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TECHNICAL ASSISTANCE SERVICES IN SUPPORT OF THE MINISTRY OF AGRICULTURE (TASMOA)

WORK PLAN: MAY 1 – DECEMBER 31, 2010

JUNE 2010

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ASSISTANCE SERVICES
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DISCLAIMER

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ACRONYMS AND ABBREVIATIONS

A2N	Africa 2000 Network
ADRA	Adventist Relief and Development Agency
ADWG	Agriculture Donor's Working Group
AEDE	Agency for Economic Development and Empowerment
AfDB	African Development Bank
ASIP	Agricultural Sector Investment Program
ASRP	Agricultural Sector rehabilitation Project
AWPB	Annual Work Plan and Budget
CAADP	Comprehensive Africa Agriculture Development Program
CAC	County Agriculture Coordinators
CARI	Central Agricultural Research Institute
CSA	Civil Service Agency
CSRS	Civil Service Reform Strategy
DAO	District Agriculture Officer
ECOWAP	Regional Agricultural Policy for West Africa
FAPS	Food and Agriculture Policy Statement
GC	Governance Commission
GOL	Government of Liberia
IFAD	International Fund for Agricultural Development
IMC	Inter-Ministerial Committee of Cabinet
IP	Implementation Partner
IRC	Internal Reform Committee
LASIP	Liberia Agriculture Sector Investment Plan
LIPA	Liberian Institute of Public Administration
MOA	Ministry of Agriculture
NGO	Nongovernmental Organization

NFB	National Fisheries Bureau
PCU	Program Coordination Unit
SP	Samaritan's Purse
TASMOA	Technical Assistance Services in Support of the Ministry of Agriculture
USAID	United States Agency for International Development
VIA	Visions In Action

INTRODUCTION

Since the Technical Assistance Services in Support of the Ministry of Agriculture (TASMOA) project began, the Ministry of Agriculture (MOA) has made great strides towards rebuilding its capacity to establish and lead an agricultural sector that is able to effectively contribute to post-conflict economic recovery and sustainable national development. Significant progress has been made in the area of institutional re-organization and reform, decentralization, and planning. Supportive policies are being formulated, discussed, and debated; an agriculture sector investment plan has been developed and thoroughly vetted within government and among stakeholders; and Liberia recently became the 7th country in sub-Saharan Africa to sign an ECOWAP/CAADP compact which will guide sector planning and investment.

Capacity building at the central level of the MOA is in progress, and the MOA has just begun the process of building capacity at county and district levels. These and many other noble accomplishments have been achieved largely due to the technical support provided by TASMOA, as elaborated further in the sections which follow.

1.0 TASK 1

Task 1: Assess Roles and Responsibilities of the Agriculture Sector in General and Determine Core Functions of the MOA and Non-core Functions of Other Various Stakeholders

Major deliverables under this Task include:

- Key sector stakeholders identified, their roles defined, and an institutional management system framework developed; and
- A clear qualitative mapping and categorization of MOA functions (in particular, public versus non-public, and core versus non-core).

The TASMOA Project team has completed the assessment activities set forth under this Task. The project has assessed roles and responsibilities and determined core and non-core functions of the MOA and other agriculture sector stakeholders. This included in-depth assessments of all departments within the Ministry—that is, the Departments of Administration; Planning and Development; Regional Development, Research, and Extension; and Technical Services. The assessment also covered the National Fisheries Bureau (NFB) and Central Agricultural Research Institute (CARI), as well as selected non-governmental organizations (NGOs)—namely, Samaritan’s Purse (SP), Adventist Relief and Development Agency (ADRA), Visions In Action (VIA), and Africa 2000 Network (A2N). All of the activities cited above were completed and the final assessment report was formally submitted to USAID/Liberia on October 1, 2009.

The TASMOA project has further specified/categorized the MOA’s services/functions and costs/resource requirements and achieved broad consensus for proposed change through workshops. This has included the development of a program for restructuring and strengthening the MOA that has been accepted by the Government of Liberia’s GC and the CSA as a model for other ministries. The GC has given ongoing support for the institutional reform and strengthening program developed by the TASMOA project team. The GC initially presented the MOA assessment report to the Inter-Ministerial Committee of Cabinet (IMC) in early 2009. While the GC has given support for the institutional reform and change program developed by the TASMOA project team, Minister Chenoweth noted some reluctance from members of the Cabinet to adopt some of the proposed changes—especially the recommendation to institute a new position of Principal Administrative Officer (or “Permanent Secretary”) within the ministries. In Minister Chenoweth’s view, implementation of this recommendation would only be authorized by an Act of the Liberian Legislature. Accordingly, the GC and CSA have made further consultations with the MOA (through the Internal Reform Committee) and with Minister Chenoweth herself, and it has been planned that the reform program be presented to Cabinet for ratification shortly, and later to the Legislature.

