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# LIBERIA TECHNICAL ASSISTANCE SERVICES IN SUPPORT OF THE MINISTRY OF AGRICULTURE

WORK PLAN: 16 JUNE 2009 – 30 APRIL 2010

NOVEMBER 2009

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## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government



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# ACRONYMS AND ABBREVIATIONS

ADWG	Agriculture Donors Working Group
AEDE	Agency for Economic Empowerment
AfDB	African Development Bank
ARD	Associates for Rural Development
ASIP	Agriculture Sector Investment Program
ASRP	Agriculture Sector Rehabilitation Project
CAADP	Comprehensive African Agriculture Development Program
CARI	Central Agriculture Research Institute
CAADP	Comprehensive Africa Agriculture Development Programme
CAAS-Lib	Comprehensive Assessment of the Agriculture Sector in Liberia
COP	Chief of Party
ECOWAP	Regional Agricultural Policy for West Africa
FAO	Food and Agriculture Organization
FSNS	Food Security and Nutrition Strategy
GC	Governance Commission
GOL	Government of Liberia
HR	Human Resources
IFAD	International Fund for Agriculture Development
IPs	Implementation Partners
LASIP	Liberia Agriculture Sector Investment Plan
M&E	Monitoring and Evaluation, MOA
MOA	Ministry of Agriculture
NFAPS	National Food and Agriculture Policy and Strategy
NGO	Non-Governmental Organization
OPS	Operations
PCU	Project Coordinating Unit

PPP	Public Private Partnerships
SBA	Subah-Belleh Associates
SOW	Scope of Work
STTA	Short-term Technical Assistance
TA	Technical Assistance
TMG	The Mitchell Group
TOT	Training of Training
WFP	World Food Program

# 1.0 INTRODUCTION

Liberia's Ministry of Agriculture (MOA) is moving forward aggressively under Minister Chenoweth's leadership to put into place the essential building blocks of strong and focused agricultural policy and streamlined sector organizational structures. Building on a June 2006 Policy Intent Statement for agriculture, the Ministry completed a Comprehensive Assessment of the Agriculture Sector of Liberia (CAAS-Lib) in late 2007 and, in December, drafted a National Food and Agriculture Policy and Strategy (NFAPS). Following a series of participatory consultations with farmers and stakeholders in the counties, the Ministry carried out a three-day national Validation Workshop on March 25-27, 2008. The workshop included a range of private sector, nongovernmental organization (NGO), civil society and government actors. This set of documents and consultations with agricultural sector stakeholders provided the platform upon which the Liberia Technical Assistance (TA) Services to the MOA Project was built. Held just 10 days after the signing of the Task Order for the Liberia, the Validation Workshop marked the beginning of ARD's work in Liberia, through its local partner Subah-Belleh Associates (SBA), which attended on ARD's behalf.

Since the TASMO project began, the MOA has made great strides towards rebuilding its capacity to establish and lead an agriculture sector that is able to effectively contribute to post-conflict economic recovery and sustainable national development. Significant progress has been made in the areas of institutional reorganisation and reform, decentralization, and planning. Supportive policies are being formulated, discussed and debated, an agriculture sector investment plan has been drafted and thoroughly vetted within Government and among stakeholders and Liberia has recently become 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 has begun, and planning for building the capacity of staff at the decentralized levels is underway. Some of the many other accomplishments that have been made, in substantial part due to TASMOA assistance, include the following:

- Completion of an in-depth assessment of the Ministry of Agriculture (MOA) that defined
  - Roles and core and non-core functions and developed a new institutional framework for the Ministry. The recommended strategy for change won the support of the Governance Commission and Cabinet, which highlighted the proposed reorganization of the Ministry as a model for overall institutional reform for the Government of Liberia (GOL).
- Development of an Agricultural Sector Investment Program (ASIP) that has leveraged over \$40 million in funding for the agriculture sector from a range of bilateral and multilateral donors.
- The preparation of several specific projects for funding, including a comprehensive seed bank program (which has attracted funding commitments from the African Development Bank, IFAD, the Italian Trust Fund, and the World Bank) and projects responding to the international food crisis and to the 2008 caterpillar infestation.
- Contributions to policy development including finalization of the National Food and Agriculture Policy and Strategy (NFAPS), the development of a rice subsector strategy (including strategies to develop the rice *seed* subsector), and the development of policy guiding the cocoa sub-sector.
- Contributions to sector planning including the development of a comprehensive plan for decentralization of the MOA, implementation of an exhaustive "personnel mapping" exercise to

assess MOA staff competency and determine training needs, and the drafting of several manuals to support effective MOA organizational and financial management.

Although these are all encouraging accomplishments, still much more remains to be done to position the MOA to effectively play its role as leader and enabler of a striving agriculture sector in Liberia.

# 2.0 TASK ORDER OBJECTIVES & EXPECTED RESULTS

The original Task Order Scope of Work (SOW) identified several objectives:

- Assess the roles and responsibilities of the agriculture sector in general, and more particularly, determining the Core Functions of the MOA and non-Core Functions of the other various stakeholders in the sector (government institutions, civil society groups, commercial entities, farmers organizations and others);
- Develop sector policy and strategies, taking into consideration the macro-economic, sub-sector and sector specific policy environments;
- Specify the MOA's functions, associated services and unit costs; quantify resource requirements for both current and proposed scenarios, categorize the services and functions, identify areas of overlap and undertake gap analysis; disseminating findings and conclusions through workshops; and
- Build technical capacity within the MOA in the areas of policy formulation and strategic programming.

The expected outcome of these objectives is a well-established foundation for private-sector-led agricultural and economic growth, and the expertise required to achieve reform.

