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**Government of Sierra Leone
Ministry of Agriculture (MoA)**

**Recruitment For the Three Core Staff Positions for The West Africa Food System
Resilience Programme (FSRP), Sierra Leone Chapter**

Phase 2 (P178132)

Terms of References for the positions:

- Project Manager and
- Financial Management Specialist
- Procurement Specialist

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Project Background:

The West Africa Food System Resilience Program (FSRP) is a five year, regional, 60 million USD World Bank-funded project with the goal of increasing preparedness against food insecurity and improving the resilience of food systems in Sierra Leone and West Africa as a whole. This project is aligned with the Sustainable Development Goals (SDGs), the World Bank Group (WBG) Country partnership Framework for Sierra Leone and Mid-Term National Development Plan for Sierra Leone.

The project will directly benefit 182,000 farmers with impact on 365,200 household members, of which at least 45 percent (164,340) will be women, 40 percent (146,080) youth, and 5 percent (18,260) vulnerable groups, including people with disabilities. Direct beneficiaries will also include processors, transporters, traders, and other agricultural (M)SMEs/agribusinesses engaged in the targeted value chains (rice, cassava, and livestock) who will benefit from capacity building (including training, business advisory services, and matching grants, where applicable).

The FSRP will be implemented in all districts of Sierra Leone and will focus on the three priority value chains of the Ministry: rice, cassava, and livestock. These value chains were also selected based on their potentials for regional food and nutrition security, and the natural comparative advantage that Sierra Leone has in developing and promoting them.

Sierra Leone's FSRP is the country's version of the *West African* Food System Resilience Programme.

Project Components

The FSRP is organized around five components, which coincide with the components of the other FSRPs of the West African sub-region, the successful implementation of which a country's performance will be measured by. The components are:

Component 1: Digital Advisory Services for Agriculture and Food Crisis Prevention & Management: This component aims at strengthening climate resilience of the agriculture sector and enabling effective management and prevention of food crises through the development and provision of demand-driven data, information, and advisory services, and strengthening evidence-based decision making in managing food security. This component will be implemented through two broad sub-components: 1) Upgrading Regional Food Crisis Prevention and Monitoring Systems and 2) Strengthening Digital Hydromet and Agro-Advisory Services for Farmers.

Component 2: Sustainability and Adaptive Capacity of the Food System's Productive Base: The objective of this component is to enhance the resilience of the food system's productive base in ways that enable small and medium producers (especially women and youth) to sustainably meet their nutritional needs and raise income levels from the sale of surpluses in local and regional markets. This will be achieved through two mutually supporting sub-components: 1) Consolidating Regional Agriculture Innovation Systems and 2) Strengthening Regional Food Security through ILM.

Component 3: Regional Market Integration & Trade: The objective of this component is to facilitate trade of agricultural goods and inputs within and across national borders in West Africa. This component will be implemented through the following two sub-components: 1) Facilitating Trade Across Key Corridors and Consolidate Food Reserve System; 2) Supporting the Development of Strategic and Regional Value Chains.



Components 4 and 5 represent emergency contingency response and effective project management respectively.

This TOR describes the levels of expertise needed to recruit three key experts needed to commence the Project's implementation.

1. Project Manager:

1.1. Objective:

The objective of this assignment is to recruit a qualified Sierra Leonean as Project Manager (PM) who will provide overall leadership of the Project Implementing Unit (PIU) for the implementation of the FSRP in line with the in-country-specific activities and the overall West Africa FSRPs' goals and expectations, with significant room for cross-country collaboration, information-sharing and mutual support. The PM shall be responsible for leading the team of experts and staff responsible for carrying out the day-to-day activities of the project. The PIU shall be part of the National Development Partner Project Coordinating Office's function within the Ministry of Agriculture (The Executing Agency), and report to the leadership of MoA (Minister, Permanent Secretary, Chief Agricultural Officer) through the Coordinator of NDPPCO.

