensure synergies and communication with other actors. At national level, IFAD participates to the Agricultural Advisory Group (AAG) and the head of agencies meetings that aim at fostering collaboration and coordination of programmes, organizing joint supervision and exchanging information. At district level, a coordination mechanism has been established through the RCPRP Plus (See Paragraph 71 (e)) within the Local Councils. The model will be replicated at the level of the District Agricultural Offices (DOA) to ensure coordination of all donors’ activities relevant to the SCP-GAFSP in order to foster efficiency of funds and better address delivery and management issues at implementation level.

31. Besides, IFAD is working with various national implementing partners (IP) –MAFFS, FBOs, private sector – based on capacity-building plans to strengthen them in collaboration with other donors. These partnerships rely on result-based contracts which are the main instrument to assess their capacities to deliver qualitative and quantitative results. The absorptive capacity of these public and private institutions is often limited. However, the IFAD projects have successfully overcome these constraints (See Paragraph 71) with high level of delivering and disbursement rates. The ongoing and successful partnerships and procedures used by IFAD and other institutions such as FAO will be replicated for the implementation of the SCP-GAFSP financing.

32. **Rationale for SCP-GAFSP involvement.** Since the war, the economy of Sierra Leone has been emerging and the Government wants to make agriculture the engine for socio-economic growth and development. IFAD has been strongly engaged with the Government in this process since the end of the conflict with very successful experiences. Both the IFAD-financed RCRPR and the RFCIP were ranked by a peer review as first and second best-performing projects in the country within the Ministry of Agriculture for 2010.

33. In June 2010, the Government of Sierra Leone received a USD50 million recipient-executed grant to finance from the Global Agricultural and Food Security Programme (SCP-GAFSP). SCP-GAFSP is a national programme, directly extracted from the CAADP process. The Government does not expect a classical stand alone project but a programme that should fully involve the Ministry of Agriculture in its implementation. Although this financing is not part of the COSOP, IFAD's contribution and performance in the agricultural sector was recognized by the Government. Based on this good performance over the past two years, IFAD was selected by the Government to act as the "supervising entity" for the SCP-GAFSP in Sierra Leone.

## **II. POVERTY, SOCIAL CAPITAL AND TARGETING (KSF 2)**

### **A. Rural poverty, information and analysis**

34. Poverty in Sierra Leone is deep, widespread and chronic. About 70 percent of the population lives below the poverty line. Besides food insufficiency, the main indicators of poverty include poor housing and health, high infant mortality, low literacy and low incomes. For instance, in 2010, infant mortality was 80/1 000 live births.

35. Rural poverty rates are high with around 80 percent of rural people living with less than USD 1.25 per day. Although agriculture is the largest employer in the country (75 percent of the population) and the largest contributor to GDP (46 percent), PRSP data show that small-scale farmers, especially subsistence food crop farmers, are among the poorest in the country. Rural poverty is characterized by high levels of food insecurity, low incomes, low literacy rates and limited access to health services. According to the last studies, it seems that three quarters of the rural population experience hunger period. Hurdles related to agricultural production and commercialization are the main causes of rural poverty as underlined in Paragraph 17.

### **B. The target group, including gender issues**

36. On the basis of the poverty and livelihoods analysis and in concurrence with national policies, the four core target groups identified are as follows: (i) smallholder farmers; (ii) women, especially women-headed households; (iii) youth, particularly unemployed youth; and (iv) micro/small entrepreneurs. Moreover, the project will seek to include the

associations of disable (amputees / war wounded, etc.) in various activities at district level. These target groups are in line with both national priorities and IFAD's targeting policy (For further details see WP 4).

37. **Smallholder farmers** with less than 2 hectares and experiencing severe hunger period and food insecurity will be supported. They will receive productive packages including seeds and fertilizers, as well as training, extension services, and enhanced access to storage facilities, to credit and to market. The main mechanisms to channel this support and build their capacities will be the grassroots farmer-based organizations. These FBOs will represent their interests and increase their bargaining power.

38. **Women**, especially female heads of households, face both poverty and social exclusion. A major need for women is increased recognition and participation in both community and economic activities, especially agriculture. Regarding economic activities, women will be supported through productive packages as well as labour support. They will also benefit from specific programmes such as livestock. Their social representation will also be promoted by providing women with knowledge, trainings, advocacy support, organisational skills and linkages with rural entrepreneurs.

39. **Youths**, both male and female between 18 and 35 year-old, had dramatically suffered from the war. Most of them did not attend to school and youth unemployment rate is high, in particular in rural areas. They suffer social and economic exclusion, which threatens social cohesion and often leads to rural migration. To tackle economic exclusion, the SCP-GAFSP will support youth at three levels: i) a support package including agricultural inputs and training courses with a focus on literacy; ii) employment opportunities for both uneducated (IVS, ABC construction) and educated youth (ABC, FSA, CB, MAFFS); and iii) promotion of youth contractors for IVS development. Moreover, social exclusion will be addressed through the promotion of youth representative in the institutions such as the FBOs and MAFFS.

40. **Small/micro entrepreneurs** will be part and parcel of several activities included in the SCP-GAFSP to foster private sector development and employment creation in rural areas. In particular, the approach of the Component 2 will be partly based on the support to the establishment of private service providers for IVS rehabilitation. Besides, the CNFA agro dealer model that will be developed in two districts is based on the establishment of private small agro dealers in rural areas.

41. **Disable groups (Amputees/war wounded, etc.)** are already included in several activities within the RCPRP through association involved in agriculture and agro-processing activities in Kailahun and Kono districts. Similarly, the SCP-GAFSP will seek to support these groups and to integrate them in the implementation of the project. The existing groups will first be identified by the MAFFS District Agricultural Offices and specific activities will be proposed within the AWPB to respond to their needs and development plans.

42. **Specific training for women and youth.** Both groups will receive specific capacity building packages focusing on: i) literacy; ii) business and financial management and planning; ii) networking; and iii) leadership in order their vision and efforts for advancing an entrepreneurial activity makes them valuable actors in the rural milieu, capable of stimulating the local economy and bringing in new ideas.

### **C. Targeting strategy and gender mainstreaming**

43. The following provides an outline as to how the Project will effectively reach the target groups (For details see WP 4).

44. **Geographical targeting.** A geographical targeting to identify priority Chiefdoms and Wards will be undertaken by the District Agricultural Offices with the technical assistance of the Programme. The targeting will take into account the following criteria: (i) social, poverty and demographic indicators to reach the most vulnerable wards/communities; (ii) complementarities with ongoing and planned government and donor initiatives; (iii) potential for poverty reduction and employment creation; (iv) potential for the production of crops and value addition; and (v) the development orientation of local institutions. The selection of appropriate sites will be guided by the outcomes of the Social Accounting Matrix (SAM), of conducted surveys and the profiles of Districts. The targeting and project activities will also be based on the agricultural characteristics of each district, especially in terms of commodity focus.

45. **The Programme's targeting strategy** consists of the following pillars: (i) priority attention to core target groups; (ii) engagement of key stakeholders; (iii) use of participatory approaches; (iv) synergy with the decentralisation process; (v) information, education and communication (IEC) activities; and (vi) specific operational arrangements. They are described below.

46. **Target groups.** The SCP-GAFSP will concentrate efforts around four target groups, namely: small-scale farmers (rural poor), women, youth, and micro/small entrepreneurs. These target groups are critical for efforts to reduce poverty, enhance social inclusion and raise welfare levels in rural areas.

47. **Targeting of key stakeholders.** In addition to the core target groups, the Programme will target some key stakeholders that are important to reach development impact. They mainly are the value chain agents including seed producers/distributors, and district authorities and constructors for local economic infrastructure.

48. **Participatory approaches**<sup>6</sup>. The SCP-GAFSP will systematically employ participatory approaches, which are essential to effectively support the target groups as well as to foster social inclusion. With a participatory approach, community groups can devise checks and balances that work in the absence of literacy. In addition, the Programme shall take measures to avoid or reduce elite capturing of activities and funding, because the risks are notable. Furthermore, the Programme will conduct gender mainstreaming across all its interventions (See below).

49. **Decentralisation.** The Programme will function within the framework and the institutions of the decentralisation process, notably districts (both the administrative/technical structure and the local councils). In particular, capacity-building and community infrastructure development will be executed within the legal framework of decentralisation and local governance.

50. **Information, Education, Communication (IEC).** IEC activities are very important in order to mobilise target groups and to allow a good synergy among stakeholders, especially in terms of the Programme's goals and approaches. Advocacy, capacity-building and building social and economic linkages are important elements of targeting.

51. The specific strategy will be applied on: i) the beneficiaries; ii) the representatives; and iii) the staff of the following institutions as follow:

52. **Specific targeting for FBO.** The targeting will be proposed by the communities and approved by youths/women districts organizations, MAFFS, and NaFFSL. The criteria to be eligible to the FBOs include: i) experiencing food insecurity; ii) being a resident of

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<sup>6</sup> Potential service providers with experience in participatory development approaches include CARD-SL, CADO (Community Animation & Development Organisation), Action Aid, IBIS, COOPI and Oxfam, among others.

the community; and iii) having agricultural production activities. The groups should be formed in priority by women heads of households and then by youth. They should represent a total of at least 50 percent of the FBO's members. However, in order to ensure that FBOs formation is a self-driven process, the application of the criteria will be flexible and used more as a monitoring instrument.

**53. Specific targeting for IVS rehabilitation and rice production.** Criteria for selection are: willingness to rehabilitate, size and status of farm, residence in the area, part of a geographical cluster of farms, vulnerability, land tenure, age and sex. Producers will be organised into FBOs, with a minimum of 30 percent of women in among the FBO's executives or in the committees. Female facilitators will be encouraged. Group formation will focus on capacity building to achieve active participation of all, including the poorest, most vulnerable and marginalised, particularly female heads of household, male and female youth and landless. The capacity building provided through the FFS will include elements related to group formation as well as gender mainstreaming.

**54. Specific Targeting for tree crop rehabilitation and commercialization.** Abandoned farms managed by widows/female headed households or youth and other smallholders' plantation with rehabilitation needs will be targeted. They will be identified at village and ward levels by both: (i) the local and traditional authorities; and (ii) the private partners contracted as IPs as currently undertaken through the RCPRP for cocoa with Bio United and MCCD. The fair trade and organic labels of these companies oblige them to maintain and update databases with all the farmers involved in their operations. For instance, BioUnited has set a database of more than 26,000 producers. The jointly proposed targeting will be approved by the district farmers' organizations and the MAFFS DOA and district MAFSS representatives, and finally endorsed by the RCPRP.

**55. Specific targeting for ABC.** Based on the existing strategy related to the establishment of the ABCs, the selection criteria for ABC members' are: i) being a resident of the community; ii) having agricultural production activities; and iii) having experience in rural business. Similarly to the FBO, these criteria are not rigid and some flexibility will be integrated. Women should represent at least 50 percent of the ABC membership, 25 percent of the management and at least 30 percent of the ABC staff. Specific capacity building training focusing on business management will be provided to them.

**56. Specific targeting in staff recruitment for MAFFS, FSA/CB, NaFFSL.** Educated and/or experienced youth will be prioritized during the recruitment process provided they have the relevant skills for the positions to be fulfilled. Moreover, women should represent at least 50 percent of the recruited staff.

**57. Operational aspects.** The SCP-GAFSP Management Unit (MU) will adopt actions that are relevant in terms of enhancing targeting. First, the SCP-GAFSP MU will foster gender equality internally, ensuring that at least 25 percent of their technical staff is women. Secondly, the M&E Unit of the SCP Coordination Team will include and regularly assess a number of specific indicators integrating targeting elements (gender, youth, etc.) at output, outcome and impact level. In doing so, the M&E system would enable to ensure the effective implementation of the targeting strategy and that the SCP-GAFSP's target groups do benefit from the Programme activities.

## **Gender mainstreaming**

**58. Gender mainstreaming** is a key dimension of the SCP-GAFSP and a pillar of its targeting strategy. Gender mainstreaming is an approach and a means to achieve the goal of gender equality. Mainstreaming involves ensuring that gender perspectives and

attention are central to all project activities and point at gender equality. The mainstreaming effort thus pervades various layers of project activities, from planning activities to consultations in the districts, and from selection of community beneficiaries to ensuring that women and men become leaders of different project activities on an equal basis.

59. Gender mainstreaming requires qualified staff on the SCP-GAFSP team as well as continued advocacy and training support to Programme stakeholders. In its operations, the Programme Management Unit will pursue **a three-pronged strategy for gender mainstreaming and women’s empowerment aiming at:**

- **strengthening women’s decision-making role** in community development and representation in local institutions;
- **improving the knowledge and well-being of women and ease women’s workloads** by facilitating their access to rural services and infrastructures;
- **fostering women’s economic empowerment** through access to and control over fundamental assets.

60. **Gender mainstreaming** within the SCP-GAFSP will be tackled the following areas: (i) Project staff; (ii) Gender sensitisation; (iii) Ensuring that women constitute half of the members in community deliberative and planning processes; (iv) Supporting the emergence of women leaders; and (v) Supporting initiatives of youth groups on gender awareness (See details in WP 4).

61. In pursuing these objectives the Programme Management Unit combines gender mainstreaming with measures and activities specifically directed at women. The Programme builds on the idea that development initiatives should be based on an understanding of gender-differentiated roles and needs. They also should provide equal opportunities for women and men to access benefits and services. This will require attention to: (i) gender differences in all aspects of the programme; and (ii) the implementation of specific measures to enable women to acquire the means and ability to participate as equals in economic and social development, as well as in the decisions that affect their lives and those of their families.

62. The responsibility for ensuring that the SCP-GAFSP does empower women and provide gender-equitable access to benefits is everybody’s responsibility rests with the SCP Coordination Unit, the SCP-GAFSP Management Team, service providers and the overall MAFFS.

63. **Target group study.** The active participation of the Project’s target groups will be supported by an in-depth study of the target group composition to ensure that the poorest and most vulnerable are adequately identified and that targeting mechanisms and categorisations of poverty and vulnerability are appropriate. The study will be implemented by a national consultant before the MTR and the end of the Project. Appropriate follow-up is necessary to ensure that the results of the study are evaluated and drawn from to inform the direction of project activities, as well as being distributed to all relevant stakeholders. Results of this target group study will be used to update the Gender action plan per district.

64. **Implementing Partners.** (private sector, NGOs, FBOs, ABCs, CBOs and government agencies) Performance-based contracts including relevant indicators on women and youth will be established with all the IPs. These indicators, extracted from the SCP-GAFSP logframe, will be monitored both by the IPs themselves as well as the Programme. The IPs would have been previously sensitized on the targeting strategy of the SCP-GAFSP, especially in terms of gender empowerment and the facilitation of the active participation of target groups in community development planning. Additional training will be provided to the IPs who include training in their activities, based on the



“training of trainer” approach in the area of gender mainstreaming (For details see WP 4). The Community Development and Gender Officers will be responsible for these aspects.

### D. Geographic coverage of the project

65. The SCP is a country wide programme so that all the districts, chiefdoms and wards are eligible although some of them will be prioritized according to the criteria presented in Paragraph 44.

#### Political Divisions and MAFFS Administrative and Operational Organisation

District	No. of Wards	No. of Chiefdoms	No. of Sections	Approx. No. of Villages	No. of MAFFS Blocks	No. of Circles (Ø8/block)
Moyamba	24	14	145	1,639	5	40
Bonthe	29	12	78	907	4	23
Pujehun	22	12	88	964	4	32
Bo	26	15	87	1,119	6	48
Kenema	29	16	87	1,336	5	38
Kailahun	29	14	75	1,444	5	38
Kono	24	14	77	1,609	5	40
Tonkolili	28	11	78	1,079	5	40
Port Loko	34	11	151	1,986	5	40
Kambia	25	7	75	726	3	24
Bombali	27	13	130	1,437	5	40
Koinadugu	24	11	94	775	4	29
Western Rural	20	--	--			
<b>Total</b>	<b>341</b>	<b>150</b>	<b>1,165</b>	<b>15,021</b>	<b>56</b>	<b>432</b>

## III. PROGRAMME DESCRIPTION (KSF 3)

### A. The knowledge base: Lessons from previous/ongoing projects

66. **Previous interventions.** The main lessons drawn from the experience of various on-going projects in Sierra Leone are: (a) keep the design simple, limit the number of interventions but scale them up to increase impact; (b) concentrate efforts thematically; (c) implement with strong ownership by the target groups, their immediate representatives at the ward and district levels; (d) reinforce donor coordination at the national and district levels and forge complementarities and synergies; (e) involve the private sector in the commodity chains to bring about change in productive capacity at the farm level through support to input supply, production, storage, processing and marketing; (f) do more to promote youth and gender equity; (g) ensure that targeting is reaching the intended target groups according to established criteria; (h) strengthen financial management as well as the monitoring and evaluation of projects.

67. With regards to the specific activities included the various components of the SCP-GAFSP, **lessons** from current projects of IFAD (RCPRP, RFCIP) and other donors are:

- (i) Private sector: The experiences of the RCPRP and other projects have demonstrated that the private sector is highly flexible and have substantial implementing capacities. Besides, the interest for public-private partnerships is high among the private operators. However, their potential should be encouraged through efficient implementing arrangements and procedures, including rapid and timely flow of funds.
- (ii) FBO and ABC: Several donors have financed the establishment of FBOs and ABCs in Sierra Leone through the FAO. The experience related to the 150 existing ABC, laid the emphasis on the following main lessons: (i) the identification and establishment process of ABCs needs to rely on the analysis of markets and district characteristics; (ii) the business plans should be more focused on profitability, sustainability and market opportunities; (iii) the construction of ABC buildings needs to be revised in terms of contractualization as well as level of contribution of the beneficiaries, (iv) the procurement process should be decentralized; and (iv) the technical assistance provided to the ABC's members and to the FBOs in business management must be reinforced and spread along a longer period.
- (iii) FFS/FBO : The assessment of FFS and FBO experiences, in Sierra Leone and in other countries, led to the following recommendations: (i) the FFS curriculum must be simplified and focused on one single main concern identified by its members; (ii) the quality of training, extension staff and learning processes should be improved; (iii) the linkages between FBO/FFS, as well as the exit strategy, must be defined from the beginning; (iv) the M&E system must integrate FFS related activities to measure impact on production; and (v) the support to FFS/FBO should be further linked with other activities of the projects (commercialization of outputs, access to inputs and credits, extension services, etc).
- (iv) Implementation of activities through the MAFFS: All IFAD projects are implemented through the MAFFS. The approach has been fine-tuned during the past two years and has enabled high levels of implementation of the AWPB as well as high disbursement rates. This approach includes the following elements: (i) the decentralization of staff (district PCU, etc.) and responsibilities for the implementation at district level, including the Steering Committees; (ii) the use of national procedures and decentralized services for procurement; (iii) the use of local enterprises and the support to local business development (IVS rehabilitation) at district level; (iv) the support to local employment opportunities based on the ILO's approach; (v) the use of result-based contracts with the implementing entities to ensure the fulfilment of their mandate while monitoring the adequacy of their capacities; and (iv) regular supervision missions including the MAFFS, the Ministry of Finance and IFAD to foster communication and information transfer.
- (v) IVS rehabilitation: One of the lessons learned is that, in order to guarantee the sustainability and functionality of the IVS, the approach should not be reduced to a one-year rehabilitation of the site. Instead, two-three years result-based contracts were established with the service providers to provide support and follow-up on: (i) irrigation techniques; (ii) maintenance; (iii) functioning of the IVS association or FBO; (iv) advice related to intensification and second cropping; and (v) monitoring and evaluation of production and yields in collaboration with the farmers. Moreover, the past experiences highlighted the labour constraint for the rehabilitation works, encouraging the development of partially-mechanized local service providers.

- (vi) Coordination in multi-institutional delivery programmes: Within the RCPRP, several coordination mechanisms were established to foster synergies between donors and programmes at the district level. Support is provided to develop coordination frameworks, organize inter-Agency district forums, undertake stakeholder mapping in the district, and set-up databases of organisations and interventions in their respective districts. The approach will be replicated within the District Agricultural Offices.
- (vii) Infrastructure: The two main lessons are: (i) the focus should be on the infrastructure during the first year in order to enable the delivery of services; and (ii) farmers' contribution to infrastructure should be limited and not directly linked with the building enterprise.
- (viii) Community Banks and FSA development: Lessons learnt in this area are: (i) the business plans are the core element to develop result-based contract with these institutions and to establish the exit strategy; (ii) experimented staff has to be recruited with clear objectives related to the business plan; (iii) regular in-depth supervisions have to be organised; (iv) refinance facilities need to be available for these institutions to enable leveraging of their activities on rural development.

## **B. Opportunities for rural development and poverty reduction**

68. In recent years, the Sierra Leone Government has developed policies and improved the environment for private business development including agro-based businesses. Services have been improved, support agencies such as the Chamber of Agriculture and the Sierra Leone Investment and Export Agency (SLIEPA) were established; rural financial institutions are gradually increasing their outreach; a number of private and non-profit organisations have specialised in supporting small and medium size agro-enterprises. In close collaboration with its development partners the Government has made progress in rehabilitating the rural infrastructure. The decentralisation process is making progress in bringing resources and decision making closer to the people.

69. This development has opened up investment opportunities for all levels from the smallholder farmers to medium and large scale investors with an interest in agriculture. This include:

- The agricultural productive sector for food and cash crops;
- The post-harvest sector for value addition, packaging, transport, storage and marketing;
- The forestry sector for non-timber forestry products and sustainable timber and charcoal production.

70. The increasing demand of the world market especially for tree crop products and organic and fair-trade products stimulates local production and opportunities arise for mutually beneficial partnerships between smallholders and medium and large agribusinesses along value chains.

71. The rural population, in particular young people and women, will be supported to take advantage of these opportunities. Access to assets, including land, microfinance and technical know-how, will enable them to increase and diversify food production, enter into value adding and marketing activities and raise incomes to sustain their livelihoods. This will increase the availability of food at household, regional and national levels, increase incomes and Government revenues and make the rural space more attractive for young people. This will significantly contribute to food-security and poverty alleviation in the country.

### **C. Programme goal and objectives**

72. **The overall goal of the SCP** is to empower the rural poor to increase their food security and incomes on a sustainable basis in order to lead to long-term economic development and poverty reduction. This is consistent with the overall goal of the Agenda for Change (PRSP II), the Strategic Framework of the RB-COSOP 2010-2015 and Millennium Development Goal 1 (MDG 1). Indicators, in conformity with third level RIMS, would be change in the levels of asset ownership, child malnutrition and food security.

73. **In 5 Years, the specific objectives of SCP financed through the SCP-GAFSP funds** are:

- **Reduced gap between national rice production and demand** (representing 70,000 metric tons) through: (i) rice upland yields increased by 15 percent; (ii) intensification of rice production on 4,000 ha of Inland Valley Swamps; (iii) rice post-harvest losses reduced by 20 percent; and (iv) access to inputs improved for 10 percent of the ABCs' farmers targeted groups.
- **Farm incomes increased by 10 percent for direct beneficiaries** through: (i) 10,000 ha of tree crops rehabilitation (cocoa, coffee and palm oil mainly); (ii) increased value addition of product through processing and marketing (iii) improved farmers' access to extension services; and (iv) enhanced farmers' representation at local and national level to advocate on their interests within value chains development and other areas.

**The main results expected through this USD 50 million financing are:**

- **100,000 direct and 300,000 indirect beneficiaries**
- **70,000 additional metric tone of rice produced in 5 years**
- **4,000 ha of Inland Valley swamps rehabilitated for at least on cycle of rice irrigated production per year**
- **9 of the 13 MAFFS District Agricultural Offices have strengthened capacities and are able to deliver relevant extension services to farmers (4 other DOA supported by RCPRP)**
- **341 functional agricultural input suppliers capable of delivering minimum furniture (seeds, fertilizers, etc.) necessary for agricultural production intensification**
- **10,000 ha of tree crops rehabilitated and associated to farming contracts between farmers/FBOs and private companies**
- **15 Financial Service Associations and 7 Community Banks (CB) able to deliver rural finance (completing RFCIP supporting 36 FSA and 12 CB)**
- **Local and National Farmers organization functional and able to defend the main farmers' interests**
- **The national Monitoring and Evaluation system of MAFFS is functional and effective**

74. Details of **outcome and outputs** are provided in the logical framework (See **Annex 1**).

## **D. Alignment with country rural development policies and IFAD strategies**

75. **Country policies.** The Programme will directly support the top priority of the Agenda for Change, economic growth through agricultural development, This programme will contribute to the SCP Component 1 through the intensification, the expansion and diversification of crop production and marketing, Component 2 through the rehabilitation of IVS for increased rice production, Component 4 by developing rural finance institutions and Component 6 by supporting planning, coordination and M&E.

76. **IFAD strategies.** The SCP-GAFSP is in line with IFAD's targeting policy and IFAD strategies, including its private sector development strategy and gender strategy. SCP-GAFSP supports the strategic objectives 1 of the COSOP (support to agricultural development) and 3 (support to local development and government). The components 1 and 2 of the SCP-GAFSP will address the issues outlined in the COSOP related to the support to agricultural production, rural income generation, small-scale rural enterprise development and marketing to promote rural growth. Some activities under these components will support the COSOP by empowering youths and women to fully participate in the development process, consolidating transparency and good governance practices, and empowering local governments to provide public services in an effective, economic and transparent manner.

## **E. Programme components**

77. The SCP-GAFSP financing has 4 components: Component 1 (smallholder agriculture and commercialisation), component 2 (small scale irrigation), component 3 (rural finance) and component 4 (Coordination and management).

### **Component 1: Smallholder Agriculture and Commercialization**

78. **Objectives and targets.** The aim of this component is to increase productivity, rural incomes and employment, on a sustainable basis both economic and environmental, through better access to technical skills, services and markets. The following indicators and associated objectives should be achieved for the targeted farmers of which at least 30 percent are female, 50 percent are youths and 20 percent are female youths:

- (a) 30 percent of targeted farmers have increased their yields by 30 percent for rice, cassava and other food crops, and by 25 percent for tree crops;
- (b) 20 percent of targeted farmers have reduced post harvest losses by 20 percent;
- (c) 40 percent of targeted farmers have increased their incomes by 10 percent;
- (d) 10 percent of targeted farmers have access to inputs and processing facilities;
- (e) 20 percent of targeted farmers have access to MAFFS's and/or farmers' organizations services.

**Main Results expected through this component are**

- **9 of the 13 MAFFS District Agricultural Offices have strengthened capacities and are able to deliver relevant extension services to farmers (4 other DOA supported by RCPRP)**
- **1,000 FFS/FBO developed or consolidated in order to strengthen farmers' capacities in agriculture intensification**
- **341 functional agricultural input suppliers capable of delivering minimum furniture (seeds, fertilizers, etc.) necessary for agricultural production intensification**
- **Local and National Farmers organization functional and able to defend the main farmers' interests**
- **10,000 ha of tree crops rehabilitated and associated to farming contracts between farmers/FBOs and private companies**

79. This component will replicate and upscale the on-going approaches already implemented with success by MAFFS, and/or be based on the lessons learnt from the on-going experiences (RCPRP, RFCIP, MAFFS/FAO/EUFF project, etc.) (Refer chapter III – A).

80. The **overall strategy** of this component is structured as follows:

- Use the FFS and classic technical training for farmers to improve farm operations from planting to marketing in order to increase production volumes and quality;
- Assist farmers to organise themselves with the view to increase their market power and to foster sustainability;
- Link farmer groups with the private sector to increase incomes and support value-chain development;
- Re-build the capacities of farmers' organizations and the MAFFS.

81. This component will be implemented by the MAFFS with the support of FAO and the RCPRP project (for tree crops rehabilitation and farming contracts). The main activities to be implemented are the following :

- (i) Capacity building of the MAFFS District Agricultural Offices to enable operational and efficient field extension services, in particular the development of the FFS methodology. Through the FFS approach, the MAFFS will develop the technical capacities of farmers to intensify their production (quantities) and to improve harvest and post-harvest management (quantities and quality);
- (ii) Development of private agro-services suppliers to allow farmers to access the necessary inputs to implement the technical advices provided through the FFS and the extension services of the MAFFS. The ABC approach currently developed by MAFFS/FAO will be consolidated/replicated. In parallel, a model successfully developed in East Africa (the agro-dealer model) will be tested and implemented by CNFA;
- (iii) Farmer Organizations development to allow farmers to better commercialize their production. At grassroots level, tree crops contract farming (FBO/Private Company) will be developed and at national level (NAFSL), support will be provided to strengthen the representation and defend the interests of the farmers

82. To keep in line with the SCP design, the three sub-components will be:

### **Sub component 1.1: Production intensification through support to grassroots FBOs and the FFS methodology (MAFFS/FAO).**

83. The objective is to improve smallholders' food security and incomes by increasing the quantity and the quality of crop production.

84. The current situation in terms of production for the major food crops is characterised by low yields (0.72 and 1.23mt/ha for upland and lowland rice respectively, 5.5mt/ha for cassava,<sup>7</sup>). Besides, they suffer from substantial post harvest losses (around 40 percent of the production<sup>8</sup>). This component will thus focus on yields and post-harvest losses, as well as quality. In terms of food crops, rice and cassava as well as other important staple crops such as groundnuts, maize and sorghum will be supported based on market characteristics and farmers' interests.

85. The FFS approach will be promoted within the FBOs as an instrument of self-learning complementing the advice provided by classic extension services. Three major types of FFS/FBO are considered: (i) staple crops FBOs (linked with the ABCs and agrodealers); (ii) inland valley swamps FBO (linked with IVS rehabilitation, Component 2); and (iii) cash crops FBO (linked with farming contracts and tree crops rehabilitation). As of today, MAFFS/FAO has already created/strengthened 390 staple crops FBO (clustered into 192 ABC – See WP 1). Besides, MAFFS/RCPRP is currently supporting 25 IVS FBO (related to the rehabilitation of 500 ha of IVS) and 75 tree crops FBO are under development/consolidation (corresponding to the rehabilitation of 3000 ha of tree crops plantation).

86. Within the SCP-GAFSP financing, around **1,000 new FFS/FBO** will be consolidated or set up throughout the 5 years of implementation. They will be divided into **540 staple crops FBO** (corresponding to 200 new ABCs), **270 new IVS FBO** (corresponding to the 4000 ha of IVS rehabilitation – see component 2) and **200 new tree crops FBO** (corresponding to the 8 000 ha of tree crops rehabilitation – see below contract farming sub component 1.2). They will be established based on a clear graduation phasing related to a progressive institutional and technical capacity building. The gradual phasing for FFS/FBO establishment is detailed in the Costab (See WP 9, Annex 1).

87. The FFS and FBO experiences were assessed in Sierra Leone as well as in other countries (desk review of FFS literature) and mitigation/adaptation measures were identified (See WP1). The main lessons related to the FFS and FBOs are described in paragraph 68 p 13. A FFS will represent around 60 members and a FBO around 40 members selected according to the targeting and gender mainstreaming strategy (See Paragraph 43). They will be formalized and registered according to the national legal requirements. Members will contribute through membership fees with the view to reach the financial sustainability of the FBO.

88. The MAFFS, with the support of FAO, will continue to implement the food crop focused FFS/FBO development and to ensure the M&E. These food crops FFS/FBO will be supported through three different channels:

- (i) **Establishment of 540 food crops FFS to enhance technical knowledge**, reinforced by MAFFS extension services (see sub-component 1.3) on staple crops . Based on the lessons learnt, the FFS approach has been revisited and

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<sup>7</sup> *Smallholder Commercialization Programme, Investment Plan, MAFFS, May 2010*

<sup>8</sup> *Ibid.*

will be developed based on three major steps: (1) **Inception: organizational framework:** training of facilitators, sensitization of farmers, and identification of the group; (2) **Implementation: technical framework:** establishment of the curriculum and the baseline, establishment of the learning tools, implementation of the activities; and (3) **Development: strengthening and expansion:** follow-up of the group, knowledge sharing, institutional. The FFS will include a **demonstration plot**<sup>9</sup>, training on production techniques and management, as well as literacy courses. The demonstration plot establishment includes fertilizers and seeds. Master farmers or leader farmers<sup>10</sup> will be selected and trained on activities more specific to women or men<sup>11</sup>. The curricula will be developed by the farmers themselves according to their needs and priorities. For the first year, a " quick start productive package will be provided by MAFFS to FFS' members ( see below). In the following years, inputs will be purchased by farmers through the agro business enterprises (see below sub component 1.2).

- (ii) **Provision of a quick start productive packages to foster farmers production and incomes of 540 FFS's members (32,400 hhs).** At the end of Year 1, the FFS will provided by the MAFFS/FAO with a productive package on a grant basis. The start-up production kit includes 25kg of improved seeds and 50kg of NPK (USD 50/ha/farmer in total<sup>12</sup>) in order to enable the FFS/FBO's members to implement the knowledge acquired. The following elements should be ensured by MAFFS/FAO: (i) the package is adapted to the commodity-focus and needs of each of the 540 FFS/FBO (rice, cassava, maize, groundnuts, etc.); (ii) the targeting groups are prioritized; and (iii) the impact on production is monitored.
- (iii) **Formation of 540 FBOs based on the most productive farmers of the FFS<sup>13</sup> aiming at production processing and/or commercialization.** The institutional support to the formation and/or strengthening of the Farmers-Based Organizations will be implemented based on a development and capacity-building plan. The productive package supplied to the FFS will be accessed through the ABCs on a credit basis (100 percent repayment) for two years.

89. Equipments like drying floors (300) and storage facilities (200) will provided based on the needs and maturation level of the FBOs in order to reduce post harvest loses and to value of product for farmers. Moreover, the progressive organizational strengthening and technical knowledge will be accompanied via short-term trainings and medium/long term technical assistance (NGO, FAO) focusing on organizational and financial management, planning, marketing, storage or processing. The maturation level of the FBOs will be regularly assessed by MAFFS/FAO and the development plan adapted to ensure the sustainability of the FBO.

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<sup>9</sup> For rice and cassava, the technical support will focus on demonstration of different seed varieties and fertilizers, cropping techniques, and pest management.

<sup>10</sup> One woman and one man per FFS

<sup>11</sup> Agricultural tasks are traditionally clearly divided between men and women with specific activities for both of them. Thus, female master farmers will be trained in techniques related to agricultural activities undertaken by women whereas men will be trained in techniques related to activities undertaken to men.

<sup>12</sup> Products subsidized by the Government

<sup>13</sup> The 40 most productive farmers out of the 60 FFS's members will be selected, taking into account the targeting strategy.



**Sub component 1.2: Improved commercialization through access to agro-services and value-chain development.**

90. The objective is to improve the quantity, quality and value of the marketed production by increasing farmers' access to inputs, processing facilities and marketing opportunities.

91. In Sierra Leone, around 5 percent of farmers have currently access to inputs (fertilizers, improved seeds, etc.). Agro-processing is also largely underdeveloped in the country, and is rarely managed by farmers or farmers' organizations. Marketing/commercialization is also hampered by: (i) the low quality and standardization of farmers' products; (ii) rare formal contracts between farmers/FBO and the private sector, (iii) scarce technical and economical support to farmers/FBOs; and (iv) poor infrastructure (storage, roads).