Key Task Order Results expected include:

- Key sector stakeholders identified, their roles defined, and an institutional management system framework developed;
- A clear qualitative mapping and categorization of MOA functions (in particular, public vs. non-public and core vs. non-core);
- An Agricultural Sector Investment Program (ASIP) with investment-worthy projects/programs and capacity building of the MOA related institutions;
- Quantitative analysis of recurrent costs and physical inputs associated with current & projected functions;
- An agreed organizational chart for the MOA and agricultural sector institutions and the processes and mechanisms for engaging key partners;
- An agreed establishment chart for the MOA and agricultural sector institutions, departments, and divisions, together with corresponding job descriptions; and
- The above deliverables translated into documents for legislation.

In order to fulfill the above objectives and attain desired results, USAID specified (in the original TASMOA Task Order) three broadly encompassing tasks to be accomplished:

1. Assess the roles and responsibilities of the agriculture sector in general, and more particularly, determine the CORE FUNCTIONS of the MOA and NON-CORE FUNCTIONS of the other various stakeholders in the sector (Government Institutions, Civil society groups, commercial entities, farmers' organizations and groups, etc.)
2. Conduct capacity analysis of the MOA and its related institutions; strengthen the institutional and human resources capacity of the MOA and related agricultural institutions in order to effectively implement the Agricultural Policy Framework, Agricultural Strategy Paper and the Investment Plan, and
3. Develop a comprehensive agriculture sector policy and strategies, taking into consideration the macro-economic, sub-sector and sector specific policy environment.

Based on solid progress and performance in pursuit of the above results, in March 2009, USAID issued ARD a ten-month cost extension to continue to implement the project through April 30, 2010.

Throughout the extension period ARD will continue to provide the MOA with technical services falling under Tasks 1, 2 and 3. In addition to the originally targeted areas of support, the contract modification specifically requests that ARD provide the following services:

- Initial support for pilot implementation of (a) selected recommendations from the analyses and (b) selected programs under the agricultural sector investment program (ASIP). This will include supervision and on-the-job training for decentralized implementation of redefined functions/mandates and for rice seed bank and other selected emergency response activities. Support for rice seed bank activities will also include procurement of rice seed.
- Follow-up technical support during the 2009 rice seed growing season. This will include technical advice for the seed multiplication process, from foundation seed to pre-certified *seed* and then from pre-certified seed to the certified seed that will be sold to end users – rice farmers/producers.
- Follow-up support on the selection of implementing partners, which ARD has helped guide from the outset of the nascent public-private partnership (PPP) approach.
- On-going support for the establishment and strengthening of the institutional approach (structures, procedures and activities). In this area ARD will help:
  - Set up a Seed Task Force and a National Seed Committee
  - Develop appropriate contractual agreements between the MOA and implementing partners and between implementing partners and farmers
  - Determine pricing for the seed
  - Verify the viability of the financial approach

This work plan covers a 10-month period, from the end date of the original contract (15 June 2009) through the extended project end date (30 April 2010).

Section 2 of the present document sets forth the Tasks and Status of Deliverables regarding them. Section 3 summarizes our Priority Activities and Approach planned for the remaining ten months of the project. Section 4 presents the narrative work plan, explaining in more detail key activity areas, the quarterly sequencing of activity implementation and short term technical assistance needs. Finally, Table 1 presents work plan activities per task and by quarter.

# 3.0 TASKS & STATUS OF DELIVERABLES

## 3.1 OVERVIEW OF ORIGINAL TASK ORDER TASKS, DELIVERABLES AND STATUS

Major deliverables under each task and the status pertaining to whether or not the deliverable has been met is presented below:

### Task 1 Deliverables

- Key sector stakeholders identified, roles defined, and a sector-wide institutional management system framework developed.
- A clear qualitative mapping and categorization of functions (in terms of public versus other non-public and core versus non-core).

*Status:* These deliverables have been met through completion of the MOA and agriculture sector assessment report formally submitted to USAID on October 1, 2009.

### Task 2 Deliverables

- Agricultural Sector Investment Program (ASIP) linked to implement NFAPS
- An agreed *organizational structure* for MOA and sector institutions and cooperative processes and mechanisms with partners and other actors in the agriculture sector.
- Agreed establishments chart

*Status:* TASMOA completed a rough first draft of the ASIP which was shared and discussed with some senior MOA staff. The MOA later contracted SBA to complete a more detailed and thorough investment plan, the LASIP (Liberia Agriculture Sector Investment Plan), which has since been adopted and has led to the signing of Liberia's CAADP compact in September 2009.

TASMOA proposed within the MOA assessment report an organizational structure for the Ministry and sector institutions. For the most part the organizational structure has been accepted and the MOA is just beginning to engage appropriate reform processes that will usher in proposed changes.

The establishments chart will be one of the end results of the currently on-going "personnel mapping" exercise which should be completed by mid-December 2009.

### Task 3 Deliverables

- A comprehensive, long-term NFAPS that fits into a national vision and makes agriculture the engine of growth and development for Liberia, and the key entry point for poverty reduction
- Documents for legislation, as they border on adopting a national policy that will affect the future mandate and responsibilities of sector stakeholders, including MOA and related institutions.

Status: The NFAPS has been finalized and together with the LASIP has lent a degree of clarity to plans for the intended development and financing of the agriculture sector in Liberia sufficient to enable the recent signing of the country's CAADP compact.

TASMOA has contributed to the preparation of multiple documents for legislation including but not limited to the MOA decentralisation plan and draft sub-sector policy payers laying guidelines for the rice and cocoa sub-sectors.

### **3.2 TASK ORDER MODIFICATION TASKS AND DELIVERABLES**

As noted above, the Task Order modification issued to ARD in March 2009 requested that the TASMOA team begin implementing selected recommendations of the MOA and agriculture sector assessment and outlined a number of additional, specific activities that the team would focus on. These specifications have been presented in Section 1.0. No new "Tasks" were assigned since new activities requested within the modification fit logically under one or more of the original three task areas. Once the present action plan has been approved, any additional "deliverables" could be defined in the planned joint meeting between USAID/Liberia and the TASMOA team scheduled for January 20, 2010.

