



ENTERPRISE DEVELOPMENT SERVICES LTD

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**ENTERPRISE DEVELOPMENT
SERVICES LTD**

COMPANY PROFILE

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Enterprise Development Services Ltd (EDS) –Company Profile

INTRODUCTION TO EDS

EDS was established in 2006 as a consultancy company, amalgamating the knowledge and experiences of its three founding partners, which span over 30 years of university teaching, investment banking, research, development and management work, accounting, financial and audit services.

EDS provides business development services, through a wide range of technical activities, in support of private sector development. The focus is primarily on the development of small and medium scale enterprises as a direct service provider, as well as in partnership with government, donors, investors, financial institutions and international development organizations.

EDS services are of high technical quality thanks to the qualifications of a strong team of multi-disciplinary consultants with backgrounds in research and socio-economic development, business management, accountancy, microfinance and investment banking

OUR VISION

To be a highly ethical and quality service provider to a vibrant private sector in the Mano River Union States (Sierra Leone, Guinea and Liberia)

OUR MISSION

To provide a range of high quality technical assistance and professional services essential for the development and implementation of viable business enterprises and development projects in a professional, timely and cost effective manner

OUR OBJECTIVES

- To assist small and medium scale enterprises with identification and implementation of smart solutions to their=business planning, management and financing problems.
- To partner with government, international development organizations and non-state actors in project identification, development, implementation and monitoring
- To design and carry out policy relevant studies, with a focus on rural development policies and strategies
- To advise foreign and local investors on investment possibilities
- To represent foreign investors, consultants and donors in the Mano River Union countries

OUR SERVICES

1. Identification, design, appraisal, monitoring and evaluation of development projects on crops, livestock, fisheries, agroforestry and forestry.
2. Preparation of Country Environmental Profiles and environmental impact assessments of agricultural, industrial and mining activities.
3. Assessment of the potential and actual economic benefits of rural infrastructure projects, including rural roads, intermediate means of transport, irrigation, water supply, and post-harvest facilities.
4. Impact assessment of agricultural development and research programs.
5. Conduct of policy analysis and preparation of short, medium and long term agricultural and rural development strategies.

Enterprise Development Services Ltd (EDS) –Company Profile

6. Assessment of agricultural research activities and preparation of short, medium and long term research plans and strategies.
7. Design and conduct of on-farm research activities aimed at assessing the adaptability and adoptability of new agricultural technology for specific locations and agro-ecological zones.
8. Conducting institutional, management and portfolio due diligence on microfinance institutions for strategic investment decisions.
9. Conducting needs assessment surveys of small and medium scale, formal and informal business enterprises for business development interventions.
10. Design and implementation of small agro-industrial and fisheries projects.
11. Design and provide technical backstopping for rural credit and microfinance schemes.
12. Monitoring and evaluation of microfinance institutions and village savings and loans associations.
13. Management of microfinance projects as technical service providers and resource centre.
14. Designing terms of reference, recruiting and managing experts in all technical disciplines and sectors.
15. Designing and providing training and capacity building to local institutions.
16. Negotiating international agreements in relation to industrial fisheries projects.
17. Managing large investment projects with multiple components.
18. Designing accounting systems for new and existing business
19. Conducting financial, management, and operational audits
20. Restructuring/reorganisation of existing companies to make them more efficient and profitable.

OUR CORE TEAM

Sanusi S Deen - BSc Agric. (USL) MS. (Illinois)

Sanusi S Deen is an Agricultural Economist and business management specialist with considerable professional and practical corporate management experience. His career experiences include university teaching in Agricultural finance and microeconomic theory, investment banking, Management of multinational industrial fisheries projects, administration of private sector business organizations and management of national microfinance projects. His specialities are agricultural credit and the development of small and medium sized enterprises. Has successfully carried out numerous feasibility studies of agricultural, agro-industrial and small industrial projects for bank financing. Has written numerous papers on agricultural credit and on issues dealing with the development of the private sector. Has served as Chairman and director on a number of company boards in Sierra Leone and abroad. Has vast experience in international business negotiations and implementation of long-term agreements and protocols. Has strong working experience with the CDE-Proinvest of the European Union, the ECOWAS and the Commonwealth Business Council. A participant in the development of a capital market in Sierra Leone as a member of the Stock Exchange Technical Committee. Has excellent communication skills in oral and written English and a basic working capability in French.

Dunstan Spencer - BSc Agric with Hons (London), MS, PhD (Illinois)

Dunstan Spencer is an agricultural economist, with background training in animal science and agronomy. Taught agricultural and development economics, including policy analysis, to undergraduate and graduate students in Sierra Leone and the USA. Highly skilled agricultural program evaluator and impact assessor. As a research program leader in international research organizations, led the development of strategic visions and orientations for major agricultural research and development thrusts and managed the programs to ensure synergies and complementarities with

Enterprise Development Services Ltd (EDS) –Company Profile

other programs of the organizations and stakeholders. Ensured effective and results oriented team work in large multicultural teams located in many countries. As a member and team leader of evaluations of major international research institutions, provided expertise in assessing the vision, mission and performance of the institutions and their ability to deliver international public goods. Having chaired the Board of Directors of a national as well as an international research institute has tackled the problems of resource mobilization and oversight in difficult national as well as international arenas. Has successfully built and managed a small consulting firm with a network of professionals and Associates located across Africa. Has considerable experience and expertise in national and regional policy making and advice in Africa at the highest political levels. Has expertise in women in development and poverty alleviation issues. As a native English speaker who has lived and worked in both French and English speaking countries, have excellent communications skills in both languages.

