

Capacity Needs Assessment and



Core Capacity Building Package for the Ministry of Agriculture Republic of Liberia

PREPARED BY

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DRAFT CORE CAPACITY BUILDING PACKAGE FOR THE MINISTRY OF AGRICULTURE

REPUBLIC OF LIBERIA

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06/06/2007

TABLE OF CONTENTS

PART 1	CAPACITY NEEDS ASSESSMENT	5
1.	PROJECT BACKGROUND.....	5
2.	SECTOR BACKGROUND	6
3.	PROJECT APPROACH.....	7
4.	METHODOLOGY	7
5.	KEY FINDINGS AND RECOMMENDATIONS.....	8
	I.ORGANIZATIONAL AND INSTITUTIONAL CAPACITIES	8
	II. HUMAN CAPACITY	13
	III.INFRASTRUCTURAL CAPACITIES	15
	IV. TRAINING INSTITUTIONS	17
	V. CONCLUSION.....	20
PART 2	PROPOSAL.....	21
	PROPOSAL SUMMARY	21
1.	INTRODUCTION	22
2.	RATIONALE	22
3.	STRATEGY.....	23
4.	PROJECT INTERVENTION LOGIC	24
5.	GOAL AND OBJECTIVES.....	24
6.	DESCRIPTION OF ACTIVITIES	24
7.	EXPECTED OUTPUTS.....	27
8.	EXPECTED OUTCOMES	28
9.	ASSUMPTIONS AND RISKS	28
10.	PROJECT MANAGEMENT STRUCTURE	29
11.	MONITORING AND EVALUATION.....	32
12.	WORKPLAN/TIMELINE.....	33

13. BUDGET.....	33
PART 3 ANNEXES	2136
I. TERMS OF REFERENCE	36
II. METHODOLOGY	38
III. MAPPING CAPACITY BUILDING IN LIBERIA	40
IV. LOGICAL FRAMEWORK.....	51
V. PROPOSED LIST OF TRAINEES.....	54
VI. ASSUMPTIONS AND RISKS.....	71
VII. PROGRAM MANAGEMENT STRUCTURE.....	73
IIX. BUDGET.....	74
IX. WORKPLAN AND TIMELINE.....	81

LIST OF ACRONYMS

ACC	Agriculture Coordination Committee
BOB	Bureau of Budget
BWI	Booker T. Washington Institute
CAAS-Lib	Comprehensive Assessment of the Agriculture Sector in Liberia
CAPC	Comprehensive Accra Peace Agreement
CAC	County Agricultural Coordinator
CAO	County Agricultural Office
CAP	Comprehensive Agricultural Policy
CARI	Central Agricultural Research Institute
CGBP	Core Capacity Building Package for the MOA in Liberia
CISCAB	Capacity Building Programme for the Civil Service
CSA	Civil Service Agency
CST	County Support Team
DFID	UK Department for International Development
EC	European Commission
EI	Earth Institute
ESF	Emergency School Feeding
FAO	Food and Agriculture Organization of the United Nations
FDA	Forestry Development Authority
GAA	German Agro Action
GEMAP	Governance and Economic Management Assistance Program
GIMPA	Ghanaian Institute for Public Administration
GOL	Government of Liberia
GRC	Governance Reform Commission
HRMS	Human Resource Management System
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
I-PRSP	Interim Poverty Reduction Strategy Paper
ISP	Institutional Support Programme
LECBSP	Liberia Emergency Capacity Building Support Program
LINNK	Liberia NGO Network
LIPA	Liberia Institute for Public Administration
LISGIS	Liberian Institute of Statistics and Geo-Information Services
LRDC	Liberia Reconstruction and Development Committee
LWF/WS	Lutheran World Federation–World Service
MDG	Millennium Development Goals
MFU	Macro-Fiscal Unit
MIA	Ministry of Internal Affairs
MIS	Management Information System
MPEA	Ministry of Planning and Economic Affairs
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOH	Ministry of Health
MOJ	Ministry of Justice
MSG	Monitoring and Steering Group
MTF	Ministry Task Force
NIMAC	National Information Management Center
ODA	Official Development Assistance
OSI	Open Society Institute
PMT	Project Management Team
RCPLEC	Rebuilding of Communities of Post-Conflict Liberia—Empowerment for Change
RFTF	Results-Focused Transition Framework
SOE	State-Owned Enterprise
SMP	Staff Monitored Program
SOPs	Standard Operating Procedures
SES	Senior Executive Service
SMP	Staff Monitored Program
TOKTEN	Transfer of Knowledge through Expatriate Nationals
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNMIL	United Nations Mission in Liberia
USAID	United States Agency for International Development
WB	World Bank
WFP	World Food Program

PART 1 NEEDS ASSESSMENT

1. PROJECT BACKGROUND



This report contains findings and recommendations for building the capacity of the Ministry of Agriculture (MOA) of the Republic of Liberia. The decision to hone in on the agricultural sector was made in consultation with government, donor, and NGO stakeholders during a fact-finding mission that a team from Columbia University undertook at the request of the Liberia Reconstruction and Development Committee (LRDC) in January 2007, and financed by the Earth Institute as part of its Liberia Advisory Project.¹ The findings of this pilot study are intended to inform the Ministry of Planning and Economic Affairs (MPEA) in its current efforts to develop a national capacity building strategy for the Government of Liberia (GOL), and the approach may serve as a potential model to be replicated in other priority pillars and sectors identified in the I-

PRSP.

Distinct from other initiatives to build MOA capacity, which largely focus on strengthening the Ministry in the medium to long term, this study identifies capacity building of the MOA as an urgent priority that also requires short term solutions. The current transitional period, in the lead up to the development of a comprehensive sector strategy, is critical for charting the future course of the sector. Although capacity building has been integrated to some degrees in ongoing and planned development interventions in post-conflict Liberia, that are currently being undertaken, it has not yet to receive a targeted and sustained attention from donors.

Given the untapped potential of this sector to dramatically reduce food insecurity and to act as an engine for economic recovery, the strategies presented in this report are specifically oriented towards strengthening MOA's ability to steer agricultural policy and tackle its short-term policy goals.² With this objective in mind, the report culminates in a proposal for funding that translates our primary recommendations into a realistic and actionable training strategy for building MOA capacity over the course of the next two years. In addition, our analysis identifies key stakeholders, including donors and development partners, who may be natural partners to implement this proposal.

Our findings are informed by a needs assessment of the MOA conducted by the Columbia University team in March 2007 and supplemented with information collected from project documents, progress reports, strategy and policy papers, datasets, and interviews with donors and GOL officials in Monrovia in January and March 2007.³ The work progressed in three overlapping phases: a current assessment, a "target envisioning" exercise to discuss policy visions for the sector, and an analysis of the gaps between the two. At the national level, the team consulted with Minister Chris Toe, his four deputy Ministers, the Ministry Task Force members, and the Agriculture Coordination Committee (ACC), held workshops with MOA departments, and interviewed core staff. In addition, the team assessed the needs of two counties, Bong and Gbarpolu, to gain a sense of the major challenges facing the Ministry at the local level.

¹ The main rationale for focusing on agriculture was that while it represents a key reconstruction priority of the GOL under the Economic Revitalization pillar of the I-PRS, and despite its widespread implications for poverty reduction and economic development, agriculture has yet to receive the attention it merits. Despite the fact that agriculture represents 40% of the GDP in Liberia, this sector received only USD 3 million of the 125 million government budget in 2005-2006.

² Short term objectives, as outlined in the "Policy Intent Statement for Agriculture" include capacity building, improving food security, and peace-building (e.g., the reintegration of International Displaced People (IDPs) and refugees).

³ In particular, we acknowledge the support of the MOA and other major stakeholders in the agricultural sector, including MIA, MPEA, FAO, UNMIL, UNDP, USAID, and the World Bank, whose insights were valuable to constructing our final report.