1.2. Scope of Work/Responsibilities

Under the supervision of the MoA, through the NDPPCO, the Project manager will be responsible for the:

- overall day-to-day management of the project, including coordination of procurement, financial management, safeguards and M&E;
- coordination with all the executing agencies and focal points responsible for the implementation of the specific subcomponents; and
- coordination with other donors and relevant programs/projects; and will undertake the following activities, and
- providing the PIU with overall guidance in operations and project implementation and bear full responsibility for the project's administration:

Specific Duties

The PM shall:

- be Sierra Leone's lead member of the regional *West Africa* Food System Resilience Programme and lead facilitator of cooperation between, among and across the other participating countries of the Programme and region bodies, like CORAF
- organize the whole team (PIU) in the most effective ways to help achieve the **overall regional and national goals of the Programme**, its objectives and specific activities in an efficient and timely manner, in line with the Project Appraisal Document, Project Implementation Manual, Annual Work Plan and Budget, log-frames and related documents
- in concert with the respective officials, ensure that the Project's goods and services, inputs and outputs are value for money
- be the lynchpin between the Project, the Ministry of Agriculture and national and international stakeholders, like the World Bank, ECOWAS, CORAF, CILSS and other West Africa FSRPs
- provide advisory and technical support to the PIU, Implementing Partners in other ministries and/or departments and the private sector in various aspects of the FSRP,



considering their individual and collective responsibilities in accelerating the achievement of the project goals.

- supervise the staff of the FSRP PIU and provide overall management guidance and support towards project implementation.
- lead in ensuring the quality of project implementation and results delivery through establishing efficient project implementation structures, close monitoring and assistance.
- identify emerging risks in/to the Programme and, in collaboration with the Ministry of Agriculture, find sustainable solutions, without incurring inordinate costs on the Programme
- monitor complex operational and project management issues to ensure overall quality of full range of operational products prepared by the project team.
- serve as a focal point or spokesperson on technical, policy and operational issues to external constituencies, expert groups, and other stakeholders.
- oversee and lead the preparation of key documents/systems as well as operational reports of the FSRP in a timely manner and of good quality. This will require the successful coordination and integration of input from multi-disciplinary project staff, the Project's consultants, and technical partners and other stakeholders.
- develop and oversee the execution and operational framework and approach for dissemination of information on the project as well as lessons learnt from the project in a timely manner.
- facilitate and organize stakeholders' meetings (including the private sector) to discuss and exchange ideas on project issues and its relevance.
- develop and build client relations at senior levels and plays an advocacy role in disseminating information regarding the project and generating additional funding and policy-related support for the project.
- ensure the efficient management of project resources in a transparent manner.
- make sure that the project disbursement, accounting and financial management are in accordance with the WB procedures.
- negotiate and undertake contractual arrangements with various implementing partners, service providers, NGOs and contractors in a manner consistent with the procurement policies and procedures of the government and the WB.
- ensure that procurement of goods and services is timely carried out and in accordance with the approved procurement plan.
- coordinate the preparation of the FSRP annual work plan and budgets (AWPB) and procurement plan. Present and get the endorsement of both by the Project's Steering Committee (PSC) before submission to MoA for approval.
- monitor and oversee the efficient execution of the AWPB to ensure the project implementation is timely and is in line with the approved Procedures of the WB and the appropriate delivery of programme outputs.
- with MoA appraise and evaluate the performance of the staff assigned to the program based on the adopted MoA Staff Appraisal System.
- assess the qualifications and pre-qualifications of implementing partners, consultants, and contractors that may be selected for the programme implementation as per the existing policies and procedures of the MoA and the WB.
- evaluate and ensure the performance or the quality of works done for FSRP by governmental and Private sector implementing partners, consultants and contractors is of good quality and executed in the most cost-effective manner.
- follow-up on tasks commissioned to ensure that deadlines are met and take necessary actions including drawing attention of the MoA top management on required support from it as appropriate.



- develop synergistic cooperation with other national and international development partners and project they fund at national and district level.
- organize the PSC and District Implementing Committee meetings. Function as the Secretariat to the PSC (Project Steering Committee). Ensure actions recommended by these committees are executed effectively.
- prepare quarterly and annual reports to the WB and the MoA highlighting the programme outcomes, impacts and lessons learnt.
- any other duties that may be assigned by MoA from time to time.