# 4.0 PRIORITY ACTIVITIES

## 4.1 PRIORITY ACTIVITIES

To achieve the objectives noted in the previous section, the original Task Order Scope of Work (SOW) defines three key tasks. As stated in the introduction, these tasks include:

- **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.
- **Task 2:** Analyze and strengthen institutional and human resource (HR) capacity of MOA and its related institutions
- **Task 3:** Develop comprehensive agriculture policy & strategies

All of the activities described in section 5.0 and in Table 1 of this Work Plan contribute to one or more of the above tasks. Although we intend to carry out all of the activities described therein, we may be called upon by the MOA or by USAID to focus on additional tasks or activities which would alter our planning and possibly our ability to complete non-priority activities. We may also be constrained by limited resources since implementation of the herein proposed activities are contingent upon USAID's approval of a budget realignment recently submitted to USAID. Given these possibilities, we find it prudent to prioritize TASMOA efforts as described, by task, in the following paragraphs.

### 4.1.1 Task 1 Priorities

For the most part Task 1 has already been accomplished but there are related activities that will be carried out over the course of the final ten months of the project. TASMOA completed a detailed assessment of the MOA in January 2009. That assessment included analyses of the MOA as a whole (general report) as well as in-depth analyses of the following (presented in annexes to the general report):

- The MOA Department of Administration
- The MOA Department of Planning and Development
- The MOA Department of regional Development, Research and Extension
- The MOA Department of Technical Services
- MOA Human Resources
- MOA Financial Management
- The Cooperative Development Agency
- The Central Agricultural Research Institute (CARI)
- Selected Non-Government Organizations (NGOs)

The assessment put forth numerous recommendations for reform and capacity building within the MOA. Most of these recommendations have won the support of the Governance Commission and Cabinet which has highlighted the proposed reorganization of the Ministry as a model for overall institutional reform for the Government of Liberia (GOL). Since completion of the MOA assessment the TASMOA team has and will continue to focus on implementing some of the most salient recommendations and activities aimed at building the capacity of the MOA, beginning for the most part, at the central level. For the remaining ten months of the project the priority activities, in order of importance, will be the following:

1. Establish and train the MOA reform unit, the core team of senior staff that will assist the Minister as she rolls out planned reform and develops systems that will facilitate the reform process. In addition to initial training, TASMOA will solicit short term technical assistance to design and conduct a seminar on change management for Reform Unit members and senior MOA staff responsible for training others on reform issues.
2. Finalize and obtain the Minister's approval of the Decentralization Plan which addresses the central and decentralized levels of the MOA. TASMOA technical support has provided the MOA with a detailed plan for decentralization of the MOA from the top down. To date, the county and district level portion of the decentralization plan has been vetted among and approved by senior MOA staff, including by the Minister herself. TASMOA will accompany to conclusion additional discussion pertaining to plans for proposed reform at the central level as well.
3. TASMOA will solicit short term technical assistance to design and conduct a series of 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.
4. Establish and train the Project Coordination Unit (*PCU*). TASMOA will continue to assist the MOA as it carries out a recruitment process to hire four *PCU* staff and eight senior level technical staff. These changes are in response to concerns raised by the AfDB about the MOA's project management capacity. AfDB's concerns must be fulfilled before it will agree to release funds to support the Liberia Agriculture Sector Rehabilitation Project (ASRP). The recruitment process has entailed preparing job announcements, reviewing applications, designing candidate evaluation tools and creating a short list of the most highly qualified candidates for submission to AfDB for "no objection" prior to proceeding to the interview stage of the process. Staffing of the *PCU* is not yet complete and remains a high priority.
5. Once Project Coordination Unit staff are recruited and arrive at post, TASMOA will assist the MOA in training the *PCU* members on their roles and responsibilities and on implementation of the *PCU* operations manual developed by TASMOA short term technical support. The *PCU* manual will be revised as necessary, finalized in response to senior MOA staff input, and will receive official approval from the Minister.

#### **4.1.2 Task 2 Priorities**

Since March 2009 TASMOA has been working with MOA staff to implement an extensive "personnel mapping exercise" to assess the competencies of each and every MOA staff at the central level as well as at county and district levels, to examine their job descriptions, redefine or create new job descriptions where necessary and, eventually, to redeploy personnel to jobs and posts where they can be optimally effective. This is an on-going activity which will culminate in: the drafting of an establishments chart depicting all staff positions within the MOA; the finalization of job descriptions; and the redeployment of staff. All of these activities are high priority.

Over the course of the first year of the TASMOA project our Institutional Development Specialist was deeply involved in assisting the MOA to draft the following management manuals:

1. Management of meetings
2. Staff Recruitment and Selection
3. Staff Training and Development
4. Financial Management
5. Staff Induction, Placement and Exit
6. Human Resources Database User Manual

As the Minister has expressed her desire that these manuals be completed, this too is considered high priority for completion within the final months of the project.

### **4.1.3 Task 3 Priorities**

In October of this year Liberia signed their CAADP compact. This is a major achievement for the sector since it will provide structure and encourage various donors to contribute towards agricultural development in Liberia in a coordinated way. TASMOA's assistance towards the drafting of the Liberia Agriculture Investment Plan and the team's efforts to mobilize over \$40million in donor funding to support the plan is a significant achievement. Now that the CAADP compact has been signed there is still a great deal to do to ensure its effectiveness. TASMOA will support efforts to advance implementation of the CAADP compact by providing the MOA with the following support:

1. Assist the MOA in establishing and Agricultural Donors Working Group and ensure that the group is functional.
2. Support MOA staff managing CAADP implementation, assisting them in understanding the CAADP concept, content, donor coordination and aligning donor input with the LASIP. Depending on Minister Chenoweth's approach, this may entail assisting the MOA in identifying and training point persons for each of the CAADP pillars and/or a CAADP "czar" that will be responsible for leading compact implementation.

