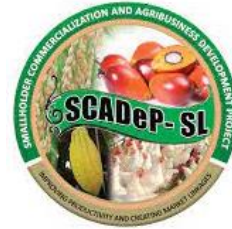




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ABOUT PROJECT

The Smallholder Commercialization and Agribusiness Development Project (SCADeP) is a project implemented by the Government of Sierra Leone since 2017, with funding from the World Bank that seeks to promote agricultural productivity through improved access to markets, improved access to finance as well as development of inclusive smallholder farmer agribusiness linkages in the targeted project areas of Sierra Leone.

Under Component A of SCADeP, the project established the Sierra Leone Agribusiness Development Fund (SLADF), **Sub-component A.1**, which provides matching grant (50:50) to agribusinesses/off-takers that operate out-grower systems. The SLADF contribution to the agribusinesses is mainly towards improved inputs and services (seeds, seedlings, fertiliser, extension services, training, etc.) that directly impact the productivity and production of the out-growers; while some proportion of the SLADF funds can go towards strengthening the capacity of the firm itself. Within the same component, the project established an Agribusiness Services Matching Grants (ASMG) scheme **Sub-component A.2**, which provides matching grants to Producer Organizations (POs) and Small and Medium Enterprises (SMEs) who function as aggregators, to address post-harvest constraints, including storage infrastructure, light equipment for processing and packaging, as well as support to the acquisition of international certification and undertaking research and development (R&D) for formation of new products, processes, services, and delivery systems.

PROJECT ROLE DIVISION

Roles and Key Players

This project is supported by three key partners. Their roles and names are below:

- **AIDE:**
 - Improve business practices so they reinforce TA being done by Solidaridad and set up processes to be automated through an ERP software implementation by ICT Infrastructure tool provider
 - To build an efficient ERP automated system that captures daily activities from end-to-end and provides data and reports (Operational, Financial, Performance) that track performance in real time—thus removing waste and improving efficiency in operations from an ICT approach
- **Solidaridad:** Solidaridad will focus on upstream activities focused around production. They also work with firms to build outgrower models and the appropriate business relationship models that match the production outgrower models.
- **SCADeP Project Coordination Unit:** SCADeP Program Management and Partner Support

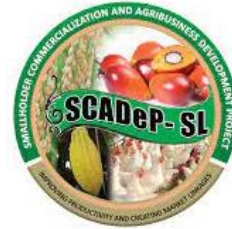


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****See annex for role division matrix**

OBJECTIVE OF THE ASSIGNMENT

The objectives of the assignment require us to work with existing structures, advisers, and consultants and not create duplication. With upstream technical assistance being already offered by other technical assistance providers, our main goal is to compliment those efforts with downstream technical assistance provided by us. Our role will not duplicate but will instead have a narrow focus on how to run the firms as effective and compliant businesses and offer them greater opportunities for expansion and growth through access to finance and investor opportunities.

SPECIFIC OBJECTIVES):

- SLADF and ASMG firms complete Capacity Building and have greater understanding of Capacity Building topics and utilize them practically to grow and streamline their businesses where needed and for them to also access finance.
- SLADF and ASMG firms to implement ICT systems which can capture HR, Financial, Operational records and track performance of firms
- SLADF and ASMG firms are coached and mentored to identify opportunities; create solutions to challenges; avert challenges when needed; and have improved operational and technical skills.
- SLADF and ASMG firms to implement capacity building plans and growth plans
- SLADF and ASMG firms have skills to access and sustain finance and complete financial reports
- SLADF and ASMG firms receive support to penetrate markets through networks, mentors, and BDS/TA
- SLADF firms have a more advanced methodology to Capacity Building and Technical Assistance focused more on informal audit assessments; access to finance and sustaining access to finance modules; coaching and mentoring; and institutional trainings for staff and departments
- SLADF and ASMG firms have access to skilled and certified human capital
- SLADF and ASMG firms have the skills acquired from Capacity Building/Technical Assistance to strategically pivot when necessary.
- SLADF and ASMG firms have network linkages with value chain alignment after implementing linkage reports
- **Depending on the foci of the client/project, any other indicator agreed upon by the project and client**

