

**Feed the Future Sierra Leone Farmer to Farmer Program**

**Volunteer Assignment Scope of Work**

**NOTE: SCOPE OF WORK AWAITING FINAL EDITS.**

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| **Summary Information** |
| **Assignment Code:** | **SL 11** |
| Country: | Sierra Leone |
| Country Project: | Feed the Future Sierra Leone EAIN Activity; Agribusiness development |
| Host organization: | Makump Agricultural Business Centre (ABC) |
| Assignment title: | Financial Management  |
| Type of Volunteer Assistance: | **Financial Services (F)**  |
| Type of Value Chain Activity: | **Marketing (M)** |
| Preferred assignment dates: | March/April 2017 |
| Objective: | * Build upon existing knowledge and skills in financial management of members of the Makump Agricultural Business Center (ABC) with constituent Farmer Based Organizations (FBOs)
* Provide technical support to improve the management of business financial resources to operate the centre more efficiently.
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| Desirable Volunteer Knowledge and Skills:  | Formal qualifications in financial management studies and extensive knowledge and experience in organizational financial management with private sector |

1. **BACKGROUND**

Makump Agricultural Business Center (ABC) was established in 2012 and is composed of five Farmer Based Organizations (FBOs): Sabenty FBO, Orbonesu FBO, Tamaraneh FBO, Saparty FBO and Mambulonu FBO. All the constituent FBOs have 30 members, with Saparty FBO having 31 members. Among the FBO memberships, women make up a higher percentage in the representation compared to men. However, in terms of leadership and management of the ABC, men make up the highest percentage. Both the ABC and FBOs have separate registration with the local government and Ministry of Agriculture. The ABC has a board of directors and a management team, and each FBO shares the same structure. The ABC board members were elected at an Annual General Meeting, to guide and direct all the activities of the ABC and constituent FBOs. The ABC board is headed by a chairperson with seven members with various responsibilities. The management team of the ABC is headed by the Operations Manager with other staff working in the centre to offer services. The ABC offers various services to members and non-members including storage, rice milling/processing, seed loan to members and financial loans to women. The ABC is a member of the Koinke Barina Financial Services Association, and they use the proceeds to provide loans to women groups to invest in their businesses. The ABC buys paddy rice from both FBO and non-FBO farmers for storage as seeds and processing to sell the clean rice to clients. FBO member farmers also grow other crops such groundnuts and vegetables. The ABC has many demands and challenges in operating as a growing business. The main demand of the ABC is to have a strong and durable rice processing machines with available spares for producing good quality milled rice to attract value markets. The main challenge of the ABC is the lack of adequate tools and working materials to support their activities including the production of vegetables, groundnut, rice and cassava. They have vast low lands (boli lands) to cultivate large acreages of rice and other crops but the lack of machines, particularly tractors and power tillers, has affected their capacity to increase their production to process and market large quantities of rice to value markets and increase their revenue. The Centre Manager, the Financial Secretary of the board and constituent FBO executives responsible for managing the finances of the ABC and FBOs need to be supported with improved financial management skills and knowledge to increase their capacities to plan and mobilize financial resources for the effective operations of the ABC and FBOs. Their membership with the Konike Barina FSA need to be clearly understood by members for increasing access to finance to invest in their businesses. The ABC management and FBO executives should have the capacity to track financial expenditures of their businesses and plan expenditures for profit making.

The Makump ABC is in partnership with the Konike Barina Financial Services Association (FSA) through which they offer their members with loans. The FSAs were developed by the Ministry of Agriculture through the International Fund for Agricultural Development (IFAD), to provide improved access to finance to smallholder farmers to invest in their production. The FSA operates by members buying shares and use these shares over time to loan members on low interest.

Through the support of the Government program (SCP/GAFSP), the Makump ABC has received trainings in basic record keeping for effective ABC operations. Resulting from the training they received, the ABC management is currently keeping the following records:

* Inventory
* Stock book
* Membership financial contributions
* Visitors book
* Cash Book
* Credit Book

The leadership and management of Makump ABC is seeking for the service of an expert volunteer to support them with good financial management and record keeping for the efficient operations of the centre.

1. **ISSUE DESCRIPTION**.

Poor financial management within an organization or association is usually a result of certain individuals who are not well equipped with knowledge and skills to ensure that all expenditures reflect the activities of the organization and are booked for accountability. Poor record keeping is also a great challenge in efficient financial management of organizations.

The Centre Manager of Makump ABC and other members do not have improved knowledge and skills in financial management for effective organizational operations. They have the commitment to serve the centre and FBOs but their technical skills in financial management are low and therefore affect the efficient operations of their businesses, running with small or no profit, little commissions for machine operators and lack of funds to support group activities.

Makump ABC and its constituent FBOs have only the Konike Barina FSA as their source of funds for their activities. They do not have access to Microfinance Institutions to secure funds for their activities due to their lack of business and financial plans to solicit funds. They do not also have link to these institutions to apply for loans to carry out their activities.