Chrispin Wilson – B.A. Econs. (Durham) FCCA

Chrispin Wilson is a Certified Accountant with a background in economics and considerable expertise in the preparation of Statutory Accounts, the interpretation of financial accounts including the use of financial ratios, financial analysis of projects and the conceptualisation, development, and implementation of projects.

He has worked both for the Central Government and in the private sector. He has experience in the auditing of government accounts, and in the financial analysis of government projects. As Director of Finance of the National Development Bank he developed accounting systems for small businesses and carried out financial analysis and projections of investment projects. His international work experience include assignments for the International Planned Parenthood Federation - IPPF and United Nations Children's Fund (UNICEF) in Kenya, Jordan, Cote d'Ivoire, Chad, & Togo. He served the IPPF as a Management Auditor and Financial Controller. In these positions he gained vast experience in auditing and financial services in 22 African Countries South of the Sahara. As UNICEF Representative in Chad, Kenya, and Togo he held sensitive programme negotiations at the highest levels with host Governments. He is an expert in operational and management audits and planning and programming of investments. He is proficient in both written and spoken French, which stood him in good stead during his high profile appointments as UNICEF Representative in Francophone African Countries.

OUR ASSOCIATES

EDS maintains a roster of highly qualified Associates covering a wide range of expertise that can be called on at short notice to provide specialist inputs into project assignments.

Enterprise Development Services Ltd (EDS) –Company Profile

A SUMMARY OF OUR PAST EXPERIENCES **IPRIOR TO ESTABLISHMENT OF EDSI**

Year	Country	Assignment	Employer
1973/74	Ethiopia	<i>Designing a research project to study the impact of the Ada District Development Project in Ethiopia</i>	Michigan State University, USA
1973	Sierra Leone	<i>Design of Seed Multiplication Project</i>	Agra Und Hydrotechnic GMBH
1979	Nigeria	<i>Development of Rice Milling Strategy for the Anambra/Imo States Rice Project.</i>	World Bank
1988	Cote d'Ivoire	<i>Evaluation of the University of Abidjan, Centre Ivoirien des Recherche Economiques et Sociales (CIRES) Ph.D. programme in Agricultural Economics</i>	International Development Research Center (IDRC)
1994	Cameroon	<i>Preparation of a technical end-of-project report for the 15 year National Cereals Research and Extension Project in Cameroon.</i>	United States Agency for International Development (USAID)
1994	Multi-country	<i>Evaluation of the African Rural Social Sciences Research Network</i>	Winrock International
1994	Multi-country	<i>Examination of the prospects of improved food and nutrition in Sub-Saharan Africa by the year 2020.</i>	International Food Policy Research Institute (IFPRI)
1994	Sierra Leone	<i>Identification of Rural Finance Project</i>	International Fund for Agricultural Development (IFAD)
1995	Multi-country	<i>Qualitative assessment of extension programs in 4 African countries</i>	World Bank
1995	Cameroon, Mali and Sierra Leone	<i>Preparation of country environmental profiles for Cameroon, Mali and Sierra Leone using geographical information systems, trend analysis and policy inventory</i>	African Development Bank (ADB)
1995	Multi-country	<i>Assessment of Prospects for Sustainable Agricultural Growth in the Humid and Sub-humid Tropics of Africa.</i>	International Institute of Tropical Agriculture (IITA)
1995	Sierra Leone	<i>Study of Household Emergency Coping Mechanisms in Sierra Leone</i>	United Nations Development Program (UNDP)
1995	Multi-country	<i>Evaluation of the Special Program for African Agricultural Research (SPAAR) Frameworks for Action (FFA)</i>	World Bank
1996	Ghana	<i>Preparation and Appraisal of a Village Infrastructure Project (VIP), for post harvest processing, storage and drying, rural water, and rural transport, including intermediate means of transport (IMTs)</i>	Ministry of Agriculture and Forestry, Ghana and World Bank
1996	Nigeria	<i>Design and provide Technical Assistance in the Assessment of Agricultural Policy in Nigeria</i>	United Nations Development Programme (UNDP)
1996	Sierra Leone	<i>Development of Rice Trade and Price Policies</i>	Ministry of Agriculture and Forestry/ World Bank
1997	Multi country	<i>Preparation of a study of the prospects for cassava development in Africa</i>	IITA
1997	Multi country	<i>Study of Agricultural technologies and policies for sustainable management and use of natural resources in sub-Saharan Africa</i>	FAO

