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

FINAL REPORT

APRIL 2008–FEBRUARY 2011

FEBRUARY 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech ARD.

# FOREWORD

Awarded to Tetra Tech ARD (formerly ARD, Inc.) in March of 2008, the TASMOA project was originally a 15-month Task Order (TO) issued under the Rural and Agricultural Incomes with a Sustainable Environment (RAISE) Plus Indefinite Quantity Contract (IQC). Based on commendable results and good performance, two cost extensions and a final no-cost extension of two months were made to the original Task Order, to extend the project period of performance through March 1, 2011.

The expected outcomes of the Liberia Technical Assistance Services in Support of the Ministry of Agriculture (TASMOA) Project are a well-established foundation for private sector-led agricultural and economic growth and the presence, within the Ministry of Agriculture, of necessary expertise to achieve reform.

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ASSISTANCE SERVICES  
IN SUPPORT OF THE  
MINISTRY OF  
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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

ACC	Agriculture Coordination Committee
AEDE	Agency for Economic Development & Empowerment
AfDB	African Development Bank
ADRA	Adventist Development and Relief Agency International
ADWG	Agriculture Donors Working Group
AGRA	Alliance for a Green Revolution in Africa
ASIP	Agriculture Sector Investment Program
ARC	Africa Rice Centre (formerly WARDA)
ASRP	Agriculture Sector Rehabilitation Project
AUC	African Union Commission
A2N	Africa 2000 Network
CAADP	Comprehensive African Agricultural Development Program
CARI	Central Agriculture Research Institute
CAAS-Lib	Comprehensive Assessment of the Agricultural Sector in Liberia
CDA	Co-operative Development Agency
CHAP	Christian Hope & Agriculture Project
CILSS	Permanent Inter-state Committee for Drought Control in the Sahel
COP	Chief of Party
CRS	Catholic Relief Services
CSA	Civil Service Agency
CSRS	Civil Service Reform Strategy
CSRD	Civil Service Reforms Directorate
DAF	Department of Administration and Finance
DANIDA	Danish International Development Agency
DPD	Department of Planning and Development (Ministry of Agriculture)
DRDRE	Department of Regional Development, Research and Extension (Ministry of Agriculture)

DSA	Daily Subsistence Allowance
ECOWAP	Regional Agricultural Policy for West Africa
ECOWAS	Economic Community of West African States
ELWA	Eternal Love Winning Africa
EOP	End of Project
FAD	Finance and Accounting Department (MOA)
FAO	Food and Agriculture Organization (United Nations)
FAPS	Food and Agriculture Policy and Strategy
FSN	Food Security and Nutrition
GAA	German Agro Action
GC	Governance Commission
GDP	Gross Domestic Product
GAFSP	Global Agriculture Food Security Program
GFRP	Global Food Security Response Program
GOL	Government of Liberia
HR	Human Resources
HRM	Human Resources Management
ICT	Information Communication Technology
IFAD	International Fund for Agricultural Development
IMC	Inter-Ministerial Committee (of Cabinet)
IQC	Indefinite Quantity Contract
IRC	Internal Reform Committee
IP	Implementing Partner
IPM	Integrated Pest Unit
IT	Information Technology
LASIP	Liberia Agriculture Sector Investment Plan
LIPA	Liberia Institute of Public Administration
LPMC	Liberia Produce Marketing Corporation
M&E	Monitoring and Evaluation
MT	Metric Tons
MOA	Ministry of Agriculture

MOF	Ministry of Finance
MRU	Mano River Union
NERICA	New Rice for Africa
NFAPS	National Food and Agriculture Policy and Strategy
NGO	Non-governmental Organization
NSC	National Seed Committee
NSTF	National Seed Task Force
PAO	Principal Administrative Officer
PCU	Project Coordination Unit
PME	Personnel Mapping Exercise
PMP	Performance Monitoring Plan
PMU	Program Management Unit
PPP	Public-Private Partnership
PRS	Poverty Reduction Strategy
RAISE	Rural and Agricultural Incomes with a Sustainable Environment
SB	Seed Banks
SBA	Subah-Belleh Associates
SES	Senior Executive Service
SP	Samaritan's Purse
SSC	UNDP South-South Cooperation
STTA	Short-Term Technical Advisor
TASMOA	Technical Assistance Services in Support of the Ministry of Agriculture
TO	Task Order
TOR	Terms of Reference
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
UN	United Nations
UNDP	United Nations Development Program
VIA	Visions In Action
WB	World Bank

# EXECUTIVE SUMMARY

Since 2008, the United States Agency for International Development (USAID)/Liberia-funded Technical Assistance Services in Support of the Ministry of Agriculture (TASMOA) project has worked in close partnership with the Ministry of Agriculture (MOA) to make great strides towards rebuilding the Ministry's capacity to establish and lead an agriculture sector that is able to effectively contribute to post-conflict economic recovery and sustainable national development. TASMOA has achieved the following results relating to the project's three major tasks.

***TASK 1:*** *Assess the roles and responsibilities of the agriculture sector in general and 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 others).*

Over the course of the project, TASMOA completed three major assessments focusing on Agriculture Sector stakeholders, the Ministry of Agriculture (MOA) as a whole, and various departments and functions within the MOA. The initial assessment was completed and validated by MOA staff in 2009, and was well received by the Governance Commission (GC) and Civil Service Agency (CSA). This assessment laid the groundwork for many MOA institutional and capacity-building activities subsequently undertaken by TASMOA (falling under Task 2 of the project). In April 2010, TASMOA subcontracted a local communications firm to complete a MOA communication needs assessment and to develop a communications strategy and work plan that will enhance coordination and effective management of agriculture sector programs. In November 2011, a TASMOA-supported financial management specialist completed an in-depth assessment of the MOA financial management system on the basis of which a full MOA Financial Management and Accounting Procedure and System Manual was subsequently developed.

Major Task 1 deliverables include the following:

- Presentation of the MOA assessment report, including in-depth capacity assessment reports on:
  - 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.
  - The MOA Human Resource Management function.
  - The MOA Financial Management function.
- Assessment report on the Central Agricultural Research Institute (CARI).
- Assessment report on the Cooperative Development Agency (CDA).
- Assessment report on selected non-governmental organizations (NGOs) (Samaritan's Purse, Adventist Development and Relief Agency International [ADRA], Visions In Action, and Africa 2000 Network).
- MOA Financial Management Assessment Report.
- MOA Agro-Communication Needs Assessment, Strategy & Action Plan.

***TASK 2: Conduct a thorough analysis of the capacity of the MOA and of its related institutions and, based on this analysis, strengthen the institutional and human resources capacity of the MOA.***

Following the generally accepted assessment report, consultations were organized with the Governance Commission (GC and CSA to validate the assessment and build consensus in favor of MOA reform and decentralization. This slowly opened the way to the implementation of selected recommendations presented in the overall assessment report. TASMOA brought in a decentralization specialist to help the MOA conceptualize elements of the reform and develop a decentralization strategy that would further advance the MOA. A reform agenda was developed, a decentralization strategy was finalized, and specific institutional reforms began to be launched within the MOA. To ensure effective management of the reform and resulting change within the MOA, an Internal Reform Committee (IRC) was appointed, composed of seven members of the MOA's staff along with TASMOA's Institutional Development Specialist and Decentralization Specialist. This is a significant milestone in the MOA reform process. Supported and facilitated by a dedicated Secretariat, the IRC provides assistance to the Minister of Agriculture to effectively drive the reform and decentralization process. Through continuous technical guidance provided by TASMOA's long-term Institutional Development Specialist and short-term Public Administration/Decentralization Specialists working closely with the GC and the CSA, operational manuals have been developed to guide the work of both the IRC and its Secretariat.

In keeping with the decentralization strategy, the TASMOA team assisted MOA counterparts in implementing a Personnel Mapping Exercise (PME) that ascertained the current (actual) staff strength of the MOA, including roles and responsibilities of each department, division, and staff with respect to any planned organizational changes within the Ministry. An "Establishment Chart" for the MOA was developed that is currently still being discussed. Upon finalization, this will drive decisions regarding staff recruitment and deployment, operating systems, training programs, and personnel utilization. In order to strengthen the MOA's human resource management (HRM) capacity at the central level, TASMOA facilitated the development of human resources (HR) policies and procedural guidelines. These are contained in various management manuals produced. As part of a process to build the Ministry's HR capacity at county and district levels, the TASMOA project engaged the services of the Agency for Economic Development & Empowerment (AEDE) to provide training for decentralized county agriculture office personnel. In addition, through numerous training events organized on a variety of themes, the entire MOA staff has benefitted from workshops and on-the-job training programs conducted by TASMOA. As a result, a total of 2,151 individuals (1,813 male and 338 female) received USG-supported short-term agricultural enabling environment training to improve their capacity and operational effectiveness.

The TASMOA team worked with MOA counterparts to realize additional accomplishments: recruitment of personnel, the official launching of a Program Coordination Unit (PCU) and, most recently, an overarching Program Management Unit (PMU) was established to manage program development activities within the Liberia Agriculture Sector Investment Program (LASIP). The TASMOA team assisted MOA counterparts to fulfill various donor conditions precedent to project effectiveness and disbursement of the grant for the African Development Bank (AfDB)-financed Agriculture Sector Rehabilitation Project (ASRP), which was officially launched on March 23, 2010. An Internal Reform Committee (IRC) operations manual was developed to clarify IRC member duties and responsibilities and to define principles and procedures according to which they must work. IRC members were trained on various topics to better prepare them to fulfill their duties in this capacity.

The TASMOA team also worked with MOA counterparts to officially launch the improved rice seed chain by securing initial funding from the Food and Agriculture Organization/International Fund for Agricultural Development (FAO/IFAD). Selected Implementing Partners (IPs) have benefitted from several training programs on improved rice seed cultivation practices, post harvest processing, and storage of improved rice seeds. TASMOA provided technical support to the MOA's peri-urban

agriculture initiative by assisting three rice demonstration farms in the Monrovia metropolitan area. A long-term Rice Seed Task Field Manager was recruited under the TASMOA project to improve monitoring and coordination of rice seed chain activities and technically support the three improved rice demonstration farms. As a result of expanded assistance to the rice seed chain, 2010 production of pre-certified seeds is expected to exceed 664 metric tons (MT), far exceeding targets set for the program.

Major Task 2 deliverables include the following:

- A Road Map for the Agriculture Sector Investment Program (ASIP).
- Final Liberia Agriculture Investment Program Report (LASIP)
- Report on Reform & Decentralization Architecture & Strategy Process of the MOA.
- Report on Decentralization Issues and Strategy Process for Decentralizing the MOA.
- Training modules on decentralization and change management.
- Setting up and operationalization (as part of MOA capacity-building) of:
  - The MOA PCU.
  - The MOA IRC.
  - The MOA Decentralization Process (Rolling out 6 Counties).
- PCU Operations Manual.
- IRC Operational Manual.
- MOA Establishment Chart drafted and being discussed/finalized by the IRC.
- Seventy-six (76) job descriptions prepared for various MOA positions.
- Management manuals prepared, including:
  - Staff Recruitment and Selection Manual.
  - Staff Training and Development Manual.
  - Staff Induction, Deployment (Placement) and Exit Manual.
  - Management of Meetings Manual.
- MOA Financial Management and Accounting Procedure and System Manual.
- (Financial Management) Training Proposal Report.
- MOA IT Equipment Acquisition Plan.
- Inventory of Key Documents developed with TASMOA assistance.
- Rice Seed Program Management Plan.
- The rice seed chain functional (644 MT of pre-certified seeds produced).
- A total of 2,176 individuals (1,833 male & 343 female) received USG-supported short-term agricultural enabling environment training.

- Twenty-eight (28) senior positions filled (including positions for the ASRP & Food Security and Nutrition [FSN]).

**TASK 3:** *Develop a comprehensive agriculture sector policy and strategies, taking into consideration the macro-economic sub-sector and sector-specific policy environment.*

With respect to policy development and coordination, the TASMOA team worked closely with: (1) the CSA and the GC to implement the Civil Service Reform Strategy–2008–2011; (2) the MOA and Agriculture sector stakeholders to develop the National Food and Agriculture Policy and Strategy and the Liberian Agriculture Sector Investment Program; and (3) the Comprehensive African Agriculture Development Program (CAADP) and the Global Agriculture Food Security Program (GAFSP) that will guide investments in the sector over the next five-year period. Other policy areas supported include those affecting the rice and cocoa subsectors, among others.

Major Task 3 deliverables include the following:

- The National Food and Agriculture Policy and Strategy (FAPS).
- The LASIP – several versions culminating in final September 20, 2010 version.
- Draft National Seed Policy.
- Draft Liberia National Rice Development Strategy.
- Liberia National Cocoa Sub-Sector Development Strategy.
- Support towards development of Enhancing Women’s Empowerment through Agriculture (Danish International Development Agency [DANIDA] project, signed 2008).
- Support towards development of the IFAD/Italian Trust Fund project for vulnerable farmers (managed by AFRICARE) signed on May 11, 2009.
- Support towards development of the Liberia ASRP jointly funded by the AfDB and IFAD.
- Support towards development of the AfDB emergency project for caterpillar outbreak containment signed on May 11, 2009.

# 1.0 TASKS AND STATUS OF DELIVERABLES

## 1.1 OVERVIEW

This report constitutes the End of Project (EOP) Report for the Technical Assistance Services in Support of the Ministry of Agriculture (TASMOA) project. It covers the project implementation period April 2008 through the end of February 2011. Awarded to Tetra Tech ARD (formerly ARD, Inc.) in March of 2008, the TASMOA project was originally a 15-month Task Order (TO) issued under the Rural and Agricultural Incomes with a Sustainable Environment (RAISE) Plus Indefinite Quantity Contract (IQC). However, based on solid progress and good performance, the project was subsequently extended twice from the original end date of June 15, 2009 to December 31, 2010.

The TASMOA technical personnel were based at the Ministry of Agriculture (MOA) Gardnersville office complex, on Somalia Drive (refer to **Annex 1** for details of project personnel). Working in close partnership with the MOA, the United States Agency for International Development (USAID)/Liberia-funded TASMOA project has made great strides towards rebuilding the Ministry's capacity to establish and lead an agriculture sector that is able to effectively contribute to post-conflict economic recovery and sustainable national development. Anticipated project results have been achieved within each of the three major tasks:

- Assess the roles and responsibilities of the agriculture sector in general and 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 others).
- Conduct a thorough analysis of the capacity of the MOA and of its related institutions and, based on this analysis, strengthen the institutional and human resources capacity of the MOA.
- Develop a comprehensive agriculture sector policy and strategies, taking into consideration the macro-economic sub-sector and sector-specific policy environment.

The expected outcome of TASMOA has been achieved. A well-established foundation for private sector-led agricultural and economic growth, and the expertise required to achieve reform, now exists. Key results expected out of the Task Order, all of which have been met, included:

- 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 versus non-public and core versus non-core);
- An Agricultural Sector Investment Program (ASIP) with investment-worthy projects and/or programs and capacity building of the Ministry and its related institutions;
- A quantitative analysis of recurrent costs and physical inputs associated with current and projected functions;

- An agreed-upon organizational chart for the MOA and related agricultural sector institutions and the processes and mechanisms for engaging key partners;
- An agreed-upon establishment chart for the MOA and agricultural sector institutions, their departments and divisions, together with corresponding job descriptions;
- A comprehensive, long-term National Food and Agriculture Sector Policy (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; and
- The above deliverables translated into documents for legislation.

Since the inception of the TASMOA project, significant progress has been made in the area of institutional re-organization and reform, decentralization, and planning. Supportive policies have been formulated, discussed, and validated; an agriculture sector investment plan has been developed and thoroughly vetted within government and among stakeholders; and Liberia signed a Regional Agricultural Policy for West Africa/Comprehensive African Agricultural Development Program (ECOWAP/CAADP) compact which will guide sector planning and investment. Capacity building at the central level of the MOA is in progress, and the MOA has commenced the process of building capacity at county and district levels. The rice seed chain development program is operational and the peri-urban improved rice demonstration farms have been established and results will be reported in the president's annual message. These and many other noble accomplishments have been made largely due to the technical support provided by TASMOA, as elaborated further in the sections which follow.

## **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**

### **1.2.1 Major Deliverables**

Under Task 1, major deliverables included:

- 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 versus non-public and core versus non-core); and
- Financial management systems of the MOA assessed.

### **1.2.2 Accomplishments**

#### **A. Strategic Assessment of the MOA and Sector Institutions' Roles and Responsibilities**

The assessment activities stipulated under this Task were completed in 2009. The TASMOA project has assessed roles and responsibilities and determined core and non-core functions of the MOA and other agriculture sector stakeholders. This included in-depth assessments of all departments within the MOA, including the Central Agricultural Research Institute (CARI).

The assessment process also covered the following institutions:

- The Cooperative Development Agency (CDA);
- Samaritan’s Purse (SP);
- Adventist Relief and Development Agency (ADRA);
- Visions In Action (VIA); and
- Africa 2000 Network (A2N).

All the assessment activities cited above were fully achieved and the final assessment report was formally submitted to USAID/Liberia on October 1, 2009.

Through a series of workshops the TASMOA project has further specified/categorized the MOA’s services/functions and costs/resource requirements and achieved broad consensus for proposed change. This has included the development of a program for restructuring and strengthening the MOA that has been accepted by the Government of Liberia’s Government Commission (GC) and the Civil Service Agency (CSA) as a model for other ministries. The GC has given ongoing support for the institutional strengthening and change program developed by the TASMOA project team. The GC initially presented the MOA assessment report to the Inter-Ministerial Committee of Cabinet (IMC) in early 2009.

While the GC supports restructuring of the MOA to substantially reduce political management layers while enhancing the staffing pattern (including appropriate skills mix relative to core institutional functions), the proposal has, however, created unease among the senior management cadre. Furthermore, Minister Florence Chenoweth noted some reluctance from members of the Cabinet to adopt some of the proposed changes, especially the recommendation to institute a new position of Principal Administrative Officer (PAO) within the organizational hierarchy. Accordingly, the GC, CSA, and the Liberia Institute of Public Administration (LIPA) continue to consult with the MOA– through the Internal Reform Committee (IRC)–in order to reach a consensus on the change program. Once consensus is achieved, the proposed changes will be presented to the IMC, ratified, and presented to the Legislature.

During and after completion of the strategic functional review phase of the MOA and in light of project extension, it was necessary to deepen the assessment process through the review of three key cross-cutting functions; namely, Human Resources Management, Financial Management, and Agro-Communications, as summarized below.

## **B. Human Resource Management Assessment**

As part of the overall MOA assessment, TASMOA conducted a comprehensive capacity assessment of the Human Resource Management (HRM) function of the MOA in order to identify capacity gaps and develop strategies aimed at strengthening and improving institutional and human resources capacity. The assessment focused on four key areas, namely:

- Capacity of the Human Resources Division;
- Human resources (HR) Systems, Processes and Guidelines;
- Leadership and Strategic Management System; and
- Employment Systems.

### **MOA Departments Assessed**

- The Departments of Administration
- The Department of Planning and Development
- The Department of Regional Development, Research, and Extension
- The Department of Technical Services
- The Central Agricultural Research Institute (CARI)

The assessment report identified a number of pertinent policy and operational issues impacting on the functional performance of the Ministry of Agriculture. On the basis of these and other issues, the report made several recommendations which formed the basis for the development of a capacity-building plan. Key recommendations focused on the following:

- The review of staffing levels, organizational structure(s), and creation of an establishment chart as a basis for staffing decisions;
- The review and development of HR systems, including management manuals;
- Strengthening and improving leadership capacities across the MOA; and
- The urgent need for capacity building (training), through mentoring and delivery of high-impact, short-term competency-based training interventions.

The HR capacity assessment formed the basis for all HR-related capacity-building initiatives undertaken by TASMOA in the course of project implementation. Details of major capacity-building interventions are covered under Task 2 below.

#### **Key HR Issues Identified During the Assessment:**

- Weak institutional capacity across the Ministry;
- Weak capacity of HR division and poor HR practices;
- Outdated and ineffective HR systems;
- Absence of relevant HR systems such as HR planning, performance management, staff training, and development policy, etc.; and
- Weak leadership and management function across departments.

### **C. Financial Management Assessment**

A core functional analysis of the MOA conducted by TASMOA showed that the Ministry's financial management/budget system was in critical and urgent need of support. Two key challenges were identified. First, there was a "disconnect" between the national budget (line budget) given by the central government to the MOA and the various activities of each department. Furthermore, the capacity to develop a work program (with associated budgets) for each department was weak. Second, financial procedures to support the provision of agricultural services to farmers by MOA officials were either ineffective or non-existent. Provision of logistical and transportation support to staff, as well as timely daily subsistence allowance (DSA)/per diem, was a key challenge for the MOA.

As an interim measure (and at least to commence the re-building of basic financial management foundations for the MOA), TASMOA's Institutional Development Specialist facilitated the development of:

- A draft Financial Management and Accounting Procedures Manual; and
- Job Descriptions for all positions in the Finance and Accounting Division.

Subsequently, the TASMOA project recruited and fielded a Financial Management Specialist (Mr. Getachew Abebe) to conduct a more in-depth assessment of the budget-program constraints of the MOA's financial management system in order to develop practical and sustainable solutions to enable the MOA to function normally. The consultant was also tasked with assessing the extent to which the existing MOA financial management system was computerized and the computer skills level of MOA financial management staff. The results of this assessment are summarized in a formal Financial Management Assessment Report which has been submitted previously to USAID.