Following acceptance of the strategic assessment phase of the MOA, and in light of the extension of the project, the TASMOA project team has been tasked with supporting the implementation of selected recommendations from the analyses. Main activities relating to Task 1 above include the establishment and/or operationalization of the Program Coordination Unit (PCU) and the MOA Internal Reform Committee (IRC), as well as the design and implementation of the Personnel “mapping” exercise in order to help deepen the decentralization and capacity-building process. The current status on the implementation of these initiatives is briefly presented below.

1.1. THE MOA PROJECT COORDINATION UNIT (PCU)

1.1.1 Current Status

Establishment of the PCU was part of a process towards fulfilling the conditions stipulated by the African Development Bank (AfDB) for disbursing an approximate \$23 million sector support grant. With technical assistance provided by TASMOA, the MOA has been able to fulfill these conditions. As a result, the ASRP (Agriculture Sector Rehabilitation Project) was officially launched on March 23, 2010 in Monrovia. A series of technical start-up workshops were held at the Ministry of Agriculture office in Garnersville, leading to the presentation of an Aide Memoire by the AfDB team on 30 March. During the start-up workshops, an annual work plan and budget (AWPB) for April 2010 to June 2011 was jointly developed with stakeholders and approved by the AfDB.

Contracts for all PCU staff (both AfDB & IFAD-funded) have been finalized and signed; most of the staff commenced work on April 5, 2010. TASMOA also engaged a consultant, Mr. Waldo Mazelis, to review the PCU operations manual. In order to further strengthen the capacity of the PCU to ensure efficient project implementation, the AfDB component of the ASRP has funding available for training up to 18 current MOA staff (and staff to be recruited), at M.Sc. and Ph.D. levels. Apart from ensuring availability of office equipment and supplies, as well as transportation, a key challenge for the PCU is capacity-building of its staff.

1.1.2 Planned Activities

Key activities that TASMOA will support from May–December 2010 include the following:

1. Ensure effective functioning of the PCU through provision of ongoing technical support.
2. As part of helping the MOA fully comply with the conditions for disbursement of funds by the AfDB, TASMOA will assist the Ministry to identify/select 18 qualified applicants for training at selected leading universities in Africa, in the following disciplines: 1 in Agricultural Science (Ph.D.; CARI); 4 in Agricultural Science (M.Sc.; CARI); 3 in Agricultural Economics (M.Sc.; MOA); 3 in Agronomy (M.Sc.; MOA); 2 in Livestock/Veterinary Medicine (M.Sc. & DVM; MOA); 3 in Agricultural/Irrigation Engineering (M.Sc.; MOA); and 2 in Soil/Water Management (M.Sc.; MOA). The whole process will entail preparing job descriptions, designing candidate evaluation tools (short-listing/selection criteria), reviewing applications (short-listing), and submitting recommended (qualified) candidates to the AfDB for “no objection” prior to proceeding with the interview process.
3. As part of implementing the revised PCU operations manual (and recognizing the fact that most of the key positions have been filled), TASMOA will help build PCU staff capacity (through workshops) in key priority areas, including General/Operations Management; Project Cycle Management; Concepts and Strategies for Donor Coordination; Negotiation Skills; Contracts Management; Management of the Consultancy Process; and Report Writing and Presentation.

1.2 THE MOA INTERNAL REFORM COMMITTEE (IRC)

1.2.1 Current Status

The Government of Liberia (GOL) developed, adopted, and launched a Civil Service Reform Strategy (CSRS) to reform the entire Civil Service. The goal is to transform the service from its current status into a competent, professional, and motivated service.

In order to focus reforms within the MOA (and in all government ministries and agencies), the CSRS calls for the creation and establishment, on a non-permanent basis, of an IRC: “While the CSA is responsible for coordinating the reforms and the formulation of strategies, it is the ministries...that will lead the change of behavior and attitudes and improvements in structures, processes, and procedures that ultimately produce the desired results. To facilitate the above, each ministry...will be required to establish an Internal Reform Committee.” (CSRS, p.61). Accordingly, on December 16, 2009, the Minister of Agriculture, Dr. Florence Chenoweth, issued an Order to establish an IRC within the MOA.

Even though members of the IRC have been appointed, a lot needs to be done in terms of systems development (e.g., reviewing/finalizing the draft IRC manual) and capacity building of the secretariat and members of the IRC. Mr. Waldo Mazelis was engaged to help prepare an initial draft of the IRC manual, as well as training modules in selected areas.