Enterprise Development Services Ltd (EDS) –Company Profile

Year	Country	Assignment	Employer
1997	Sierra Leone	<i>Collection of data for Assessment of Environmental Impact in Mining Area</i>	<i>Branch Energy Ltd</i>
1999	Multi country	<i>Evaluation of the prospects for adoption of interspecific rice varieties in West Africa.</i>	<i>Rockefeller Foundation</i>
1999	Nigeria	<i>Preparation of Implementation Completion Report for the Cassava Multiplication Project</i>	<i>FAO/IFAD</i>
2000	Multi country	<i>Study of the future prospects of agriculture in the Semi-Arid Tropics.</i>	<i>International Crops research Institute for the Semi Arid Tropics</i>
2000	Zimbabwe	<i>Evaluating the Zimbabwe DR & SS Agronomy and Soils Research Program</i>	<i>Rockefeller Foundation</i>
2001	Sierra Leone	<i>Survey of small businesses in the Port Loko District of Sierra Leone</i>	<i>DFID</i>
2001	Multi country	<i>Evaluation of the FAO Special Program for Food Security (SPFS)</i>	<i>FAO</i>
2002	Sierra Leone	<i>Design of a Microcredit scheme for a post conflict community reintegration project (CRP) in the Port Loko District of Sierra Leone</i>	<i>DFID</i>
2002	Multi country	<i>External Program and Management Review (EPMR) of the International Service for National Agricultural Research (ISNAR), The Hague, Netherlands.</i>	<i>Consultative Group on International Agricultural Research</i>
2003	Sierra Leone	<i>Design of a mutualist credit guarantee scheme for SME operators in Sierra Leone</i>	<i>UNDP</i>
2003	Sierra Leone	<i>Agricultural Sector Review</i>	<i>FAO/World Bank</i>
2004	Multi country	<i>Evaluation of the Department for International Development (DFID) Renewable Natural Resources Research Strategy</i>	<i>LTS International/ DFID</i>
2005	Nigeria	<i>Evaluation of the Adoption of NERICA Varieties in Nigeria</i>	<i>Gatsby Charitable Foundation, UK and Rockefeller Foundation</i>
2005	Sierra Leone	<i>Developed the financial and accounting rules and regulations of the restructured National Electoral Commission</i>	<i>UNDP</i>
2006	Liberia	<i>Comprehensive Assessment of the Agricultural Sector</i>	<i>FAO/World Bank/IFAD</i>
2006	Sierra Leone	<i>Assessment of Farmers Fields Schools (FFS)</i>	<i>Overseas Development Institute, UK</i>

PROFILE OF RECENT PROJECTS **ISINCE ESTABLISHMENT OF EDSI**

2006

PROJECT TITLE: Part-time Internal Audit Consultancy Services to the National Electoral Commission (NEC) of Sierra Leone.

Country: Sierra Leone

Contracting Organisation: National Electoral Commission of Sierra Leone

Lead Consultant: Chrispin Wilson

Main Objective: To render internal audit services to NEC including special investigations and thematic audits as necessary and render reports which should include suggestion/recommendations to assist management improve its operations

Main Tasks:

- Draw up an internal audit plan.
- Conduct a risk assessment of the Commission.
- Carry out audits based on risks identified.
- Visit provincial offices and carry out specific audit tasks as necessary.
- Carry out thematic audits and special investigations when necessary.

Professional Inputs (person days): 240

Dates: October 2005 – April 2008

PROJECT TITLE: Business Plan for the Restructuring of the Home Finance Company.

Country: Sierra Leone

Contracting Organisation: Home Finance (SL) Limited

Lead Consultant: Chrispin Wilson

Main Objective: To develop a business plan that will form the basis for the restructuring of Home Finance.

Main Tasks:

- Carry out an objective analyses and appraisal of the Company's existing operations to detect any operational problems that may be affecting the company perform its functions effectively and efficiently.
- Examine the present capitalisation of the Company with a view to assessing its adequacy or otherwise.
- Take a critical look at policies relating to loan disbursements and recovery including the policy relating to bad debts.
- Examine the Company's existing portfolio in order to determine its viability.

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- Based on the conclusions obtained from the above develop a detailed business plan with detailed financial projections over a 3 year period, which should clearly demonstrate whether the Company has potential to carry on business as a going concern.
- Advise on a new staff structure and accounting system.

Professional Inputs (person days): 45

Dates: January 2006 – March 2006

2008

PROJECT TITLE: Diagnostic Trade Integration Study (DTIS)
(Primary responsibility to assess the Rice Sector)

Country: Guinea Bissau

Contracting Organisation: World Bank

Consultant: Dr. Dunstan Spencer

Main Objective: Within the Integrated Framework (IF) established by WTO in 1996, the main objective of the Study was “to provide the analytical basis for priority setting”.

Main Tasks:

- To assess the complementarity and trade-offs that exist between rice and cashew production.
- To assess the competitiveness of different types of rice production in Guinea Bissau.
- To identify the main obstacles to its development, such as access to seeds, extension services, finance, technology, land, research, and marketing.
- To evaluate the extent to which there are achievable yield increases through improved seed from WARDA or other sources.
- To evaluate the potential for substitution of imported rice and/or exporting to neighboring countries.
- To review the roles and capacity of the state, the private sector and NGOS, and propose a division of labour in support of the rice sector.
- To examine the public sector institutions responsible for rice and suggest reforms.
- To provide examples from other countries in West Africa.

Professional Inputs (person days): 25

Dates: June – August, 2008

PROJECT TITLE: The Final Evaluation of the Promoting Linkages for Livelihood Security and Economic Development (LINKS) Project

Contracting Organisation: World Vision, Sierra Leone

Consultant(s): Dr. Dunstan Spencer, Mr Sanusi Deen

Country: Sierra Leone

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Main Objective: To provide information to CORAD, USAID, and other stakeholders to encourage learning regarding the planning, implementation, and evaluation of similar economic development and agricultural productivity projects.

Main Tasks:

- To generate selected information that can be compared against baseline figures to determine the impact of the LINKS project.
- To generate additional information to ascertain additional impacts that the LINKS project has had on communities served.
- To determine if CORAD's business practices were well received by the Communities, and if they were conducive to promoting community ownership.
- To ascertain what gaps, if any, still exist in LINKS communities that should be addressed through other programming.

