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TECHNICAL ASSISTANCE SERVICES TO THE MINISTRY OF AGRICULTURE (TA-MOA)

QUARTERLY PERFORMANCE REPORT,
OCTOBER-DECEMBER 2008

JANUARY 2009

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ASSISTANCE SERVICES
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DISCLAIMER

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ACRONYMS AND ABBREVIATIONS

ACC	Agriculture Coordination Committee
AfDP	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
AIDP	Agriculture and Infrastructure Development Project
ASIP	Agriculture Sector Investment Program
CARI	Central Agriculture Research Institute
CDA	Cooperative Development Agency
COP	Chief of Party
CRS	Catholic Relief Services
CSA	Civil Service Agency
CTO	Cognizant Technical Officer
DAF	Department of Administration and Finance
DPD	Department of Planning and Development (Ministry of Agriculture)
DRDE	Department of Regional Development and Extension (Ministry of Agriculture)
DSA	Daily Subsistence Allowance
DTA	Department of Technical Affairs
EOP	End of Project
ERC	Economic Rehabilitation Committee
FAO	Food and Agriculture Organization (United Nations)
FAPS	Food and Agriculture Policy and Strategy
GC	Governance Commission
GIS	Geographic Information System
GOL	Government of Liberia
GPS	Global Positioning System
HR	Human Resources
IFAD	International Fund for Agricultural Development
IP	Implementing Partner

LISGIS	Liberia Institute of Statistics and Geo-Information Services
LT	Long-Term
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
NFASP	National Food and Agriculture Strategy and Policy
NGO	Nongovernmental Organization
NSC	National Seed Committee
PCU	Project Coordination Unit
PMP	Performance Monitoring Plan
PPP	Public-Private Partnership
PRS	Poverty Reduction Strategy
SES	Senior Executive Service
SOW	Scope of Work
STCP	Sustainable Tree Crops Program
STF	Seed Bank Task Force
TA	Technical Assistance
TA-MOA	Technical Assistance Services in Support of the Ministry of Agriculture
TORs	Terms of References
WARDA	Africa Rice Center
WB	World Bank

FOREWORD

The expected outcomes of the Liberia Technical Assistance Services in Support of the Ministry of Agriculture (TA-MOA) Project are a well-established foundation for private sector-led agricultural and economic growth and the expertise to achieve reform. The task order, under the Rural and Agricultural Incomes with a Sustainable Environment Indefinite Quantity Contract, was signed in March 2008. On April 3, the Mission cleared the three long-term advisors, who arrived in Monrovia two weeks later.

THIRD PROJECT QUARTER (OCTOBER-DECEMBER 2008)

Building on support from participants in the Second Quarter's workshop and from the Governance Commission (GC), the Project technical assistance team continued to help the MOA to manage change and implement its strategy to move from emergency relief to long-term development. The GC's response enabled the recruitment of Senior Executive staff for various positions in the MOA, including the head of the management of change team. The Technical Assistance (TA) team continued to strengthen MOA staff capacity and helped the MOA coordinate with donors and consolidate their promised additional funding for the MOA.

As highlighted in the last (July-September 2008) Quarterly Report, the TA team will need additional manpower to help the MOA implement the changes that are needed. The team has had to respond to many challenging opportunities outside the analytical support set forth in the original Task Order. The Team requested three additional short-term specialists in October. Although approved in principal too late for the field in December, we hope to field these specialists in January 2009. On December 23, 2008, the Mission asked ARD to prepare a cost extension to support implementation of the MOA change strategy.

This quarterly report covers the period from October to December 2008, upon the completion of eight and a half months of activities and results at the end of calendar year 2008.

1.0 PROGRESS IN CARRYING OUT THE WORK PLAN

1.1 OVERVIEW

The TA-MOA technical assistance team, composed of Djibrilla Madougou, Beenwell Banda, and Dr. Quan Dinh, helped the MOA move forward on specific actions to strengthen and support change within the MOA. The Governance Commission (GC) confirmed its support for the institutional strengthening program. The TA team was unable to move forward as decisively as hoped, pending approval of a proposed realignment of TA support. Nonetheless, the team broadened its support from the Department of Planning and Development (Ministry of Agriculture) (DPD) to other departments within the MOA, helped the MOA to select new senior executive staff for strategic areas through the interviews at the Civil Service Agency (CSA), and leveraged more resources for the MOA, including additional support for operationalizing the Seed Bank approach.

1.2 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

During the period October – December 2008, the TA team worked with the MOA, CSA, and GC to prepare and begin to consolidate the foundation for change at MOA.

1.2.1 Assessment/Functional Audit

During the project's third quarter, the TA team explained and negotiated with various stakeholders **outside** the MOA the changes set forth in the reports that had been prepared discussed internally during the first and second quarters.

The CSA and the GC were key among these outside stakeholders. The GC responded positively by supporting the MOA as an exemplary case in a meeting with the President on November 28th and in the December 2nd cabinet meeting—giving a tremendous boost for the team's efforts. The GC's report, "Recommendations on Mandates, Missions, Functions, and Organization Structures of Government Ministries and Agencies" of November 2008, further confirmed its support for the team's approach to reform of the MOA.