92. Both food and cash crops produced by the supported FBOs will be tackled. Food crops are particularly hampered by the above mentioned constraints while cash crops generally benefit from more structured value-chains dominated by the private sector. In order for the Programme to be adapted to these specific characteristics of the two sectors, differentiated strategies will be implemented for agricultural input and output commercialization. On one hand, most of the food crop sector will be strengthened via farmers-owned businesses linked to the food crops FFS/FBOs (Sub-component 1.1) in order to fill the gap of the private sector. On the other hand, for the value-chains where private operators are already investing, the Programme will seek public-private partnerships with existing enterprises.

93. To reach the objective, a three-pronged approach will be implemented ( detailed in WP 1):

- (i) **the Agro-Business Centres (ABC);**
- (ii) **the Agrodealer models for staple crops.** Both models will focus more particularly on the furniture of inputs, mechanized services, processing services in order for FBO to be able to implement improved package tested through the FFS mechanism and as well to increase the value of their work and production; and
- (iii) **the Contract Farming Approach for export crops. This value-chain approach will focus** on cash crops, tree crops in particular, and will integrate the rehabilitation of plantation. Opportunities with the private sector for other potential cash commodities will be explored.

94. **(i) The Agro-Business Centres (ABC) model** refers to a multipurpose facility registered and operated as a private liability company/or a company limited by guarantee. The conceptual framework of ABC aims at establishing sustainable and self-governed farmer/producer associations equipped with agro-service facilities. The ABC, in link with rural intermediaries, provides their members and local farmers with essential services that support access to technology innovations. These services include bulking centres, inputs and outputs marketing, equipment renting, communication and technical advisory services for production and processing.

95. Currently, the ABC model is implemented in Sierra Leone by MAFFS/FAO with funds of several donors. As of today, 150 ABCs were established and the establishment of 42 new ABCs has started this year. Several assessments of the existing ABCs were conducted (See WP 1) and provided specific recommendations to improve the model, including the following: (i) the timeframe needs to be connected to the capacities of the public extension services and the level of organization of the FBOs; (ii) the delivery of hard (buildings, equipments, inputs) and soft (training) support has to be more efficient to ensure ownership of the new structures by the beneficiaries; (iii) the implementation

needs to be supported by adequate field technical assistance (including NGO) that can mentor, coach and motivate the FBOs and ABCs, in complementarity and coordination with those delivered by the extension services; (iv) the ABC management structure should be flexible with FBOs willing to work together to allow efficiency and sustainability of the organization; and (vi) the business plans have to be developed from the beginning based on market characteristics and in collaboration with the beneficiaries.

96. Consequently, the ABC approach has been revised for the implementation of the GASFP financing (Details of the ABC Project Implementation Manual in WP 1, Annex). The revised approach is based on three major steps: **(1) Inception** with (a) Information and sensitisation of communities and the FBOs (business plans, identification of areas, community resource study, identification of priorities, etc.), (b) Formalization and institutional structure (FBO come together, election of leadership, institutional capacity building, registration of members, MoU with supporting organization); **(2) Expansion** with (a) Business development (selection of viable enterprises, training in enterprise development, activities planned and implemented), (b) Physical facilities (identification of site, construction); and **(3) Consolidation** with (a) Management (training, office system set up), (b) Institutional development (registration as a Limited Liability Company, bulk sourcing and marketing, ABC network, etc.).

97. A total of 341 ABCs will be supported, benefitting to around 150 000 farmers. The SCP-GAFSP will consolidate the 150 existing ABCs and will finance the establishment and development of 191 new ABCs at ward level based on market assessments. The new ABCs will be developed based on the 540 FBO supported through the Sub-component 1.1 based on their interests. Several value-chain business plans/models will be developed to ensure profitability and sustainability and will be adapted to one or several food crops. Rice and cassava for gari production will be targeted in particular due to the market demand and characteristics.

98. The ABC members will be identified according to specific criteria (See Paragraph 41). Besides the support to the construction of the ABC buildings, an “ABC package” adapted to the commodity/activity-focus of the ABC will be provided, including agro-equipment, initial stocks of inputs, transportation and office package that will be partly reimbursed (See paragraph 140). With the view to ensure the sustainability of the structure, a medium/long-term technical assistance will be provided based on a gradual capacity building plan including a clear exit strategy (See WP 1). The ABC members will thus benefit from specific training in business management and technical advices. Linkages will be promoted with the CBs to enable the ABCs to access to financial services easily available, affordable and adapted to their business activities (See Component 3). Commercialization/marketing will be facilitated through linkages with national traders/exporters such as Commodities Trading Co (CTC) for rice (See WP 1). Regular capacity assessments will be undertaken to adapt the support and monitor the profitability. During the Mid-Term Review, opportunities for ABC networks at district and national levels will be explored (See WP 1).

99. In terms of phasing, a contract will be established for the 2-3 years of implementation based on the UTF model already used for the EUFF. FAO will manage the entire process of ABC development except the construction of the building and the procurement of the equipment that will be undertaken by the SCP-GAFSP Management Unit. After Year 2-3, the capacities of the MAFFS will be assessed for a progressive transfer of responsibilities.

100. ***(ii) The Agrodealer model*** has been successfully developed by CNFA in East Africa and relies on the development of a **private network of agrodealers** providing the smallholders with access to improved inputs (seeds, fertilizer, crop protection products), services (advice, machinery, micro-insurance, credit) and output marketing (processing, crop aggregation, packaging). Contrary to the ABCs, the agrodealers are

individual private entrepreneurs willing to invest in the agricultural sector in rural areas and fully integrated in the value chains. The model includes demonstration plots for each business as well as regular exhibitions and farmer field days. The agrodealers are supported in terms of working capital and linkages with the markets, e.g. national and international traders/exporters of agricultural inputs and outputs.

101. 40 agrodealers will be established in two districts, providing access to improved inputs to at least 10,000 farmers. The details of the approach as well as the business plans are provided in WP 1.

102. The Agrodealers model will be implemented directly by CNFA as a pilot based on the proposal approved by the MAFFS (See WP 1). A joint assessemnt will be done by MAFFS, FAO and other partners to study the performance of this model and the opportunity to expand it.

103. ***(iii) The Contract Farming approach*** will target exclusively cash crops and seek the involvement of the private sector in order to encourage value-chain development and investments in the agricultural sector in Sierra Leone. The Programme will focus in particular on tree crops but will also explore opportunities for other cash crops based on market assessments. The approach will enable an integrated support to farmers from rehabilitation and production to commercialization.

104. Because of the war, many tree crop plantations were abandoned during more than 15 years and as a result, the demand of farmers for rehabilitation in the south and East of Sierra Leone is high. However, the labour requirements for rehabilitation are high and are often beyond their scope. The potential for rehabilitation is estimated to more than 100,000 ha of total plantation surface of tree crops (cocoa, coffee, oil palm). Under the ongoing RCPRP, 3,000 ha were rehabilitated in 2009-2010 and 4,000 ha are targeted for 2011. So far, the results of the model experienced through the RCPRP have been very encouraging (See box below).

#### ***Past Experiences: tree crops rehabilitation***

Two private sector Implementing Partners were contracted by the RCPRP to organise and supervise the rehabilitation work of smallholders and to provide support services: (i) Millennium Cocoa Growers Cooperative (MCGC), which was supported under the STABEX tree crops project implemented by Welthungerhilfe. They contributed to the project by training the farmers, supporting them in post-harvest handling, buying and marketing the harvest. MCGC has started exporting cocoa and coffee under the fair trade label; and (ii) BioUnited, an enterprise, which has successfully entered the cocoa market in Sierra Leone, efficiently organising 26,000 smallholder cocoa farmers and being the first in Sierra Leone to export organic cocoa to Europe. After rehabilitation, cacao yields were increased by 31 percent, the percentage of bad beans was reduced from 30 to 9 percent and the average income of the smallholder farmers increased by 81 percent. The two enterprises were able to pay the farmers substantially higher prices (25 percent) than "classical" traders. These higher prices generated an average increase of income of the households from cocoa and coffee by 81 percent between May 2008 USD 236 per (measure)) and October 2009 (USD 427 per (measure)). The overall increase cannot be attributed only to project interventions but also to an increase in world market prices, from which the cacao producers benefited. The money paid to farmers has forced traders to increase their prices in project-supported villages.

The return from labour for cocoa was USD3.50/man day and for coffee USD1.50. The impact on the environment is favourable: The cocoa and coffee plantations are an environmentally sustainable farming system for the upland in East Sierra Leone. It assures a permanent vegetative cover that resembles natural forest, and is a sustainable alternative to the destructive slash and burn farming system for annual food crops. From an environmental and production perspective, annual food crops are best grown permanently in developed swamps. The income from intercropped plants can be as high as 46 percent of the total income of such cocoa/coffee agro forestry plots.

105. The same approach will be replicated by the SCP-GAFSP with the rehabilitation of 8,000 ha (1ha/farmers max.) of abandoned and unproductive plantations, including approx. 3,800 ha of cocoa, 1,200 ha of coffee and 3,000 ha of oil palm. The estimation relies on the current trends of international markets where demand for organic cocoa and palm oil is high and offer higher profitability than Robusta coffee.

106. Only smallholder farmers, in particular youth and women (at least 25 percent), with farm sizes of up to 6 acres (2.5ha) will be targeted. Criteria for selection are: willingness to rehabilitate, size and status of farm, residence in the area, part of a geographical cluster of farms, vulnerability, land tenure, age and sex. Farmers will be selected by the communities in collaboration with the local youth organizations, and with the oversight of FAO/MAFFS and the IPs (farm inspections). The selected farmers will be encouraged to form FBOs under sub-component 1.1. The registration of the farmers/established FBOs as an organic will be done by the implementing partner and verified by the Programme. At village level, the FBO will form geographical clusters and in order to facilitate the respect of organic certification requirements, all farmers of a village could be registered in the cluster. The FFS established within the FBOs (sub-component 1.1) will focus on rehabilitation techniques, shade management, pruning, transport, handling and storage, fermentation and drying. Farmers will also be sensitized to techniques aiming at preserving a bio diverse agro-forestry environment, including the adoption of other crops, such as banana, pineapple, and fruit trees. Women in particular will be targeted for these trainings.

107. A rehabilitation package will be delivered by the IP to the FBO under sub-component 1.1 (See paragraph 92 (ii)). The labour constraint of farmers/FBOs for rehabilitation will also be tackled via youth groups, paid by the project through the IP. The IP, in collaboration with SLARI and the extension services, will establish village nurseries with new/improved varieties for the clustered FBOs, caretakers trained and the seedlings used for replanting of over-age plantations. After completion of the rehabilitation, the production harvested is bought, processed and marketed/exported by the cooperatives and enterprises which offer prices for good quality. MoUs will be concluded between the IP and the FBO, signed by all farmers benefiting from the scheme. The MoU includes the obligation of repayment of 50 percent of the costs of the rehabilitation after the first harvest. The farmer and the FBO will receive copy of the reimbursement attestation by the MAFFS/SCP-GAFSP. A special account in a Community bank/Financial Services Association or other financial institutions will be use as a channel to feed the Agricultural Development Fund in the Bank of Sierra Leone. The Agricultural Development Fund/revolving funds is described Paragraphs 170 – 176.

108. As already mentionned, the Programme will replicate the model already implemented with success by MAFFS/RCPRP for cocoa, coffee and oil palm rehabilitation in Kono and Kalaihum districts. A model of contract is provided in WP 1. Therefore, during the first year, the MAFFS/RCPRP project unit will provide support and advice to the SCP-GAFSP Management Team in order to facilitate the implementation of this activity and ensure a good coordination between the various tree crops rehabilitation programmes. The implementation will be fully undertaken by the SCP-GAFSP Management Team for the remaining period. To ensure a good delivery of results both in terms of quality and volumes, each new private partner will be first tested with a first contract of 500 ha to be rehabilitated which will be renewed after assessment of results and completion of contract, The proposed phasing per year will be 2,000 ha, 2,800 ha, and 3.200 ha in order to ensure the reimbursement and the progressive capacity building of all farmers targeted.

109. Finally, opportunities to replicate and adapt the approach for other commodities will be explored. A study on bio-energy and food security will be undertaken by FAO to

identify the potential for the production of cassava-based biofuel. The results of the study will be discussed during the Mid-Term Review for further actions.

**Sub component 1.3: Enhanced long-term technical support and representation through the institutional development of MAFFS and farmers' organizations (FO).**

110. The objective is to enable a long-term and sustainable support to the farmers and their FBOs through two institutional channels that will be strengthened by the Programme: (i) the MAFFS, in particular the extension services at district levels; and (ii) commodity-focused FBOs networks at district and national levels.

111. ***MAFFS District Agricultural Offices (DOA)***. The Programme will seek to reinforce the capacities of the MAFFS to ensure the fulfillment of its mandate. The aim is to ensure sustainable, adequate and efficient public extension services to the farmers and the FBOs. The SCP-GAFSP will concentrate on MAFFS at District level. Among others, the additional capacities should allow the DOAs to provide technical support, to deliver productive packages and to run an efficient M&E system. MAFFS capacity building should lead to the adequate functioning all MAFFS circles, e.g. at least one extension officer for around 35 villages.

112. This support will directly complement other capacity-building initiatives provided to the MAFFS. Australian Aid, through FAO is indeed supporting the SCP Secretariat at MAFFS headquarters level and the SCP Coordination Units within the Local Councils. The aim is to provide funding for international experts embedded with national experts to assist in the development of clear plans for specific commodities at national and district government levels.

113. The SCP-GAFSP will replicate the same approach developed within the RCPRP which already supports the four DOAs of Kailahun, Kono, Kenema and Koinadugu. Each DOA was assessed in terms of equipments, logistics, human resources and training, in order to identified the existing needs. A capacity-building plan was already developed for the 9 remaining DOAs (See Annex 6) and will be implemented based on a three-year phasing. In Year 1, the Programme will concentrate on the rehabilitation of DOA buildings, the recruitment of additional staff as well as the procurement of equipments and logistics. The training of staff in various technical areas will be spread over three years to ensure a progressive strengthening of institutional capacities.

114. ***Farmers' Organizations***. Besides the support provided to the grassroots FBOs through Component 1, the SCP-GAFSP will also facilitate the institutionalization and strengthening of FBOs networks at district and national levels. The objective is to provide institutional assistance to these networks with the view to enable them to defend farmers' interests within the value-chains and policy dialogue. The Programme will seek to make them functional in terms of representation, participation and policy dialogue.

115. A two-pronged approach will be developed. On one hand, as part of the start-up activities, the SCP-GAFSP will select several existing networks based on the assessment of the existing institutions through a consultant. He will focus on commodity-focused structures with a strong link with grassroots FBOs and identified specific capacity-building activities. The aim is to promote organizations benefitting from legitimacy and recognition from the ground, and which are already well integrated in the commodity chain. In particular, the Programme will focus on cash crops and will facilitate the links of these organizations with the private sector.

116. On the other hand, the SCP-GAFSP will focus on NaFFSL which developed a proposal with regard to the FBO's involvement in the implementation of SCP-GAFSP activities. Through NaFFSL, the Programme aims at providing the FBOs with the

necessary institutional support to develop and structure them within the commodity-focused value-chain. NaFFSL can facilitate exchanges and promote the links with the public institutions and the private sectors. The organization has also an important role to play in the area of policy advocacy and governance. Indeed, one of the complaint mechanism included in the SCP-GAFSP is directly focused on NaFFSL and its representatives at district level.

117. However, the proposal needs to be shared with Farmers members to be translated into a Farmers Development Plan that will be in a second step, contractualize, financed and assessed. . A provision for capacity-building is included in the Costab, and based on the results of the concertation, an action plan with concrete measures will be established and progressively implemented. SCP-GAFSP will complete financially the support already provided by PAGE.

## **Component 2: Small scale irrigation development**

118. **Objectives and targets.** The objective of this component is to develop small scale irrigation infrastructure in order to raise the national rice production on a sustainable manner through: (i) higher yields; and (ii) increased cropping cycles per year. The SCP-GAFSP will rehabilitate a total of 4000ha IVS benefiting around 270 FBOs corresponding to 8,000 households. The following indicators and associated objectives should be achieved for the targeted farmers of which at least 30 percent are female, 50 percent are youths and 20 percent are female youths:

- (a) 30 percent of the targeted farmers have increased their rice yields by 30 percent;**
- (b) 30 percent of the targeted farmers have undertaken more than one cropping cycle per year.**

### **Main Results expected through this component are:**

- 4,000 ha of Inland Valley swamps rehabilitated for at least one cycle of rice irrigated production per year**
- 270 IVS associations/FBOs are functional and sustainable. They ensure the maintenance and the economic development of the IVS rehabilitated.**
- 26 youth contractors were registered and are used as IVS development service providers for the programme or for other projects**
- District LWDD office able to plan and monitor the SCP IVS programme**

119. This Component will replicate and upscale the on-going approach implemented by the RCPRP (See details in WP 2).

120. The **overall strategy** of Component 2 is based on:

- Establish and/or support partially mechanized youth contractors in order to ensure functionality and sustainability of the swamps;
- Strengthen and oversee the links between LWDD, service providers and IVS associations/FBOs
- Support the capacities of the LWDD to enable them to fulfill their mandate efficiently on a sustainable basis.

121. In Sierra Leone, inland valley swamps cover an estimated area of 690,000 ha out of which around 15 percent is currently developed and under production. Inland

valley swamps play a major role in the restoration and increase of agricultural production, through crop intensification and diversification (rice and vegetables).

122. The Project will focus on the rehabilitation of existing IVS that were during the war abandoned and overgrown during the war where technically, socially, economically and environmentally feasible. In 2009, approx. 150 ha were successfully rehabilitated by MAFFS/RCPRP and 400 additional hectares were rehabilitated in 2010. Based on this experience, farmers' demand and in support of the Smallholder Commercialisation Programme (Component 2) of the GoSL, the SCP-GAFSP financing will geographically complement the RCPRP with 4,000 ha of IVS rehabilitation. The RCPRP approach will be replicated with improvements regarding water management and maintenance. The Component will be implemented by MAFFS/FAO in collaboration with the Land and Water Development Department of the MAFFS. Based on the assesment of the capacities of the LWDD at district level, the implementation of this component will be transfered totally or partially to the MAFFS/LWDD

123. Potential area of swamps to be rehabilitated will be provided by the Land and Water Development Department (LWDD), based on maps, field knowledge and past interventions before war. LWDD/RCPRP will then organize a technical visit on the site and confirm the possibility to rehabilitate the IVS. During the same visit, they will provide all information/ sensitization to the population on the condition for SCP/SCP-GAFSP to intervene (40 percent of the rehabilitation cost to be reimbursed, necessity to organize themselves in FBO or IVS association to rehabilitate, exploit and maintain the infrastructure, targeting and land requirements). If the beneficiaries are interested, the LWDD and SCP/SCP-GAFSP service providers realize the technical, social and economic survey to confirm the opportunity/feasibility to rehabilitate this IVS and design the plan.

124. At this stage, an IVS FFS/FBO will be established by MAFFS-LWDD/FAO on the same model developed in Sub-Component 1.1. After formalizing and registering their IVS association, a formal request will be sent to SCP-GAFSP. A result-based contract between this IVS association, the LWDD and SCP/SCP-GAFSP will be drawn. This RB contract will be signed for three campaigns with a gradual support to ensure the sustainability of both the IVS and the IVS association after the completion of the Programme. The IVS association will be the implementing agent and will contract one or two groups of youth<sup>14</sup> previously trained in IVS rehabilitation. In average, for 10 ha, the association will contract two groups (around 60 youth male and female) paid USD 2 per day who will work two days a week during the three months. Tools and supervision are provided by SCP/SCP-GAFSP and LWDD. Food for work is provided by WFP when possible. The IVS association open an account in the Community Bank, FSA or other micro finance institutions. Each instalment is paid after certification by the supervisor (private contract) by SCP/SCP-GAFSP on the account. After finalization of the work, LWDD receipt the IVS rehabilitated and inscribe it in the national data.

125. The role of the FBO or IVS association is to (i) rehabilitate the IVS, to organize a fair management of the water, to ensure the maintenance and functionality of the infrastructure, to monitor and evaluate the individual production and to provide services as desired and defined by the members. After the first year, the FBO/IVS will be encouraged to access credit with the FSA or Community Bank supported by the MAFFS/RFCIP.

126. In terms of work, during the first campaign, drainage and irrigation is realized. During the second campaign, field levelling, water management and maintenance is strengthened. During the last campaign, training on association management or organization as well as intensification and profitability are carried out (started in the first

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<sup>14</sup> Around 25 youth groups have trained by RCPRP on IVS rehabilitation in each district.

year). The same training will be provided to the IVS association/FBO on financial/administrative management. After the first year, the FBO/IVS association will start to reimburse 40 percent of the total cost in a special account in a Community Bank. Based on the previous experience, the average total cost for IVS rehabilitation is USD 1,780 (See details below).

Items	Average amount/ha	Comments
Equipment (including power tillers – one for 15 ha, see 5) and tools	550 \$	
Seeds	95 \$	
Fertilizers	135 \$	
Labour	600 \$	300 man-days paid 2 \$/day
Mechanised labour	215 \$	= reimbursement + linear annual depreciation (5 years basis) + 10 % maintenance
Design and supervision	80 \$	
Training	105 \$	Including machinery training
<b>Total amount component 2*</b>	<b>1780 \$</b>	

127. The average total base cost for IVS rehabilitation has been estimated at 1780 USD/ha: USD 780 of inputs (fertilisers and seeds) and USD 1,000 for the work (labour, design, supervision and training, mechanization). After the first harvest, 40 percent of the total cost will be reimbursed by the beneficiaries through the FBO/IVSA to the agricultural development fund through the account within the FSA/CB.

128. The IVS rehabilitation is based on the active participation of the beneficiaries in its design, implementation and monitoring. The work would be largely manual and the youth contractors would employ, train and supervise their peers, thus having a significant employment effect. Group leaders would be trained in IVS design and rehabilitation work to enable them to assist other groups in rehabilitation work.

129. The swamps, mostly of a size of 10-30ha, will be managed by FBOs. The project will provide support to effective group formation, irrigation management and maintenance and crop cultivation using the FFLS approach. The potential for average rice production under smallholder farmers is high (approx. 4Mt/ha). Double cropping with rice or with a second crop benefiting women, such as vegetables and groundnuts, will be encouraged. Each member will cultivate its own parcels. Marketing is done individually or through the FBO.

130. In order to increase the cropping intensity, the cultivation of nitrogen fixing crops such as pigeon peas and cowpeas will be encouraged. Selection of swamps and groups would be made on the basis of performance of the groups, number of beneficiaries and production potential of the swamps.

131. Drawing lessons from the RCPRP interventions, the Programme will include small-mechanisation in order to overcome the labor constraint and to enhance the quality and sustainability of work. The SCP-GAFSP will establish and/or support around 2 **youth contractors** per district who will act as service providers. Considering an average IVS size of 15 ha and a total area to be rehabilitated of 4,000 ha (1,000 ha/year over 4 years), during one season a youth contractor group could do an average of 4 swamps (60 ha).



132. The youth contractors will be trained in IVS rehabilitation and development, provided with small equipment on a loan basis (50 percent<sup>15</sup>) and accompanied in the area of business management. The cost for a set of equipment for the mechanisation of the rehabilitation work is USD 20,000 including a 10 percent provision for spare parts and a 5 percent provision for training of contractors (chain saw, petrol water pump, soil vibration machine, road roller, stump grinder, monkey winch).

133. A result-based contract will link LWDD/MAFFS and the service providers. In order to ensure the functionality of the swamp, the contract will cover a 2-3 years period and include the physical rehabilitation of the IVS, water management for the IVS once rehabilitated (irrigation and drainage), cropping of the IVS (to ensure double and/or triple cropping). For the rehabilitation of IVS in Y2-5 of the Programme, a bidding will be organized in order to select the best service providers.

134. In terms of works, during the first campaign, drainage and irrigation will be installed. It should begin as early as possible in the year (January or February) when there is a low risk of conflict with upland labour requirements and when the hydrological conditions in the swamps are the easiest. During the second campaign, field levelling, water management and maintenance are strengthened. In some cases, it will be necessary to extend drainage and irrigation works during that second campaign.

135. The MAFFS **Land and Water Development Division** (LWDD) will supervise the IVS identification and technical rehabilitation work. It will carry out the topographic, soil, hydrological social and economic surveys to confirm the opportunity and the feasibility to rehabilitate the IVS and to get the technical elements necessary for the design of the plan. LWDD will also train youth contractors and communities to rehabilitate IVS and in water management. After finalisation of the rehabilitation work, LWDD certifies the IVS rehabilitated and inscribes in the national data. Finally, LWDD will manage, update and disseminate the IVS master maps at district level.

136. The current capacities of the LWDD need to be increased. Therefore, the Component will provide funding to recruit a total of 28 young graduate irrigation technicians (two per district and two at LWDD head office) and to train them. In addition, LWDD will be supported with short-term or south south technical assistance to enhance their capacity for the timely implementation of the activities. At headquarters level, a long term irrigation specialist will be recruited to guide the SCP for Component 2.

137. The **monitoring** will be undertaken on a participative basis involving the beneficiaries, the service providers and LWDD. Information will be centralised by the M&E unit of the SCP-GAFSP Unit and the SCP Coordination Team. Particular attention will be paid to the compliance with the targeting strategy to ensure that the quotas for women and youth are respected. The monitoring system will provide the necessary information to measure the benefits actually received by these two target groups.

### **Component 3: Access to financial services**

138. **Objectives and targets.** The objective of this Component is to empower smallholders and rural poor economically and socially through enhanced access to affordable financial services. The Component 3 intends to overcome the financial constraints faced by farmers, FBOs, and rural/agro-businesses in order to facilitate and complement the activities of Components 1 and 2. Via the establishment of profitable and sustainable FSAs and CBs, they will have the opportunity to open banking accounts and access to credit to finance their productive and marketing activities.

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<sup>15</sup> To be reimbursed after 180 ha of IVS rehabilitated (i.e. after approx. 3 years of operation).

139. The following objectives should be achieved for the targeted farmers of which at least 30 percent are female, 50 percent are youth and 20 percent are female youths:

- (a) **10 percent** of the targeted **farmers have a banking account in a FSA or a CB;**
- (b) **10 percent** of the targeted **farmers have received a loan from a FSA or a CB.**

**Main Results expected through this component:**

- **15 Financial Services Associations (FSA) functional in 9 districts**
- **7 Community Banks (CB) functional in seven districts**

140. The **overall strategy** of Component 3 is based on the following:

- The FSAs and CBs are established based on profitable business plans and result-based MoUs are developed with these institutions in order to ensure progressive exit strategy and financial sustainability;
- Close support and advice are provided by the Technical Assistance Agency (TAA) already functional and that will evolve as an apex body of these institutions to strengthen their integration in the Sierra Leone Finance Framework.

141. In order to facilitate the coordination and to ensure the best efficiency of the funds, this component will be implemented by the RFCIP with few additional staff through an annual performance-based MoU signed with the MAFFS. This will be supervised by the Bank of Sierra Leone, the SCP-GAFSP Management Unit within the SCP Coordination Team, and the TAA. The SCP-GAFSP financing will directly build on the FSA and CB experiences of the Rural Finance and Community Improvement Programme (RFCIP), and will replicate the revised models (See WP 3) at national level by the Government of Sierra Leone through the SCP. The MAFFS/RFCIP will implement this component. The MAFFS/RFCIP (2008–2014) provides already, in coordination with others donors, support to the Bank of Sierra Leone. Hence, the Component 3 will only focus on the establishment of additional CBs and FSAs while the supporting institutional framework (BoSL, TAA) is undertaken by the RFCIP.

142. Background on and the assessment of the current situation of the FSAs and CBs is presented in the Working Paper 3. Data related to the performance of the existing FSAs are presented below.

*FSAs performance (January 2011)*

<i>Niawa (2008)</i> <i>FSA (year of</i>	778 <i>No of</i>	5.358 <i>No of</i>	26.790 <i>Capital</i>	344 <i>No of</i>	85.740 <i>Amount of</i>	25.058.000 <i>Amount of</i>	79 <i>Repayment</i>	n.a. <i>PAR</i>	36.164.698 <i>Total</i>
<i>establishment)</i> <i>Gaura (2008)</i>	947 <i>Shareholder</i>	17.697 <i>Shares</i>	88.485 <i>Amount</i>	687 <i>Loans</i>	286.160 <i>Disbursed</i>	110.493.430 <i>Loans</i>	95 <i>rate (%)</i>	>30 <i>n.a.</i>	51.399.120 <i>income</i>
<i>Nimiyama</i>	591	6.107	30.535 <i>(Le)</i> <sup>16</sup>	106	57.300 <i>(Le.000)</i>	29.975.500 <i>(Le)</i>	98	2 <i>(%)</i>	8.021.811
<i>(2009)</i> <i>Nimikor (2007)</i>	1.033	11.073	55.365	835	295.660	38.359.000	95	5	31.023.500
<i>Fjama (2009)</i> <i>Sengbe (2007)</i>	1.002 752	15.664 3.208	78.320 16.040	211 333	156.060 84.800	84.577.000 17.819.500	98 90	2 10	18.422.471 10.479.920
<i>Sandor (2009)</i> <i>Peje West</i>	609 1609	7.474 21.171	37.370 105.855	240 495	98.780 369.960	37.093.250 39.651.850	95 96	5 3	14.193.000 52.180.100
<i>(2008)</i> <i>Jawie (2009)</i>	1.148	12.449	62.245	301	171.600	78.012.750	100	n.a.	25.639.250
<i>Mandu (2008)</i> <i>Luawa (2009)</i>	947 944	8.454 12.994	42.270 64.720	351 230	128.273 150.720	51.275.100 85.485.000	97 98	2.6 2	16.015.000 15.928.500

<i>Lei (2010)</i>	308	2.534	12.670	34	9.600	7.979.000	100	n.a.	2.869.193
<i>G/Kono (2010)</i>	508	4.259	21.295	13	4.700	3.823.000	100	n.a.	2.535.600
<i>Dama (2010)</i>	579	2.590	12.950	60	12.600	11.484.000	100	n.a.	12.145.000
<i>K/Leppiama (2010)</i>	441	3.204	16.020	28	11.220	9.667.000	100	n.a.	12.352.000
<i>Kissi Teng (2010)</i>	476	1.747	8.735	16	4.600	4.091.000	100	n.a.	4.864.000
<i>Kissi Kama (2010)</i>	508	1.579	7.895	22	4.740	3.522.500	100	n.a.	2.521.774

143. A **Financial Services Association (FSA)** is a rural financial institution that provides a range of financial services to its shareholders, who are the owners of institutions. A **Community Bank** is a stand alone/unit bank (banking license) established to provide financial intermediation services to communities. The CBs have larger capacities than the FSAs and offer both individual and group loans, for commercial/trading purposes, agricultural production purposes, socio-economic purposes (salary Loans), industrial activities purposes and for community activities. Both CBs and FSAs complement each other in terms of geographic coverage and activities (nature of financial products).

144. **Establishment of FSAs and CBs.** As part of the SCP-GAFSP design, a mission was conducted in October 2010 to undertake a feasibility study identifying the potential locations for new FSAs and CBs that would be founded through Component 3 of the SCP-GAFSP. Under the SCP it was assumed that 130 FSAs will be established nation-wide. The total number of FSAs that will be operational under the RFCIP by June 2011 will be 36 FSAs leaving a gap of 94 FSAs for the SCP to fill in. The issues that arise include the capacity of the Chiefdoms to support 94 FSAs and sustain their viability. The reality is that not all Chiefdoms might have the economic potential to fully support the operations of an FSA. Thus, the proposed number of FSAs to be undertaken under the SCP for 2011 – 2014 is 69 FSAs to bring the national total to 105 FSAs starting with 15 FSAs in 2011. The table below identified potential locations for the additional CBs and FSAs that will be established under the SCP-GAFSP funding. The column FSAs (SCP 2011) shows distribution of proposed FSAs to be established in 2011.

*Mapping of additional FSAs and CBs under SCP-GAFSP*

District	Province	18 Chief dom	ABCs per District	FBOs		FSAs			CBs		
				Max	Training	RFCIP	SCP	SCP 2011	RFCIP	SCP	SCP 2011
Bombali	Northn	13	14	70	78	2	10	1	0	3	2
Kambia	Northn	7	14	70	42	2	8	1	0	3	2
Koinadugu	Northn	12	10	50	72	7	0	-	1	2	-
Port Loko	Northn	11	12	60	66	0	10	2	1	2	-
Tonkolili	Northn	11	13	65	66	0	10	2	1	2	-
Bo	Southn	15	14	70	90	0	10	2	0	3	2
Bonthe	Southn	11	9	45	66	0	6	2	1	2	-
Moyamba	Southn	14	12	60	84	0	8	2	0	2	1
Pujehun	Southn	12	12	60	72	0	6	2	1	2	-
Kailahun	Eastn	14	12	60	84	9	0	-	3	0	-
Kenema	Eastn	16	16	80	96	8	0	-	2	1	-
Kono	Eastn	14	7	35	84	8	0	-	3	0	-

District	Province	<sup>18</sup> Chief dom	ABCs per District	FBOs		FSAs			CBs		
West	Westn Rural	0	3	15	0	0	1	1	0	1	-
		150	148	740	900	36	69	15	13	23	7

145. Seven (7) CBs have been earmarked under the RFCIP in addition to 6 CBs set up by BoSL which add up to 13. Following discussions with NPCU a consensus of maximum 3 CBs per District was agreed to arrive at a total of 36 which is lower than 53 CBs earmarked in the SCP document. The difference of 23 CBs to make up the 36 CBs will therefore be covered under the SCP of which seven (7) are proposed for establishment in 2011. The distribution according to Districts is as shown in table 1 above.

146. The location of the new structures is currently under further assessment by the TAA in order to coordinate with the existing micro-institutions and avoid duplications with other donors.

147. The summary estimated cost of SCP-GAFSP Component 3 is calculated to be USD 8 Million which includes the cost of feasibility study (one officer) covering all districts to assess economic viability and location of CBs and FSAs; the establishment costs including cost of buildings, computer hardware, software, motorbikes and other fixed assets for the CBs and FSAs to be incurred in year of establishment only; operational costs for each CB and FSA to be established for three consecutive years after which CBs and FSAs should assume responsibility for running costs; and support for the Bank of Sierra Leone (BoSL) to cover capacity building for the Banking Supervision Department (BSD) and the Rural Finance Unit (RFU). The support will cover vehicles, computers, printers, photo copiers and training courses in microfinance.

148. The expected increase in number of CBs and FSAs will require expansion in the work schedule of the RFCIP/TAA including extensive on-site examination. Support will be provided to these units for monitoring, personnel and logistics.

149. **Institutional Support to CB and FSA.** Support of different nature will be provided to the CBs and the FSAs by several institutions. This institutional support will guarantee their sustainability in the long run and will consolidate the overall institutional framework of the rural finance sector in Sierra Leone. Three institutions will play complementary roles in the Programme: the Technical Assistance Agency (TAA), the Bank of Sierra Leone (BoSL) and other partners such as MITAF II. The institutional framework of CBs and FSAs as well as the refinance facility mechanism are provided in WP 3.

150. The existing CBs and FSAs are closely monitored by the *Technical Assistance Agency (TAA)*, in collaboration with the Bank of Sierra Leone and the IFAD PCU. The role of the TAA is to provide the CBs and FSAs with technical support and oversight their operations. The TAA monitor key performance indicators related to profitability and sustainability on a regular basis and provide assessments of the financial performance ( See WP 3, Appendix 6&7). Besides financial management, the TAA oversees the organizational structure of the CBs and FSAs.