Professional Inputs (person days): 50

Dates: June – August, 2008

PROJECT TITLE: Formulation of a "Regional Sub-Programme for the Development and Integration of Agricultural Input Market in West Africa" - Country Market Assessment

Country: Sierra Leone

Contracting Organisation: International Fertiliser Development Centre

Consultant(s): Mr Sanusi Deen

Objectives: Rapid appraisal of the Agricultural Inputs Market in Sierra Leone to provide the status of the production, marketing and use of the selected fertilizers, improved seeds and pesticides in Sierra Leone agriculture.

Main Tasks:

The assessment will include the following structural and functional characteristics:

- Determination of the levels and trends of the local production, importation and use of seeds, fertilizers and pesticides.
- Examination of the structure of the agri-input supply system, and in particular the key participants and the main distribution channels;
- Determination of the agronomic, institutional and organisational aspects associated with the profitability of the use of the selected agri-inputs
- Study of the policy environment (agricultural policy, fiscal and custom regimes) and supporting regulatory frameworks governing the production and marketing of agri-inputs.
- Description of other support services that facilitate transactions, market development and use, in particular the research, extension, and financial institutions as well as market information systems, communication infrastructure (Internet, telephone, roads, trains), storage opportunities and other marketing infrastructure;
- Study of the effectiveness of the coordination mechanisms that link the various segments of the agri-input supply chain.

Professional Inputs (person days): 50

Enterprise Development Services Ltd (EDS) –Company Profile

Dates: June – August, 2008

PROJECT TITLE: Final Evaluation of UNIDO Integrated Programme “Post Conflict SME support Programme for Industrial Development and Poverty Alleviation

Contracting Organisation: UNIDO

Consultant(s): Mr Sanusi Deen, Margaret Degoyo

Country: Sierra Leone

Main Objective: To provide the Government of SL, UNIDO and other interested stakeholders, with an analysis of the performance and impact of the Integrated Programme “Post Conflict SME support Programme for Industrial Development and Poverty Alleviation and contributing to lessons learned and best practices for improving on the design of future Programs and Projects in SL.

Main Tasks:

- To generate selected information that can be compared against targets.
- To generate additional information to ascertain remedial actions to be taken to conclude the project..

Professional Inputs (person days): 25

Dates: (February –April 2008)

PROJECT TITLE: Mid-Term Reviews of the Jong Food Security Project (JFSP) and Sustainable Health and Agricultural Development Expansion (SHADE) project

Country: Sierra Leone

Contracting Organisation: World Vision

Consultants: Dr Dunstan Spencer, Mr Sanusi Deen

Main Objective: To ascertain to what extent the overall goal of the project (To improve household food security and enhance the quality of life of children and communities they live in; strengthen the capacity of the Jong communities to enhance their quality of life by improving their productive assets and access to markets and key support services from private and public sources) is on track, lessons learnt so far, and what adjustments, if any, are necessary to achieve the goal.

Main Tasks: In perform the tasks below special attention will be given to the credibility of source data and the reliability of the data collected.

- Literature review of projects and other documents and interviews with key stakeholders and managers of the JFSP and SHADE
- Individual interviews with project staff and stakeholders were conducted using checklists aimed at establishing how the projects have performed.
- Conduct focus group interviews with community-based stakeholders in each section/area of the projects aimed at recording their assessment of the projects using check lists.

Professional Inputs (person days): 28

Enterprise Development Services Ltd (EDS) –Company Profile

Dates: May, 2008

PROJECT TITLE: An Evaluation of the National Special Programme for Food Security – 2002 to 2006

Country: Nigeria

Contracting Organisation: Food and Agricultural Organisation (FAO)

Lead Consultant: Dr. Dunstan Spencer

Main Objective: To provide information on the impact of the National Special Food Security Programme (NSFSP) (2002-2006) on the livelihoods of the participating farm households and rural poor and specifically what has proved cost-effective in delivering benefits to rural households and what will not provide an important input for FAO in providing technical advice and support for the NPFS Expansion Phase (2007-2011), as well as to provide information on the overall effectiveness of Phase I

Main Tasks:

- Conduct an impact studies, to obtain a qualitative and quantitative assessment of the economic benefits of the micro-investments made in NSFSP Phase 1 (improved farming technologies, improved animal husbandry, improved water management, etc.), and the existence of a multiplier effect.
- Undertake an evaluation mission, which will utilise the results of the impact studies and other information gathered to assess relevance, efficiency, effectiveness, impact and sustainability of the NSFSP.

Professional Inputs (person days): 30

Dates: June – August 2008

PROJECT TITLE: Assessment of CORAD Farmers Field Schools In Sierra Leone

Country: Sierra Leone

Contracting Organisation: World Vision, Sierra Leone

Consultant(s): Dr Dunstan Spencer

Objectives:

Determine the impact of Farmer Field schools by assessing:

- Whether there is any difference in the levels of production and sales, livelihoods and food security, and access to and use of inputs between the FFS beneficiaries and non-participating farmers in the program in 2008;

Enterprise Development Services Ltd (EDS) –Company Profile

- Whether there is any difference in the levels of production and sales, livelihoods and food security, and access to and use of inputs for FFS beneficiaries between 2004 when the program started and 2008 when the assessment was conducted; and
- Whether there was any spill over effect of the project benefits to non project sites during the four years of project implementation.