Many sessions between GC and MOA are leading to a final revision of the assessment of the MOA. Among the final decisions agreed between GC and the MOA are that the MOA will have just three Departments, while two bureaus—Fisheries and Quarantine—will be spun off. Discussions to refine the management of change at the MOA will continue until the end of January 2009, allowing everyone from

the MOA as well as the GC to be involved. This broad engagement will facilitate the implementation of the change under a Senior Executive Officer newly hired by the MOA through the Civil Service Agency (CSA), with assistance from the TA team. The presentation of the new structure of the MOA to the cabinet is expected on February 9, 2009. After the presentation to the cabinet, the MOA intends to proceed to present the change to the legislature.

This high-level support for changes at the MOA presents the TA team with a challenging new situation demanding more decisive action and greater means of support. Greater support will require additional short term technical assistance to free the MOA from constraints in three main areas, viz., financial disbursement, decentralization, and the new seed bank program, as follows:

- **Financial management.** Strengthening financial management will allow the MOA to function properly, to disburse and to use its budget in a timely and accountable manner. Without this assistance, MOA functions will continue to be restricted, e.g., staff cannot visit the field due to lack of Daily Subsistence Allowance (DSA)/per diem and transportation. As noted in the previous quarterly report, this capacity building effort at both central and district levels will demonstrate the MOA's commitment to operating transparently.
- **Decentralize MOA operations.** The major effort in change is the shifting of staff from Monrovia to the rural areas. Equipping staff with the necessary means (computer, generator, motorbike, etc.) for operation in the countryside is a major endeavor that could take six months to one year to complete the staffing, and two years to strengthen and make operational an Extension service.
- **Establish Seed Bank operations.** The Seed Bank approach has received tremendous support from various donors. The team supported funding for the first batch of Seed Bank implementers. However, follow up is needed to ensure that all implementers are funded and in the field early in the first quarter of 2009.

The TA team continues to bear the brunt of the MOA's need to respond to numerous short-term demands while addressing the long-term capacity building process. The team has supported the MOA's response to many donor requests to develop project funding for the food crisis. As noted in our previous quarterly report, however, supporting sustainable reform will require a larger, multi-faceted team active both at the center and the decentralized levels. On December 23, 2008, USAID asked ARD to prepare a cost extension to address some of the specific needs that the MOA has presented to USAID for consideration.

1.2.2 Other Studies and Workshops/Trainings

The TA team supported several international workshops and training opportunities, including:

- Participation of an MOA staff member and two persons from the private sector at the international symposium on Cocoa in Ghana (October 27-30).
- Participation of an MOA staff member (Ousmane Tall) to an international symposium on development in Morocco.

Studies

The finalization of the Food and Agriculture Policy and Strategy (FAPS) continued to experience some delays related to its joint support by two donors, including USAID. The final National Food and Agriculture Strategy and Policy (NFAPS) will be presented officially by the third week of January, with the principal contributions provided by our local consultant, Subah Bellah Associates. Due to these delays, the Scope of Work (SOW) for the rice concessions study was approved in November and is now expected to commence at the end of January 2009.

1.3 TASK 2: ANALYZE AND STRENGTHEN INSTITUTIONAL AND HUMAN RESOURCES (HR) CAPACITY OF MOA AND ITS RELATED INSTITUTIONS

1.3.1 Capacity Building

The TA team built on its earlier work of on-the-job training and workshops, many of which focused on the Department of Planning and Development (DPD), to strengthen working relationships with other departments, in particular the Department of Extension and Regional Development, the Department of Technical Affairs, and Central Agriculture Research Institute (CARI). See Table 1: Training and Workshops, October-December 2008.

The Institutional Development Specialist continued to focus as much as possible on “real-world” projects, including recruitment and the preparation of manuals providing procedural guidance for operations. Last quarter’s design of a pre-retirement workshop for 33 staff was carried out—the first of this kind in Liberia—and received praise by the CSA.

The Rural Skills Specialist continued to work with the monitoring and evaluation (M&E) team and with the database applications to build the division’s work program, budget, and activities. In addition, he helped design a system for the MOA’s monitoring of Poverty Reduction Strategy (PRS) indicators. Based on the team’s findings of MOA staff weakness in calculation and statistics, the team trained selected staff to carry out the PRS monitoring. In the near future, a technical advisor from the United Nations (UN)/ Food and Agriculture Organization (FAO) will be based at the MOA to help in this area. The Rural Skills Specialist also helped in defining development priorities for the Counties development agendas.

The team’s review of the crop survey of 2008 prepared by FAO and a consulting firm from Ghana, revealed many inaccuracies and needed revisions. The Minister has agreed with the DPD to redo the survey. The Rural Skills Specialist helped develop a cost-effective strategy for the MOA to implement the crop survey through a partnership with nongovernmental organizations (NGOs). Many NGOs—including Catholic Relief Services (CRS), Samaritan's Purse, Visions in Action, Africare, and the Sustainable Tree Crops Program (STCP)—have expressed their willingness to be part of the process. MOA staff will work only in Montserrado County.