2. SECTOR BACKGROUND



Agriculture, forestry, and fisheries have historically made a major contribution to Liberia's GDP⁴, and are projected to contribute significantly to the country's economic recovery. Agriculture currently constitutes approximately 74.3% of GDP⁵ in Liberia and ensures the livelihood of roughly 70% of the population.⁶ However, the sector is currently suffering due to the destruction of assets, brain drain and high mortality resulting from a prolonged period of civil war. A farming system characterized by the use of inefficient, outdated technologies, low productivity and yields, poor infrastructure, and the lack of agricultural inputs such as seeds and tools also characterize the sector and represent major challenges to its advancement.

In this context, the MOA is primarily concerned with the question of how agriculture can act as a vehicle for restoring government capacity through revenue generation and how it can benefit the population at large through food security and employment.⁷ With more than 75% of Liberians living on less than \$1/day,⁸ food expenditures are high relative to income. FAO recently examined prospects for the most food insecure nations and noted low calorie and protein intake (and a diet comprised of few products), growing dependence on food imports, and lack of diversification in agricultural exports as major problems the sector has to contend with. In this context, domestic and international developments in commodity policy will be a critical determinant of the food security situation.⁹

In addition to these challenges, prospects for the agricultural sector will depend on ensuring that the macroeconomic environment encourages growth and development of the sector through fiscal, monetary, and trade policies. With Liberia's real GDP growth estimated at 7.8% (attributed largely to construction, recovery in the agricultural sector, and donor-funded initiatives), and similar projections for the coming year, the climate for agricultural development is favorable.¹⁰ Moreover, the recovery of the mining, forestry, and agricultural sectors is expected to make significant contribution to growth in the medium to long term, with growth projections of over 11% over the period 2008-2012.¹¹ A major struggle for the government will be unsustainable levels of external debt. The clearance of arrears to the IMF and World Bank will help alleviate this situation by making Liberia eligible for comprehensive debt relief programs.¹²

The challenges to enhancing the capacity of the MOA are significant. The destruction of assets during the war, unpaid wages, a collapsed bureaucracy, and the depletion of personnel, particularly skilled personnel, are among the major obstacles facing the MOA. Thus, even if the MOA is able to devise a set of sector strategies, its capacity

⁴ This includes food crops (mainly rice and cassava), livestock, and fisheries as well as cash crops such as rubber, coffee, and cocoa. Prior to the war, Liberia was 60% self-sufficient in food production (primarily rice and cassava).

⁵ UNDP, National Human Development Report 2006. This figure includes forestry and is based on 2005 data.

⁶ Ministry of Agriculture, "Agriculture: Ensuring Food Security as the Entry-Point to Poverty Reduction," October 2006.

⁷ Liberia is one of the most food insecure nations in the world, with more than 35 percent of its population undernourished. FAO, *The State of Food Insecurity in the World 2002*.

⁸ UNDP, National Human Development Report 2006.

⁹ Projections for period up to 2010. Committee on Commodity Problems, "Medium-term Projections for Agricultural Commodities," 64th Session, Rome, Italy, 18-21 March 2003.

¹⁰ Thus far, Liberia has been successful in achieving most of the quantitative and structural benchmarks delineated under the IMF's Staff Monitored Program (SMP). It has been particularly successful in exceeding revenue targets set by the SMP, which is due in large part to the government and international partners' work to strengthen the tax system. Over the course of the next year, the government's priorities are to maintain macroeconomic stability, strengthen public financial management and the banking sector, and implement strategies devised in 2006 targeting tax reform, anti-corruption, and domestic debt resolution. IMF, "Statement by IMF Mission to Liberia on Progress Under the Staff Monitored Program," Press release, 14 April 2007.

¹¹ Ibid.

¹² Ibid.

to implement its policies remains in question. Building the capacity of the MOA is consequently a priority and a requirement for the development of the sector.

3. PROJECT APPROACH

KEY STEPS

1. Ascertain the MOA policy goals and priority needs, as outlined in its “Statement of Policy Intent”
2. Identify the physical, organizational, and human capacities of the MOA
3. Analyze the capacity gaps within the MOA (at the central and local levels)
4. Assess both the governmental and non-governmental resources available, regional and international best practices
5. Issue recommendations for issues identified
6. Prepare a proposal for addressing human capacity deficits within the MOA

4. METHODOLOGY¹³

PHASES

- *Contextual Analysis*—Conducted a comprehensive literature review pertaining to governance, reconstruction efforts, and the agricultural sector in Liberia as well as a broader review of the literature on post-conflict state reconstruction and capacity building.
- *Current Assessment*—Mapped the broad landscape of capacity building projects targeting the GOL; assessed the current status of the agricultural sector, MOA, and training institutions; and identified partners in agricultural sector with collaborative potential for our project.
- *Target Envisioning*—Worked with MOA officials to ascertain its policy intent and vision for the sector and identify its short-term physical, organizational, and human capacity needs.
- *Gap Analysis*—Assessed the MOA’s ability to meet short- and long-term capacity needs at the central and local levels and identified the infrastructural, organizational, and human resources needed for the Ministry to realize its objectives.
- *Options Analysis and Strategy Formulation*— Developed a set of recommendations for addressing gaps between MOA’s current capacities and the tools, infrastructure, and human resources needed to meet its short-term objectives.
- *Recommendations and Proposal Development*— Finalized recommendations for building MOA capacity and developed a proposal for funding based on conclusions.



¹³ For details on the full methodology, see Appendix II.

TOOLS/RESEARCH METHODS

- Secondary analysis of MOA, GOL, donor, and NGO reports and project documents
- Structured and semi-structured interviews with MOA and other GOL officials, donors, NGOs, and other stakeholders
- Strategy workshops and focus groups with GOL/MOA stakeholders
- Self-assessment completed by MOA and GOL Ministries and agencies involved in the agricultural sector
- Analysis of data collected during two missions, including results from workshops and review of MOA budget and personnel

5. KEY FINDINGS AND RECOMMENDATIONS

This section analyzes the 1) institutional and organizational, 2) human, and 3) infrastructural capacity needs of the Ministry of Agriculture (MOA) at the central and local levels as well as 4) the capacities of existing agricultural and public administration training institutions. Where relevant, the report proposes concrete recommendations to address the main gaps and challenges identified in this study.

I. ORGANIZATIONAL AND INSTITUTIONAL CAPACITIES

1. MOA Mandate

1.1 Central Level

There are two sources of mandate overlap at the central level. Firstly, an overlap exists among the **MOA, MOC, and MOH** in terms of sanitary and phytosanitary regulations (SPS), biodiversity, and rabies control. These issues are being addressed by an MOU among these three ministries in lieu of a technical central agency, which the GOL is aiming for in the long run. Secondly, a trade-related overlap occurs between the **MOA and the MOJ**, with no formal initiative existing at this stage to address it.¹⁴

1.2 Local Level

At the local level an overlap between the **MOA and MIA**, resulting from unclear mandates of the county officers was noted. In principle, this overlap is due to the fact that the MIA Superintendent's Office has historically dealt with a range of issues at the county level, including agriculture (as well as health and education).¹⁵ Presently there is a redundancy built into the reporting frameworks of the two ministries: both the MOA County Agricultural Officer (CAC) and the MIA Agriculture Commissioner collect agriculture-specific data from the farming community and report back to their respective ministries. Financial and technical assistance is coordinated through the MIA's Superintendent Office with technical inputs from the MOA County Agriculture Office. The MIA staff outnumbers the MOA staff, and the former is better equipped than the latter. This translates into the MIA staff occasionally performing the MOA staff's tasks, further de-motivating MOA staff and resulting in inefficient use of resources on both sides.

ORGANIZATIONAL RESTRUCTURING

Many of the issues identified in the key findings result from both the destructive impact of the civil war and the outdated (pre-war) organizational structure and policy objectives of the MOA. Three main ongoing and future initiatives have been designed to address these challenges:

- 1) A **Ministry Task Force (MTF)** set up by the MOA to review the Ministry's structure and define the role, function, and staffing needs of each department
- 2) A **Comprehensive Assessment of the Agriculture Sector (CAAS-Lib)** which is nearing completion
- 3) A **Core Functions Analysis** supported by USAID, to be undertaken in the second half of 2007

The conclusions of these initiatives will contribute to defining the future structure of the MOA and the drafting of a national agriculture policy framework. The present analysis aims to contribute to this process.