A second but equally important priority under task 3 will be supporting the Rice Seed Chain Program. This will include the following:

1. Facilitate processes to ensure that the three IPs meant to receive IFAD/FAO funding actually receive the necessary funds.
2. Provide technical support to IPs as they out-plant lowland rice to multiply seed for the next planting season. TASMOA will bring in short term technical assistance from the Africa Rice Center in Benin to train IP senior technical managers on seed certification, the management of seed multiplication fields, post-harvest handling and storage, pre-certification and marketing of seed.
3. Establish improved rice seed production demonstration plots highlighting high production rice seed varieties such as NERICA. This will be done in collaboration with CARI and the Department of Extension.
4. Ensure the delivery to CARI of the final 25 MT allotment of foundation rice seeds already purchased from the Africa Rice Center.
5. Set up a Task Force/National Seed Committee to oversee and regulate improved rice seed production in Liberia. This will be done in collaboration with a certified seed policy expert contracted by the FAO.

## 4.2 TEAM'S APPROACH

The ARD technical assistance team of long term and short term technical specialists, work side by side with counterpart MOA staff at the central level. In as much as possible, the team coaches and accompanies MOA staff as they carry out activities, conceptualize solutions to various problems and talk through and draft policy to advance the agriculture sector. At times direct technical support has been requested and provided (drafting policy, designing emergency projects, etc.) but the team always maintains a focus on building the internal capacity of the MOA to address everyday management and technical challenges that arise and to develop strategic and policy approaches favorable to the development of the agriculture sector.

## 4.3 KEY IMPLEMENTING PARTNERS

Over the course of the remaining ten months of the project, ARD will continue to work with three key implementing partners that represent the best cross-section of relevant, technical and organizational capital for our efforts in Liberia:

- The Mitchell Group (TMG), a US small business with global expertise in strengthening government institutions and their management, finance and accounting systems. TMG will continue to provide Institutional Development services through one long term personnel assigned to the project, Mr. Beenwell Banda.
- Agency for Economic Development and Empowerment (AEDE), a consulting group formed in 2006, specializes in community-based agricultural and small enterprise development. AEDE has been contracted to assess the capacity of MOA staff at the decentralized levels (county and district) and to provide necessary follow-up training to increase staff's technical and managerial capacity.
- Subah-Belleh Associates (SBA), is Liberia's premier management consulting firm, with over 25 years of continuous experience working in agriculture, child health and fiscal and banking reform. SBA helped to draft the Agriculture Ministry's Policy Intent Statement for Agriculture in 2006 and the Liberia Agriculture Investment Plan completed in October 2009. Depending on Minister Chenoweth's preferences and approach, SBA services *may be* contracted to carry out certain capacity building activities at the Central MOA level. This may include financial management training.

# 5.0 NARRATIVE WORK PLAN

The work plan in Table 1 gives an overview, by task and by quarter, of all TASMOA activities planned from 16 June 2009 - 30 April, 2010. The following narrative aims to describe each key activity area in some detail, present in narrative form a summary of the work plan per task and per quarter, and define short term technical assistance needs.

## 5.1 KEY ACTIVITY AREAS

### 5.1.1 Decentralization of the MOA

TASMOA will continue to support the MOA as it continues to “digest” the **decentralization plan** which the TASMOA team has put forth before senior MOA staff and the Minister herself. The plan’s recommendations for decentralization at the county and district levels have, for the most part, been accepted. Certain issues pertaining to decentralization and staffing reorganization at the central level do remain to be resolved. As this may require some tweaking of the decentralization plan before it is entirely “approved”, the TASMOA team is prepared to accompany the MOA throughout the remainder of this process. TASMOA plans to bring in additional short term technical assistance to help the MOA **design and conduct a series of seminars and workshops on gradual roll-out of the decentralization plan**. Meanwhile, TASMOA will provide on-going technical assistance, advice and guidance as certain recommendations proposed in the plan begin to be implemented in the coming months and as plans for future roll-out of the plan are developed.

Also in support of the decentralization, the TASMOA team will continue working with the MOA to complete the **personnel mapping exercise**, meeting with each MOA employee at central and decentralized levels to verify that they are in place, assess their comprehension of their job description and compare that against what they actually do on a day to day basis, and to determine the level of skills they bring to the position. Based on this information and within the context of the decentralization plan, the personnel mapping team accompanied by TASMOA’s Institutional Development Specialist, will draft new (or revise existing) job descriptions to make them more appropriate to MOA needs and objectives. The team will also **develop an establishments chart** mapping out each MOA position. The exercise will culminate in the reassignment or redeployment of MOA personnel to ensure that staff are placed where they will be most effective.

In concordance with the personnel mapping exercise TASMOA will sub-contract **AEDE to assess the skills level of MOA staff at county and district levels**. Following this assessment AEDE will design and **conduct technical and managerial training for county and district personnel** so that they are able to carry out their responsibilities more effectively. This activity, including the assessment, module preparation and actual training, will be ongoing for approximately 6 months.