151. In a context where it is estimated that only 5 percent of the farmers have access to rural financial services, the Programme will seek two types of **partnerships and synergies**:

- (i) **Synergies with existing initiatives in the rural microfinance sector** (See WP 3, Annex 5): 1) geographic synergies to extend the coverage of the country in terms of rural financial services; and 2) partnerships to ensure a sound

institutional environment and support for the MFI (refinancing, support to BoSL, etc.). At the beginning of the programme, a workshop will be organized with all the actors involved in rural finance in order to build partnerships and collaboration mechanisms that would create synergies. More particularly, exchanges with MITAF II will be fostered and the programme will seek modalities of cooperation between the CB/FSAs and MITAF II ( see WP 3, p 22-23);

- (ii) **Synergies with the other Components of the SCP-GAFSP:** 1) in order to guarantee the efficiency and transparency of implementation; and 2) to contribute to the sustainability of the rural actors involved (ABCs, FBOs, youth contractors, etc.). Hence, the location of the different activities and stakeholders will be identified based on a holistic approach.

### **Recovery Strategy and Refinance Facility**

152. The SCP is currently developing, under the Bank of Sierra Leone supervision, a network of microfinance institutions to improve rural poor's access to credit. The SCP/SCP-GAFSP will facilitate the access of FBO to financial service providers to facilitate the financing of their development plans. Links will be established with the RFCIP (FSA/Community Banks) and the World Bank-funded RPSDP which provides a matching grant fund for micro-projects (e.g. agro-processing) implemented by FBOs.

153. Besides, the SCP-GAFSP will support several actors (FBO, youth contractors, ABCs) with equipments and inputs on a credit basis to enable them to start up their activities (production, marketing, etc.). Around USD 7.3 million will be recovered by the SCP-GAFSP as a result of the pay back approach. The pay back mechanism already of the RCPRP Plus approved in December 2010 will be used. Concretely, the reimbursement will be deposited quarterly by the implementing partners and/or the FBOs into a special account located in the Bank of Sierra Leone, named "Agricultural development fund/refinance facility" (ADF/RF) and would be entirely dedicated to agricultural lending.

154. This Recovery strategy of the SCP-GAFSP will be applied to:

- "ABC package": the ABC will benefit from a specific "ABC package" (Cf. Paragraph 90) that will be partly reimbursed. The ABC members will reimburse 50 percent of the agro-processing equipment and 100 percent of the initial fertilizer stock to the Agricultural Development Fund through a Community Bank;
- "Productive package": for the 540 staple crop FFS/FBO
- "Rehabilitation package": the FBO beneficiaries of the tree crop and IVS rehabilitation packages will reimburse respectively 50 and 30 percent of the package;
- "Mechanization package": the group of youth will receive equipment for IVS rehabilitation based on loan basis. They will pay back 50 percent of the package.

155. The "Agricultural development fund/refinance facility" (ADF/RF) will be used as a leverage to ensure the achievement of the SCP/SCP-GAFSP objectives. In particular, the fund will provide refinancing for the FSA and CB.

156. The delegations of the BoSL and MODEF, a technical and steering committee (TSC) will meet quarterly in Freetown to analyse the request made by FSAs and CBs to benefit from medium or long term loans from this ADF/RF. This TSC will be composed of MODEF, BoSL, FBO, CB and FSA representatives and will be presided by the TAA. Criteria for approbation will be: (i) performance of the CB or FSA. No allocation of portfolio at

risk at 30 days is above 2 percent during the last three months, (ii) at least 75% of the objectives of the business plan are achieved the previous year, (iii) the request of fund is technically and financially justified with evidence of the FSA or CB absorptive capacity for the funds requested. Based on that, the TSC will decide on quarterly allocations. No FSA or CB will be allowed to benefit of a second allocation if (i) requests of other FSA/CB which have not already benefited are still pending, and (ii) if they have not reimbursed timely their first loan.

157. The ADF/RF will make preferential conditions for loans to CB and FSA (inflation plus 1 percent). The TAA will report quarterly on its utilization, results and impacts to RCPRP, BoSL, MODEF and MAFFS as well as members of the Technical Steering Committee.

158. In order to be able to satisfy the recapitalization needs of the FSAs and CBs, the ADF/RF will also be fed through the SCP-GAFSP which includes a provision of USD 90,000 and USD 40,000 for the recapitalization of the CBs and the FSAs respectively.

## **IV. IMPLEMENTATION AND INSTITUTIONAL ARRANGEMENTS (KSF 4)**

### **A. Institutional development and outcomes**

159. Institutional development will take place at various levels:

160. At the **level of the beneficiaries** by supporting farmers to organise themselves, to pursue a common interest in an organization and efficient way and to successfully engage in economic activities. The institutional development will be process-oriented and is expected to result in formalised economic entities: Farmer groups will organise themselves in registered FBOs and the ABCs will be registered as limited companies. The capacity building and institutional development at this level will be measured in terms of number of viable FBOs and ABCs, their degree of sustainability, and the number of beneficiaries benefiting from these enterprises and improvements in their livelihoods (income, food security).

161. In order to enable the beneficiaries to achieve their objectives, competent and resourceful **governmental, non-governmental and private service providers** are needed. Under the SCP-GAFSP, a targeted capacity building programme will be developed to strengthen MAFFS Departments and private sector service providers and contractors. This will also include logistics, infrastructure and equipment. The capacity building and institutional development at this level will be measured in terms of efficiency and timeliness of services delivered, quality of services and client satisfaction.

162. The **SCP-GAFSP Management** Unit, in charge of the SCP-GAFSP-funded components of the SCP, will be strengthened through training, logistics and equipment. The capacity building and institutional development at this level will be measured in terms of degree of compliance with rules and regulations, implementation of the work plans and the level of achievement at the outcome and impact level.

### **B. The collaborative framework**

**Component 4: Smallholder Commercialisation Programme and SCP-GAFSP coordination and management**

163. The objective of this component is to ensure effective strategic and operational planning of the SCP programme, efficient coordination of the SCP components and between the various donors and implementation partners, and overall monitoring of SCP progress and evaluation of impacts on smallholders.

***Governance Framework: Main management and steering entities and their roles***

164. A Governance Framework has been developed for the steering, support, supervision, and management of the SCP with several layers from the political to the technical and field level (See WP 5 for details). The SCP-GAFSP operational framework is included in the overall SCP framework and is based on the following institutions.

165. **Steering Committee.** The Agricultural Advisory Group (AAG) is the national steering committee of the SCP and includes representatives of farmers' organizations and from the private sector. It oversees the management and implementation of the SCP and is responsible for both policy and technical decisions. It approves the annual work plans and budgets, the procurement plans as well as the progress reports and undertakes monitoring and verification missions.

166. **SCP Coordination Team.** The day-to-day coordination and management of the SCP will be led by the SCP Coordination Team. The functions of the team are designed to ensure the effective strategic and operational planning of the SCP programme, to monitor and evaluate SCP implementation and to communicate and promote the SCP.

167. The SCP Coordination Team is currently an interim team, comprising a National SCP Coordinator, a Planning, Monitoring & Evaluation Officer and an Information, Education and Communications Officer.

168. **This team will be expanded to include a Programme Manager for the everyday management of the SCP and SCP-GAFSP.**

169. In addition, an Agronomist/Agri-Business Development Officer, an Institution Development Officer, and a Rural Infrastructure & Irrigation Officer will be recruited. The Agronomist/Agri-Business and Institutional Development Officer will work closely with the Technical Sub-Committee of Component 1, while the Rural Infrastructure & Irrigation Officer will work with the Technical Sub-Committee of Component 2. These Officers will provide conceptual, technical and managerial support as well as contribute to the capacity building of MAFFS and other staff. The M&E Officer will work closely with PEMSD. Job descriptions for key positions are attached in the WP 5.

170. The staffing is summarized below:

- (a) Coordination Team
  - SCP-Coordinator
  - Programme Manager
  - Planning/M&E Officer
  - Communication Specialist
  - Institutional development specialist
  - Business development specialists
  - Rural infrastructure/irrigation specialists
  - 1 technical assistant per district (12 )
  
- (b) Administrative Unit
  - Financial Controller
  - Financial Accountants (2)
  - Procurement Officer

- Procurement Assistant
- Administrative Assistant
- 3 drivers

171. The SCP-GAFSP funding will be managed by the SCP Coordination Team and the SCP Administrative Unit. The Management Unit is responsible for the overall management of the Project, including coordination, management of project resources, monitoring and supervision. Details on the role and functions of the SCP-GAFSP Management Unit are described in the SCP-GAFSP administrative and financial manual. The Unit will be fully integrated in the Ministry but will benefit from a certain level of autonomy in terms of financial management, procurement and administration.

172. At District level, the MAFFS District Agricultural Officers will be supervising and coordinating implementation. The DAOs will be strengthened with training, logistics, material and operational support. In each district the DAO will serve as SCP Coordinator, supporting the everyday supervision and implementation of the SCP and SCP-GAFSP at district level. MoUs will be signed between the DAOs and the SCP Coordinator.

173. **Supervising Entity.** *The International Fund for Agricultural Development (IFAD)* was selected to be the supervising entity. A Grant Agreement will be signed between IFAD and the Ministry of Finance and Economic Development, which will be endorsed by the SCP-GAFSP Secretariat. Rules and regulations will be defined acceptable to IFAD, MOFED and MAFFS. IFAD will be responsible and provide short term consultants for the training of the SCP Coordination Team and Administrative Unit in procedures, rules and regulations for financial management, administration and procurement.

174. IFAD will conduct at least half-yearly supervision missions to evaluate compliance with regulations, relevance of the planning and efficiency of implementing. The project status and possible corrective measures will be agreed on and laid down in Aide-Mémoires.

175. **Implementation Manual (PIM).** The PIM is based on the experience of IFAD projects in Sierra Leone and is currently under design. The administrative and financial PIM of the RCPRP Plus will be adapted to the SCP-GAFSP since IFAD's are applied to the SCP-GAFSP financing. Besides, a PIM focusing particularly on the implementation of the ABCs is already available (See WP 1.).

### ***Implementation arrangements: Main implementing agencies and their roles***

176. In order to guarantee a rapid start up of the activity and a sound implementation of sustainable activities, the MAFFS will be supported along the implementation process by a medium and long-term Technical Assistance as well as implementing partners.

177. **Technical Assistance.** SCP-GAFSP coordination and implementation capacity will be supported by short and long term technical assistance funded from different sources. In addition, synergies with short and long term consultancies provided by other projects contributing to the same components and not being under the direct supervision of the SCP Coordination Team will be sought.

178. **The Food and Agricultural Organization (FAO)** has been selected by the Government to act as an implementation support entity for SCP-GAFSP to provide technical assistance for its implementation. At the level of the Ministry, the SCP Coordination Team and the SCP-GAFSP Management Unit, FAO will recruit three long-term (30 months) experts under the SCP-GAFSP funding: (i) an institutional/business development expert for the support of the Technical Team of Component 1, (ii) a



specialist for food crops and one for tree crops; (iii) an irrigation specialist for the support of the Technical Team of Component 2, and (iv) an M&E specialist for the support of the SCP M&E Unit and PEMSD. They will be involved in capacity building of national staff, conceptual and technical work and assist in the management of the component. In addition, short term consultants will be recruited for the support of the Management Information System, and technical issues.

179. Besides, the FAO will provide Technical Assistance for the implementation of several activities of Component 1, including the establishment of FBOs<sup>19</sup>, the promotion of the FFS methodology and the development of ABCs. FAO is currently implementing the EU financed ABC project and as such has the necessary experience to fine-tune the approach and scale-up. A result-based contract will be established with the MAFFS for Year 1 until the capacity assessment of the MAFFS, and extended for the following years if necessary.

180. **Implementing Partners.** For the various partners to participate in the implementation of the SCP-GAFSP, results-based MoUs will be signed and used as tools to monitor their performances and to ensure that the targets and the overall objective of the programme will be achieved. Each MOU will contain the objectives, gender and youth sensitive targets and outcome indicators for this particular sub-project to be implemented, a detailed schedule of activities and budget. Procedures for accounting, use of assets and reporting are also included. The performance of implementing partners will be monitored by the professional officers and the M&E Officers of the SCP, the District Agricultural Offices and the beneficiaries themselves.

181. *District Agricultural Offices (DOA).* At District level, the MAFFS District Agricultural Officers will be supervising and coordinating implementation. The DAOs will be strengthened with training, logistics, material and operational support (Sub-Component 1.3). In each district the DAO will serve as SCP Coordinator, supporting the everyday supervision and implementation of the SCP and SCP-GAFSP at district level. Result-based MoUs will be signed between the DAOs and the SCP-GAFSP Management Unit.

182. *Rural Community and Poverty Reduction Programme (RCPRP).* A MoU will be signed between the MAFFS and the RCPRP for the implementation of tree crops and IVS rehabilitation and development. The RCPRP has developed a solid experience in these two areas and is currently scaling up the two successful approaches based on the lesson learnt. For tree crop rehabilitation, the RCPRP will support the SCP-GAFSP Management Unit in finding partnerships with the private sector and replicate the RCPRP model. For IVS rehabilitation, the IFAD PCU will support the SCP-GAFSP to adopt and implement the RCPRP scheme.

183. *Rural Finance and Community Improvement Programme (RFCIP).* The Component 4 on Rural Finance will be fully implemented by the IFAD financed RFCIP as agreed by the MAFFS and the Bank of Sierra Leone. The RFCIP will work in collaboration with other programmes involved in rural microfinance, including MITAF

184. *CNFA.* The establishment of an Agro-dealer pilot in two districts will be implemented by CNFA through a MoU signed with the MAFFS.

185. *Private Sector.* The private sector will be involved in the implementation of Component 1 for the commodity with existing value-chains. An on-going analysis of the various commodity-chains will enable the identification of potential partnerships with private actors for the implementation of the support to FBOs. Moreover, the RCPRP approach that will be used for tree crops rehabilitation largely relies on IPs from the private sector and will enable the identification of other potential partners in this area.

During Year 1, a study will also be undertaken to explore potential PPP to develop out-growers schemes, for instance for cassava-based bio-ethanol.

186. *Evaluation Institutions.* The GASFP will sign a MoU with an external organization to conduct an evaluation of the results and impacts, in particular through the establishment of a household panel.

187. *Agricultural Research Centres.* In order to complement the technical assistance provided by FAO, the SCP-GAFSP will seek partnership with international or regional research centres such as IITA, Africa Rice, ICRAF, CIRAD, etc. They will be involved to develop technical and economic modules including both staple and cash crops, and to support SLARI/MAFFS in agricultural research.

188. *Volunteers.* Opportunities to involve volunteer such as UN volunteers and VSOs at district level will be explored with adequate expertise to support group development for FBOs and accompany the ABCs at district level. South South cooperation will be also developed.

189. *In annex7, a summary of the main actors and role in the implementation of the SCP/SCP-GAFSP financing is presented.*

190. **Implementation Manual (PIM).** The development of a PIM is based on the experience of MAFFS/IFAD projects in Sierra Leone. The administrative and financial PIM of the RCPRP Plus will be adapted to the SCP-GAFSP since IFAD's procedures are applied to the SCP-GAFSP financing. Besides, a PIM focusing particularly on the implementation of the ABCs is already available (See WP 1.).

### ***Technical partners in implementation***

191. Apart from providing TA **FAO** will make its vast experience in smallholder capacity building, agricultural production and commercialization available and draw from its corporate knowledge system as well as from country specific experiences.

192. **NaCSA** and **WFP** will jointly chair the Technical Committee of Component 5 (safety nets). For the SCP-GAFSP, WFP will support labour intensive rehabilitation work with Food for Work on a case to case basis. It will also provide a market to smallholders through the P4P programme.

193. The **National Federation of Farmers of Sierra Leone (NAFFSL)**. The organisation has been created fairly recently and is still weak in terms of organisation, staff, funding and concepts. NAFFSL has representatives in all Districts and Wards. It will be supported at district and national level to carry out activities of Component 1 and 2 in order to ensure institutional sustainability of the FBOs and ABCs. The USAID funded PAGE will support NAFFSL in institution building and governance. SCP GAQFSP will complete this intervention.

194. The **Sierra Leone Agricultural Research Institute (SLARI)** will be a partner in the implementation of Component 1 for: (a) identifying and providing appropriate varieties of seeds and planting material for multiplication, as well as a package of inputs and best practices adapted to each district/geographic zone; and (b) training of trainers and farmer facilitators in best agricultural practices, tree crop nursery management, replanting of tree crops, IVS rehabilitation and management; (c) assisting ABCs to set up demonstration plots for improved production techniques at or close to ABCs.

195. The **Sierra Leone Environmental Protection Agency (SLEPA)** will be involved in the environmental and social assessment and monitoring of the impact of project interventions.

196. **UNDP, UNAIDS, UNEP** will be involved in specific activities and their programmes coordinated with the SCP-GAFSP.

197. **International and national NGOs and local CBOs** will be contracted to carry out specific work. These include organisations which have experiences in gender issues and promotion of women, working with Farmer Based Organisations, processing, business development and IVS rehabilitation.

### ***Links with complementary projects***

198. The Programme will establish links with other relevant government and donor-funded interventions. In support of the government's agricultural sector coordination and decentralisation initiatives, activities will focus on identifying potential synergies and complementarities, sharing information, joint capacity building and exchanging best practices. The most important and relevant projects for SCP-GAFSP include:

199. The FAO managed smallholder commercialisation projects funded by
- (a) the *EU-Food Facility (EUFF)*
  - (b) Italian Cooperation: "Food Security through Commercialization of Agriculture (FSCA)"
  - (c) *Irish Aid*

All three projects are engaged in and piloting the concept of Agricultural Business Centres developed for the SCP.

The EUFF has set up 105 ABCs in 9 districts; the Italian Cooperation Project 17 in 3 districts; the Irish Aid project 22 in two districts. In addition 6 ABCs were established by an IDB funded project. In total 150 ABC were established, which included capacity building of ABC board members, construction of ABCs and provision of inputs and equipment. SCP-GAFSP will build on the experiences of these projects and carry on and consolidate the activities of the EUFF and the Irish Aid Projects after their closure in 2011.

- The World Bank-funded *Rural and Private Sector Development Project (RPSDP)*, national project with the aim of improving the efficiency of agricultural value chains in food and cash crops for domestic and export markets. Key interventions under the RPSDP that will be relevant for SCP-GAFSP include value chain analyses, establishment of a market information system, and matching grant funds for productive assets and infrastructure.
- The World Bank funded *West Africa Agricultural Productivity Program (WAAPP)*, a regional project comprising seven countries, strengthening the rice and cassava value chains at regional level.
- The *EC-STABEX* (now GTZ) funded programme in support of improved production, processing and marketing of basic food commodities (rice) and export crops (cocoa/coffee).
- The AfDB funded "Agricultural Sector Rehabilitation Project" covering 5 districts (Moyamba, Kambia, Port Loko, Pujehun, Kenema), which is restoring MAFFS infrastructure, rural infrastructure and rehabilitating IVS and tree crop plantations and providing capacity building.

- The programme "*Enhancing smallholder access to NERICA seed for alleviating rural poverty in Western and Central Africa*" which started in 2008, implemented by the Africa Rice Centre (WARDA) with a grant from IFAD.
- The AfDB funded regional Nerica project based in Sierra Leone.
- The GoSL *Operation Feed the Nation (OFTN) Programme (now integrated into the extension division of MAFFS)*, which is supported by various development partners such as FAO, UNDP, WFP and IFAD and uses the farmer field school (FFS) approach.
- The USAID funded *Promotion of Agriculture, Governance and Environment (PAGE)* which has started in 2008 and works on agricultural development in the Kono and Kailahun districts, environmental protection and good governance.
- The GTZ *Employment Promotion Project (EPP)* which implements a Value Chain approach and a Youth resettlement Scheme in Kono, Kailahun, Koinadugu and Pujehun districts and supports the Local Councils and Ward Development Committees in economic planning.

## Governance

200. **A Governance Framework** is presented in annex 5. The SCP-GAFSP will use the SCP good governance framework which builds on the initiatives of the GoSL towards a more accountable, transparent and efficient governing environment. The Government embarked on a comprehensive public sector reform agenda with the aim of promoting more accountable and efficient governmental and public services through institutional reform and human capacity development, supported by all the donors. In particular, since 2008, the Government has been promoting the fight against corruption and for good governance as a priority.

201. Two main risks regarding the governance aspects are related to 1) corruption and 2) targeting. Clear mitigation strategies were developed to tackle both risks. For corruption, the following mechanisms will be established: i) information and sensitization; ii) technical assistance for procurement; iii) complaint mechanisms (See below); and iv) regular audits and supervision with sanctions (See PIM). In order to ensure a good targeting and avoid elite capture, the Programme will rely on similar instruments, including: i) information and sensitization; ii) complaint mechanisms (See below); and iii) monitoring and evaluation with regular assessments of the targeting strategy (AWPB).

202. **Complaints Mechanism.** Marginalisation and elite capture pose risks for successful programme implementation. In order to ensure the respect of the targeting and to avoid mismanagement, a **two-level complaint mechanism** will be established at ward and district level: (1) **a public channel** through local governments, e.g. the Ward Development Committees; and (2) **a private channel** through the decentralized representatives of NaFFSL. The different levels, make complaint mechanisms more open and accessible to vulnerable groups in order to correct and prevent any unacceptable behaviour or practice, as well as providing the Programme with valuable information for continuous improvement, accountability and participatory processes.

203. Procedures will be developed at two levels: (1) the Ward Development Committees (WDC) will act as a focal points for complaints. The respective WDC member, responsible for the area, informs the councillor and the District Council; and (2) NaFFSL will act as another focal point through NaFFSL's representatives at ward level who will similarly communicate the complaint to the district representative of NaFFSL. In both cases, Agricultural District Offices should be informed of the complaint. Once the

complaints will have reached the district level – Local Councils and district NaFFSL – through one of the two channels, they will be transferred at national level to the SCP Coordination Team, the Steering Committee, the NPCU and the AAG. The two focal points will be sensitised and mechanisms developed to deal with conflicts including local authorities and higher level authorities, depending on the severity of the issue. All complaints will be registered and documented. The documentation will be available to the SCP Coordination team. In addition, Programme staff will frequently interact with beneficiaries - female, male and youth - to receive feedback, prioritising harder to reach areas and households. As an important element of participatory approaches to M&E, the number of complaints received and solved will be an indicator of success.

204. The **information and communication strategy** of the Programme will focus on mitigating the misappropriation of resources by encouraging transparency, for example via community radio. Capacity building will be provided for village populations to know their rights, particularly encouraging women’s active participation. The roles and responsibilities of WDC Members, councillors, implementing partners and Programme staff will be made clear. Communities will be provided with information on how to access different contact points, and telephone numbers for complaints will be displayed on village information boards. Information on how function and how to request action from the Anti Corruption commission will be also broadly dispatched.

205. To help mitigate the risk of the lack of women and youth participation in community meetings, annual forums will be held between female and youth farmers, the Ministry of Agriculture (including WIAN), Ward Development Committee Members, service providers and NAFFSL, with external facilitators.

### C. Results-based M&E

206. **Logical Framework.** The Project’s logical framework will be the key document for supporting results-based and objectives oriented implementation. The SCP-GAFSP M&E system has been designed and will be detailed in an M&E manual. It is in line with GoSL requirements and with IFAD’s *Framework for a Results and Impact Management System (RIMS)* and will generate sex and age disaggregated data on project outputs, outcomes and impacts. Performance monitoring of IPs and external evaluations form part of the system.

207. The SCP-GAFSP logical framework includes RIMS indicators and indicators required by the SCP-GAFSP Steering Committees.

208. **Monitoring.** The monitoring of the SCP-GAFSP will be integrated in the SCP M&E framework. The MAFFS is currently supported in this area through the FAO Technical Assistance Project which will provide support to the MAFFS Planning Evaluation Monitoring and Statistic Division (PEMSD) to improve data collection, processing and analysis. This project will last two years and will relate to this project by improving the underlying information base available for planning and economic analysis.

209. The M&E Unit will include and regularly assess a number of gender, youth and other target group specific indicators in the Programme’s Monitoring & Evaluation System, at output, outcome and impact level, in particular capturing the improvement of access to the outputs, their use by the target groups and their satisfaction with these outputs. There is a need to create linkages missing with the Women in Agriculture and Nutrition (WIAN) Unit at MAFFS, which is not represented at the District levels. WIAN Officers should be involved in the implementation of the FFLS programme, supervising gender mainstreaming in MAFFS, as well as providing networking support and information for female farmers.

210. Current MAFFS M&E System will be upgraded and that of the SCP/SCP-GAFSP M&E system and tools in preparation will be used and updated. Analysis of the M&E situation has been conducted to propose improvements of this important function. Technical officers, private partners and FBOs will be involved in the monitoring; results-based MOU will be signed with local institutions (MAFFS, SLRA, Civil Society Organisations) for them to provide M&E data and to share it with all local partners.

211. Monitoring indicators determine the Annual Work Plan and scheduled project activities. Financial monitoring would be against the budget associated with the Annual Work Plan. Physical and financial monitoring is a function of the SCP Coordination which would be responsible for regular reporting. The SCP Monitoring Unit would analyse monitoring reports throughout implementation to compare progress achieved against that projected in the Annual Work Plan and Budget, allowing project staff to make timely and informed decisions. As will be described in the M&E manual, evaluations will be undertaken through regular and timely studies that will allow the measuring of outcomes and impacts of GASFP.

212. During programme implementation, the targeting strategy requires regular and continuous monitoring and evaluation. Targeting effectiveness will be assessed by all evaluation exercises, including the mid-term review. When problems are identified – particularly those of excessive benefit leakage or failure to serve the intended target group, the Programme will take timely corrective action. Alternatively, it will renegotiate the conditions of engagement with its partners. As the rural poverty and development context is constantly evolving, regular assessment of targeting mechanisms and categorisations of poverty and vulnerability are particularly important.

213. The SCP M&E Officer will be responsible to implement the overall system; provide training, guidance and supervision of project staff in the field. TA will be provided on a long and short term basis to fulfil specific needs identified. At the outcome level, completed training courses will be evaluated systematically (knowledge tests, application of knowledge and performance changes). All data will be processed, stored and retrieved in a Management Information System (MIS). M&E capacities will be built at PEMSD, in the District Chairman's and in the District MAFFS office.

214. At the field level implementation, the current M&E staff of the MAFFS, Field Extension Workers, Field Enumerators and Civil Society Organisations, District Council M&E will be rigorously trained before the start of the Programme to be well equipped with the necessary M&E Tools. MAFFS extension services will be strengthened to better support and align with SCP-GAFSP targeting objectives. A gender audit and needs assessment is required for MAFFS. Based on the outcome of this, the required training will be delivered. Staff will be assigned responsibility for gender and poverty targeting, which will be incorporated into each individual's work plan. Support to increase female agricultural extension agents and female Farmer Facilitators is required. These personnel will form part of the M&E System to be put in place and participates in the conduct of baseline and other Monitoring and Evaluation studies. Refresher training programmes and quarterly M&E review meetings will be held to discuss on the major issues in the implementation of the programme. To be able to consolidate the data collected into a systematic manner, an MIS at the National Level and Data Entry Clerks will be recruited.

215. The staff will be equipped with mobility and equipment, and M&E district offices be upgraded to meet to the challenges of the Programme.

216. A GIS/M&E Based system will gradually be established to enable data on various aspects of the programme interventions and the activities to be linked and presented in graphical form for ease of comprehension. For this purpose, consultants will be contracted to establish the system.

217. In 2010, World Food Programme (WFP) undertook a Comprehensive Food Security and Vulnerability Analysis; UNICEF undertook a SMART survey (Standardized Monitoring and Assessment of Relief and Transitions) on nutrition and health parameters and the Statehouse undertook the Agriculture Tracking Survey (ATS). This and other available baseline data, among others from surveys undertaken by other projects, will be screened and updated with studies during the first year of the project to fill gaps to assess the situation of the beneficiaries of the SCP-GAFSP, and furthermore ensure that the project is reaching the intended target groups. Environmental assessment and monitoring will be undertaken with the involvement of the Sierra Leone Environmental Protection Agency (SLEPA) which is currently being restructured and is in the process of recruiting environmental monitoring officers at district level.

218. IFAD will review the targets for each indicator and report progress on each indicator to the SCP-GAFSP Secretariat at six monthly intervals as part of their project supervision reports.

219. The SCP M&E Unit will aggregate these results and prepare annual progress reports for the SCP-GAFSP Steering Committee by December 30. Thus, the first annual progress report is expected by December 30, 2011.

220. For impact assessments a non-experimental design will be chosen, where data are collected on project beneficiaries and a non-equivalent control group. A multivariate analysis will be used to statistically control for differences in the attributes of the two groups. The survey will be done twice, once before the midterm review and the second before project completion.

221. A Mid-Term Review (MTR) will be undertaken in 2013 to assess: (i) Project achievements against targets; (ii) efficiency and effectiveness of project management; (iii) validity of project design and (iv) outcome and impact achieved. On the basis of its findings, the MTR mission will revise the Project document for the remaining project life, if necessary. Integration of reporting on second level RIMS/GAFSP results indicators will be initiated at this time.

222. At the end of the Programme, a final assessment and Project Completion Report (PCR) will be prepared according to IFAD/SCP-GAFSP standards.

## **V. PROGRAMME BENEFITS, COSTS AND FINANCING (KSF 5)**

### **A. Summary benefit analysis**

223. The Government of Sierra Leone (GoSL) aims at developing an approach based on public support, civil society strengthening (FBOs) and private sector development (ABCs). The approach will boost the current low levels of support to smallholders through a harmonized support package that gives access to services and inputs for production, processing and marketing, combined with the institutional support to FBOs. This would boost capacity for production and value addition. Component 1 houses the Agri-Business Centres (ABCs), the agro-dealers and partnerships with Implementing Partners from the private sector. These interventions will be used by the SCP as a private sector focus to develop rural agro-enterprises involved in inputs supply, agro-processing and marketing.

224. The following chapters present the financial and economic analysis of the programme following recommendations for good practices and it is based on experiences with similar projects in Sierra Leone and other countries. This working paper is

structured as follows: (i) project benefits; (ii) financial analysis; (iii) economic analysis; and (iv) sensitivity analysis.

### **Programme Benefits**

225. Favourable cash flows from the likely investments indicate that the improvements in agricultural production, productivity and household incomes should be sufficient to ensuring a steady adoption of proposed interventions by extension and other farmers. The complementary approach of SCP that combine input package provision, technical assistance, with appropriate finance and rural infrastructure (roads, markets, storage) to the smallholders is critical for poorer households to develop into commercialisation and to escape poverty.

226. The programme is expected to lead to improved livelihoods using value-chain market-oriented approaches hence increased income of farmers. It would provide opportunities for increased production through improved agricultural practices with an emphasis on sustainable land use practices, facilitation of access to credit and markets. The main economic and social benefits generated by the SCP-GAFSP SCP programme would derive from: (i) increased agricultural production in the targeted supply chains/areas; (ii) improved national food security and raised levels of nutrition (iii) reduced post-harvest losses especially resulting from drying and storage facilities; (iv) improved access to agriculture inputs, services, research and extension support, markets and market information through the establishment and consolidation of ABCs; (v) reduction of labour, crop wastage and production costs through improved mechanization; (vi) enhanced access to rural financial services; (vii) increased revenues from on and off-farm employment notably for youth due to increased production, diversification, agro-processing and marketing opportunities; (viii) enhancement of land and labour productivity; (ix) increased inclusion and influence and leadership roles in socio-economic development of youth, women and deprived groups; (x) empowerment of District/Ward Counsellors to better plan, monitor, evaluate economic development; (xi) foreign exchange savings through reductions of imports (notably for rice).

### **Direct Benefits**

227. **Beneficiaries.** SCP-GAFSP will support the establishment and strengthening of 1,000 Farmer based Organizations (FBOs), 350 ABCs, 4000 ha of IVS rehabilitated reaching directly about 100,000 rural households and indirectly around 300,000 rural households.

228. **On-farm Benefits.** The on-farm benefits will be realised through increased agricultural production with improved natural resource management. The increase in production (yields are expected to increase by 20 in average at full development) will be accomplished through: (a) demonstration of improved cropping systems including the adoption of better agronomic practices and the optimal use of purchased inputs; (b) better access to inputs and credit; (c) incorporation of sustainable natural resource management into farming practice; (d) reduction in land degradation and soil erosion on agricultural lands and reduced sediment load downstream; (e) rehabilitation of irrigation schemes and drainage channels for IVS; (f) introduction of mechanization; (g) an approach to farming as a business value addition at the farm level and local marketing; and (h) an improved extension service delivery.

### **Unquantified Benefits**

229. **Infrastructure.** The provision of infrastructure investments (ABCs) would enable the promotion of value chain commodities and establish networks to better link the farmers to a wider market, and would have a positive impact on raising farmers'



income. In addition, as demand for farm machinery increases, it will stimulate the private sector in developing related small businesses of maintenance and repair services.

230. **Institutional Strengthening.** The programme would also provide substantial capacity building and training to the institutional partners leading in the end to the institutional strengthening of local and central administrations (i) Local Council and Ward Development Committees; (ii) rural development institutions and centres, agricultural research stations, universities and specialised NGOs; (iii) national and district staff of MAFFS; and (iv) financial institutions.

231. **Employment Generation.** Increased access to finance and improved rural infrastructure is expected to boost economic activities including trade and employment. The proposed programme would generate additional employment opportunities as hired labour or as increased household labour requirements for both on-farm and off-farm activities as well as through programme support-works such as rural infrastructure (ABCs buildings), and rehabilitation of IVS. The employment effects realised will be sustained through long-term leases of IVS for rice production between the land owning families, the traditional authorities and the farming groups.

232. Lastly, the programme would generate incremental **tax revenues** attributable to increased volume of taxable production and foreign exchange savings through increased import substitution (notably for rice). The reduction of imports would likely to reduce consumer prices and improving availability of food commodities of better quality.

### **Economic Analysis**

233. There are particular challenges to carry out an economic analysis of SCP SCP-GAFSP including (i) the uncertainty of impact of investments in technology generation and adoption; (ii) the difficulty of capturing overall economic growth, food security and institutional development (medium and long term human resource capacity building, knowledge management); (iii) the investments in rural infrastructure (roads) that are integral part of SCP but not financed under the SCP-GAFSP proposal, but crucial for the development and commercialization of agriculture; and (v) the lack of reliable national agricultural statistical data.

234. The economic analysis is based on a 20-year period, during which the Programme will generate benefits. The scenario presented in the economic analysis is conservative and it does not take into account the Rural Finance Component and the benefits derived from ABCs service and good provision. Nevertheless, sufficient financial benefits, presented in the earlier section would likely result in positive economic returns. The analysis is indicative and demonstrates the scope of profitability originated from conditions prevailing at the time of the design.

235. **Price estimates** for tradable commodities (rice) have been based on the World Bank's Global Commodity Price Projections. The economic pricing of fertilizers and rice were based on their import parity value at the farm gate. All local costs, including unskilled labour and other non-traded goods, were converted into their approximate economic values using a Standard Conversion Factor (SCF) of 1. All values are given in constant 2010 prices.