It is also worth noting that, through technical support of TASMOA, the first IRC workshop was conducted on April 1, 2010. The workshop covered various topics mostly relating to MOA reform and decentralization within the context of the CSRS. Officials from CSA, GC, and the Liberian Institute of Public Administration (LIPA) were also in attendance.

Capacity building of the IRC remains a critical pre-requisite for facilitating ownership and commitment to the MOA reform process and deliverables.

1.2.2 Planned Activities

Key activities that TASMOA will support from May – December 2010 include the following:

1. Ensure effective functioning of the IRC by providing ongoing technical support.
2. Finalize and obtain the Minister’s approval of the draft IRC manual.
3. Build the IRC capacity (through workshops) in key priority areas, including Change Management; Negotiation Skills; and Management of the consultancy process.

1.3 THE MOA DECENTRALIZATION PROCESS

1.3.1 Current Status

The overriding goal of the MOA is a modernized and revitalized agriculture that contributes to shared, inclusive, and sustainable economic development and growth of Liberia. This goal can only be realized if, among others, the MOA adopts and rolls out a decentralized management and staffing system.

Currently, over 75 percent of the MOA staff resides in Monrovia while only about 25 percent are stationed at county and district levels. Furthermore, institutional and management arrangements, including systems, processes, and operational manuals for county and district agriculture offices, are non-

existent. Therefore, in order to facilitate the realization of the GOL's goal, TASMOA developed a detailed plan for decentralizing MOA from the center through to counties and districts. The county and district-level portion of the decentralization plan has been vetted and approved by MOA senior staff and Minister Chenoweth.

In order to improve service delivery to farmers through decentralization, counties that have initially been rolled out include Grand Bassa, Lofa, Bong, River Gee, Nimba, and Grand Gedeh. The MOA decided to forge ahead with the roll-out despite severe budget constraints.

TASMOA has provided technical support to the MOA through a series of seminars and workshops to raise general awareness of the decentralization plan among MOA staff and to explain to them how, gradually, the decentralization plan will be implemented. A local Liberian firm, Agency for Economic Development and Empowerment (AEDE), was engaged by TASMOA to provide the much-needed training support to county staff. Further training support is likely to be required in this area as more counties are rolled out.

1.3.2 Planned Activities

Key activities that TASMOA will support from May–December 2010 include the following:

1. Continue the provision of technical support to the implementation of the decentralization plan. In particular, assist the Minister as she rolls out planned reform, and develop systems and institutional arrangements that will facilitate the reform process.
2. Design and conduct MOA internal seminars focusing on the gradual roll-out of the decentralization plan. These seminars may take place at the central and/or county and district levels.

2.0 TASK 2

Task 2: Analyze and Strengthen Institutional and HR Capacity of MOA and its Related Institutions

Major deliverables under this Task include:

- An Agricultural Sector Investment Program (ASIP) with investment-worthy projects and/or programs, and capacity building of the Ministry and its related institutions;
- A quantitative analysis of recurrent costs and physical inputs associated with current and projected functions;
- An agreed-upon organizational chart for the MOA and related agricultural sector institutions and the processes and mechanisms for engaging key partners; and
- An agreed-upon establishment chart for the MOA and agricultural sector institutions, their departments and divisions, together with corresponding job descriptions.

TASMOA completed a rough first draft of the ASIP which was shared and discussed with some senior MOA staff. The MOA later contracted Subah-Belleh Associates (SBA) to facilitate a more detailed and thorough investment plan, the Liberia Agriculture Sector Investment Plan (LASIP). The Plan has since been adopted and formed the basis for the signing of Liberia's Comprehensive Africa Agriculture Development Program (CAADP).

As already indicated under Task 1 above, TASMOA proposed (within the MOA assessment report) an organizational structure for the Ministry and related sector institutions. The report further specified and categorized the MOA's services/functions and costs/resource requirements and achieved broad consensus for proposed change through workshops. Following recent consultations with GC and CSA, the proposed organizational structure has, to a large extent, been accepted pending Cabinet approval, followed by legislative action.

Following the completion of the capacity assessment process, various capacity-building measures were instituted and implemented at multiple levels: ongoing discussions with the GC and CSA on civil service reform and development of HR policies and procedure manuals, and on-the-job training of MOA staff. Furthermore, the TASMOA project made available short-term experts to provide specialized support to build capacity in the areas of rice seed chain and decentralization.

Details relating to the above programs and other activities are indicated in the sections which follow.