TASMOA’s on-going support to decentralization of the MOA will manifest itself in the form of everyday accompaniment and coaching of senior MOA staff charged with advancing decentralization, including the Reform Unit that has yet to be appointed. TASMOA will organize and conduct **training of senior MOA staff and Reform Unit members** on their roles and responsibilities in managing the decentralization process and ensure that they have a solid understanding of the rationale and overall plan for decentralization. To this end, a number of **trainings and workshops** will be held. In addition, TASMOA will engage short term technical assistance to **design and conduct a change management seminar for**

**Reform Unit members** and individuals that may serve as decentralization trainers of trainers within the MOA.

**Establish and Support Project Coordination Unit (PCU)** – TASMOA’s Institutional Development Specialist will continue to assist the MOA in recruiting four senior staff who will, together, form the PCU. Once seated and arrived at post, TASMOA will begin conducting a **series of trainings for PCU members**. Trainings, which will be carried out over the remainder of the TASMOA project period, will address a broad range of topics including: PCU members’ roles and responsibilities, effective donor coordination, financial management, ASIP planning and project proposal development, advocacy to support the agriculture sector and project implementation. These trainings will be designed and facilitated by long term TASMOA staff supplemented, where necessary, with short term technical assistance. In addition to these capacity building activities, TASMOA will work with the PCU members to **review and finalize the PCU operations manual** drafted by TASMOA STTA. The ops manual will be presented to the Minister for her approval and TASMOA staff will technically support and advise the PCU as they begin to coordinate donor project implementation. We anticipate that finalizing the PCU operations manual will require that we organize a number of trainings, workshops and meetings. In addition to these, the TASMOA team will provide the PCU with day to day coaching and technical advice on matters related to PCU responsibilities.

### 5.1.2 Support to CAADP

Liberia plans to complete preparations for and sign its CAADP compact to guide development of the agriculture sector in the country and assist in coordinating donor activity to this end. The TASMOA team has already prepared and shared with the MOA an initial Agriculture Sector Investment Plan and has helped the MOA mobilize \$40 million in donor funds to support the agriculture sector in Liberia. TASMOA will continue to provide direct technical assistance to senior MOA staff, particularly in the Department of Planning and Development, to **finalize an Agriculture Investment Plan** that will support **signing of the CAADP compact in October 2009**. TASMOA will also technically support planning and preparation for the CAADP signing event as well as the design and planning for public information campaigns that may precede and continue after the signing.

Once the compact is signed, TASMOA will help the MOA **establish an Agriculture Donors Working Group** and ensure that the group is called to session on a periodic basis to discuss funding of various aspects of the ASIP. To ensure that the MOA is able to manage CAADP implementation, negotiate with potential donors and design projects, TASMOA will assist the MOA in identifying within the Ministry (or hiring newly) four CAADP pillar leaders that will be primarily responsible for CAADP implementation. TASMOA will sponsor these individuals to attend **short professional courses** in neighboring countries or to conduct one or more **study tours to neighboring countries** to learn from their peers how they have advanced the CAADP implementation process.

If requested, TASMOA will assist the MOA in **designing specific donor projects** that will contribute to the development of the agriculture sector as mapped out and prioritized in the ASIP. The TASMOA team will also be available to **accompany and advise MOA officials as they negotiate support from potential donors**.

### 5.1.3 Rice Seed Chain

TASMOA will continue to support the Rice Seed Chain program by helping to **ensure that IFAD/FAO funding for IPs is released** in time to support the planting of lowland rice prior to the end of the 2009 calendar year. In addition, TASMOA will ensure the **importation and transportation of the second**

**shipment of 25 MT of improved-variety rice seed** already purchased from the Africa Rice Center in Benin.

Once IP funding is obtained, TASMOA will bring **short term technical assistance from the Africa Rice Center** to Liberia to **train IP senior technical managers and trainers** on seed production techniques, seed certification and pre-certification systems and processes, and marketing of certified and pre-certified seed. The consultant from the ARC will also **train CARI and MOA senior management on rice seed chain management** and will advise the MOA on **setting up a Seed Task Force/National Seed Committee**. Thereafter, TASMOA will provide on-going support to the MOA as they design and staff the Seed Task Force/ National Seed Committee and continue to **elaborate appropriate rice seed policy**. A strategy for the distribution of all available pre-certified seeds will be developed and the price of certified and pre-certified rice seed will be set.

Depending on initial effectiveness of the pilot rice seed chain activity, TASMOA may begin to assist the MOA in **identifying additional IPs within the private (commercial) sector** that may participate during the a rapid expansion phase of the program. This should include the identification of private sector companies, farms and investors interested in rice seed production, multiplication and marketing.

#### **5.1.4 Policy work**

The policy task under the TASMOA project is demand driven. As such, we will support the MOA on an “as needed” basis, as requested by the Minister or her senior staff. This may consist of assisting the MOA with policy analysis, drafting technical papers, position papers, preparing presentations, organizing briefings or workshops and the like, pertaining to various policy matters. Specifically we anticipate that the TASMOA team will be involved in on-going policy work in the following areas:

*MOA reform and decentralization* - As described in the above section on decentralization, TASMOA is deeply engaged in all processes and debates pertaining to reform and decentralization if the MOA. Because the decentralization plan developed for the MOA has attracted the praise and appreciation of the CSA and GC, policy related to it may extend to other Ministries as well.

*Cocoa sub-sector policy* – In recent months TASMOA staff have been asked to participate in strategy and policy discussions pertaining to the cocoa sub-sector. TASMOA drafted a strategy/policy paper which senior MOA staff and the Minister are presently reviewing. We anticipate that TASMOA will continue to play a supportive role to the MOA as they further develop policy in this area.

*Agriculture Inputs and Equipment Policy* – Minister Chenoweth has expressed to the TASMOA Chief of Party her conviction that the country needs mechanized agricultural equipment to facilitate increased productivity and restore pre-war levels of production and food security. This may require some policy adjustments to address issues related to import tax and possibly subsidies. Last year, TASMOA staff worked on some policy issues related to agricultural inputs and equipment, so we anticipate that we may be called upon to do more of the same in coming months.

*Rice Sub-Sector Policy* – TASMOA will certainly be involved in this area as we support the rice seed chain program involving, among other things, setting the price of rice seed, setting up the Seed Task Force/National Seed Committee and establishing policy to guide a public-private partnership to ensure an adequate level of rice seed production.