236. **Derivation of Incremental Benefit Stream.** The analysis attempts to identify quantifiable economic benefits that relate directly to the activities undertaken following the implementation of the programme's components. The incremental quantifiable benefit stream comprises of two main elements: increased agriculture production including area expansion for IVS, and the establishment of gari units in 158 ABCs.

- An average coverage rate 60 percent of farmers was contacted by the end of the programme resulting in a total adoption rate of 36 percent. This adoption rate was used for the analysis.
- Based on the cultivated area of representative crops, applying the assumed adoption rate of 36 percent, volumes were derived for each of the adoption models. In addition, it was assumed an expansion in cultivated area of 4000 ha of IVS, 15 percent of upland rice, cassava and vegetable production.

237. The economic benefits for producers per hectare of land were multiplied by the number of hectares likely to be developed each year under the different crops to give a summary net stream over 20 years.

238. The credit included in the analysis only relates to capital for new technology (HYV seeds, fertilizers, etc.) and in some enterprise models relates to machinery/equipment that is assumed to be repaid in one year.

**Table: Economic Crop Budgets Summary**

Item	Upland Rice	IVS rice	Cassava	Groundnut	Vegetable
Gross Output, SLL					
WOP	855925	1188785	1709000	1008000	720000
WP	1426542	1783178	2763200	1209600	990000
Incremental	570617	594393	1054200	201600	270000
Purchased Inputs, SLL					
WOP	92760	36000	0	212500	60000
WP	420218	525435	30000	264516	109106
Incremental	327458	489435	30000	52016	49106
Labour Costs, SLL					
WOP	210000	1150000	287500	385000	160000
WP	252000	1150000	316250	395000	170000
Incremental	42000	0	28750	10000	10000
Total Inputs, SLL					
WOP	302760	1186000	287500	597500	220000
WP	672218	1675435	346250	659516	279106
Incremental	369458	489435	58750	62016	59106
Gross Margin, SLL					
WOP	553165	2785	1421500	410500	500000
WP	754325	107743	2416950	550084	710894
Incremental	201159	104957	995450	139584	210894
Gross Margin, US\$					
WOP	140	1	360	104	127
WP	191	27	612	139	180
Incremental	51	27	252	35	53
Returns to Labour, SLL/pd					
WOP	5122	5027	16822	12894	26739
WP	5820	6367	26003	15379	34621
Incremental	699	1341	9180	2485	7881
Returns to Incremental Labour, SLL/pd					

WOP-without project, WP-with project at full production  
Exchange Rate 1 USD: SLL 3950

239. **Overall Estimated Return of the Proposed Project.** Given the above benefit and cost streams, the base case economic internal rate of return (ERR) is estimated at

14.2 percent. The base case Net Present Value (NPV) of the programme's net benefit stream, discounted at 12 percent, is USD 4.2 million.

240. **Sensitivity analysis.** The sensitivity analysis indicates that the project's positive rate of return is particularly sensitive to increases in the price of fertilizer (switching value approximately 40% for price of DAP), and to declines in output prices for rice and oil palm (switching values approximately 30% and 35% respectively). As Sierra Leone's CAADP strategy includes ensuring that fertilizer remains accessible in terms of price, quantity and quality, and as prices for palm oil and rice are projected by FAO and World Bank to remain relatively stable over the project period, These potential price changes not expected to pose a significant risk to project objectives, but will in any case be monitored as part of project supervision and the financial and economic analysis updated as part of mid-term review to capture the impact of any actual changes in the assumptions used for the analysis.

## B. Summary cost table

241. **Total costs.** Based on 2010 prices, the total investment, and incremental recurrent programme costs, including physical and price contingencies, is estimated at around USD 56.4 million (Le 267.4 billion). Physical and price contingencies make up 2 percent of the Programme costs. Foreign exchange is estimated at USD 10 million or about 18 percent of the total Programme costs. Summary tables and detailed cost tables are presented in Annexes 1 and 2 of Working Paper 6.

**Table: Programme Costs by Component (USD thousand)**

	(Leone Million)					(US 000)				
			% %Total				% %Total			
	Local	Foreign	Total	Exchange	Base Costs	Local	Foreign	Total	Exchange	Base Costs
1. Commercialization and diversification of Agri value chains	91.7	20.9	112.6	19	51	23162.9	5267.6	28430.5	19	51
2. Small Scale Irrigation Development	29.9	0.3	30.2	1	14	7562.0	68.0	7630.0	1	14
3. Rural finance	30.4	1.0	31.4	3	14	7682.0	251.4	7933.4	3	14
4. Programme Management (Strategic Planning, Coordination, M&E and Knowledge Sharing)	27.7	17.6	45.3	39	21	6993.8	4456.8	11450.5	39	21
<b>Total BASELINE COSTS</b>	<b>179.8</b>	<b>39.8</b>	<b>219.6</b>	<b>18</b>	<b>100</b>	<b>45400.7</b>	<b>10043.7</b>	<b>55444.4</b>	<b>18</b>	<b>100</b>
Physical Contingencies	2.0	-	2.0	-	1	513.3	-	513.3	-	1
Price Contingencies	36.0	9.8	45.8	21	21	397.4	106.7	504.1	21	1
<b>Total PROJECT COSTS</b>	<b>217.8</b>	<b>49.6</b>	<b>267.4</b>	<b>19</b>	<b>122</b>	<b>46311.4</b>	<b>10150.4</b>	<b>56461.8</b>	<b>18</b>	<b>102</b>

## C. Programme financing

242. SCP would be financed by GAFSP, the Government of Sierra Leone, and by the beneficiaries. The GAFSP funding, USD 50 million (88.6 percent of the total Project costs), would be used to finance component 1, 2, 3 and 4. The Government contribution is estimated at around USD 4.5 million (8.1 percent) to cover taxes. Approximately around USD 1.9 million (3.3 percent) would be provided by beneficiaries for Component 1.

243. The Government contribution to the Programme would be in the form of foregone taxes and duties on all Programme inputs that involve GAFSP funding. The

Government contribution is estimated at USD 4.5 million (8.1 percent of total costs) to cover taxes and duties foregone. The estimate of foregone taxes and duties has been based on the rates in effect at the time of the Programme design. In conformity with the principle that no taxes or duties would be financed out of the proceeds of GAFSP, any future changes in the rates and or structures of taxes and duties would apply, thus affecting the amount of foregone revenues.

244. The tables below provide a summary by Programme components and expenditure accounts of the proposed financing arrangement and other summary financing tables are provided in Annex 1.

**Table 1: Financing Plan by Components (USD thousand)**

	GoSL		GAFSP		BEN		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
1. Commercialization and diversification of Agri value chains	3 021.9	10.4	24 038.0	83.0	1 889.7	6.5	28 949.6	51.3	5 329.6	20 598.1	3 021.9
2. Small Scale Irrigation Development	546.7	6.9	7 375.0	93.1	-	-	7 921.7	14.0	68.4	7 306.6	546.7
3. Rural finance	64.3	0.8	7 950.5	99.2	-	-	8 014.8	14.2	253.0	7 697.5	64.3
4. Programme Management (Strategic Planning, Coordination, M&E and Knowledge Sharing)	939.3	8.1	10 636.4	91.9	-	-	11 575.7	20.5	4 499.4	6 137.0	939.3
<b>Total PROJECT COSTS</b>	<b>4 572.2</b>	<b>8.1</b>	<b>50 000.0</b>	<b>88.6</b>	<b>1 889.7</b>	<b>3.3</b>	<b>56 461.8</b>	<b>100.0</b>	<b>10 150.4</b>	<b>41 739.2</b>	<b>4 572.2</b>

**Table 2: Financing Plan by Expenditure Accounts (USD thousand)**

	Totals Including Contingencies					
	2011	2012	2013	2014	2015	Total
<b>I. Investment Costs</b>						
A. Civil Works		4 125.2	2 267.1	2 424.6	2 054.2	- 10 871.0
<b>B. Vehicles, Equipment and materials</b>						
Vehicles		263.7	-	-	-	263.7
Equipment and material		4 618.2	4 168.1	3 601.1	1 811.9	- 14 199.2
<b>Subtotal Vehicles, Equipment and materials</b>		<b>4 881.8</b>	<b>4 168.1</b>	<b>3 601.1</b>	<b>1 811.9</b>	<b>- 14 462.9</b>
<b>C. TA, training, w/shops, studies and contracts</b>						
International Technical Assistance		2 587.3	3 252.6	2 406.0	1 855.6	1 281.4 11 382.9
National Technical Assistance		393.7	620.9	732.4	474.5	154.4 2 375.9
Training, w/shops and studies		627.3	373.5	372.3	232.5	216.8 1 822.4
Contracts		4 918.1	1 198.4	527.0	355.7	233.2 7 232.4
<b>Subtotal TA, training, w/shops, studies and contracts</b>		<b>8 526.3</b>	<b>5 445.4</b>	<b>4 037.7</b>	<b>2 918.3</b>	<b>1 885.9 22 813.6</b>
<b>Total Investment Costs</b>		<b>17 533.3</b>	<b>11 880.5</b>	<b>10 063.5</b>	<b>6 784.3</b>	<b>1 885.9 48 147.5</b>
<b>II. Recurrent Costs</b>						
A. Salaries and Allowances		1 553.4	1 572.1	1 579.9	729.6	733.3 6 168.3
B. Office Running Costs		291.8	328.5	330.1	201.3	202.3 1 354.0
C. Operations and Maintenance		255.5	139.9	140.6	127.6	128.2 792.0
<b>Total Recurrent Costs</b>		<b>2 100.7</b>	<b>2 040.5</b>	<b>2 050.7</b>	<b>1 058.5</b>	<b>1 063.8 8 314.3</b>
<b>Total PROJECT COSTS</b>		<b>19 634.1</b>	<b>13 921.0</b>	<b>12 114.2</b>	<b>7 842.9</b>	<b>2 949.7 56 461.8</b>

## D. Financial management, accounting and procurement

245. **Disbursement accounts and rules.** The disbursement accounts and financing rules adopted are summarised in the table below. GAFSP would finance 98 percent net of taxes of eligible expenditures within disbursement categories. The beneficiaries would contribute to 5 percent the construction of ABCs provision of local material (sand and stone) and labour. The Government budget contribution account for the taxes foregone.

**Table 3: Disbursement Accounts and Financing Rules**

Disbursement Accounts	Financing Rules
A. Civil Works	98 percent GAFSP, 2 percent Beneficiaries
B. Vehicles, Equipment and Materials	73 percent GAFSP, 15 percent GoSL (taxes), 12 percent Beneficiaries
C. TA, training, contracts and studies	88 percent GAFSP, 12 percent GoSL (taxes)
F. Recurrent Costs	96 percent GAFSP, 4 percent GoSL (taxes)

**Table 4: Programme Disbursement Accounts by Financiers**

	GoSL		GAFSP		BEN		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
1. Civil Works	-	-	9 602.3	97.9	204.6	2.1	9 806.8	17.4	-	9 806.8	-
2. Vehicles, Equipment and Material	2 048.8	15.0	9 924.9	72.7	1 685.1	12.3	13 658.8	24.2	106.5	11 503.5	2 048.8
3. TA, training, contracts and studies	2 201.5	12.0	16 198.8	88.0	-	-	18 400.3	32.6	9 490.5	6 708.3	2 201.5
4. Rural Finance Fund	64.3	0.8	7 950.5	99.2	-	-	8 014.8	14.2	253.0	7 697.5	64.3
5. Recurrent Costs	257.6	3.9	6 323.5	96.1	-	-	6 581.1	11.7	300.5	6 023.0	257.6
<b>Total PROJECT COSTS</b>	<b>4 572.2</b>	<b>8.1</b>	<b>50 000.0</b>	<b>88.6</b>	<b>1 889.7</b>	<b>3.3</b>	<b>56 461.8</b>	<b>100.0</b>	<b>10 150.4</b>	<b>41 739.2</b>	<b>4 572.2</b>

246. **Disbursement Methods:** A Designated Account will be opened to facilitate payment for eligible expenditures. The designated account is being operated under the joint signature of the Coordinator and the Financial Controller of the SCP. Withdrawal applications are approved by the SCP Coordinator and Financial Controller and two representatives of the Ministry of Finance. Quarterly financial reports are required by the Accountant General of the Ministry of Finance prior to approval of withdrawal applications. Disbursement procedures will be described in an Administrative, Accounting and Financial Manual, Letter to the Borrower and Disbursement Handbook. The allocation of the Designated Account will cover approximately six months expenditures. The minimum value of applications for replenishment is 20percent of outstanding advance made to the designated account.

247. **Flow of funds:** The GAFSP Designated Account will be maintained at the First International Bank or another commercial bank of Sierra Leone. The following accounts will be maintained by the GAFSP management: (i) One Designated Account in USD will be managed by the GAFSP for payments of eligible expenditures incurred under all categories of expenditures; (ii) A sub-account in Leones will also be opened.

248. **Budgeting arrangements:** The government fiscal year runs from 1st January to 31st December. The GAFSP Annual Work Plan and Budget will be adopted by the Steering Committee before the beginning of the year and submitted for IFAD's non-objection. Project's transactions will be recorded in the accounting software to ensure the comprehensiveness of the budget execution reports.

249. **Accounting policies and procedures.** The accounting software will be customized to meet project's needs and generate IFRs and financial statements. Modules will be integrated in the software to ensure that all transactions are captured in the system and financial reports are generated in compliance with IFAD requirements. Programme accounts will be maintained on a cash basis, supported with appropriate records and procedures to track commitments and to safeguard assets. Annual financial statements will be prepared by the SCP Management in accordance with International Accounting Standards. Accounting and control procedures will be documented in the Administrative, Accounting and Financial Manual. The Manual will be updated as necessary.

250. **Reporting and Monitoring.** Interim un-audited Financial Reports (IFRs) will be prepared by the Administrative Unit, integrating financial information from district offices. The IFR will include sources and uses of funds by project expenditures classification. It will also include a comparison of budgeted and actual project expenditures (commitment and disbursement) to date and for the quarter. The Project Manager will submit copies of the IFRs to IFAD within 45 days following the end of each quarter. The GAFSP management will produce Annual Financial Statements, and these statements will comply with International Accounting Standards (IAS) and IFAD requirements. These Financial Statements will comprise of: (i) a Statement of Sources and Uses of Funds, (ii) a Statement of Commitments, (iii) an Accounting Policies Adopted and Explanatory Notes, (iv) a Management Assertion that project funds have been expended for the intended purposes as specified in the relevant financing agreements.

251. **Audit arrangements.** The Financial Agreement will require the submission of Audited Financial Statements for the GAFSP to IFAD within six months after year-end. External auditors with qualification and experience satisfactory to IFAD will be appointed to conduct an annual audit of the project's financial statements. An opinion on the Audited Project Financial Statements in compliance with International Standards on Auditing (ISA) will be required. An opinion on the utilization of the Designated Account, Statements of Expenditures and internal control systems will also be required. IFAD supervision mission reports will be reviewed and taken into account in the auditors' opinion. The external auditors will prepare a Management Letter giving observations and comments, and providing recommendations for improvements in accounting records, systems, controls, compliance with financial covenants in the Financial Agreement and compliance with previous year's auditors' recommendations.

252. **Supervision Plan.** The project will be under IFAD direct supervision and subject to supervision missions twice a year. This intensity may be accommodated according to the evolution of FM performance. Supervision activities will include: (i) review the financial management aspects and quarterly IFRs; (ii) review of annual audited financial statements and management letter as well as timely follow up of issues arising; (iii) and participation in project supervision missions, as appropriate, including the participation of IFAD FM specialists and Ministry of Finance's representative.

253. **Financial Covenants.** The Financial Statements will be audited in accordance with international auditing standards. The Audited Financial Statements for each period shall be furnished to IFAD not later than six (6) months after the end of the project fiscal year. The GAFSP management shall prepare and furnish to IFAD not later than 45 days after the end of each calendar quarter, interim un-audited financial reports for the Project, in form and substance satisfactory to IFAD. The GAFSP management will be compliant with all the rules and procedures required for withdrawals from the Designated Account of the project.

254. **Procurement Arrangements.** Procurement for the proposed project would be carried out in accordance with national procedures to the extent that they are compatible with the IFAD's Procurement Guidelines and Operational Manuals, as they may be

amended from time to time. A Procurement Officer will be recruited as part of the GAFSP Management Unit within the MAFFS. Due to the weak capacities in terms of procurement at central and district level (See Assessment undertaken by Crown Agents) and in a context of large procurement, he/she will be supported during the first year. After the evaluation of several international procurement agencies with experiences in Sierra Leone, it is recommended to establish an institutional contract with Crown Agents. The responsibilities of the procurement agency would be to: (i) prepare the procurement plan; (ii) revise the documentation related to the bidding processes; and (iii) oversight and monitor the contract management and evaluation. The agency would make available an agent within the GAFSP Management Unit. After Year 1, the capacities of the MAFFS will be re-assessed in order to organize a progressive transfer of procurement.

255. **National procurement system.** Sierra Leone adopted a Public Procurement Act in December 2004. In general, Sierra Leone procurement laws and regulations do not conflict with IFAD guidelines. Bidders are required to be registered but there are no restrictions of bidders' eligibility, including international bidders. The time given to bidders to submit their bids is acceptable to IFAD (4 weeks). Preference margins may be applied in accordance with IFAD Guidelines. National Standard Bidding Documents as well as provisions on evaluation criteria and composition of the Procurement Committee are acceptable to IFAD.

256. **Thresholds** for publication are set as follows:

- (a) Contracts for the procurement of goods, Le 300 million
- (b) Contracts for the procurement of works, Le 600 million
- (c) Contracts for the procurement of consulting services, Le 300 million

257. Thresholds for procurement methods are shown below and reflect those established in the national law. Thresholds will be clearly indicated in each procurement plan and may be established in US Dollars equivalent taking into account prices in 2004 (when the national law was issued).

258. **National Competitive Bidding** procedures may be those described in the national Public Procurement Act. In order that this method be acceptable to IFAD to be used in the present project, the following requirements will be taken into account, in line with national procedures: (i) the invitation to bid is advertised in national newspapers with wide circulation; (ii) the bid evaluation, qualification of bidders and contract award criteria are clearly indicated in the bidding documents; (iii) the bidders are given adequate response time (at least four weeks) to prepare and submit their respective bids; (iv) the contract is awarded to the lowest evaluated bidder which meet the qualification criteria; (v) the eligible bidders, including foreign bidders, are not precluded from participating; and (vi) no preference margin is granted to local suppliers or contractors. A specific procurement notice will be published in a national newspaper or on a free access website.

### ***Procurement of Works***

259. **National Competitive Bidding (NCB).** Any contract for the procurement of works valued less than Le 900 million equivalent (USD 227,000) will be awarded on the basis of NCB.

260. **Local Shopping (LS).** Any contract for the procurement of works valued Le 150 million equivalent will be awarded on the basis of LS.

261. **Direct Contracting (DC) or Community Participation.** Each contract for the supply of civil works estimated to cost Le 150,000 million (USD 38,000) equivalent or less shall be awarded through direct contracting with the contractor or supplier on terms

and conditions approved by the Fund and under simplified procedure for Community participation established in the Programme implementation manual.

### ***Procurement of goods***

262. **International Competitive Bidding (ICB).** Any contract for the supply of goods, mainly vehicles, estimated to cost more than Le 600 million (USD 150,000) equivalent will be awarded on the basis of ICB procedures.

263. **National Competitive Bidding (NCB).** Any contract for the procurement of goods estimated to cost Le 600 million (USD 150,000) equivalent or less will be awarded on the basis of NCB.

264. **Local Shopping (LS).** Any contract for the procurement of goods valued less than Le 60 million (USD 15,000) equivalent will be awarded on the basis of LS.

### ***Procurement of Consulting Services***

265. The selection of individual consultants would be made in line with IFAD rules and regulations.

266. **International Competitive Bidding.** Any contract for consultant services or service providers estimated to cost more than Le 600 million (USD 150,000) equivalent will be awarded on the basis of ICB procedures.

267. **National Competitive Bidding.** Any contract for consultant services or service providers estimated to cost Le 600 million (USD 150,000) equivalent or less will be awarded on the basis of NCB.

268. **Local Shopping.** Any contract for consultant services or service providers valued less than Le 60 million (USD 15,000) equivalent will be awarded on the basis of LS.

269. The **methods of procurement** of consulting services are:

- Quality and Cost-Based Selection (QCBS);
- Quality-Based Selection (QBS);
- Least Cost Selection (LCS);
- Selection based on the Consultant qualification (CQS);
- Individual Consultant (IC); and
- Single Source Selection.

270. **Prior Review.** The award of any contract for goods or works estimated to cost USD 50,000 equivalent or more would be subject to prior review by IFAD. The award of any contract for consulting services estimated to cost USD 30,000 equivalent or more for individuals and USD 40,000 equivalent or more for firms, would be subject to prior review by IFAD.

271. Any arrangement for subcontracting should be included in the original submission and financial proposal for works and services. The scope of work of the sub-contractor should be disclosed with the conditions provided meeting the same requirements as the main contractor. The sub-contracting arrangements will be part of the bid evaluation. No sub-contracting will be allowed after contract award.

272. The Government shall ensure that all bidding documents and contracts for the procurement of goods, works and services financed by the Grant shall include a provision requiring bidders, suppliers, contractors, sub-contractors and consultants to permit IFAD



to inspect their accounts, records and other documents relating to the bid submission and contract performance and to have them audited by IFAD-appointed auditors and investigators. This provision will require bidders, suppliers, contractors, sub-contractors and consultants to: (i) maintain all documents and records related to the Programme for three (3) years after completion of the work contemplated in the relevant contract, and (ii) require the delivery of any document necessary for the investigation of allegations of fraud or corruption and the availability of employees or agents of the bidders, suppliers, contractors, sub-contractors or consultants with knowledge of the Programme to respond to questions from the personnel of IFAD or any properly designated auditor, investigator, agent or consultant relating to review or audit of the document. If the bidder, supplier, contractor, sub-contractor or consultant fails to comply with IFAD's request, or otherwise obstructs IFAD's review of the matter, IFAD, in its sole discretion, may take appropriate action against the bidder, supplier, sub-contractor or consultant.

## **VI. PROGRAMME RISKS AND SUSTAINABILITY (KSF 6)**

### **A. Risk analysis**

273. The following main risks have been identified, which could jeopardise the achievement of the expected SCP-GAFSP outcomes and impacts.

274. **Corruption and poor governance.** Corruption could compromise the expected impact on communities and increase programme costs. **Elite capture** of outputs, especially physical assets, which are intended for well defined target groups, is another problem associated with bad governance.

275. These risks will be mitigated by complementing the initiatives of the Government through: (i) ensuring publicity of what and to whom outputs will be provided to improve transparency; (ii) training provided to implementers at all levels on IFAD and MAFFS financial management, procurement, M&E and reporting procedures to improve competency throughout the project cycle; (iii) implementing a clear targeting strategy, (iv) IFAD and MAFFS supervision and SCP-GAFSP evaluations, (v) introducing a complaints mechanism for beneficiaries. Moreover, dialogue with the authorities would be pursued and institutional capacity strengthened to prevent corruption, to avoid delays in policy implementation and to promote sustainability. A Good Governance Framework is developed for the SCP-GAFSP (see Annex 7).

276. **Weak capacity of government institutions** to effectively implement project activities and coordinate development interventions. The increased Government spending and the massive incoming donor funding over the past years have put a severe strain on management and at the technical level. The capacities appear to be overstretched at the Ministry as well as at the district level. The SCP-GAFSP funding provides means for capacity building at all levels.

277. **Insufficient application of targeting procedures and gender mainstreaming.** A gender sensitive targeting strategy and criteria for beneficiaries and areas selection were developed. However, experience shows that there is a risk that the target groups eligible to benefit from the interventions of the project will not be reached to the extent possible and necessary. Targeting may in some cases be compromised in favour of rapid disbursement and implementation. Targeting will be improved and eligibility criteria for different actions adapted as need arises. Under an IFAD/FAO grant programme, FAO is conducting action research on the status of gender equality in Sierra Leone. This will provide valuable information to the SCP-GAFSP. Specific targeted

activities will be developed for youths and women, and M&E will pay particular attention to this aspect. M&E will be strengthened to produce gender and age disaggregated data.

278. These risks are considered to have medium probability and adequate mitigating measures have been proposed. The SCP Steering Committee and the Presidential Task Force will play an important role in monitoring these risks and will be instrumental in ensuring that any issues that could jeopardise the project's success are addressed by the relevant stakeholders.

## **B. Environmental Impact**

279. In line with IFAD's Environmental and Social Assessment Procedures an Environmental and Social Review Note has been prepared (see Annex 3). In light of the environmental screening and scoping exercise conducted during design stage, the SCP-GAFSP project is not expected to have overall negative environmental impacts. However, since small commercial agriculture activities may generate unexpected cumulative impacts, a careful design of an appropriate monitoring system is deemed necessary. This will be designed as part of the Environmental Scoping Study to be undertaken in the next stage of design. The major concerns are associated with the increased use of fertilisers and pesticides that might result from wider distribution, and with their impacts on biodiversity as well as human health. Training on proper use and disposal, adoption of principles of the International Code of Conduct on the Distribution and Use of Pesticides of FAO, as well as the design of an environmental monitoring system in partnership with the Sierra Leone Environmental Protection Agency (SLEPA) are considered sufficient mitigation measures. On the basis of the above, the Project has been classified as Category B according to IFAD classification standards.

280. Nevertheless, the SCP-GAFSP represents an untapped opportunity to transform the Sierra Leonean agricultural sector into a sustainable and climate-smart production system that increases at the same time productivity and resilience (adaptation) while reducing deforestation and the encroachment of agriculture into natural ecosystems. The current project design does not take into due account the environmental sustainability dimension, which would enhance the achievement of national food security and development goals. Opportunities for improvement exist in a number of areas (i.e. combating deforestation and land degradation; improved quality of food products; improved management of forests and biodiversity; improved mangrove management) and actions in these domains are proposed in the ESRN.

## **C. Exit strategy and post-project sustainability**

281. The SCP-GAFSP will be implemented through existing institutions in an inclusive manner. Major stakeholders are the MAFFS, the National Federation of Farmers of Sierra Leone (NAFFSL) as well as private sector service providers. The District Agricultural Offices will be involved in planning and steering as well as in monitoring and evaluation. The demand-driven approach will promote sustainability of activities and results, as the project would support activities that are commercially viable and that are fully integrated in a local and regional market economy. The private sector companies and grassroots organisations would mainly implement their own projects. The capacity building and skills training activities would enhance the performance of local institutions and reduce the risk of failures. The complementarity with other projects, in particular, the linkage of farmers with microfinance institutions, will enable farmers to take up commercial farming. Emphasis will be put on creating an enabling environment for the private/public sector service providers to continue their operations beyond the project implementation phase. With regard to farmers organisations, the Project's exit strategy is that FBOs will be self-financing and self-governing under the GoSL's legal framework and therefore

there will be no need for significant post-project inputs from MAFFS. In addition, working through the national programme of the OFTN and under the District Agricultural Offices will ensure long-term continuity with MAFFS mainstream activities and District Development Plans.

## **VII. INNOVATIVE FEATURES, LEARNING AND KNOWLEDGE MANAGEMENT (KSF 7)**

### **A. Innovative features**

282. The Project will be implemented through existing institutions, using well proven knowledge transfer mechanisms and structures, such as FFLS, which will help to ensure sustainability and to limit the risk of failure.

283. The concept of Agricultural Business Centres for the commercialisation of smallholder business associations formed by FBOs is still new in Sierra Leone. Initial experiences were made under the EU Food Facility and other projects in the past years. With a strong capacity building programme and a phased approach, the majority of them are expected to make profits latest after three years. To expand and increase production, smallholders will be supported in partly mechanising soil preparation and providing machinery for value addition in a wide variety of enterprises.

284. In order to truly privatise the smallholder enterprises a cost recovery mechanism is built into the process which will be used to recapitalise the ABCs on the basis of performance criteria. The ABCs will be linked to finance institutions (FSA, CB, commercial) to provide financial services including loans to gradually expand their businesses.

285. SCP-GAFSP will promote women and youths to become small and medium scale entrepreneurs. In an innovative strategy, the project will facilitate negotiations between landowning families, traditional authorities, and the District Council and youth groups for long term leases of land (10-20 years) especially for the lowlands. Women will be supported in the establishment of economically viable and sustainable cash and food crop farms in the off-season of the rehabilitated IVS.

286. For the IVS rehabilitation youth contractors will be trained and contracted, to do the work with peer groups supervised by the LWDD of MAFFS.

### **B. Programme knowledge products and learning processes**

287. A knowledge-sharing and learning culture within the SCP-GAFSP and with all stakeholders will be encouraged, and special events will be conducted:

- Project reviews;
- Yearly consultative district meetings with all stakeholders;
- Joint planning workshops with stakeholders;
- National and international conferences and workshops;
- Exchange visits to successful Agricultural Business Enterprises;
- Exchange visits to sister projects in the region and successful projects of other donors; and
- Participation in fairs, the World Food Day and similar events;
- Printed material and interactive radio programmes.

288. Knowledge gained will be translated into messages, manuals, concepts and strategies, and disseminated to the various target groups, including the general public, using appropriate means of communication. Priority will be given to areas where SCP-GAFSP interventions are recognized as exemplary and are expected to have greatest impact, and support to local development. Best practices and proven concepts will be fed into the MAFFS and regional knowledge management systems.

289. The communication specialist, already employed, will design a knowledge-sharing and communication strategy to promote knowledge dissemination, scouting for innovations and cross-learning to enhance operational efficiency. Various types of media such as print media, radio, TV, video, CD ROM, music and others, depending on the target audience and type of messages.

290. RCPRP will organise events to assess progress, exchange experiences and identify best practices. This will ensure that, while the Project is executed, the country builds up a body of tested approaches and methods for economic development in rural areas.

### **C. Regional knowledge networking**

291. SCP-GAFSP will participate actively in regional knowledge networking activities in areas relevant to the SCP. The SCP-GAFSP Coordination Team will represent the SCP in national and international fora and conferences.

292. Exchange visits to neighbouring countries with MAFFS staff, service providers and private sector stakeholders including beneficiaries will be organised for the exchange of experiences and best practices in smallholder commercialisation, agro-dealership expansion, sustainable agriculture and others.

293. During implementation best practices will be developed for the implementation of all components. These will be published on the Ministry website, on radio and printed media.