Main Tasks:

- Thorough literature review
- Design and selection of representative sample of participants in FFS and non participants
- Collection and analysis of primary data by individual interviews on:
 - Household information
 - Livelihood activities (crops, livestock, fishing, assets, farm diversification, soil conservation, labor, marketing)
 - Livelihood outcomes (including the Household Food Insecurity Access Scale)
 - Participating households' perceptions about FFS-induced impacts
 - Non-Participating households' perceptions about recent changes
 - Outreach to Non-FFS households
 - Field measurements

Professional Inputs (person days): 30

Dates: May - July, 2008

PROJECT TITLE: Design and Provision of Technical Assistance to the Teacher Payroll Management Unit Ministry of Education Science and Technology (MEST) and Ministry of Finance (MoF)

Country: Sierra Leone

Contracting Organisation: European Union

Consultant: Mr Chrispin Wilson

Main Objective: To carry out a reconciliation of Teachers Records held at the MEY's headquarter against the latest payroll prepared by MoFED and a Census conducted by MEYS and set up a database of clean files, anomalies found and categorised by the nature of the anomaly, and taken the necessary corrective action.

Main Tasks:

- Reconcile the current payroll prepared by the MoFED and the Census against the Teachers Personal Records to ensure the relevant documentation are available to substantiate the payroll payments.
- Describe each document held in the Teachers' Personal Records paying particular attention to recruitments and verification of salaries paid.
- Develop a database of discrepancies and missing documentation and classify by discrepancy
- Review the working practices within the MEY's Records Department and details of the resource and capacity building needs to enhance the efficiency.

Professional Inputs (person days): 40

Enterprise Development Services Ltd (EDS) –Company Profile

Dates: May - June, 2008

PROJECT TITLE: Development of Financial Management Policies for National Human Rights Commission

Country: Sierra Leone

Contracting Organisation: United Nation Development Programme

Lead Consultant: Chrispin Wilson

Main Objective: To develop a Financial Policies and Procedures Manual for the Human Rights Commission of Sierra Leone that meets local and international standards.

Main Tasks:

- Develop a Manual that will clearly set out various internal controls to allow the Commission to manage its assets efficiently and effectively
- Set up transparent and accountable financial systems in accordance with the law and MoF regulations and budgeting and procurement policy.
- Work towards the achievement of Self Accounting Status, approved by the Minister of Finance, with the aim of increasing the independence of NEC.

Professional Inputs (person days): 30

Dates: February – March, 2008

2009

PROJECT TITLE: Mid Term Review of the Rehabilitation of Community Based Poverty Reduction Project.

Country: Sierra Leone

Contracting Organization: I F A D

Consultant: Sanusi Deen

Main Objective:

To provide the Government of SL, IFAD and other interested stakeholders, with an analysis of the performance and initial impact of the RCPRP that can readily be used for improving project performance and re- orienting the project to better achieve the set development objectives; and contributing to lessons learned and best practices for improving MSE Policies and Operating Environment, Programs and Projects in SL and beyond.

Main Tasks

To improve the project performance in the course of its implementation;

- To re-orient the project design, where necessary, based on the findings of the MTR, the 2008 December IFAD mission reports and recommendations and enable it to achieve its set objectives;
- To revised/adapt the budget and costab, cost effectiveness.

Enterprise Development Services Ltd (EDS) –Company Profile

- To contribute to the overall learning of lessons and good practices that will be useful for future projects and programs.

Professional Input: Person day 25

Date: February 2009

PROJECT TITLE: Formulation of the National Sustainable Agricultural Development Plan to align it with the Comprehensive African Agricultural Development Programme of NEPAD

Country Sierra Leone

Contracting Organization FAO and MAFFS

Consultant: Sanusi S Deen (Team leader Thematic Group 2)

Main Objective: To carry out a stock taking of the agricultural resource base of the country and identify investment proposals in agriculture

Professional Input 14 days

Date: March 2009

PROJECT TITLE: Sierra Leone Rice Enterprise Development Project

Country: Sierra Leone

Contracting Organisation: Soros Economic Development Fund (SEDF)

Consultants: Dunstan Spencer, Sanusi Deen, Chrispin Wilson

Main Objective: To examine the feasibility of commercial rice production and processing in Sierra Leone and to determine whether the existing farming systems in two selected areas could each support the profitable and sustainable operation of a medium sized rice milling plant of 1-3 tons per hour output using existing or improved rice production technologies.

Main Tasks:

- i) Generate information on the economics of rice farming under current technology in the two ecologies of the Bolilands and the Mangrove Swamps.
- ii) Estimate total annual rice production and marketable surplus in the two production systems.
- iii) Evaluate the economics of use of improved technology in rice production in the two ecologies and estimate potential marketable surplus.
- iv) Evaluate the economics of a medium scale (1-3 tons per hour) rice milling operation in the two ecologies.
- v) Develop a Five-year Business Plan for a commercial rice processing and marketing enterprise in each ecology.

Professional Inputs (person days): 150

Dates: January 2009 – July 2009

Enterprise Development Services Ltd (EDS) –Company Profile

PROJECT TITLE: Final Evaluation of the Livelihood Enhancement and Asset Development (LEAD) Program

Country: Sierra Leone

Contracting Organisation: World Vision, Sierra Leone

Consultants: Dunstan Spencer, Sanusi Deen, Sylvetta Scot

Main Objective: To provide information to the CORAD partners, SAID/FFP, GoSL, and other stakeholders to encourage learning regarding the program's achievements and to provide lessons learnt or learned for replication of similar economic development and agricultural productivity projects.

Main Tasks:

1. To generate selected information and compare final program results against the established targets to determine the impact of the LEAD program. .
2. To ascertain any additional impacts that the LEAD project has had on communities served.
3. To determine the relevance of activities implemented by each partner.
4. To identify best practices that have contributed to the overall impact of the LEAD program (implementation strategies, interventions, etc.)
5. To determine whether CORAD partners' business practices were well-received by the communities that were supported and if they were conducive to promoting community ownership; and
6. To ascertain any gaps that still exist in communities that were targeted that should be addressed through other programming.