## **D. Agro-Communication Needs Assessment, Strategy & Action Plan**

Among the key constraints identified during the strategic assessment phase of the MOA was a lack of a robust communication strategy. When Minister Chenoweth assumed the duties of her present office, the need for a communication strategy to support national food security and the promotion of agricultural development became compelling. It was also recognized that agricultural extension services could not be successfully undertaken without a complementary and robust communication strategy and action plan that supports such efforts.

Consequently, and in response to the Minister's request, TASMOA engaged the services of Phoenix Communication to conduct a communication needs assessment and develop a MOA agro-communication strategy and action plan. These were developed, presented to, and adopted by Minister Chenoweth and her senior staff. Subsequently, the Minister requested and received support from TASMOA to MOA-brand and print 500 copies of the MOA Communications Needs Assessment and Strategy for circulation among MOA staff and partners. The report identified strategic and operational communication gaps, revealing weak capacities in areas of systems design and operations, processes, human resources, and institutional roles and responsibilities related to communications. The overall objective of the Agro-Communications strategy and action plan is to facilitate effective internal and external communication for improved delivery of organizational and agro-related services. The MOA Needs Assessment and Strategy has been formally submitted to USAID separately.

## **E. Support for the Implementation of Selected Recommendations**

Completion of the strategic assessment phase and subsequent extension of the project gave TASMOA an opportunity to support the implementation of selected recommendations put forth in the initial analyses, and to support capacity building within the MOA and of the sector in general. In this regard, key institutional strengthening activities included (a) the establishment and/or operationalization of the PCU, (b) setting up the MOA IRC, (c) the design and launching of the decentralization process and (d) the development of the rice seed chain program. Accomplishments pertaining to these follow-on, post-assessment, activities are presented under Task 2 which focuses on strengthening MOA institutional and HR capacity.

### **1.3 TASK 2: ANALYZE AND STRENGTHEN INSTITUTIONAL AND HR CAPACITY OF MOA AND ITS RELATED INSTITUTIONS**

#### **1.3.1 Major Deliverables**

According to the TASMOA original contract and its last cost extension modification, major deliverables under this Task included:

- An Agricultural Sector Investment Program (ASIP) that is linked to and seeks to implement the FAPS, and which should include investment-worthy projects and/or programs and capacity building of the Ministry and its related institutions;
- A quantitative analysis of recurrent costs and physical inputs associated with current and projected functions;
- An agreed-upon organizational chart for the MOA and related agricultural sector institutions and the processes and mechanisms for engaging key partners;

- An agreed-upon establishment chart for the MOA and agricultural sector institutions, their departments and divisions, and corresponding job descriptions;
- A Rice Seed Program Management Plan developed, initiated and coordinated;
- Liberian National Rice Seed bank enhanced through which improved high-yielding seed rice will be made available to Liberian farmers established and operational;
- Training modules on decentralization developed and training provided on decentralization and accompanying administrative procedures;
- Reformed financial management system which is in-line with the Ministry of Finance requirements designed;
- Financial management system training and equipment needs updated and specific individuals to be trained identified;
- Training of central level senior financial management staff initiated and pilot decentralized offices trained on the newly designed financial management system;
- Project Coordinating Unit (PCU) manual completed and validated;
- Internal Reform Committee (IRC) operational manual drafted and validated; and
- Actionable plans for broader training to address the updated training needs of specific individuals, using USAID FORECAST program developed.

### **1.3.2 Accomplishments**

#### **A. Development of the Liberia Agriculture Investment Program (LASIP)**

Development of the Liberia Agriculture Investment Program was an iterative process that culminated into two long-term investment programs (the Liberia Agriculture Sector Investment Plan [LASIP] and the Global Agriculture Food Security Program [GAFSP]) designed to harmonize and address priority investments in the sector. This process began shortly after the general assessment of the MOA. TASMOA assisted the MOA to complete a first draft of the ASIP which was shared and discussed with senior MOA staff. Thereafter, the MOA contracted Subah-Belleh Associates (SBA) to facilitate a more detailed and thorough investment plan known as the Liberia Agriculture Sector Investment Plan (LASIP). The LASIP was adopted and formed the basis for the signing of Liberia's Comprehensive Africa Agriculture Development Program (CAADP). Following successful signing of the CAADP compact by multiple domestic and international stakeholders, the LASIP was revised to be coherent with changing investment priorities of the Government of Liberia (GOL) and the donor community. This revision was cited as the best of those presented (by several African countries) to a donors' meeting held in Dakar in June 2010. In August 2010, Liberia applied for funding under the Global Agriculture Food Security Program (GAFSP) Trust Fund. The GAFSP proposal was required to be aligned with LASIP investment priorities. The TASMOA team, working with the Agriculture Donors Working Group (ADWG), facilitated multiple technical meetings and stakeholder workshops to complete this process. The original ASIP Road Map and the final, complete LASIP have been submitted to USAID previously.

#### **B. MOA Organizational Restructuring: Reform and Decentralization**

As indicated under Task 1 above, TASMOA proposed (within the MOA assessment report) an organizational structure for the Ministry and related sector institutions. The report further specified and categorized the MOA's services/functions and costs/resource requirements and achieved broad consensus

for proposed change through workshops. The proposed organizational structure has, to a large extent, been accepted pending refinements by the MOA-IRC, GC, and CSA, and subsequent approval of the Cabinet, followed by legislative action.

The strategic assessment report of the MOA showed that over 75 percent of the Ministry's staff reside in Monrovia while only about 25 percent are stationed at county and district levels. Furthermore, institutional and management arrangements, including systems, processes, and operational manuals for county and district agriculture offices, are non-existent. Therefore, in order to improve service delivery to farmers through decentralized institutional and management arrangements, the TASMOA-supported Decentralization Specialist, Dr. Manny Morga, conceptualized and presented a detailed plan for decentralizing MOA (initially through de-concentration) from the central level to counties and districts. This plan is presented in two key deliverables previously submitted to USAID, namely the Report on Reform & Decentralization Architecture & Strategy Process of the MOA and the Report on Decentralization Issues and Strategy Process for Decentralizing the MOA.

Decentralization—within the context of the MOA initiative—is about the improvement of service delivery at the grassroots level, as envisaged by the Decentralization Policy of the Government of Liberia. With technical support from TASMOA, the MOA has developed a decentralization strategy and action plan that will facilitate improved service delivery through organizational restructuring and the clear definition of functional roles and responsibilities at Ministry Headquarters and within County agriculture offices. Key areas covered by the strategy document include decentralization reform process, mandate and function definitions, capacity building, and change management implications for the MOA.

In an endeavor to operationalize the decentralization strategy and action plan, Minister Chenoweth decided to move the decentralization process forward in spite of severe budgetary constraints. Accordingly, she set in motion decentralization processes in Grand Bassa, Lofa, Bong, River Gee, Nimba, and Grand Gedeh counties. This roll-out has been complemented by TASMOA-supported capacity-building interventions that include the following: (a) Implementation of management training programs for county personnel, and (b) Implementation of change management seminars for members of the IRC and senior managers in the MOA. These activities are described in sections that follow including section I, below on *MOA Training and Staff Development*.

### **C. Support to the MOA Project Coordination Unit (PCU)**

Establishment of the Program Coordination Unit (PCU), now Program Management Unit (PMU), was part of a process towards fulfilling the conditions stipulated by the African Development Bank (AfDB) for disbursing an approximately \$23 million sector support grant. Through technical support provided by TASMOA, the MOA has been able to fulfill all the conditions set by the AfDB.

During the past two years, TASMOA has provided the following support throughout the conceptualization, establishment, and operationalization of the PCU:

- Facilitated the adoption, by MOA, of the PCU organizational structure, functions, and management arrangements.
- Developed the PCU operations manual with the support of Decentralization Specialists, Dr. Manny Morga and Waldo Mazelis. This document has been submitted to USAID previously.
- Developed job descriptions and short-listing/selection criteria for all PCU positions.
- Using job descriptions and selection criteria, TASMOA facilitated the recruitment of all PCU staff in accordance with AfDB rules and procedures.

- Assessed skills and training needs of PCU staff in areas relating to project planning and management, project monitoring & evaluation, negotiation skills and skills with respect to management of the consultancy process.
- Designed/developed training modules on the basis of results of the training needs assessment for PCU staff.
- Organized workshops to sharpen skills and competencies of PCU staff.

The increasing presence of “stand-alone” project coordination or implementation units within the MOA (and the resultant lack of synergy, coordination, monitoring and control of such units and personnel serving therein) provided the motivation to establish the PCU. The PCU (now re-designated as the PMU) is essentially a comprehensive, overarching structure combining technical, financial, procurement and administrative staff drawn from the MOA and technical assistance personnel to ensure sound and assertive donor project management under the firm and strategic coordination and supervision of the Minister and his or her senior staff. The PCU has been designed in such a way that it is anchored in the Planning and Development Department of the MOA, but will work in close liaison with other departments (Regional Development, Research and Extension; Administration and Technical Services) during implementation. The PMU is headed by a Director, Dr. Moses Zinnah.

#### **D. Support to the MOA Internal Reform Committee (IRC)**

The TASMOA project has provided technical assistance to the MOA in setting up and operationalizing the IRC. Within the MOA, the IRC is the lead structure facilitating the implementation of reform initiatives consistent with the Civil Service Reform Strategy (CSRS), the Government of Liberia’s blueprint for transforming civil service’s capacity to improve the quality of life of the Liberian people. In order to focus reforms within government ministries and agencies, including the MOA, the GOL-CSRS calls for the creation and establishment, on a non-permanent basis, of an IRC: —While the CSA is responsible for coordinating the reforms and the formulation of strategies, it is the ministries... that will lead the change of behavior and attitudes and improvements in structures, processes, and procedures that ultimately produce the desired results. To facilitate the above, each ministry... will be required to establish an Internal Reform Committee.” (CSRS, p.61). Accordingly, on December 16, 2009, the Minister of Agriculture, Dr. Florence Chenoweth, issued an Order establishing an IRC within the MOA. The Order also appointed Ms. Ara Chea as Coordinator of the IRC. The IRC also includes six members drawn from all departments of the MOA. TASMOA’s Institutional Development Specialist and three TASMOA-supported short-term Institutional Reform and Decentralization Specialists provided technical support to the IRC Secretariat. Since its inception, the IRC has helped the Minister of Agriculture drive the reform process, especially with regard to capacity building.

While all management structures in the MOA perform change management roles as they implement reform and program activities, the IRC takes the lead with respect to overall change management within the MOA. The IRC ensures clarity, communication, consistency, commitment, and capability for successful change management practice within the MOA and the entire agriculture sector. Therefore, in accordance with CSR guidelines, the IRC champions all efforts to implement ongoing institutional and decentralization reforms.

To achieve its purpose, the IRC is served by a dedicated Secretariat, headed by Ms. Ara Chea, Principal Director of Administration. The IRC Secretariat is responsible for coordinating the work of the IRC Committee and provides the necessary technical support in implementing the reform initiatives.

Through technical support provided by the Institutional Reform and Decentralization Specialist, Mr. Rogers Kamanga, TASMOA has also facilitated the development of two other key documents, namely:

- The IRC Operations Manual and
- The IRC Functional Roles and Competency Profile Handbook.

These documents have been submitted previously to USAID. The development of the IRC Operations Manual and the IRC Functional Roles and Competency Profile Handbook demonstrates the Ministry’s determination and renewed commitment to implementing desirable reforms consistent with the wishes and vision of the Government of Liberia as set out in the CSRS. In this regard, the operations manual outlines roles and responsibilities of the IRC and key stakeholders involved in the coordination and implementation of reform initiatives and establishes operational guidelines and procedures. The IRC Functional Roles and Competency Profile Handbook outlines the competence profile for the IRC members, thereby complementing the IRC Manual.

To facilitate the MOA’s internal understanding of policy documents, strategies and procedures, Mr. Kamanga also developed an Inventory of Key MOA Reform Documents which outlines the objective and content of each document recently produced (many of which with TASMOA support). This document has been submitted previously to USAID.

#### **Role of the IRC Secretariat**

- Coordination and supervision of all activities of the IRC in liaison with relevant stakeholders and parties involved with reform initiatives;
- Organization and facilitation of the IRC meetings;
- Gathering, analysis, and provision of information or data as might be required by competent authorities including the IRC;
- Working closely with the Program Management Unit on implementation of various projects under the Ministry;
- Planning, programming, and budgeting for IRC activities;
- Preparation and submission of periodic and ad hoc reports of the IRC activities and all reform initiatives;
- Participation in reform-related forums organized by other government agencies and ministries and/or development partners as well as other stakeholders within the agriculture sector;
- Coordination, collaboration, and networking with all key stakeholders within and outside the agriculture sector on all matters of reform and program implementation;
- Working closely with all the departments within the Ministry and provision of technical support services as deemed necessary;
- Organization of consultative and information-sharing forums or meeting for members of staff and other stakeholders; and
- Submission of periodic progress reports on implementation of various reforms and program activities to the Minister of Agriculture, the CSA, and the GC.

### **E. Development of the Financial Management and Accounting Procedure and System Manual**

Following completion of the Financial Management Assessment exercise, the TASMOA-supported financial management consultant, Getachew Hailu, drafted a Financial Management and Accounting Procedure and System Manual. The Manual presents a seamless accounting system which covers (among other things) human resources and payroll, procurement, asset management, and internal auditing. It has been submitted to USAID separately. Shortly after completion of the first draft of the manual, a workshop was organized to validate the document, attended by members of the Internal Reform Committee, a cross-section of senior MOA staff, and all personnel working in the Finance and Accounting Department (FAD) of the MOA. Feedback received from participants on the draft manual was used to finalize the draft. However, the document has yet to be formally validated.

The manual is in harmony with Liberia's Public Financial Management & Procurement Acts as it pertains to improvements in internal controls; reporting of financial information; the organization of budget preparation and control; expenditure and procurement management; and strengthening assets management and internal audits functions. During the preparation phase of the manual, Mr. Getachew Abebe consulted with relevant officials in the Ministry of Finance, National Procurement Commission, and the General Services Agency to take on board updates on system policies and programs. It is hoped that, through the IRC, the MOA will be able to finalize and set in motion appropriate mechanisms to support implementation of this important system.

In addition to developing the Financial Management and Accounting Procedure and System Manual, the financial management specialist developed Guidelines for implementing the proposed system along with an introduction and format for an Annual Work Plan which the MOA's FAD should complete and begin implementing in order to begin using the proposed system. These additional documents will be included on a CD submitted to USAID along with this report.

A financial management Training Proposal Report was also developed which explains the need for comprehensive financial management training within the MOA, describes who should attend the training and outlines what specific subject matter should be addressed in order to build MOA capacity to implement the proposed Financial Management and Accounting Procedure and System. Finally, the financial management consultant developed an Information Technology (IT) Equipment Acquisition Plan that explains the rationale and processes to be followed in order to acquire necessary IT equipment for the MOA. As they are contractual deliverables of the TASMOA project's final cost extension modification, the Training Proposal Report and the IT Equipment Acquisition Plan have been submitted to USAID separately.

## **F. The Personnel Mapping and Establishment Chart Development Process**

In order to deepen the MOA functional review and restructuring process, a "personnel mapping" exercise (PME) was carried out. Through the PME, TASMOA helped the MOA to critically review the mandates of each department, division, and unit, and developed performance indicators for all departments. The PME also gave the MOA an opportunity to assess the roles and responsibilities of staff and to ascertain whether they are qualified for the positions they occupy. The objective of this activity was to define the actual size of the MOA through the verification of each member of staff on the Ministry's payroll—by cadre and demographics, location, function/terms of reference, and supervisory or management arrangements in order to: 1) create a data source for ongoing and future MOA reform actions; and 2) provide baseline data for (a) the new human resource management information and payroll system; (b) identification of human resource gaps and excesses, including training and development needs; and (c) to ensure that the MOA utilizes its human and financial resources effectively. Therefore, through the PME, the MOA was able to:

- Review/redefine departmental objectives and functions based on the overall strategic functional analysis;
- Conduct a detailed analysis of functional organizational structures for all departments, divisions, and units in order to identify and eliminate overlaps and duplication of functions; and
- Determine staffing requirements for each Department based on identified priority functions.

A key output of the PME was the development of an Establishment Chart for the MOA which has since undergone review by the IRC. The Establishment Chart (or "Schedule of Established Offices") is simply a listing of offices (or positions) in the MOA which are deemed necessary for effective delivery of agricultural services. A copy of the draft MOA Establishment Chart is presented in **Annex 2**. TASMOA also supported the development of 76 MOA job descriptions. These are available at the MOA.

## **G. HR-Related Capacity-Building Interventions**

Following completion of the strategic assessment phase of the MOA, the TASMOA project initiated and supported various capacity-building interventions which were implemented at multiple levels, including ongoing discussions with the GC and CSA on civil service reform, development of HR policies and procedure manuals, and on-the-job training of MOA staff. Furthermore, the TASMOA project made available short-term technical experts to provide specialized support to capacity building in the areas of institutional reform and decentralization, and financial management. The TASMOA project team also widened its support to work collaboratively with all MOA departments and senior management team for the purposes of capacity building through mentorship. Major HR-related capacity-building initiatives implemented under Task 2 are summarized below.

### **G1. Capacity Building through the Development, Adoption and Implementation of Progressive HR Policies with special focus on the Installation of a Merit-oriented Staff Recruitment Process**

The challenges associated with human resource management in the Liberian civil service are many. The CSRS, for example, clearly indicates that, “In Liberia’s recent past, the majority of appointments into the Service have been based on the ‘spoils systems’ of ethnicity, factionalism, partisanship, nepotism and social contacts. Recruitment, selection and placement rules and processes are outdated.” (CSRS, p. 37) In view of this, the development and implementation of HR policies to cover the life-cycle of the MOA employee was a critically important activity for TASMOA.

To this end, TASMOA has assisted the MOA (and the CSA) to design and implement a staff recruitment and selection policy and process that is fair and transparent. The aim is to provide for a well-planned and executed recruitment and selection process that is timely and merit-based and which results in the appointment of high-quality staff who meet the human resource needs of the Ministry of Agriculture. Among other things, TASMOA was instrumental in ensuring the successful recruitment of staff to fill several senior positions within the MOA, including positions for the PMU and Food Security and Nutrition (FSN).

#### **Some of the Key Positions TASMOA Assisted MOA to fill**

- Director of Human Resources (2008);
- Principal Director of Administration (2009);
- Deputy Director-General (CARI, 2009);
- Senior Agricultural Economist (2009);
- Director of M&E (2009);
- Financial Comptroller (2009);
- Director of ICT (2009)
- PMU positions (2009-2010):
  - Financial Management Specialist;
  - Procurement Specialist;
  - Monitoring & Evaluation Specialist;
  - Irrigation/Rural Infrastructure Engineer;
  - Agronomist;
  - Accountant; and
  - Gender and Community Development Officer.

In all recruitment processes, TASMOA ensured that the following key principles were observed:

- Staff recruitment and selection should be based on merit.
- The recruitment and selection processes must fulfill the purpose.
- Staff recruitment and selection processes and procedures should be fair and applied with consistency.
- Staff recruitment and selection should be made in an open, accountable, and transparent manner.

### **G2. Capacity Building through Development of Management Policies and Manuals**

The HR assessment phase of the MOA showed, among other things, that a key capacity weakness of the Ministry is lack of HR policies and procedure manuals to facilitate effective discharge of official

functions. Accordingly, the TASMOA project has facilitated the establishment of internal HR management policies and the development of HR management manuals specifically on:

- Staff Recruitment and Selection, and
- Staff Induction, Deployment and Exit

These manuals fulfill the following purposes:

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

The Staff Recruitment and Selection and Staff Induction, Deployment and Exit Manuals have been professionally printed (with support from TASMOA). MOA-branded copies are available from the MOA.

### **G3. Capacity Building through Training and Development**

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

In view of the above, the TASMOA project facilitated the development of a Training and Development Policy for the MOA. This MOA-branded document has been professionally printed and copies are available from the MOA. The essence of the policy is to provide direction for systematic training program development, implementation, monitoring, and evaluation. The policy also consolidates an approach for the mobilization, allocation, and utilization of resources to realize MOA goals within the short-, medium-, and long-term framework. In view of the lack of a national framework, the CSA and the Liberian Institute of Public Administration (LIPA) used the policy developed by MOA as a “model” during the development of a National Civil Service Training & Development Policy.

### **H. The Rice Seed Chain Program and Peri-Urban Improved Rice Demonstration Farms**

Through the efforts of the Ministry of Agriculture, supported by the TASMOA project, over 664 metric tons (MT) of improved variety rice seed will be available for Liberia's smallholder farmers (26,560 farmers at 25 kilograms/farmer) in the 2010/11 cropping season, thereby increasing the prospects for higher production, productivity, and improved livelihoods. Seed availability constitutes a great milestone towards launching Liberia's green revolution through improved rice production to satisfy national demand.