**THE REPUBLIC OF SIERRA LEONE**

**SMALLHOLDER COMMERCIALISATION PROGRAMME (SCP)  
GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (GAFSP)**

**PROJECT DESIGN DOCUMENT**

**ANNEX 1  
SCP-GAFSP LOGICAL FRAMEWORK**

## LOGICAL FRAMEWORK MATRIX FOR THE FIVE YEARS (2011-2015)

<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions/Risks</b>
<p><b>DEVELOPMENT GOAL</b> Rural poverty and household food security reduced on a sustainable basis leading to stronger national economy</p>	<ul style="list-style-type: none"> <li>• No. of intended and actual direct beneficiaries by Gender and Age</li> <li>• Increased Farm Incomes by 10% for direct beneficiaries</li> <li>• Proportion of target population below the minimum level of dietary energy consumption by gender and vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>• Household panel report, DOA reports, Food Security Surveys, Participatory Poverty Assessments, Annual Production Surveys</li> </ul>	<p>Appropriate support and no climatic hazard</p>
<b>Component 1 – Smallholder commercialization: production intensification, value addition and marketing</b>			
<p><b>Programme Outcome 1</b> Smallholders have increased production, intensification, value addition, marketing, and reduced rates of post harvest losses</p>	<ul style="list-style-type: none"> <li>• No. of direct beneficiaries by Gender and Age</li> <li>• % of FBOs members report having adopted improved farming practices</li> <li>• 30% of targeted farmers have increased their yields by 30% for rice, cassava and other food crops, and by 25% for tree crops</li> <li>• 20% of targeted farmers have reduced post harvest losses by 20%</li> <li>• 40% of targeted farmers have increased their incomes by 10%</li> <li>• 10% of targeted farmers have access to inputs and processing facilities</li> <li>• 20% of targeted farmers have access to MAFFS's and/or NaFFSL's services</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Production Surveys</li> <li>• MAFFS/DOA Annual Reports</li> <li>• Activity Reports</li> <li>• Annual Thematic Surveys</li> <li>• SLARI Reports &amp; Private Sector</li> <li>• Annual Thematic and Production Surveys</li> </ul>	<p>Farmers have adequate resources to acquire productive inputs Normal weather conditions</p>
<p><b>Output 1.1</b> Intensified production through FFS and FBO development</p>	<ul style="list-style-type: none"> <li>• No. of direct beneficiaries by Gender and Age</li> <li>• No. of FBOs trained in production practices</li> <li>• No. of FBOs formally registered</li> <li>• No. of additional ha having adopted the technologies being promoted</li> <li>• Volume of farm produce under improved storage</li> </ul>	<ul style="list-style-type: none"> <li>• Activity Reports</li> <li>• Extension Reports</li> <li>• M&amp;E Reports</li> </ul>	<p>FBOs are supported with appropriate inputs packages and willing to adopt new technologies</p>

<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions/Risks</b>
<b>Output 1.2</b> Improved access to market and inputs	<ul style="list-style-type: none"> <li>No. of direct beneficiaries by Gender and Age</li> <li>200 new ABCs are established</li> <li>Business Plans developed for 200 ABCs</li> <li>40 agro-dealers are established</li> <li>No. of MoUs with implementing partners (contract farming)</li> </ul>	<ul style="list-style-type: none"> <li>ABCs and agro-dealers Records</li> <li>M&amp;E Reports</li> <li>Clerk Of Works Reports</li> <li>Field observations</li> <li>Perception Studies</li> <li>Training Reports</li> <li>Activity Reports</li> </ul>	ABCs and agro-dealers provided with start-up capacities for operations
<b>Output 1.3</b> DOA are fully functional and NaFFSL is strengthened	<ul style="list-style-type: none"> <li>Result-based contracts with 9 DOA</li> <li>50% of the capacity building plan for the DOA is completed after 2 years</li> <li>No. of client days of extension services provided to farmers/FBOs by gender</li> <li>NaFFSL</li> </ul>	<ul style="list-style-type: none"> <li>Progress Reports/training reports</li> <li>M&amp;E and supervision Reports</li> <li>Back to Office Reports</li> <li>Activity Reports</li> </ul>	
<b>Component 2 – Small-scale irrigation development</b>			
<b>Programme Outcome 2</b> Small scale irrigation development raises levels of smallholder rice production and increases food security, incomes and employment	<ul style="list-style-type: none"> <li>30% of targeted farmers have increased their yields by 30%</li> <li>40% of targeted farmers have increased their incomes by 10%</li> <li>40% of the youth contractors are able to engage in a bidding</li> <li>No. of operational IVS associations</li> <li>No. of Youths gainfully employed</li> <li>At least 80% of the rehabilitated sites are functional after Y2</li> </ul>	<ul style="list-style-type: none"> <li>Annual Production Surveys</li> <li>Food Security Surveys</li> <li>SSL Income and Expenditure Surveys</li> </ul>	No adverse climatic condition and pests and diseases attack
<b>Output 2.1</b> Lowland Developed/rehabilitated	<ul style="list-style-type: none"> <li>No. of direct beneficiaries by Gender and Age</li> <li>No. of ha of IVS rehabilitated</li> <li>No. of local service providers/youth contractors established</li> <li>No. of IVS associations, registered and trained in IVS management</li> </ul>	<ul style="list-style-type: none"> <li>Activity Reports</li> <li>Supervision Reports</li> <li>M&amp;E Reports</li> </ul>	No adverse climatic condition and pests and diseases attack
<b>Component 3: Access to Financial Services</b>			
<b>Programme Outcome 3</b> <b>Access of smallholders and the rural poor and their organisations to rural</b>	<ul style="list-style-type: none"> <li>10% of the targeted farmers have increased their access to financial services</li> <li>20% of the targeted farmers have a</li> </ul>	<ul style="list-style-type: none"> <li>MFI's Annual Reports</li> <li>FSA's Reports</li> <li>Financial Reports</li> </ul>	

<b>Narrative Summary</b>	<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions/Risks</b>
<b>financial services.</b>	<ul style="list-style-type: none"> <li>• banking account in a FSA or a CB</li> <li>• 15% of the targeted farmers have received a loan from a FSA or a CB</li> <li>• No. of FSA and CB profitable</li> <li>• Recovery Rates of FSAs and CBs</li> <li>• At risk proportion of FSAs and CBs loan Portfolios</li> <li>• Outstanding rural Micro-financial Loan Portfolio (Amount USD)</li> </ul>		
<b>Output 3.1</b> Financial Service Associations developed	<ul style="list-style-type: none"> <li>• No. of Direct Beneficiaries by gender and age</li> <li>• 15 FSAs created</li> <li>• No. of active FSAs Loan accounts</li> <li>• No. of active borrowers by gender</li> </ul>	<ul style="list-style-type: none"> <li>• FSAs Progress Reports</li> <li>• Financial reports</li> <li>• Clerk of Works Reports</li> <li>• Verification Reports</li> </ul>	TAA provides adequate technical Assistance to MFIs
<b>Output 3.2</b> Community Banks Supported	<ul style="list-style-type: none"> <li>• No. of Direct Beneficiaries by gender and age</li> <li>• 7 CB created</li> <li>• No. of active CB Loan accounts</li> <li>• No. of active borrowers by gender</li> </ul>	<ul style="list-style-type: none"> <li>• CBs Progress Reports</li> <li>• Financial reports</li> <li>• Verification reports</li> </ul>	TAA provides adequate technical Assistance to MFIs
<b>Output 3.3</b> Institutional support in place	<ul style="list-style-type: none"> <li>• An apex body for CB/FSA is in place and functional</li> <li>• No. of CB/FSA having access to the refinance facility</li> <li>• BoSL received additional capacities and support</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Reports</li> </ul>	
<i>Component 4: Small holder commercialisation Programme Planning , Coordination , Monitoring and Evaluation</i>			
<b>Programme Outcome 4:</b> Effective strategic, operational planning, efficient coordination and monitoring of the SCP is ensured	<ul style="list-style-type: none"> <li>• A strategic and operational plan for GASFP is adopted</li> </ul>	<ul style="list-style-type: none"> <li>• SCP Progress Reports</li> <li>• M&amp;E Reports</li> <li>• Annual Reports</li> </ul>	A motivated SCP Coordination Secretariat is in place
<b>Output 4.1</b> Strategic planning, coordination and management	<ul style="list-style-type: none"> <li>• Well articulated management structure for GASFP is adopted</li> </ul>	<ul style="list-style-type: none"> <li>• SCP Progress Reports</li> <li>• M&amp;E Reports</li> </ul>	A motivated SCP Coordination Secretariat is in place
<b>Output 4.2</b> M&E, Information and Knowledge Sharing	<ul style="list-style-type: none"> <li>• An effective and functioning M&amp;E is put in place</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E Reports</li> <li>• SCP Progress Report</li> <li>• Activity Report</li> </ul>	M&E activities are fully supported to accomplish tasks





## **THE REPUBLIC OF SIERRA LEONE**

### **SMALLHOLDER COMMERCIALISATION PROGRAMME (SCP) GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (GAFSP)**

#### **PROJECT DESIGN DOCUMENT**

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**Table 1: Rural Poverty and Agricultural/Rural Sector Issues**

Priority areas	Main issues	Required actions
Food Production	<ul style="list-style-type: none"> <li>• Farmers have limited access to technical information, advice and training;</li> <li>• Limited access to agricultural inputs (seeds, fertilizers, pesticides, tools, machinery);</li> <li>• Agricultural extension and research institutions are not functioning properly due to severe destruction in their physical facilities and disruptions in their research programmes;</li> <li>• Limited access to drying and storage facilities</li> <li>• Average yield is very low;</li> <li>• Lowlands under-utilized with potential for development;</li> <li>• High post-harvest losses.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote private sector investment in the rural areas through enterprises development for processing and marketing;</li> <li>• Strengthen service delivery systems by public (MAFFS extension services) and private sectors;</li> <li>• Promote sedentary cropping system which have a higher yield level for a diversified cropping pattern and shorter fallow periods;</li> <li>• Promote other food crops production to diversify the rice-based diets;</li> <li>• Promote food processing to increase the shelf life of produce and add value to the production;</li> <li>• Develop lowlands;</li> <li>• Promote appropriate harvesting and storage methods.</li> </ul>
Export Crop Production	<ul style="list-style-type: none"> <li>• Tree crops such as coffee, cacao, oil palm, cashew nuts, rubber, have been neglected during the civil war, and prior to that due to unfavourable terms of trade and poor marketing system.</li> <li>• Low yield due to improper maintenance;</li> <li>• Poor quality;</li> <li>• Limited exporters capture the whole market.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote private sector investments in the renovation of old trees, and rehabilitation of existing plantations to increase productivity;</li> <li>• Promote the development of processing facilities to add value, and to improve produce quality and marketability;</li> <li>• Support quality management;</li> <li>• Encourage private-public partnerships;</li> <li>• Provide long term credit facilities for tree crop rehabilitation;</li> <li>• Promote proper care and maintenance of the crop;</li> <li>• Availability of the fund to the farmers and encourage to involve new exporter</li> </ul>
Marketing of Agricultural Produce	<ul style="list-style-type: none"> <li>• Although markets have been liberalized in Sierra Leone, through the elimination of marketing boards, the private sector has yet to be effectively organized, and private sector marketing agents remain underdeveloped;</li> <li>• The majority of farmers is not organized in producers</li> </ul>	<ul style="list-style-type: none"> <li>• Support to commodity-focused farmers marketing organizations;</li> <li>• Provide training to farmers groups, provision of market information;</li> <li>• Promote the development of small and micro enterprises (SME) for processing and packaging, and</li> </ul>

Priority areas	Main issues	Required actions
	<p>groups and lacks the support of institutions that can provide access to information and strengthen the farmers' unequal bargaining power vis-à-vis the traders;</p> <ul style="list-style-type: none"> <li>• The National Farmers Association of Sierra Leone (NAFSL) has not provided the much needed leadership to protect the interest of the farmers and does not sufficiently address the needs of women farmers;</li> <li>• Transport cost is very high due to the poor status of the road network.</li> </ul>	<p>other post-harvest activities;</p> <ul style="list-style-type: none"> <li>• Encourage the emergence of other farmers groups, especially ones that would cater for women farmers.</li> </ul>
Poor road network	<ul style="list-style-type: none"> <li>• General population, farmers, vehicle operators and traders experience higher cost of transportation and high vehicle operating costs</li> <li>• Farmers get low farm gate prices</li> <li>• Poor maintenance of rural roads</li> <li>• Some areas are isolated during the rainy seasons</li> </ul>	<ul style="list-style-type: none"> <li>• Improve accessibility for rural population during the rainy season</li> <li>• Improve road maintenance</li> <li>• Build the capacity of the local councils in road maintenance scheme</li> <li>• Increase engineering capacity</li> </ul>
Rural Finance	<ul style="list-style-type: none"> <li>• Farmers have no access to financial services, except a few community banks, MFIs and the informal sector arrangements;</li> <li>• Commercial banks are not interested to serve rural areas, where lending is not profitable;</li> <li>• Inadequate regulatory framework and policies by the Bank of Sierra Leone (Central Bank).</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the development of decentralized micro financial services institutions;</li> <li>• Promote the development of an institutional framework for rural financing that can provide support to micro credit and savings operations and induce the sustainability of the network of financial services institutions;</li> <li>• Strengthen community banks;</li> <li>• Provide training to staff and farmers groups;</li> <li>• Assist the Bank of Sierra Leone to further develop appropriate policies and regulatory framework for rural finance.</li> </ul>
Social Services and Economic Infrastructure	<ul style="list-style-type: none"> <li>• Social and economic infrastructure has been severely damaged by the civil war across the rural areas, including shelter;</li> <li>• Historic neglect and bias against provision of social and economic infrastructure in rural areas;</li> <li>• Health services and education enrolment rates are low, maternal and child health indicators are among the</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation of economic and social infrastructure in the rural areas;</li> <li>• Encourage participatory local areas development plans to set the priorities and engage the population in the rehabilitation efforts;</li> <li>• Provide funding on a matching grant basis to fund priority subprojects identified by the communities;</li> </ul>

Priority areas	Main issues	Required actions
	lowest in Africa;	<ul style="list-style-type: none"> <li>• Continuation of rehabilitation of schools and health centres to resume servicing the communities needs;</li> <li>• Provide support to national HIV/AIDS programme in the rural areas;</li> <li>• Attention to the inclusion of females and youth, particularly the poorest and most vulnerable within these target groups.</li> </ul>
Decentralization of services and decision making regarding revenue collection and budget allocations	<ul style="list-style-type: none"> <li>• Government services are highly centralized in Freetown;</li> <li>• Poor budgetary allocations to the rural areas and to the agriculture and rural development sectors;</li> <li>• Weak capacity of public services in the rural areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote decentralized planning and implementation of development efforts by the village communities;</li> <li>• Promote people's participation and transparent decision making process through the decentralization process;</li> <li>• Promote contractual arrangements with service providers, and public and private sector agencies to promote accountability.</li> </ul>
Public Agricultural Sector Institutions	<ul style="list-style-type: none"> <li>• MAFFS as well as MLGCD, have poor implementation capacities;</li> <li>• MAFFS' technical expertise requested by many NGOs at district level;</li> <li>• Public research and extension services systems are still not functioning at full capacity;</li> </ul>	<ul style="list-style-type: none"> <li>• Promote restructuring of the Ministries involved in agriculture and rural development, including a gender mainstreamed approach;</li> <li>• Participate with other donors who are planning support to restructuring and capacity building of institutions servicing the sector;</li> <li>• Promote the development of appropriate strategies and support the decentralization of their services;</li> <li>• Strengthen decentralised MAFFS services.</li> </ul>
Gender Issues	<ul style="list-style-type: none"> <li>• Persistent marginalization of women in the rural areas would hinder development;</li> <li>• The marginalisation of the poorest and most vulnerable women perpetuates poverty;</li> <li>• Women poverty is mainly due to lack of funds for trading, food processing and other micro enterprise activities as well as lack of access to formal financial services.</li> </ul>	<ul style="list-style-type: none"> <li>• Take into account the specific needs of women when promoting the development of decentralized micro financial services institutions;</li> <li>• Encourage the participation of women in the development committees at both the village and ward levels, so that their special needs are taken into consideration;</li> <li>• Facilitate access to short-term loans for trading, food processing and other businesses for women/women's groups;</li> <li>• Ensure equitable participation of women in planning and decision-making meetings;</li> </ul>

<b>Priority areas</b>	<b>Main issues</b>	<b>Required actions</b>
		<ul style="list-style-type: none"> <li>• Pay particular attention to the inclusion of the poorest and most vulnerable women;</li> <li>• Ensure gender mainstreaming throughout all project activities;</li> <li>• Provide affirmative action for women.</li> </ul>
Youth Issues	<ul style="list-style-type: none"> <li>• High unemployment rates;</li> <li>• Low level of literacy and education due to the 15-year break down in the education system due to the war.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage the membership of the youth in the development committees at both the village and ward levels, so that their special needs are taken into consideration;</li> <li>• Provide special skills training and literacy courses;</li> <li>• Promote youth employment through the programme activities.</li> </ul>

**Table 2: Target Group Priority Needs and Programme Proposals**

<b>Typology</b>	<b>Causes of poverty</b>	<b>Coping Actions</b>	<b>Priority Needs</b>	<b>Project Response</b>
Smallholder farmers	<ul style="list-style-type: none"> <li>• Lack of access to inputs and support services;</li> <li>• Profitable investment opportunities are limited;</li> <li>• Lack of funds and knowledge to diversify production and to increase soil fertility with the view to reach higher yields on a sustainable basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional farming practices, including slash and burn;</li> <li>• Borrowing from friends and neighbours;</li> <li>• Participation in the informal financial and petty trade sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved seed and planting materials and other farm inputs (e.g. fertilizer);</li> <li>• Short and medium-term loans for annual farming and investments in technology;</li> <li>• Technical training;</li> <li>• Knowledge on financial and group management.</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting a continuous availability of farm inputs;</li> <li>• Supporting production and dissemination of improved seed and planting materials;</li> <li>• Promoting efficient extension services (traditional and FFS) with a focus on women's needs;</li> <li>• Promoting improved cropping practices for higher yields on a long-term basis;</li> <li>• Supporting post-harvest management, value addition and marketing;</li> <li>• Investment support (link to financial service providers; swamp development).</li> </ul>
Women	<ul style="list-style-type: none"> <li>• Lack of funds for trading, food processing and other micro enterprise activities;</li> <li>• Lack of access to formal financial services;</li> <li>• Few deposit facilities outside the informal financial sector;</li> <li>• Insufficient collateral for bank loans;</li> <li>• Lack of technical support (extension services) adapted to their farming activities;</li> <li>• Limited participation in farmers' groups and community structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive participation in informal financial sector;</li> <li>• Exclusion from decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Short-term loans for trading, food processing and other businesses;</li> <li>• Flexible repayment schedules in order to benefit from price increases;</li> <li>• Increased capital formation;</li> <li>• Quick loan processing;</li> <li>• Knowledge on financial management and loan applications;</li> <li>• Access to adapted extension services;</li> <li>• Enhanced participation (management, decision-making) in groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Assisting Community Banks in identifying creditworthy women groups;</li> <li>• Assisting Community Banks design appropriate financial products and collateral substitutes;</li> <li>• Assisting women groups to mobilize savings and negotiate with Community Banks for continuous business partnerships;</li> <li>• Promoting extension services adapted to women's activities within DOA and through the FFS;</li> <li>• Promotion of gender equality and women's participation in all activities, in particular within the FBOs and agribusinesses;</li> <li>• Supporting womens' groups.</li> </ul>

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<p>Youth (including ex-combatants and sexually abused young women/single mothers)</p>	<ul style="list-style-type: none"> <li>• Lack of opportunities (before the war);</li> <li>• Social exclusion;</li> <li>• Limited or no access to land / resources;</li> <li>• Low literacy levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Settling in cities to ensure anonymity (Freetown);</li> <li>• Begging, prostitution in cities;</li> <li>• Getting involved in petty crimes.</li> </ul>	<ul style="list-style-type: none"> <li>• As for women above plus:</li> <li>• Social inclusion and acceptance in host communities;</li> <li>• Skills training.</li> </ul>	<ul style="list-style-type: none"> <li>• Job opportunities in rural areas (food for work, promotion of agri-businesses);</li> <li>• Skills training;</li> <li>• Ensure the inclusion of the poorest and most vulnerable youth in all project activities.</li> </ul>
<p>Micro-and small-scale entrepreneurs</p>	<ul style="list-style-type: none"> <li>• Lack of funds to acquire tools and machinery and for working capital;</li> <li>• Lack of access to formal financial services;</li> <li>• Inadequate services by the informal financial sector;</li> <li>• Lack of appropriate technology for rural food processing;</li> <li>• Lack of entrepreneurship skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Borrowing from friends and neighbours;</li> <li>• Participation in informal financial sector;</li> <li>• Use traditional, manual unhygienic processing activities;</li> <li>• People are engaged in petty trade activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Short-and medium-term loans and overdraft facilities for working capital requirements, tools and machinery;</li> <li>• Knowledge on financial management, simple business plans and loan procedures;</li> <li>• Provision of appropriate technology at affordable price;</li> <li>• Tailor made training to start productive businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting the development of demand-driven and decentralized rural microfinance services;</li> <li>• Assisting Community Banks in identifying creditworthy groups of small-scale entrepreneurs;</li> <li>• Training on business development and management;</li> <li>• Training on food processing and marketing;</li> </ul>



**Table 3: Institutional Capabilities Matrix**

Institution	Strengths	Weaknesses	Opportunities/Threats	Remarks
Local Councils	<ul style="list-style-type: none"> <li>• Capacity to mobilize Committees for development projects</li> <li>• Legal authority to ensures citizens participation and involvement in decision making</li> <li>• Strong legal status (LGA 2004)</li> <li>• Proximity to the area where development is taking place</li> <li>• Human resource base (Recruited at least 7 technical/professional staff)</li> <li>• Some functions have been devolved to them</li> <li>• Have office structures</li> <li>• Have basic logistics to undertake some of their core functions</li> <li>• Have standing orders to regulate their activities</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to effectively harness local revenue and therefore heavily reliant on external support</li> <li>• Weak in coordinating development interventions and agencies</li> <li>• Inadequate capacity to develop plans based on local priorities</li> <li>• Inadequate logistics – vehicles</li> <li>• Flow of information within the Council is problematic</li> <li>• Lack of information and communication equipment</li> <li>• Lack of internet facilities</li> <li>• No system in place to ensure that information is properly managed</li> <li>• Weak financial management system</li> <li>• Records management and filing system very weak</li> <li>• Most staff not computer literate especially in the use of financial management software packages</li> <li>• Weak internal audit system</li> <li>• Weak administrative and managerial skills of key administrative staff</li> <li>• Absence of a Human Resource Unit or personnel to handle HR issues (Local Councils are in the process of hiring an HR Officer)</li> <li>• Inexperienced and inadequately trained procurement personnel at post</li> <li>• Inability to undertake effective monitoring and supervision</li> <li>• Weak gender mainstreaming at all levels</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Revenue potentials</li> <li>• Availability and good will of donors to funds the Local Councils</li> <li>• Devolution- system in place to transfer funds to Local Councils</li> <li>• Availability of loaning facilities</li> </ul> <p>Threats</p> <ul style="list-style-type: none"> <li>• Political interference</li> <li>• Conflict between chiefs and the Council in terms of sharing revenues from local tax and market dues</li> <li>• Conflicting acts</li> <li>• Staff retention</li> </ul>	

Institution	Strengths	Weaknesses	Opportunities/Threats	Remarks
Ward Development Committees	<ul style="list-style-type: none"> <li>• Provide forum for discussion of local problems and recommend remedial actions</li> <li>• Conduit for information gathering and dissemination of the local level</li> <li>• Provide support in monitoring local level development activities</li> <li>• Proximity to operational areas</li> <li>• Legal status</li> <li>• Knowledge of the local terrain and environment</li> </ul>	<ul style="list-style-type: none"> <li>• Improper constitution of many Ward committees</li> <li>• Limited understanding of their roles and responsibilities</li> <li>• Lack of support to hold monthly meetings</li> <li>• Weak monitoring of services and develop projects in local committees</li> <li>• In some chiefdom, Ward Committees are not recognized by the chiefs and therefore hinder their work.</li> <li>• Uninformed of on-going project in their localities.</li> <li>• Following up on those projects by the Ward Committee members is problematic</li> <li>• The interface between Ward Committees and their residence is very weak.</li> <li>• Most of the Councillors who are chairing the Ward Committees are not residing in the Wards.</li> <li>• Ward Committees lack logistics to support their work e.g. mobility, stationery</li> <li>• The knowledge of Ward Committees on simple monitoring, data collection and reporting is very weak.</li> <li>• Most of the Ward Committee members are illiterate therefore are very slow to comply and to understand issues</li> <li>• Ward Committees have not got offices to conduct their business.</li> <li>• There is no imprest for Ward Committees to support their operations</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Availability of donors to support them</li> <li>• Willingness of citizens to participate in the decentralization process</li> </ul> <p>Threats</p> <ul style="list-style-type: none"> <li>• Chiefs and powerful individuals in the committee interfere with the Ward Committees especially where their personal interest are at stake.</li> <li>• There is seeming political interference of some ward committees. In that some ward committee members are marginalized by the chairpersons of the ward committees because they belong to other parties</li> </ul>	

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Institution	Strengths	Weaknesses	Opportunities/Threats	Remarks
Ministry of Agriculture, Forestry and Food Security (MAFFS)	<ul style="list-style-type: none"> <li>• Extensive field presence</li> <li>• Continuity – follow through from pre-war to post-war</li> <li>• Still the major source of technical know-how at district level.</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional civil-service mindset</li> <li>• Many vacancies in especially in districts</li> <li>• Some staff approaching retiring age</li> <li>• Lack of in-service training</li> <li>• Poorly resourced (limited mobility for field staff and basic office equipment e.g. computers not available in any field office)</li> <li>• Limited operating budget, project and incentive dependent</li> <li>• Limited management capacity</li> <li>• Qualified staff drain to NGO sector;</li> <li>• Infrastructure (offices, stores etc.) often inadequate and communication system weak</li> <li>• Inadequate knowledge of costs/benefits of agricultural production</li> <li>• Inadequate gender awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Government decentralisation policy</li> <li>• Capacity building through in-service training of District and field staff to update competencies and reinforce participatory approach, with particular attention to gender mainstreaming</li> <li>• Policy changes (e.g. on TA, financial management and organisation)</li> <li>• Recruiting new and qualified staff to replace the retired staff in the future, particularly socially-minded and gender sensitive professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building in management, methodological, technical and implementation issues</li> <li>• Strong supervision and M&amp;E</li> </ul>
Ministry of Trade and Industry (MoTI)	<ul style="list-style-type: none"> <li>• Coverage in Freetown and three Regional headquarters (Bo, Kenema and Makeni)</li> <li>• Growth centres in Bo, Pujehun, Binkolo and Kpandebu New centres: Kabala, Mambolo, Rotifunk</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional civil-service mindset;</li> <li>• Lack of in service training</li> <li>• Poorly resourced (limited mobility for field staff)</li> <li>• Limited operating budget, project and incentive dependent</li> <li>• Limited management capacity</li> <li>• Qualified staff drain to NGO sector</li> <li>• Infrastructure (offices, stores etc) severely affected by the war and communication system weak</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building through in-service training of District and field staff to update competencies and reinforce participatory approach</li> <li>• Recruiting new and qualified staff to replace the retired staff in the future</li> </ul>	

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<b>Institution</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities/Threats</b>	<b>Remarks</b>
Sierra Leone Agricultural Research Institute	<ul style="list-style-type: none"> <li>• Past links with regional and international research centres</li> <li>• Dedicated core staff</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure and equipment decimated by the war</li> <li>• High cost of rehabilitation unlikely to be fully funded</li> <li>• Lack of operating funds</li> <li>• Current staff is aging</li> <li>• No research orientation on cropping systems, farming systems</li> </ul>	<ul style="list-style-type: none"> <li>• Research programme oriented to present needs</li> <li>• Development of new rice and cassava varieties for dissemination</li> <li>• Training of additional staff abroad</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement and funding of research for particular activities (seeds and varietal selection, demonstration plots)</li> </ul>
National Commission for Social Action (NaCSA)	<ul style="list-style-type: none"> <li>• Successor to the National Commission for Reconstruction, Resettlement and Rehabilitation</li> <li>• Multi-sectoral implementer supported by major donors</li> <li>• Ready technical, management and delivery capacity</li> <li>• Established, documented implementation procedures</li> <li>• Financial management contracted to private accounting company</li> </ul>	<ul style="list-style-type: none"> <li>• Does not operate directly in the agricultural sector</li> <li>• Utilising funds from a number of bi-lateral and international donors, capacity constraints</li> </ul>	<ul style="list-style-type: none"> <li>• Established implementation systems</li> <li>• Rapid project mobilisation</li> <li>• Procedures acceptable to major donors</li> <li>• Project identity may be obscured</li> <li>• Portfolio of large projects</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability of the infrastructural projects through regular beneficiary maintenance should be introduced</li> </ul>
SL Environment Protection Agency (SLEPA)	<ul style="list-style-type: none"> <li>• Qualified professional staff;</li> <li>• Activities is based on the Environmental Act and Plan of Action</li> <li>• The set up of the Forestry Commission in 2005 brought into focus the pressing environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of logistics</li> <li>• Lack of Incentives</li> <li>• Limited staff</li> <li>• Limited Operational Budget</li> </ul>	<ul style="list-style-type: none"> <li>• Institution Building and capacity development</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement in environmental assessment and monitoring of Programme</li> </ul>

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Institution	Strengths	Weaknesses	Opportunities/Threats	Remarks
Cooperatives	<ul style="list-style-type: none"> <li>• Movement established in 1949</li> <li>• Extensive coverage through 9 area offices</li> <li>• 1795 local societies, 41 of which registered since Sept 2002</li> <li>• Linked to Coop Bank which has 80 credit groups in districts using Grameen Bank principles</li> </ul>	<ul style="list-style-type: none"> <li>• Exact number of post-war active local societies unknown</li> <li>• Registration for society costs Le 30,000 plus Le 30,000 documentation fee under Section 8 of Co-op Act</li> </ul>	<ul style="list-style-type: none"> <li>• Need for market channels</li> <li>• Movement widely known and understood</li> <li>• Need for small scale-credit in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>• Activities: savings/credit, cocoa and coffee marketing, fishing, rice and cassava marketing</li> <li>• The most successful societies are women's</li> </ul>
National Federation of Farmers of Sierra Leone (NAFFSL)	<ul style="list-style-type: none"> <li>• Recently established (4 member associations)</li> <li>• Government support</li> <li>• Organized structure at all levels and extensive network (national, regional, district and chiefdom level)</li> <li>• Current Management Committees (national, regional, district and chiefdom levels) are democratically elected (elections organised by the National Elections Commission in July-August 2003)</li> </ul>	<ul style="list-style-type: none"> <li>• Governance issues – unclear organisational structure – overlap of mandate with member organisation;</li> <li>• Very few services provided to members by the organisation</li> <li>• Lack of clear vision action plan at national level</li> <li>• Great dependency on government support</li> <li>• Linkages with community level Farmers Associations are weak</li> <li>• Current data on member associations is incomplete</li> <li>• Current range of support to village-level associations is small</li> <li>• Data at the national level on members' farming activities and needs are inadequate</li> <li>• Poor monitoring and supervision capacity at various levels</li> <li>• Management committees at the regional/district levels are dominated by politicians (parliament members)</li> <li>• Does not sufficiently address the needs of women farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Updating of data-base</li> <li>• Lobby for mobilizing government support for farmers</li> <li>• Can undertake advocacy for Chiefdom level Associations</li> <li>• Can sensitise farmers and assist them in organising themselves</li> </ul>	

Institution	Strengths	Weaknesses	Opportunities/Threats	Remarks
Sierra Leone Centre for Agribusiness Development (SLeCAD)	<ul style="list-style-type: none"> <li>• Recently established</li> <li>• Agribusinesses as members</li> <li>• NAFFSL is member</li> <li>• Strong government support</li> <li>• Able to mobilise expertise</li> <li>• Increasingly accepted as lobby for agribusiness</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clear vision action plan at national level</li> <li>• Few staff</li> <li>• Few services to members</li> <li>• Dependency on Government support</li> </ul>	<ul style="list-style-type: none"> <li>• Can organise ABCs and provide support in business development in cooperation with partners</li> </ul>	
NGOs (International)	<ul style="list-style-type: none"> <li>• Known capacity in the field of rural development (agriculture, livestock, roads, IVS, etc...)</li> <li>• Speedy response for emergency implementation</li> <li>• Backstopping by HQ in home country</li> <li>• Access to bilateral funding</li> </ul>	<ul style="list-style-type: none"> <li>• High rate of international staff turn over</li> <li>• Overheads are high</li> <li>• Direct implementation of activities which is not in favour of capacity building;</li> <li>• Does not always provide necessary services following training programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of activities to cover developmental programmes and projects</li> <li>• Involve in training and skill development activities</li> <li>• Expansion of activities at the national level</li> <li>• Expand advisory role to Government and private sector institutions and companies</li> <li>• Experience in market information systems</li> </ul>	<ul style="list-style-type: none"> <li>• Farmers' confidence in Intl. NGO field staff is growing, as they have been better able to bring immediate results</li> <li>• Should rely on and work with national NGOs</li> </ul>
NGOs (National and Local)	<ul style="list-style-type: none"> <li>• Known capacity</li> <li>• Ability to reach remote areas</li> <li>• Enjoys more trust of local communities;</li> <li>• Low overhead costs</li> </ul>	<ul style="list-style-type: none"> <li>• Weak resource base (funds and human)</li> <li>• Limited number of permanent staff</li> <li>• Lack of well trained staff</li> <li>• Often established on an opportunistic basis to capture funds</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of activities;</li> <li>• Involve in training and skill development activities</li> <li>• Could be good partners in projects implementation</li> </ul>	
FBOs & associations	<ul style="list-style-type: none"> <li>• Located in communities;</li> <li>• Representative of their farming communities (leaders are elected periodically).</li> </ul>	Over-dominating leadership (few literate leaders resulting in limited rotation of leadership); Weak structure and capacities.	At district and chiefdom levels they offer a good potential for reaching target beneficiaries.	

<b>Institution</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities/Threats</b>	<b>Remarks</b>
Community based Organisations (CBOs)	<ul style="list-style-type: none"> <li>• Direct link with communities</li> <li>• Experience in implementing activities at the grassroots level on behalf of NGOs and NaCSA</li> <li>• Remain in the community after project assistance has ended</li> <li>• Registered with MLGCD Department of Rural Development and MAFS NGO/CBO Coordination Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Weaker leadership and group management skills</li> <li>• Not self reliant and often unstable (compared to NGOs)</li> <li>• Weak structure</li> <li>• Inadequate staffing</li> <li>• Lack of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Need of external support to build their capacity to operate and to train the management staff</li> <li>• Opportunity: capacity built will remain in community and contribute to longer term benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Area of operation ranges from one village to two chiefdoms</li> </ul>

**Table 4: Complementary Donor Initiative/Partnership Potential**

<b>Donor/Agency</b>	<b>Nature of Project/Programme</b>	<b>Project/Programme Coverage</b>	<b>Status</b>	<b>Complementarity/ Synergy Potential</b>
African Development Bank (AfDB)	<ul style="list-style-type: none"> <li>• Agricultural Sector Rehabilitation Project</li> <li>• Fisheries Development Project</li> <li>• Peri-urban Agricultural Development Project</li> <li>• Nerica Dissemination project</li> </ul>	<p>5 districts – Port Loko, Kambia, Moyamba, Pujehun, Kenema</p> <p>Western and Southern Region</p> <p>Countrywide</p> <p>Regional (5 countries)</p>	<p>Ongoing Project</p> <p>Ongoing project</p> <p>Under preparation</p> <p>Ongoing</p>	The project emphasises production of vegetables and marketing of agricultural produce. Contributes to SCP components 1,2 and 3.
Food and Agriculture Organization of the United Nations (FAO)	<ul style="list-style-type: none"> <li>• OFTN / FFS</li> <li>• Development of a Sustainable Seed Sector</li> <li>• Food Security through Commercialisation of Agriculture (FSCA) Project</li> <li>• EU Food Facility Project</li> <li>• Irish Aid</li> </ul>	<p>Countrywide</p> <p>Countrywide</p> <p>Koinadugu and Kono Districts</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Start in 2008</p>	All projects contribute to SCP Components 1. GAFSP will build on lessons learnt and continue activities after closure of these projects. Capacity building of FBOs: use of trainers trained by the project, modules, etc...
WARDA (IFAD Grant)	<ul style="list-style-type: none"> <li>• Enhancing smallholder access to NERICA seed for alleviating rural poverty in Western and Central Africa</li> </ul>	Countrywide (Sierra Leone being one of three countries supported)	Start in 2008	Complementarity with GAFSP.
World Bank (WB)	<ul style="list-style-type: none"> <li>• Rural and Private Sector Development Project (RPSDP)</li> <li>• Sierra Leone HIV/AIDS Response Programme (SHARP)</li> </ul>	<p>Countrywide</p> <p>Countrywide</p>	<p>Ongoing</p> <p>Ongoing</p>	Complementary with GAFSP in areas such as rural market infrastructure and information, supply chain development, and strengthening of public and private rural advisory services. Strong linkage to GAFSP.



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Donor/Agency	Nature of Project/Programme	Project/Programme Coverage	Status	Complementarity/ Synergy Potential
	<ul style="list-style-type: none"> <li>• National Social Action Project (NSAP)</li> <li>• Health Sector Project</li> <li>• Rehabilitation of Basic Education Project (REBEP)</li> <li>• Transport Rehabilitation Programme</li> <li>• Wildlife Protection and Biodiversity Conservation Project</li> </ul>	<p>Countrywide</p> <p>Countrywide</p> <p>Countrywide</p> <p>Countrywide</p> <p>Countrywide</p>	<p>Under preparation</p> <p>Under preparation</p> <p>Under preparation</p> <p>Under preparation</p>	
European Union (EU)	<ul style="list-style-type: none"> <li>• Various Food Facility projects</li> <li>• Agriculture for Development (A4D) (10<sup>th</sup> EDF)</li> </ul>	<p>Countrywide</p> <p>Countrywide</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>The Project can learn from these projects and operational linkages will be established. Complementarity with RCPRP.</p>
Common Fund for Commodities	<ul style="list-style-type: none"> <li>• West Africa Sorghum Value Chain Supply Project (implemented by Community Biodiversity Action Network in partnership with Sierra Leone Brewery Limited,)</li> </ul>	Kambia and Porto Loko	Ongoing (since 2005 for 5 years)	Sorghum value chain development.
GTZ	<ul style="list-style-type: none"> <li>• Employment Promotion Project (EPP)</li> <li>• Ex EU-STABEX Programme in support of production, processing and marketing of basic food commodities and export crops</li> </ul>	Koinadugu, Kono, Kailahun, Pujehun	Ongoing	Strengthening of value chains, resettlement of youths

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<b>Donor/Agency</b>	<b>Nature of Project/Programme</b>	<b>Project/Programme Coverage</b>	<b>Status</b>	<b>Complementarity/ Synergy Potential</b>
Islamic Development Bank (IsDB)	<ul style="list-style-type: none"> <li>• Integrated Rural Development Programme (IRDP)</li> </ul>	Countrywide	Ongoing	The programme provides for the rehabilitation of rural infrastructure and distribution of tools and inputs. RCPRP will link for synergy and complementarity.
UNIDO  UNIDO contd.	<ul style="list-style-type: none"> <li>• Post-conflict SME support programme for industrial development and poverty alleviation</li> <li>• Agri-enterprise development for stimulating rural economies in Africa Initiative</li> </ul>	Bo, Pujehun, Binkolo, Kpandebu, Kabala, Mambolo, Rotifunk  Regional (11 countries including Sierra Leone)	Ongoing  Ongoing	4 growth centres with food processing that were rehabilitated after the civil war. Close linkages to GAFSP  Backstopping, training modules, prototypes of equipment, networking, business models
USAID	<ul style="list-style-type: none"> <li>• Promotion of Agriculture, Governance and Environment (PAGE)</li> </ul>	Kono, Kailahun	Ongoing	Involved in Agriculture as a business. Strong linkages.
World Food Programme (WFP)	<ul style="list-style-type: none"> <li>• Purchase for progress (P4P)</li> <li>• Targeted Food Assistance for Relief and Recovery Project (Country Programme)</li> <li>• Food Assistance for Development Projects</li> <li>• Protracted Relief and Recovery Operation (PRRO) - Food Assistance to refugees and returnees; assistance to rehabilitation of feeder roads.</li> </ul>	Countrywide  Countrywide  Selected districts  6 Districts (Kono, Kenema, Kailahun, Bo Bonthe and Pujehun)	Ongoing  Ongoing  Under preparation. To be implemented Ongoing since July 2007 (for 2 years)	Potential market for ABC products of GAFSP. Strong linkages.  Possible partnership will be considered in the future.  Complementary to GAFSP.  Complementary to GAFSP.
United Nation Development Programme (UNDP)	<ul style="list-style-type: none"> <li>• Microfinance capacity building project (with UNCDF and KfW)</li> </ul>	Countrywide	Ongoing	Partial overlap with GAFSP as regards support to community banks and creation of a favourable environment for rural and micro finance Potential for collaboration, mutual

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	<ul style="list-style-type: none"> <li>• Kenema District Economic Recovery Programme (KDERP) with UNCDF</li> </ul>	Kenema District	Ongoing (2007-2012)	reinforcing and achievement of results
CORAD (CARE, CRS, WVI, ARC)	<ul style="list-style-type: none"> <li>• Promoting Linkages for Livelihood Security and Economic Development (LINKS)</li> </ul>	National	Ongoing (since 2007)	Market information system, value chain analyses, provision of specialised services (training, modules)
German Agro-Action	<ul style="list-style-type: none"> <li>• Organic cocoa value chain development (financed by EC-STABEX).</li> <li>• EU Food Security</li> <li>• Western Area Protected Area</li> </ul>	Kenema, Kono, Kailahun  Bo, Pujehun, Kenema	Ongoing until late 2008	Technology packages to improve quality of cocoa; Value chain development methodology. IVS, Agric. Production, border zone management Protected area management ; border zone
Concern	<ul style="list-style-type: none"> <li>• Livelihood Security MAPS Programme</li> </ul>	Two districts	Ongoing	Complementarity with RCPRP as Programme targets vulnerable farm families and community groups.
JICA	<ul style="list-style-type: none"> <li>• Agricultural Development Project in Kambia</li> </ul>	Kambia District	Ongoing	Development of technical packages for rice and vegetable production.