1.3. Minimum Qualifications

- A Master's Degree (PhD preferred) in Agriculture, Economics, Rural Development, Project Management, Agribusiness or Agriculture-related fields from a recognized accredited university.
- At least 7 years' experience in managing development projects funded by international development partners.
- At least 5 years working on projects related to agriculture in Sierra Leone.
- Experience with the agricultural research landscape in Sierra Leone will be an asset.
- Experience liaising with government staff and officials, development partners, NGOs and the private sector.
- Must be knowledgeable in Monitoring and Evaluation, Log Frame approaches and Result-Based Management (Managing for Development Results in Agriculture) with strong computer literacy for the position.

1.4. Additional assets/Qualifications

- Ability to manage efficiently and work in team setting with high sense of confidentiality and flexibility.
- Ability to operate within a fast-moving environment and react appropriately to change.
- Ability to respond to emergency shocks and resilient building in the food system along the selected value chains
- Excellent organizational skills, strong attention to detail, high regard for accuracy and top-quality work.
- Excellent drafting, communication and reporting skills, and the ability to present information in clear and concise manner.
- Very good interpersonal skills to interact within multicultural environment.
- Adequate computer literacy is strongly required for the position. Good oral and written communication skills is also essential.
- Well-developed leadership, inter-personal, communication and negotiating skills, as well as ability to work effectively in teams and groups.
- Good planning and time management skills is critical.

Owing to the Programme being operational across different countries, including French-speaking, the candidate's ability to speak and write French fluently will be a strong added advantage.



2. Financial Management Specialist:

2.1. Objective:

The objective of this assignment is to recruit a qualified Sierra Leonean as Financial Management Specialist (FMS) who will provide overall guidance on the development and roll out of financial procedures and systems that are vital for the smooth implementation of the FSRP. The FMS will be responsible for ensuring the day-to-day financial management functions are carried out appropriately and effectively to facilitate project management in accordance with consistently applied accounting standards acceptable to the Bank, both in a manner adequate to reflect the operations, resources and expenditures related to the Project.

2.2. Scope of Work/Responsibilities

Reporting to the PM of the FSRP, the FMS will be responsible for the following:

The Financial Management Specialist will be responsible to maintain financial records, to provide timely financial information to the Permanent Secretary of the Ministry of Agriculture, the Accountant General, the Project Manager and the PMU team and to ensure compliance with the Public Financial Management Act 2016 and related PFM Regulations 2018 and World Bank's Financial and Procurement requirements as reflected in the Project Implementation Manual

Specifically, the FMS will be responsible for the following:

Budgeting and Planning

- Support the project team in preparing the Annual Work Plan and Budget (AWPB) of the project that is allocated into quarters and accompanied by a financing plan.
- In accordance with the Financing Agreement between Government of Sierra Leone and the World Bank and any related local requirements, prepare annual budget estimates for each of the project's components and ensure such amounts are based on the approved AWPB.
- Upload annual budget onto the accounting system utilized for the project and prepare monthly monitoring reports comparing actual expenditure against the budget. Highlight weak performing areas for attention of Project Manager.
- Prepare rolling twelve months disbursement forecasts updated quarterly for all components of the project in line with project's procurement plan and AWPB.

Funds Management

- Prepare six-monthly cash forecasts on a quarterly basis in coordination with the PMU and submit to the donor in support of requesting an advance to the Designated Account.
- Document expenditures each quarter in the Client Connection system against prior advances to the Designated Account in line with the Withdrawal Categories outlined in the Financing Agreement.
- Prepare and process withdrawal application in accordance with the Bank's Disbursement Guidelines.
- Track funds and follow up with the Bank of Sierra Leone and the World Bank to ensure timely credit of funds into the project's Designated Account.

Expenditure/Payment Processing



- Ensure compliance with the project's internal control framework (Operations Manual, Project Implementation Manual, PAD and the Bank's fiduciary guidelines, etc.) and government rules and procedures while processing payments.
- Analyze, plan, design, implement, and monitor a system to augment internal controls in line with best practices in the process of payment and expenditure management.
- Apply pre-audit checks on all payments before payment from the project's bank accounts including budget availability, sanction of competent authority and compliance with applicable financial rules & regulations.
- Ensure that No Objection Letter (NOL) is obtained from the Bank for every prior review activity before processing any payment.
- Ensure that only eligible payments are forwarded for PM's approval and drawing funds from the assignment account.
- Manage financial aspects of the contracts under implementation, including payment terms, purchase orders and variation orders.
- Ensure that each payment is supported by adequate supporting documentation which is to be attached to the payment record before payment is processed.