2.1 COMPLETION/IMPLEMENTATION OF THE "PERSONNEL MAPPING" EXERCISE

2.1.1 Current Status

Through the implementation of a "Personnel Mapping" exercise, TASMOA has also provided technical support in the implementation of the decentralization process, especially mandate definition and restructuring of county agriculture offices. It is envisaged that, by August this year, the MOA

Establishment Chart will have been completed and approved by Minister Chenoweth, the CSA, and GC. Progress on the development of the establishment chart has been painfully slow in view of the need to take on board various concerns expressed by the Minister and her Departmental heads, including the need to consider linkages with civil service-wide reform measures being implemented by the Civil Service Agency and the GC.

It is important to note that, to ensure ownership of the PME process and deliverables—as well as capacity-building—this activity was championed by two senior MOA staff. The mapping team was drawn from all MOA departments and properly trained by the TASMOA team prior to implementation of this activity.

2.1.2 Planned Activities

Key activities that TASMOA will support from May – December 2010 include the following:

1. Finalize the development of the MOA establishment chart, and seek the approval of the Minister, CSA, and the GC.
2. Finish comparing the proposed establishment chart against available positions/staff, and place personnel where they best fit in the proposed establishment chart.
3. Develop job descriptions for each position in the establishment chart.
4. Assist the MOA to carry out a rapid job evaluation process to assess job relativities and grades.
5. Continue to provide technical guidance to the HR team in the development and implementation of the above initiatives.

2.2 CAPACITY BUILDING THROUGH DEVELOPMENT OF MANAGEMENT MANUALS

2.2.1 Current Situation

A key capacity weakness of the MOA is lack of HR policies and procedure manuals. Accordingly, the TASMOA project team has facilitated the development of various policies and manuals for MOA in order to ensure, among others, the following:

- To set out the strategic context for the delivery of merit-oriented training and development, as well as the recruitment and selection process in line with the provisions of the Standing Orders for the Civil Service.
- To set out the policy intent and guidelines relating to the day-to-day management and development of HR, including processes and quality assurance checks to ensure that all those involved in the planning and implementation of HR activities have a clear understanding of the main issues covering the service they provide.
- To be a reference source for staff involved in the management of HR and financial resources in the Ministry of Agriculture. It also exemplifies one of the Ministry's core values—that the MOA shall recruit, develop, and manage its staff in a transparent and accountable manner, with due regard to the merit principle.

Over the course of the TASMOA project, management manuals that have been finalized and approved by Minister Chenoweth for implementation include:

- Staff Recruitment and Selection;
- Staff Training and Development;

- Staff Induction, Deployment, and Exit; and
- Management of Meetings.

2.2.2 Planned Activities

Key activities that TASMOA will support from May–December 2010 include the following:

1. Finalize/develop the following management manuals:
 - Financial Management and Accounting Manual
 - The MOA Internal Reform Committee (IRC) Operations Manual
 - The Job Description Manual
2. Continue to provide technical guidance to the Department of Administration (especially the HR division) in the implementation of management manuals.

2.3 CAPACITY BUILDING THROUGH TRAINING AND DEVELOPMENT

2.3.1 Current Situation

The Ministry of Agriculture is committed, within budgetary constraints (albeit very severe at this time), to provide its staff with appropriate training and developmental opportunities that will enable them to acquire the qualifications, skills, and competencies necessary for improved service delivery. The demand for training and development often exceeds the resources available to undertake such training and additional support will be required through donor support. It is, therefore, essential that training priorities be determined from time to time based on reliable, objective, and transparent criteria.

In view of the above, the TASMOA project facilitated the development of a Training and Development Policy for MOA, including its administrative procedures. The essence of the policy is to provide direction for systematic training program development, implementation, monitoring, and evaluation. The policy also consolidates an approach for the mobilization, allocation, and utilization of resources to realize MOA goals within the short-, medium-, and long-term framework. In view of lack of a national framework, the CSA and the LIPA used the policy developed by MOA as a “model” during the development of a National Civil Service Training & Development Policy.

Many (or most) MOA employees have received training through TASMOA. In order to further build MOA capacity at the decentralized levels, the TASMOA project also engaged the services of a Liberian firm, AEDE, to provide training support. AEDE provided training to selected (central office) staff of the Department of Regional Development, Research, and Extension and staff serving at county and district levels to enhance their technical and general management capacities necessary for effective delivery of agricultural services to the people of Liberia.

The training sessions conducted were based on approved training modules from the MOA. County Agriculture Coordinators (CACs), District Agriculture Officers (DAOs), and agriculture technicians received training in current Government of Liberia policies and programs, strategic planning and project management, and general and financial management. The training was well received by the participants who believed this level of training will certainly improve their effectiveness in day-to-day service delivery of agriculture programs within their counties.