Professional Inputs (person days): 100

Dates: May 2009 – September 2009

PROJECT TITLE: Promoting Agriculture, Governance and the Environment (PAGE): Survey of Cocoa and Coffee Production and Marketing in Kailahun, Kenema and Kono Districts

Country: Sierra Leone

Contracting Organisation: World Vision, Sierra Leone

Consultant: Dunstan Spencer

Main Objective: To identify production, marketing, and institutional needs in the cocoa and coffee sectors and establish baseline parameters for monitoring and evaluating policy reforms and project implementation, in addition to determining the potential of farm-level diversification into other smallholder enterprises. Also to delineate the marketing chain, measure marketing margins along that chain and to determine how various institutional arrangements affect market efficiency, product quality, and the efficacy of policy prescriptions.

Main Tasks:

- Conduct a baseline survey in targeted chiefdoms to collect information on current production levels, production factors (quantity and quality of land, labor, capital and material inputs),

Enterprise Development Services Ltd (EDS) –Company Profile

agricultural technology employed, household demographic information, production costs and returns

- Conduct a knowledge attitude and perceptions (KAP) study on child labor in the cocoa and coffee sub-sectors to quantify the incidence and nature of child labor in the cocoa and coffee producing areas to create a robust knowledge base of child labor.
- Develop a detailed understanding of the knowledge, attitudes and perceptions (KAP) of smallholder cocoa and coffee farmers on factors such as technology, pest and disease problems and the loss of knowledge inherited from their ancestors, and the subsequent relationship with environmental risks in rehabilitation and replanting.
- Conduct a marketing survey to collect primary data at the farm, buying centre and port to describe the present cocoa and coffee marketing systems, quantify marketing margins and inventories, and identifying constraints regarding cocoa and coffee marketing at all levels of the marketing system.

Professional Inputs (person days): 70

Dates: January – September 2009

PROJECT TITLE: Promoting Agriculture, Governance and the Environment (PAGE) Baseline Survey

Country: Sierra Leone

Contracting Organisation: ACDI/VOCA, Sierra Leone

Consultant: Dunstan Spencer

Main Objective: To conduct a baseline survey in targeted chiefdoms to collect information on current production levels, production factors (quantity and quality of land, labour, capital and material inputs), agricultural technology employed, household demographic information, production costs and returns.

Main Tasks: To conduct a baseline survey in targeted chiefdoms to collect information on current production levels, production factors (quantity and quality of land, labour, capital and material inputs), agricultural technology employed, household demographic information, production costs and returns

Professional Inputs (person days): 55

Dates: July – October 2009

PROJECT TITLE: Agribusiness investor outreach strategies for sugar and oil palm investments

Country: Sierra Leone

Contracting Organisation: International Finance Corporation, (IFC), Washington, DC, USA, through CEEMATS, Sierra Leone, Ltd

Consultants: Dunstan Spencer, Sanusi Deen

Enterprise Development Services Ltd (EDS) –Company Profile

Main Objective: To examine the conditions for investment in the sugar and oil palm sectors, determine the country's comparative advantage and prepare a set of investment promotion materials for use by the Sierra Leone Investment and export Promotion Agency (SLIEPA) and the Government of Sierra Leone in stimulating private sector investments in the sectors.

Main Tasks:

1. A detailed and accurate understanding of Sierra Leone's relative competitiveness as an investment location for Oil Palm and Sugar presented as a set of promotional materials, that are sufficiently detailed to enable a clear and detailed appraisal, and that can be used to inform potential investors about investment opportunities in these products in the country. .
2. Detailed recommendations and an action plan, prepared with international consultants, for the government and other stakeholders for necessary reforms in the laws pertaining to access to provincial land for agricultural production, to improve the attractiveness and competitiveness of Sierra Leone for potential investors in the two sub-sectors.
3. A guide and procedures manual and model lease agreement for accessing agricultural land in Sierra Leone that represents best practice and that can be used by all stakeholders in negotiating investor access to sites. This will be based on the experience obtained in negotiating lease conditions for the two sites identified for oil palm and sugar investment respectively, as well as on documented success stories by recent large scale investors in agricultural production in the country.
4. Pre-packaged and available sites for investors in the two sectors that will enable investors to have confidence that access to land is not a barrier to successful investment in Sierra Leone and that suitable land exists meeting the agronomic and environmental requirements for sustainable large scale production.
5. Maps and pictures, of five sites for large scale oil palm and sugar cane plantations.
6. Detailed description of the 5 sites including locations (Districts, Chiefdoms, Sections), land forms, vegetation use, climate data, soils, access to major and minor ports, availability of electricity, estimate of gross land area for plantation development, etc.,
7. Evidence of commitment of community to offer the sites on lease for investment.

Professional Inputs (person days): 210

Dates: October - December 2009

2010

PROJECT TITLE: Supply chain survey to identify non traditional exports and market opportunities

Country: Sierra Leone

Contracting Organisation: Sierra Leone Investment and Export Promotion Agency (SLIEPA)/World Bank

Consultants: Sanusi Deen, Dunstan Spencer, Chrispin Wilson

Main Objective: The general objective of the study was to encourage growth and improve the competitiveness of Sierra Leone in non-traditional agricultural exports with a view to diversifying the national export base and increasing the incomes of small farmers and export earnings of the country.