¹⁴ For example, employees from the Department of Technical Affairs stated that the MOJ "can seize a carton of fish that has been approved by the MOA." Workshop, March 9, 2007, Monrovia, Liberia.

¹⁵ Interview with Agriculture Commissioner for Communal Farming (MIA), March 16, 2007, Gbarnga, Liberia.

The GRC is leading the public sector reform process by reviewing the mandates of all ministries/agencies as well as designing a decentralization policy. Once completed, the mandate overlaps at the central and local level should be resolved, and further steps will need to be taken to promote understanding of the new mandates within staff at the local level and to break the pattern of informal and ineffective job-sharing practices that have taken place at the local level.

2. Institutional Structures and Functions

2.1 Overlap of Functions between MOA Departments

The Ministry Task Force (MTF) has designed a new organizational structure for the MOA, including a redefinition of the roles and functions of each department.¹⁶ Despite this effort, functional overlaps still occur between the departments of **Regional Development and Extension, Technical Services, and CARI**. For instance, Extension and Technical Services are duplicating efforts in the area of research with CARI. Meanwhile, CARI, although mandated to exclusively perform research, continues to emphasize its role in the production, multiplication, and distribution of seeds.¹⁷

The MTF has important pending tasks that will help solve function overlaps between departments, such as the discussion of the responsibilities of departmental sub-divisions. However, these efforts may not solve the issue entirely. One senior MOA official suggested that further restructuring was needed and that it should be carried out by a third party. The upcoming Core Functions Analysis to be undertaken by an external consultant may contribute to this matter.

3. Organizational Processes and Internal Policies

3.1 SOPs and M&E

The MOA has not yet enacted a definitive set of internal guidelines on reporting rules and operational procedures (SOPs). In addition, there is a clear need to instate a monitoring and evaluation (M&E) system for its operations. Without strong clear channels for feedback, the lack of M&E systems will continue to be a challenge for the MOA to undertake its functions. The fact that information cannot be collected and circulated properly is a major impediment to results-oriented planning, programming, and policymaking activities.

It is worth mentioning, however, that, under the MTF initiative, all departments have completed annual workplans with targeted indicators. This initiative represents a considerable achievement and promising step towards greater coordination and information-sharing within the MOA and with partners.

3.1.1 Department of Administration Management and Procurement

In terms of financial management and procurement, clear procedures for fund disbursement and asset acquisition do not currently exist, and funds are allocated on a discretionary basis. The Department is currently developing a manual of rules and procedures and recently produced a first draft entitled “Financial Management Policy and Procedures.”



Recommendation

Discretion will remain necessary as long as control rules have not been established. Thus, the manual of rules and procedures will be an invaluable contribution to the sector and should remain a key priority; the auditor and Deputy of Administration should establish a clear timeline for its completion. If additional support is needed,

¹⁶ The MTF comprises 12 members drawn from the four Departments of the MOA: Administration; Regional Development and Extension; Planning and Development; and Technical Affairs.

¹⁷ CARI, “Concept Note on the Plan of Action for Revitalizing CARI.” While this functional overlap was noted by a range of MOA officials during interviews, perceptions of this issue varied significantly. Some considered the extent of the functional overlap significant while others considered it minimal.

technical assistance should be requested and mobilized from the range of available partners cooperating on the GEMAP framework, whose focus is on finance and procurement management.

Personnel Management

A vacuum was noted regarding personnel management rules and procedures, which is currently being addressed across the GOL through two channels. First, the GOL has been pursuing a general civil service rightsizing campaign that has prevailed over any other personnel management policy. Second, current staffing in the MOA both at the central and local level is subject exclusively to appointment by the MOA, due to the fact that the government agency mandated to define and implement a recruitment policy across the administration, the Civil Service Agency (CSA), has not yet recovered its full capacity to play this role.¹⁸

At the local level, anecdotal evidence suggests that the lack of a formal policy creates inconsistencies in staff allocation whereby counties with lower political influence tend to get fewer extension workers. The Agriculture Assessment Tour conducted in January 2007 identified unpaid volunteers that have been covering the staff deficit caused by abandoned posts. These workers have not gone through a formal selection process, and although their cooperation is welcomed for service delivery, their situation should be regularized so they can be held responsible for producing specific outputs and provided with the workers protection to which they are legally entitled.

Recommendations

The Department of Administration is recommended to start working on a draft MOA personnel management policy. The “Manual of Rules and Procedures for the Civil Service,” produced by the GRC with DFID support, although in draft form, addresses recruitment policy in detail and should provide a sound basis for this task.¹

Given that there is no training policy in place, the Director of the Human Resources division should start elaborating the training and career development plans required by the CSA for all government agencies. In order to do this, it is necessary to empower this division to effectively manage human resources in terms of performance monitoring and training.

Administration personnel should be trained on the basis of the manual’s requirements on subject matters that could include salaries classification and increments, retirement, performance monitoring and evaluation, and training plans development. When operational, the Liberian Institute of Public Administration (LIPA) could provide such training.

Performance appraisals to measure performance of the staff (in terms of results, quality, quantity, cost and time) must be defined. Such tool will help identify training needs, define allowances and/or organizational rewards (promotions), facilitate internal communication, validate the selection techniques, and incentivize retention. The appraisals should be conducted at least once or twice per year.

These activities should be undertaken in partnership with the CSA and GRC representatives so that sequencing and implementation of rules regarding procurement, financial and personnel management, are consistent with the GOL’s macro policies for the public administration and the ongoing mandate review of the different line ministries.

¹⁸ The role of the CSA is to guarantee a merit-based system for the civil service and the protection of civil servants’ rights. The CSA is responsible for enforcing rules and procedures within the civil service as well as for managing the hiring of civil servants through examination and allocation of human resources according to the needs of the administration.

3.1.2 Operations: Departments of Regional Development, Technical Services, and Planning

Through MTF leadership, these three departments have elaborated workplans and target indicators for their respective functions and activities. However there remain severe deficiencies, common to the three departments, for evaluating and monitoring performance in service delivery. There are three main reasons for this: 1) the lack of SOPs, 2) the absence of a management information system, which is essential for information circulation and agricultural data (see section III, 2) and 3) a relative disconnect in the interaction between the central office and county offices.

FIGURE 1: LOCATIONS VISITED DURING FIELD MISSIONS



Interaction with the county offices is very difficult, resulting in a high negative impact on the activities of these departments, especially concerning monitoring and evaluation (M&E). Given the MOA's weak capacity in the counties, many agricultural services are currently delivered by donors through NGOs. The Planning Department has identified the need for improved coordination and supervision of their activities by the MOA. An important joint effort is the Agricultural Coordination Committee (ACC), which consists of bi-weekly meetings with partners where information sharing is encouraged but not enforced.¹⁹ Procedures remain vague, and some NGO interviewed considered this to

be an inefficient way to coordinate. In the counties, there exist similar coordinating mechanisms led by different NGOs, according to their level of activity in each particular county.

At the local level, M&E is conducted in an elementary manner, without fully registering and reporting achievement of objectives or activities, which are generally not clearly defined. The county offices, nonetheless, keep a register of the tools and seeds provided to farmers in order to avoid duplicating their distribution. This control remains weak and results in inappropriate allocation of materials, with some beneficiaries selling tools in the local market. In addition, once a month, the County Agricultural Coordinators must report their activities at headquarters Monrovia, which is very costly and difficult in terms of transportation.

Recommendations

Support should be provided to the Planning Department in developing SOPs for these departments and their divisions will be crucial for increasing the MOA's organizational capacity. These procedures should reflect the mandate and functions of each department according to the new institutional structure.