In response to the world-wide food crises, TASMOA fielded Mr. Kham Pham, a short-term Rice Specialist, from June 21–July 31, 2008. The specialist assessed rice production, which had grown in the previous two years from 85,000 MT of milled rice to 170,000 MT, based in large part on “ad hoc” emergency rice seed distribution. The Rice Specialist was asked to provide a sustainable means of

supporting rice production. Based on the report and recommendations of the Rice Specialist and other consultations held with other donors and actors supporting rice production in Liberia, the MOA decided to establish a —Rice Seed Chain” to support sustainable smallholder rice production, eventually allowing Liberia a sustainable approach to improved rice seed production and distribution. The approach aims at economic growth and food security that provides an opportunity for farmers and the private sector to participate in public-private partnership (PPP) programs. TASMOA supported the MOA to develop an initial Draft Terms of Reference for the Seed Bank in 2008. This document is attached in **Annex 3** along with other seed bank-related documents.

To effectively launch the Rice Seed Chain, USAID, in collaboration with the Food and Agriculture Organization (FAO), purchased under the U.S. government’s Global Food Security Response Program (GFRP) 50 MT of foundation rice seed varieties from the Africa Rice Center (ARC) and donated them to the Government of Liberia. The rice seed varieties were given to the Central Agriculture Research Institute (CARI) to begin multiplication of improved variety foundation seed. The majority of the seeds were mostly —NewRice for Africa” (NERICA) varieties for both upland and lowland ecologies. In order to produce pre-certified seed, CARI distributed some of the foundation rice seed varieties to:

- Four (4) USAID direct-funded partners, namely, Christian Hope Agricultural Project (CHAP), Eternal Love Winning Africa (ELWA), Johnsonville Women’s Group, and Odafara;
- Three (3) FAO/IFAD implementing partners (IPs), namely, Africare, Greenstar, and Catholic Relief Services (CRS); and
- Eight (8) other cooperating including BRAC/Liberia, Liberia Produce Marketing Corporation (LPMC), Africa 2000, Pulakpeh, Kikoyah Millennium Village Project, United Nations Development Program (UNDP) South-South Corporation (SSC), and OXFAM/Agency for Economic Development and Empowerment (AEDE).

After acquisition of the improved variety rice seed, CARI developed a proposal for strengthening its network with improved variety rice seed outgrowers in order to produce large quantities of improved variety pre-certified rice seed. The proposal was submitted to FAO/IFAD for funding and eventually received FAO/IFAD support. TASMOA played a critical role in supporting the MOA and CARI as the FAO/IFAD funding process slowly advanced and throughout program implementation, once funding became available.

#### **Rice Seed Chain: Key Technical Support Services Provided by TASMOA**

- Conceptualized the rice seed chain program
- Through a competitive & transparent process, selected IPs for funding by FAO/IFAD
- Facilitated the negotiations & signing of MOUs between MOA & IPs, which was witness by Vice President Joseph Boakai
- Facilitated negotiations to secure IFAD funding for IPs
- Through USAID and FAO, facilitated the procurement & shipment of the 50MT of seed rice from Africa Rice Centre
- Facilitated the transportation of rice seeds from CARI to IPs
- Facilitated the procurement, refurbishment & installation of seed processing equipments for use by CARI, peri-urban rice producers and selected IPs
- Provided CARI & MOA senior management with training on rice seed chain management
- Provided IPs and improved rice producers with necessary technical rice seed production training
- Provided weekly supervisory support to peri-urban improved rice demonstration farms
- Assisted MOA in conducting awareness programs through rice field days for potential investors/participants in improved rice production, particularly in lowlands
- Provided technical support to the National Seed Task Force

TASMOA supported the MOA to set criteria for, identify and select three implementing partners and to work with them to develop seed chain project work plans and budgets. The initial work plan for each of these partners (CRS, Greenstar and Africare) is attached in **Annex 4**. TASMOA also provided IPs with technical training, through workshops and technical oversight of activities, on rice seed production. These trainings are detailed in Section I below.

In early 2010, prior to the lowland rice planting season, TASMOA began discussing the possibility of establishing rice demonstration farms with three community groups (CHAPS, ELWA and Johnsonville Women's Group), mentioned above. By May, Memoranda of Understanding among each of these groups, TASMOA and the MOA were signed, defining the support that would be provided to these groups by the MOA and by TASMOA. These groups proved to be substantial contributors to improved variety rice seed production during the 2010–2011 production season, contributing a total of 10 tons of improved variety rice seed to Liberia's collective stock. Throughout the 2010–2011 planting season, TASMOA provided these groups starter seed, necessary equipment, labor and administrative costs and continuous technical support, mentoring and advice, alongside MOA extension agents. At the end of the season, USAID agreed to allow TASMOA to purchase back most of the quality pre-certified seed they had produced, and to dry, treat, and store it properly until the next planting season arrives and farmers are ready to plant. TASMOA assisted the MOA to develop a rice seed distribution plan that identifies the eventual recipients of the 10 tons of pre-certified rice seed purchased from these three community groups.

In July 2010, Tetra Tech ARD hired Dr. Tereke Berhe, TASMOA's Rice Seed Bank Task Manager, to technically support the ongoing rice seed chain program and the peri-urban improved rice farm demonstration activities. Dr. Berhe, assisted by TASMOA's Planning & Policy Specialist, Mrs. Hawah Zinnah, were instrumental in building the capacity of rice producers in Liberia. As a result of this intervention, overall Liberia's future looks promising with over 600 MT of pre-certified seed produced in the first 2010/11 crop cycle. Three lowland varieties (NERICA L-19, FKR, SUAKOKO-8) and four upland varieties (NERICA 1, NERICA 2, NERICA 7, NERICA 8) performed very well during the 2010/11 rainy season. In October 2010, after several months supporting the rice seed chain and peri-urban improved variety rice seed production demonstration farms, the Rice Seed Bank Task Manager produced a report titled —Rice Seed Value Chain in Liberia: More Challenges Remain” which summarized accomplishments made and challenges left to be addressed by the seed chain program. This report, along with a Rice Seed Chain Final Report, was submitted to the MOA. Both are available upon request. Since the vast majority of smallholder rice farmers are located in upland production ecologies, the MOA is committed to increasing the availability of upland rice seed and making them available just prior to the 2011 rainy season. Over 30 hectares of upland variety seeds will be multiplied under irrigation during the 2010/2011 dry season (November 2010–March 2011). Yields achieved during the 2010/2011 planting season for lowland and upland rice varieties are shown in the tables below.

## SUMMARY PRODUCTION TABLES FOR SELECTED VARIETIES OF RICE SEED

### Lowland Varieties

VARIETY	AREA PLANTED (HA)	AVERAGE YIELD (T/HA)	PRE-CERTIFIED SEED EXPECTED (MT)
NERICA L-19	115	2.8	280
Suakoko-8	34	2.2	61
FKR-19	5	2.4	12
Other Varieties	3	3.0	9
<b>TOTALS</b>	<b>147</b>		<b>362</b>

### Upland Varieties

VARIETY	AREA PLANTED (HA)	AVERAGE YIELD (T/HA)	PRE-CERTIFIED SEED EXPECTED (MT)
NERICA-1	33	2.0	66
NERICA-2	22	2.0	44
NERICA-7	29	2.0	58
NERICA-8	30	2.0	60
NERICA-14	14	1.6	22
Other Varieties	18	2.0	36
<b>TOTALS</b>	<b>146</b>		<b>284</b>

The tables above show that the total area that was planted is 293 hectares. The total seed expected (pre-cleaning) is 646 metric tons. Therefore, the total seed expected after cleaning (i.e., 70%) is 452 metric tons. In addition, 10 metric tons of Foundation Seed (WITA-4) are expected and at least 60 MT of seed is expected from off-season multiplication of Upland varieties on 30 hectares.

Now that improved variety seeds are available in the country in quantity, sub-sector-specific Public-Private Partnerships must 1) promote dynamic and progressive individuals and leaders who have proven they can manage production, 2) build corresponding value chains, and 3) advocate for sustainable support to the rice seed chain. Most importantly, these leaders must demonstrate flexibility to respond to new opportunities and changing conditions.

The Government of Liberia's current and future sector investments outlined in the CAADP and in the GAFSP should foster the green revolution in Liberia. Through an iterative process, major rice sub-sector investment priorities have been identified in the Liberian Agriculture Sector Investment Program (LASIP). Supported by advancements in the rice sub-sector, Liberia's agriculture sector is poised to become an engine for economic growth, assure food security, and improve livelihoods for 60–70 percent of the population.

As part of support to the rice seed chain, TASMOA assisted the Deputy Minister of Technical Services to organize the National Seed Task Force (NSTF). The NSTF met several times and addressed several critical issues that affect sustainability of the rice seed chain. The most pressing issue involved acquisition

#### Other Seed Chain-related Presentations Made:

- *Rice Seed Value Chain*: Presented at Training Workshop, CARI.
- *Rice Seed Value Chain*: presented to MOA staff and IPs.
- *AGRA mission highlights*: presented to MOA staff.
- *Status of Rice Seed*: presented to Implementing Partners.
- *Modernizing Liberian Agriculture The Role of Quality Rice Seed*: presented at MOA (Extension Services) Workshop.
- *Rice Seed Value Chain, Its Importance*: End of Project Presentation.

and storage of improved variety rice seeds produced during the 2010/11 crop cycle. Through TASMOA's direct assistance, security enhancements were installed and equipment purchased to insure storage of upwards of 200 MT of improved variety seeds in building 101 on the grounds of CARI. A significant milestone achieved by the NSTF was the establishment of a "reference price" of \$1.25/kg of pre-certified improved variety seeds. TASMOA procured, processed, and stored the first 10 MT of improved variety seeds from the three aforementioned groups managing improved variety rice seed demonstration farms. The TASMOA team consulted frequently with a FAO-funded seed specialist to develop a "draft" national seed policy that was formally presented to the NSTF for review. Further development of the draft national seed policy is expected from the auspices of IFAD. Lastly, the NSTF is expected to develop a nationwide distribution plan for approximately 120 MT of improved variety pre-certified seeds.

## **I. MOA Training and Staff Development**

Almost all MOA employees have received training through TASMOA. Key training and development interventions are highlighted below.

### *Competency-based training programs relating to the rice seed chain program*

Since project commencement, TASMOA conducted a series of competency-based training programs for MOA & CARI staff, staff of IPs, and improved rice producers (farmers). The training sessions have included the initial workshops on Seed Bank development ("Policy & Concept") as well as general and specific rice seed chain seminars.

Training was also imparted through Field Days and a Regional Study Tour, some of which are as follows:

- Panicle Harvest Training Field Day at Greenstar.
- Panicle Harvest Training at Zubah Town.
- Harvesting and threshing field day at CARI.
- Post Harvest and Agro-processing Field Day at Greenstar.
- Panicle harvest and threshing field day at Johnsonville Women's Group farm.
- Regional Study Tour for 5 Liberians in Benin.

### *Competency-based training programs related to decentralization*

The MOA decentralization process is being pursued on the premise that service delivery by the county and district agriculture offices can be substantially enhanced if authority as well as decision making is delegated to them (through de-concentration) by the MOA headquarters. Through TASMOA, several training programs were implemented in order to build the capacity of county agriculture personnel, to raise general awareness levels of the decentralization plan amongst MOA staff and to explain to them how, gradually, the decentralization plan will be implemented. For example:

- Through the Agency for Economic Development & Empowerment –AEDE, (a local subcontractor), training support was provided to staff of the Department of Regional Development, Research & Extension (DRDRE), including all staff serving at county and district levels, as well as selected staff of the Department of Technical Services. The series of trainings enhanced staff capacity to deliver services to the people of Liberia, especially farmers. AEDE successfully concluded the second phase of generalized training sessions conducted in three sessions that grouped together MOA employees working in five counties from April 12–23, 2010. The final session was held in Grand Cape Mount County from April 20–22, 2010. Over 130 MOA staff (mostly Extension Agents) received training. Three key modules were delivered during the training program: (i) Overview of Agriculture Policies

and Operational framework which covered: Overview of major agricultural policies and strategies; Managing change at the MOA; Policy formulation – concepts & processes; Overview of the Liberia PRS; and, Reform & Decentralization of the MOA; (ii) Strategic Programming & Project Management which covered: Introduction to the project management framework; Stages of the project cycle framework; Management of the project cycle; Good practice principles for managing the project cycle; and Good governance for partnership; and (iii) Report Writing and Financial Management Skills which covered: Report writing skills; MOA reporting format; and Introduction to financial management. In the closing session held in Grand Cape Mount County which was also attended by the County Superintendent and her Assistant, participants expressed their gratitude to USAID-ARD for what they termed as “empowerment” for better service delivery to their clients (farmers), and also thanked AEDE for effective training modules designed “from within.”

- A three-day “Harmonization Workshop” for county agriculture personnel was held in the MOA conference room for 62 county agriculture personnel. During the workshop, various activities and reporting formats were “harmonized” in order to ensure a well-coordinated approach in the delivery of agricultural extension services to farmers. TASMOA facilitated three topics: (a) overview of the TASMOA project, (b) institutional reform and the decentralization process, and (c) the role of the rice seed chain in modernizing Liberian agriculture. All the presentations were well-received by participants who expressed the need for more of such training sessions to enhance their capacity.

On the whole, the impressive attendance and participation [at the Harmonization Workshop] can be attributed to three main factors. First, the invitation to all seminar participants was issued and signed by Minister Chenoweth. This signified sufficient authority and commitment to the reform program and process by the sponsor or champion. Second, the seminar coordinator, Ms. Ara Chea followed up with each participant by texting them messages of reminder to attend the seminars. Third, the delivery methods were participatory and accommodated divergent views and encouraged dialogue around the issues.

#### *Competency-based training programs relating to reform and change management*

TAMOA’s Change Management and Decentralization Specialist, Rogers Kamanga, facilitated a series of change management seminars focusing mostly on the management team within the MOA. The seminars underscored the strategic importance of the MOA reform process and enabled senior staff in the Ministry (including IRC members) to know and understand basic principles and applications for managing change in the context of institutional and decentralization reforms being implemented by the MOA. The seminars covered a number of areas including GOL civil service reforms, personal and organizational (institutional) change, resistance to change, and strategies for managing change.

During the delivery of the seminar sessions, it was apparent that most of the middle management personnel were ready for change. This was demonstrated by their consistent high attendance rates and readiness to deliberate even on “thorny” issues. It was also clear that senior management, especially heads of departments (Deputy Ministers) did not seem to be very committed to implement change by example. For the most part, the attendance of this category of officers was rather erratic and comments made by many of them suggested they were not yet ready to embrace the vision of change being advocated by the GOL. This situation was counter-productive and worrying as half of the current membership of the IRC is composed of Deputy Ministers. It is also counter-productive because the IRC is the structure mandated to drive and facilitate the implementation of institutional and decentralization reforms in the MOA. Nonetheless, with consistent communication of the message of reform and the expected outcomes reinforced by reflective diagnosis or experiences, the majority of members of staff should be able to slowly change their behaviors and mindsets and begin to support overall organizational change initiatives.

### *Competency-based training programs related to financial management*

In response to recommendations made within the IT Equipment Acquisition Plan, in February 2011, TASMOA purchased IT equipment (computers, printers, scanner) for the FAD and contracted a financial management soft-ware package provider to provide all members of the FAD with essential initial training on Blue Skies Accounting software recently procured by the MOA. In addition, a generalized training module was designed to strengthen IT users in seven standard computer applications and the entire FAD staff was trained on Liberia Payroll entries, Human Resource entries, and General Ledger & Job Costing. Training topics also included information and orientation to the proposed new financial management system at the MOA. This training will assist the central level of the MOA to effectively manage its resources. Unfortunately, TASMOA was not able to train decentralized MOA financial management staff on the new financial management system due to several factors. First, the staff that will fill these posts at the county and district levels are not yet in place or confirmed. Second, the Financial Management and Accounting Procedure and System Manual has not yet been officially validated or adopted by the MOA, so training staff to implement it seems premature. Third, decentralized MOA offices do not have the IT equipment (and often the accompanying IT skills) necessary to undergo appropriate training at this time.

### *Competency-based Induction/Orientation Programs*

In response to Minister Chenoweth's request to conduct induction and orientation workshops for all MOA employees stationed in Monrovia (including Deputy and Assistant Ministers), as well as a pre-retirement workshop for employees due for retirement, TASMOA provided the required technical support, leading to the implementation of several workshops. Key workshops conducted include the following.

**General staff orientation/induction workshops:** General staff orientation workshops were conducted for all MOA employees. Although most staff have been under MOA employment for several years, due to the civil disturbance, no induction and orientation was ever provided to them. The workshop covered several topics including the new thrust of the MOA in terms of its mandate, vision and mission, and operating principles. The workshop also covered best practices in service delivery; institutional and decentralization reforms; work ethics; the civil service standing orders; dress code; hygiene, grooming, sanitation and health; and HIV/AIDS mainstreaming. During the launch of the workshops, Minister Chenoweth advised her staff to take full advantage of opportunities offered by the training. She also informed staff that the institutional and decentralization reforms being implemented by her Ministry are not a matter of choice but a GOL directive. Therefore, subject to exigencies of the service, some staff currently serving at the MOA central offices may be requested to move to counties in order to build capacity at that level. For purposes of ownership of the orientation process, TASMOA included facilitators from the GC, CSA, and Monrovia City Corporation.

**Retirement Planning Workshops:** As part of the ongoing government-wide institutional reforms (linked to the personnel mapping exercise conducted by the MOA), retirement notices were issued to several employees who met the mandatory retirement ages and/or years of service. The IRC, working with the Civil Service Agency (CSA) took the lead in ensuring the implementation of a series of the MOA pre-retirement motivational workshops to better inform employees of the retirement processes and planning for life in retirement.

The CSA representative at the workshop remarked that the MOA was the first and only ministry in Liberia which prepared its staff for retirement through the annual provision of retirement planning seminars, an initiative which is highly commendable.

Tailor-made modules were presented to the prospective retirees, which addressed GOL policies on retirement; social security payments; how to set up and manage a business; health screening and how to keep fit and healthy in retirement; time management; and other topics. TASMOA's Chief of Party (COP), Dr. Wilbur G. Thomas, and Institutional Development Specialist, Mr. Beenwell Banda, facilitated most of the modules. The workshops concluded with greater

appreciation from MOA staff about retirement planning and deeper understanding of opportunities provided post retirement.

**Induction & Orientation Training of Quarantine Officers:** In response to a request from Minister Chenoweth, TASMOA provided technical support in the training of Quarantine Officers. The training was attended by 12 newly recruited MOA Quarantine officers, including 17 serving MOA Quarantine staff and Customs officers from the Ministry of Finance. The two-day training session was conducted under the auspices of the MOA-IRC and was officially opened by Minister Chenoweth. Workshop facilitators were from MOA (National Quarantine & Environmental Services), Ministry of Commerce as well as from a legal expert. Modules presented included the history of national and international quarantine services and principles of phyto-sanitary measures; international code of conduct on the distribution and use of agro-chemicals; pests risk assessment and identification and treatment of animal diseases; identification of agriculture commodities (live, active growth, and processed); and challenges in the delivery of quarantine services within the Liberian context.

**As a result of the training provided by TASMOA, a total of 2,151 individuals (1,813 male & 338 female) received USG-supported short-term agricultural enabling environment training.** Details of all trainings conducted are available in **Annex 5. Decentralization and Financial Management training** modules and presentations utilized during training sessions have been compiled onto a CD that will be provided to USAID along with this final report.

TASMOA was unable to meet one of its anticipated deliverables, namely, the development of “actionable plans for broader training to address the updated training needs of specific individuals, using USAID FORECAST program.” This deliverable was not completed since the TASMOA team was obliged, first and foremost, to work on completing and validation of the Establishment Chart which must serve as the base document upon which a professional training program for MOA staff should be developed and linkages to the FORECAST program can be made. To date, the Establishment Chart is still being discussed and no decisions have been forthcoming from the Civil Service Agency regarding staffing levels which will have long-term budget implications. Furthermore, when it is certain that staff have been approved, individual skill levels must be determined through evaluations before training programs (type and duration) can be proposed to FORECAST or to any other in-country training institutions.

## **1.4 TASK 3: DEVELOP A COMPREHENSIVE AGRICULTURE SECTOR POLICY AND STRATEGIES, TAKING INTO CONSIDERATION THE MACRO-ECONOMIC, SUB-SECTOR, AND SECTOR-SPECIFIC POLICY ENVIRONMENT**

### **1.4.1 Major Deliverables**

Key deliverables under this Task include:

- A comprehensive, long-term National Food and Agriculture Policy and Strategy (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;
- Areas that need revised or require new legislation identified and developed;
- The above deliverables translated into documents for legislation;
- National Seed Rice Policy drafted and validated; and

- Sector policies and strategies and aid coordination within the agriculture sector enhanced through strengthened coordinating bodies.

## 1.4.2 Accomplishments

Both the TASMOA team and the MOA continued to reap the results of previous efforts in the area of agriculture policy development. Following completion of the strategic assessment phase of the MOA, and in light of project extension, the TASMOA team had an opportunity to provide technical support to policy development and the implementation of various programs, projects, and activities, as indicated below.

### A. Development of the National Food and Agriculture Policy and Strategy (NFAPS)

The NFAPS (or more commonly known as the FAPS) was 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. This was sufficient to enable the signing of the country's CAADP compact.

TASMOA provided ongoing technical support throughout the lengthy process of development of the FAPS and provided support for publication of the FAPS to support ratification of the LASIP. At the outset of the TASMOA project, the MOA had recently begun development of the FAPS and initial round-table discussions had, by that time, been held. TASMOA provided necessary follow-on technical support through a sub-contract with Subah Belleh Associates (SBA) as well as through direct technical support to continue FAPS development until the current version of the document was finalized.