Lack of access to finance is a major challenge in the agribusiness development process in Sierra Leone. Most farmers in Sierra Leone do not have access to adequate funds to invest in their production for increased production and productivity. Agricultural inputs, such as improved seeds, fertilizers and chemicals, as well as improved tools, equipment and machinery are less affordable for farmers based on their capital without loan or credit. The lack of adequate investment in agricultural inputs has resulted to the low productivity of major staple crops in Sierra Leone over the past few years. Increased production and productivity will lead to high production and improved productivity that will increase farmers’ incomes, and improve food security and reduce poverty among smallholder farmers in the country.

Considering these needs, Makump ABC is requesting CRS’s Feed the Future F2F Program for volunteer technical assistance. The F2F Volunteer will work directly with the ABC management and FBO executives to impart financial management skills to the participants for successful operation of the organizations.

1. **SPECIFIC OBJECTIVES OF THE ASSIGNMENT**

The technical assistance will focus on achieving the following objectives:

1. Refresh the Makump ABC management and constituent FBO executives on the basic financial principles for successful financial management of organizations
2. Train the ABC management and constituent FBO executives on good financial management practices for profitability
3. Provide training for participants on good financial record keeping
4. **HOST CONTRIBUTION**
* The ABC leadership has committed to mobilize the ABC management and FBO executives to attend trainings to be conducted by the volunteer.
* The ABC will provide key personnel to work closely with the volunteer as Counterpart, during both preparations and the actual trainings, to ensure that participants better understand the training manual in their local context.
* The ABC leadership has committed to providing the training venue throughout the assignment.
1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

With volunteer technical assistance, the Makump ABC will continue to operate as a business entity with more capacity of the management and FBO executives to mobilize financial resources and effectively track expenditures for efficient financial management. The management of the ABC and the FBO executives will have improved knowledge of keeping the appropriate financial records for efficient management. The volunteer will develop a pathway for the ABC to work in close partnership with the Konike Barina FSA for improved access to its members.

1. **EXPECTED DELIVERABLES:**

• Trainings conducted and people trained

• Training guidelines/manuals developed on financial management and record keeping

• Debriefing with CRS CP and USAID Mission in country

• Field trip report and expense report

1. **SCHEDULE OF VOLUNTEER ACTIVITIES IN SIERRA LEONE**

Upon arrival at the Lungi International Airport, the Feed the Future Sierra Leone Farmer to Farmer Volunteer Logistician, Alie Timbo **(cell phone: +23276648010/+23230506922)** and CRS Expeditor, Bai Bai Kamara **(cell phone: +23276412456)** will receive the volunteer, and assist him or her with movements and luggage within the airport before taken to the hotel.

The schedule will be developed once a volunteer is identified and his or her availability for the assignment is communicated.

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| TBD | Outreach event in the US |

TBD, when we have a volunteer for the assignment with his availability.

After the volunteer debrief at the USAID Mission in Freetown, depending on the departure time, he or she will have a 15 minutes’ drive from the CRS Office in Freetown to Aberdeen to board a water taxi that will take him/her to Lungi for departure. The water taxi takes about 20 to 30 minutes to land on the shore in Lungi. At the shore, the passengers will wait for about 10 to 15 minutes for the luggage to be transferred to a mini-bus that will take them to the airport and the passengers will board another mini-bus to the airport for checking and departure. At the airport, it takes an hour or more for the airport authorities to complete checking. However, some flights may delay for about an hour or more, and passengers will be encouraged to exercise patience by the airline.

1. **ACCOMODATION AND OTHER IN-COUNTRY LOGISTICS**

Volunteers arriving at the airport before 4 pm will be taken by Alie in a CRS car to Makeni for accommodation at the Hotel Conteh U, <http://www.hotelcontehu.com>. When the volunteer arrived after 5:00 pm, the Logistician or CRS Expeditor will take the guest to the Lungi International Airport Hotel, E-mail: (management.lungihotel@hotmail.com) for passing the night. The volunteer will have a dinner at the hotel provided by CRS. In the morning around 8, the volunteer will be taken by a CRS car to Makeni where he/she will stay at the Hotel Conteh U, <http://www.hotelcontehu.com> for conducting the assignment in Tonkolili. The volunteer will have a dinner at the hotel provided by CRS.

CRS will provide transportation for the volunteer from the hotel to the host throughout the assignment.

CRS will provide the volunteer with per diem in the form of advance which will have to be cleared before departing from Sierra Leone, to cater for meals and other incidentals during the stay. For more information, please refer to the country information that will be provided.

1. **DESIRABLE VOLUNTEER SKILLS**

Formal qualifications in financial management studies and extensive knowledge and experience in organizational financial management with private sector.

1. **RECOMMENDED ASSIGNMENT PREPARATION**
* The volunteer should prepare materials for hand-outs, which can be printed at CRS office in Magburaka before commencement of the assignment. Flip charts, markers, masking tapes can be obtained at CRS office in case the volunteer wishes to make some illustrations. Depending on the training venue the volunteer may use a laptop and projector for power point presentations. However, if the training venue is in the community, it will be difficult to use PowerPoint. In this case the volunteer will be expected to prepare training materials and have hand-outs printed at CRS office for distribution to the participants.
* CRS strongly recommends that the volunteer becomes familiar with the Sierra Leone Feed the Future EAIN F2F Program description prior to arrival in the country as well as country information that will be provided.
1. **KEY CONTACTS**

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| **CRS Baltimore** |
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