**Table 5: Stakeholders' Matrix/Programme Actors and their Roles**

Component	Sub-component Main Activity	Perennial Institution(s) Involved	Potential Contractors/ Periodic Inputs	Other Possible Partners in Execution
<b>1. Support to Agricultural production and Commercialisation</b>	<b>Support to production</b>			
	Establishment of FBOs	Extension		
	Capacity building of FBO members	Extension	TA	
	Support to FBOs on technical knowledge	Extension	TA	
	Support to production	MAFFS, DOA	TA, suppliers, transporters	
	<b>Support to processing and commercialization</b>			
	ABC approach - Business plans - ABC buildings - Sensitization and trainings (technical and management) - ABC package	MAFFS	TA, suppliers, local contractors	
	Contract farming approach	MAFFS, private sector	TA, RCPRP	
	Agro-dealers approach	MAFFS, private sector	CNFA	
	<b>Institutional support</b>	MAFFS	TA	
	Capacity-building of DOA: - Recruitment - Training of staff - Rehabilitation of buildings  - Equipments and logistics	MAFFS, DOA, local contractors	- TA - TA - Suppliers, local contractors - Suppliers	
	Capacity-building of FBOs apex and networks at district and national level - NaFFSL - Commodity-focused FBOs	MAFFS, NaFFSL	TA	
<b>2. Small Scale Irrigation Development</b>	Sensitisation of communities and selection of IVS	LWDD, extension	RCPRP	
	Surveys, design,	LWDD	TA	

<b>Component</b>	<b>Sub-component Main Activity</b>	<b>Perennial Institution(s) Involved</b>	<b>Potential Contractors/ Periodic Inputs</b>	<b>Other Possible Partners in Execution</b>
	supervision			
	Training of LWDD technicians and contractors	LWDD, University, SLARI	TA	
	Rehabilitation of IVS	LWDD, youth contractors	IFAD PCU, TA	
	Training of FBOs/ IVS association	LWDD	NGOs, TA	
	Training of FBOs in swamp rice cultivation and off-season crops	Extension	NGOs	
<b>3. Access to financial services</b>	Establishment of FSA and CB; training of staff and users	Rural Finance and Community Improvement Programme (RFCIP)	BOSL, TAA, MoFED	
	Development and implementation of recovery strategy for inputs and equipment	SCP Coordinator, TAA, BOSL	TA	
<b>4. Project Management</b>	Project supervision	Statehouse (PTFAg), MASFFS, MoFED, IFAD, Agriculture Advisory Group (National Steering Committee), District Steering Committees	GAFSP Management Unit	
	Project management	SCP Coordination Unit	MASFFS, MoFED, IFAD, Consultants	
	Financial management and procurement	SCP Administrative Unit	Consultants, auditors, NAPPA, Local Councils	
	M&E	SCP M&E Officer	PEMSD, Consultants, TA	J-PAL
	Establishment of and training on Management Information System	SCP M&E Officer, MIS Officer	TA	
	Communication	SCP Communication Officer	Media	Media
	Environmental monitoring	SLEPA	TA	

**THE REPUBLIC OF SIERRA LEONE**

**SMALLHOLDER COMMERCIALISATION PROGRAMME (SCP)  
GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (GAFSP)**

**PROJECT DESIGN DOCUMENT**

**ANNEX 3  
ENVIRONMENTAL AND SOCIAL REVIEW NOTE**

## **Sierra Leone**

### **Smallholder Commercialisation Programme (SCP) Global Agriculture and Food Security Programme (GAFSP)**

#### **Annex 3 Environmental and Social Review Note**

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## **A. Brief description of the Project**

1. The GAFSP financing will support the following four components of the Smallholders Commercialisation Programme:

- (a) Smallholder Commercialization: production intensification, diversification, value addition and marketing. The objective of this component is to promote commercialisation of smallholder agriculture through increasing productivity, value addition, and marketing with emphasis on commodity chain development and institutional strengthening of farmer-based organisations (FBO).(Component 1 of SCP);
- (b) Small scale irrigation development. The aim of this component is to develop appropriate small scale irrigation infrastructure in order to boost rice production, a major staple in the country. Results expected from small scale irrigation development would substantially contribute to increased food security, the generation of marketable surplus for lowland smallholders and their insertion in national agricultural trade, as well as creation of wealth and employment for youth. (Component 2);
- (c) Rural finance. The aim is to enhance access to financial services for smallholders, rural agribusiness and rural poor. (Component 4 of SCP);
- (d) Smallholder Commercialization Programme (SCP) Planning, Coordination, Monitoring and Evaluation The objective of this component is to ensure: (i) effective strategic and operational planning of the SCP programme; (ii) efficient coordination between and amongst the components of the programme on one hand and the various sources of funding and implementation partners within and outside MAFFS on the other hand; and (iii) overall monitoring of SCP implementation progress and evaluation of final results and impacts on smallholders, etc. (Component 6 of SCP).

2. GAFSP is a nation-wide programme which targets all districts. The outcomes of the Social Accounting Matrix (SAM), of conducted surveys and the profiles of District Councils, as well as consideration of the recently produced livelihood zone maps and synergies with complementary projects would guide the selection of appropriate sites within the districts.

3. Poverty in Sierra Leone is deep, widespread and chronic. Poverty is heavily concentrated in rural areas, where it sometimes reaches 80 percent of the population. Rural areas face a severe lack of social services and income sources, which further constrains the options to escape poverty. Lack of sufficient food and overall hunger are perceived as the principal conditions of poverty. Natural resources are degraded, particularly in upland areas. Although agriculture is the largest employer in the country, PRSP data show that small-scale farmers, especially subsistence food crop farmers, are among the poorest in the country. This is largely due to major constraints and challenges in the agricultural sector, at both the farmer and institutional levels, including poor extension services, lack of rural infrastructure (e.g. roads, marketing infrastructure), low capital investment, a weak private sector, lack of credit and micro-finance facilities, and weak farmers' organisations and mobilisation. In terms of target groups, broad criteria will be established that will ensure that women and youth represent about 50 percent of beneficiaries.



4. The first component of the project (Smallholder agriculture commercialisation) would comprise 3 sub-components: (i) Production intensification through FBO development; (ii) Improved access to inputs, processing and marketing via ABC establishment, agrodealers (food crops), as well as farming contracting (cash crops); and (iii) Supportive and adapted institutional support (MAFFS DOA and FBO networks/apex bodies). It will involve the provision of start-up kits (agricultural inputs such as seed, fertilizer, etc. and small machinery); mentoring/training to applying improved adapted technologies; training in organisational and business management and planning and in marketing.

5. The second component of the programme will promote the expansion/new development of IVS where technically feasible, economically viable, socially acceptable and environmentally friendly. Taking into consideration present implementation capacity of MAFFS staff/NGOs, the programme could support the development a rehabilitation of about 4,000 ha of IVS.

6. The third component will support rural finance.

7. All these activities have some impacts on environment that have been analysed in the following sections of this document.

## **B. Major site characteristics**

8. Sierra Leone, with a total land area of about 71,740km<sup>2</sup>, is divided into five main geographical regions: the coastal zone, interior lowland plains, interior plateau, the mountains and Freetown Peninsula. Of the total area, some 60,650km<sup>2</sup>, are classified as upland and 11,650km<sup>2</sup>, are low lands. The lowlands are differentiated into four distinct agro-ecological zones:

- Inland Valley Swamps (IVS): fairly flat, poorly drained depressions between adjacent uplands;
- Mangrove Swamps: land adjacent to the coast or along estuarine rivers subject to inundation by tidal brackish water;
- Bolilands: low-lying inland depressions subject to flooding during the wet season;
- Flood plains: located around major rivers, flooded periodically during the wet season.

9. Out of the total land area, 53,620km<sup>2</sup>, (5.36m.ha) has been estimated as suitable for crop production. Non-arable land which includes hills, rocky land, roads, rivers and creeks account for the rest of the land resources of the country.

10. The **soils** in Sierra Leone have been grouped into 12 soil associations by the Land and water Development Division. Most of them are ferralitic in nature and excessively leached as a result of the humid tropical conditions. Organic matter content is generally low.

11. Sierra Leone has a tropical **climate** with two distinct seasons: the Dry Season (December to April), dominated by winds from the northeast, and the rainy season (May to November). Both seasons may have some variations in the commencement and duration. The temperature is characterized by high temperatures with an average monthly temperature of 26-28 degree from June to October with a maximum temperature of 32-36 degree in March.

12. Report of studies relating to climate change and National Adaptation Programme of Action carried out in recent times have revealed that rainfall and

temperature patterns of the country have been changing. The *harmattan* period in recent times has been warmer than usual. It was also observed that the pre-monsoon period which runs from April to June is now associated with stronger winds and more frequent rain/storms causing greater damage to lives and property. Calmer and dryer weather now appears to be associated with the September/November period which was usually characterized by frequent thunder and lightening and short but heavy rainfall.

13. The wet or monsoon season, which runs from July to September with a country average rainfall of about 2746 millimetres, has recently had periods of delays in the rains and associated water shortages particularly in Freetown. Heavy rainfall accompanying such dry spells often results in extensive flooding throughout the country. The effects of these unusual temperature and rainfall patterns on agriculture, water supply and sanitation are evident in various parts of Sierra Leone. Based on global model simulations for a wide range of scenarios, the average temperature is projected to increase by the year 2100 by about 7 to 9 percent above the average annual temperature for the period 1961 – 1990 (which is about 26.7°C). With regards to rainfall, analysis carried out on local rainfall data and inter-annual variability projections linked more firmly to drier conditions in the near future.

14. The country has abundant **water resources** mainly attributable to rainfall (2000-4000mm per annum) and nine major river systems. The level of utilisation of this high water potential is however still very low.

10. The production of both **food and cash crops** in Sierra Leone is almost exclusively by small-scale farmers. Subsistence bush-fallow cultivation is the predominant type of farming, accounting for about 60 percent of agricultural output and employing two thirds of the farming population. Smallholdings range from 0.5 to 2.0 ha of cultivated land under food crops. Up to fifteen different crops are traditionally grown in mixed stands in the uplands, with rain-fed upland rice dominating. Agricultural production was adversely affected by unfavourable macro-economic policies during the eighties and by civil war in the nineties. It is estimated that rice production declined by 40 percent during the decade of the civil war and the production of other food crops stagnated. Over 90 percent of the cattle were either killed or transferred to neighbouring countries. Fisheries production was reduced to 50 percent of pre-war levels. The result has been the spread of poverty and unemployment, malnutrition, increased dependency on food imports, and expanded foreign indebtedness. Tree crops supply the bulk of Sierra Leone's agricultural exports and domestic palm oil consumption. The main crops are coffee, cocoa, oil palm, and kola nuts. Present yields are low for lack of maintenance and renewal. Fuel wood production is the most important forestry activity and provides a complementary income for most farmers. Logging is of little economic significance, as it is not properly monitored, but has negative impact on the remaining forest reserves.

11. **Land tenure** in Sierra Leone is characterised by a dual ownership structure. Land in the Western Area, which is the area originally settled by the Creole, the liberated slaves on their arrival in the country, is held under the English concept of freehold interests. It is believed that the land was acquired through negotiation with the natives by the English and handed over to the settlers. This area includes the capital city, Freetown. Land in the rest of the country (i.e. the Provinces) is held in communal ownership under customary tenure and is controlled by traditional rulers who administer it on behalf of their communities in accordance with customary principles and usage. The chiefdom Council, headed by the Paramount Chief, is regarded as the custodian of the land on behalf of the entire chiefdom but decisions regarding land are taken in consultation with heads of the various land

owning families. Land is considered a heritage, to be preserved and handed down to future generations, it therefore cannot be "sold", only transferred, and individual members of the landowning families have an inherent right to the occupation and use of any part of the family land. 285, 000ha (4% of total lands) are held by Government in the form of forest reserves.

12. The **population** of Sierra Leone is estimated at 6 million, growing at a rate of about 2,6 percent per year. The population density of about 58 persons/km<sup>2</sup> is relatively high as compared to other countries in Sub Saharan Africa. Population is concentrated (up to 80 persons per km<sup>2</sup>) in some particular regions of the country, the diamond area or those with large scale rice cultivation: the Freetown peninsula, the Bo, Kono and Kenema districts. A large section of the population is unemployed, especially among the youth. An estimated 68 percent live close to forest or forest re-growth area on which they depend for their livelihood.

13. Presently **HIV/AIDS** incidents in Sierra Leone are comparatively lower than for other countries in the sub-Saharan Africa (prevalence stable at 1,5 percent). HIV prevalence is 2,5 times higher in urban compared to rural areas and higher among women compared to men. Most at risk population result to be gold and diamond miners, military and police, mobile and border population, and sex workers.

### **C. Issues in Natural Resources Management**

14. The country is confronted with challenges of environmental degradation as a result of demographic, economic and social demands. Rapid population increases, migration and poverty due to poor economic performance have increased demands on natural resources and the environment, resulting in its poor and uncontrolled use and evidences by rapid deforestation and land degradation.

15. **Land degradation.** The "slash and burn" farming is the predominant system. All the major food crops are cropped through this system and up to fifteen different crops are traditionally grown in mixed stands in one season, with rainfed upland rice dominating. Upland cultivation operation includes brushing, clearing, staking and burning, sowing, hoeing-ploughing, weeding, bird scaring, rodent fencing, harvesting and storage. The overall labour requirements for upland cropping operations amount in average to 185 man days per hectare for an entire cycle. The fallow periods are progressively declining, mainly due to population pressure on land.

16. It is widely recognised that the highly degraded nature of the forests which cover most of the country is a result of the traditional practice of burning for land clearing and shifting cultivation. In those areas, often inappropriate agricultural practices, such as use of marginal lands, are employed leading to: (i) deterioration of watershed; (ii) high run off associated with increased erosion, leading to loss of fertile soils and sedimentation and siltation downstream; (iii) variability in climate and rainfall patterns; and (iv) degradation of water quality.

17. The Ministry of Agriculture, Forestry and Food Security (MAFFS) is working to encourage farmers both to shift towards more stable perennial and tree crops, including more legumes to improve soil fertility and the quality of run-off into valleys, and to move cultivation into the swamps, allowing tree crops growing to resume in the uplands. However, accessibility to IVS is still insufficient, and, in addition, there is some resistance from farmers to moving into lowlands because of health issues such as leaches, cold and rain conditions that increase the risk of

catching pneumonia, and other water-related diseases such as bilharzias and malaria.

18. **Deforestation.** Sierra Leone has imposed a ban on transport and export of timber since January 2008. Uncontrolled logging for fuelwood and charcoal production for domestic household energy consumption, construction material and local industry (i.e. fish processing and salt production in mangrove areas) is the main cause of deforestation in Sierra Leone. The majority of the population uses firewood and charcoal for cooking (over 80 percent of energy used is derived from biomass) and bush poles for construction. The deforestation estimated at 3,000 hectares per annum. About 4 millions cubic meters of wood biomass is extracted annually to meet domestic energy needs. Electricity production is considerably below the levels required to meet requirements for socio-economic development of the country and the use of solar power is extremely low in the country.

19. **Other environmental concerns** include waste management (a major issue in urban areas, especially in Freetown) and mining. Both large and artisanal mining operations have resulted in extensive land devastation, with removal of the topsoil, water and air quality changes and siltation in river systems. Mining activities are much reduced and regulated compared to the past, and there is an ongoing effort to reconvert mining land to agriculture. This happens in particular in Kono district, where the environmental damage caused by mining was mentioned as a major concern by District Council representatives and many sensitisation efforts are currently made in order to promote Kono as agricultural district. However, it is still reported that some illegal mining is conducted in areas where IVS are rehabilitated, with negative impacts on soil and water management. Use of fertilisers and pesticides is still very limited in Sierra Leone, however, an increase is foreseen within the GAFSP framework<sup>1</sup> and this may generate concerns for human health and environment.

20. The root causes of bad management of natural resources include: insufficient knowledge of sustainable land use practices and effects of deforestation; lack of incentives for sustainable land use practices; weak agricultural extension services; weak policies, laws and regulation for environmental protection (e.g. Environmental Impact Assessment); insufficient enforcement of existing regulations, weak land governance, etc.

21. Consultations with local stakeholders (women's groups, farmers' groups, Farmers' Organisations, representatives of MAFFS), showed that level of environmental awareness is higher in the areas adjacent to protected forests and where environment-related projects have intervened. Young farmers' representatives reported that in the young generations concerns related to the unsustainable use of resources exist. Role of paramount chiefs is key in providing directions and guidance on use of resources and in addressing conflictive issues (i.e. livestock destroying farmers' fields; conflict over forest between farmers and beekeepers, etc)

22. **Climate change.** The impacts of climate change are felt by local stakeholders mainly in terms of unusual weather patterns such as changed rainfall patterns with rain in the dry season and dry periods in the rainy season, and also more intense rainfall resulting in severe floods and landslides. This affects cropping patterns (need for adaptive research on different varieties) and water availability (need for more training in water uses and management).

## **D. Potential social and environmental impacts and risks**

23. The GAFSP project is part of the National Sustainable Agriculture Development Plan (NSADP) and is in line with MAFFS approach to encourage farmers to move their cultivation into the swamps and to shift towards more stable perennial and tree crops in the uplands. The planned expansion/new development of IVS, which in Sierra Leone remain relatively untapped mainly in reason of the initial high cost and labour inputs, is an example of this approach. Hydrological characteristics of IVS favour the production of rice both in the rainy and dry seasons and have the potential for sustainable agricultural production, with availability of water and better soil fertility than the uplands.

24. The GAFSP concept fairly takes into account the environmental sustainability dimension, which is fundamental if the Country wants to achieve the objective of making agriculture the engine for socio-economic growth and development. No major environmental impacts are foreseen at this stage and the GAFSP represents an untapped opportunity to transform the Sierra Leonean agricultural sector into a sustainable and climate-smart production system that increases at the same time productivity and resilience (adaptation) while reducing deforestation and the encroachment of agriculture into natural ecosystems. This would enhance the achievement of national food security and development goals.

25. Since small commercial agriculture activities may generate unexpected cumulative impacts, a careful design of an appropriate monitoring system is deemed necessary. In addition, environmental-related concerns and/or opportunities for improvement exist and more attention will be paid during the design on environmental issues through the Environmental and Social Assessment (see ToRs in Annex). In particular, the following issues will be tackled:

### **Adoption of sustainable and climate-smart agricultural practices**

The major environmental problems in the country are associated with deforestation and land degradation driven by slash and burn agriculture. While the GAFSP takes care of increasing production and access to market, it does not propose any alternative approach at a large scale that could result in a concrete mitigation of the deforestation/degradation problem, except through tree crops rehabilitation. An opportunity in this direction is represented by the FFS approach that will be employed. GAFSP sub-component 1.1 foresees the formation of 1,000 FBOs trained in technical areas through the FFS methodology. The FFSs could easily and with few additional costs (to be calculated in the Environmental Assessment Study - see ToR in Annex I) systematically promote methods and practices that increases organic nutrient inputs, therefore reducing the need for synthetic fertilisers, improve water use efficiency, test varieties adapted to new agro-ecological conditions, etc.

Successful examples of these practices already exist in Sierra Leone and the GAFSP could easily build on these pilot experiences to scale them up.

Opportunities in the following areas should be explored: (a) promoting multiple uses of IVS (intercropping with vegetable and groundnuts in order to restore soil fertility; (b) promoting Sustainable Rice Intensification (SRI) approaches, which also reduce carbon emissions; and (c) testing of climate resilient rice varieties (i.e. testing photo insensitive varieties), for example through a *Climate Field School for Farmers* approach.

Both (a) and (b) are part of the work done by the World Vision-supported FFS in Sierra Leone. FAO has some experience on (c) in Indonesia, with the use of FFS to increase the understanding and capacity of farmers to adopt and use new technologies. The development of *Climate Field School for Farmers*, which could be applied both to upland and lowland areas, would be in line with the current support

given by WMO, GEF, UNDP and others in the rehabilitation of Sierra Leone Meteorological stations, which will be used also to effectively communicate climate information to farmers, thus building their understanding of alternative management strategies.

### **Addressing health-related risks**

There are some environmental and health concerns associated to IVS development, namely: iron toxicity, leaches, and cold and rain conditions that increase the risk of catching cold and pneumonia. Other water related diseases, such as *schistosomiasis (bilharzias)*, malaria and *onchocercosis* also exist, as well as weeds that disturb healthy plant growth, such as *Mimosa pudica*, *Imperata cylindrica* and *Passiflora foetida*. Water abstraction by the swamps could hamper the development of or transmit pollution to downstream areas. Rice FFSs already cover environment and natural resource management related topics, as well as health concerns (training to mitigate the impacts of water borne diseases). However, with the planned increase in use of fertilisers and pesticides, trainings on proper use and disposal need to become a key integral part of all FFS curricula, including upland FFS. In any case, compliance with the principles of the International Code of Conduct on the Distribution and Use of Pesticides of FAO should be ensured and any pesticide formulation which would be classified as Extremely Hazardous (Class Ia) or Highly Hazardous (Class Ib) according to the WHO Recommended Classification of Pesticides by Hazard should be used. Alternative solutions such as IPM and use of water to control weeds in the swamps should be encouraged when feasible.

### **Promotion of organic production**

Tree crop plantations are of great economic importance for the smallholder agricultural sector and for the country. Cocoa and coffee plantations have been abandoned during civil war, and after peace was restored farmers found it extremely difficult to attain pre-war production levels. However, the potential of this sector for Sierra Leone is promising, as there are growing markets for high quality Organic and Fair Trade cocoa as well as an expanding market for quality Robusta coffee. Prices for good quality and certified cocoa and coffee are less susceptible to market fluctuations and this encourages further investment and assures sustainability. The promotion of cocoa and coffee agro-forestry systems is very positive for the environment, as it preserves the biodiversity of the tree-crops plantation and is also more resilient to climate change. Under existing projects (EU, IFAD RCPRP) several development agencies, cooperatives and the private sector have linked up to promote investments and many benefits have already been realised. However, obtaining sustainability certification for export (Fair Trade, Rainforest Alliance, Organic, etc) is a complex process and the GAFSP should consider supporting it. This would also enhance the existing market for organic plant protection products.

### **Alignment with the Sierra Leone Food Safety Action Plan**

Food processing and value addition processes should be aligned with the existing frameworks that strengthen national food regulatory systems. The recent (June 2010) *Sierra Leone Food Safety Action Plan 2010-2015*, prepared by the Sierra Leone Standards Bureau, includes a thematic area on Food Safety on the Farm which foresees collaboration between National Food Safety Authority (NAFSA) and the phytosanitary unit of MAFFS to develop and adapt Good Agricultural Practices (GAP)<sup>2</sup> and Good Hygienic Practices (GHP)<sup>3</sup>. These are frameworks under which

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<sup>2</sup> The concept of Good Agricultural Practices is the application of available knowledge to the utilisation of the natural resource base in a sustainable way for the production of safe, healthy food and non-food

detailed management guidelines can be prepared for individual production systems within specific agro-ecosystems. Training and sensitisation activities are also planned to educate farmers on national standards for fresh vegetable, fish and animal products. Trainings for phytosanitary officers on GAP and GHP as well as for Farmers Associations and the Standards Bureau on Hazard Analysis Critical Control Point (HACCP) have been held in July 2010 in the framework of the World Bank Rural and Private Sector Development Programme, which supported the development of the National Food safety Action Plan.

The DOA/extension agents through the FFS should play a key role in educating farmers to apply GAP and GHP which would result in reduced post-harvest loss, improved quality of the final products and increased marketability, by addressing at the same time health and safety concerns.

### **E. Environmental category**

26. Sierra Leone has ratified all the most relevant environmental conventions: CBD, UNFCCC, UNCCD, Ramsar, CITES, and related national policies and strategies have been introduced; however their successful implementation has remained elusive due to the ten-year internal conflict.

27. The key legal texts on Environment in Sierra Leone are:

- **Wildlife Conservation Act, 1972.** It makes provision for the establishment of the different categories of protected areas.
- **Forestry Act, 1988.** It contains policy and legislation on the use and management of forest resources, with emphasis on community forestry as a mechanism for sustainable forest exploitation.
- Both the Wildlife conservation Act and the Forestry act have been reviewed and updated but the enactment of the reviewed documents is still pending.
- **Environment Protection Act, 2000.** It provides for the effective protection of the environment, the administrative machinery to ensure such protection and for other related matters. It has been repealed by the Environment Protection Agency Act in 2008.
- **Environment Protection Agency (EPA) Act, 2008.** It establishes the Sierra Leone Environment Protection Agency, to provide for the effective protection of the environment and for other related matters.

28. The Environmental Protection Agency acts as the focal point on all issues concerning the environment and coordinates and monitors the implementation of national environmental policies.

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agricultural products while achieving economic viability and social stability. The FAO Good Agricultural Practices initiative offers a framework to implement concrete actions within 11 elements of resource concerns, discipline and practices (1.soil;2.water;3.crop and fodder production; 4. crop protection;5.animal production; 6. Animal health; 7.Animal welfare; 8. Harvest and on-farm processing and storage;9. Energy and waste management; 10. Human welfare, health and safety; 11. Wildlife and landscape).

<sup>3</sup> Good Hygienic Practices is one of the prerequisite measures for the implementation of the Hazard Analysis Critical Control Point (HACCP), the internationally accepted food safety management system.

29. In addition it performs a number of functions, including: (i) advise the Minister on the formulation of policies on all aspects of the environment and in particular make recommendation for the protection of the environment; (ii) co-ordinate the activities of bodies concerned with the technical or practical aspects of the environment and serve as a channel of communication between such bodies and the President; (iii) issue environmental permits and pollution abatement notices for controlling the volume, types, constituents and effects of waste discharges, emissions, deposits or other source of pollutants and of substances which are hazardous or potentially dangerous to the quality of the environment or any segment of the environment issue notices in the form of directives, procedures or warnings to such bodies as it may determine for the purpose of controlling the volume, intensity and quality of noise in the environment; (iv) prescribe standards and guidelines relating to ambient air, water and soil quality, the pollution of air, water, land and other forms of environmental pollution including the discharge of wastes and the control of toxic substances; (v) ensure compliance with any laid down environmental impact assessment procedures in the planning and execution of development projects, including compliance in respect of existing projects; (vi) initiate and pursue formal and non-formal educational programmes for the creation of public awareness of the environment and its importance to the economic and social life of Sierra Leone; (vii) promote effective planning in the management of the environment develop a comprehensive database on the environment; etc.

30. As of August 3<sup>rd</sup>, 2010, the Sierra Leone Environment Protection Agency (SLEPA) has changed its status becoming an autonomous body under the Office of the President and the President is therefore the political focal point. This step was taken by Parliament because of the growing need to mainstream the environment and national development and to address the alarming negative changes occurring in the country's environment (Ref. SLEPA/ADM/02).

31. As part of this process, SLEPA is currently undertaking a reconfiguration process, supported by both UNEP and EU, which will imply the appointment of District Environmental Officers and Environmental Monitoring Officers in all districts. In line with Section 23 (1) of the EPA Act, 2008, SLEPA is also in charge of issuing environmental licences for all projects that impact or have the potential to impact on the environment (SLEPA/EIA/ADM/02).

32. In accordance with this act (First Schedule), the project is subject to an Environmental Impact Assessment Study. **Terms of Reference for this study have been developed and are presented in Annex I.** The Study will design an appropriate environmental monitoring system for which SLEPA's support will be sought.

33. In light of the environmental screening and scoping exercise conducted during design stage the GAFSP project is not expected to have overall negative environmental impacts. The major concerns are associated with the increased use of fertilisers and pesticides that might result from wider distribution, and with their impacts on biodiversity. Training on proper use and disposal, as well as the design of an appropriate monitoring system that would permit to timely address unexpected negative impacts are considered sufficient mitigation measures.

34. On the basis of the above and according to IFAD's Administrative Procedures for Environmental and Social Assessment in the Project Cycle (EB 2009/96/R.7) the Project has been classified as **Category B**.



## **F. Recommended features to improve natural resource management and mitigate environmental concerns**

35. Measures to eliminate or reduce potential adverse environmental and social impacts and to make better use of environmental opportunities are already presented in Section D and E above.

36. The following Table provides a summary of proposed recommendations:

<b>ISSUES/RISKS TO ADDRESS</b>	<b>RECOMMENDATIONS</b>
Increased use of fertilisers and pesticides	<ul style="list-style-type: none"> <li>- Training on proper use and disposal as part of FFS curricula;</li> <li>- Design of environmental monitoring system with SLEPA;</li> <li>- Adoption of principles of the International Code of Conduct on the Distribution and Use of Pesticides of FAO.</li> </ul>
Improved quality of food products together with social sustainability	<ul style="list-style-type: none"> <li>- Alignment with Sierra Leone Food Safety Action Plan (dissemination on GAP and GHP)</li> <li>- Promotion of certified organic production</li> </ul>

## **G. Record of consultations**

37. Several consultations on social and environmental issues were held during the Design Mission with members from the target groups in three districts (Koinadugu, Bombali and Western Area Rural) as well as with informants at national level (Ministry of Agriculture, Forestry and Food Security, Sierra Leone Environment Protection Agency; FAO; UNEP, etc.) and NGOs (CARE, World Vision, Madam).

38. List of key informants interviewed:

Mr Prince Kamara, National Programme Coordinator, SCP, Freetown

Mr F.S. Kanu, Planning and M&E Officer, SCP, Freetown

Dr Kolleh Bangura, Director, Sierra Leone Environment Protection Agency, Freetown

Ms Haddijatou Jallow, Executive Chairperson, Sierra Leone Environmental Protection Agency, Freetown

Mr Michael Allen, TA Team Leader, Sierra Leone Environmental Protection Agency, Freetown

Dr. Kevin Gallagher, FAO Representative, Freetown

Ms Anna Gades, M&E Expert, FAO, Freetown

Ms Lidia Martinez, Biodiversity and Energy Focal Point, FAO, Freetown

Mr Chris Necker, Deputy Country Director, CARE International, Freetown

Mr Oli Brown, Programme Coordinator, UNEP, Freetown

Mr Tom Roberts, World Vision, Freetown

Mr Abu Bakar Kamara, Finance Officer, MADAM, Makeni, Bombali District

Mr John S. Koroma, Programme Officer/Acting Director, MADAM, Makeni, Bombali District

Mr James Fornah, Admin. Officer, MADAM, Makeni, Bombali District

Kabala Vegetable Women Association, Kabala, Koinadugu District

Musaia ABCs Executives, Musaia, Koinadugu District

NaFFSL Koinadugu District Executives, Kabala, Koinadugu District

Mr. Richard Conteh (SCP Regional Co-ordinator), Northern Region, Kabala, Koinadugu District

NaFFSL Bombali District Executives, Makeni, Bombali District

Makeni (Karankontor) ABC Executives, Makeni, Bombali District

Mr. Ismail Bangura (Binkolo Growth Center Manager), Binkolo, Bombali District

## ANNEX I

### Terms of Reference

#### GAFSP design mission in Sierra Leone

#### Environmental and Social Assessment Study to integrate environmental and social considerations in the GAFSP

#### Introduction and background

1. Under the framework of the Agenda for Change, the National Sustainable Agriculture Development Plan (NSADP) was launched as Sierra Leone's Country Compact under the Comprehensive Africa Agriculture Development Programme (CAADP) in September 2009. The vision of the NSADP is to make agriculture the engine for socio-economic growth and development through commercial agriculture and the promotion of the private sector/farmer-based organization (FBOs). It includes six components: (1) Smallholder agriculture commercialization; (2) Small-scale irrigation development; (3) Market access expansion through feeder road rehabilitation; (4) Smallholder rural access to financial services; (5) Strengthening social protection, food security and productive safety nets; (6) SCP Planning, Coordination, Monitoring and Evaluation.

2. Within the NSADP, the Government of Sierra Leone has decided to prioritize the Smallholder Commercialization Programme (SCP) Investment Programme because of its high potential in improving food security and wealth generation for the most vulnerable population in the short and medium term framework. In June 2010, Sierra Leone has received a USD 50 million grant from Global Agriculture and Food Security Programme (GAFSP) in order to finance a GAFSP project to be designed and supervised by IFAD. The Government of Sierra Leone developed a first proposal focusing on four components of the SCP: smallholder commercialisation (component 1); small-scale irrigation development (component 2); smallholder rural access to financial services (Component 4) and overall SCP and sector coordination, planning, monitoring and evaluation (component 6).

3. The objectives of the current GAFSP proposal are to: (i) promote commercialization of smallholder agriculture. The target results of activities are the formation of 1,000 Farmer-Based Organisations (FBOs) and the establishment of 341 Agricultural Business Centers (ABCs) with adequate capacities, infrastructure and equipment to run the services to clients; (ii) to develop appropriate small-scale irrigation agriculture through the rehabilitation of 4,000ha of Inland Valley Swamps (IVS); (iii) to enable smallholders and the rural poor and their organization to access and efficiently use rural financial services, and (iv) to ensure effective strategy and well coordinated operational planning and implementation.