Further, in response to Minister Chenoweth's request to conduct induction and orientation workshops for all MOA employees stationed in Monrovia (including Deputy and Assistant Ministers), as well as a pre-retirement workshop for employees due for retirement, TASMOA provided the required technical support, leading to the implementation of all workshops in April 2010. During the launch of MOA induction and orientation workshops (both at 19th street and at Gardnersville), Minister Chenoweth advised her staff to take full advantage of opportunities offered by the training. She also informed staff that the institutional reform (including decentralization) of the MOA is not a matter of choice but a GOL directive. Therefore, subject to exigencies of the service, some staff currently serving at MOA central offices will have to move to counties. Apart from the MOA (especially Ms. Ara Chea), facilitators also came from the GC, CSA, and Monrovia City Corporation.

2.3.2 Planned Activities

Key activities that TASMOA will support from May – December 2010 include the following:

1. Provide technical support to the MOA in the operationalization of the Training & Development policy.
2. Implement a series of management development programs (trainings) for MOA. These will address capacity gaps identified in the Training & Development policy (including areas such as Financial Planning, Budgeting, and Management; Asset Management and Change Management).

2.4 DEVELOPMENT AND IMPLEMENTATION OF THE MOA COMMUNICATION STRATEGY

2.4.1 Current Status

One of the key constraints identified during the capacity assessment phase of the MOA was lack of a robust communication strategy. When Dr. Chenoweth assumed duties of her post, the need for a communication strategy to support the renewed thrust toward the achievement of national food security and promotion of agriculture development became apparent and compelling. It was also recognized that agricultural extension services could not be successfully undertaken without a complementary and robust communication strategy and action plan that supports such efforts. Further, there is also an urgent need to build a database and information resource center to support research and capacity-building efforts within the agricultural sector.

Consequently, and in response to the Minister's request, TASMOA engaged the services of Phoenix Media Consulting (Mr. Morris Dukuly) to facilitate the development of an "agro-communication strategy" to achieve four objectives:

- Undertake a needs assessment to analyze communications systems within the MOA and between MOA and stakeholders, while reflecting MOA staff's and stakeholders' perceptions, expectations, and needs with respect to internal communications and communication between MOA and partners.
- Identify communication channels that could be utilized for advancing MOA's message to its core constituency, especially the small Liberian farmers.

- Develop a communications strategy that contains a flow chart that clearly delineates lines of communications within the MOA and between the Ministry and its various stakeholders; prepare job descriptions for MOA communications director and staff, recommend effective implementation guidelines for the new Communications Strategy.
- Develop an MOA Communications Action Plan in line with the Communications Strategy.

The consultancy process commenced on April 1, 2010; and a draft “Needs Assessment Report for the Development of a Communications Strategy for the Ministry of Agriculture” was subsequently prepared and presented to the Minister and staff of MOA. Minister Chenoweth has since directed that TASMOA should proceed to fine-tune the report.

2.4.2 Planned Activities

Key activities that TASMOA will support from May–December 2010 include the following:

1. Finalize the communications assessment report, communications strategy, and action plan to facilitate implementation.

2.5 DEVELOP A FINANCIAL MANAGEMENT SYSTEM

2.5.1 Current Status

TASMOA provided assistance towards improving financial management for the MOA at the national level; however, the assistance did not provide training nor did it institute a reformed financial management system. Since the official launching of decentralization and reform programs, there is a requirement to develop viable financial management systems that will meet needs at the national level and decentralized programs at the county level. Decentralized county agriculture offices will be staffed with administrative and financial management personnel who are not currently trained under a reformed financial management system. Financial and administrative training programs will expand on general training modules prepared and implemented by the Agency for Economic Development and Empowerment (AEDE) under a subcontract to TASMOA.

2.5.2 Planned Activities

Key activities that TASMOA will support from May–December 2010 include the following:

1. Through the services of STTA: (a) assess the MOA financial management systems and institute a reformed financial management system; (b) develop financial training modules for central and decentralized financial management units; (c) identify specific individuals to be trained under the newly designed financial management system; and (d) develop a model/pilot decentralized administrative and financial management staff.
2. Review and finalize the draft financial management manual for validation.