In addition to the above policy work, depending on the Minister’s priorities, the TASMOA team could be called upon to work on any of the following:

- Policy and implementation strategy pertinent to “Food crisis response” to provide a Liberian response to the international food prices crisis that will affect the fragile social peace in Liberia.

- Subsector implementation policy for Cassava and Vegetables. In the Food crisis and in the NFASP, three main crops have been selected for higher productivity. The first step is to prepare a sub-sector policy and strategy for Rice, Cassava and Vegetable.
- Cassava sub-sector implementation and capacity building within women's groups.
- Organization, implementation plans and M&E for Rice, Cassava and vegetables.
- Capacity building program for the Extension Service to implement the Food crisis response. To support the smallholders, the extension service must be operational. Presently, NGOs are helping but it is not their function to replace the MOA.
- Proposed peri-urban and other selected projects for ASIP. To promote the production of vegetables, projects, especially in areas where there are consumers, must be proposed for funding
- Future refinement of the Liberia Agricultural Sector Investment Plan
- Analysis of Small livestock sub sector. The study of this subsector will lead to projects and their integration into the ASIP
- Analysis of aquaculture and investment opportunities. The study of this subsector will lead to projects and their integration into the ASIP
- Analysis of NGOs in the extension sector. Contribution of NGOs, their costs and the problem of lack of extension service.
- Support the MOA to design and implement a public awareness campaign pertaining to CAADP objectives and Liberia plan for rebuilding the agriculture sector.
- Support the MOA to design "quick win" extension (how to) documents on all available improved technology ready to extend to farmers and producers in peri-urban areas.

### **5.1.5 MOA Management Manuals**

TASMOA's Institutional Development Specialist will continue to refine and eventually finalize for Minister Chenoweth's approval, the six administrative manuals drafted last year. The Minister herself expressed interest in seeing this work finalized. These manuals are referenced in Section 1.0.

## **5.2 ROLL-OUT OF ACTIVITIES**

The sequencing of major TASMOA activities planned through the end of the project is outlined in the below paragraphs.

### **5.2.1 Task 1**

#### **July-September 2009**

- Obtain Minister *Chenoweth's* approval of the final MOA assessment report
- Continue work on the decentralization plan in collaboration with MOA counterparts
  - Conduct field trips to county and district level MOA offices to determine present status, needs and conceptualize framework for decentralization at these levels

- Conduct workshop to collect feedback on draft plan from senior MOE staff
- Integrate recommended feedback into following draft
- Assist MOA with on-going ASIP development and solicitation of donor funds

#### **October-December 2009**

- Obtain written approval from the CG and CSA of reform and reorganization recommendations put forth in the MOA assessment report.
- Finalize the decentralization plan
  - Conduct workshop to present content of the decentralisation plan to Minister Chenoweth and senior MOA staff
  - Alter, edit, revise decentralization plan
  - Submit decentralization plan to minister Chenoweth for approval
- Establish MOA Reform Unit to begin implementing selected assessment recommendations
  - Ensure Minister's designation of RU members
  - Train RU members on reform areas/directions, their role and responsibilities and decentralization plan content
- Establish Project coordination Unit (PCU)
  - Ensure recruitment of PCU members
  - Orientation of PCU members to PCU structure, members roles responsibilities and Unit operation
  - Conduct workshop to collect feedback from senior MOA staff and PCU members on draft PCU operations manual
  - Revise PCU ops manual to take into account feedback from senior MOA staff and PCU staff
  - Workshop to present content of PCU ops manual to Min Chenoweth and senior staff
  - Alter, edit, revise PCU ops manual
  - Obtain Minister Chenoweth final approval of PCU ops manual
- Begin Training PCU members on: (this activity will continue through end of project)
  - CAADP framework,
  - Role and responsibilities of donor working group
  - Concepts and strategies for donor coordination
  - Financial management structure for donor assistance
  - ASIP planning and project/proposal development
  - Advocacy for support to agriculture sector
  - Project implementation

- Assist MOA with on-going LASIP development/modification and solicitation of donor funds.

### **January-April 2010**

- Ensure effective functioning of the Reform Unit (by providing on-going technical support)
- Continue training PCU members progressively on above-mentioned topics
- Ensure effective functioning of the PCU (by providing on-going technical support)
- Assist MOA with on-going LASIP development and solicitation of donor fund

## **5.2.2 Task 2**

### **July-September 2009**

- Continue to implement Personnel Mapping Exercise with MOA employees
- Facilitate on-the job training and coaching for Department of Planning and Development (this is on-going throughout the remainder of the project)

### **October-December 2009**

- Complete Personnel Mapping Exercise
- Prepare complete draft establishments chart
- Compare establishments chart against personnel mapping results to recommend placement of personnel
- AEDE assesses capacity of county and district MOA staff, starts designing training modules to improve that capacity
- Begin revising/refining various HR and operations manuals
  - Staff recruitment and selection
  - Staff induction, deployment and exit
  - Staff training and development policy
  - Management of meetings
  - Performance Appraisal
  - Financial management

### **January-April 2010**

- Develop job descriptions and necessary qualification for each position in the establishments chart
- Finish comparing establishments chart against personnel mapping results and placing personnel where they best fit in the new MOA structure
- AEDE provides country and district level MOA staff with technical and managerial training
- Finalize various HR and operations manuals
  - Staff recruitment and selection

- Staff induction, deployment and exit
- Staff training and development policy
- Management of meetings
- Performance Appraisal
- Financial management

### **5.2.3 Task 3**

#### **July-September 2009**

- Assist MOA in analysis and formation of various ag sector policies (rice, *cocoa*)
- Assist MOA in advancing rice seed policy
- Ensure release of IFAD/FAO funding for Seed Chain IPs
- Support MOA during implementation of other ASIP projects (as requested)