Accounting and Record Management

- Record all transactions timely and accurately in the books of accounts (both in Leones and US\$) and ensure that no expenditures remain unaccounted.
- Maintain accounts on a cash basis in accordance with IPSAS Financial Reporting Under the Cash Basis of Accounting.
- Oversee the process of entering transaction level data in accounting system and generating vouchers from the system.
- Ensure up-to-date maintenance of adequate registers, books of accounts and records in appropriate order and format to meet the government and donors' requirements and to facilitate classification and analyzing the financial information for monitoring the project progress.
- Prepare supplementary record which provides timely and up-to-date financial information of community contracting and consultancies.
- Maintain imprest of petty cash and ensure maintenance of separate petty cash book and petty cash vouchers and compliance with petty cash SOPs approved by the World Bank.
- Prepare monthly bank reconciliation statements of assignment account both in Leones and US\$.
- Be the payroll manager and process monthly payroll of project employees. Ensure proper payroll controls are applied and the payments are made directly in the Bank accounts of the employees.
- Prepare and process monthly payroll and submit to Project Manager for approval prior to making any payment under salaries.
- Ensure that the fixed assets records are maintained for the project identifying location and user of each asset and arrange for the annual and periodical inventory of the assets and updating of the records.
- Ensure that all payment documentations are in order and in accordance with any special requirements of the World Bank.
- Ensure safe custody of all financial records for review by Bank Missions, third party monitoring agents; and external & internal auditors.

Financial Reporting



- Prepare quarterly unaudited interim financial reports in the format prescribed by the Disbursement and Financial Information Letter and submit to PM and the World Bank through Client Connection in time for review and approval.
- Prepare annual financial statements and submit to the Auditors within two months of the close of the financial year.
- Prepare periodic financial reports specified under the Legal Agreement or recommended by the World Bank
- Review periodic Interim Financial Reports (IFR)
- Ensure that all government financial reporting requirements are complied with.

Audit

- Facilitate all financial reviews of the funds and accounts under the authority of the Ministry.
- Liaise with the internal audit units of the Ministry of Agriculture and the IAs in undertaking periodic supervisions.
- Make arrangements for timely initiation and completion of audit of project and ensure that report produced is in compliance with audit requirements of the Government and the Bank.
- Ensure that the project is adequately reflected in audit plan of internal auditors and that internal audit is periodically conducted in accordance with the internal audit plan.
- Prepare and update Remedial Action Plans for each recommendation made by the Internal Auditor or the External Auditor.
- Co-operating with World Bank, the Ministry of Agriculture and other partners to improve project financial management, particularly in terms of following up the action points agreed in the project legal documents, during the World Bank supervision missions, Aide Memoires and implementing the Remedial Action Plan agreed with the external auditors and internal auditors.
- Attend entry and exit meetings with external auditors, facilitate timely completion of audits by arranging timely submission of annual financial statement in appropriate format, supply of information and documents responding to queries, initiate actions for holding tripartite meetings and coordinating with various implementing partners in meeting audit objections.
- Advise the Permanent Secretary on the appointment of external auditors in consultation with the World Bank and the Ministry's Audit Committee.
- Prepare working papers on and follow up on external audit recommendations on improvement in internal controls and compliance, including convening relevant meetings to settle the audit observations, strengthening controls thereon to correct the maleficence, if possible, institute relevant sanctions and prevent (a) recurrence (s)

Other responsibilities:

- Guide, monitor and coordinate the Project Accountant in finance-related activities according to tasks listed in TOR.
- Any other tasks related to finance and as per the requirement of the project and assigned by the Project Manager.

Qualification and experience

Education:

- At least Bachelor's degree in accounting and/or finance; an MSc will be an added advantage
- Have met all academic qualifications required for professional accountancy designation (CPA, ACCA, CA, or equivalent membership of an internationally recognized



professional accounting institute). Membership of an internationally recognized professional accounting institute would be an advantage.