3.0 TASK 3

TASK 3: DEVELOP COMPREHENSIVE AGRICULTURE POLICY & STRATEGIES

Major deliverables requested under this amended Task Order include:

- National Seed Policy drafted and validated;
- Seed Rice Program Management Plan developed, initiated, and coordinated;
- Training modules on decentralization developed and training provided on decentralization and accompanying administrative procedures;
- Financial management systems assessed and a reformed financial management system in place;
- Financial management system training and equipment needs update and specific individuals trained identified;
- Training of central-level senior financial management staff initiative and pilot decentralized officers trained on the newly designed financial management system;
- Actionable plan developed for broader training to address training needs;
- Model pilot decentralized administrative and financial management staff trained on administrative and financial management and systems adopted;
- Sector policies and strategies and aid coordination within the agriculture sector enhanced through strengthened coordinating bodies; and
- Technical Support to Liberia Agriculture Sector Investment Plan (LASIP) for CAADP provided.

TASMOA and the FAO/IFAD have begun implementation of the rice seed chain with three implementation partners (IPs). TASMOA has also established three peri-urban rice demonstration agreements (Community Hope & Agriculture Project, ELWA Community Group, Johnsonville Women's Agriculture Project) where improved rice varieties will be multiplied over the period of the contract extension. A certified seed program and management plan will follow successful production of improved pre-certified seed by the IPs and peri-urban demonstration farms. TASMOA is also promoting an active National Seed Task Force to set prices for improved seeds and draft a national seed policy for legislation.

Following adoption of the CAADP post-compact revision of the Liberian Agriculture Sector Investment Project, TASMOA will provide support to the Agriculture Donor's Working Group (ADWG) for the implementation of selected recommendations from the analyses and selected programs under the LASIP.

3.1 RICE SEED CHAIN

3.1.1 Current Status

Three IPs (AFRICARE, Catholic Relief Services, Greenstar) have received funding through the FAO/IFAD for multiplication of foundation seeds to develop pre-certified seeds. Harvesting of the first

cycle of pre-certified seeds is projected for late August for lowland ecology and October for upland ecology. Progress is being made to train trainers-of-the-trainers who are expected to manage the second production cycle for lowland ecology. The entire rice seed chain management and delivery system has been slow to take off but should gain momentum through the end of the Task Order. It will be critical that the MOA maintain high-level administrative oversight of planning and implementation of activities of the rice seed chain. Mr. Paul Jallah has been elevated to the position of Assistant Minister and will continue to manage the rice seed program while serving as the focal point for the National Seed Task Force.

3.1.2 Planned Activities

Key activities that TASMOA will support from May – December 2010 include the following:

1. Procure and install seed processing equipment to process 100-200 MT of pre-certified seeds at CARI.
2. Conduct training programs for operators and maintenance personnel of rice seed processing equipment.
3. Provide CARI and MOA senior management with training on rice seed chain management.
4. Provide IPs with necessary technical rice seed production training.
5. Support improved rice production demonstration sites.
6. Assist the MOA in conducting awareness programs through field days for potential investors/participants in improved rice production in lowlands.

3.2 SUPPORT TO THE CAADP/AWDG PROCESS

3.2.1 Current Status

Through close collaboration with the ADWG, the Ministry of Agriculture has revised the LASIP and formally submitted the document to the CAADP/Donors meeting for approval. The revised LASIP was validated by the CAADP compact stakeholders on May 28, 2010. The document prioritizes investment pillars and identifies funding gaps necessary to achieve 6 percent growth in the agriculture sector over the next five-year period. The LASIP pillars by order of priority are as follows: (1) Food and Nutrition Security; (2) Competitive Value Chains and Market Linkages; (3) Institutional Development; and (4) Land and Water Development. Following a successful outcome in the Dakar meetings, the ADWG will be convened to solicit pledges towards investment priorities to be established by the Ministry of Agriculture. Various technical analyses and project designs will be necessary and TASMOA will provide necessary support upon demand.

3.2.2 Planned Activities

Key activities that TASMOA will support from May–December 2010 include the following:

1. Facilitate monthly AWDG meetings.
2. Provide technical and analytical support to donor design teams.

3.3 SUPPORT TO AGRICULTURE COORDINATION COMMITTEE (ACC) MEETINGS

3.3.1 Current Status

The monthly ACC meetings are rapidly becoming a consummate channel for information sharing and policy-related discussions on issues that preclude effective implementation of sector programs. It is also the principal forum for coordination of sector activities within a large NGO community. Several sub-sector working groups are active, e.g., cocoa, cassava, rice, peri-urban agriculture, methods/planning, and private sector.

3.3.2 Planned Activities

Key activities that TASMOA will support from May–December 2010 include the following:

1. Provide operational support to the ACC secretariat.
2. Participate in and provide technical support to the cocoa, private sector, and methods/planning working groups.