Although there are recognized value gains from the project to the grantees in different sectors (cocoa, rice, palm oil, poultry/maze), the grantees still have needed areas of improvement and there were still

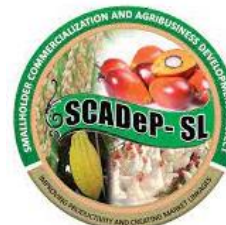


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capacity gaps which need targeted business development technical assistance. These agricultural businesses can unlock economies; however, according to the Technical Assistance Needs Assessment (TANA), it was reported that, some SLADF agribusinesses are encountering binding constraints associated to lack of business knowledge and experience. Without the right capacity building and technical assistance, businesses can encounter the issues below:

Post-Harvest Mgt.& related issues	Misaligned entrepreneurial and organizational mindset	Products Standards and Quality Challenges
Packaging Issues	Access to Finance & Sustaining Access to Finance	Traceability & Certification Challenges
Lack Business Development Support Services	Weak Corporate Governance Structures	Poor Sector Promotion and knowledge
Lack of valuable Linkages	Value Chain Alignment Challenges	Lack of Skilled Human Capital

These project constraints are complex because they are felt by the SLADF and ASMG firms [Component A1 and A2]. This makes any solution for one group to be beneficial to both groups. Compounding this complexity is the quality of support services in the sector. Although the VCPOs of SCADeP has been eager to catalyze grantee and sector performance and knowledge—the VCPOs {themselves} do need additional capacity and a structure they can rely on to deepen their knowledge; keep up with the opportunities; and find ways to navigate around the challenges.

From the binding constraints highlighted above, find below the key conditions for success which both segments SLADF and ASMGs--need to enable growth, gain regulatory compliance, expand linkages and networks; and utilize layers in the value chain to give SLADF and ASMG firms the best opportunities to increase profitability and strengthen the agricultural sector.

- Access to affordable financial products and services;
- Access to markets and market linkages relationships;
- Access to skilled human capital;
- Value Chain and Supply Chain Alignment and Coordination
- Access to business support services.

SUSTAINABILITY OF OUR INTERVENTION

Sustainability for the gains made in this project is reached through many channels and approaches. From inception, the critical success factor of this project has been identified as the sustainability element and how



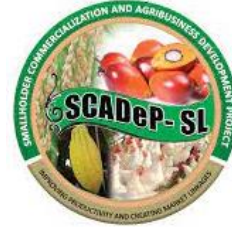
AIDE

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we take advantage of lessons learned and document the learnings for the firms and others to follow and build on--in the future. To achieve sustainable gains—the implementation design, strategy, and implementation should always consider and have a focus on sustainability. The below bullet points will cover specific areas where we will employ targeted approaches and strategies to promote and enhance the sustainability element of the project gains and objectives.

- **Using Project Staffing to Enhance Human Capital in the sector by using internships and placement programs for interns and support officers**
- **Improved Firm Performance and Track Record Management because of improved tools to track performance.**
- **Improving the Support Services Sector that support and capacitate Private Sector Development**
- **Improved Collaboration and Cooperation through our partnerships for all approach and working with communities and consumers**
- **Utilizing SLADF and ASMG firms/Entrepreneurs with enhances capacity as resource persons and junior consultants for future cohorts/projects**
- **Published Research Paper to reflect the gains and learnings of the project**
- **The focus on strengthening the VCPOs gives them a potential profession—which will increase the supply of affordable capacity building support.**
- **Constant pivoting and coordination to reach value chain alignment**
- **The dual approach of using the entrepreneurial ecosystem and market systems approach**
- **Utilizing Universities to create curricula and recommend students for possible internships and placements.**