It is critical to support Planning in the development of an adequate M&E system, which should be conceived within the framework of defined operating procedures. The Deputy Minister for Planning should be assisted by an agent specifically in charge of this task, which could be in the form of technical assistance given the employment freeze, as the MTF and its departmental counterpart are clearly overstretched to complete this task.

¹⁹ The ACC is mandated to "track agricultural activities and to avoid duplication/overlap of activities by the various organizations and to provide technical guidance and standardized procedures on agricultural activities." <http://www.humanitarianinfo.org/liberia/coordination/sectoral/Agriculture/index.asp>

3.2 Incentives and Budget Review

3.2.1 Low Salaries and Inconsistencies in Salary Levels

Low salaries and incentives (in relative terms compared with other ministries as well as in absolute terms) remain an enduring problem, both at the central and at the local levels, and hinder MOA operations. In many cases, agriculture workers have to complement their monthly earnings with additional activities, and some of them simply decide to abandon their posts. Monthly salaries are approximately as follows: The Minister earns \$1,500 USD, the Deputy Ministers earn \$1,000 USD, and salaries in different departments range from \$22 to \$30 USD.

As Table 1 exhibits, inconsistencies in salary levels exist across divisions for FY 2007-2008. For instance, similar positions in different departments are not allotted equal wages.²⁰ While salary levels are relatively consistent for the Planning and Administration departments, the average salaries of Extension staff, as depicted in columns 6 and 7, are higher than those of other departments by a factor of nearly 50%. These salary differentials may be explained in part by the salary supplements given to County Agricultural Coordinators for monthly travel to Monrovia headquarters, and differing qualification levels and vacancies may account for some of the salary differentials among these departments as well.

TABLE 1: VARIATION IN SALARIES WITHIN THE MOA

Departments (1)	No. of personnel (2)	Personel % at the MoA (3)	Budget for salaries (4)	Salaries % for each division (5)	Average annual salary (6)	Average monthly salary (7)
Extension	134	36%	\$ 49,020	44%	\$ 365.8	\$ 30.5
Technical	108	29%	\$ 26,940	24%	\$ 249.4	\$ 20.8
Planning	34	9%	\$ 9,336	8%	\$ 274.6	\$ 22.9
Administration	98	26%	\$ 25,272	23%	\$ 257.9	\$ 21.5
Total	374	100%	\$ 110,568	100%	\$ 295.6	\$ 24.6

Source: MOA Annual Budget

When these figures include allowances, the variations are considerably larger, as shown in Table 2. It is noteworthy that allowances for Deputy and Assistant Ministers are the same across all departments and remained at the same levels as the previous fiscal year. The inequality in allowances exists largely at the general staff level. Despite the fact that the estimated budget for FY 2007-2008 includes an increase in allowance for Extension and Planning, Administration continues to be the only department to benefit from them (\$20,000 USD approved so far).²¹ Allowances are reportedly granted without formal procedures to evaluate performance and are based on discretionary power. The MTF is currently examining the system for approving allowances to determine whether these are appropriately allocated. Their conclusions should be taken into account when reformulating the incentives policy.

TABLE 2: VARIATION IN ALLOWANCES WITHIN THE MOA

Departments (1)	General allowances (2)	Allowances distribution at the MoA (3)
Extension	\$ 16,800	12.5%
Technical	\$ 16,800	12.5%
Planning	\$ 16,800	12.5%
Administration	\$ 83,600	62.4%
Total	\$ 134,000	100.0%

Source: MOA Annual Budget

²⁰ For instance, there are two employees in the 2006 CSA Personnel Listing whose specialization is accounting and possess the same qualification but perceive different salaries. Even though the titles of their positions are similar, one of them earns, per year, USD 27 more than the other.

²¹ The yearly amount for all departmental staff is \$48,800 USD and \$18,000 USD for the Minister.

The GOL has planned to increase salaries across the administration, but so far, there is no clear timeframe for this action.²² This is a critical issue for attracting and retaining existing qualified staff.

Finally, even though the decentralization process²³ aims to reallocate MOA staff so that 70% of staff are based at the county level and 30% of employees based in Monrovia, from the approved salary budget for next fiscal year, it is not clear that this plan will be in place in the short term.²⁴

Recommendations

MOA's salary and compensation policy should be formalized by the Human Resources department in consultation with the CSA and the relevant senior managerial staff at the MOA and include not only a clear procedure to grant allowances, but also an increase in salaries—if possible. Wages should be standardized for each kind of professional category across departments and include an adequate system for compensating employees according to their educational and professional merits. This policy should also define rules for salary revision that indicate how often they will be adjusted (e.g., annually) and specify percentage increments. Salary and allowance ranges should also be defined in order to motivate the staff and reduce the tension generated by the discretionary granting of salary supplements.

In the case of County Agriculture Officers who receive a higher salary to cover their transportation costs for monthly trips to Monrovia, they should also receive the same salary that extension workers receive at the central level plus an additional sum to cover travel expenses reflecting distance and travel costs to Monrovia from each county.

II. HUMAN CAPACITY

There are three fundamental issues affecting the MOA's human resources: 1) low skill levels, 2) understaffing, and 3) ageing staff structure as well as a gender imbalance in staff composition. These are exacerbated by two policies common to the entire administration—a rightsizing policy and a general employment freeze.

1. Education and Skills

The vast majority of MOA staff has a high school education, while only 22% of the employees for whom data is available (about 80% of total staff) have a university degree. The current staff's skills are severely outdated, both in terms of technical skills relating to agriculture and in terms of general public administration and office skills.

Thus, the MOA faces two critical challenges: training current personnel to upgrade skills and recruiting staff with the necessary skills to realize current policy objectives within the framework of the rightsizing policy and general employment freeze.

SCARCE AND CRITICAL SKILLS FOR THE SHORT-TERM

- Policy development and planning
- Information technology
- Financial management
- Budget monitoring
- Personnel administration
- Data management and collection
- Statistical analysis
- Market analysis
- Agronomy
- Topology
- Water resource management

²² There was a proposed increase in salaries for MOA staff of \$180 USD for FY 2007-2008, which would have elevated average annual salaries from \$250 USD to \$430 USD, but it appears that these increases will be delayed until at least mid-2008. CSA Payroll Listing FY 2006-2007.

²³ Preliminary processes for the reallocation of authority, resources and personnel to the field have started in April 2006, and substantive work on the process is expected to start in May 2006.

²⁴ Compared to last year, the budget allocation for extension worker salaries remains unchanged and does not evidence that steps have been taken to decentralize in that direction. Nonetheless, compared to FY 2006-2007, next year's budget (FY 2007-2008) indicates a 36.9% increase in the category "Goods and Other Services" and a 156% increase in "Capital Expenditure" allocated for the Department of Extension, which suggests that there is an intention to increase support to county offices. There is a plan for buying two buses to transport MOA employees which corresponds to this increase.

Recommendations

Given the current context of rightsizing and the employment freeze, the MOA must establish targeted training programs if it aims to achieve its policy objectives. Such training should focus on the identified needs and should take place at the central and local levels, for staff under 60 years of age, to allow for five years of incorporating the newly acquired skills in work function before going to retirement. At the local level, a recent GRC/UNDP commissioned study noted that a primary reason for the lack of manpower in the counties is the lack of training facilities.²⁵ Increasing the availability of training opportunities in the counties should thus be a priority, as it may facilitate MOA’s plan of reallocating staff to the local level by providing institutional and professional support and by reshaping incentives.

2. Staff Structure

Staff levels within the MOA have dropped from 1,000 before the war to 373²⁶ in November 2006, equivalent to a shortage of at least 600 people within the Ministry as a whole, at a time when the scope of work for rebuilding is wider than it was before the war, assuming that the MOA was not overstaffed prior to the war. The departments of Research and Extension (36% of total staff), and Technical Services (29% of total staff) are the largest in the number of staff.

According to the personnel listing provided by the MOA/CSA, staff from the Department for Extensions are located in field offices (34% of total staff). In practice, however, the majority of staff is located in Monrovia. The MOA has plans in place to relocate staff to the local level through decentralization, which is in line with a renewed extension services’ policy.