3.4 POLICY-RELATED SUPPORT

3.4.1 Current Status

TASMOA has facilitated development of three policy documents which at this time are still subject to formal validation and legislative enactment. TASMOA's subcontractor, SBA, prepared the final draft of the Food and Agriculture Policy Statement (FAPS) and, through short-term technical assistance, assisted with the preparation of cocoa and rice sub-sector draft policies. Discussions during the technical meetings recommended adoption of agriculture sector policies that are necessary to improve productivity and establish an enabling environment particularly for increased private participation in programs. It is imperative that these policy documents are approved and used to implement the revised LASIP.

3.4.2 Planned Activities

Key activities that TASMOA will support from May – December 2010 include the following:

1. Participate in the cocoa sub-sector working group and assist in redrafting the cocoa development strategy.
2. Work with the MOA/DPP to organize a workshop to validate the rice sub-sector strategy.

3.5 NATIONAL SEED POLICY

3.5.1 Current Status

Several donors have made investments to improve seed production in Liberia's principal food crops; however, there is no general seed policy to regulate importation, multiplication, and marketing of

improved seeds to farmers. A national seed policy has been drafted through the assistance of the FAO which requires inputs from donors, MOA technicians, and legislative leaders prior to enactment into law.

3.5.2 Planned Activities

Key activities that TASMOA will support from May – December 2010 include the following:

1. Support periodic working sessions of the National Seed Task Force to review and finalize the draft seed policy.
2. Organize consultative meetings with various members of agriculture committees in the national legislature to present the national seed policy.
3. Organize a validation workshop and present final draft seed policy for enactment into law.

ANNEX 1: TASMOA EXTENSION WORK PLAN MAY 1, 2010 – DECEMBER 31, 2010

Tasks	Activities	Responsible	Quarter 1 May-Jul 10	Quarter 2 Aug-Oct 10	Quarter 3 Nov-Dec 10	Comments/Output
Task 1: Assess roles & responsibilities of the agriculture sector in general and determine core functions of the MOA and non-core functions of other various stakeholders	MOA Assessment: <ul style="list-style-type: none"> Obtain Cabinet approval of Assessment. Obtain approval of CG and CSA of revised Assessment and recommendations. 	CoP CoP	X X			The assessment was revised in April 2010 and will be forwarded to CSA and GC for their approbation prior to presentation to the GOL Cabinet for ratification.
	IRC Activities Ensure effective functioning of the Internal Reform Committee by providing on-going technical support: <ul style="list-style-type: none"> Recruit IRC Administrative Assistant. Finalize and obtain the Minister's approval of the draft IRC manual. Build the IRC capacity (through workshops) in key priority areas, including: Change Management; Negotiation skills; and Management of the consultancy process. Train IRC members on reform areas/directions, role and responsibilities of the members, plans for decentralization and appropriate capacity building. 	IDS	X X	X X	X X	Decentralization and Internal Reform activities will be supported by STTA in two phases. Phase I STTA will finalize PCU/IRC manuals and develop a plan of action for training programs. Phase II STTA will assist with the roll-out of training programs. Content of the training for RU to be ongoing during the duration of the extension period and modules will be developed, mode of training (number and duration of trainings) will be established. Training is likely to be on-going, as membership may change during the course of the time.

Tasks	Activities	Responsible	Quarter 1 May-Jul 10	Quarter 2 Aug-Oct 10	Quarter 3 Nov-Dec 10	Comments/Output
	<p>Decentralization Process</p> <p>Continue the provision of technical support to the implementation of the decentralization plan. In particular:</p> <ul style="list-style-type: none"> Assist the Minister as she rolls out planned reform, and develop systems and institutional arrangements that will facilitate the reform process. Design and conduct MOA internal seminars focusing on the gradual roll-out of the decentralization plan. These seminars may take place at the central and/or county and district levels. 	IDS + COP	X	X	X	The gradual roll-out of the decentralized plan will be synchronized with Phase II of the STTA.
	<p>PCU Activities</p> <p>Ensure effective functioning of the PCU through provision of on-going technical support:</p> <ul style="list-style-type: none"> Assist the Ministry to identify and select 18 qualified applicants for training at selected leading universities in Africa Assist MOA build PCU staff capacity (through workshops) in key priority areas, including: Project cycle management; Concepts and Strategies for Donor Coordination; Negotiation skills; and Management of the consultancy process. 	IDS + COP	X	X	X	Content of trainings for PCU to be determined, mode of training (number and duration of trainings) to be established