The Rural Skills Specialist also helped train more than 100 staff from the MOA and private groups in the use of a Global Positioning System (GPS) for land survey and crop survey questionnaire design, administration, and analysis. He developed a concept note for implementing a Geographic Information System (GIS) within the MOA and designed a workshop to harmonize indicators within the agricultural sector and set-up a system facilitating the flow of information between various stakeholders. Enumerators for the survey were trained with the help of the Liberia Institute of Statistics and Geo-Information Services (LISGIS). Manuals and training materials were prepared on statistics, agriculture land survey, GIS training, agriculture GIS, and crop survey status.

The Chief of Party (COP) concentrated on the preparation of projects and programs under the Agriculture Sector Investment Program (ASIP) as well as urgent tasks/studies. The seed bank finally got the “go-ahead” by the World Bank for funding of two implementers in Lofa County. The team is working to get the remaining implementers funded through International Fund for Agricultural Development (IFAD) and the African Development Bank (AfDB).

Table 1: TRAINING AND WORKSHOP CONDUCTED (OCT – DEC 2008)

Workshop/Training sessions	Total participants	M	F
Job description writing skills for MOA supervisors or managers (5 from each department)	30	22	8
Team building with Department of Planning and Development	9	7	2
Job description writing workshop for county agriculture coordinators	15	15	0
Pre-Retirement motivation workshop for MOA employees	35	31	4
Statistics for DPD	9	7	2
GPS	13	13	0
Crop survey enumerators	39	39	0
Monitoring and evaluation	22	20	2
Crop survey questionnaire design	9	7	2
Crop survey questionnaire analysis	2	2	0
Total	183	163	20
	100%	89%	11%

Progress continues at the senior management level, including discussions/dialogue with the Minister, usually on a daily basis, depending on the Minister's schedule. The team also exchanges ideas with the Department of Extension and Regional Development, as well as the Department of Technical Affairs. In response to a leadership problem at the DPD (including discipline, work ethic, team spirit, and sharing of information) and under the instructions from the Minister, the TA Team widened its support to work with the Department of Extension and Regional Development (Deputy Minister Kandakai, Dr. Zinnah and Dr. Kai) and the Department of Technical Affairs (Deputy Minister Korvah and Assistant Minister Gurley).

1.3.2 Agriculture Coordination Committee (ACC) Meetings

The TA team continues to participate in ACC meetings, and has become more involved in the tree crop working group, focusing on rubber and cocoa. The team pushed the MOA to work more on tree crops, networking with ACDI-VOCA on cocoa sub-committee.

1.4 TASK 3: CAPACITY BUILDING IN THE AREA OF POLICY

In the third quarter, the team continued to identify and develop funding for projects that respond to the food crisis that has required much of the MOA's attention during the first and second quarters. The TA team continues to help the MOA prepare, analyze, and operationalize proposals.

1.4.1 Quick-response policy actions

The TA Team continued to give priority to immediate response and policy notes that ensure that the MOA addresses the agricultural sector's immediate needs first. The TA team received many visiting teams from USAID, the World Bank (WB), regional initiatives, and other donors, and commented on project proposals—including, among others, the Sinoe Training Center for ex-combatants, the Port of Buchanan, and new project designs, e.g., Women Empowerment project in the agriculture sector under Danida funding, and the revision of the IFAD/FAO food crisis response and the AfDB project “Agriculture sector rehabilitation – Rice Value chain revamping program.” The team:

- Helped the UN Joint program, started in March 2008, come to fruition through the design of various activities under its program on Women Empowerment (with a budget of \$6 million for three years) and was able to finalize the work for Danida appraisal in December.
- Helped revise the IFAD/Italian Trust Fund initiative to fit the new needs – provision of seeds for 2009 crop season and the funding of a seed bank implementer (IFAD/Italian Trust Fund of \$2.5 million for one year).
- Worked with the MOA to set up a counterpart team for the AfDB and IFAD proposed five-year project of \$28 million for southeastern counties. This is an “ongoing” effort.

The TA team continued to help prepare policy and other notes:

Policy papers:

- Notes on cocoa;
- Policy notes on the Seed Chain, for both certified and foundation seed for 2009;and
- With the MOA team and the local consultant, finalization of the NFAPS.

Comments:

- Comments on the proposed project on phytosanitary and quarantine for the Technical Affairs Department;
- Comments on the investment for the Port of Buchanan which include the repair of the port, the flour mill, and the management of the port; and
- Comments on the Land and Mine proposal on the setting up of the Sinoe Agriculture Training Center under funding from Germany.

Project Preparation Notes:

- With FAO, revised the IFAD \$2.5 million proposal for MOA for the “food crisis”, the project proposal for the IFAD inputs distribution to 8,000 farmers (see the June-September quarterly report), and the funding of one implementer of Seed Bank.
- Contributed to organizing and preparing the mission for the joint AfDB/IFAD five-year project for the southeastern counties.