3. Demographic Profile

The demographic profile of the staff raises some concerns. As Figure 1 indicates, MOA staff is ageing, with approximately 60% close to retirement age and 40% in service for more than 25 years. In addition, gender parity is a significant issue, as 88% of the staff is currently male.

FIGURE 1

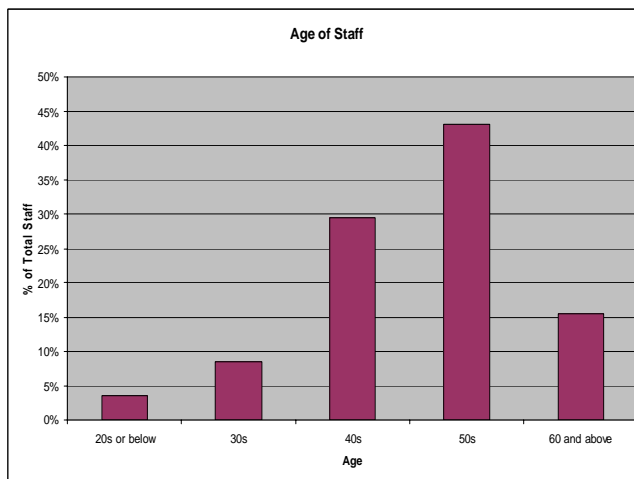
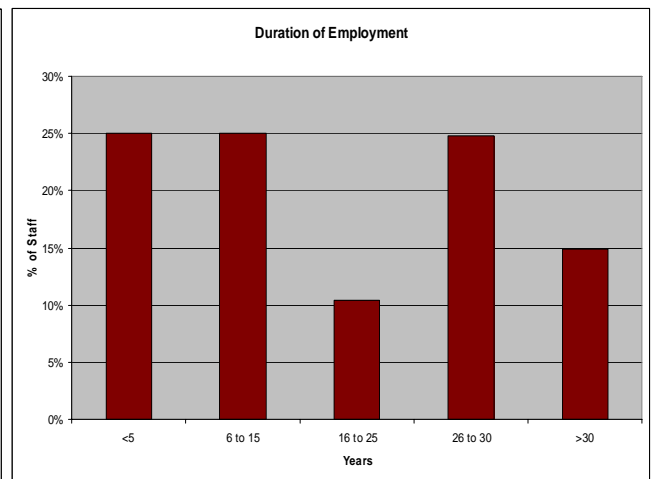


FIGURE 2



Source: CSA Payroll List FY 2006–2007

²⁵ The same study notes that most county personnel are unaware of their job functions and suggests training as a possible solution. Winnie V. Mitullah, Maxwell Poe, and Lindsay M. Haines, “Liberia Local Government Capacity Assessment Study,” Commissioned by UNDP and GRC, March 31, 2006.

²⁶ CSA Payroll List, FY 2006-2007

Recommendations

The Human Resources division of the MOA should, in consultation with the CSA and taking into consideration the final approved draft of the Rules and Procedures for the Civil Service document, revise and enforce existing laws on retirement in partnership with the relevant social security administration department. Given the major implications of 91 people- the current number of people due to retirement- leaving the service within one year, the Human Resources division could reach an agreement on a timeline for the phased retirement of this staff, with the MOA continuing its current approach of replacing staff as they retire. This should include a “Succession Planning” program to smooth the transition process between early retirements and new hires. The modalities through which retiring employees will share their knowledge and experience the new personnel are an important consideration and should be clearly defined.

Additionally, the CSA and representatives of various ministries, including the MOA, should establish a working group to consider early retirement packages and the reduction of the retirement age (for employees over 55 who have worked in the administration for more than 25 years). Such actions would allow for new recruitment during the current employment freeze.

4. Identifying Competencies outside the MOA

Several parallel interventions are underway to facilitate the recruitment of qualified professionals and their placement within the administration with salary supplements provided by donors.²⁷ None of these programs have benefited the MOA so far. The future Senior Executive Service program may fund five positions at the MOA. These include the four Deputy Ministers, heads of current departments, and a Senior Agriculture Policy Coordinator. Given that agriculture defined as a priority sector by the GOL, the MOA should actively pursue identifying the competent professionals and funding these positions.²⁸ However, participation in donor-funded program such as SES should be pursued with caution and ensure that recruitment procedures are transparent, as such programs have the potential for heightening tensions between “returnees” and the rest of the population in a post-conflict setting. An important aspect of this process, for instance, will be to replicate the recruitment procedures embedded in the TOKTEN program in Burundi and Lebanon. Such procedures are very transparent, with advertising for high level positions done through the media or international development partners.

III. INFRASTRUCTURAL CAPACITIES

1. Physical

1.1 Central Level

Currently, the MOA headquarters in Monrovia consists of two rented buildings. One building houses the Office of the Minister, the Department of Administration, and CARI. The second building houses the three operations’ departments. Office space is inadequate; entire departments are cramped into one small room (Extension Services and Planning), and some staff (e.g., in Technical Services) have no office space nor even a desk. Staff at the Department of Technical Services also noted the constraints for their work posed by the lack of research space and equipment (e.g., the MOA has no laboratory or library). Donors have provided the Ministry with basic equipment, including a conference room table, a projector, and computers. However, severe infrastructural gaps still remain at the central level.

²⁷ These programs include the OSI/BCPR funded Liberia Emergency Capacity Building Support Program (LECBS); the UNDP/WB funded Transfer of Knowledge through Expatriates Nationals; the UNDP-funded Senior Executive Service Program (SES).

²⁸ An important aspect of this process will be to replicate the recruitment procedures embedded in the TOKTEN program in Burundi and Lebanon. Such procedures are very transparent, with advertising for high level positions through the media or the diplomatic community.

1.2 Local Level



The lack of proper infrastructure also limits service delivery at the local level. County agricultural staff typically work at offices provided by the central administration (generally provided by the MIA), share physical space with other governmental agencies, rent facilities, or, in some cases, improvise different venues for holding meetings and coordinating activities. Additionally, many counties have no centers for seed multiplication, storage, and marketing despite the fact that they are considered essential infrastructure for agri-regions.

Several development partners are currently working on improving infrastructure at the local level by repairing roads, building bridges, and creating health and sanitation facilities. However, besides the CST Project and German Agro Action (GAA) collaboration, the efforts for providing basic infrastructure and equipment for local government offices are scarce.²⁹ MOA county offices have, however, received some office supplies, furniture, and computers (some managed by the MIA) from some NGOs. Unfortunately, not all offices can make good use of the equipment, including computers, due to the lack of skills and electric power.³⁰

With regard to transportation, some county offices have been provided with motorcycles and four-wheel drives.³¹ However, maintaining and servicing the vehicles is very difficult, as County Agricultural Coordinators operate on very low budgets and often do not have enough money for fuel, which is very costly in counties distant from Monrovia. Various districts and farms are inaccessible, and in the absence of vehicles, extension workers cannot deliver their duties.³²

Recommendations

It is reasonable to assume that the progress on rebuilding county offices and infrastructure will continue in the short term through donor and GOL support,³³ particularly given MOA's commitment to renewing its extension services policy. The Minister and Deputy Minister for Extension Services have prepared a basic budget for the reconstruction of county offices.³⁴ Without this emergency infrastructure, which should include the provision of power generators and vehicles, the county level staff will be handicapped to perform their duties. Motorcycles are essential for extension workers, but also pick-up vehicles are required for transportation and delivering of tools and seeds. The MOA should also set aside an operational budget for counties to keep power generators and vehicles functional.

2. Informational

Informational infrastructure was identified as an important component of the MOA's capacity building objectives in the MOA's Statement of Policy Intent. During interviews, the Minister noted that the lack of statistics and a management information system (MIS) impeded making informed policy choices. At the moment, the MOA is relying on secondary information from NGOs and donors, which, as noted previously, results in weaknesses in

²⁹ Targeted at building capacity at the Superintendent's Office (MIA)

³⁰ Generators are still the main source of energy at the local level.