### B. Support to the Liberia Agriculture Sector Rehabilitation Project

The Liberia Agriculture Sector Rehabilitation Project (ASRP) covers 30 districts located in four western counties (Grand Gedeh, River Gee, Grand Kru, and Maryland) and four southeastern counties (Grand Bassa, Grand Cape Mount, Margibi, and Montserrado). The project is expected to restore the capacity of Liberia's agricultural sector and enhance the sector's contribution to gross domestic product (GDP) and increase food security and farmer's income. The project total cost is about US\$23.3 million (\$18.3 million from AfDB and \$5 million from IFAD).

Throughout project design and implementation, TASMOA continued to work closely with Dr. Moses Zinnah (Director of the ASRP) and the AfDB missions led by Mr. Rogers Lubunga (Task Manager) to assist the MOA to fulfill conditions precedent to fund disbursement and avert the risk of delay in project implementation.

Following the official launching ceremonies of the ASRP held towards the end of March and in the first week of April 2010, a series of technical start-up workshops were held at MOA offices in Gardnersville. Through these workshops, an annual work plan and budget for April 2010–June 2011 was jointly developed with MOA stakeholders and approved by the AfDB. Contracts for all PCU staff (both AfDB & IFAD-funded) were finalized and signed; and all the PCU staff began work in April 2010. Memoranda of Agreement (including contracts, annual work plans, and budgets) between IPs and the PCU were also finalized for implementation of IFAD-funded components of the ASRP in Grand Bassa, Bomi, Grand Cape Mount, and Montserrado Counties as follows: Africare for Grand Cape Mount County; ActionAid for Montserrado County; Concern World Wide for Grand Bassa County; and German Agro Action (GAA) for Bomi County. Other key initiatives undertaken included:

- Development of terms of reference (TORs) for service providers for the AfDB-funded components of the ASRP (including CARI, CRS, GAA, R&R Foundation, and ILO);
- Development of procurement plans for the period April 2010–June 30, 2011;

- Preparation of tenders for feeder roads;
- Setting up of the ASRP Steering Committee; and
- Integration of PCU staff into the MOA HR system.

As indicated above, the ASRP components financed by IFAD are being implemented in Grand Cape Mount, Bomi, Montserado, and Grand Bassa Counties. At least 10,080 vulnerable farmers will benefit from this project.

The TASMOA project team has provided technical advice to Dr. Moses Zinnah and the various IFAD missions to Liberia during project negotiations and implementation. Technical support was also provided by TASMOA during the staff recruitment phase of the project and, as a result, it was possible for MOA and IFAD to complete the recruitment process of all PCU staff positions financed by IFAD (M&E and Gender Officer; Accountant; Agriculturist (with agronomy & livestock experience); and four Young Agriculture Professionals to be assigned in the four IFAD project counties.

During the review of the ~~draft~~ Aide Memoire by the AfDB and IFAD mission in November 2010 concerning the ASRP, the team indicated that the start-up of the ASRP was satisfactory, including the financial management system. However, they noted no tangible results at the field level and recommended the development of a comprehensive work plan for the 2011 cropping season. They also recommended that a project management and procedures manual be drafted and adopted as soon as possible. AfDB in particular noted the need to revise the ASRP's budgets in light of lower funding from IFAD than projected in the design. IFAD's representative voiced concern about the lack of progress being made at CARI which might lead to IFAD's withdrawal of program funds to that entity.

### **C. Support to the CAADP Post Compact Implementation Process**

The LASIP pillars, by order of priority, are (i) Food and Nutrition Security; (ii) Competitive Value Chains and Market Linkages; (iii) Institutional Development; and (iv) Land and Water Development. Since formal signature of the CAADP Compact by Vice President, HE Joseph Boakai, the TASMOA team has participated actively in several consultative sessions with senior MOA staff and relevant stakeholders to implement the LASIP. For example, during the validation of the LASIP by the CAADP compact stakeholders in May 2010, the entire TASMOA team participated in the technical review sessions and LASIP/CAADP Validation Workshop. The workshop drew approximately 65 people from an invitation list of over 150 sent to the Agriculture Donors Working Group (ADWG), Line Ministries, Agriculture Coordination Committee (ACC) partners, civil society, private sector representatives, and non-governmental organization (NGO) representatives. Minister Chenoweth opened the workshop and urged the participants to finalize the LASIP document and make sure that the MOA and GOL would be proud to present it to the ECOWAS regional meeting in Dakar. ECOWAS representatives also participated in the validation exercise.

Subsequently, TASMOA provided direct support to the CAADP team (Assistant Minister, Ousman Tall; Consultant, Dr. Quan Dinh; Consultant, John Wessah McClain) to complete the final draft document prior to its submission to CAADP for technical reviews. Following the technical review sessions in Dakar, TASMOA facilitated the consultants' review of comments/recommendations and prepared the presentation for the CAADP/Donors' meetings held from June 14–17, 2010 in Dakar, Senegal. Minister Chenoweth reported that the presentation and reviews were well-received and Liberia received the top ranking out of eleven countries that presented investment plans.

Following a successful outcome in the Dakar meetings, the ADWG convened to solicit pledges towards investment priorities established by the Ministry of Agriculture. Up to the time of project close-out, TASMOA continued to provide necessary support to ADWG activities upon demand. Key activities

supported by TASMOA included facilitation of monthly ADWG meetings and provision of technical and analytical support to donor design teams.

#### **D. Support to Agriculture Coordination Committee (ACC) Meetings**

The ACC meeting is one of the important instruments the MOA uses to coordinate activities in the agriculture sector, particularly with regard to the NGO community. The meetings bring together all NGOs operating in Liberia as well as international and bilateral donors. The TASMOA project team regularly attended the monthly ACC meetings which became a consummate forum for information sharing and discussions on policy-related issues in the agriculture sector.

TASMOA continued to support the ACC, including the provision of operational support to the ACC Secretariat, and participation in and provision of technical support to the technical working groups for cocoa, private sector, and approaches and methodologies.

#### **E. Policy-related Support**

As an ongoing activity, TASMOA continued to provide technical support in this area. In particular, TASMOA: (a) collaborated with MOA representatives and with the FAO seed specialist to develop a Draft National Seed Policy, (b) supported the development of a Draft Liberia Rice Development Strategy and assisted the MOA to organize workshops to internally validate the document and, (c) participated in the cocoa sub-sector working group and assisted in re-drafting the cocoa development strategy.

With regard to the rice sub-sector, several donors have made investments to improve seed production in Liberia's principal food crop. However, the general Draft National Seed Policy developed through the assistance of FAO with additional technical support by TASMOA, which regulates importation, multiplication, and marketing of improved seeds to farmers, has yet to be finalized and validated. The draft still requires further inputs from donors, MOA technicians, and legislative leaders prior to enactment into law. This Draft National Seed Policy has been submitted to USAID previously.

Certain elements of an eventual National Rice Seed Policy have been elaborated within the Liberia National Rice Development Strategy drafted in March 2009. This document has been submitted to USAID previously. TASMOA provided direct and continuous technical assistance to develop this key strategic document. Objectives of the National Rice Development Strategy include the following:

- Developing an appropriate and comprehensive rice policy that looks at the entire value chain and balances interest of consumers and producers;
- Establishing a national seed program to backstop rice production;
- Developing lowland production facilities and providing support for tools and equipments acquisition;
- Providing support to swamp/lowland farmers by distributing improved farm tools and equipment, including power tillers and zero tillage technologies;
- Undertaking a rehabilitation program using improved technologies that will restore the developed acreage of swamp rice fields that were destroyed or damaged during the conflict years;
- Linking farmers to markets by proving timely price and market information and improving transport network;
- Training farmers in improved production and post-harvest processing, storage, handling, parboiling, threshing, winnowing, drying, and milling methods to reduce field and storage losses of rice (pre- and post-harvest);

- Instituting proper weed and pest control and intensifying farmers education on the use of Integrated Pest Management (IPM);
- Strengthening human resource development; and
- Working in coordination with the Mano River Union (MRU) in various areas, such as research and other crop protection interventions.

TASMOA's team worked closely with senior MOA officials to provide the first draft cocoa sub-sector strategy. This document has served as the base document for discussion by several groups (government, private sector, farmer groups) towards validating cocoa production and marketing policies. While none of the policies have been validated at the cabinet level, cocoa pricing and marketing has been discontinued by the Liberian Produce Marketing Corporation, a parastatal organization, and assigned to private sector brokers. A significant milestone within the sub-sector was the establishment of a reference price of \$1.50/kg. Another significant milestone was implementation of farm gate to port quality standards that insures higher returns on cocoa marketed through brokers. As a direct result of TASMOA's work within the sub-sector, returns to smallholder producers have increased from a low of 40% to more than 60% of the world prices.

TASMOA also continued to respond to tasks or activities which were mostly demand-driven from the Minister's office. Most of this type of support had to do with assisting Minister Chenoweth and her deputies to conduct rapid policy analyses, drafting technical or position papers, preparing presentations and organizing workshops or briefings—many of which pertained to various policy matters.

The TASMOA team has supported the MOA's response to many donor requests to participate in several workshops to address ongoing sector and sub-sector constraints and development priorities. The team also provided assistance in coordination with donors to consolidate or attract additional funding for the MOA, including: rice and aquaculture, FAO and MOA response to

**Specifically, the TASMOA project supported the MOA in the analysis of policy reforms and delivery of the following:**

- Liberia response to the Food Crisis
- Various Policy Notes, including Policy Notes on foundation seed rice
- Proposal for certified seed prices for 2009
- Comments on food safety and quality control
- Revision of the IFAD/Italian Trust Fund project
- Comments on WB project document for Liberia
- Comments on UN joint program (with DANIDA/FAO)
- Proposal for country-wide crop assessment
- MOA Reform and Decentralization Policy and Strategy.
- Cocoa sub-sector policy.
- Rice sub-sector policy.
- Food and Nutrition Policy
- Follow-on tasks pertaining to CAADP compact.
- Comments on the National Decentralization policy (drafted by GC).
- Review of the MOA Recruitment & Selection policy.
- Review and development of the MOA Training & Development Policy.
- Review of the MOA Retirement or Staff exit policy;
- Review and development of the MOA "Establishment" Policy.
- Comments on the GoL Civil Service Reform Strategy (2008-2011).
- Comments on the Civil Service Training Policy (developed by LIPA).
- Comments on the Liberia HIV/AIDS Policy & Strategic Framework.
- Comments on the Mandate Functional Review Guidelines (developed by GC).

soaring food prices, MOA and AfDB compliance mission, FAO/MOA regional meeting for food security through commercialization of agriculture, MOA stakeholder of the EU Food Facility and Women's Empowerment Projects, Liberia's World Food Day program and exposition, MOA cassava sub-sector master plan development, MOA rubber sub-sector master plan development, MOA/IFAD project development and implementation, and MOA/ECOWAS Permanent Inter-state Committee for Drought Control in the Sahel (CILSS) development of early warning systems.

This ongoing assistance has helped the MOA leverage over \$68 million to support various projects and activities in support of the sector. In short, TASMOA has balanced the need to support the MOA in its response to numerous short-term needs while addressing the long-term capacity-building process.

# 2.0 END-OF-TASMOA PROJECT PRESENTATION

End-of-TASMOA Project presentations were made to a cross-section of people at the SKD Sports Complex on December 17, 2010. In attendance were officials from the Ministry of Agriculture, other GOL ministries and agencies, and donor partners. This function was officially opened and closed by the Minister of Agriculture, Dr. Florence Chenoweth.

In her remarks, Minister Chenoweth observed: —We are very happy today to pay tribute to a very special team...a team that has worked so well and a donor that has facilitated teamwork...” She added: —We never ever thought of you as a project or anything of that sort...you worked just as one of us...whether the generator worked or not...you sweated just as we did.”

After the official opening ceremony, three key presentations were made by TASMOA, as follows.

## **A. Role and Accomplishments of the TASMOA Project:**

In his presentation, Institutional Development Specialist Beenwell Banda noted that, since 2008, the USAID/Liberia-funded TASMOA project has worked in close partnership with the Ministry of Agriculture to make 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. As a result, the project has made significant accomplishments within the three major tasks (as indicated in Section 1.0). It became clear during the presentation that TASMOA has delivered well beyond the project’s expectations. The MOA, therefore, was encouraged to sustain the reforms and progress so far achieved.

## **B. Review of Policy and Implementation Documents:**

TASMOA’s Chief of Party, Dr. Wilbur G. Thomas, presented the inventory and status of key policy documents developed or assisted by TASMOA. In his presentation, Dr. Thomas indicated that the policy and reform implementation documents and reports relate to two critical areas, namely institutional development and decentralization.

Documents relating to institutional development focus mostly on strengthening the MOA’s organizational structure, policies, systems, processes, guidelines, and procedures; while those on the decentralization process relate to improvements in service delivery at the grassroots level as envisaged by the



### **END-OF TASMOA PROJECT PRESENTATION**

**December 17, 2010**

- 1. Welcome & Introductions**
- 2. Opening Remarks**
- 3. Presentations**
  - Role & Accomplishments – by Beenwell Banda
  - Review of Policy & Implementation Documents – by Dr. Wilbur Thomas
  - Status of the Rice Seed Chain – by Dr Tareke Berhe
- 4. Remarks (Donor partners, GoL Ministries & Agencies)**
- 5. Closing Remarks**
- 6. Lunch & Departure**

Decentralization Policy of the Government of Liberia. Dr. Thomas stressed that rapid implementation, by the MOA, of available policy and operational documents is critical for the institutional and decentralization reforms to take root.

### **C. Status of the Rice Seed Chain Program:**

In his presentation, the Rice Seed Field Task Manager, Dr. Tareke Berhe, focused on the rice seed value chain—what it is, who needs it, and its importance. The good news for Liberia is that many partners are now participating in the rice seed development program and higher-quality rice seed has been produced and is available. However, the challenge is that because of food insecurity in Liberia, it is possible that available improved seed rice may be consumed as food if not promptly purchased as seed.

Following remarks from USAID and other donor partners, including a representative of upcoming farmers, the meeting was officially closed by Minister Chenoweth.

## 3.0 PROJECT ISSUES AND LESSONS LEARNED

Unlike most projects, the TASMOA project operated within the MOA and its various specialists identified themselves as members of the MOA advisory team. Therefore, since its commencement, the TASMOA project was constantly challenged by the systemic failure of the MOA as it sought to rebuild its capacity following many years of conflict. At the outset of the project, most departments of the MOA were non-functional and very few MOA staff members were truly dedicated to work under difficult conditions that prevailed during that time. Without the unwavering support of the Ministry's top leadership—Minister Chris J. Toe and his successor, Minister Florence A. Chenoweth—the situation would have been worse. Some of the critical issues faced by TASMOA in the course of project implementation are as follow:

- **Leadership:** Under the direction of the Minister, considerable efforts were made to restructure administrative systems while validating policies and programs. While some of the new policies and programs have been recommended through TASMOA's analytical successes, secondary or follow-on activities are taking more time to take root. This lull is due in part to the MOA's limited number of competent staff and in part due to operations in an austere budget situation that places limits on staffing, transportation, office equipment, and other facilities. To ensure effective service delivery and sustainability of reforms, the Minister's leadership shall remain critical. Without sustainable, strong and directional leadership, the impact of MOA reforms may be minimal. Individual MOA departments continue to suffer due to limited leadership capacity at that level.
- **Support for Reform:** Institutional reforms are very difficult to implement, especially in a highly charged political environment like Liberia. While a substantive decentralization plan has been developed, implementation of the entire plan will be forestalled by Cabinet deliberations on recommended reforms pertaining to senior staff positions. The GC and CSA mandated that the MOA be used as a model of the reform for all government agencies and ministries. The MOA, as represented by the Minister, embraced and began the process. However, the MOA's limited internal support for the reform program (particularly among political appointees—Deputy Ministers and Assistant Ministers) and the corresponding high-level support from the GC and CSA continued to present a challenging situation for TASMOA. In spite of this, the TASMOA team was able to build a constituency of support for reforms among key MOA professional staff and, as a result, assisted the MOA to fulfill various reform-related conditions precedent to fund disbursement by donors, including the AfDB and IFAD-funded ASRP. However, with the exception of the support provided by the AfDB and IFAD, support from other donors does not address overall reform and capacity building; rather, the welcome burden of additional projects increases the urgency of institutional reform.
- **Counterpart Arrangements:** The prospects for successful change and change management within the MOA depends, crucially, on the understanding, involvement and commitment of all senior staff, including counterparts. The TASMOA team recognized the necessity to fully engage MOA staff in order to facilitate empowerment, ownership, and commitment to the reform process and its deliverables. However, due to pressure to ensure that deliverables are met within agreed-upon (usually tight) timeframes, and the necessity (particularly during the initial assessment phase) to “front-load” key tasks and outputs, there was an inevitable trade-off: building local capacity through active staff involvement in the process (i.e., action learning) versus getting the job done with minimal

attention paid to local capacity building. The situation was further exacerbated by the fact that, during the assessment phase of the process, counterparts were either not available or were already fully engaged with other ongoing tasks. Faced with such a situation, the team created and worked through a small MOA technical team composed mainly of Senior Executive Service (SES) staff (e.g., Dr. Moses Zinnah, Mrs. Ara Chea, and Dr. A. Kai), and focused on ensuring that mechanisms were in place to help move the capacity-building process forward.

- **Resources:** This situation has remained fairly unchanged throughout project implementation. To achieve sustainable reform, there is an increasing demand for more resources rather than fewer, as imposed by the Government of Liberia's austerity plan. While donors have signed up to support the Agriculture Sector, funds are not yet flowing adequately to provide the needed human and financial resources for reform, including supporting a larger, multifaceted team of competent MOA staff active at both the central and the decentralized levels. In the meantime, donor expectations are very high and are often not met. On the other hand, the few Ministry staff that are focused on meeting expectations are stretched to their limits. Other members of staff are not as committed and, hence, often "moonlight" or seek potential projects or donor-funded activities to make ends meet.
- **The Operating Environment:** Initially, the TASMOA project team was based at the MOA head office, on 19<sup>th</sup> Street in Monrovia. Subsequently, the project team re-located to the MOA office complex at Gardnersville, about 20 kilometers away from the office of the Minister of Agriculture (including the Department of Administration) on 19<sup>th</sup> Street, Sinkor. This physical separation of offices hindered sustained interaction among key staff on spur of the moment issues and problems. Furthermore, availability of key services such as electricity and internet was quite limited and erratic at the location at Gardnersville. However, the situation substantially improved when all management and implementation units relocated to the Gardnersville office complex.

# 4.0 PROJECT OUTPUTS AND DELIVERABLES

Key project outputs and deliverables are indicated below. Further details relating to outputs and milestones as measured by indicators under the Performance Monitoring Plan (PMP) are provided in **Annex 6**.

## **TASK 1 DELIVERABLES COMPLETED**

- Presentation of the MOA assessment report, including in-depth capacity assessment reports of:
  - 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.
  - The MOA Human Resource Management function.
  - The MOA Financial Management function.
- Assessment report of the Central Agricultural Research Institute (CARI).
- Assessment report of the Cooperative Development Agency (CDA).
- Assessment report of selected NGOs (Samaritan’s Purse, ADRA, Visions In Action, and Africa 2000 Network).
- MOA Financial Management Assessment Report.
- MOA Agro-Communication Needs Assessment, Strategy & Action Plan.

## **TASK 2 DELIVERABLES COMPLETED**

- Draft Agriculture Sector Investment Plan (ASIP).
- Final Liberia Agriculture Investment Program Report (LASIP).
- Report on Reform & Decentralization Architecture & Strategy Process of the MOA.
- Report on Decentralization Issues and Strategy Process for Decentralizing the MOA.
- Training modules on decentralization and change management.
- Setting up and operationalization (as part of MOA capacity-building) of:
  - The MOA Project Coordination Unit (PCU).

- The MOA Internal Reform Committee (IRC).
- The MOA Decentralization Process (Rolling out 6 counties).
- Project Coordination Unit (PCU) Operations Manual.
- Internal Reform Committee (IRC) Operational Manual.
- MOA Establishment Chart drafted and being discussed/finalized by the IRC.
- Seventy-six (76) job descriptions prepared for various MOA positions.
- Management manuals prepared, including:
  - Staff Recruitment and Selection Manual.
  - Staff Training and Development Manual.
  - Staff Induction, Deployment (Placement) and Exit Manual.
  - Management of Meetings Manual.
- MOA Financial Management and Accounting Procedure and System Manual.
- (Financial Management) Training Proposal Report.
- MOA IT Equipment Acquisition Plan.
- Inventory of Key Documents developed with TASMOA assistance.
- Rice Seed Program Management Plan.
- The rice seed chain functional (644 MT of pre-certified seeds produced).
- A total of 2,176 individuals (1,833 male & 343 female) received USG-supported short-term agricultural enabling environment training.
- Twenty-eight (28) senior positions filled (including positions for the ASRP & FSN) through technical assistance provided by TASMOA.

### **TASK 3 DELIVERABLES COMPLETED**

- The National Food and Agriculture Policy and Strategy (NFAPS/FAPS).
- The original 2008 version of the ASIP Road Map.
- The Liberian Agriculture Sector Investment Program (LASIP)—several versions culminating in final September 20, 2010 version submitted to USAID.
- Draft National Seed Policy.
- Draft Liberia National Rice Development Strategy.
- Liberia National Cocoa Sub Sector Development Strategy.
- Support towards development of Enhancing Women’s Empowerment through Agriculture (DANIDA project, signed 2008).