Through these concrete cases, the TA Team is building the technical capacity of the DPD and the Human Resources Division to manage complex tasks and coordinate with multiple stakeholders simultaneously. Even without a formal ASIP yet, the MOA is receiving more and more help from donors (IFAD/Italian Trust Fund, the Japan rice monetization program, the AfDB and IFAD project program, the Danida program, etc.). The team provided technical advice for following projects:

- An Italian Trust Fund/IFAD activity for 8,000 vulnerable farmers (with a budget of \$1.5 million for 12 months, including support for a Seed Bank). The concept calls for the FAO to be based at the MOA to build capacity.
- A Danida program for “Women Empowerment” for 2008 and the 2009-2011. The Danida program started early in 2008. The team “jumped on board” and redesigned the approach, putting the MOA in the “driver’s seat,” and forcing various UN agencies (UNDP, FAO, UNIFEM, WFP) to include a component for building capacity of the MOA and the MOGD, and to work through the new Agriculture County coordinator in the field. In this, the team works hand in hand with the MOGD. The whole program will cost an estimated \$7.6 million for the 2009-2011 period. Appraisal will be carried out in January 2009.
- The team’s most important involvement is at the AfDB, where it plays a central role in coordinating the MOA’s counterpart team to the AfDB. The first AfDB mission began in September, with a budget of \$17 million for five years. The second mission, beginning in November 2008, came with an additional donor, IFAD, and the total budget is estimated at \$28 million for six years. The AfDB appraisal mission is expected to be in Liberia at the end of January-February 2009. The Minister relies heavily on the COP for this work.

1.4.2 Seed Bank Program

The TA team continued to work with the WB, AfDB, and USAID to support the seed bank program and ensure that specific implementing partners are in place. Additional support provided during this time period included:

- Preparation of a SOW for the importation of 50 tons of foundation seed from WARDA for 2009, which USAID has agreed to fund through ARD.
- Promotion of a public- private partnership (PPP) approach through the use of NGOs, selected private sector operators, and Technical, Institutional, and Financial (TIF) to start up in-country seed production. These ideas respond to many weaknesses of the 1970s IFAD seed project, have been well accepted, and have passed the review of various donors such as AfDB, WB and IFAD.
- Preparation of the paperwork and terms of references (TORs) for selected implementers and support for negotiation with donors, which led to the WB negotiating with two seed bank implementers in Lofa county, taking into consideration lessons from the 1970s.

1.4.3 ASIP Project Preparation

The team continued to refine the framework for the ASIP and to support the lengthy process of project preparation by MOA with various donors. This has included ongoing support for those projects begun during the July-September quarter as well as the following initiatives:

- The first project (the UN Joint Program on women empowerment is around \$6 million for three years of which MOA/FAO will receive around 50%), which started in March 2008, was finalized after many meetings in December with the participation of team. The team worked with Deputy Minister Kandakai from the Extension Department as she is the focal point for this initiative. Through the UN project, the team is leveraging to build capacity for the Extension Department in helping the Women sector.

- The second project, prepared in September, aiming at supporting vulnerable farmers using the IFAD/Italian Trust Fund of US\$ 2.5 million, was modified in light of the new situation with IFAD/FAO team. Working in coordination with FAO, the new IFAD project will aim at providing rice seeds for the 2009 crop season for 14,000 vulnerable farmers in the short term and funding a seed bank and provision of input in the medium term,. Through the project, the team is leveraging to build capacity for the Department of Regional Development and Extension.
- The Seed Bank pilot project came to fruition where the WB will negotiate the disbursement of money for two Seed Bank Implementers (IPs) to produce seeds through a PPP.
- The AfDB project proposal in September-October 2008 was modified and enlarged with \$10 million from IFAD totaling over \$28 million for the upcoming five years. This African Development Bank/IFAD project will aim at: infrastructure, rural finance, irrigated rice and other staples (maize and cassava/tubers and vegetables) in the under-served counties of, Grand Geeded, River Gee, Maryland, and Grand Kru. The team coordinates the work of the AfDB/IFAD redesign team, suggesting the emergency component: one on Seed Bank + inputs and one on irrigated rice. The team guided the MOA counterpart team to work with AfDB on various areas of the project, comprising the short-term food crisis and the long-term irrigated rice project.

1.4.4 Policy-Related Coordination

GC and CSA. The team continues to work closely with the CSA and the GC, supporting the CSA's efforts to upgrade the structure of Government of Liberia (GOL) human resource management, and the GC's framework and agenda for the public sector reform. The team worked hand in hand with the CSA in the interview of Senior Executive Service (SES) for MOA. The interviews of candidates for three main positions: Senior Agriculture Economist, Senior Agronomist, and Senior Principal Director of Administration went smoothly and according to plan. Out of the three SES specialist positions requested by MOA, two have been selected and one (the Agro-economist position) will be re-advertised. The close relationship with CSA allowed the team to work and promote the change at MOA.

As noted in Section 1, this long term relationship with GC yielded good results in its citing of the MOA case as a good example of reform to be followed and/or replicated.