³¹ As part of its capacity building support to the Ministry of Agriculture under the Human Security Fund, UNDP and the Government of Japan provided a four-wheel drive, computers, office equipment, and furniture to the Ministry of Agriculture in March 2007.

³² According to the Consolidated County Assessment and Action Report (CAAR), roads are generally passable during the dry season but during the rainy months it is extremely limited the access to those remote locations. From our assessment at Bopulu and Gbarnga, we found that the Agriculture Coordination Offices are lacking basic infrastructure to undertake their functions effectively. UNMIL, Consolidated County Assessment and Action Report (CAAR), February 2007.

³³ Such as the UNDP County Support Team project and USAID and World Bank support.

³⁴ The team was unable to obtain a copy of this budget.

monitoring and evaluating programs.³⁵ The MTF is charged with the development of an MIS but has not yet commenced work on it.

In addition, as information is not being collected in the field, it is difficult to determine the areas of focus and monitor the effectiveness of the services provided.³⁶ As previously discussed, the information linkages between the county offices and the Ministry are quite weak, and few mechanisms exist to diffuse information at the local level in a reliable and efficient manner.

Recommendations

For the immediate to short-term, the MOA should establish a statistical system and an Management Information System for effective reporting. This may contain metadata and schema for agricultural information, geo-spatial data for land-use planning and resource allocation, among others. For this purpose, the MOA should seek support from agencies such as UNDP and/or NIMAC, who have expressed interest in facilitating this exercise.

Since LISGIS is responsible in the long run for developing a National Statistical Development Strategy (NSDS) and creating a database that will contain relevant statistical information for each sector, the MOA should partner with this institution to ensure that MOA-collected data can eventually be integrated into the national database.³⁷ As statistics will be necessary to inform progress on the I-PRSP, a statistical strategy should be embedded in the PRSP process. As such, the development of national data standards has been recognized as one of the critical next steps.³⁸

At the local level, field offices should be equipped with computers and appropriate staff to operate and manage informational systems should benefit from trainings. It is imperative to provide the proper training to the county agriculture workers and power generators and UPS to run this equipment. The extension workers should monitor and evaluate the effectiveness of the services provided through this MIS and update the local databases regularly by collecting information on the field and then periodically report these to the Ministry.

IV. TRAINING INSTITUTIONS

Capacity challenges are often best addressed within the framework of training institutions. The section below identifies the current capacity of training institutions to respond to the training needs of the Ministry of Agriculture.

1. Public Administration

The Liberian Institute for Public Administration (LIPA) is a public training institute providing in-house education programs for public officers.³⁹ Currently the institute needs to be rehabilitated in order to perform its mandate. LIPA is in need of the following resources:

- Adequate infrastructure: Currently housed in the Ministry of Finance, LIPA no longer has its own offices and classrooms and is lacking computer laboratories. However, LIPA's offices are in the process of being relocated and will become operational shortly.
- Supportive training material
- Financial resources to recruit staff and clear debts with current staff⁴⁰

³⁵ Ongoing initiatives to collect data include the collection of production statistics (started in December 2006), the development and maintenance of NGOs databases, and the Human Security Program database.

³⁶ Currently communication structures have been put in place by UNMIL field offices, i.e. post mail services and radios provided by the UN County Support Program.

³⁷ The Demographic Health Survey and Agricultural Household Survey (embedded within the National Census) will lead to the creation of an integrated statistical database for the country that LISGIS will be responsible for maintaining.

³⁸ Work on the database is due to begin at the end of April.

³⁹ LIPA traditionally responds to the training needs identified by the Civil Service Agency (CSA) across the administration. LIPA's mandate is to provide courses related to public administration from basic administrative filing to strategic planning and management.

⁴⁰ For instance, staff were not paid between January and March 2006.

- A core group of staff to elaborate and implement a workplan
- A budget that allows for the development of a general curriculum beyond a few courses

Activities

LIPA is currently being revitalized and has resumed training with support from UNPD, DFID, and the European Union and is undertaking the following activities in partnership with:

- *UN, CST Project*—LIPA is 1) coordinating the training of civil servants in all 15 counties as part of CST's Civic Education Program and 2) preparing to undertake a capacity needs assessment of local government that will gauge staff qualifications and experiences. Following this assessment, LIPA should provide management-related training to GOL staff at the local level.
- *DFID, CISCAB Project*⁴¹—In the case of LIPA, this project, which targets the Liberian civil service, aims to revamp its programming; develop a range of in-service courses; increase training opportunities for civil servants; and ensure the relevance and impact of the training offered.⁴² This program also covers LIPA's physical refurbishment, office and training equipment, staff development, and consultancy support for the planned local government needs assessment.
- *Other Planned Activities*—1) Putting in place certificates in public administration for GOL personnel at the supervisory and director level with some university-level education. 2) Two courses in personnel assessment and records management will be offered to trainees in targeted ministries with needs in this area.

Recommendations

LIPA's revitalization will be critical to building the capacity of the MOA and other ministries. In devising its training strategy, the MOA should include LIPA as a partner for in-service training needs in public administration. Where LIPA's lack of capacity prevents it from providing courses, regional public administration institutes, such as the Ghanaian Institute of Public Administration (GIMPA), should be considered a potential source of training. In addition, LIPA and the CSA should partner with the MOA when elaborating training programs by its personnel division.

2. Agriculture

Like most institutions in Liberia, educational institutions were ravaged during the war. Table 3 lists the main agriculture training institutions, their current capacity needs, and ongoing interventions.

⁴¹ Thirty-month long initiative aimed at revitalizing the three civil service key institutions: the Governance Reform Commission, the Civil Service Agency, and the Liberian Institute of Public Administration.

⁴² DFID, CISCAB, Draft Project Memorandum and Framework, June 2006

TABLE 3: REVITALIZING TRAINING INSTITUTIONS

<p><i>College of Agriculture and Forestry, University of Liberia</i></p> <p><u>Programs</u></p> <ul style="list-style-type: none"> ▪ Six departments, five of which offer a 4-year curriculum leading to Bachelor of Science (BSc) ▪ Mid-level manpower training program <p>Average enrollment is 1,250 students per semester:</p> <ul style="list-style-type: none"> ▪ General Agriculture (45%) ▪ General Forestry (35%) ▪ Agronomy⁴³ (10%) ▪ Home Science and Community Development (5%) ▪ Wood Science and Technology (3%) ▪ Agricultural Extension Education⁴⁴ (2%) 	<p><i>Capacity Needs</i></p> <ul style="list-style-type: none"> ▪ Faculty training, particularly for advanced degrees⁴⁵ ▪ Incentives and salary increases to retain staff ▪ Laboratory equipment and furniture ▪ Revision of curriculum of various departments, integrating courses to meet international standards ▪ Establishment of compulsory return services ▪ Identification of funding sources to supply equipment and build/rehabilitate training facilities 	<p><i>Interventions</i></p> <ul style="list-style-type: none"> ▪ The university is working with DFID to revitalize their programs ▪ The MOA has provided 50 scholarships for students of the University
<p><i>Booker T. Washington Institute (BWI), Bong County</i></p> <p><u>Programs</u></p> <ul style="list-style-type: none"> ▪ Four-year mid-level program that prepares students to move on to higher education (specializations in animal husbandry or crop management starting in the second year) ▪ Six-week accelerated learning program ▪ Two-year vocational training program for professionals⁴⁶ 	<p><i>Capacity Needs</i></p> <ul style="list-style-type: none"> ▪ Faculty training ▪ Curriculum development ▪ Main problems are infrastructural (need for a power generator, irrigation system/tools, and equipment for dormitory and dining room) 	<p><i>Interventions</i></p> <ul style="list-style-type: none"> ▪ Some support for rebuilding infrastructure was provided and BWI was partner in technical and vocational education and training (TVET) Teacher Training of 90 students annually under NTGL
<p><i>Other Institutions</i></p> <ul style="list-style-type: none"> ▪ Cuttington University offers an Associates degree in agriculture.⁴⁷ <p>Vocational level training in agriculture offered in Montserrado include:</p> <ul style="list-style-type: none"> ▪ Don Bosco Polytechnic ▪ Liberia Opportunity and Industrial Center (LOIC) ▪ Monrovia Vocational Training Center (MVTC) ▪ William V.S. Tubman High School ▪ SOS Children Village 	<p><i>Capacity Needs</i></p> <ul style="list-style-type: none"> ▪ Don Bosco’s ongoing agricultural program does not exist currently. It has a long term plan to revitalize its facilities in Clay and Bomi counties 	<p><i>Interventions</i></p> <ul style="list-style-type: none"> ▪ Cuttington University undertook an 8-month Agricultural Skills Training Program for 183 ex-combatants who graduated in July 2006⁴⁸. There also exist a long-range plan to revitalize agricultural program

⁴³ Agronomy consists of soil science, crop production, horticulture, and crop protection.