Main Tasks:

1. Conduct research into the export markets for Non Traditional Export (NTE) of agricultural commodities that are being successfully produced and exported from tropical countries with similar climatic regimes as Sierra Leone, especially in Africa.

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2. Identify NTE agricultural commodities that are currently exported from Sierra Leone, their geographical distribution according to areas of production, sizes of holdings, quality and yields etc, how they are exported, export volumes, destinations and prices received, and constraints faced by producers and exporters.
3. Assess the competitiveness and comparative advantage of the locally produced NTE agricultural commodities against the same products from other ECOWAS exporting countries going into the major international markets including other ECOWAS countries.
4. Identify a short list of NTE agricultural commodities that are not currently exported in Sierra Leone but are in high demand in important international markets and other ECOWAS states that should be promoted for production and export to in ECOWAS markets and beyond.
5. Investigate the technical and financial feasibility of competitively diversifying local production into newly identified NTEs.
6. Study the current supply chain for NTEs from growers in ECOWAS and other developing countries to consumers in the importing countries and design an efficient supply chain for NTE crops producers in Sierra Leone as the origin of supply.
7. Develop strategies for a viable, sustainable and growth oriented export trade in NTEs, including an analysis of the infrastructural, financial and technical requirements in the value chain of these NTEs

Professional Inputs (person days): 160

Dates: February – May 2010

PROJECT TITLE: Assessment of the Directorate of Planning and Information (DPI) of the Ministry of Health and Sanitation (MOHS)

Country: Sierra Leone

Contracting Organisation: National HIV/AIDS Secretariat, Sierra Leone

Consultants: Chrispin Wilson (Leader) Dunstan Spencer, Moses Ngebeh

Main Objective: To assess the capacity of the Directorate of Planning & Information (DPI) of the Ministry of Health & Sanitation to determine its adequacy to implement the Health Systems Strengthening (HSS) component of the national response and to make recommendations for corrective measures

Main Tasks: The comprehensive assessment of DPI covered the areas of:

- Program management,
- Financial management & systems,
- Procurement and supplies management,
- Monitoring & evaluation and,
- Existing Budget and work plan,

The assessment was divided into three parts: the existing situation concerning the current operation of DPI and related Divisions, EDS' assessment of the current systems and operations and recommendations for any improvement in areas necessary for the successful implementation of the HSS.

Professional Inputs (person days): 66

Dates: September - October 2010

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PROJECT TITLE: Rice Value Chain Development Project (RVCDP) - Farmers Participatory Assessment of High Yielding Varieties versus Local Varieties

Country: Sierra Leone

Contracting Organisation: CARE, Sierra Leone

Consultants: Dunstan Spencer, Aiah Ngaujah

Main Objective: To assess the suitability of improved rice varieties for Northern Sierra Leone, explore critical extension messages to improve rice yield and quality, and build up the knowledge and skills of project staff and Village Rice Consultants

Main Tasks:

1. In collaboration with the SLARI experts and RVCDP coordinator develop and finalize the assessment framework and prepare schedule for field survey.
2. Train staff for conducting field survey
3. Conduct of participatory farmer variety assessment survey
4. Conduct a debriefing with MAFFS and stakeholders on the main findings of the rice variety assessment survey
5. Edit booklet on characteristics selected improved rice varieties
6. Edit posters on key extension messages on increase rice yield and quality
7. Develop training module to identify critical extension messages to improve rice yield, quality Conservation agriculture and addressing the land tenure issues through organizing workshops.

Professional Inputs (person days): 80

Dates: October – December 2010

2011

PROJECT TITLE: Africa Rice Development Sector Study

Country: Mali, Senegal, Sierra Leone

Contracting Organisation: International Finance Corporation (IFC)

Consultants: Dunstan Spencer, Abdoulaye Fall, Alpha Kergna

Main Objective: To provide information for an action plan for the International Finance Corporation (IFC), through its investment or advisory services, to increase local rice production, processing and distribution in three selected West African countries (Sierra Leone, Mali and Senegal) with a view to improved food security and reduced rice imports, in a way that would support IFC's broader development impact goals.

Main Tasks:

1. **Review and Assess Existing Data** - Source and review existing data from own research, secondary sources (countries themselves, IBRD, AfDB, FAO, USAID and USDA), existing and potential IFC clients, suppliers, transporters, etc.
2. **IFC Products and Services** – Obtain a clear understanding of IFC objectives, project and investment criteria and products for both IFC Investment Services and Advisory Services

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3. **Ongoing Development Work in the Sector** - Identify ongoing rice projects and programs in the selected countries and review the roles of the active implementers (NGOs, aid and donor agencies).
4. **Direct Opportunities** - A deep dive exercise involving field based research, contacting and interviewing existing and potential new stakeholders to the rice sector in each of the three selected countries. Analysis of the investment and technical assistance opportunities for IFC
5. **Government** - Analyze the extent, application and trends of government incentives, barriers and tariff protection.
6. **Environmental and Social** - Identify the environmental and social issues associated with the increase in farming, shipping, and milling activities

Professional Inputs (person days): 60

Dates: May – September, 2011

PROJECT TITLE: Baseline study for the Sustainable Nutrition and Agricultural Promotion (SNAP) Program in Sierra Leone

Country: Sierra Leone

Contracting Organisation: ACDI/VOCA

Consultants: Dunstan Spencer, Chrispin Wilson, Daniel Fornah, Elizabeth Kpolie

Main Objective: To establish baseline values of the indicators identified in the Project Logframe including values for the impact and outcome (intermediate results) indicators, food insecurity and socio-economic status of the target households, an in-depth understanding of the causes and consequences of food insecurity in the target areas, defining of vulnerability, identifying response patterns to shocks and disasters and providing information for the trigger indicators identified.