- Support towards development of the IFAD/Italian Trust Fund project for vulnerable farmers (managed by AFRICARE) signed on May 11, 2009.
- Support towards development of the Liberia Agriculture Sector Rehabilitation Project (ASRP) jointly funded by the AfDB and IFAD.
- Support towards development of the AfDB emergency project for caterpillar outbreak containment signed on May 11, 2009.

# 5.0 THE WAY FORWARD— SUSTAINING REFORMS AND PROGRESS ACHIEVED

Effective delivery of agricultural services to the people of Liberia depends largely on the quantity, quality, and motivation of staff of the MOA. The TASMOA team recognized that institutional reform and capacity building is a long-term process. Rebuilding the MOA and revitalization of the agricultural sector is likely to take about five to ten years and requires more resources. Therefore, in order to move the process forward and sustain the reforms achieved, three key result areas will require attention. These are:

- Institutional Reforms,
- Decentralization Reforms, and
- The Rice Seed Chain Development Program.

These and other issues are addressed below.

## 5.1 INSTITUTIONAL REFORMS

### 5.1.1 Capacity Strengthening

#### A. Implementation of the Establishment Chart

Since human resources constitute the most important resource available to the MOA, it is critical that appropriate systems are in place to facilitate HR planning, acquisition, development, and retention. An Establishment Chart is a critical management tool which the MOA can utilize to facilitate strategic management and human capacity development. Essentially, existence of an Establishment Chart is an important step towards the development of a comprehensive staffing and capacity building plan for the MOA.

Once the Establishment Chart currently being reviewed by the IRC is finalized and approved, key actions that will need to be pursued further include:

- Finalize development of job descriptions and person specifications for all positions.
- Through a job evaluation process, determine grade relativities of all positions.
- Match available staff to positions within the Establishment Chart to ascertain staff–position fit.
- Re-deploy staff to positions within the Establishment Chart according to their qualifications and competencies.

Once the activities indicated above have been accomplished, it will also be necessary to develop a three-year Staffing Strategy. A strategy towards the development of a “career paths” system should also be initiated by the MOA as part of a staff retention strategy.

## **B. Strengthening Departmental Leadership Capacity**

From the capacity assessment reports, evidence abounds that the most critical challenge in the MOA is leadership capability to provide strategic direction and inspire the rest of the members of staff to move forward. Minister Chenoweth is trying her best to move the MOA reform process forward but there is a great vacuum of strategic leadership capacity, particularly at the helm of respective departments. This has affected the way in which the IRC has been operating, since most members of the IRC are either heads or deputies at the departmental level. The problem is not an easy one to deal with given prevailing mindsets across the civil service. It is complex, but through sustained (“on-the-spot”) organizational development advisory services, incremental gains will be made over time.

Therefore, for the MOA to successfully sustain the implementation of institutional and decentralization reforms so far achieved, departmental leadership will need to be further strengthened beyond its current capacity levels—building on the momentum and gains of the change management seminars conducted by TASMOA. The aim should be to seek to bring sustainable changes in departmental leadership, including other senior and middle level managers, rather than just focusing on changes in systems, processes, and structures. Ultimately the aim is to have a Ministry that looks different, feels different, and behaves differently.

## **C. Deepening the Change Management Process**

The change management seminars conducted by TASMOA unveiled emergent issues central to the reform agenda in the MOA. Among other things, the key issues identified were:

- *The desire for change, improved service and better quality of life.* Seminar participants acknowledged the desire for change in the MOA as one of the key indicators to pursue implementation of the reforms that have been initiated, provided appropriate strategies for change management are in place.
- *Leadership for Change.* It was underscored that Minister Chenoweth has embraced institutional and decentralization reforms consistent with the Government of Liberia’s reform agenda. The challenge is to develop the required capacities within the MOA for the implementation of this vision to facilitate an effective and sustainable change management process.
- *Management of Change Structures and Systems.* It was recognized that the availability of the IRC and the PMU was further evidence of the Ministry’s commitment to effective change management in pursuit of institutional and decentralization reforms. It was, however, noted that the structures in question require enhanced capacity for them to effectively participate in the reform process and deliver desired results.
- *Collaboration for Implementation of Reforms:* It was noted that effective coordination and collaboration mechanisms are vital to successful implementation of reforms by the MOA. Hence, it was underscored that management of change must be premised on clearly defined roles and responsibilities with a clear agenda for all stakeholders to effectively support the Ministry’s efforts.
- *Human Resource Constraints to Institutional and Decentralization Reform.* It was acknowledged that current quantity and quality of human resources—including mindsets—pose serious challenges in the implementation of reforms and the revitalization of the agricultural sector. Thus human capacity building and promotion of positive mindsets is critical to the effective management of change in the MOA.

- *Readiness and Expectations for Decentralized Services.* It was noted that while it is clear that institutional and decentralization reforms in the MOA have raised expectations at the central and county levels, it is difficult to assess or determine the extent of readiness at the central level of the MOA to release functional responsibilities and at the county level to accept their new roles and responsibilities without mixed reactions. This suggests the necessity for planned and incremental change, which should be visible or discernable and must spur motivation to do more throughout the MOA.

To sustain the expectations and reforms initiated by the MOA in a coordinated and collaborative manner, a planned team-building process is a necessity. Effectively done, teambuilding is a vehicle for assisting individual staff members and work groups to address required social and process changes within the MOA. Team building is designed to change the culture of an organization from where it is to where organizational members want it to be. The focus of intervention is usually on the process, e.g., how the team is working together to accomplish a task in terms of planning, problem solving, examining and improving interpersonal relations, or managing culture and processes. The change management seminars conducted by TASMOA were mostly intended to motivate participants towards this approach and to improve teamwork and individual performance.

#### **D. Strengthening IRC Operational Capacity**

The IRC is the lead structure charged with the task of facilitating the implementation of reform initiatives in the MOA consistent with the Civil Service Reform Strategy. As part of TASMOA exit strategy, a work plan for the IRC was developed, a copy of which is available as **Annex 7**. It is important to ensure that resources are available to facilitate implementation of the work plan. However, to strengthen its operational capacity, the following actions are recommended:

- **Appointment of Deputy Chair:** The Minister is currently the chair of the IRC. Due to her busy work schedule, it has been difficult for her to attend to the issues associated with the IRC in person, as should be the case. The Coordinator, Ms. Ara Chea, has been filling in this role. However, the role of the coordinator is essentially to provide support services to the operations of the IRC; hence, combining this role with the role of “acting chair” is not appropriate, bearing in mind the fact that some members of the IRC are Deputy Ministers. There is, therefore, the need to formally appoint a deputy chairperson either on a permanent or rotational basis who will be directly accountable to the Minister as the Chair of the IRC consistent with the Civil Service Strategy.
- **Establishment of IRC Sub-Committees:** In addition to instituting the above changes, there is need to establish IRC “standing” or sub-committees whose membership should include staff outside the current IRC membership. These could be formed on the basis of subject matter issues being discussed by the IRC. Another option would be to form ad hoc task teams whenever there is an issue that requires in-depth analysis or several options to be explored to a situation. The rationale behind this is to take advantage of the immense talents available in the MOA which need to be exploited and developed. If this recommendation is adopted, it will also assist in broadening ownership and commitment to reform change management activities being undertaken by the MOA and reduce the burden on the time and energy of IRC members.
- **Assignment of an Officer for Secretariat Operations:** To ensure effective coordination of all these aspects, there is need for an officer to be fully assigned to the IRC to support the Coordinator with day-to-day issues and take responsibility for ensuring implementation of planned activities of the IRC, including the monthly meetings and following up on agreed-upon actions. Current arrangements (in which the Coordinator chairs meetings and takes and produces minutes) are counterproductive to the efficient operations of the IRC. In addition, further targeted institutional advisory services to the IRC will need to be sourced to ensure that the MOA is on course in implementing institutional and decentralization reforms.

## **E. Implementation of the Communication Strategy**

Recognizing that a good communication system is pivotal to improving internal functioning and promotion of the Ministry's image and reputation both internally and externally, it is imperative that efforts be made to implement the MOA Agro-Communication Strategy and Action Plan developed under TASMOA. The real, hard work of improving communication and engagement in MOA must start with senior leadership and cascade downwards. In this respect, the need for the adoption and implementation of the communications strategy cannot be underestimated.

## **F. Intensifying Competency-based Training and Development Programs**

There is an essential need within the MOA to implement competence-building activities among members of staff to better enable them to perform specific roles and responsibilities more effectively and efficiently. Capacity building for all MOA departments is paramount for the reforms to succeed. Everything, of course, cannot happen at once which is why the TASMOA project initially focused its capacity-building activities within the Department of Planning and Development (DPD). TASMOA's initial actions were primarily focused on providing DPD with some basic equipment (such as computers, printers, and photo-copiers) and developing staff skills and competencies. This capacity-building support to the DPD was extremely important to enhancing its effectiveness and setting the stage for upcoming changes.

Because all of the MOA departments desperately needed capacity building in a similar manner, TASMOA widened its activities to all departments. Assistance to the following three MOA divisions/departments was particularly urgent for the following reasons:

- Department of Planning & Development—because of its critical role in the implementation of the LASIP process;
- The Human Resources Division—because of the crucial role that it has to play within the entire reform process; and
- The Department of Regional Development, Research & Extension Services—(especially county offices) because of its role in the delivery of extension services to farmers.

Critical capacity deficiencies exist in all departments. Accordingly, training should aim at developing skills and competencies in “how to do” things; for instance, how to prepare a memorandum; how to develop a project proposal; how to grow vegetables, etc. In the long term, this should also aim at meeting career development needs. In this respect, the MOA might wish to develop and define career paths for its various occupations and career groups.

## **G. Development and Installation of a Performance Management System**

Currently, there appears to be no performance management system within the MOA. However, a performance management system is a natural avenue through which organizational development interventions can be effectively and efficiently implemented with huge potential for sustainability. The performance management process, which is built on effective planning at departmental and individual levels, provides a framework for close interactions between/among departments, supervisors, and subordinates. It is also built on the principle of open and ongoing communication and feedback between departments and between supervisor and subordinate. Hence, it will be necessary for the Ministry to develop a performance management system that will help to measure individual and group contributions towards the realization of the Ministry's organizational goals and objectives.

A performance management system should, however, be installed only after the basic necessities are in place within the MOA, at the institutional and individual levels. To facilitate this process, the following actions will need to be undertaken:

- **Development of a Strategic Plan:** If capacity building provides the MOA personnel with practical skills and equipment to do their jobs, it does not prescribe exactly what they should be doing. Without a good plan, implementation work is, at best, ad hoc, and, at worst, misdirected. An important next step in the reform process is to create a comprehensive strategic plan to give appropriate guidance for MOA actions. Building on the current reform agenda, such a plan would connect the MOA to the Liberia's PRS and lay out directions, objectives, and milestones for each Department within a specified period of time (probably three years). It would also provide and explain clear linkages to the LASIP. This would then be the framework for development of practical annual work programs and operational budgets. The way in which the strategic plan is created is as important as its actual content. It should involve a carefully orchestrated participatory process that would directly involve all departmental personnel. In addition to building ownership and commitment, this would also serve as another crucially important capacity building action within each Department. Strategic planning of this nature, i.e., involving all departments in a "ground zero" environment for participatory planning, will take a lot of time.
- **Installation of a Performance Appraisal System:** Currently, there is no appraisal system at the individual level in the entire Civil Service. There has been a lot of discussion on this point with the CSA (and it is one of the critical activities highlighted in the Civil Service Reform Strategy), but so far nothing has happened. Development of an appraisal system in the MOA should, just like the strategic plan, involve a carefully orchestrated participatory process that would involve all staff. In addition to building ownership and commitment, the development and implementation process would also serve as another crucially important capacity-building action within each Department.

## H. Operationalization of Policies and Management Manuals

The TASMOA project has achieved a lot with regard to the development of policy and operational documents, including management manuals. The development of the manuals has been hailed as best practice by the Governance Commission and the Civil Service Agency. However, for reform to occur, it is important to move quickly from the abstractions of paper proposals and manuals to the practical realm of real work. Staff should be trained on how to use the manuals. Rapid implementation of these management manuals by the MOA is important for the institutional reforms to take root. Implementation will also allow for a significant level of on-the-job training, thus providing another crucial pillar to capacity building.

The issues and recommendations outlined above are not particularly innovative nor are they surprising. In many ways, they simply are common sense and are most likely already being included in discussions about future interventions. The critical issue here is timing. The moment is now ripe for taking decisive actions to begin transforming reform proposals into reality. A good change management process always moves forward as fast as it can to take advantage of the momentum it generates. Otherwise it risks becoming stuck. It would be a shame to allow the rich opportunity that now exists in the MOA to unnecessarily wither if there are possibilities for overcoming delays.

What is urgently required on the part of the MOA is implementation. To this end, the MOA, through the IRC, may wish to consider adoption of the following strategies to ensure that desired reforms are realized:

- The IRC should facilitate any necessary follow-ups, finalization, and approval of manuals not yet approved by Minister Chenoweth. Delays in approving the manuals may have an impact on the Ministry's enthusiasm and commitment to implementation of the manuals in a timely manner.

- Internally, the IRC should ensure that all manuals are widely disseminated among all the senior managers in order to generate effective ownership and shared understanding of the issues and recommendations. Other communication channels, such as management meetings to update staff on the developments currently taking place, should be considered.
- The IRC should develop an action plan for orientation on the manuals and wide dissemination among the members of staff in the Ministry. It should also work with the HR director to determine competence gaps among the staff in subject areas addressed in the manuals to ensure staff have the means to advise other sections on the same.

### 5.1.2 Decentralization Reforms

Effective implementation of the MOA decentralization process will heavily rely on the capacity of the agriculture offices at county and district level. Decentralization reforms are likely to continue to focus on furthering roll-out of the decentralization process. While the MOA is attempting to address issues of capacity at the decentralized levels, in reality, the commitment level of most county staff is low. In order to ensure the effective roll-out of the decentralization process, the MOA must develop a simplified decentralization action plan that clearly defines what should happen year-by-year. This plan should cover a minimum duration of three years.

Overall, the Ministry needs to conduct periodic reviews, perhaps on a quarterly basis, to monitor progress on the implementation of the decentralization strategy and action plan. This will require concerted effort and diligent persistence.

### 5.1.3 The Rice Seed Development Program

As demonstrated within this report, the MOA has achieved a lot with respect to implementation of the Rice Seed Development Program and the peri-urban improved rice demonstration farms. Improved rice seed is available in Liberia. The detailed statistics are presented in the adjacent textbox. While these accomplishments are commendable, sustainability of the Rice Seed Development Program in Liberia is not guaranteed. Due to food insecurity in Liberia, there is the constant danger that the quality rice seed produced could be consumed, especially if people are not willing or able to store the seed themselves or to buy it to plant at the beginning of the following growing season. This issue was duly emphasized during the End-of-TASMOA Project presentations.

#### Improved Variety Rice Seed Production: Encouraging Statistics

- Total area planted: 293 hectares
- Total seed expected (pre-cleaning): 646 metric tons
- Total seed expected (post-cleaning): 452 metric tons.
- 10 metric tons of Foundation Seed (WITA-4) available
- At least 60 metric tons expected from off-season multiplication of upland varieties on 30 hectares
- At least 10 metric tons foundation seed from panicle harvest

# ANNEX 1: PROJECT STAFF

Tetra Tech ARD's TASMOA long-term technical personnel were based within the Ministry of Agriculture. They included the Project's Chief of Party (initially, Dr. Quan Dinh and subsequently Dr. Wilbur G. Thomas) who provided a wide range of technical expertise and oversaw project coordination; an Institutional Development Specialist (Mr. Beenwell Banda); and a Policy and Planning Specialist (Ms. Hawah Zinnah). Project administrative support services were provided by Ms. Mafar Bright.

TASMOA personnel worked closely on a daily basis with colleagues and counterparts within the MOA on all aspects of project implementation. Short-term international and local technical expertise was also brought in to assess the capacity of the MOA at central and decentralized levels and to address specific technical needs in the areas of institutional decentralization, financial management and budgeting, seed chain development, and agro-communications. Tetra Tech ARD employed training, coaching, and daily collaboration in the workplace as means of transferring skills and productive work practices to MOA staff. Numerous meetings and workshops were organized to provide forums for addressing specific areas such as seed chain development and to encourage donor investment in the agriculture sector in Liberia. The table below shows all staff who served in TASMOA since 2008.

NAME	START DATE	END DATE	PURPOSE
Dr. Wilbur Thomas	Sept 9, 2009	Dec. 31, 2010	COP
Mr. Beenwell Banda	April 18, 2008	Dec. 31, 2010	Institutional Development/HR Specialist
Ms. Hawah Zinnah	May 1, 2009	April 30, 2010	Policy & Planning Specialist
Mr. Djibrilla Madougou	April 18, 2008	Jan. 16, 2009	Rural Skills Specialist
Mr. Rogers Kamanga	Sept. 17, 2010 Nov. 05, 2010	Oct 21, 2010 Dec. 04, 2010	Institutional Reform & Decentralization Specialist
Mr. Getachew Abebe	Oct. 18, 2010	Dec. 08, 2010	Financial Management Specialist
Ms. Mafar Bright	May 06, 2010	Dec. 31, 2010	Office Manager
Dr. Quan Dinh	April 20, 2008	May 29, 2009	COP
Mr. Morris Dukuly	April 1, 2010	May, 2010	Communications Specialist
Dr. Kham Pham	April 6, 2009	May 11, 2009	Rice/Food Security Specialist
Dr. Manuel Morgia	April 2009 Aug/Sept 21	June 3, 2009 Oct. 14, 2009	Public Administration/ Decentralization Specialist
Mr. Waldo Mazelis	March 3, 2010	April 11, 2010	Public Administration/ Decentralization Specialist
Mr. Nazem Motabar	April 2009	May 29, 2009	Financial Management Specialist
Ms. Claudia LaLumia	Sept. 20, 2009 January 20, 2010 October 3, 2010 February 18, 2011	Oct. 3, 2009 February 4, 2010 October 23, 2010 February 28, 2011	Senior Technical Advisor/Manager on STTA assignment
Mr. Allen Turner	June 17, 2009	July 15, 2009	Senior Technical Advisor/Manager
Dr. Chris Brown	May 20, 2009	June 6, 2009	Interim COP/Senior Technical Advisor
Ms. McRinna Collins	June 2, 2008	March 2009	Office Manager
Ms. Gbeh Nimene	May 25, 2009	April 13, 2010	Office Manager/Accountant
Ms. Jeanetta Dennis-Giahyue	Nov. 15, 2010	Dec. 15, 2010	Admin. Assistant
John Duo	June 13, 2008	April 30, 2010	Driver
Charles Norris	October 1, 2009	April 30, 2010	Driver

# ANNEX 2: MINISTRY OF AGRICULTURE ESTABLISHMENT CHART

Republic of Liberia  
Ministry of Agriculture

Draft for Review by IRC

# ESTABLISHMENT CHART

September 2010

## ESTABLISHMENT CHART: MINISTRY OF AGRICULTURE

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
<b>OFFICE OF THE MINISTER</b>			
1	Minister of Agriculture	N/A	
1	Deputy Minister (Technical Services)	N/A	
1	Deputy Minister (Research & Extension)	N/A	
1	Deputy Minister (Planning & Development)	N/A	
1	Deputy Minister (Administration)	N/A	
1	Assistant Minister (Technical Services)	N/A	
1	Assistant Minister (Research & Extension)	N/A	
1	Assistant Minister (Planning & Development)	N/A	
1	Assistant Minister (Administration)	N/A	
<b>9</b>			
<b>SUPPORT TO THE OFFICE OF THE MINISTER</b>			
1	Technical Advisor		
1	Legal Advisor		
1	Administrative Officer		
1	Executive Secretary		Minister's Office
4	Secretary/Admin Assistant		To serve 4 x DMs & 4 x AMs
1	Receptionist		
3	Security Officer		SSS trained officers
1	Mail Dispatch Clerk		
2	Office Attendant		
10	Driver		
<b>25</b>			
<b>INTERNAL AUDIT</b>			
1	Principal Internal Auditor		
1	Senior Internal Auditor		
3	Internal Auditor		
<b>5</b>			
<b>DEPARTMENT OF ADMINISTRATION</b>			
1	Principal Director of Administration		
1	Secretary/Admin Assistant		
1	Receptionist		
1	Driver		
<b>4</b>			
<b>HUMAN RESOURCES DIVISION</b>			
1	Director of Human Resources		
2	Assistant Director of HR		One for Employment & Mgt; the other for Training & Development
2	Human Resource Management Officer		One for Employment, the other for Mgt
1	HR Training & Development Officer		
1	Secretary		
2	HR Data Management Clerk		