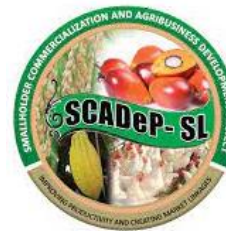


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ANNEX 1: Role Division

	CORDAID/AIDE	SOLIDARIDAD	
Specific Role	Improve business practices so they reinforce TA being done by Solidaridad and set up processes to be automated through an ERP software implementation by ICT Infrastructure tool provider (TotalEnterprise Software Package)	To build an efficient ERP automated system that captures daily activities from end-to-end and provides data and reports (Operational, Financial, Performance) that track performance in real time—thus removing waste and improving efficiency in operations from an ICT approach.	
Specific Objectives	SLADF and ASMG firms complete Capacity Building and have greater understanding of Capacity Building topics and utilize them practically to grow and streamline their businesses where needed and for them to also access finance.	Specific modules will be built into the system. The firm's data will promote and enhance initiatives for Business Operational Efficiency; Growth and Sustainability through easier Access to Finance; Performance Tracking, Financial Management; and Sector Competitiveness and benchmarking. Some of these key objectives that can be built as system modules and are listed below:	To improve production models and processes, and increase production capacity and quality. To pass on initiatives to other key partners so goal congruence is strengthened.
	SLADF and ASMG firms are coached and mentored to identify opportunities; create solutions to challenges; avert challenges when needed; and have improved operational and technical skills.	Financial System that merges with HR systems and vendor system workflows	Conduct an assessment of the out-grower system currently operated by the grantees and provide specific recommendations on how each grantee should
	SLADF and ASMG firms to implement capacity building plans and growth plans	Human Resource System that manages payroll, leave, statutory obligations, etc	Ensure grantees set up their schemes as recommended through on field visits and mentoring
	SLADF and ASMG firms have skills to access and sustain finance and complete financial reports	Document and Process Workflow	Assist grantee to establish database of their grantees
	SLADF and ASMG firms receive support to penetrate markets through networks, mentors, and BDS/TA	Storage and Archiving of Records and Transactions	Assist grantees to develop a comprehensive training and extension service plan for their out-growers
	SLADF firms have a more advanced methodology to Capacity Building and Technical Assistance focused more on informal audit assessments; access to finance and sustaining access to finance modules; coaching and mentoring; and institutional trainings for staff and departments	Ability to pull real time information and reports	Conduct ToT for extension workers of agribusinesses on best agronomic
	SLADF and ASMG firms have a financial model that can estimate investment value when compared to progress		
	SLADF and ASMG firms have the skills acquired from Capacity Building/Technical Assistance to strategically pivot when necessary.		
Implementation Approach	Assessments, Performance Tracking, Coordination and Networking for Access to Finance, Use of private sector, Capacity Building (Coaching and technical assistance) and Targeted institutional and group trainings.	Software Design, Coordination, Software Training, After Sales Support	Technical Assistance, Network Building, Building Business Models and Business Relationship Models
Joint tasks	Coordination with Solidaridad to ensure their initiatives are supported by our technical assistance. For example, if they finalize a model that needs data to be tracked to ensure goals are met in a n evidence based way--AIDE will need to ensure the right processes and tools are put in place to give real time information. This to be done through coordination meetings of expected support and create joint targets and kpis to monitor the alignment and support elements to each other.	Development of system through coordination meetings of expected support and create joint targets and kpis to monitor the alignment and support elements to each other. Although the technical assistance and ICT component have different outputs/deliverables--they are co dependent on each other. This co dependency requires us to co-design the final system and framework.	Coordination with AIDE to inform AIDE through coordination meetings of expected support and create joint targets and kpis to monitor the alignment and support elements to each other. Although Solidaridad and AIDE are implementing different components of the project, it is critical that we regularly consult each other and monitor our support in a tangible way.
Outcomes	Improved business practices. Reinforce TA being done by Solidaridad and have functioning processes and procedures that can be automated through an ERP software implementation by ICT Infrastructure tool provider (TotalEnterprise Software Package)	To have an ERP software that captures the relevant details, provides reports, tracks performance, and aligns with the documentation needed by investors and to business opportunities.	improved production models and processes, and increased production capacity and quality. Improved information sharing platform to share and seek support to and from other key partners so goal congruence is strengthened.



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