Main Tasks:

1. Conduct of a quantitative population based household survey with a sample size of 1512 with 378 respondents per District using a two-stage cluster design in selecting households to be interviewed, with the first stage involving selection of clusters (Enumeration Areas) and the second stage being the selection of households; and using three survey instruments to collect data during the survey – a Household questionnaire (demographics, socioeconomic status, household composition, health status of mother and children, anthropometric data, hygiene, availability of food, land ownership, agricultural practices, production, source of inputs).
2. Conduct of a qualitative survey using Focus Group discussions and key informant interviews to provide insights and interpretation of the quantitative data with instruments such as Focus Group Guides for men, women, farmers' groups, healthcare workers, youth, etc., and Interview Guides for discussions with key personnel including chieftdom and district level leaders, village chiefs, NGO, CBO representatives, etc.
3. Analysis of Anthropometric data following WHO standards (2006) using WHO Anthro with all other food security and socio-economic data were analyzed using SPSS. Qualitative data was summarized and grouped according to issues that emerged from respondents.

Professional Inputs (person days): 196

Dates: January – August 2011

Enterprise Development Services Ltd (EDS) –Company Profile

PROJECT TITLE: Mid-Term Reviews of the WFP Purchase for Progress Pilot Project in Liberia.

Country: Liberia

Contracting Organisation: The British Overseas Development Institute

Consultants: Mr Sanusi Deen (With Jonathan Mitchell and Sam Gotomo)

Main Objective: To assess what has been achieved by the P4P project thus far in terms of overall performance and effectiveness (accountability) and to determine the reasons for the observed performance and results and draw lessons to start identifying best practices (learning). The learning dimension took precedence and the evaluation was to inform the implementation of later stages of the project and prioritisation of improvements; contribute to the development of normative work; and support decision-making on a possible mainstreaming and scaling-up of the project.

Main Tasks: The evaluation addressed the following three key questions:

Q1 – Relevance of the project and appropriateness of the design:

Q2 – Quality of performance and extent of results

Q3 - Contributing/Explanatory Factors: (Draw lessons for the future, by building an understanding of the factors which affect the project performance and results, how and why).

Professional Input:

Dates: February, 2011

Project Title: Study for the Establishment of an Agribusiness Centre

Contracting Organisation: United Nations Development Programme UNDP

Country: Sierra Leone

Consultants: Sanusi Deen

Main Objective:

1. Develop the productive capacity of the population through entrepreneurial training and human resource development.
2. Develop the factors and means of agricultural production, including land, management, technology uptake and social amenities.
3. Monetize and commercialize agricultural production with credit, savings, employment and wages, and development of markets and information systems.
4. Support pro-poor development that helps the rural poor out of a cycle of poverty.

Main Tasks: To design an agribusiness entrepreneurial training and development centre in Sierra Leone fashioned after the successful Shongai model operating in the Benin Republic and prepare a blue print that donors and government will use in making investment decisions.

Professional Input: 30 days

Dates: May, 2011

Enterprise Development Services Ltd (EDS) –Company Profile

PROJECT TITLE: Mid-term Review of the CORAF/WECARD Operational Plan 2008- 2013

Country: Multi country - 20 West and Central African Countries

Contracting Organisation: CORAF/WECARD (Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/ West and Central African Council for Agricultural Research and Development.

Consultants: Dunstan Spencer (Leader), Augustine Uzo Mokuwunye, Chrispin Wilson, James Abaka Whyte, Emmanuel B Sonaiya, Khadija A Bah-Wakefield, Mbaye Mbengue Faye

Main Objective: To:

- Review the achievements made since the beginning of the implementation of the Operational Plan;
- Evaluate the OP's contribution to the Comprehensive Africa Agricultural Development Programme (CAADP)
- Evaluate all changes resulting from the implementation of the institutional change management process;
- Analyze the efficiency of resources (human, material and financial) deployed for the implementation of the OP;
- Draw lessons learned from the implementation of the OP;
- Identify the adjustments necessary for the period 2011 to 2013; and
- Examine any other matter relating to the implementation of the OP.

Main Tasks:

EDS conducted the MTR in four phases as follows:

1. PHASE 1 - Headquarters Visit and Briefing: The full Midterm Evaluation Team (here after MTRT) visited the headquarters of CORAF/WECARD from July 3 – 10, 2011 for discussions with (as available) members of the Governing Board, Scientific and Technical Committee, and the Executive Secretariat.
2. PHASE 2 - Country Visits: The MTRT undertook country field visits. They covered the major non-headquarters based operations of the Council in the three agroecological zones, so as to provide a realistic assessment of the Council's country based operations, working conditions, and interactions with key actors of projects.
3. PHASE 3- Analysis and Report Writing: Following the field visits the MTRT re-assembled at CORAF/WECARD Headquarters for a period of 5 days to complete the analysis and report writing.
4. Phase 4: Finalization and Presentation of Report: During this phase the different organs of CORAF/WECARD reviewed the draft report and made their observations. The observations were compiled by Chair of the Board sub-committee on the MTR and transmitted to the MTRT Leader electronically. The MTRT interacted electronically to revise the report as they saw fit.

Professional Inputs (person days): 260

Dates: July – November 2011