MOA and donor relationships. The TA team continues to work with the MOA in coordinating donor work, with special focus on the AfDB, IFAD, World Bank, and other UN organizations such as FAO and WfP in project preparation. The team is the catalyst for the building of capacity in the area of project preparation. The team joined in the MOA weekly Senior Staff meeting and helped to establish a weekly DPD meeting.

USAID. The new US Ambassador and the new USAID director visited MOA and it is expected that this relationship will be further strengthened. The team is working with the Cognizant Technical Officer (CTO) to speed up the re-alignment to be able to respond to the additional needs from the MOA, especially after the support from GC for reform at MOA.

World Bank. Many administrative hurdles of the Agriculture and Infrastructure Development Project (AIDP) 1's slow start-up have been solved, including the nomination of a MOA representative, Mr. Fanga. The COP is helping Mr. Fanga to make operational the various sub-components of the WB Ag program. To this effect, based on the team's proposal, the WB has agreed to support Rice policy TA, M&E, selected Seed Banks, and logistics and capacity-building for the DPD. The TA team also assists the Project Coordination Unit (PCU). Under the AIDP 2, the TA team has suggested that the WB look closely at lessons from USAID's experience with STCP implementation in Liberia. The team is leveraging its

presence to get funding from the World Bank and help operationalize the World Bank's project support for the MOA.

AfDB Project Formulation Team. A second AfDB team arrived in-country in December. At the request of the Minister, the TA team again worked with the AfDB team on the emergency crisis and the five-year project components. The TA team paired the AfDB team with an MOA team, which thus demonstrated its ownership for project preparation. The fast disbursement component will be used for seed banks and inputs while the five-year project will be invest in four provinces of the Southeast.

The team contributed to the MOA's team work in the preparation of the project to go in the field through technical advice, but also with DSA.

Stakeholders in the Field. The team continued to meet with NGOs as part of its regular work with the DPD.

Economic Rehabilitation Committee (ERC) Meetings. The team continued to participate in ERC meetings at the Ministry of Finance.

Details on personnel and further details on work plan activities are provided in Annexes 1 and 2, respectively.

International workshop in Morocco. The team helped to advance money and pay a DSA for Mr. Ousmane Tall to join this international workshop attended by various Ministers of the region.

2.0 PROJECT OUTPUTS AND DELIVERABLES

The team continued to support the revision of MOA assessment reports within the MOA (see full list in the July-September Quarterly Report). Final versions of these reports will be prepared for presentations to the GC in February 2009. These will serve as a basis for the presentation to the cabinet and, then, to the legislature to support corresponding changes in the law. The team has contributed to various reports, capacity building workshops, training sessions, and project preparation for the MOA during this quarter, including the following:

- An update, in collaboration with the MOA, of the assessment and change proposal in December 2008;
- An update of the seed chain analysis and concept on October 15, 2008 ;
- A visioning exercise and power point presentation for two follow-on workshops to confirm the vision, mandate, mission, and goals for the MOA;
- Training workshops and PowerPoint presentations for job description pre-retirement, and team building;
- Manuals, policies, and procedures for a human resource database; staff induction, deployment, and exit; staff training and development policy and procedures; use of Excel; statistics for M&E; and a GIS training manual.

The team supported the preparation of the following projects:

- Seed Banks (five implementing partners [IPs]);
- A Danida-funded project for 2008;
- A Danida-funded project for 2009-2011;
- An IFAD/Italian Trust Fund for vulnerable farmers; and
- On-going support for the AfDB project (in process).

In all of the above activities, the primary emphasis has been on the “on-the-job” training for various staff of the MOA. Further details on outputs and milestones as measured by indicators under the Performance Monitoring Plan (PMP) are provided in Annex 3.

3.0 PROJECT ISSUES

As observed in the last quarterly report (July-September 2009), the ASIP's seed bank program will give the MOA its first opportunity to **practice** the reforms that have emerged through the discussions and workshops based on the assessments prepared through the project. Although interest and expectations for the proposed reforms remain high, support for their implementation will require resources not included in the present task order. Failure to act now on this opportunity will allow the present level of interest and commitment to wane and hinder subsequent efforts to rebuild the Ministry.

Under the task order SOW, the TA team has focused its efforts on the DPD. However, all MOA departments need similar capacity building. Following discussions with the Minister regarding weaknesses in the DPD noted in the last quarterly report, the Minister asked the team to extend its support to two other departments (Extension and Administration/Finance) and proposed the MOA's project director to serve as Assistant Minister. The Minister seeks a sustainable approach to build capacity at the MOA that minimizes the presence of expatriates by providing some Liberians as long-term (LT) technical advisory staff, supplementing these LT staff with senior short term expatriates.

Capacity building is especially urgent for the Department of Administration and Finance (DAF)'s HR and Finance divisions, because of the crucial roles they will play in the overall reform process. For example, the MOA's internal procedures for financial disbursement often prevent staff from going to the field. A Financial Management Specialist would provide a critical contribution by developing a financial management system and procedures, and by helping MOA staff to establish routine practices for the timely disbursement of funds that allow MOA to function. Similarly, the hiring of new talent, both for decentralized presence in each district and for revitalizing the headquarters staff, will require careful implementation of the newly drafted procedures.