⁴⁴ Non-degree program that supports other departments.

⁴⁵ The College has at least 50 faculty, 5% of which have Ph.D.s and 50% of which have M.Sc.s.

⁴⁶ BWI used to provide in-service programs to extension services before the war, and students used to enroll from all over the country and even from abroad in the 1960s and 1970s.

Recommendation

As far as immediate needs in agriculture-related training are concerned, there is currently no in-service training program provided by any of the above institutions. However, some institutions, such as LIPA and BWI, have the ability to design tailor-made courses for skills improvement, which can be incorporated into future training needs. Given low current capacity of these institutions, in the short term, the MOA should look at NGOs, private consultancies or regional and international programs to fill these needs. However, new programs of support to the MOA should consider a sustainable way to involve these training institutions, build their capacity, and thereby secure the MOA's future human capacity training needs. Furthermore, considering long-term human resource needs and the MOA's ageing staff, a partnership between the MOA, the CSA, and the University of Liberia should be established to carry activities to attract students into the agriculture sector (e.g., career forums, information dissemination).

V. CONCLUSION



The key findings and recommendations presented in this assessment underscore a need for capacity building on all levels—organizational, human, and infrastructural. Our analysis of ongoing capacity building initiatives targeting the MOA indicate that, despite some remaining issues, there is significant progress being made on the organizational and infrastructural fronts due to sustained GOL/MOA and donor commitment. However, programs and projects focusing on developing the human capacity of the Ministry are limited and generally occur in isolated pockets as small components of larger donor-funded initiatives targeting the sector or government at large. While the MOA is cognizant of these needs and dedicated to developing a training policy for the long

term, there is clearly a need for a comprehensive effort to update the skills of existing staff. The short-term policy objectives laid out by the Ministry in its Statement of Policy Intent and the potential of the agricultural sector to reduce poverty and spur economic growth in the country are ambitious yet essential. Improving the state of skills and human resources within the Ministry is imperative in the short term, to facilitate the realization of these objectives, to promote immediate gains to the sector and to set up the foundations for the long-term vitality of the Ministry. Using this principle as a springboard for action, the following section draws on the key findings and recommendations highlighted in the report and presents a concrete proposal for building the human capacity of the MOA over the next two years.

⁴⁷ Before the war, RDI, which was part of Cuttington University, trained middle-level technicians at the associate level to work mostly in extension services.

⁴⁸ In partnership with UNDP / JIU / DDRR, October 2005. 163 participants graduated.

PART 2 PROPOSAL

PROPOSAL SUMMARY	
Title of Intervention	Core Capacity Building Package for the Ministry of Agriculture (MOA)
Implementing Partner	Ministry of Agriculture/Project Implementation Team
Contact person	James B. Logan Deputy Minister Planning and Development Physical address: 5 th Street, Sinkor, Ministry of Agriculture Compound, P.O. Box, 4024, Monrovia, Liberia Email Address: jblogan02@yahoo.com Phone Number: 231-6-518830
Goal	To build the capacity of the MOA to deliver its intended policy objectives
Objectives	<ul style="list-style-type: none"> Strengthen the administrative and technical capacity of 118⁴⁹ civil servants in the MOA within a 2-year period Providing infrastructural support to both central and local level to complement the trainings
Location	Monrovia and all 15 counties
Activities	<p><i>Main Activities</i></p> <ul style="list-style-type: none"> Establishment of the PMT Baseline Assessments Management trainings Agriculture trainings Computer trainings Human Resources trainings Statistical trainings Installation of computers and IT system Purchase and distribution of motorcycles
Total number of direct beneficiaries	118 staff at the local and central level within the MOA
Project duration	2 years
Total Budget	\$717,098.53 USD

⁴⁹ The figure of 118 staff was identified based on a payroll list of the MOA compiled by the CSA/MOA in November 2006 and an addendum updated in February 2007.

1. INTRODUCTION

This proposal, developed with the support of the Earth Institute at Columbia University, is informed by the needs identified in the above capacity building assessment report as well as an assessment of all ongoing capacity building initiatives targeting the Government of Liberia (GOL) (See Annex III). Drawing on the results of these studies, several recommendations were prioritized and combined into the proposal below to determine a set of actions that will build the capacity of the MOA to meet its policy objectives over the coming years. Although the long-term policy objectives and strategies of the MOA are to be defined in a Comprehensive Agricultural Policy (CAP) within the coming months, a Statement of Policy Intent issued by the MOA in 2006 provides a framework for the implementation of the proposed intervention in the next year.

We propose to achieve our stated goal by undertaking two objectives. First, the Core Capacity Building Project (CCBP) will strengthen the administrative and technical capacity of 118⁵⁰ civil servants in the MOA within a 2-year period through the provision of a targeted training package that will include on the job and in classes trainings on general management, computer skills, statistics, human resources and agriculture. Second, and in order to complement the trainings, the intervention will provide infrastructural support (installation of an MIS system, distribution of motorcycles to extension service workers, and installation of computers) at both the local and central levels. The aim will be to ensure that the trainings translate into concrete outcomes to ensure the efficiency and effectiveness of the Ministry. These outcomes, which are further discussed in the M&E section, will include an increase in agricultural production, and an increase in the percentage of staff incorporating their newly acquired knowledge in their work functions.

2. RATIONALE

The agricultural sector in a post-conflict economy represents a keystone in the peace building process in terms of its ability to tackle immediate food security concerns, facilitate the reintegration and return of IDPs, provide income generating options to the groups that are more vulnerable to re-engage in violence (youth), and boost the national economic growth in the long term. In Liberia, this sector represents a 40% share of the GDP and provides direct employment to less than 400 people. Yet, the MOA only received \$3 million USD of the \$125 million government budget in 2005-2006.⁵¹ Such a small budget allocation, however, does not reflect the government's commitment to the sector, considering that agriculture was identified by the GOL in the I-PRSP as one of the key reconstruction priorities.

While best practices in capacity building of public sector management in Africa recommend a comprehensive approach to capacity building,⁵² the proposal below focuses on the provision of trainings and basic infrastructural support to the MOA over a period of 2 years. The decision to focus on these areas was based on prioritization from other recommendations included in the capacity assessment report as well as from discussions with donors, development partners, and key stakeholders, taking into consideration ongoing efforts going towards institutional capacity building and infrastructural capacity building in the sector. This focus relies on the key assumption that simultaneous efforts will continue to take place to promote civil sector reform, institutional revisions, and provide larger scale infrastructural support to the MOA.

The core capacity building package recognizes that increasing the productive potential and qualifications of the MOA staff is paramount to the proper administration and management of the ministry. In addition, the CCBP can be implemented rapidly, at a lower cost and over a shorter time period than undertaking an exhaustive rehabilitation of infrastructures, appropriate revisions to coordination structure, etc... This type of intervention is

⁵⁰ A margin allocation of 10% of this number is provided to the MOA to allow them to target more or less civil servants through the trainings.

⁵¹ Ministry of Agriculture, "Agriculture: Ensuring Food Security as the Entry-Point to Poverty Reduction," October 2006.