#### **October-December 2009**

- Technically support *Agriculture Donors Working Group (ADWG)* and assist same in implementing quarterly donor meetings
- Assist the MOA in finalizing LASIP and preparing for signing of CAADP compact
- Assist MOA in analysis and formation of various *agriculture* sector policies (*cocoa*)
- Assist MOA in advancing rice seed policy
- Rice Seed Chain activities
  - Train CARI and MOA senior management on rice seed chain management, certification and partnership issues
  - Train IPs on their role in seed chain management (management of agreements with CARI, donors, POs, etc.)
  - Provide IPs with technical rice seed production training (TOT) including pre-certifications issues
  - *Ensure the delivery of the remaining 25 MT of foundation seed from the ARC.*
  - *Promote expansion of the rice seed chain with participation of medium-large scale private sector producers*
- Support MOA during implementation of other ASIP projects

#### **January-April 2010**

- Technically support *ADWG* and assist same in implementing quarterly donor meetings
- Support professional courses for CAADP pillar leaders
- Conduct study tour for CAADP pillar leaders and Czar to neighboring county(ies) to learn of their CAADP implementation efforts

- Assist MOA in analysis and formation of various ag sector policies (cocoa)
- Assist MOA in advancing rice seed policy
- Rice Seed Chain activities
  - Continue training/advising IPs on their role in seed chain management (management of agreements with CARI, donors, POs, etc.)
  - Continue provide IPs with technical rice seed production training (TOT) and advice including pre-certifications issues
  - *Continue to seek expansion of the rice seed chain through inclusion of medium-large scale private sector producers.*
  - Set up task force/National Seed Committee
    - Determine the price of rice seed
  - Assist MOA in identification of additional IPS for expanded rice seed chain activity
- Support MOA during implementation of other ASIP projects
- Conduct workshop to validate draft agriculture extension policy

### **5.3 SHORT TERM TECHNICAL ASSISTANCE NEEDS**

Short term technical assistance required over the course of the final ten months of the project will include the following:

1. Decentralization Specialist – the MOA has requested the return of Dr. Manny Morga. This will be a TCN consulting position. (63 days)
2. Rice Seed Production Specialist – we intend to bring in technical assistance from the Africa Rice Center (40 days)
3. Financial Management – depending on Minister Chenoweth’s preferences and qualifications, this may be an expat (US) or TCN candidate. (40 days)

Services required of these consultants have been defined in the above section 5.1.

In addition to the above, short term technical assistance will be provided by ARD’s home office staff:

1. Allen Turner, ARD Senior Technical Advisor/Manager (July-Aug 2009) (26 days)
2. Claudia LaLumia, Senior Technical Advisor/Manager (Aug 09-April 10) (45 days)

Allen Turner will provide technical assistance as interim COP in the month of June.

Claudia LaLumia will provide technical assistance in several areas including but not limited to: drafting the extension period Work Plan, revising the Performance Monitoring Plan, assisting in negotiations with local subcontractors and in development of their SOWs, assisting implementation of the seed chain program and assisting during the project closeout period.

## **5.4 WORK PLAN TABLE**

The following table presents the overall work plan from 16 June 2009 – 30 April 2010. Activities are presented by task and by quarter in which they will be conducted. Note: the final quarter presented includes April 2010, the final month of the project.

**TASMOA Work Plan**  
**16 JUNE 2009 – 30 April 2010**

Tasks	Activities	Responsible	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 10	Quarter 2 Jan-April 10	Comments/Output
<b>Task 1: Assess roles &amp; responsibilities of the agriculture sector in general and determine core functions of the MOA and non-core functions of other various stakeholders</b>	MOA Assessment: <ul style="list-style-type: none"> <li>Obtain MOA approval of Assessment</li> <li>Obtain approval of CG and CSA of Assessment and recommendations</li> </ul>	CoP CoP	X			The assessment was approved by former Min. Toe and forwarded to CSA and GC for their approbation
	Establish MOA Reform Unit to begin implementing selected assessment recommendations <ul style="list-style-type: none"> <li>Ensure Minister's designation of RU members</li> <li>Seminar on Change management for RU members and senior MOA staff</li> <li>Train RU members on reform areas/directions, role and responsibilities of the members, plans for decentralization,,, etc.</li> </ul>	IDS		X X X	X X	Content of the training for RU to be on-going and is to be determined, mode of training (number and duration of trainings) to be established
	Ensure effective functioning of the Reform Unit	IDS + COP			X	
	Finalize decentralization plan in collaboration with MOE counterpart: <ul style="list-style-type: none"> <li>Conduct workshop to collect feedback from senior MOE staff on draft plan (including Ara C)</li> <li>Account for comments/ concur with AC on content of plan</li> <li>Workshop to present content Decentralization Plan to Min Chenoweth and senior staff</li> <li>Alter, edit, revise decentralization plan</li> <li>Obtain Minister Chenoweth approval of decentralization plan</li> </ul>	Decentralization STTA+Ara C. Decent. STTA Decent STTA COP+ AC AC + CoP AC +Decent. STTA+COP AC+CoP	X		X X X X	
	Design and Implementation of decentralization workshops and seminars	Decent. STTA Ara C. TASMOA team			X	X