Work experience and skills:

- At least five (5) years' post-qualification experience in accounting or finance in a corporation, government, or similar entity.
- At least three (3) years' experience in designing and implementation of financial operational Manuals.
- Experience with the World Bank financial management policies and other donor funded projects would be a significant advantage; and
- Desirable: At least two (2) years' experience in external audit or internal audit and/or, managerial/supervisory experience.

Language skills:

Advanced proficiency in English in speech and writing

Computer literacy

- The candidate must be computer literate, with high proficiency in Computer software operations (MS Word, MS Excel, MS Power-Point and Data-base management; and
- Knowledge of working on accounting software(s) (such as SAGE 50, QuickBooks, TOMPRO and Payroll Pro) is required.

Other skills

- Capacity to work under pressure and meet tight schedules under minimum supervision.
- Good analytical skills and ability to work both independently and collaboratively in a team.
- High professional and personal integrity.
- Excellent communication and interpersonal skills; and
- Ability to collaborate effectively with diverse stakeholders.



3. Procurement Specialist

1.1 Objectives of the Assignment

The objective of the assignment is to provide procurement related services in the procurement of goods, works and services under the project in accordance with the country systems, the Ministry's procedures and guidelines and World Bank Procurement Guidelines and Grants/Loan provisions. The Procurement Specialist (PS) will work closely with the Ministry and implementing partners to achieve value for money in the public procurement and contract management.

1.2 Scope of Work

Reporting to the PM of the FSRP, the Procurement Specialist is responsible for the overall procurement management of the project and for ensuring that the procurement systems of the project are consistent with the World Bank guidelines and policies and country laws and policies. Under the direct supervision of the Coordinator of the Ministry of Agriculture's National Development Partner Project Coordination Office (NDPPCO), the PS shall work closely with the Project Manager, the Ministry and other implementing partners and shall be responsible for providing high level technical support and managerial advice to ensure that procurement of all goods, works and services are undertaken in accordance with the approved procurement plan consistent with the required procedures and processes.

The PS shall prepare and assist the National Development Partner Project Coordination Office (NDPPCO) and the Project Manager in the preparation/ updating of the procurement plan in the required format for submission to the World Bank. He/She shall be responsible for reviewing all available project documents for effective management and to establish a simple procurement tracking system that would monitor the implementation of procurement activities across the project.

1.3 Tasks and Responsibilities

The PS, shall inter alia, undertake the following:

- establish a procurement management system for the PCU, based on the guidelines and procedures for the conduct of procurement under World Bank-funded projects, the government regulations for the procurement of goods works and services under the Public Procurement Act 2016 (PPA) of Sierra Leone.
- Using the World Bank's Standard bidding documents, prepare customized Bidding Documents and Request for Proposals (RFP). These should include standardized forms to be used for International and Local Shopping Methods and conform to PPA;
- In consultation with the project Implementing partners, the NDPPCO and the Ministry, prepare and update the Project's Annual Procurement Plan detailing contract packages for goods, works and services, the estimated cost for each package, the procurement or selection methods and processing times till completion of each procurement activity;



- Upload all approved procurement plans in Systematic Tracking of Exchanges in Procurement (STEP) and submit for Bank review and clearance.
- Monitor procurement implementation and update the procurement plans prepared at the beginning of the financial year, for the procurement of goods and works, and the procurement of consultant's services, annually and whenever it becomes necessary to do so;
- Prepare the annual General Procurement Notice (GPN), and also Specific Procurement Notices (SPNs) and Expressions of Interest (EOIs) whenever required;
- In consultation with the Ministry of Agriculture, the NDPPCO, Implementation partners and technical officers, coordinate the preparation of Terms of Reference (TORs) for the preparation of Requests for Proposals (RFPs) on consulting assignments, and Specifications for the preparation of bidding documents for goods and works activities, using standard documentation agreed with the funding agencies, and also participating in evaluation of expressions of interest for shorts lists and pre-qualification of suppliers and contractors where necessary;
- Initiate the procurement processes, including those for International and National Competitive Bidding procedures, ensuring compliance with agreed procurement methods' threshold, prior review requirements specific to the project, and agreed aggregate threshold amounts for less competitive procurement methods;
- Ensure that all procurement documents at every procurement stage are uploaded in STEP immediately they are completed.
- Receiving bids and participating in bid opening sessions, evaluating goods and works bids and consultants' proposals and ensuring that the appropriate guidelines are followed to arrive at the recommendations for award in favor of suppliers, contractors and consultants;
- In case of procurement actions requiring IDA "no objection", use Systematic Tracking of Exchanges in Procurement (STEP) to submit the request and monitor IDA response time on issuing "no objections" at different levels of the procurement process and follow-up accordingly;
- Coordinate the response to the inquiries and communicate the result of the evaluation process to the applicants, in response to guidelines;
- Monitor and ensure timely responses to the procurement questions raised by the Ministry and the World Bank. For services, follow-up with the short-listed consultants within 10 days of RFP dispatch, to ensure their participation in the selection exercise;
- Participate in selection of the Evaluation Panel and assume the role of the Committee's Secretary to record the minutes of the meetings;
- Prepare the minutes of the Evaluation Panel meetings, and also prepare the requests for "no objection", and coordinate arrangements for the negotiation process, where necessary;