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
1	Driver		
<b>10</b>			
	FINANCE & ACCOUNTS DIVISION		
1	Financial Comptroller		
2	Assistant Financial Comptroller		One to focus on Expenditure; the other on Budget, Project Accounts & Counties Acct
2	Senior Accountant		
2	Accountant		
2	Accounts Clerk		
1	Expeditor		
1	Driver		
<b>11</b>			
	PROCUREMENT UNIT		
1	Senior Procurement Officer		
1	Procurement Officer		
<b>2</b>			
	ASSET MANAGEMENT DIVISION		
1	Director, Asset Management		
1	Warehouse Officer		
1	Transport Services Supervisor		
1	Asset Maintenance Supervisor		
1	Asset Records Management Officer		
1	Building Maintenance Technician		
1	Vehicle Maintenance Technician		
1	Senior Warehouse Clerk		
1	Senior Mechanic		
1	Warehouse Clerk		
2	Mechanic		
1	Electrician		
1	Plumber		
1	Carpenter		
2	Plant Operator		
3	Driver		
<b>20</b>			
	INFORMATION COMMUNICATION TECHNOLOGY		
1	Director of ICT		
1	Development Communication Officer		Extension Aids Communication Specialist
1	Publications Officer		
1	Library Resource Centre Supervisor		
2	IT Technician		
1	Webmaster		
1	Compugrapher		
1	Secretary		

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
1	Library Assistant		
1	Driver		
<b>11</b>			
	<b>DEPARTMENT OF POLICY &amp; PLANNING, MONITORING &amp; EVALUATION</b>		
1	Principal Director (Policy & Planning, M&E)		
1	Secretary/Administrative Assistant		
1	Driver		
<b>3</b>			
	POLICY & PLANNING DIVISION		
1	Director		
1	Senior Agricultural Economist		
1	Senior Statistician		
1	Senior Ag. Policy Officer (Agri-business)		
3	Statistician		
3	Agriculture Planning Officer		
2	Planning & Policy Analyst		
1	Driver		
<b>13</b>			
	MONITORING & EVALUATION		
1	Director		
1	Senior Ag. Economist (M&E)		
1	Senior Ag. Economist (Ag. Coordination)		
2	Monitoring & Evaluation Officer		
2	Ag. Planning Officer		
2	Statistician		
1	Driver		
<b>10</b>			
	<b>PROGRAM MANAGEMENT UNIT (PMU)</b>		
1	Director, PMU		
1	Admin Assistant/Secretary		
1	Driver		
<b>3</b>			
	LIBERIA AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)		
1	Program Assistant – ASRP		Day to day coordination & management of the ASRP
1	Monitoring and Evaluation Specialist		Funded by the African Dev. Bank (AfDB)
1	Financial Management Specialist		As above
1	Irrigation/Rural Infrastructure Engineer		As above
1	Procurement Specialist		As above
2	Accountants		1 funded by IFAD, the other by AfDB
1	Gender and Community Development Officer		AfDB funded
1	Monitoring & Evaluation & Gender Officer		IFAD funded

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
2	Agronomists		1 funded by IFAD, the other by AfDB
1	IT Specialist		AfDB funded
1	M&E Officer		AfDB funded
4	Agriculturists (Young Professionals)		IFAD funded
2	Accounts Clerks		1 each funded by IFAD & AfDB
5	Drivers		2 IFAD funded & 4 AfDB funded
<b>24</b>			
	<b>FOOD SECURITY &amp; NUTRITION</b>		
1	Executive Officer		
1	Program Manager		
1	M&E/Food Security Analyst		
1	Program Assistant		
1	Communications Officer		
1	Financial Assistant		
1	Driver		
<b>7</b>			
	<b>TECHNICAL, RESEARCH &amp; EXTENSION SERVICES</b>		Combined for administrative convenience, particularly to facilitate management of County Ag. Offices
1	Principal Director		
1	Senior Director (County Ag Services)		Contact point for County Ag. Offices
1	Secretary/Admin Assistant		
2	Driver		
<b>5</b>			
	<b>BUREAU OF NATIONAL FISHERY</b>		According to the Interim Org. Structure (2008), the Bureau is under direct supervision of the Minister
1	Director		
1	Assistant Director		
1	Marine Biologist		
1	Fishery Chemist		
1	Fisheries Extension Officer		
1	Acqua-culturist		
1	Fishery Statistician		
2	Fish Technologist		
2	Senior Fishery Inspector		
10	Fishery Inspector		
1	Accountant		
1	Admin Officer		
1	Secretary/Admin Assistant		
2	Accounts Assistant		
4	Driver		
<b>30</b>			

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
	<b>BUREAU OF NATIONAL QUARANTINE &amp; ENVIRONMENTAL SERVICES</b>		
1	Director		
1	Senior Plant Quarantine Officer		
1	Senior Animal Quarantine Officer		
1	Driver		
<b>4</b>			
	<b>CROP RESOURCE MANAGEMENT</b>		
1	Director		
1	Senior Food Crops Production Officer		
1	Senior Tree Crops Production Officer		
1	Senior Rice Value Chain Officer		
1	Senior Ag. Extension Officer (Applied Research)		
1	Senior Agriculture Officer (Peri-Urban Agriculture)		
1	Senior Ag. Officer (Youth Devt in Agriculture)		
1	Pest Management Extension Officer		
3	Driver		
<b>11</b>			
	<b>LIVESTOCK RESOURCE MANAGEMENT</b>		
1	Director		
1	Senior Livestock Production Officer		
1	Veterinary Officer		
1	Entomologist		
1	Livestock Nutritionist		
1	Meat Processing Officer		
1	Senior Laboratory Technician		Central Vet Lab
6	Laboratory Technician		Central Vet Lab
1	Driver		
<b>14</b>			
	<b>LAND &amp; WATER RESOURCE MANAGEMENT</b>		
1	Director		
1	Irrigation Engineer		
1	Land Husbandry Officer		
1	Soil Surveyor		
1	Water Resources Officer		
1	Driver		
<b>6</b>			
	<b>COUNTY AGRICULTURE SERVICES</b>		
	<b>COUNTY AG. OFFICE, MONTSERRADO</b>		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
1	Livestock Extension Officer		
1	Fishery Extension Officer		
10	Quarantine Officer		Freeport, Post Office, Spriggs Airfield
5	District Agriculture Officer		For District Ag Offices
1	Planning & M&E Officer		
1	Administrative Officer		
5	Agriculture Technician		For Districts
1	Secretary		
1	Security Officer		
1	Driver		
<b>30</b>			
	COUNTY AGRICULTURE OFFICE, MARGIBI		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
3	Quarantine Officer		RIA
4	District Agriculture Officer		For District Ag. Offices
1	Planning & M&E Officer		
1	Administrative Officer		
4	Agriculture Technician		For Districts
1	Secretary		
1	Security Officer		
1	Driver		
<b>21</b>			
C	COUNTY AGRICULTURE OFFICE, BOMI		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
1	Quarantine Officer		
2	District Agriculture Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
4	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>17</b>			
D	COUNTY AGRICULTURE OFFICE, BONG		
1	County Agriculture Director		
1	Food Crops Extension Officer		

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
2	Quarantine Officer		Jorwah, Gbarnga check-point
9	District Agriculture Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
12	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>33</b>			
E	COUNTY AGRICULTURE OFFICE, SINOE		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
1	Quarantine Officer		Seaport, and Logging sites
3	District Agriculture Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
6	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>20</b>			
F	COUNTY AG. OFFICE, MARYLAND		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
3	District Agriculture Officer		
1	Fishery Extension Officer		
3	Quarantine Officer		Harper Sea port; Polo border; Pleebo
1	Planning & M&E Officer		
1	Administrative Officer		
7	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>23</b>			
G	COUNTY AG. OFFICE, GRAND BASSA		
1	County Agriculture Director		

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
2	Quarantine Officer		Buchanan sea port
6	District Agriculture Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
8	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>26</b>			
H	COUNTY AG. OFFICE, GRAND GEDEH		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
3	District Agriculture Officer		
1	Fishery Extension Officer		
2	Quarantine Officer		Borders: Toe town, Gleo Tempo, Sowaken
1	Planning & M&E Officer		
1	Administrative Officer		
6	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>21</b>			
I	COUNTY AGRICULTURE OFFICE, RIVER GEE		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
1	Quarantine Officer		Nyenken border
2	District Agriculture Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
4	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
<b>18</b>			
J	COUNTY AGRICULTURE OFFICE, GRAND CAPE MOUNT		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
6	Quarantine Officer		Bo Waterside, Bombohun, Dambamlah, Kpokpah, Yokai land, Jene-Liberia, Tienii & Clay check-points
3	District Agriculture Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
5	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>24</b>			
K	COUNTY AGRICULTURE OFFICE, GBARPOLU		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
1	Quarantine Officer		
2	District Agriculture Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
6	Agriculture Technician		
1	Secretary		
1	Driver		
1	Security Officer		
<b>19</b>			
L	COUNTY AGRICULTURE OFFICE, LOFA		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
5	Quarantine Officer		Voinjama, Yealla, Mendekorna, Barkedu, Kondu, Korlahum
7	District Agriculture Officer		
1	Planning & M&E Officer		

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
1	Administrative Officer		
11	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>33</b>			
M	COUNTY AGRICULTURE OFFICE, NIMBA		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
1	Fishery Extension Officer		
5	Quarantine Officer		Luogautuo, Yekepa, Ganta, Butou, Klanplay
12	District Agriculture Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
12	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>39</b>			
N	COUNTY AG. OFFICE, RIVER CESS		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
2	District Agriculture Officer		
1	Fishery Extension Officer		
1	Quarantine Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
4	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
<b>17</b>			
O	COUNTY AG. OFFICE, GRAND KRU		
1	County Agriculture Director		
1	Food Crops Extension Officer		
1	Tree Crops Extension Officer		
1	Livestock Extension Officer		
2	District Agriculture Officer		
1	Fishery Extension Officer		

NO OF POSTS	POSITION TITLE	GRADE	REMARKS
1	Quarantine Officer		
1	Planning & M&E Officer		
1	Administrative Officer		
4	Agriculture Technician		
1	Secretary		
1	Security Officer		
1	Driver		
17			
580	<b>GRAND TOTAL (**This figure will keep changing until the exercise is finalized)</b>		

# ANNEX 3: DRAFT TERMS OF REFERENCE FOR SEED BANK

## Draft Terms of Reference for Seed Bank

### BACKGROUND

#### General

The Government of Liberia (GoL) has received funding from the International Development Agency (IDA) for the Agriculture and Infrastructure Development Project (AIDP). AIDP seeks to support the rehabilitation of Liberia's ravaged infrastructure and to augment the recovery of the agricultural economy.

A major objective of AIDP is to maximize the economic impact of improved transport infrastructure by simultaneously strengthening agricultural production and marketing in areas benefiting from the rehabilitation of rural roads. Under the Agricultural Component, a major share is allocated to project activities aimed at strengthening the agriculture value chains through support for Farmer-Based Organizations (FBOs) in the production and marketing of food crops and tree crops as well as marketing infrastructures.

#### Description of the Relevant Project Components

The Agricultural Component of AIDP has three sub-components:

- Sub-component A: Policy Formulation and Capacity Building to support the rebuilding of a policy formulation and monitoring capacity in the MoA, at national and County level (including a number of priority sub-sector policies);
- Sub-component B: Strengthening Agriculture Value Chains in two Counties through support for farmer-based organizations (FBOs) in the production and marketing of food crops and tree crops as well as marketing infrastructures;
- Sub-component C: Seed Multiplication component to support the production and marketing of rice seed on a sustainable and commercial basis.

These terms of reference set out the proposed activities under sub-component C

Rice is an important food commodity for Liberia. Like all food staples, it has particular political dimensions, because the so-called rice riots of 1979 are believed to be closely linked to the coup d'état of the following year. As a result, improving domestic rice production is critical to Liberia's reconstruction efforts. Current production is dominated by upland rice (about 80%) although there is increasing effort to develop low-land rice production. Past efforts, especially those associated with the agriculture development projects of the 1980s largely failed. Currently, there are a number of large concession-type rice production investments being considered in Liberia proposing large-scale mechanized cultivation.

In an effort to stimulate increased rice production based, inter alia, on increased use of improved seed technologies, the Ministry of Agriculture (MOA) have proposed a network of rice —Seed Banks” (SB) to improve the production of certified seed by strengthening the phases of seed multiplication: 1) breeder seed to foundation seed; foundation seed to registered seed or pre-certified seed and registered seed or pre-certified seed to certified seed. The Ministry's Central Agricultural Research Institute (CARI) would undertake the first phase, work with Seed Companies, consultants or NGOs and the Seed Banks (Seed Companies, consultants or NGOs) would work with seed grower groups to undertake the last phase. To that end, the MOA wishes to engage the services of five (5) organizations – either Consultants or NGOs or private companies – to constitute the Seed Banks.

Although the program will be supported by the public sector during the first two years, it is designed as a public-private partnership (PPP.) for sustainability reasons. Thus, it is envisioned that the program will be financially self-sustaining by the end of the second year. Throughout the project, the consultants or Implementing Partners (IP) should work with its FBOs and seed grower groups to establish the seed

programs which eventually will be owned seed grower groups and FBOs. Consultant/ IPs will strengthen the management capacity of farming groups through farm management training. The transfer of skills is the first objective. Each consultant's/ IP's exit strategy should be presented to the MOA at the beginning of year 2 of the project, and the MOA and consultant/ IP will work together to refine the strategy during year 2. As part of the exist strategy, equipment will be transferred to the private sector, FBOs, or farmer's groups at the end of the SB pilot project.

The Consultants/IP will be engaged by the Ministry of Agriculture via an arrangement with the Special Implementation Unit (SIU) located in the Ministry of Public Works (MoPW). The reason for this is that the SIU, in collaboration with the Project Financial Management Unit (PFMU) of the Ministry of Finance (MoF) are the agencies agreed upon by the Borrower and the Bank to implement all World Bank funded Projects.

Over the program period as a whole, the team comprising international and national staff must have expertise in agronomy, extension services, water management, marketing, and post harvest technology. The team would support each other in terms of expertise based on the district team composition. The national staff (experts and technicians) must also have requisite technical requirements & experience to manage the implementation of the program

Overall project guidance will be provided by the National Seed Committee (NSC) that is being established by MoA. (It is expected that the NSC will be the technical committee of the Agriculture Sector Coordination Committee that is being established under the auspices of the Liberia Seed Bank Program. The NSC will meet quarterly to provide guidance to the project as appropriate.

## **COORDINATION**

The project will coordinate with other important interventions in the agriculture sector. This will include, but will not be limited to:

- the USAID-funded technical assistance resident in the MoA;
- the FAO-implemented food security project (funded by the Government of Italy);
- existing IFAD founded seed bank Program; implemented by Green Star, CRS and AFRICARE
- the AfDB-funded revamping the rice value chain and creating opportunity for boosting income of primary value chain actors.
- others, as appropriate.

## **1. PROPOSED PROJECT ACTIVITIES**

The project would work primarily with FBOs and master farmers to improve the seed rice value chain. Building capacity of farmers will be undertaken using the Farmer Field School (FFS) methodology. The project will establish staff at requisite decentralized level (in particular, at the District level).

The project will support both production of foundation into registered seed or pre-certified seed and registered seed or pre-certified seed into certified seed production. For the latter, particular emphasis will be placed on low land seed rice production. The project will also support investments in seed value chains

## **2. OBJECTIVES OF THE ASSIGNMENT**

The objective of the assignment is to recruit the services of Seed Bank Implementing Partners/consultants to deliver the project. The Consultants/IPs will be responsible for the implementation of the project, recognizing the limited capacity of the MoA. However, the project will actively seek synergies with MoA

in particular, the Seed Task force, the National Agricultural Research Institute (CARI) and IITA (agriculture value chains program)

### **3. SCOPE OF SERVICES**

#### **TASKS**

The Consultants will be responsible for the implementation of the project. They will take responsibility for all aspects of the project, (1) multiplying improved high yielding and good variety foundation seed into registered /pre-certified seed, and (2) registered /pre-certified seed into certified seed handled by seed farmers or CBOs under their supervision. The Ministry of Agriculture's Central Agricultural Research Institute (CARI) would undertake the first phase of multiplying the breeder seed into foundation seed. The consultant will, among others, undertake the following activities

- Seed Value Chain Awareness
- FBO Selection
- Essential planting material
- Farmer production
- Marketing Cooperatives
- Production and Marketing support services
- Marketing efficiency and remunerative value chain
- Provision of post harvest infrastructure
- Project management including monitoring

### **4. DELIVERABLES AND TIMEFRAME:**

The Implementing partners will be expected to achieve the following deliverables:

- Identify 200 farmers and organization them into 4 contact seed grower working groups
- Work with the 4 seed grower working groups to cultivate 80 hectares of land for seed multiplication
- Assist 200 seed growers to produce 2,100 mt of certified seed in 2009 and probably 5,520 mt in 2010
- Provide guidance to seed growers in terms of seed multiplication (multiplication of registered seed or pre-certified seed into certified seeds)
- Develop and deliver essential training programs to master farmers, FBOs and other relevant MoA field staff
- Submit quarterly and final reports (at the end of the Project) detailing: the number of master farmers, FBOs and MOA staff trained and in what subjects; the type and number of workshops held; lessons learned, documented, disseminated and duly reported to client;

### **5. REPORTING AND TIME SCHEDULES**

The consultants or implementing partners will submit quarterly and final reports to the Ministry of Agriculture via the Special Implementation Unit of the Ministry of Public Works.

- A. Commencement Report: The commencement report shall contain assessment of counties of intervention, number of farmers & FBOs identified, collaborating partners, or sub-consultants, details of meetings held with client and/ sub- consultant, resources mobilized by consultant as well as consultant's perception in the management of project. This report shall be submitted within 30 days after signature of contract.
- B. Progress Report: The quarterly reports shall contain details of project activities under taken, all major meetings, decisions taken therein, mobilization of resources (consultant's and sub-consultant's) physical and financial progress achieved for the period. Due date: every three months respectively
- C. Final Report: The consultant will prepare and submit a comprehensive final completion report on Sub-component C: Seed Multiplication component to support the production and marketing of rice seed on a sustainable and commercial basis :

## **6. QUALIFICATIONS AND EXPERIENCE OF CONSULTANT/IP**

The consultants/implementing partners must have the following qualifications and experiences:

- Minimum of three years experience working with Liberian farmers and farmer's groups. Experience should include: track records of rice producing farmers with capacity of producing reasonable yield return , access to farm land, honest and willing to fully participate in seed production and full time farmers;
- Experience working in Lofa County including familiarity with which markets sell seeds and where seed banks will be established;
- Experience in implementing of food security programs, and other agriculture projects funded by World Bank, USAID, ECHO-EU, FAO, etc and 6 years working experience of not less than 25 farming communities;
- Experience working with women and youth groups;
- Ability to supervise the production of seed form foundation to registered or pre-certified seed and from pre-certified seed to certified seeds and provide training in seed production and processing; and

The consultants/implementing partners will supply the following Key Personnel or Staff: (i) Project Manager, (ii) Crop Agronomist, (iii) Water Resources Technician, (iv) Environmental Technician, (v) Crop Technicians, (vi) Seed Technician, (vii) Post Harvest Technician, (viii) Master Trainer, (ix) /Financial Officer.

## **7. FACILITIES AND INFORMATION TO BE PROVIDED BY CLIENT**

All project documents in the custody of the client, including Project Appraisal Documents, Credit Agreement and Project Implementation Manual

Liaison and assistance with any information required from Government agencies and which the Client considers essential for the proper and effective execution of this consultancy

Copies of reports in the agricultural sector (CAAS-Lib, CFSAM, CFSNS, ASR, NFAPS, Liberia Market Review, etc.)

# ANNEX 4: SEED CHAIN IMPLEMENTING PARTNER WORK PLANS

**CRS Seed Bank Pilot Project**  
**Project Outline, Detailed Implementation Plan, Revised Budget, and Explanatory Notes**

10<sup>th</sup> January 2010

**Context**

In early June 2009, CRS Liberia entered into an agreement with the Ministry of Agriculture (MoA), Government of Liberia (GoL) to implement a Rice Seed Bank project. As part of an umbrella agreement, MoA has mobilized resources (US\$ 150,000) from IFAD which will be channeled to CRS through FAO. The money will be used to initiate a pilot project for rice seed multiplication and commercial dissemination amongst farmers. This document outlines the major activities, time line and budget for implementing CRS' Rice Seed Bank pilot project funded by IFAD.

**Problem Statement**

Liberia is slowly emerging from one and a half decade of civil war characterized by massive population displacements and destruction of infrastructure. The impact of the war is manifested in the agriculture sector also, and Liberia remains among the most food insecure countries in the world. Since the end of the conflict various organizations including MoA, FAO and CRS have been providing inputs, including seeds for increasing production. These have greatly contributed to poor Liberians and IDPs improving their rice production, and in 2008 rice production increased 145% over that of 2004. However, local production of rice and other crops are still insufficient and the crisis is exacerbated by the increase in global fuel and food prices.

Rice means peace in Liberia and seed is the single most important input for augmenting production., MoA, FAO and USAID have given serious attention to this so that good quality and sufficient seeds of improved rice varieties are available to farmers. In this context rice seed multiplication and dissemination amongst farmers is critical to addressing food insecurity and ensuring peace in Liberia..

**Strategic Approach**

The strategic approach of the pilot project will be directed toward achieving the following objectives and intermediate results.

**Strategic Objective: High quality rice seed of preferred varieties available locally at an affordable price**

*IR 1.1 Selected seed producers have applied improved inputs and production techniques to increase the production of high quality rice seeds*

*IR 1.2 Seed farmers have increased the supply of improved rice seeds to local farmers in the next planting season.*

To achieve the SO and IRs, CRS will test the efficacy / performance of a variety of actors in rice seed multiplication and commercial dissemination:

- One Private Commercial farmer with many years of experience in self managing seeds for commercial purposes;
- Farmers' groups (about three to five groups totaling about 50 - 100 farmers) in rural communities. Some are engaged in rice production and have previous experience in collective marketing of agricultural products; and, if possible. In Liberia rice seeds are mainly handled by women farmers. Keeping that in mind at least one women group will be selected in the pilot phase; and if possible

- A group of students from the Cuttington University who has theoretical knowledge for rice seed production but needs practical experience will be used. This group of students will be supervised and monitored by a University professor.