The project is at a crossroads where it has a chance to implement the changes it has recommended. While the TA team's support was sufficient for the assessment exercise, it does not have the resources to also implement the reform and capacity building for MOA. In September, the MOA asked USAID to change the SOW of the task order to permit additional support for implementing reforms. In December, USAID asked ARD to develop a cost extension proposal that will begin to address the MOA's request, which was detailed in the last quarterly report.

As noted in the last quarterly report, initiation of the seed bank program provides the most urgent opportunity to implement technical, financial management, and decentralization reforms. The cost extension will also support the acquisition of foundation seed from WARDA. The USAID CTO has also approved the SOWs for three short-term TA to respond to the urgent needs of the MOA, viz., the financial specialist, the seed bank specialist, and the decentralization specialist for the first quarter of 2009. Approval of a realignment of funds available within the present Task Order ceiling will permit the TA Team to begin this support during the upcoming quarter by providing a broader and more intensive technical assistance over the coming months. However, achievement of lasting reform will require longer term support and, hence, additional resources under the Task Order.

4.0 WORK PLAN UPDATE (JANUARY – MARCH 2009)

4.1 CAPACITY BUILDING

The team has finalized drafts of the MOA assessments. Minor adjustments will be finalized and in February, the MOA will present them, through the GC, to the cabinet for agreement.

4.2 ASIP

Once the FAPS is validated and accepted, the team will complete the framework for the ASIP¹. Meanwhile, the team will continue to prepare specific projects for ASIP and work with donors to develop capacity building programs within the MOA.

4.3 STUDIES

The team will carry out a study on rice concessions in January and February.

4.4 IMPLEMENTING CAPACITY BUILDING OF THE MOA

The first step for the coming quarter is to present the final MOA proposal to the cabinet and begin implementation. At the same time, the team will prepare a corresponding document for the legislature.

If USAID approves a budget realignment and/or additional resources in a timely manner, the TA team will carry out the following capacity building activities during the first quarter of calendar year 2009 (January to March 2009). The TA team will adjust the proposed work program for the next quarter according to the additional level of effort approved.

4.4.1 Assessment and Implementation of change at MOA

In response to the Governance Commission's support for the approach to change presented in the draft assessment reports for the MOA, the team will finalize the MOA assessment in January for presentation to the cabinet and to the legislature. The target date for the presentation is February 2009.

¹ At the beginning of the new quarter (January 2009), the Minister gave the team a framework for an ASIP prepared by the FAO and asked that the team use it for the ASIP's framework.

Supporting the implementation of these reforms will require a budget realignment and additional money. If the budget realignment and additional money is approved, the team will move from assessment to implementation of change at MOA. The team will focus its support on:

- Development of rice seed production chain beginning with implementation of the seed banks;
- A rapid assessment survey for the MOA's M&E team in close cooperation with the World Bank and other donors;
- Resolution of financial management issues within the MOA, in particular, procedural issues affecting the budget process, disbursements at the central and local levels, and service provision; and
- Improving decentralized administration and management, strengthening relationships among the various central, county, and district levels of the MOA.

4.4.2 Implementation of the Capacity-Building Plan For The MOA

The GC's support for the approach prepared by the MOA provides a major foundation for the team's facilitation of change. The main focus is on the implementation of proposals, such as setting up a Change Management Task Force, and "putting the right the person in the right place" through matching candidate qualifications with position requirements, beginning with the DPD. After developing job descriptions for each person in the DPD, the team will determine the level of Human Resources needed within the MOA and determine short and long-term training programs, beginning with the DPD and the Regional and Extension Services Department.

The team will begin to support the upsizing of the MOA through decentralization, including increased staffing at the county and district levels. This support will begin as soon as the deployment of the proposed decentralization specialist is approved. This will help upgrade the Department of Regional Development and Extension, especially the Regional division.

This support must go hand in hand with strengthening the Human Resources procedures, e.g., recruitment on merit and performance assessment of staff during the year.

The best way to build capacity is to work on real projects, building staff based on real cases, e.g., the newly funded initiatives by other donors that involve the MOA in implementation. To strengthen the MOA's capacity to support implementation, the following project staff are proposed:

Expatriate Staff:

- COP; and
- Institutional Development Specialist.

CCN Staff:

- Extension Specialist; and
- Policy and Planning Specialist

Short Term:

- Financial Management/Budget Specialist;
- Public Administration/Decentralization Specialist;
- Rice/Food Security Specialist;
- Training & Facilitation;
- Extension & Research;

- Information Technology;
- Communication Strategy;
- M&E/Survey and Statistics;
- Strategic Planning; and
- Capacity Building for Public/Private Partnership.

With the above, the TA-MOA should be able to respond to the most important need of the MOA. Furthermore, the team will delegate Ms. McRinna, the ARD office manager, to work with the DPD to correct some of the deficiencies in basic office management procedures and practices.