4. The Government of Sierra Leone chose IFAD as the Supervising Entity and FAO as was chosen for technical assistance. In September, IFAD has initiated a meeting to discuss the formulation of the GAFSP operations with the Minister of Agriculture and FAO in order to well define the expected results and products from this financing. During this meeting it was agreed that the GAFSP design mission will provide an environmental impact assessment study in accordance with the new environmental regulations of Sierra Leone and in close cooperation with the Sierra Leone Environment Protection Agency (SLEPA).

## **Mission Assignments**

5. Under the supervision of the GAFPS Design Mission Team Leader and with support from the Technical Adviser (Environment and Natural Resources Management), you will perform the following tasks:

- (a) Identify possible indicators, in a workshop setting, in order to permit better focus of field trips;
- (b) Conduct field visits, during the first two weeks, to project sites and affected communities;
- (c) Explore possibilities for partnering with UNEP in capacity-building related activities (i.e. involvement in the UNEP-funded training on EIA/SEA);
- (d) Organize workshop sessions to identify possible impacts, indicators, mitigation actions and actors;
- (e) Draft and edit the report;
- (f) Undertake a public presentation of the report.

6. The main objective of this assignment will be the development of an Environmental and Social Impact Assessment study to integrate Environmental and Socio-environmental Considerations in the Planning and Execution of the GAFSP. This document should focus on the following:

- (a) An analysis of the GAFSP programme proposal in terms of its likely impacts (positive and negative; immediate and long-term) on the natural and human environment, including discussion of whether the programme should be differently focused in different ecosystems. Main areas of concern include:
  - IVS development (loss of biodiversity biodiversity due to the replacement of a natural humid zone, unnecessary deforestation, increased use of pesticides and fertilizers, health concerns associated with iron toxicity, leaches, schistosomiasis (bilharzias), malaria and onchocercosis, water abstraction by the swamps that could hamper the development of or transmit pollution to downstream areas, etc.)
  - Cumulative impacts associated with small commercial agriculture activities (over and inappropriate use of resources and pollution through waste generated by the production process)
  - Deforestation and land degradation associated with slash and burn agriculture
- (b) Recommendations for adjustments to Project Design. Recommend feasible and cost-effective mitigation measures that should be incorporated into the programme design, in order to minimize the potentially negative impacts on the environment (see examples above). Estimate the impacts and costs of those measures, and of the institutional and/or training requirements to implement them.
- (c) An analysis of the availability of data and of the gaps that need to be filled over time – thus an analysis of the data collection that must be incorporated into the early stages of the programme, to provide a baseline for long-term monitoring.
- (d) Definition of practical indicators of impact that can be monitored easily and cheaply over the lifetime of the project, and beyond. Development of a Monitoring Plan. The monitoring plan should also monitor the implementation of mitigating measures.

- (e) A capacity-building plan for the involvement of SLEPA in the continuous monitoring of the programme and its impacts, including involvement in any of the reviews of the programme that might be necessary.
- (f) A budget of estimated costs for baseline data collection and continuous environmental monitoring over the five years of the project (including an *ex post* assessment after ten years).

7. The Environmental and Social Impact Assessment study should be concise and limited to significant environmental and social issues. The main text should focus on findings, conclusions and recommended actions, supported by summaries of the data collected and citations for any references used in interpreting those data. It should indicatively follow the outline below:

- (i) Executive Summary
- (ii) Introduction
- (iii) Description of the Environment (available data on climate change impacts; surface and groundwater hydrology; rare or endangered species; sensitive habitats, including parks or reserves; species important for local community livelihoods; socio-cultural environment; land use; etc)
- (iv) Policy, Legal and Administrative Framework (description of the pertinent legislation, regulations and standards governing environmental quality, health and safety, protection of sensitive areas, land use control, etc., at national, regional and local levels)
- (v) Analysis of Potential Environmental and Social Impacts
- (vi) Recommendations for mitigation measures
- (vii) Environmental Monitoring Plan
- (viii) Budget
- (ix) List of References and Consultations

### Timescale

8. A period of approximately four weeks (1 February – 28 February 2011) is envisaged for this work, broken down as follows:

2 days	Briefing; logistics; stakeholders' identification
2 days	Workshop on indicators
12 days	Field visits
9 days	Technical workshops combined with report writing
1/2 day	Presentation of results – draft report
2 days	Final revision of report
1/2 day	Debriefing and submission of final report

### Required expertise

9. Senior consultant with extensive experience related to environment and natural resources management in the agricultural sector. Knowledge of issues linked to environmental management, environmental assessment, local ENRM governance and sustainable livelihoods, and to project formulation is essential. A fine command of written English is required.

**THE REPUBLIC OF SIERRA LEONE**

**SMALLHOLDER COMMERCIALISATION PROGRAMME (SCP)  
GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (GAFSP)**

**PROJECT DESIGN DOCUMENT**

**ANNEX 4  
START-UP ACTIVITIES FOR THE SCP-GAFSP**

**ANNEX 4: START-UP ACTIVITIES FOR THE GAFSP**

<b>Activity</b>	<b>March 2011</b>	<b>April 2011</b>	<b>May 2011</b>	<b>June 2011</b>	<b>Responsible</b>
<b>GAFSP team (recruitments)</b>	ToRs, advertising	Long listing, short listing, IFAD No Objection	Interviews, selection, contracting		MAFFS, FAO/observers
<b>Procurement (goods, works, services)</b>	Census	Advertising (international, national, local), IFAD No Objection, selection			Procurement Officer (PO), FAO TA
<b>Financial Management</b>	Letter to the Borrower				IFAD
		Opening of Accounts	WA, Direct Payments		Financial Controller (FC)
<b>Monitoring and Evaluation</b>	Training of M&E staff, establishment of baseline and household panel				M&E Officer, external partner, FAO TA (PEMSD)
<b>Environmental issues</b>		Environmental Licensing			M&E Officer, SLEPA
<b>Launching</b>			Official political launching Technical launching: workshop GAFSP team/beneficiaries/stakeholders; training activities for GAFSP team		GAFSP team, MAFFS
<b>Training</b>	Identification of service providers, ToRs	Selection, IFAD No Objection, contracting	Initial training activities		GAFSP team, Procurement Officer, FAO TA
<b>AWPB &amp; Procurement Plan</b>	Preparation of the AWPB and PP, identification of implementing partners, preparation of MoUs		IFAD No Objection		GAFSP team, Procurement Officer, FAO TA
	- Preparation of contract with FAO	- IFAD No Objection			GAFSP team, IFAD



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<b>Activity</b>	<b>March 2011</b>	<b>April 2011</b>	<b>May 2011</b>	<b>June 2011</b>	<b>Responsible</b>
	(implementation of Component 1) - Preparation of AWPB and PP for Component 1 (FAO) - Establishment of agreements with the RCPRP (Component 2 IVS) and the RFCIP (Component 3 Rural Finance)	- Contracting - Feasibility studies for IVS and CB/FSA			
<b>MAFFS District staff</b>	Establishment of ToRs, preparation of announcements	Short-listing, interviews, selection Preparation of bidding for equipments and contracts with construction enterprises	Deployment and initial training Bidding Contracting		MAFFS, DOA with FAO TA
<b>Implementation of Component 1</b>	Feasibility study for new ABCs (location, business plan)	Negotiations for land agreements, Contracting of construction enterprises		MAFFS, DOA, FAO	
	Identification of IPs in the private sector, preparation of MoUs	Contracting of IPs		Head of Component1 with support of RCPRP and FAO TA	
	Baseline of grassroots FBOs, identification of location for additional ones			MAFFS, FAO	
	Analysis of district and	Capacity-		MAFFS, FAO,	

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<b>Activity</b>	<b>March 2011</b>	<b>April 2011</b>	<b>May 2011</b>	<b>June 2011</b>	<b>Responsible</b>
	national FBOs networks, selection of the ones with grassroots support	building plan for the selected FBO, preparation of RB-contract, contracting		external partner	
<b>Implementation of Component 2</b>	Feasibility study (through RCPRP)	Identification of IVS sites		RCPRP (PCU)	
<b>Implementation of Component 3</b>	Feasibility study (through RFCIP)			RFCIP (TAA/PCU)	



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GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (GAFSP)**

**PROJECT DESIGN DOCUMENT**

**ANNEX 5  
GOOD GOVERNANCE FRAMEWORK**

## **Sierra Leone**

### **Smallholder Commercialisation Programme (SCP) Global Agriculture and Food Security Programme (GAFSP)**

#### **ANNEX 5**

#### **GOOD GOVERNANCE FRAMEWORK**

##### **Background**

1. Sierra Leone has made significant progress in the transition from a humanitarian emergency to recovery and development as well as in maintaining and progressively consolidating peace since the signing of the peace agreement in 2002. This agreement ended a lengthy, violent and protracted conflict. Much needed humanitarian assistance and emergency relief followed the peace agreement. The transition to recovery and development was accompanied by significant economic recovery: real GDP growth was in the double digits during 2001-2002 and has been around 6-7 percent in recent years fuelled by broad recovery in agriculture, mining construction and the services sectors. This strong growth should be seen against the background of a vastly contracted economy: in real terms the 2004 value of the economy was only three quarters of the 1985 economy. While much progress has also been made in terms of agricultural recovery and production, food security concerns persist with alarmingly high levels of malnutrition in some districts requiring a continued but selective emergency response.
2. Concurrent with the economic recovery, strategic governance issues have been addressed which should strengthen the foundations for sustained recovery, such as public sector governance and public sector reform, decentralisation, empowerment and a transparent system of central government transfers to districts, strengthening of the justice sector and strengthened financial management and procurement.
3. Still, the tangible progress and robust strategies coexist with considerable persistent fragility, including continuing threats to internal and regional security, challenges to peace and reconciliation, persistent accountability, transparency and corruption issues, weak administration of human rights and the rule of law, economic disempowerment particularly for many women and the youth and significant regional inequities and disparities particularly between the rural and urban areas.
4. Accountability is compromised chiefly and foremost by corruption which remains a challenge to the effective performance of state institutions. While much progress is still needed to ensure successful prosecution of corruption offences, additional efforts are also needed to prevent these offences from taking place in the first instance.

##### **Government's Good Governance Framework**

5. In 2000, GoSL has installed an Anticorruption Commission. After the elections in 2008, the new Government made the fight against corruption and for good governance a priority. The ACC was reinforced and provided with an independent judiciary. It is generally seen by the public and development partners as being credible.
6. The President declared his assets and all Ministers were to follow.
7. In 2004, Parliament endorsed the Decentralisation Act, installing a decentralised administration at District and Ward levels. Despite delays this has made considerable progress and more and more tasks and Ministries are being devolved.
8. The Government embarked on a comprehensive public sector reform agenda with the aim of promoting more accountable and efficient governmental and public services

through institutional reform and human capacity development. This is supported by UNDP, the World Bank, DFID and other donors. In fact, many projects have a component of supporting the public sector reforms in one way or another.

9. Reforms were initiated and approved in the justice sector, the financial sector including procurement and auditing, in the civil service, encompassing all MDAs and including the police, to strengthen Parliament, to improve the electoral process, to promote decentralisation and to reduce bureaucracy, especially in the business sector.

10. Several civil society organisations have emerged as watchdogs and to sensitise the public. Currently, Transparency International (TI) is supporting the establishment of a Sierra Leone TI-chapter under the name of "The National Accountability Group (NAG)" (<http://www.accountability.sl>).

### Corruption Perceptions Index (CPI)

11. The Corruption Perception Index is published yearly by Transparency International. The CPI draws on up to 13 different expert and business surveys, to measure perceived levels of public sector corruption in a given country. The CPI ranges from 1 (high level of corruption) to 10 (no corruption).

12. The CPI of Sierra Leone has considerably improved against 2008, the year of elections, but is still at an alarming low 2.2. It is expected that with the continuation of the work of the ACC and the reforms progressing, that the CPI will further improve.

#### Corruption Perception Index of Sierra Leone

Year of TI report	CPI	Rank	Out of a total of
2004	2.4	114	146
2005	2.3	126	159
2006	2.2	142	163
2007	2.1	150	179
2008	1.9	159	180
2009	2.2	146	180

### Risks and Mitigation Measures

13. Risks for the attainment of project objectives and targets, emanating from a lack of good governance, exist at the level of the NPCU, at the level of the institutions involved in the project including MAFFS, the Local Councils and the Ward Development Committees and at the level of the communities.

14. These risks can be minimised, if appropriate mitigation measures, including sensitisation, training, controls and audits are implemented.

Risks	Mitigation Measures
Corruption	<ul style="list-style-type: none"> <li>• Information and sensitization of communities during the trainings, through radio programmes, etc.</li> <li>• Technical Assistance for training and the correct application of procedures</li> <li>• Two-pronged complaint mechanisms (See details below)</li> <li>• Regular audits and supervision missions leading to specific sanctions detailed in the PIM (black listing, reimbursement, etc.)</li> </ul>

<b>Risks</b>	<b>Mitigation Measures</b>
	<ul style="list-style-type: none"> <li>• Specific oversight of procurement operations through a short/medium-term technical assistance</li> </ul>
Targeting/elite capture	<ul style="list-style-type: none"> <li>• Information and sensitization of communities (during the trainings, through radio programmes) and implementing partners</li> <li>• Two-pronged complaint mechanisms (See details below)</li> <li>• Monitoring and evaluation, regular assessments of the targeting strategy (AWPB)</li> <li>• Involvement of traditional and district authorities as well as the communities in the selection process of the beneficiaries</li> </ul>

15. More particularly, in order to ensure the respect of the targeting and to avoid mismanagement, a two-level complaint mechanism will be established: (1) a public channel through local governments, e.g. the Ward Development Committees; and (2) a private channel through the decentralized representative of NaFFSL at ward level. The different levels, make complaint mechanisms more open and accessible to vulnerable groups in order to correct and prevent any unacceptable behaviour or practice, as well as providing the Programme with valuable information for continuous improvement, accountability and participatory processes.

16. Procedures will be developed at two levels: (1) the Ward Development Committees (WDC) will act as a focal points for complaints. The respective WDC member, responsible for the area, informs the councillor and the District Council; and (2) NAFFSL will act as another focal point through NaFFSL’s representatives at ward level who will similarly communicate the complaint to the district representative of NaFFSL. In both cases, Agricultural District Offices should be informed of the complaint. Once the complaints will have reached the district level – Local Councils and district NaFFSL – through the two channels, they will be transferred at national level to the SCP Coordination Team, the Steering Committee, the NPCU and the AAG. The two focal points will be sensitised and mechanisms developed to deal with conflicts including local authorities and higher level authorities, depending on the severity of the issue. All complaints will be registered and documented. The documentation will be available to the SCP Coordination team. In addition, Programme staff will frequently interact with beneficiaries - female, male and youth - to receive feedback, prioritising harder to reach areas and households. As an important element of participatory approaches to M&E, the number of complaints received and solved will be an indicator of success.

17. To ensure the operationalization and efficiency of this complaint mechanisms, the Programme could rely on NGOs specialised in governance.

18. Finally, community’s participation will be enhanced and promoted within the project implementation. The beneficiaries will be active stakeholder during the implementing process.

**THE REPUBLIC OF SIERRA LEONE**

**SMALLHOLDER COMMERCIALISATION PROGRAMME (SCP)  
GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME (GAFSP)**

**PROJECT DESIGN DOCUMENT**

**ANNEX 6  
MAFFS CAPACITY BUILDING PLAN  
– DISTRICT AGRICULTURAL OFFICES**



## **ANNEX 6**

### **MAFFS CAPACITY BUILDING PLAN – DISTRICT AGRICULTURAL OFFICES**

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## I. INTRODUCTION

1. The Government of Sierra Leone has identified agriculture in its Poverty Reduction Strategy Paper (PRSP) as key to achieving the national objective of food security and poverty reduction. The PRSP II 2008-2012 was launched in 2008 as the “Agenda for Change” of the present Government. It focuses on four priorities: Power, transportation, agriculture and human development. The public declaration of His Excellency Dr. Ernest Bai Koroma, President of the Republic of Sierra Leone, in 2008 renewed national focus on Agriculture as the engine for rural and economic growth and development. The declaration results for the drive to reach millennium Development Goals (MDGs) by 2015 and in particular MDG 1 which targets a 50% reduction of (predominantly rural) poverty approach to innovation for increase agricultural growth and development is required. The opportunities presented for this declaration also emphasizes the changing role of the three main groups of actors (Public, Private and Civil Society) in agriculture service delivery.

2. Agriculture is the largest economic sector in the country. Nearly two-thirds of the population depends on it for its livelihood and it is responsible for almost half of the country’s GDP. Therefore economic growth and poverty reduction in Sierra Leone will only be sustained with developments in the agricultural sector. As the sector expands, it will stimulate growth in other sectors through increased demand for tools and chemicals, as well as providing raw materials for agro-based industries. Also, it will generate employment along the agricultural value chain of input supply, production, agro-processing and marketing, including exportation. The Agriculture Sector accounts for 46% of GDP and over 30% of export earnings and is so far the largest employer, providing employment for more than 70% of the national workforce. Hence, its development has positive implications for the majority of the population and other sectors of the economy.

3. As a follow-up of the Agenda for Change, MAFFS has developed the National Sustainable Development Plan 2010-2030 under the umbrella of the Comprehensive Africa Agriculture Development Programme (CAADP) of the New Partnership for Africa’s Development (NEPAD) and with the broad involvement of all relevant stakeholders. The NSADP sets out ambitious targets: (i) Increase in the agricultural sector growth from its current estimate 4% to 7.7% per annum by 2015 and (ii) Increase of incomes and the food security status of producers.

4. The MAFFS currently implements a series of projects funded by various Donors including IFAD. IFAD’s strategy for intervention in Sierra Leone is formulated in its Results-Based Country Opportunities and Strategy Paper (RB-COSOP). It covers the six-year period 2010-2015 and hinges on three strategic objectives: (i) support to agriculture – smallholder farmers’ access to technical skills, productive land, irrigation, and markets is improved; (ii) support to rural finance – the rural poor have access to reliable and sustainable financial services (savings, credit, transfers, remittances); (iii) support to local development – the rural poor increase their level of participation in the management of local decentralised institutions.

5. The current IFAD-funded interventions in Sierra Leone include the Rehabilitation and Community Based Poverty Reduction Project (RCPRP – 2006-2011), and the Rural Finance and Community Improvement Programme (RFCIP – 2008-2013).

6. It is clear that for the MAFFS to effectively spearhead the successful implementation of the ongoing and planned initiatives of the sector, it needs to be in a position of strength in terms of its overall capacity. Currently, sector is faced with numerous challenges including inadequate budgetary support, inadequate rural financial support, heavy reliance on rain – fed agriculture, labour drudgery, weak rural infrastructure, weak extension services system, absence of data base for policy, planning, monitoring, evaluation and reporting, Poor coordination among sector stakeholders, low or limited research activities. To meet these challenges, the decentralization programme of the Country has given the mandate and responsibilities to the Agriculture District Office but these offices are seem to be weak as their low capacity restricts their ability to carry out their necessary activities effectively.

7. Within the context of the RCPRP, a capacity assessment for Agricultural Offices of four districts (Kailahun, Kono, Kenema and Koinadugu) has been undertaken and a capacity development plan has been prepared and will be funded by the Project. To ensure that the capacity building support is spread to the remaining districts, under the Smallholders Commercialization Programme (SCF), Global Agriculture and Food Security Programme (GASF), the capacities of the Agriculture Offices of the remaining districts and the Central Ministry have been assessed and a plan to support their capacity building developed. The districts include the following:

- Kambia District Agriculture Office
- Portloko District Agriculture Office
- Bonthe District Agriculture Office
- Moyamba District Agriculture Office
- WARDC Agriculture Office
- Pujehun District Agriculture Office
- Bo District Agriculture Office
- Tonkolili District Agriculture Office
- Bombali District Agriculture Office

8. This document details out the outcomes of the capacity assessment and the plan to strengthen the capacities of the respective offices including the Central Ministry.

## **II. GOAL AND OBJECTIVES**

### **A. Goal**

9. The goal of the capacity building programme is to provide a clear direction and the means to enable the District Agriculture Offices and the Central Ministry to deliver their mandates in support of the overall achievement of the Government’s Agricultural development programme as enshrined in the Government’s *Agenda for Change*.

### **B. Objectives**

10. The objectives of the capacity building programme include the following:

- To design and implement a focused training programme for MAFFs District Offices and the Central ministry;
- To strengthen the personnel strength of the District Agriculture Offices in order to ensure effective coverage;
- To strengthen the administrative and management systems and work processes of the MAFFs District Offices;
- To provide physical infrastructure (office space) for the operations of the District Agriculture Office personnel; and
- To provide basic tools and equipment to enhance the effective functioning and service delivery of the respective District MAFFs Offices.

### **C. Expected outputs**

11. The expected outputs of the capacity building support include the following:

- A focused training programme for MAFFs District Offices and the Central Ministry designed and implemented effectively.
- The personnel strength of the District Agriculture Offices improved;
- Administrative and Management systems and work processes of the MAFFs District Offices strengthened thereby leading to efficiency and effectiveness in performance and service delivery;
- Physical infrastructure (office space) provided for the operations of the District Agriculture Office personnel; and
- Basic tools to enhance the effective functioning and service delivery capacity of the respective MAFFs District Offices and the Central Ministry Provided.

### III. BUDGET SUMMARY

#### SUMMARY BUDGET FOR THE CAPACITY BUILDING PROGRAMME FOR DISTRICT AGRICULTURE OFFICES

Name of District	Staffing	Logistics	Training	Office rehab or construction	Total (US\$)
Moyamba District Office	189 000.00	94 250.00	200 000.00	50 000.00	<b>533 250.00</b>
Bonthe District Office	185 040.00	96 500.00	200 000.00	30 000.00	<b>511 540.00</b>
Bo District Office	190 440.00	69 800.00	200 000.00	40 000.00	<b>500 240.00</b>
Kambia District Office	216 360.00	91 000.00	200 000.00	30 000.00	<b>537 360.00</b>
Port Loko District Office	32 400.00	108 000.00	200 000.00	20 000.00	<b>360 400.00</b>
Bombali District Office	103 200.00	94 500.00	200 000.00	20 000.00	<b>417 700.00</b>
Tonkolili District Office	126 000.00	135 500.00	200 000.00	30 000.00	<b>491 500.00</b>
Western Area Rural District Office		143 500.00	200 000.00	10 000.00	<b>353 500.00</b>
Pujehun District Office	192 600.00	71 500.00	200 000.00	20 000.00	<b>484 100.00</b>
<b>Total</b>	<b>1 235 040.00</b>	<b>904 550.00</b>	<b>1 800 000.00</b>	<b>250 000.00</b>	<b>4 189 590.00</b>

### IV. ASSESSMENT OF CAPACITIES OF KEYSTAKEHOLDERS

12. To ensure that the capacity building support responds to the critical needs of the target beneficiaries and rapid scan of the capacity situation of the Agriculture District Offices has been undertaken and the details are discussed below.

### A. Kambia District Agriculture Office

(i) Staffing situation

<b>Designation</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Director	1	1	0
M & E Officer	1	1	0
Assistant M & E Officer	1	1	0
Enumerators	6	1	5
Marketing Officer	1	1	0
Data entry Clerks	2	0	2
Crops Officer	1	1	0
Block Extension Officers	7	4	3
Extension Agents	35	23	12
Nursery Attendants	14	0	14
Crop Protection Officer	1	1	0
Crop Protection Operators	7	2	5
Extension Officer	2	1	1
Land and Water Development Division (LWDD) Officer	1	1	0
LWDD Technicians	8	1	7
Forestry Officer	1	1	0
Assistant Forestry Officer	1	1	0
Forest Guards	10	10	0
Livestock Officer	1	1	0
Livestock Assistants	7	4	3
Store Keepers	1	1	0
Assistant Store Keeper	2	1	1
Store Hands	4	0	4
Finance Officer	1	1	0
Admin Officer	1	0	1
Admin Assistants	2	0	2
Security	2	0	2
Secretaries	2	1	1
Admin Support Staff	5	3	2
Mechanical Superintendent	1	1	0
Mechanics /Fitters	12	4	8
Tractors Drivers	7	3	4
Lorry Drivers	3	1	2

Designation	Required	Available	Gap
Drivers Mate	3	0	3
Labourers	15	8	7

13. It is important to note that there are Phyto-sanitary staff that are assigned to Guinea Border but are not answerable to the District Office but to the Head Office in Freetown which makes supervision of these staff by the District Office very challenging.

(ii) Logistics Situation including physical infrastructure/office space

Item	Required	Available	Gap
Light Vehicle	2	1	1
Truck	2	1	1
Motor Cycles	62	42	20
Lap Tops Computers	8	2	6
Desk Top Computers	15	4	11
Generator	2	1	1
Scanner	1	0	1
Photocopier	2	1	1
Notice Board	2	1	1
Projector	2	0	2
Flip Chart Stand	10	2	8
Rain Gear	200	100	100
Moisture Meter	2	0	2
Hanging Scales	20	3	17
Metro Station	1	0	1
Horticulture Tools	Set	0	Set
Green House	1	0	1

(iii) Office Space

14. The Office Space is inadequate as the building was inherited from the Farmers Association Support Programme (FASP) funded by IDA/World Bank in the 80's. The building has one conference room and twelve offices. The hosting of JICA Agric Project, Rural and Private Sector Project (RPSDP) and the Federation of Farmers Association has worsened the office space situation. The building is not in good shape and needs rehabilitation. The building has five toilet facilities and only two are functional while the three need maintenance. The Office premise is not secured and as such people are encroaching on the land. There is pledge by ASREP to rehabilitate the building but work has not commenced to date.

(iv) Training situation

15. Staff of the Sector have accessed the following trainings both internally and externally:



### Crops Division

- Upland Rice Varietal Selection Techniques
- Poverty Alleviation and Sustainable development for African Countries
- Agronomic Practices and Techniques for Block Extension Supervisors

### M & E

- Project Cycle Management (PCM) training
- Data Analysis

### Extension Staff

- Agricultural Extension Service for Africa
- Farmers Fields Training
- Avian and Bird flu
- Marketing Officer and Director
- Main Streaming the Right to Food into Sub National Development Plans

### Crop Protection

The use of Bio Pesticides in the control of grass hoppers

### Livestock

- Three external training of Livestock improvement

## B. Port Loko District Agriculture Office

### i. Staffing situation

Designation	Required	Available	Gap
Director	1	1	0
Crops Officer	1	1	0
Block Extension Workers	5	5	0
Front Line Extension Workers	157	157 ( a good number of them are old and don't have any formal training)	0
Labour	50	25	25
Livestock officer	1	1	0
Livestock Assistants	8	8 ( a good number of them are old and the functional ones needs training)	0
Land and Water Development	1	1	0

<b>Designation</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Division			
Technicians	5	3	2
Forestry Officer	1	1	0
Forest Guards	8	8	0
Forest Rangers	4	4	0
Mechanical superintendent	1	1(Non functional and requires training)	0
Fitters	4	0	0
Operators	6	2 (Old and will retire soon)	4
Finance Officer	1	1( Retiring soon)	0
Finance Assistants	3	3(Old and not functional )	0
Administrative Officer	1	1 ( Retiring soon )	0
Data entry clerks	2	0	2
M & E Officer	1	1	0
Marketing Information Officer	1	1	0
Enumerators	6	4	2
Watchman	6	0	6

ii. Logistics situation including physical infrastructure and office space

<b>Item</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Lap Top	7	3	4
Desk Top	15	1	14
Photocopier	2	1	1
Scanner	2	0	2
Projector	2	0	2
Moisture meter	2	2	0
Hanging scales	4	1	3
Generator	2	1	1
Metrological Station	1	0	0
Horticulture tools	2 sets	0	2
Flip Chart stand	8	1	7
Light vehicle	2	1	1
Truck	2	1(under maintenance)	1
Motor cycle	5	5 (Almost worn out)	0
GPS	2	0	2
Veterinary clinic	1	1	0
Plant health clinic	2	1	1
Rain gear	200	100	100

Item	Required	Available	Gap
Solar Power	1	0	1
Water well	2	1	1

iii. Office Space

16. The existing office space of the Sector was inherited from an IDA funded project (PLADP) and needs repairs. The structure has a conference room and sixteen offices. The office space is somehow adequate to accommodate the staff at headquarters but the structures at the block level are in a dilapidated state. There is need to construct stores and sub offices in these areas.

iv. Training situation

17. Staff of the Sector has accessed the following trainings both internally and externally:

**Crops Division**

- Upland Rice Varietal Selection Techniques
- Poverty Alleviation and Sustainable development for African Countries
- Agronomic Practices and Techniques for Block Extension Supervisors

**M & E**

- Project Cycle Management (PCM) training
- Data Analysis

**Extension Staff**

- Agricultural Extension Service for Africa
- Farmers Fields Training
- Avian and Bird flu

**Crop Protection**

- The use of Bio Pesticides in the control of grass hoppers

**C. Moyamba District Agriculture Office**

i. Staffing Situation

Designation	Required	Available	Gap
Director	1	1	0
M & E Officer	1	1	0
Crops Officer	1	1	0
Principal Land Research Officer	1	1	0
Livestock Officer	1	1	0
Forestry Officer	1	1	0

<b>Designation</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Finance and Administrative Officer	1	1	0
Assistant Monitoring Officer	2	2	0
Block Extension Supervisors	5	5	0
Senior Produce Examiner	1	0	1
Produce Inspector	5	0	5
Assistant Produce Inspector	3	0	3
Produce Examiners	5	0	5
Field Extension Workers	50	25	25
IT officer	2	0	2
Labourers (Crops)	25	10	15
Senior Land Research Technician	1	0	1
Land Research Technician	5	0	5
Assistant Livestock Officers	1	1	0
Labourers (Livestock)	15	6	9
Assistant District Forestry Officer	1	1	1
Forest Guards and Rangers	14	10	4
Labourers (Forestry)	15	5	10
Assistant Finance Officer	1	0	1
Store Keeper	1	1	0
Store Attendant	1	1	0
Secretary	1	1	0
Assistant Secretary	1	0	1
Filling Assistant	1	1	1
Office Assistant	2	1	1
Drivers	3	3	0
Mechanical Superintendent	1	1	0
Ast. Mechanical Superintendent	1	1	0
Motor fitters	7	0	7
Tractor fitters	15	0	15
Motor bike fitters	10	2	8
IT workshop	1	0	1

ii. Logistics situation

<b>Item</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Lap Top	7	3	4
Desk Top	15	1	14
Photocopier	2	1	1
Scanner	2	0	2
Projector	2	0	2

Item	Required	Available	Gap
Moisture meter	2	2	0
Hanging scales	4	1	3
Generator (15KVA)	2	1(3KVA)	1
Metrological Station	1	0	0
Horticulture tools	12 sets	0	12
Flip Chart stand	8	1	7
Light vehicle	2	1(old)	1
Truck	2	1(under maintenance)	1
Motor cycle	10*	5 (Almost worn out)	5
GPS	2	0	2
Veterinary clinic	1	1	0
Plant health clinic	2	1	1
Rain gear	100	50	50
Solar Power	1	0	1
Water well	2	1	1

### iii. Office Space

18. There is an Office Space that is quite adequate in terms of available space but it requires refurbishment/renovation of the entire structure. These are buildings inherited from a former project, the Integrated Agricultural Development Project (IADP), Moyamba in the 1980s. Apart from the age of these structures, they were vandalized and damaged during the war. After the war not much has been done. The structures are there but some are not habitable.

### iv. Training Situation

19. Staff of the Sector has accessed the following trainings both internally and externally:

#### **Crops Division**

- Upland Rice Varietal Selection Techniques
- Poverty Alleviation and Sustainable development for African Countries
- Agronomic Practices and Techniques for Block Extension Supervisors

#### **M & E**

- Project Cycle Management (PCM) training
- Data Analysis

#### **Extension Staff**

- Agricultural Extension Service for Africa
- Farmers Fields Training

- Avian and Bird flu

### **Crop Protection**

- The use of Bio Pesticides in the control of grass hoppers

## **D. Western Area Rural District Agriculture Office**

### i. Staffing situation

<b>Designation</b>	<b>Required</b>	<b>Staff</b>	<b>Gap</b>
Director	1	1	0
Crops Officer	1	1	0
Livestock	1	1	0
M & E Officer	1	1	0
Forestry	1	1	0
LWDD	1	1	0
Block Extension Supervisors	4	4	0
Front Line Extension Workers	6	6	0
Operators	15	15	0
Horticulture Technicians	34	34	0

### ii. Logistics including physical infrastructure /office space

<b>Item</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Lap Tops	7	2	5
Desk Top	7	0	7
Projector	2	0	2
Flip Chart stand	4	0	4
Hanging Scales	5	0	5
GPS	2	1	1
Scanners	2	0	2
Printers	2	0	2
Vehicles (Light)	3	1	2
Truck	2	0	2
Motor Bikes	38	2	36
Generator	2	0	2
Rain Gear	100	10	90
Veternary Clinic	1	1	1
Internet	1	0	1
Furniture	New	Old	Full building

### iii. Office Space

20. The present office space is a small room in the Horticulture Office located at New England. However, the Government is on the verge of putting up a new building at Lumely for the District Agriculture Office. There exists only one quarter at Newton and it also needs rehabilitation. There is need to establish offices and quarters at Waterloo, Mountain Rural and Koya. Solar power is needed in the field offices if established.

iv. Training Situation

21. Staff have received short-term training within the country during the year under review. Though the staff received training from time to time, more training is needed to be given to them to improve their competencies. There is a need to recruit graduate personnel for the LWDD and Horticulture division of the sector.