Tasks	Activities	Responsible	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 10	Quarter 2 Jan-April 10	Comments/Output
						possibly county and district levels
	Establish Project Coordination Unit (PCU) <ul style="list-style-type: none"> <li>• Ensure recruitment of PCU members</li> <li>• Orientation of PCU members to PCU structure, members roles responsibilities and Unit operation (validation of PCU operations manual)</li> <li>• Conduct workshop to collect feedback from senior MOA staff and PCU members on draft PCU ops manual</li> <li>• Revise PCU ops manual to take into account feedback from senior MOA staff and PCU staff</li> <li>• Workshop to present content of PCU ops manual to Min Chenoweth and senior staff</li> <li>• Alter, edit, revise PCU ops manual</li> <li>• Obtain Minister Chenoweth final approval of PCU ops manual</li> </ul>	IDS+CoP		X		
	<ul style="list-style-type: none"> <li>• Train PCU members on:               <ul style="list-style-type: none"> <li>➢ CAADP framework,</li> <li>➢ Role and responsibilities of donor working group</li> <li>➢ Concepts and strategies for donor coordination</li> <li>➢ Financial management structure for donor assistance</li> <li>➢ ASIP planning and project/proposal development</li> <li>➢ Advocacy for support to ag. sector</li> <li>➢ Project implementation, etc.</li> </ul> </li> </ul>	Decent STTA Ara C.		X	X	Content of trainings for PCU to be determined, mode of training (number and duration of trainings) to be established
	Ensure effective functioning of the PCU	Decentral STTA+IDS + CoP		X	X	

Tasks	Activities	Responsible	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 10	Quarter 2 Jan-April 10	Comments/Output
	Assist MOA with on-going ASIP development and solicitation of donor funds	IDS+CoP	X	X	X	
	Ensure that ASIP is linked to both the NFAPS and CAADP framework	CoP		X	X	
<b>Task 2: Analyze and strengthen institutional and human resource (HR) capacity of MOA and its related institutions</b>	Assist MOA in preparation for recruitment of senior MOA technical staff required by AfDB	IDS+CoP		X	X	
	Implement and complete personnel mapping exercise with each MOA employee (at all levels of the MOA)	IDS+ Ara C.	X	X		With assistance from other senior MOA staff
	Prepare complete draft establishments chart	IDS + Ara C.		X		Establishments chart is a complete staff structure indicating the placement and title of each of the anticipated MOA positions planned to be filled by 2012
	Develop job descriptions and necessary qualifications for each position represented in the establishments chart	IDS + Ara C.			X	There should be a job description and required qualifications and experience defined for each title/position in the chart
	Compare establishments chart against personnel mapping results. Recommend placement of personnel where they best fit	IDS+Ara C.		X	X	This will likely require redefining personnel postings and will leave unfilled positions among the total number of positions planned by 2012
	Assess capacity of county and district MOA staff, design and implement training to build their capacity	AEDE		X	X	This will be a 6-month activity (assessment, designing technical and managerial training modules, implementing).
	Develop and obtain Minister's approval of HR operation manuals on: <ul style="list-style-type: none"> <li>➤ Staff recruitment and selection</li> <li>➤ Staff induction, deployment and exit</li> <li>➤ Staff training and development policy</li> </ul>	IDS +COP	X	X	X	As of June 16, 2009 manuals are in various state of completion and approval

Tasks	Activities	Responsible	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 10	Quarter 2 Jan-April 10	Comments/Output
	<ul style="list-style-type: none"> <li>➤ Management of meetings</li> <li>➤ Performance Appraisal</li> <li>➤ Financial management</li> </ul>					
	Develop 3 year HIV/AIDS mainstreaming plan	IDS	X	X		As requested by former Min. Toe
<b>Task 3: Develop comprehensive agriculture policy &amp; strategies</b>	Establish Agric Donors Working Group and assist the group in implementing quarterly donor meetings focused on funding the ASIP and supporting CAADP framework	IDS+CoP		X	X	Objective of quarterly agric. donor working group meetings will be to share info on progress of existing donor funded projects and solicit funding for yet unfunded projects/ activities listed in ASIP
	Assist the MOE in drafting CAADP compact	CoP		X		
	Min. Chenoweth signature of CAADP compact			X		
	Support professional short courses for CAADP pillar leaders	CoP			X	This may be in addition to or in exchange for study tour (next activity listed)
	Conduct study tour with CAADP pillar leaders and czar to neighboring country(ies) to learn of their CAADP implementation efforts	CoP			X	This may be in addition to or in exchange for professional short courses (above activity)
	Assist MOA in analysis and formation of various ag sector policies (as needed/requested)	TASMOA Team	X	X	X	
	Assist MOA in advancing policy related to rice seed production, domestic marketing and certification	TASMOA Team	X	X	X	

Tasks	Activities	Responsible	Quarter 4 Jul-Sep 09	Quarter 1 Oct-Dec 10	Quarter 2 Jan-April 10	Comments/Output
	<p>Ensure establishment and operationalisation of pilot rice seed chain:</p> <ul style="list-style-type: none"> <li>• Ensure funding release from IFAD/FAO for 3 initial IPs</li> <li>• Provide CARI and MOA senior management training on rice seed chain management including certification and partnership issues</li> <li>• Provide IPs with training on their role in seed chain management (management of agreements with CARI, donors, etc)</li> <li>• Provide IPs with necessary technical rice seed production training (training of trainers) including pre-certification issues</li> <li>• Establish demonstration plots to advocate for NERICA varieties</li> <li>• Ensure procurement and shipping of rice seed from WARDA</li> <li>• Set up Seed Task Force/ National Seed Committee <ul style="list-style-type: none"> <li>➢ Determine price of rice seed</li> </ul> </li> <li>• Assist MOA in identification of additional IPs for expanded rice seed chain program</li> </ul>	CoP STTA - ARC TASMOA team	X	X	X	<p>Trainings to be technically assisted by STTA from the Africa Rice Center</p> <p>Tech assistance to CARI may be provided by STTA (accessed from Africa Rice Center)</p> <p>In collaboration with CARI and extension services</p> <p>Fixing rice seed will entail obtaining Min Chenoweth's approval and her request for approval from Ministry of Commerce.</p>
	Support MOA during implementation of other ASIP projects (as requested)	CoP	X	X	X	Nature of support will depend on requests from MOA
	Workshop to validate draft agriculture extension policy				X	



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