4.4.3 Rapid Deployment of Seed Bank Through Various IPS

Rapid development and commencement of the seed bank network program by the MOA is important for change to take root. It will allow for a significant level of “on-the-job training” as a part of hands on project implementation, thus setting in place a crucial pillar of capacity building.

4.4.4 M&E Rapid Survey Assessment of 2008 Harvest

The team will continue working with the M&E team to carry the rapid assessment survey for the 2008 season’s harvest. This work is conditional on World Bank support.

4.4.5 ASIP

After the finalization of the FAPS, the team will finalize the framework for the ASIP.

4.4.6 Studies

ARD’s partner, Subah-Bellah Associates, will carry out the study on rice concessions.

ANNEX 1: PROJECT STAFF

NAME	ARRIVAL	DEPARTURE	PURPOSE
Dr. Quan Dinh	20 April 2008	End of project	COP
Djibrilla Madougou	18 April 2008	9 January 2009	Rural Skills Specialist
Beenwell Banda	18 April 2008	19 December 2008	Institutional Development Specialist
McRinna Collins	2 June	End of project	Office Manager
John Duo	13 June	End of project	Driver

No short-term staff members were fielded during the fourth quarter of calendar year 2008.

ANNEX 2: PROJECT ACTIVITIES AS PER WORK PLAN

Tasks	Activities	Quarter 2 Apr–Jun CY 2008	Quarter 3 Jul–Sep CY 2008	Quarter 4 Oct–Dec CY 2008	Quarter 1 Jan–Mar CY 2009	Quarter 2 Apr–May CY 2009	Comments/ Output
Project Start Up	Start up (team arrival)	X					Inception workshops
Task 1: Assess Roles & Responsibilities of MOA	Functional Audit of MOA:			X			MOA audit assessment report completed, but updated with Governance Commission. MOA will submit to the cabinet through GC in February. Editing
	• Planning and Development	X					
	• Regional Development and Extension	X					
	• Finance and Administration	X					
	• Technical Services	X					
	• Human Resources	X					
	• CARI						
	• Cooperative Development Agency (CDA)		X				
	• NGOs		X				
	Workshop and report		X				Completed
	Validation Workshops						Series of validation workshops completed
	• Director's workshop		X				
	• Minister and Deputy Minister workshop		X				
	• DPD workshop		X				

Tasks	Activities	Quarter 2 Apr–Jun CY 2008	Quarter 3 Jul–Sep CY 2008	Quarter 4 Oct–Dec CY 2008	Quarter 1 Jan–Mar CY 2009	Quarter 2 Apr–May CY 2009	Comments/ Output	
Task 2: Capacity Building for MOA	Capacity-building plan						Part of MOA assessment	
	Hiring of MOA Staff <ul style="list-style-type: none"> • Planning and Development • HR Director • Five M&E staff <p>Senior staff (SES), including coordination with CSA in hiring:</p> <ul style="list-style-type: none"> • Senior Agronomist • Principal Administrative Director 	X	X X				Six DPD staff, agronomist, and administrative director hired. The CSA will re-advertise for the Senior Agro-Economist position.	
	Capacity building through on-the-job training <ul style="list-style-type: none"> • DPD • Policy (planning/seed banks) • M&E • Database • HR 	X	X X X	X X X X				On-the-job training will continue as the COP's time permits.
	<ul style="list-style-type: none"> • Developed department capacity building plan 				X			
	<ul style="list-style-type: none"> • Hiring for decentralized staffing levels 				X			Our HR specialist helped write job description and review/selection
	Task 3: Develop Comprehensive Agriculture Policy and Strategies	<ul style="list-style-type: none"> ▪ Seed bank policy and seed chain notes 		X				Completed and presented to the cabinet and donors
<ul style="list-style-type: none"> ▪ Implement seed banks 					X		On going	
<ul style="list-style-type: none"> ▪ Implement National Seed Committee (NSC) and seed bank task force (STF) 			X					

Tasks	Activities	Quarter 2 Apr–Jun CY 2008	Quarter 3 Jul–Sep CY 2008	Quarter 4 Oct–Dec CY 2008	Quarter 1 Jan–Mar CY 2009	Quarter 2 Apr–May CY 2009	Comments/ Output
	▪ Select seed bank implementers		X				Selected five NGOs (first year)
	▪ Review and prioritize activities on the NFAPS	X	X	X			Completed
	▪ Prepare project notes for the ASIP		X				Ongoing – delayed due to the FAPS
	▪ Study on rice concession		X				Will commence in Jan./Feb.
	▪ Rice Specialist short-term technical assistance	X	X				Completed
Aid Coordination	▪ Start and coordinate with WB component	X	X				Ongoing
	▪ Operationalize WB funding for CARI and seed bank		X				Ongoing
	▪ Project Coordinator Section concept and TOR prepared		X				Completed (and hiring begun)
	▪ ACC modified to include donor and other working groups		X	X			Completed and operational
	▪ Berlin and Oslo documents prepared		X				Completed and presented
	▪ Alliance for a Green Revolution in Africa (AGRA) meeting		X				Completed
	▪ AfDB project formulation team for \$18 million		X	X			Completed (Aide-memoire signed)
	▪ AfDB –IFAD 2 nd formulation team for \$28 million			X			Completed (Aide-memoire signed)
	▪ AfDB appraisal mission						Quarter 1 - 2009
	▪ Danida 2008 program on Women Empowerment			X			Completed – UNDP received