Tasks	Activities	Responsible	Quarter 1 May-Jul 10	Quarter 2 Aug-Oct 10	Quarter 3 Nov-Dec 10	Comments/Output
Task 2: Analyze and strengthen institutional and human resource (HR) capacity of MOA and its related institutions	Completion/Implementation of the Personnel Mapping Exercise: <ul style="list-style-type: none"> Finalize the development of the MOA establishment chart, and seek the approval of the Minister, CSA and the GC. Compare proposed establishment chart against available positions/staff; and place personnel where they best fit in the new (proposed) establishment chart. Develop job descriptions for each position in the establishment chart. Assist the MOA to carry out a rapid job evaluation process to assess job relativities and grades. Continue to provide technical guidance to the HR team in the development and implementation of the above initiatives. 	IDS	X	X		Establishment chart is a complete staff structure indicating the title of each of the anticipated MOA positions planned to be filled by 2012.
	Management manuals Finalize/develop the following management manuals: <ul style="list-style-type: none"> Financial Management and Accounting Manual. 	IDS + STTA				
						As of May 1, 2010 the last manuals are in various states of completion and approval.

Tasks	Activities	Responsible	Quarter 1 May-Jul 10	Quarter 2 Aug-Oct 10	Quarter 3 Nov-Dec 10	Comments/Output
	<ul style="list-style-type: none"> Internal Reform Committee (IRC) Operations Manual Job Description Manual <p>Continue to provide technical guidance to the Department of Administration (especially the HR division) in the implementation of management manuals.</p>		X	X	X	
	<p>Capacity Building through training and development:</p> <ul style="list-style-type: none"> Provide technical support to the MOA in the operationalization of the Training & Development policy. Implement a series of management development programs (trainings) for MOA. These will address capacity gaps identified in the Training & Development policy (including areas such as Financial planning, budgeting and management). <p>Review available literature and, through a participatory process, identify critical capacity gaps and develop a three year training plan for MOA</p>	IDS+STTA+CO P	X	X	X	

Tasks	Activities	Responsible	Quarter 1 May-Jul 10	Quarter 2 Aug-Oct 10	Quarter 3 Nov-Dec 10	Comments/Output
	Finalize communications Strategy and Action Plan	CoP + Consultant	X			
	Develop an Financial Management System: <ul style="list-style-type: none"> • assess the MOA financial management systems and institute a reformed financial management system; • develop and implement financial training modules for central and decentralized financial management units; • identify specific individuals to be trained under the newly designed financial management system; • develop a model/pilot decentralized administrative and financial management staff; • Review and finalize the draft financial management manual for validation. 	Consultant	X	X		
			X	X	X	
			X	X	X	
				X		
Task 3: Develop comprehensive agriculture policy & strategies	Support to the Establish Agric Donors Working Group and assist the group in implementing monthly donor meetings focused on funding the LASIP and supporting the CAADP framework.	IDS+CoP	X	X	X	Objective of monthly agriculture donor working group meetings will be to share information on progress of existing donor-funded projects and solicit funding for yet unfunded projects/ activities listed in the LASIP.
	Provide operational support to the ACC secretariat.	CoP + IDP	X	X	X	

Tasks	Activities	Responsible	Quarter 1 May-Jul 10	Quarter 2 Aug-Oct 10	Quarter 3 Nov-Dec 10	Comments/Output
	Assist the MOA with the implementation of the LASIP by providing technical and analytical support to donor design teams investment program post approval meetings in Dakar, Senegal meetings (June 14-17, 2010).	COP	X	X	X	
	Assist MOA in analyses and finalization of various agriculture sector policies.	COP +STTA+Team	X	X	X	
	Assist MOA implement improved rice seed chain	COP+STTA+ Team	X	X	X	
	Support to the National Seed Task Force & National Seed Committee: Assist MOA in finalizing national seed policy for enactment into law. <ul style="list-style-type: none"> Assist MOA in finalizing the draft national seed policy for enactment into law. Determine market prices of improved seeds 	COP+Seed Task Manager+ Team	X	X	X	
	<ul style="list-style-type: none"> Set up Seed Task Force/ National Seed Committee <ul style="list-style-type: none"> Determine price of improved rice seeds Support improved rice production demonstration sites. Assist the MOA conduct awareness programs through field days for potential investors/participants in improved rice production in lowlands. 		X	X	X	

Tasks	Activities	Responsible	Quarter 1 May-Jul 10	Quarter 2 Aug-Oct 10	Quarter 3 Nov-Dec 10	Comments/Output
	Support MOA during implementation of other LASIP projects (as requested)	CoP	X	X	X	Nature of support will depend on requests from MOA
	Advocate for stronger financial management systems throughout the MOA	CoP	X	X	X	

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