CRS and its partners will implement need-based plant protection and crop sanitation measures for obtaining good quality seeds. To ensure sound soil fertility in the first growing season CRS in consultation with experienced rice farmers, will use the following fertilizer doses and application schedule for the short duration NERICA rice varieties:

Land situation	During Land Preparation	At the time of sowing / transplanting	15 days after sowing / transplanting	30 – 35 days after sowing / transplanting
Swamp	Turning down in situ organic matter ; Rock phosphate @ 100 kg/ha	15:15:15 @ 50 kg/ha (1 bag);	1 bag of 50 kg urea / ha	1 bag of 50 kg urea / ha
Upland		15:15:15 @ 50 kg/ha (1 bag)	1 bag of 50 kg urea / ha	1 bag of 50 kg urea / ha

Note: In case rock phosphate is not available during land preparation use of phosphate fertilizer slurry during transplanting made from phosphate fertilizer @ 15 kg/ha 1 portion + soil 1 portion + water 3 portion and dipping seedling roots before transplanting. In the subsequent seasons / years based on the crop response fertilizer doses and application schedule will be adjusted.

The NERICA varieties which are suitable for both upland and lowland will be borrowed from CARI for the pilot project. After the first harvest, CRS will return 125% of the borrowed seeds to CARI.

Seed multiplication and commercial dissemination activities will be undertaken in Bong, Margibi and Montserado Counties.

Through the above partners CRS will ensure that 1.0mt (700 kgs of lowland plus 300 kgs of upland) of NERICA variety rice seeds are planted. The seeds are expected to generate about 40 mt of good quality low-land and 12 mt of upland rice seeds during the pilot phase, which will run from October 2009 till March 2011. Given the efficiencies related to commercial production, the bulk of the seed multiplication will be done through private a commercial paddy grower. However, farmer groups will also be targeted to grow rice seed after their technical capacity has been improved through training and technical assistance, and quality control systems are in place.

In the process, CRS, through its seed multiplication activities, will train 3 persons and 5 student interns in rice seed multiplication theory and practices, who after the project pilot project, will be capable of undertaking rice seed multiplication independently.

For quality control, CRS will encourage farmers' groups to multiply only one NERICA variety in one multiplication location and engage CARI to certify / verify the quality of new rice seeds.

### **Deliverables**

In this Pilot phase CRS remains accountable to the donor to deliver outputs comparable with other IPs using comparable financial resources.

Items	Swamp paddy	Upland Paddy	Remarks
Production (mt)	40 mt **	10*	*After 1 season in swamp + 1 season in upland **After 2 seasons in swamp
Area (ha)	7***	6	*** in each growing season
Trained personnel	3 staffs + 5 Interns		1 CRS staff, 2 Partner staff and 5 Cuttington University students
Approximate # of primary producers	51 - 76 farmers		1 Individual farmer + 50 - 75 farmers (men and women) members of at least 3 – 5 groups

### Commercial distribution of produced seed

CRS has expertise in Agro-enterprise. With regional support, CRS, along with project partners will undertake NERICA rice seed Market Opportunity Identification studies. Based on the study CRS will develop rice seed agro-enterprise and promote NERICA rice varieties amongst farmers using both commercial channels as well as social network systems. There may also be some bulk sales of seed to FAO, MOA, NGOs, CRS' own managed seeds fairs and vouchers and others.

CRS will also try innovative extension and marketing of rice seeds, especially amongst vulnerable and poorer farmers using —Farmers Field Days” and —Seed Vouchers and Fairs” systems for quick diffusion of NERICA rice seeds. This will also create demand for NERICA varieties, which is crucial for the success of the project.

### Implementation Plan

The work plans for implementation of the pilot seed multiplication project is presented in Attachment A. The activities include identifying and preparing proper seed paddy and nurseries, as well as training farmers on improved planting techniques. The purchase and distribution of inputs is also a key activity of this project. Post harvest yield checks will complete the production phase of the project.

Upon harvest and certification / quality verification, CRS and its collaborators will store the new seed and prior to the planting season, utilize different methods for seed dissemination, including but not limited to sales through commercial vendors, farmer to farmer barter, and seed vouchers and fairs.

CRS will measure the efficacy of different production and dissemination systems in terms of economics, ease in quality control and trust building amongst fellow farmers using NERICA varieties. CRS will closely monitor the diffusion / marketing process of rice seeds that takes place from private as well as farmers groups. The outcome of this study will be interesting for scaling up of the project.

### Assumptions

The success of the pilot phase will depend on:

- Absence of any major natural calamity which may threatens seed multiplication and post harvest handling.
- Relative peace and stability in the country allowing for ready access to rural areas and safety to process, store and transport seeds and inputs to and rice seed from cooperating actors.
- Farmers will accept NERICA varieties over the existing varieties within the project phase.
- MoA / GoL will provide an enabling business environment for promoting NERICA rice varieties commercially.

## **M&E**

CRS will share the results of the pilot project with farmers and other actors to improve capacity building. CRS will provide an inception report in March 2010 and two progress reports in June and September 2010 for CARI, MoA and FAO. These reports will include progress against targets, major achievements, challenges and strategies to overcome them.

## **Budget**

A detailed budget is presented in Attachment B of this document. The total amount of the budget is \$150,000, and this will be for 18 months starting in October 2009 and continuing until March 2011.

Considering the upfront heavy investment for procuring materials required in this project, CRS is requesting FAO to release funding as per the following schedule:

<b>Budget release schedule</b>	<b>Amount</b>
12 <sup>th</sup> February 2010	50,000
March end after receiving inception report	50,000
July beginning after the 1 <sup>st</sup> progress report	15,000
September end after 2 <sup>nd</sup> progress report	25,000
January middle after Final crop harvest	15,000

N.B. CRS is covering administrative and other direct support costs. CRS through its regional support will also contribute and cover the NERICA rice seed marketing opportunity study planned in this project.

Attachment A - Detailed Implementation Plan (Revised)		2009												2010												2011			2011					CRS Responsible Person
Activity	Inputs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Outputs			CRS Responsible Person											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar															
<b>General issues for promoting seeds production and its storage and use</b>																																		
Getting ready - area identification, Meeting other IPs, MoA and other stakeholders including private seed growers, Discussion with potential partners and farmer groups	Staff time, Transport,																					Seeds growers Identified (private and farmers' groups)	LC, HoP, TA and others											
Hire new staff	Staff salary and benefits	x	x	x	x	xx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	Trained seed technologist(s)	HR, LC, HoP, TA																		
Job Orientation, capacity building on use of different Participatory Learning and Action tools		x	x	x		x	x	x	x														LC, TA, FoM											
Purchasing motor cycles						x																	Procurement, SM											
Rapid Assessments and planning for swamp and upland rice seeds production in different partner locations	Staff time and transport																					Assessment information	Seed Agronomist, Partner / CRS agric /MoA Field Staff											
Register Targeted Rice farmers for swamp (first -November to February and upland (May to September) rice	One private grower and one Farmers' Cooperative with 20 members																					Two models of seeds multiplication	partner/CRS agric/MoAField Staff											
Preparation of Contract and sign MOUs with seeds growers Private grower, Targeted Farmers / farmer groups, Communities and Partners on rice seed production, post harvest handling including																						MoU with seeds growere	partner/CRS agric/MoAField Staff											
New sites selection for swamp and upland rice seeds multiplication																							SA, partner/CRS agric staff, MoAField Staff and farmers											
Swamp repairing and cleaning																																		
Brushing, felling, lopping, and cleaning for upland rice cultivation																							SA, partner/CRS agric staff, MoAField Staff and farmers											
Conduct seed system security assessment	Consultant																					Seed system security document for a geographical area / community												
Collecting seedlings / seeds from CARI, Distribution of seeds to Farmers, farmers' groups, communities and Partners (Swamp and Upland)																							FoM Gbarnga, Seed Agronomist and Partner staff											
Nursery preparation (if needed for individual, farmer groups)																							Partner Agricultural Staff and SA, Farmers											
Training module preparation and updating for NERICA varieties for both swamp and upland rice seed production (including post harvest storage techniques)	Staff time and farmers' time	x	x	x	x	x																Rice seeds production manual	LC, SA, TA, MoA and other IPs											
Developing and implementation of monitoring plan and conducting actual Monitoring		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		SA, LC, TA, CRS Monitoring Unit, CRS Field office Agric. Staff, Partner staff, Farmers, MoA and FoM											
Documentation and sharing																							SA, Partner/CRS agric staff, LC											
Organizing farmers - formation of groups, developing guidelines / bye - laws for seed bank construction, storage and marketing facilities																						Functioning document of seeds cooperative	SA, Field Officer for infrastructure, LC, Partner staff and community											
Reporting to FAO and MoA																							CR, HoP, LC and SA											
Organize workshop / learning alliance on best practices on seeds production and post harvest handling																						Workshop report												

STRATEGIC OBJECTIVE: High quality rice seed of preferred varieties available locally at an affordable price																			
IR 1.1: Selected seed producers have applied improved inputs and production techniques to increase the production of high quality NERICA rice seeds																			
Train Field Staff and Partners staff on Seed Production techniques																	At least 4 field persons from NGOs and private seeds grower are trained in rice seeds production	LC, SA, TA, MoA / CARI	
Conducting training for farmers for quality rice seeds production																	At least 1 private grower and 20 farmers are trained in rice seeds production	SA, Partner Agric. Staff and Seed Bank Extension Workers	
Procurement of tools, equipments, fertilizers, seed storage construction materials																		LC, SA, Procurement, Partner, Farmers representative	
Distribute inputs to farmers																	Farmers receive materials for seeds production	programming staff	
Field layout /planting(lowland rice)																		partner/CRS agric/	
Field layout /sowing (upland rice)																		partner/CRS agric/	
Seed plot inspection, general maintenance for pest and disease, rouging, etc.																		SA, MoA, CARI, Seed Bank Extension Workers, Partners and Farmers	
Conduct Yield Checks(lowland rice)																	Yield assessment figure	partner/CRS agric/	
Conduct Yield Checks(upland rice)																		partner/CRS agric/	
Conducting farmers field days to demonstrate best practices on rice seeds production and identifying appropriate rice varieties																	500 farmers exposed to rice seeds plot and got necessary information for seeds multiplication	SA, Seed Bank Extension Workers, MoA, CARI, Partner Ag. Staff	
Assess seed quality																	Quality of rice seeds is tested	partner/CRS agric/	
Preparing seed utilization plan																		AE Field officer, SA, Community, Partner, LC	
Distribute seeds to second season rice farmers through SFV and other innovative methods																		AE Field officer, SA, Community, Partner, LC	
IR 1.2: Seed farmers have increased the supply of improved rice seeds to local farmers in the next planting season.																			
Identify Storage Sites with Farmers & District seed bank Teams																		Programming & Field staff	
Construct / rehabilitate seed stores																	Seeds storage facility created	CRS/Partner infrastructure unit	
Training of seeds Bank store Management team (including CRS and Partner staff and community)																	Group of farmers trained in seeds storage	Field Staff/ CCU /MOA Logistics unit	
Identification of seeds vendors (including NGOs, SVF vendors) for seed agro-enterprise																	Seed agro-enterprise plan in place	Farmers, AE Officer, MoA	
CRS with farmers and farmers' groups Conduct rice seed market opportunity identification study																			
Store seeds / supply seeds to CARI and or MoA																	CARI received 1.25 times quality seeds from CRS and seeds growers	Store Team	
Conducting farmers field days to demonstrate best practices on rice seeds storage																	Farmers are aware how to store seeds	SA, Seed Bank Extension Workers, MoA, CARI, Partner Ag. Staff	
Organize "demo trips" for market associations and micro-credit providers																	Farmers are aware about MFIs	Field Staff/MoA	

## Africare Seed Bank Pilot Project Implementation Plan

10 February 2010

### Introduction

This implementation plan presents the major activities, time line and budget for implementing Africare's Seed Bank rice seed multiplication pilot project. Africare's proposal has certified seed production as one objective. But, this proposal also has a strong focus on the distribution, marketing and sale of certified rice seed. Africare believes that in order to successfully disseminate improved seed varieties to Liberia's smallholder farmers that it will be necessary to —understand the market.” With this point in mind, the Africare Seed Bank proposal puts an emphasis on market and farmer surveys and farmers' field testing as a way to gather information about farmers' views and knowledge about improved seed. This information will be used to inform and shape the direction of the Seed Bank Programme as it develops and will help the Ministry of Agriculture to formulate policies and support mechanisms that help farmers to increase their use of improved seed.

### Key Results

Africare's Seed Bank Pilot Project offers myriad benefits for Liberian agriculture, but there are select —key results” that are especially important for laying the foundation for getting improved and certified seed into the hands of farmers. The key results are:

- 4 Farmer's groups will be trained in how to produce certified rice seed and will learn key financial management and business skills for running their organizations;
- 100 Farmers (25 per group) will understand important agronomic practices for producing certified seed, including: laying out fields, seedbed preparation, transplanting techniques, proper plant spacing, timely weeding, basal and topdress fertilizer applications, and post harvest handling and storage;
- 50 tons of certified seed (20 tons in bulk and 30 tons to be distributed by farmer's groups and farmer to farmer
- Seed rice will be test marketed in 4 town markets in Nimba County to determine market demand for certified seed rice in April/May period.
- 1,000 farmers will receive certified seed for 2010 November/December planting in swamps and 2011 May/June planting in uplands.

### Contract Seed Producer Network

For the first season of the pilot, Africare's Seed Bank Team has set a target of working with 4 farmer groups and 100 contract grower farmers in Nimba County<sup>1</sup> and expects to produce about 50 tons of certified seed rice. Of the 50 tons of certified seed produced, 30 tons will be distributed by the farmers through their groups and informal channels, and 20 tons will be purchased for bulk distribution by the Seed Bank. The varieties selected will be mainly for upland plantings, although some seed for lowland planting may also be included in the mix.

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<sup>1</sup> Because of the delay in the start of the project and the variability in the availability of water in swamps, Africare may need to change project seed production location(s).

## **Distribution and Sale of Seed**

Africare's seed multiplication pilot project will be operated as a business in order to set the stage for eventual transition to the private sector. Rice farmers will be contracted as seed growers, and their harvests will be purchased by the project. Revenue will be generated from town- and village-level seed sales at weekly markets, seed fairs, as well as sales through distributors in Ganta, Saclapea and elsewhere. There may also be bulk sales of seed to FAO, MOA, NGOs and others.

## **Implementation Activity Time Line**

The time line for implementation of the seed multiplication project is presented in Table 1. The time line shows main activities for each quarter for the season (three quarters). These quarters are not standard fiscal or calendar year quarters; but rather, they are blocks of three months starting in March 2009.

## **Budget**

A revised budget is presented in Table 2. The total amount of the budget is \$150,000, and this will be for one season, about nine months when start-up and close-out time is included.

## **Summary**

- Inputs:** The main inputs are listed in the budget in Table 2.
- Outputs:** There are two primary outputs for Africare's Seed Bank pilot project: 1) 50 tons of improved seed will be produced, with 20 tons available for bulk sale through formal networks and 30 tons through informal farmer networks; and 2) 1,000 farmers will receive improved seed for upland planting (primary target is upland production, but some lowland varieties will also be made available).
- Outcomes:** There will be several important outcomes from this pilot project: 1) Smallholder farmers will have access to improved rice seed; 2) Select smallholder farmers will have the opportunity to engage in a profitable agricultural enterprise; 3) Seed distributors will have a chance to add a new product that will improve the viability of their businesses; 4) Important knowledge about seed marketing, distribution and sales will be generated; and 5) The project will help to lay the foundation for the establishment of a viable private sector seed industry in Liberia.
- Activities:** The activities for this project are described in Table 2 - Project Implementation Activities and Time Line.
- Time Line:** The time line for project implementation is also presented in Table 2. Project activities will begin as soon as funding is available, which is expected to be early March 2010, and will run to the end of December 2010 or early January 2011.
- Commercialization:** The commercial aspects of this pilot project are described in the first two sections of this document - **Contract Seed Producer Network** and **Distribution and Sale of Seed**.

**PROJECT IMPLEMENTATION ACTIVITIES AND TIME LINE**  
**10 FEBRUARY 2010**

Activity		Q1	Q2	Q3
<b>A. Project Startup</b>				
A.1	Recruit and hire field and support staff	XX		
A.2	Develop detailed work plans and review targets	XX		
A.3	Set up offices and administrative processes	XX		
<b>B. Site and Farmer Selection</b>				
B.1	Visit swamps and identify areas for seed production	XX		
B.2	Recruit farmer's organizations and farmers to produce seed	XX		
B.3	Select growers and sign MOUs with them	X		
B.4	Develop a service provider agreement for tillage	X		
<b>C. Seed Production</b>				
C.1	Train farmers in basic seed production	X		
C.2	Assist in preparation of rice seed beds	X		
C.3	Till and prepare fields for planting	X		
C.4	Supervise seedling transplanting		X	
C.5	Monitor pests		XXXXX	
C.6	Set up farmer seed payment system		X	
<b>D. Seed Harvesting and Processing</b>				
D.1	Train farmers in seed harvesting and handling		X	
D.2	Train warehouse staff in seed drying and handling procedures		X	
D.3	Test seed and transport to warehouse		X	
D.4	Dry, clean, bag and label seed		XX	
D.5	Pay farmers for seed		X	
<b>E. Seed Sales and Distribution</b>				
E.1	Develop seed marketing plan	X		
E.2	Develop agreement with seed distributors	X		
E.3	Advertise seeds for sale	XX		
E.4	Distribute seed through town and village-level markets and seed fairs	XXX		
E.5	Distribute bulk seed sales to MOA, NGOs and donors		X	XX
<b>F. Project Monitoring and Evaluation</b>				
F.1	Design and establish project monitoring and measurement processes	X		
F.2	Produce quarterly report	X	X	
F.3	Produce final report			X

**Table 1. Budget for Africare's Seed Bank Pilot Project**

**February 10, 2010**

----- Expenditure Cash Flow -----

Line	Description	Base Cost (\$)	Year 1		Q1			Q2			Q3			Q4
			Units	Cost (\$)	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Famer training and project monitoring and reporting			29,000	2,000	2,000	2,500	3,500	3,500	3,500	3,500	3,500	3,000	2,000
2	Fuel, maintenance, ins. (vehicles, tillers, motorcycle)	500	9	5,000	500	500	500	500	500	500	500	500	500	500
3	Local staff per diems (\$15/day)	15	60	900	100	100	100	100	100	100	100	100	100	0
4	Telephone, Internet and E-mail	150	8	1,200	400	100	100	100	100	100	100	100	100	0
5	Monrovia office rent	48,000	5%	2,400	2,400									
6	Bank Fees (per year)	30	12	360	30	30	30	30	30	30	30	30	30	90
7	Bags, tags, string and seed testing			3,000	500					2,500				
8	Fertilizer and pesticide (6 bags/ha x 20 ha)	70	120	8,400	0	0	8,400							
9	Cost to purchase test market seed	\$ 1.00	1,000	1,000	1,000									
10	Seed transport and distribution			2,500	500						2,000			
11	Test market advertising (radio/print/booths)			4,000	4,000									
12	Cost to purchase certified seed from growers	\$ 0.55	20,000	11,000				11,000						
13	Seed grower and seed buyer surveys	2,000	2	4,000	2,000				2,000					
14	Contract threshing, drying and bagging services	4,000	1	4,000					4,000					
15	Seed storage and security	4,000	1	4,000						4,000				
16	Power tillers, threshers, hullers, etc.	20,000		20,000			15,000			5,000				
17	Repair/Rent FWD Hardtops/Pickups	15,000	1	15,000	15,000									
18	Motorcycle and helmet	3,500	1	3,500	3,500									
19	Office and miscellaneous supplies and printing	741	1	741	541					200				
20	Direct Costs			120,000	32,471	2,730	26,630	15,230	10,230	15,930	6,230	4,230	3,730	2,590
21	Indirect Costs			30,000	8,118	683	6,658	3,808	2,558	3,983	1,558	1,058	933	648
22	<b>Total Project Expenditures</b>			<b>150,000</b>	<b>40,589</b>	<b>3,413</b>	<b>33,288</b>	<b>19,038</b>	<b>12,788</b>	<b>19,913</b>	<b>7,788</b>	<b>5,288</b>	<b>4,663</b>	<b>3,238</b>

25% Indirect cost rate (overhead)

## Assumptions

The success of the Seeds of Progress project hinges on a number of factors and assumptions. For the project to be a success there is, of course, the usual assumption that there will be a level of peace and stability that allows ready access to rural areas and that it is safe to process, store and transport seeds and inputs to and rice seed from cooperating farmers.

Because of the delay in the release of Seed Bank Programme funds and the start-up of this project, it will be necessary to use existing stocks of certified or foundation seed to set up test marketing, distribution and sales mechanisms in April and May 2010. This, of course, needs to be set up many months before Africare's cooperating rice seed growers will have certified seed available to sell. Africare believes that it can purchase improved, certified or foundation seed to use for this component of its project, and this is a critical assumption.