Tasks	Activities	Quarter 2 Apr–Jun CY 2008	Quarter 3 Jul–Sep CY 2008	Quarter 4 Oct–Dec CY 2008	Quarter 1 Jan–Mar CY 2009	Quarter 2 Apr–May CY 2009	Comments/ Output
							funding
	<ul style="list-style-type: none"> ▪ Danida 2009-2011 on Women Empowerment 			X			Appraisal in Q 1 2009
	<ul style="list-style-type: none"> ▪ IFAD/Italian Trust Fund working with FAO 			X			Will be ready for signature on Q 1, 2009
	<ul style="list-style-type: none"> ▪ TA-MOA extension 			X			Ongoing – will be ready by Q 1, 2009
Support for pilot implementation of selected recommendations and programs	Review and help resolve financial management issues affecting the budget process, disbursements, and service provision						If additional funding is provided
	<ul style="list-style-type: none"> ▪ Develop procedures to improve decentralized administration and management. 						If additional funding is provided
	<ul style="list-style-type: none"> ▪ Support development of rice seed production chain 						If additional funding is provided

ANNEX 3: PROJECT ACTIVITIES AS PER PMP

Results Hierarchy	Indicator	Indicator Type	Source of Data	FY 08		FY 09		EOP	Comments			
				Q2	Q3	Q4	Q1			Q2		
Task 1	1.1. By the end of project (EOP), the number of recommendations (descriptions of core and non-core functions) adopted by the MOA	Result	MOA records to confirm	Target		X				7	Recommendations have been revised with the Governance Commission	
				Actual		6						
	1.2. Comprehensive mapping and categorization of roles proposal	Milestone	Actual document	Target	X	4						Completed September 2008
				Actual		4						
1.3. Number of departmental assessments completed (DPD, Department of Regional Development and Extension [Ministry of Agriculture] [DRDE], Department of Technical Affairs [DTA], DAF, CARI)	Output	Actual documents	Target							5	Drafts completed July 2008; Finalization by February	
			Actual	3	5							
1.4. Number of institutions/ organizations undergoing capacity/competency assessments as a result of USG assistance (DPD and DRDE)	FACTS	Project records	Target		1					2	Ongoing for DPD and HR	
Task 2	2.1. By EOP, the number of unit descriptions adopted by MOA departments	Result	MOA records to confirm	Target		5				6		
				Actual		5						

Results Hierarchy	Indicator	Indicator Type	Source of Data	FY 08		FY 09		EOP	Comments		
				Q2	Q3	Q4	Q1			Q2	
	2.2. By EOP, the number of job descriptions adopted in MOA departments	Result	MOA records to confirm	Target		20			50		
				Actual	5	40	60				
	2.3. ASIP process started	Milestone	Actual document	Target						Begun June 2008; will revise/complete after publication of FAPS	
				Actual		X					
	2.4. Organizational chart completed and adopted	Milestone	Actual document and MOA records	Target		X				Completed September 2008; slightly modified with Governance Commission	
				Actual		X	X				
2.5. Number of projects (that feed into ASIP) developed and accepted for inclusion in ASIP (project notes)	Output	MOA records to confirm	Target		3	3			10	8 projects have been prepared	
			Actual		5	3					
2.6. Number of individuals (M/F) who have received USG-supported short-term agricultural enabling environment training	FACTS	Training records	Target	11	20	80			100	183 additional staff were trained, including 20 women	
Task 3	3.1. The number of donors engaged with MOA on support for new sector policies, strategies, and objectives	Result	MOA records to confirm	Target	1	X				3	WB, FAO, IFAD, AfDB, UN Joint Program, Danida, Italian Trust Fund
				Actual		4	6				
	3.2. NFASP, Food Crisis Policy response produced and approved	Milestone	Actual document and MOA records	Target		X				1	Food policy response was slightly modified
				Actual		X					

Results Hierarchy	Indicator	Indicator Type	Source of Data	FY 08			FY 09		EOP	Comments	
				Q2	Q3	Q4	Q1	Q2			
Task 3	3.3. Number of policy reforms analyzed with USG assistance (policy notes)	Output	Project records	Target		4	10			20	Additional reform analyses comprise: <ul style="list-style-type: none"> • Proposal for certified seed prices for 2009 • Comments on food safety and quality control • Revision of the IFAD/Italian Trust Fund project • Further comments on WB program • Further comments on UN joint program • Proposal for new crop assessment
				Actual	6	11	10				
	3.4. Number of policy reforms presented for legislation/decreed (in this case, Cabinet approval) as a result of USG assistance	FACTS	Project records	Target	1					4	No new reforms presented this quarter
				Actual		2					

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