- Prepare the final contracts and ensure timely distribution of all relevant procurement and contract documents to all stakeholders (the NDPPCO, the Ministry, Technical Officers, Consultants, Suppliers, Contractors and the World Bank).
- Ensure timely receipt of the Goods and consultants' monthly status reports; confirming acceptability of goods and works delivered and/or executed respectively, and also acceptability of consultants reports as reviewed, and recommending payments to the services providers, i.e. suppliers, contractors and consultants, as and when due;
- Establish a performance monitoring database for all suppliers, contractors, consultants, and ensure efficiency and timeliness in the delivery of outputs from the services providers;
- Liaise with all relevant partners with a view to preparing semi-annual and annual procurement reports as inputs into the Project Management Reports (PMR) to be submitted to the Ministry, World Bank and other relevant partners;
- Establish and maintain a central procurement filing system, and ensure all related documents are included in the respective files, to ensure ease of retrieval of information and the ease of following the paper trail of procurement by independent external auditors or authorized agents;

1.4 Qualification and Experience

QUALIFICATIONS & EXPERIENCES

Education:

- Advanced degree (minimum Master's degree) preferably in Procurement and/or Supply Chain Management, Business Administration, Public Administration, Economics, Development Management, Social Sciences or a related field.

Experience

- A minimum of 5 years' post qualification experience in Public Procurement practices and procedures in reputable organization, Government agency or other donor funded projects with at least 3 years in senior management position.
- Minimum of 3 years of experience in handling, managing or overseeing national procurement for World Bank or other international donor-funded or administered projects;
- Excellent interpersonal skills, sound judgment, communication skills, training experience, ability to identify and resolve policy and operational constraints;
- Demonstrated computer skills, knowledge of Microsoft office suite especially word, excel and power point;
- Ability to handle multiple tasks simultaneously, set priorities, and work independently, or under minimum supervision;
- Demonstrated ability to adapt to challenges and changes in the workplace.



- Experience with World Bank/other Multilateral Financial Institutions procurement policies and procedures;
- Familiarity with planning and holding tenders for goods, works and services
- Demonstrated an experience in contract management at supervisory level;
- Strong organization skills and ability to work in a team-oriented, dynamic and diverse environment;
- Experience in delivering trainings and capacity building programmes at the local level;
- Demonstrated an experience in contract management at supervisory level;
- Ability to lead strategic planning, results-based management and reporting procedures effectively

1.5 REPORTING LINE

The Procurement Specialist shall work under the supervision of the Coordinator of the NDPPCO and the Project Manager.

1.6 PERFORMANCE CRITERIA

The following performance criteria will be used to assess the performance of the Procurement Specialist at regular interval and based upon which the contract with Implementation Unit may be continued or terminated:

- Quality of procurement management relating to procurement planning for goods, works and services
- Quality of documentation submitted for prior review
- Quality of procurement filing
- Quality Report Production
- Quality Review of Report prepared by Procurement Officer
- Quality supervision to Procurement Officer
- Quality of documentation submitted during post review
- Quality and timeliness of monthly and quarterly reports
- Number and content of issues arising in Procurement Post Reviews and Annual Audit.