There are a number of other assumptions being made that relate to the success of this project. One of the key assumptions is that farmers in Liberia will be willing to pay enough of a premium above the cost of production for rice seed that the seed banks will be able to generate enough revenue to sustain their operations. Another important assumption is that farmers will perceive that improved seed increases yields enough that they have an incentive to pay the extra cost of using certified seed (as compared to the lower cost of using unimproved seed) and that there is a subsequent demand for certified seed. Because these assumptions hold true for smallholder rice farmers in many parts of the tropical world, it is not unreasonable to believe that these assumptions may hold true for rice farming systems in Liberia.

However, in this regard there are a few notes of caution that need to be sounded. First, farmers practicing shifting cultivation in upland rice cropping systems in Liberia have very few resources other than their household labor that they can invest in farming, and they may not yet be ready to invest in improved rice seeds. Another point to keep in mind is that in the 1980s (c.1983-c.1988), the International Fund for Agricultural Development – IFAD, supported a seed bank project in Liberia.<sup>2</sup> The post-project evaluation for that project indicates that it was not very successful, and there were a number of erroneous assumptions on which the effort was based.

All agricultural production carries with it a fairly high level of uncertainty. Africare has used the best data available from CARI for determining the yield potential of the rice varieties being multiplied. However, due to large differences in soil fertility, water availability, weed and pest attacks, and farmer skill levels, it is not possible to predict the exact yield to be obtained from the contract growers fields. Africare also cannot be certain of how many farmers will be willing to participate and provide land for production. For these reasons the production targets are estimates only.

Africare believes that seed banks have the potential to help Liberia reduce the importation of seed rice, become self-sufficient in rice production and generate income in rural areas, especially for smallholder farmers. With the above-mentioned cautionary points in mind, it should be pointed out that a successful and sustainable seed bank network will depend on a number of things happening, including:

- MOA needs to conduct an analysis of the economics of smallholder rice farming and seed rice production so that there is a solid basis for the pricing framework for the seed banks.<sup>3</sup>

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<sup>2</sup> IFAD c.1988. Evaluation of a Smallholder Rice Seed Development Project in Liberia.

<sup>3</sup> A sensitivity analysis shows that the economic feasibility and long-term sustainability of the seed bank is very much dependent on there being a sufficient number of farmers who are willing to buy certified seed. Sustainability is also dependent on there being a sufficient difference between the seed bank's purchase price from its growers and its sale price to NGOs, donor organizations, private businesses and other farmers.

- There needs to be a concerted effort to promote the use of certified rice seed by smallholder farmers, otherwise seed supply may grow more rapidly than demand or the ability to market and distribute.
- In the first few years, before the seed bank network becomes fully operational, there needs to be external assistance from NGOs, international funding organizations (FAO, World Bank, USAID, etc.) to buy certified seed and distribute it to smallholder farmers through seed fairs, private agri-business vendors, village and town-level distributors, schools and other locations.
- Improved seed is only one part of a package of improvements that farmers need to adopt in order to increase production and income. In order to realize the full benefit of improved seed, farmers will need to adopt other improved farming practices (pest control, use of fertilizer, post-harvest loss prevention, etc).
- Donor organizations, MOA and NGOs need to coordinate their seed rice distribution practices so that subsidies and “give-aways” are reduced or restricted.<sup>4</sup>

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<sup>4</sup> It is recognized that there are vulnerable populations that may not be able to pay an unsubsidized price for improved seed and that there may be a need to accommodate such groups in some way.

## GREENSTAR'S SEEDBANK PROJECTED WORKPLAN FOR FEBRUARY–JULY 2010

S/N	DESCRIPTION OF ACTIVITIES	Inputs Required	Projected Outputs	Feb		Mar				Apr				May				Jun				Jul					
				Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13	Wk 14	Wk 15	Wk 16	Wk 17	Wk 18	Wk 19	Wk 20	Wk 21	Wk 22	Wk 23	Wk 24
1	Administrative set-up																										
2	Identification and recruitment of key personnel/ defining roles and responsibilities	Quality staff and staff contracts,	Gainfully employed staffs																								
3	Full complement of workforce recruited	Casual workers recruitment	Workers employed																								
4	Procurement of harvest/ post harvest tools/ supplies	Funds available	Procurement records, usage records and warehouse stock																								
5	Procurement of production inputs/ supplies	Funds available	Procurement records, usage records and warehouse stock																								
6	Construction of Drying Floors and Processing Shed (Jackson Village)		Drying floors; processing shed Constructed																								
7	Construction of Seed Storage, Chemical & Equipment Shed, (Agrovillage)	funds, construction materials/ supplies, contractors	Seed storage and shed Constructed																								
8	Procurement of motorcycles		2 motorcycles purchased																								
9		Rehab 2 Power tillers, 2 threshers, 1 water pump, 1 tractor (borrowed), and 2 project jeeps	Project equipment and vehicles repaired																								
10	Production Program		10ha fields under production																								
	Land Preparation																										
	Nursery Preparation and care																										
	Transplanting /Planting operations(direct seeding)																										
	Maintenance (weeding, pest control, water management)																										
	Bird watching																										
11	Harvesting (on going)		Harvested rice under processing																								
12	Post Harvest Processing (already on going)		Processed seed rice available																								
13	Commodity Marketing																										
14	Rehabilitation of existing roads (6 miles)	funds	6 miles farm roads rehab																								
15	Construction of new road (1mile)		1 mile road constructed to farm																								
16	Project Monitoring																										
17	Project Reporting																										
18	Main Barrage and central canal construction/ development of production facilities (contigent on funding)		Central canal constructed, plot development gradually underway																								

# ANNEX 5: USG-SUPPORTED SHORT-TERM AG-ENABLING ENVIRONMENT TRAINING

Title of Workshop/Training	No. of w/shops conducted & duration	Participants			Remarks
		Male	Female	Total	
Validation workshops on MOA assessment	6 w/shops 1 day each	184	26	210	To validate MOA assessment, (including Departments)
Workshop to validate results of the capacity assessment of the HR function	1 w/shop 1 day	6	2	8	To discuss findings of the HR assessment
Workshop to validate the Financial Management Assessment	1 w/shop 1 day	8	2	10	To discuss findings of the assessment of the financial management system & capacity of Finance & Accounts division
Initial Workshops on Seed Bank – “Policy & Concept”	6 w/shops 1 day each	23	3	26	Initially as part of building capacity of the Dept of Planning & Dev’t
Workshop on Monitoring & Evaluation	3 w/shops 1 day each	32	8	40	Workshop jointly conducted with Samaritan’s Pulse
Workshops on Job Description Writing	11 w/shops 1 day each	156	19	175	To train Task Teams (all Depts) on job description writing
Team-building workshops for the Dept of Planning	1 w/shop 1 day	24	2	26	Capacity building of the Dept of Planning & Development
Workshop on GIS system	1 w/shop 1 day	16	1	17	For Dept of Technical Services
Start-up workshops for ASRP	2 w/shops 5 day each	28	4	32	Review project manuals
Senior management workshop: Visioning Exercise	2 w/shops 1 day each	18	6	24	To review MOA vision & mission statements; including operating principles
CAADP Technical Review Workshops	3 w/shops 3 days	49	21	70	Validation of the LASIP report & other relevant documents
Validation of the MOA Training & Development Policy	2 w/shops 2 days	67	20	87	Review & validation of the MOA Policy. Also presented to the GC, CSA and LIPA
Pre-retirement motivational	2 w/shops 1 day each	60	3	63	To prepare staff for retirement

Title of Workshop/Training	No. of w/shops conducted & duration	Participants			Remarks
		Male	Female	Total	
workshops for MOA staff					
Rice Seed Chain Workshops	12 w/shops 17 days	133	9	142	Capacity-building – rice seed chain. Attended mostly by IPs and MOA staff
Workshops to “map” MOA personnel	9 w/shops 9 days	332	83	415	Attended by MOA staff
Workshops to review the Decentralization report/Plan	4 w/shops 1 day each	36	9	45	To reach consensus on decentralization issues and strategy process
Decentralization Workshops for County Ag Coordinators, District Ag Officers & Technicians	6 w/shops 3 day sessions for each	125	5	130	To build capacity at county & district levels.
HIV/AIDS Mainstreaming workshop for MOA	1 w/shop 1 day	16	3	19	Conducted jointly with NAC, UNAIDS, etc for MOA staff
Workshop for the Internal Reform Committee (IRC)	9 w/shops 1 day each	39	14	53	At times attended representatives from GC, CSA & LIPA.
MOA Staff Induction & Orientation workshops	2 w/shops 1 day each	112	27	139	To orient staff on the new thrust of MOA, including work ethics
Workshop to validate the MOA Communication strategy & action plan	2 w/shops 1 day each	87	28	115	Presentation and validation of the MOA communication strategy and action plan.
Training in Quarantine Services	1 w/shop 1 day session	25	4	29	To induct new MOA officers and orient serving officers.
Training Needs Assessment workshops for the PMU & FSN	1 w/shop 1 day	5	3	8	To identify training needs
Change Management Seminars	4 w/shops 2 days	32	9	41	Change management seminars to facilitate decentralization reform
IRC Role Re-Orientation and Document Analysis	1 w/shop 1 day	5	1	6	Mostly for IRC members
Leadership and Management/Team Building	1 w/shop 1 day	6	1	7	Members of the IRC & other senior MOA staff
Project Management Workshop	1 w/shop 1 day	13	4	17	For PMU staff and IRC members
Rice Seed Value Chain training/visit	5 days	3	3	6	Action learning visit to ARC, Benin (TASMOA + Farmers)
Motorbike training for MOA/County staff	4 cluster w/shops 23 days	104	5	109	Jointly funded by TASMOA & FAO

Title of Workshop/Training	No. of w/shops conducted & duration	Participants			Remarks
		Male	Female	Total	
"Harmonization" workshop for MOA Extension Agents (Headquarters & County staff)	1 w/shop 3 days	55	7	62	To „harmonize' various activities (reporting formats, etc) between MOA & County offices
IRC Role clarification & Financial Management	1 w/shop 1 day	14	6	20	Workshop to clarify roles of IRC members, & Financial Mgt
<b>TOTALS</b>	102 w/shops	<b>1,813</b>	<b>338</b>	<b>2,151</b>	The number of female participants has consistently remained low
Percentages		84.3%	15.7%	100%	

# ANNEX 6: PROJECT ACTIVITIES AS PER PMP

Results Hierarchy	Indicator	Indicator Type	Source of Data	EOP Targets	Actual EOP Performance	Comments
<b>TASK 1</b>	1.1. By End of Project (EOP), the number of recommendations (descriptions of core and non-core functions) adopted by the MOA	Result	MOA Records	-	10	
	1.2. Comprehensive mapping and categorization of roles proposal	Milestone	Actual document	–	Completed	Mapping exercise completed. Mandates, Performance indicators & functions clarified and adopted.
	1.3. Number of departmental assessments (including NGOs) completed	Output	Actual document(s)	5	5	Includes DPD, DRDE, DTA, DAF and CARI
	1.4. Number of institutions/ organizations undergoing capacity/competency assessments as a result of USG assistance	FACTS	Project Records	5	13	The above 5 plus Visions in Action, Africa 2000 Network, ADRA, Samaritan's Purse, MOA HR function, MOA Financial management function, CDA, MOA Communication unit
<b>TASK 2</b>	2.1. By EOP, the number of unit descriptions adopted by MOA deptmts	Result	MOA Records	10	20	As indicated in the MOA establishments chart
	2.2. By EOP, the number of job descriptions	Result	MOA Records	50	76	More work to be done once the Establishment

Results Hierarchy	Indicator	Indicator Type	Source of Data	EOP Targets	Actual EOP Performance	Comments
	adopted in MOA departments					Chart is adopted
	2.3. ASIP process started	Milestone	Actual document	–	Final LASIP completed	
	2.4. Organizational chart completed and adopted	Milestone	Actual document	–	Draft Establishment Chart completed	Being reviewed by the IRC
	2.5. Number of projects (that feed into ASIP) developed and accepted for inclusion in ASIP (project notes)	Output	MOA Records	10	22	
	2.6. Number of individuals (M/F) who have received USG-supported short-term agricultural enabling environment training	FACTS	Training records	100	2151	1813 males trained; & 338 females trained
<b>TASK 3</b>	3.1. The number of donors engaged with MOA on support for new sector policies, strategies, and objectives	Result	MOA records	6	11	Includes WB, FAO, IFAD, AfDB, UN, DANIDA, Italian Trust, JICA, AGRA, Chinese assistance, DED
	3.2. NFAP, Food Crisis Policy response produced and approved	Milestone	Actual documents & MOA records	-	2	Food Crisis Policy and FAPS
	3.3. Number of policy reforms analyzed with USG assistance (policy notes)	Output	Project records	6	29	Some of the requests for analysis of policy reforms emanated from the GC and CSA
	3.4. Number of policy reforms presented for legislation/decreed (in this case, Cabinet approval) as a result of USG assistance	FACTS	Project records	6	4 (Plus 3 completed but not presented for legislation)	MOA report, Food Crisis Policy, FAPS and LASIP (3 not presented include National Seed Policy, Rice Seed Policy and Cocoa Sub Sector Strategy)

# ANNEX 7: IRC WORK PLAN: DECEMBER 2010–JUNE 2011

## 1. BACKGROUND

Following the development of the IRC Manual, it is imperative to ensure that the IRC carries out its roles and responsibilities as defined in the manual. This cannot be effectively realized without a work plan on the basis of which its performance can be reviewed and or evaluated. Therefore, at the IRC meetings held on 23 and 24 November, members of the IRC deliberated and agreed on some activities to be carried out between December 2010 and June 2011. The activities are subject to review during the time of execution as deemed necessary.

## 2. PROPOSED ACTIVITIES

The following activities were adopted for implementation by the IRC.

**2.1. Facilitation of the development of integrated departmental work plans and budgets:** Currently the existing plans are not integrated and the approach to the formulation of work plans and budgets is not effectively coordinated. There is no practice of monthly, quarterly and annual reviews of work plans suggesting that work is done on ad hoc basis. As a change-promoting agent, the IRC has a role to play in facilitating a Ministry-wide integrated approach to work planning and budgeting. The aim is to ensure that the planning of programs and budgeting is systematic based on sound principles and budgetary processes of the Government of Liberia (GoL). In this respect, the IRC will seek to ensure that the Department of Planning and Development assumes the responsibility for coordinating the development of annual work plans and budgets, working very closely with the rest of the departments. Through work planning, priorities can be determined and assigned implementation value and timing. The primary role of the IRC will be to organize a workshop on planning and budgeting for department heads, senior and middle level officials after which they will be expected to develop their plans and budgets and then later, after team review, be consolidated by the Planning Department.

**2.2. Review and adoption of reports:** There are a number of reports and documents that have been produced with the support of TASMOA project but are yet to be formally adopted. The IRC should therefore review the reports and documents with the aim of facilitating approval and adoption for implementation of the relevant recommendations.

**2.3. Facilitate implementation of approved manuals:** The Ministry has developed a number of manuals, some of which (especially regarding human resource management) were already approved and adopted. These include Staff Training and Development; Orientation and Deployment, Recruitment and Selection as well as Management of Meetings. Although the manuals were approved in January, 2010 to date they are yet to be implemented since both HR and line personnel have not been oriented on how to use them. While this is a plausible reason for non-implementation, waiting to do so for 12 months is incredible and raises serious concerns about ownership and commitment. Hence, the IRC should follow up with the HR Division to draw up an action plan for orientation of staff at the Ministry's central and county levels.

**2.4. Identification of project worthy activities:** Progress achieved with respect to implementing and sustaining reforms in the Ministry will depend on the extent to which the IRC works with different departments to identify project-worthy activities in support of the overall institutional decentralization reforms. The aim is to ensure that activity implementation is based on sound project management principles. In addition, it should help with resource mobilization efforts for implementing the reform initiatives, sourcing resources either from the Ministry of Finance or from Development Partners. Worthy ideas can lead to project proposals being developed. All that is required of the IRC is to review current reform activities and recommendations and identify the potential areas of needed support, working closely with the Department of Planning & Development and the Program Management Unit.

**2.5. Conducting regular (quarterly) supervisory and monitoring visits:** In the light of the findings of the field visit to Bong County, the IRC would like to undertake a few field fact-finding visits to selected counties. On the basis of the findings the IRC would like to review and develop a decentralization implementation plan focusing on capacity-building needs, especially in the areas of human resources, operational infrastructure and systems. Although the decentralization strategy provides the way forward, the MOA has not yet put together a clearly defined implementation plan, corresponding budget and timelines. The main challenge for the IRC members is to parlay this desire into consistent actions.

**2.6. Promotion of the Ministry's Image:** One of the reform objectives in Liberia is to encourage best practices around the lessons drawn from implementing reform activities. It is the responsibility of the IRC to ensure that the general public and stakeholders within the sector are informed of reform activities taking place. The IRC will, therefore, organize periodic debriefings and publications regarding the various reform activities being implemented. This is intended to promote the MOA's reforms and image.

**2.7. Facilitate Team-building:** One of the main challenges in the Ministry is the absence of a spirit that encourages strong and effective teamwork. Individuals and departments mostly work in isolation without concerted efforts. This is partly because of weak leadership capacity to drive the teambuilding process. In this respect, the IRC intends to promote specific teambuilding interventions across and within departments. This will take place through workshops and OD interventions based on role and task assignments including problem solving.

**2.8. Establishment of effective internal and external communication:** The aim is to organize and promote activities that will assist in building effective communication channels and a supportive work culture.

**2.9. Review and develop guidelines for performance-based annual awards:** The process of implementing reforms will have to be reinforced by performance based incentives for individuals, teams and departments. Hence, the IRC will facilitate the development of guidelines for recognizing outstanding performance among staff still serving the Ministry or those that are exiting after a distinguished career service.

**2.10. Establishment/rehabilitation of the MOA resource centre:** Knowledge management is a very problematic issue within the Ministry. Effective management of change ensuing from implemented reforms requires up-to-date information and proper management of information. Therefore, it is the responsibility of the IRC to ensure it promotes and supports activities that will lead to the establishment of effective knowledge management. The aim is to rehabilitate the current library and turn it into a modern resource centre that will be well resourced and managed.

**2.11. Hold monthly meetings:** The IRC will hold regular monthly meetings unless otherwise communicated. The aim is to track progress made and make necessary decisions.

### 3. ACTIVITY PLAN

Activity	Responsibility	Time	Resource Requirements	Remarks
Facilitate the development of integrated departmental work plans	Coordinator, IRC Secretariat	February to April, 2011	Communication resources (stationery and scratch cards) Refreshments Facilitation Skills	The Office of the Coordinator will work closely with all the departments in starting the process. It is expected that the DPD & PMU will take facilitation responsibility. The process will start in February and end in April to ensure that it links with the budget cycle
Review and adoption of reports	As above	January, 2011	Budget for printing and dissemination	The basis is the Inventory of the Documents just prepared. It is expected adoption of the reports or documents (manuals) will be followed by implementation of the recommendations or application of the guidelines and procedures. Documents requiring approval of competent authority outside the Ministry will be referred to the office in question accordingly.
Facilitate implementation of approved manuals and reports (for example HR Manuals; Financial Management)	As above	January, 2011	Budget for conducting awareness or orientation workshops (stationery, printing etc and communication)	The IRC Coordinator will closely work with the HR Division and other Departments /Divisions
Identify project worthy activities and prepare project proposals	The PMU Director	December, 2011	List of potential development partners with interest in the agriculture sector and the areas identified	The PMU Director will work closely with the IRC Coordinator and the Head of Finance
Regular County supervision and monitoring visits	Coordinator, IRC Secretariat	January to June, 2011	Budget for fuel, scratch cards, stationery, meal allowance etc	The program can either take place on monthly or quarterly basis depending on the availability of the IRC members. It will be necessary to agree on the specific counties to be visited and the dates to enable advance

Activity	Responsibility	Time	Resource Requirements	Remarks
				communication as early as possible.
Promotion of MOA Visibility on implementation of reform activities	Coordinator, IRC Secretariat	January to June, 2011 on quarterly	Budget for newsletter, print and electronic media, etc	The Head of the Communications Department will ultimately take over the responsibility once appointed into office
Promotion of effective internal and external communication	Head of Communications Division	January to June, 2011 on monthly and quarterly basis	Budget for the production of minutes, agendas, newsletter, notice board posters etc	It is expected that each functional head will be responsible for ensuring effective communication within their respective departments and divisions and will work closely with the Head of Communications in implementing the Communications Strategy
Review and develop guidelines for performance recognition and awards	Head of HR Division supported by the Coordinator, IRC	January – March, 2011	Budget for stationery, meetings etc	To work closely with representatives from other departments in order to develop a credible performance standards. The idea is to create an incentive system that promote good performance in implementing reform activities
Establishment/ renovation of resources centre	Head of Communications and Planning Department	February – April, 2011	Budget for renovating the Library and acquisition of books, journals as well as computers etc. Qualified and competent personnel	The work will have to take into account recommendations in the Report on Communications and each department should indicate their needs as well as ensure relevant reports and documents are part of the resources centre
Periodic Meetings of IRC and or its Sub-Committees	Coordinator, IRC Secretariat	December, 2010 – June, 2011	Budget for operational costs	Monthly meetings to be held on the 27 <sup>th</sup> day of the month unless otherwise advised or agreed.

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