**E. Bonthe District Agriculture Office**

i. Staffing Situation

<b>Designation</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Director	1	1	0
M & E Officer	1	1(Old close to retirement)	0
Crops Officer	1	1	0
Principal Land Research Officer	1	1	0
Land Research Officer	5	0	5
Livestock Officer	1	1	0
Forestry Officer	1	1(need replacement)	0
Finance and Administrative Officer	2	1	1
Assistant Monitoring Officer	1	1	0
Block Extension Supervisors	5	3	2
Senior Produce Examiner	2	0	2
Produce Inspector	5	0	5
Assistant Produce Inspector	3	0	3
Produce Examiners	5	0	5
Field Extension Workers	1	1	0
Labourers	25	3	22
Senior LAND Research Technician	1	1(close to retirement)	1
Land Research Technician	1	0	1
Assistant Livestock Officers	5	0	5
Labourers (Livestock)	5	0	5
Assistant District Forestry Officer	1	1	1
Forest Guards and Rangers	10	8	2
Labourers Forestry (Labourers)	25	0	25
Assistant Finance Officer	1	0	1
Store Keeper	1	1	0
Store Attendant	1	0	1

Secretary	3	1	2
Assistant Secretary	3	0	3
Filling Assistant	1	0	1
Office Assistant	1	0	1
Drivers	4	2	2

ii. Logistics situation including physical infrastructure /office space

Item	Required	Available	Gap
Lap Top	5	1	4
Desk Top	6	1	5
Photocopier	2	0	2
Scanner	2	0	2
Projector	2	0	2
Moisture meter	2	2	0
Hanging scales	4	1	3
Generator (15KVA)	2	1(3KVA)	1
Metrological Station	1	0	0
Horticulture tools	6 sets	0	6
Flip Chart stand	8	1	7
Light vehicle	2	1(old)	1
Truck	2	1(under maintenance)	1
Motor cycle	10*	5 (Almost worn out)	5
GPS	2	0	2
Veterinary clinic	1	1	0
Plant health clinic	2	1	1
Rain gear	100	50	50
Solar Power	1	0	1
Water well	2	1	1
IT workshop	1	0	1
Mechanical workshop	1	0	1

iii. Training situation

22. Staff of the Sector has accessed the following trainings both internally and externally:

**Crops Division**

- Upland Rice Varietal Selection Techniques
- Poverty Alleviation and Sustainable development for African Countries
- Agronomic Practices and Techniques for Block Extension Supervisors

**M & E**

- Project Cycle Management (PCM) training



- Data Analysis

### Extension Staff

- Agricultural Extension Service for Africa
- Farmers Fields Training
- Avian and Bird flu

### Crop Protection

- The use of Bio Pesticides in the control of grass hoppers

## F. Bo District Agriculture Office

### i. Staffing Situation

Designation	Required	Available	Gap
Director	1	1	0
M&E Officer	1	1	0
Crops Officer	2	1	1
Principal Land Research Technician	1	0	1
Livestock Officer	2	1	1
Forestry Officer	2	1	1
Finance and Administrative Officer	1	1	0
Assistant Monitoring Officer	6	3	3
Block Extension Supervisors	12	6	6
Produce Inspector	3	1	2
Livestock Inspector	4	2	2
Produce Examiner	4	2	2
Field Extension Worker	30	15	15
Labourers (Crops)	40	2	38
Senior land Resource Technician	1	0	0
Land Resource Technician	4	2	2
Labourers (LWSD)	30	0	20
Livestock Extension Officer	6	0	0
Labourers (Livestock)	8	0	8

<b>Designation</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Assistant District Forestry Officer	1	0	0
Forestry Guards and Rangers	21	6	15
Labourers (Forestry)	8	0	8
Assistant Finance Officer	2	1	1
Store Keeper	1	1	0
Store Attendant	6	3	3
Secretary	3	1	2
Assistant Secretary	3	0	3
Filing Assistant	4	0	4

ii. Logistics situation including physical infrastructure/office space

<b>Item</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Lap Top	7	3	4
Desk Top	15	1	14
Photocopier	2	1	1
Scanner	2	0	2
Projector	2	0	2
Moisture meter	2	2	0
Hanging scales	10	1	9
Generator	2	1	1
Metrological Station	1	0	0
Horticulture tools	2 sets	0	2
Flip Chart stand	12	1	11
Light vehicle	4	1	3
Truck	2	1 (under maintenance)	1
Motor cycle	5	5 (Almost worn out)	0
GPS	2	0	2
Veterinary clinic	1	1	0
Plant health clinic	2	1	1
Rain gear	200	100	100
Solar Power	1	0	1
Water well	2	1	1

iii. Training situation

23. Staff of the Sector has accessed the following trainings both internally and externally:

**Crops Division**

- Upland Rice Varietal Selection Techniques

- Poverty Alleviation and Sustainable development for African Countries
- Agronomic Practices and Techniques for Block Extension Supervisors

### **M & E**

- Project Cycle Management (PCM) training
- Data Analysis

### **Extension Staff**

- Agricultural Extension Service for Africa
- Farmers Fields Training
- Avian and Bird flu

### **Crop Protection**

- The use of Bio Pesticides in the control of grass hoppers

#### iv. Office Space

24. Office space is inadequate; there are two office locations- the old office and the one formerly used by GTZ which has now reverted to the Ministry. The new office has five rooms, a conference room and three toilets which are in need of repairs. Water is available for use in the toilets through a water well source. The office also needs electrical repairs. The old office is dilapidated, has no toilet and no water supply. In the zones only one zone (in Bagbe) has an office and quarters but the office once occupied by the community as temporary accommodation for the community school is still occupied. The quarter in Bagbe also built by GTZ is available. The Quarters for the Director in Bo needs massive renovation.

## **G. Pujehun District**

### i. Staffing situation Staffing situation in the Pujehun District Agriculture Office

<b>Designation</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Director	1	1	0
M&E Officer	1	1	0
Crops Officer	1	1	0
Principal Land Research Technician			
Livestock Officer	1	1	0
Forestry Officer	1	1	0
Finance and Administrative Officer	1	1	0
Assistant Monitoring Officer	1	1	0

Block Extension Supervisors	4	4	0
Produce Inspector	1	1	0
Livestock Inspector	1	1	0
Produce Examiner	1	1	0
Field Extension Worker	32	6	26
Labourers (Crops)	15	0	15
Senior land Resource Technician	1	1	0
Land Resource Technician	6	4	2
Labourers (LWSD)	10	0	10
Livestock Extension Officer	6	1	5
Labourers (Livestock)	4	0	4
Assistant District Forestry Officer	1	0	1
Forestry Guards and Rangers	8	3	5
Labourers (Forestry)	6	0	6
Assistant Finance Officer	1	1	0
Store Keeper	1	1	0
Store Attendant	3	1	2
Secretary	1	0	1
Assistant Secretary	1	0	1
Filing Assistant	1	0	1
Driver	1	1	0

ii. Logistics situation including physical infrastructure/office space

Item	Required	Available	Gap
Lap Top	5	1	4
Desk Top	6	1	5
Photocopier	2	0	2
Scanner	2	0	2
Projector	2	0	2
Moisture meter	2	2	0
Hanging scales	4	1	3
Generator (15KVA)	2	1(3KVA)	1
Metrological Station	1	0	0

Horticulture tools	6 sets	0	6
Flip Chart stand	8	1	7
Light vehicle	2	1(old)	1
Truck	2	1(under maintenance)	1
Motor cycle	10*	5 (Almost worn out)	5
GPS	2	0	2
Veterinary clinic	1	1	0
Plant health clinic	2	1	1
Rain gear	100	50	50
Solar Power	1	0	1
Water well	2	1	1
IT workshop	1	0	1
Mechanical workshop	1	0	1

### iii. Training situation

25. Staff of the Sector has accessed the following trainings both internally and externally:

#### Crops Division

- Upland Rice Varietal Selection Techniques
- Poverty Alleviation and Sustainable development for African Countries
- Agronomic Practices and Techniques for Block Extension Supervisors

#### M & E

- Project Cycle Management (PCM) training
- Data Analysis

#### Extension Staff

- Agricultural Extension Service for Africa
- Farmers Fields Training
- Avian and Bird flu

#### Crop Protection

- The use of Bio Pesticides in the control of grass hoppers

## H. Tonkolili District Agriculture Office

### i. Staffing situation

Designation	Required	Available	Gap
Director	1	1	0
Crops Officer	1	1	0

<b>Designation</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
District Extension Officer	1	1	0
Block Extension Supervisor	5	5	0
Front Line extension workers	23	8	15
Crop Protection Officer	5	1	4
Finance Officer	1	1	0
Admin Officer	1	1	0
Women in Agriculture	5	1	4
LWDD Officer	1	1	0
LWDD Technicians	15	4	11
Forestry Officer	1	1	0
Forest Rangers	5	1	4
Forest Guards	15	11	4
Work service employees	5	3	2
Livestock Officer	1	1	0
M & E	10	3	7

ii. Logistics situation including physical infrastructure/office space

<b>Item</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Lap Top	7	3	4
Desk Top	15	1	14
Photocopier	2	1	1
Scanner	2	0	2
Projector	2	0	2
Moisture meter	2	2	0
Hanging scales	10	1	9
Generator	2	1	1
Metrological Station	1	0	0
Horticulture tools	2 sets	0	2
Flip Chart stand	12	1	11
Light vehicle	4	1	3
Truck	2	1 (under maintenance)	1
Motor cycle	5	5 (Almost worn out)	0
GPS	2	0	2
Veterinary clinic	1	1	0
Plant health clinic	2	1	1
Rain gear	200	100	100
Solar Power	1	0	1

Water well	2	1	1
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### Training situation

26. Staff of the Sector has accessed the following trainings both internally and externally.

#### Crops Division

- Upland Rice Varietal Selection Techniques
- Poverty Alleviation and Sustainable development for African Countries
- Agronomic Practices and Techniques for Block Extension Supervisors

#### M & E

- Project Cycle Management (PCM) training
- Data Analysis

#### Extension Staff

- Agricultural Extension Service for Africa
- Farmers Fields Training
- Avian and Bird flu

#### Crop Protection

- The use of Bio Pesticides in the control of grass hoppers

## I. Bombali District

### i. Staffing Situation

<b>Designation</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Director	1	1	0
Crops Officer	1	1	0
Block Extension Workers	6	6	0
Front Line Extension Workers	50	60	10
Labour	50	25	25
Livestock officer	1	1	0
Livestock Assistants	10	8	2
Land and Water Development Division	1	1	0
Technicians	8	3	5
Forestry Officer	1	1	0
Forest Guards	8	8	0

<b>Designation</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Forest Rangers	4	4	0
Mechanical superintendent	1	1	0
Fitters	4	0	0
Operators	6	2 (Old and will retire soon)	4
Finance Officer	1	1( Retiring soon)	0
Finance Assistants	3	3(Old and not functional )	0
Administrative Officer	1	1 ( Retiring soon )	0
Data entry cleks	2	0	2
M & E Officer	1	1	0
Marketing Information Officer	1	1	0
Enumerators	6	4	2
Watchman	6	0	6

ii. Logistics situation including physical infrastructure /office space

<b>Item</b>	<b>Required</b>	<b>Available</b>	<b>Gap</b>
Lap Top	7	3	4
Desk Top	15	1	14
Photocopier	2	1	1
Scanner	2	0	2
Projector	2	0	2
Moisture meter	2	2	0
Hanging scales	10	1	9
Generator	2	1	1
Metrological Station	1	0	0
Horticulture tools	2 sets	0	2
Flip Chart stand	12	1	11
Light vehicle	4	1	3
Truck	2	1(under maintenance)	1
Motor cycle	5	5 (Almost worn out)	0
GPS	2	0	2
Veterinary clinic	1	1	0
Plant health clinic	2	1	1
Rain gear	200	100	100
Solar Power	1	0	1
Water well	2	1	1

iii. Training situation



27. Staff of the Sector has accessed the following trainings both internally and externally:

**Crops Division**

- Upland Rice Varietal Selection Techniques
- Poverty Alleviation and Sustainable development for African Countries
- Agronomic Practices and Techniques for Block Extension Supervisors

**M & E**

- Project Cycle Management (PCM) training
- Data Analysis

**Extension Staff**

- Agricultural Extension Service for Africa
- Farmers Fields Training
- Avian and Bird flu

**Crop Protection**

- The use of Bio Pesticides in the control of grass hoppers

## IV. KEY PROGRAMMES AND PRIORITY ACTIVITIES

28. The capacity building programme has four components.

- (i) Training including Information, Education and Communication
- (ii) Organization and institutional development
- (iii) Provision of physical infrastructure
- (iv) Tooling (Provision of Logistics and Equipment)

### A. Training

29. The effectiveness of staff to perform effectively in the discharge of their roles and responsibilities largely depends on the level of training they have received. Training will constitute the main focus of the capacity building support.

30. The Project will support training of core staff of the two District Offices. Training will be provided based on a needs assessment and include management, IT, technical training in irrigation and drainage, environmental conservation and monitoring training, value addition

training, and financial management training. Particular emphasis will be on the building up of the capacity for M&E including the use of GPS and GIS. Services of consultants will be engaged to assist setting up effective records management systems in the two offices.

31. The training support will include the following activities;

- Short-term professional training
- Tailor-made training programmes
- Participation in Workshops/Seminars/ Conferences
- Interactive experience sharing forums between stakeholders
- Participation in study tours
- Follow-up support

32. Training will be provided for the respective District Offices in the following areas:

- (i) Computer training for senior staff of the District Agriculture Office
- (ii) Management Training for Heads of Divisions
- (iii) Technical training in irrigation and drainage for the staff of the Land and Water Services Division
- (iv) Refresher training for Produce Examiners
- (v) Refresher training for Block Extension Workers
- (vi) Value Addition training for Extension staff in the Cash Crops Division
- (vii) Financial Management training for the Finance Officer
- (viii) A Consultancy support to set up an effective records management system
- (ix) Training in Monitoring and Evaluation for the staff of the M&E Division
- (x) GPS/GIS training for M&E staff
- (xi) Environmental conservation training for Forestry staff
- (xii) Training in simple animal health procedures and livestock management techniques for livestock officers

33. The activities under training will include the following:

- Preparation of standardized training materials including manuals that will be used in the execution of training programme for various targets.
- Building the knowledge and skills of target beneficiaries. The training support for the respect District Office will include the following:

34. The design, implementation and management of training programmes under the capacity building support will be carried out under the following guidelines:

35. The production of training materials will follow a standardized framework which includes:

- Identification of the types of training materials to be produced. Different training materials exist. Some of them include:
  - ❖ Trainer’s Manual and Guide
  - ❖ Participants’ toolkit
  - ❖ Communication materials such as posters, hand-outs, flip charts, pictures, maps and illustrations
- For each training material a standard format will be developed in order to avoid inconsistency and promote uniformity
- Procurement of services of consultants and firms will be in accordance with the national procurement procedures and those of the Donors
- The preparation of materials will be monitored through a well defined quality assurance procedure to ensure the production of materials within acceptable standards
- Training materials will be field-tested and refined based on the outcome of the field-testing exercise

36. In the execution of a training assignment the following steps should guide the process:

#### Planning

- Identification of the training audience or targets
- Trainer familiarizes with the training manual
- Trainer designs the training plan including methodology and approach
- Mobilize required logistics
- Arrange for venue and notify participants well in advance of the commencement of the training workshop
- Distributes roles and responsibilities among facilitators

#### Implementation of training programme

- Preferably, training programmes should be organized on provincial basis implying batching of districts. However, a national training programme can be organized in situations where participants are few. On the other hand, where training beneficiaries from one district exceeds the threshold for the conduct of successful training workshop, district-based training activities will therefore be carried out.
- Use participatory methodologies (buzz groups, role plays, field visits, task groups, brainstorming, discussion, interactive lectures coupled with facilitation practice) to encourage participation.
- If trainees are adults, apply adult learning principles
- Intersperse facilitation with jokes and ice breakers to maintain enthusiasm and energy of trainees.

#### Evaluation of training programme

- Each training programme should be concluded with an evaluation of the exercise. Participants should be allowed to evaluate training programme as a basis for improving on the overall training delivery. The outcomes of the evaluation exercise should be part of the training report.

#### Prepare workshop report

- A training assignment can only be completed after a report on the training has been prepared, submitted and approved. It is expected that concise and informative training reports detailing out proceedings and outcomes of training programme will be prepared.

37. The IEC activities will be carried out through the following media:

- Information in printed form - information materials such as booklets brochures (pamphlets), posters and newsletters are printed to aid the information dissemination exercise. Space will be bought in Local Newspapers;
- Information in picture - Traditionally, people are attracted to, and are excited about picture stories and announcements displayed on bill boards. This tendency will be exploited to intensify information/education campaigns. The objective here is to reach the people with photos, public notices announcements etc. on billboards installed in strategic positions in major towns throughout the project districts for the purpose of displaying the following among other things:
  - Pictures of major news worthy events with captions
  - Breaking news stories
  - Public announcements/notices for the general public.
- Public announcements - The public announcement culture is deeply embedded in the psyche of the Sierra Leonean. The objective here is to reach the people with messages by means of Public Address/Audio Visual equipment.
- Sensitization and orientation workshops - Specifically the objectives of these workshops will be to:
  - Educate stakeholders on the project in terms of roles and responsibilities, project details (progress and challenges) and the decentralization process.

38. Short-term professional training - There is an opportunity for technical staff of the MAFFS Office to benefit from short-term professional training. They will have to nominate staff and provide sufficient justification. The request will be assessed in line with the capacity needs assessment report. The following areas have been identified as priority areas for short-term training:

- Development planning and management
- Budgeting

- Procurement management
- Monitoring and Evaluation
- Administration and management
- Computer Skills
- Records Management
- Technical Aspects

39. Tailor-made training programmes - Most of the training programmes that will be organized for the Target beneficiaries will be tailor-made implying that training packages will be developed on the basis of identified needs and carried out for specific targets.

40. On-the-job coaching - Classroom training will be complemented by on-the-job coaching to facilitate the concept of ‘learning by doing’ and make the learning process more impact-oriented and pragmatic. Continuous coaching support will be provided to ensure that MAFFS staff are able to operationalize skills and knowledge gained in classroom training sessions and do things for themselves. By so doing, the beneficiaries are provided an opportunity to learn from their mistakes and improve on what they already know how to do thus making learning impacts more sustainable.

41. Workshops/Seminars/ Conferences - MAFFS staff will be encouraged and facilitated to attend relevant workshops/seminars and conference both in-country and outside. National workshops will be organized to address emerging issues and to share experiences and good practices.

42. Interactive sessions between institutions for experiential learning - A key strategy that will be encouraged in skills transfer and knowledge acquisition is sharing of experiences through attachment programmes. Key staff of the MAFFS Offices will be accorded the opportunity of benefiting from the experiences of colleagues in other Institutions particularly the contemporary offices that demonstrate substantial strength in certain aspects.

43. Participation in study tours - As part of the capacity building support to the MAFFS Offices, study tours will be organized for selected personnel. The objective of the Study tours as a learning process will be to promote ‘action learning’ as a means of positively impacting on the operations of the MAFFS Offices in a positive direction. This learning activity is an effective means of institutionalizing best practices from countries that have already undertaken Agriculture (especially tree cropping) and commercialization.

44. Follow-up - Structured follow-up support after skills and knowledge transfer to stakeholders will constitute a key strategy to ensure sustained learning and application of knowledge and skills gained. All training proposals will make provision for follow-up support.

## **B. Organization and institutional development**

45. The organizational and management capacities of the newly created local councils will require to be built to ensure effective information flows and communication process and over and above all to set up administrative machinery that is capable of effectively guiding the MAFFS District Offices. The support will include the following:

46. MAFF will be supported to augment the critical staff needed by MAFFS District Offices especially for the Project through the provision of indemnities. The District Offices are currently missing critical staff, a situation which is affecting their productivity, effectiveness and efficiency. In addition, several senior officers are approaching retiring age. To augment the current staff strength, the project will assist Government to recruit additional staff that is critically needed for project implementation. The project will provide indemnities to personnel seconded to the project for a limited period of time (3 years) and based on results based MOU, to allow the effective functioning of the MAFFS office. It is expected that after this period, Government or the District Councils will be in a position to fully finance these additional staff. Recruitment will focus on female and male young professionals and university graduates, who will be fully supported by the project through training on the job and formal short duration training. MAFFS will be encouraged to develop an internship programme with volunteers, which could be used on a case by case basis. The following staff will be recruited: Assistant Director M&E, Produce Examiners, Field Extension Workers, Senior and Junior Land Resource Technicians.

47. MAFFS District Offices will be supported to establish an efficient, effective and functional administrative and management structure/system;

48. Facilitate the establishment and institutionalization of an effective operational monitoring and evaluations system by the MAFFS Offices;

49. Support MAFFS Offices to design and implement an effective reporting system on administrative issues for management attention;

50. Assist MAFFS Offices to set up and maintain a unified and up-to-date records filing and management system;

### **C. Tooling (Provision of Logistics and Equipment)**

51. If the MAFFS District Offices are to perform their roles and responsibilities, the necessary work environment needs to be created. Both field and office logistics are important requirements for effective staff performance. The absence or inadequacy of basic logistics will unarguably affect the performance of the staff and the overall outcome of the programme. The support under this component will ensure that the MAFFS District Offices are provided with the basic field and office logistics to facilitate their operations. The details are provided below:

i. Kambia District Agriculture Office

<b>Type of Logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
Light Vehicle	1	To facilitate movement of staff for field operations	Subject Matter Specialists
Truck	1	To convey inputs to and from the field	District Office
Motor Cycles	20	For field activities and follow-up on monitoring	Field Officers
Lap Tops Computers	6	To improve the effectiveness of workers	Subject Matter Specialists
Desk Top Computers	11	Improve staff capacity	District Office Staff
Generators	1	Provide electricity for the office	General
Scanners	1	Official	Pooled
Giant Photo Copier	1	Reproducing documents	Pooled
Notice Board	1	Display documents for public consumption	Pooled
Projector	1	For presentations	Pooled
Flip Chart Stand	8	For presentations at field level	Pooled
Rain Gear	100	Protective clothing for staff	Field staff
Moisture meter	2	Data Collection	Pooled
Hanging scales	17	Foe data collection	Pooled
Metro Station	1	Met data collection	Office
Horticulture tools	1	Support services	Pooled
Green House	1	Vegetable production enhanced	Office

ii. Port Loko District Agric Office

<b>Type of Logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
Lap Top Computers	4	Improve staff capacity	Staff
Giant Photocopier	1	Reproduction of documents	Pooled
Desk Top computers	14	Staff capacity	Staff
Scanner	2	Reproduction of	Staff

		documents	
Projector	2	For presentations	Pooled
Moisture Meters	2	For Data Collection	Pooled
Hanging Scales	3	For data Collection	Pooled
Generator	1	To provide power for the office	Office
Metrological station	1	Data Collection	Office
Horticulture tools	2	Technical support	Field
Flip Chart stands	7	For presentations	Field and office
Light Vehicle	1	For staff movements	Staff
Truck	1	Movement of inputs and produces to and from the field	Office
GPS	1	Data Collection	Field
Moto Cycles	5	Enhance Field staff movement	Field Staff
Veterinary clinic	1	Technical support	Field
Plant Health Clinic	1	Technical support	Field
Solar power	1	Appropriate source of power for the office	Office
Water well	1	Provide water for the office	Office

iii. Western Area Rural District Agriculture Office

<b>Type of Logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
Lap Top computers	5	Staff capacity	Staff
Desk Tops	7	Staff Capacity	Staff
Projector	2	For presentations	Office
Flip Chart Stand	4	For presentations	Office and field workers
Hanging Scales	5	Technical support tools	Field staff
GPS	1	Data Collection	Field
Scanners	2	For document production	Field and Officer
Printers	2	Document production	Office
Vehicles(Light)	2	Staff movement	Office and field
Truck	2	Movement of inputs and produces to and from the field	Field
Motor Bikes	36	Field staff movements	Field
Generator	2	To provide power for the office	Office



Type of Logistics	Quantity	Justification	End User
Rain Gear	90	Protective clothing	Field
Veterinary Clinic	1	Technical support	Field
Internet	1	Improve communication	Office
Furniture	1	Office environment improved	Office

iv. Bo District Agriculture Office

Type of Logistics	Quantity	Justification	End User
Computers and accessories	2	To facilitate the secretariat and documentation work of the office and also for data imputing, analysis and reporting	
Generator (old 3.8 KVA)	1		
Scanner	0		
Giant photocopier	0		
White Boards	0	For in-house meetings	
Projector	0		
Notice Boards	0	Publication of information	
Start-up stationery support	0	For smooth running of the office	
Rain Gear	15		
GPS	0	Data Collection	
Moisture meters	0		
Grading Knives	0		
Hanging Scales	0		
Motor Bikes	0	For field activities, follow-up and monitoring	
Bicycles	3		
Vehicles	15		
Start-up first aid kit	1 (old)		
Refrigerator	1		
Laptops	1		

v. Bonthe District Agriculture Office

Type of Logistics	Quantity	Justification	End User
Computers and	7	To facilitate the	Senior management

<b>Type of Logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
accessories		secretariat and documentation work of the office and also for data imputing, analysis and reporting	staffs and secretaries
Generator (2.7 KVA)	15	Provide power for the use of computers and power in the offices	
Scanner	2	An accessories of computers	Senior management staffs and secretaries
Giant photocopier	2		Senior management staffs and secretaries
White Boards	2	For in-house meetings	
Projector	2		
Notice Boards	4	Publication of information	
Start-up stationery support	2	For smooth running of the office	
Rain Gear	1		labourers
GPS	12 sets	Data Collection	
Moisture meters	8		Crop division
Grading Knives	2		Crops division
Hanging Scales	2	Weighing agricultural produce	Crops division
Motor Bikes	10*	For field activities, follow-up and monitoring	Extension staffs
Bicycles	2	Facilitate the movements of field staffs	Extension staffs
Vehicles	1	Facilitate the movements of staff and inputs	Senior managers
Start-up first aid kit	2		
Refrigerator	100		
Laptops	1		
Welding machine	2		

vi. Pujehun District Agriculture Office

<b>Type of Logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
Computers and	2	To facilitate the	

<b>Type of Logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
accessories		secretariat and documentation work of the office and also for data imputing, analysis and reporting	
Generator (old 3.8 KVA)	1		
Scanner	0		
Giant photocopier	0		
White Boards	0	For in-house meetings	
Projector	0		
Notice Boards	0	Publication of information	
Start-up stationery support	0	For smooth running of the office	
Rain Gear	15		
GPS	0	Data Collection	
Moisture meters	0		
Grading Knives	0		
Hanging Scales	0		
Motor Bikes	0	For field activities, follow-up and monitoring	
Bicycles	3		
Vehicles	15		
Start-up first aid kit	1 (old)		
Refrigerator	1		
Laptops	1		

vii. Moyamba District Agriculture Office

<b>Type of Logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
Computers and accessories	7	To facilitate the secretariat and documentation work of the office and also for data imputing, analysis and reporting	Senior management staffs and secretaries
Generator (2.7 KVA)	15	Provide power for the use of computers and power in the offices	
Scanner	2	An accessories of	Senior management

Type of Logistics	Quantity	Justification	End User
		computers	staffs and secretaries
Giant photocopier	2		Senior management staffs and secretaries
White Boards	2	For in-house meetings	
Projector	2		
Notice Boards	4	Publication of information	
Start-up stationery support	2	For smooth running of the office	
Rain Gear	1		labourers
GPS	12 sets	Data Collection	
Moisture meters	8		Crop division
Grading Knives	2		Crops division
Hanging Scales	2	Weighing agricultural produce	Crops division
Motor Bikes	10*	For field activities, follow-up and monitoring	Extension staffs
Bicycles	2	Facilitate the movements of field staffs	Extension staffs
Vehicles	1	Facilitate the movements of staff and inputs	Senior managers
Start-up first aid kit	2		
Refrigerator	100		
Laptops	1		
Welding machine	2		

viii. Tonkolili District Agriculture Office

Type of logistics	Quantity	Justification	End User
Computers and accessories	2	To facilitate the secretariat and documentation work of the office and also for data imputing, analysis and reporting	
Generator (old 3.8 KVA)	1		
Scanner	0		
Giant photocopier	0		
White Boards	0	For in-house meetings	

<b>Type of logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
Projector	0		
Notice Boards	0	Publication of information	
Start-up stationery support	0	For smooth running of the office	
Rain Gear	15		
GPS	0	Data Collection	
Moisture meters	0		
Grading Knives	0		
Hanging Scales	0		
Motor Bikes	0	For field activities, follow-up and monitoring	
Bicycles	3		
Vehicles	15		
Start-up first aid kit	1 (old)		
Refrigerator	1		
Laptops	1		

ix. Bombali District Agriculture Office

<b>Type of Logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
Lap Top Computers	4	Improve staff capacity	Staff
Giant Photocopier	1	Reproduction of documents	Pooled
Desk Top computers	14	Staff capacity	Staff
Scanner	2	Reproduction of documents	Staff
Projector	2	For presentations	Pooled
Moisture Meters	2	For Data Collection	Pooled
Hanging Scales	3	For data Collection	Pooled
Generator	1	To provide power for the office	Office
Metrological station	1	Data Collection	Office
Horticulture tools	2	Technical support	Field
Flip Chart stands	9	For presentations	Field and office
Light Vehicle	2	For staff movements	Staff
Truck	1	Movement of inputs and produces to and from the field	Office
GPS	1	Data Collection	Field
Moto Cycles	10	Enhance Field staff movement	Field Staff

<b>Type of Logistics</b>	<b>Quantity</b>	<b>Justification</b>	<b>End User</b>
Veterinary clinic	1	Technical support	Field
Plant Health Clinic	1	Technical support	Field
Solar power	1	Appropriate source of power for the office	Office
Water well	1	Provide water for the office	Office

## **V. INSTITUTIONAL FRAMEWORK FOR THE IMPLEMENTATION OF THE CAPACITY BUILDING PROGRAMME**

52. To ensure the effective management and coordination of the capacity building programme, it is recommended that a Capacity Building Unit is established within the MAFFS and assigned the responsibility for the overall planning and coordination of the capacity building programme.

53. The following specific roles of the Unit will include the following:

- Coordinate the process of mobilizing resources including funds for the capacity building programme;
- Validate the capacity building requirements of the District Offices;
- Coordinate the development of standardized framework for the production of training materials;
- Coordinate the development and delivery of training modules including engaging and supervising the activities of consultants contracted to develop and deliver training; and
- Coordinate the review of the capacity building programme,

## **VI. CAPACITY BUILDING PLAN**

54. A capacity building plan detailing out the various activities and their timelines and indicative budgets is attached as Annex 1.

## **V. SUMMARY COST OF THE CAPACITY BUILDING PROGRAMME**

55. A budget for the capacity building programme for the nine (9) District Agriculture Offices has been determined and estimated at four million, one hundred and eighty-nine thousand, five hundred and ninety United States Dollars (US\$4,189,590.00). The budget is expected to be implemented over a period of 5 years commencing 2011. The estimated cost for staff augmentation is one million, two hundred and thirty-five thousand and forty United States

Dollars (US\$1,235,040.00), for the logistics supports is estimated at nine hundred and four thousand, five hundred and fifty-five United States Dollars (US\$904,550.00), while for training including study tours, the budget estimate is one million, eight hundred thousand United States Dollars (US\$1,800,000.00) and the estimate for financing the rehabilitation and furnishing of offices is estimated at two hundred and fifty thousand Dollars (US\$250,000.00).

The summary budget is detailed below while the breakdown is annexed to this document.

## SUMMARY BUDGET FOR THE CAPACITY BUILDING PROGRAMME FOR DISTRICT AGRICULTURE OFFICES

### SUMMARY BUDGET FOR THE CAPACITY BUILDING PROGRAMME FOR DISTRICT AGRICULTURE OFFICES

<b>Name of District</b>	<b>Staffing</b>	<b>Logistics</b>	<b>Training</b>	<b>Office rehab or construction</b>	<b>Total (US\$)</b>
Moyamba District Office	189,000.00	94,250.00	200,000.00	50,000.00	<b>533,250.00</b>
Bonthe District Office	185,040.00	96,500.00	200,000.00	30,000.00	<b>511,540.00</b>
Bo District Office	190,440.00	69,800.00	200,000.00	40,000.00	<b>500,240.00</b>
Kambia District Office	216,360.00	91,000.00	200,000.00	30,000.00	<b>537,360.00</b>
Port Loko District Office	32,400.00	108,000.00	200,000.00	20,000.00	<b>360,400.00</b>
Bombali District Office	103,200.00	94,500.00	200,000.00	20,000.00	<b>417,700.00</b>
Tonkolili District Office	126,000.00	135,500.00	200,000.00	30,000.00	<b>491,500.00</b>
Western Area Rural District Office		143,500.00	200,000.00	10,000.00	<b>353,500.00</b>
Pujehun District Office	192,600.00	71,500.00	200,000.00	20,000.00	<b>484,100.00</b>
<b>Total</b>	<b>1,235,040.00</b>	<b>904,550.00</b>	<b>1,800,000.00</b>	<b>250,000.00</b>	<b>4,189,590.00</b>



**THE REPUBLIC OF SIERRA LEONE**

**SMALLHOLDER COMMERCIALISATION PROGRAMME (SCP)  
GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME  
(GAFSP)**

**PROJECT DESIGN DOCUMENT**

**ANNEX 7**

**SCP-GAFSP IMPLEMENTATION MATRIX**

Component 1	Sub-component/activities	Coverage	Institutions involved	Responsibilities	Other possible partners in execution
Smallholder Agriculture and Commercialization	(i) FFS/FBOs	National	MAFFS/DOA, FAO  VSO/volunteers/SSC	Establishment of FFS and FBO, technical advice, capacity-building, productive packages, monitoring Long-term TA	Suppliers
	(ii) Agro-services providers ➢ ABC	National	MAFFS/FAO	Establishment of ABC, capacity building and TA, monitoring	Local construction enterprises Inputs suppliers
	➢ Agro-dealers	2 Districts	CNFA	Establishment of agro-dealers, monitoring	Exporters/traders of agricultural inputs/outputs
	(iii) Contract farming	National (tree crop districts)	MAFFS/RCPRP  IPs	Identification of IPs, MoAs, monitoring Tree crop rehabilitation package, training, credit recovery, monitoring	SLARI
	(iv) Extension Services (DOA)	National	MAFFS/DOA, FAO  VSO/volunteers/SSC	Implementation of the capacity-building plan Long-term TA	Suppliers
	(v) Farmers' Organizations ➢ NaFFSL ➢ Commodity-focused FOs	National National	MAFFS, ITA	Capacity building, linkages with grassroots and private sector in the value chains	ROPPA

<b>Component 1</b>	<b>Sub-component/activities</b>	<b>Coverage</b>	<b>Institutions involved</b>	<b>Responsibilities</b>	<b>Other possible partners in execution</b>
<b>Component 2</b>	<b>Sub-component/activities</b>	<b>Coverage</b>	<b>Institutions involved</b>	<b>Responsibilities</b>	<b>Other possible partners in execution</b>
Small-scale Irrigation Development	(i) Identification of sites, sensitization of communities, selection	National	LWDD	Identification of sites, sensitization of communities, selection	RCPRP
	(ii) Training and mechanization of youth contractors	National	LWDD, GAFSP Management Unit, ITA	Identification and selection, training, equipments, capacity-building, bidding process and selection of best performing SP, credit recovery	RCPRP
	(iii) IVS rehabilitation	National	LWDD, GAFSP Management Unit	Oversight, quality control, reception and registration	RCPRP
<b>Component 3</b>	<b>Sub-component/activities</b>	<b>Coverage</b>	<b>Institutions involved</b>	<b>Responsibilities</b>	<b>Other possible partners in execution</b>
Access to Rural Finance	(i) Establishment of FSAs	National	RFCIP/TAA, BoSL	Building construction, equipments and logistics, recruitments, training, monitoring, training	MITAF II, other FSPs
	(ii) Establishment of CBs	National	RFCIP/TAA, BoSL	Building construction, equipments and logistics, recruitments, training, monitoring, training	MITAF II, other FSPs

<b>Component 4</b>	<b>Sub-component/activities</b>	<b>Coverage</b>	<b>Institutions involved</b>	<b>Responsibilities</b>	<b>Other possible partners in execution</b>
Strategic Planning, Coordination, Monitoring & Evaluation and Knowledge Sharing	Management and Coordination	National	MAFFS, ITA (FAO, AUSAID, etc.)	Management and coordination of the SCP activities	
	Monitoring and Evaluation	National	MAFFS/PEMSD, ITA	Monitoring of activities, evaluation of results and impacts	External evaluators
	Knowledge sharing	National	MAFFS	Lesson learnt, workshops, knowledge diffusion	