⁵² Capacity Building in Africa, an OED Evaluation of World Bank Support, World Bank Operations Evaluation Department, 2005, http://www.worldbank.org/oed/africa_capacity_building/.

consistent with the fact that the country is still in a transition phase between relief and development, and that an intervention such as the CCBP can address urgent needs for rebuilding skills that are essential for longer term reconstruction.

3. STRATEGY

“The ultimate purpose of capacity-building strategies for human development in Liberia is to ensure the sustainability of human capabilities for self-governance.”⁵³

– AMOS SAWYER, CHAIRMAN, GOVERNANCE REFORM COMMISSION

An inherent challenge of the proposed intervention will be to rapidly address post-conflict priorities and promote peace building through generating sustainable outcomes such as increased in agricultural output or capacity of the MOA staff to effectively undertake their work functions. The CCBP will adopt an approach seeking to promote partnerships with existing national institutions for sustainability purposes.

The Ministry will take the lead on implementing the intervention. A Project Management Team (PMT) will be established under its auspices, with a project manager being recruited externally, along with a project coordinator and a project assistant. The PMT will work in close partnership with the training division of the human resources department of the MOA to oversee the overall implementation of the project while promoting participation of local actors (See “Project Management Structure,” page 25, for more details).

The different types of trainings provided will emphasize the participation of local institutions such as the Liberia Institute for Statistics and Geo-information Services (LISGIS), the Central Agricultural Research Institute (CARI), and the Civil Service Agency (CSA), therefore providing an opportunity for capacity building of local institutions as well as inclusion of other national structures that will not be directly targeted through the CCBP in the process. The mapping exercise conducted as part of the capacity building assessment report and attached in Annex III will inform the identification of facilitators for the trainings based on the list of actors who are currently supporting capacity building activities in Liberia and the area of expertise of these actors.

The logical partners for the actual implementation of the trainings include:

- The **Liberian Institute of Public Administration (LIPA)** for the management/human resources training: LIPA is the traditional structure of training in public administration management for the civil servants in Liberia. Currently being revitalized with the support of DFID, LIPA will be the best option to respond to management skills needs at the MOA. LIPA is expected to take advantage of its standing partnership with the **Ghanaian Institute of Public Administration (GIMPA)** to source qualified trainers, in case such trainers are not available locally.
- The **Food and Agricultural Organization (FAO)** or the **Earth Institute (EI)** for the technical training of extension workers: While the FAO is involved in building the capacity of extension workers in counties in Liberia⁵⁴, the Earth Institute (EI) has a long-standing experience undertaking capacity building of farmers in African countries to increase agricultural production through participation in the Millennium Development Villages. In addition, the EI is also involved in Liberia through the Liberian Advisory Project, and may consider expanding its involvement in the field of agriculture.
- The **National Information Management Center (NIMAC)** for the trainings on statistics and computer skills: This joint venture between the GOL and UNDP, seeks to support the Liberian Institute for General Statistics (LISGIS) for the establishment and management of an information system.

This approach is expected to promote a sustainable strategy, whereby other national stakeholders in Liberia, although not directly targeted by this intervention, will benefit from capacity building by fully participating in the

⁵³ UNDP, National Human Development Report 2006.

⁵⁴ The PMT will obtain more data about this intervention to focus on certain counties if required, and avoid overlaps with the FAO intervention in case the FAO project has started implementation or has secured funding.

intervention. The approach also reduces risks of the CCBP overlapping with ongoing similar interventions in the country.

The CCBP is designed as a short-medium term response to be implemented over a period of 2 years. The actual impact of the intervention is expected to last into the upcoming years.

4. PROJECT INTERVENTION LOGIC

(See Annex IV for the Logical Framework)

5. GOAL AND OBJECTIVES

The goal of the proposed intervention is to enable the MOA to deliver its intended policy objectives. The goal will be achieved through undertaking the following objectives:

- Strengthening the administrative and technical capacity of 118⁵⁵ civil servants in the MOA within a 2-year period
- Providing infrastructural support to both central and local levels to complement the trainings

6. DESCRIPTION OF ACTIVITIES

1. Cross-Cutting Activities

1.1 Establishment of the PMT—The MOA will provide space to the PMT as its contribution for this project. Further, the MOA will take the lead on recruiting the PMT staff through a transparent process, in partnership with a major partner such as the Ministry of Planning and UNDP, adapting recruitment procedures that are utilized for TOKTEN initiatives in Burundi and Lebanon.⁵⁶ A champion will be identified within the Ministry of MOA appointed by the Minister to take a lead on securing donor funding and coordinating the recruitment process until the PMT is effectively established.

1.2 Staff Recruitment and Identification of Partners—Once established, the PMT will work closely with the MOA to identify trainers and partners and continue fundraising for the CCBP if required.

1.3 Baseline Assessments—After the identification and recruitment of trainers, the PMT will determine appropriate mechanisms to conduct a participatory baseline assessment in order to collect information on all progress, outputs, and outcome indicators that will be used to monitor and evaluate the project. Best practices on instituting M&E in public sector agencies will apply, with particular efforts being made to reduce the burden on field staff who will conduct the assessment.⁵⁷ Findings from this assessment will further inform project design when appropriate. In addition, all trainers recruited will undertake specific assessments of individual needs at the local and central level to finalize the proposed list of trainees and content of trainings proposed in Annex V. The purpose of this exercise will be to tailor the trainings to the targeted audiences based on the expertise of the different trainers, potential of replication of the trainings through TOTs, and recommendations from the Minister and Deputy Minister at the MOA.

1.4 Quality Control— At the end of each module, a proficiency exam will be administered to determine whether or not the trainees are better equipped to their terms of references. Those not fulfilling the level will be recommended for further trainings.

⁵⁵ The figure of 120 staff was identified based on a payroll list of the MOA compiled by the CSA/MOA in November 2006.

⁵⁶ These recruitment practices stand out for being transparent, fair, and facilitate for the recruitment of staff based in country as well as in the Diaspora

⁵⁷ M&E for results: Lessons from Uganda, World Bank Institute, January 2004, at: http://info.worldbank.org/etools/docs/library/82359/CEbrief-03_Jan04%20%20M%20and%20E%20for%20Results%2C%20Uganda.pdf

2. Activities under Objective 1: Trainings

2.1 Computer Trainings

Beneficiaries: A suggested number of 91 people will receive computer training. The trainees will be selected from all the departments of MOA: 25 staff from the Administration department, 26 staff from the Planning and Development department, 26 staff from Research and Extension and 14 staff from Technical Affairs. This staff currently works at different levels ranging from the top management level (directors, coordinators) to the middle and general administrative level (secretaries).

Content: Training will be provided in basic computer skills: MS Office (Word, Excel, Power Point, Internet, and Intranet). The curriculum will be more thorough depending on the need for level of specialization within departments and job functions. For instance, statisticians will receive trainings on software specialized in statistics, human resource staff will receive training on HRMS.

Modalities: The NIMAC will be a strategic partner in the design and implementation of the training program. A consultant will provide some courses to the MOA staff in a temporary computer lab that will be created to that end.⁵⁸ Staff will alternate attendance at this lab with their regular work functions.

Duration: Minimum of 2 months spread out during a 1-year period.

2.2 Management Trainings

Beneficiaries: 57 staff members have been identified as requiring management training in the entire Ministry. They represent category of personnel ranging from director to deputy director to administrative assistant at the department and bureau levels as well as County Agriculture Officers at the county level.

Content⁵⁹: This training should include a variety of courses to be provided according to the level of management responsibility of the recipients. These courses will include but are not limited to:

- General management: policy analysis, strategic planning, organizing and strategizing operations, and information flows
- Project management: project planning, project documentation, risk analysis, project budgeting, monitoring, evaluation, staff management, and stakeholder relations
- Management of information and communications
- Financial management

Modalities: Currently being revitalized with the support of DFID, LIPA will be the appropriate option to respond to management skills needs at the MOA. The institute will respond to MOA request on the basis of identified training needs by the Ministry, design a curriculum, and deliver courses. The participants will attend a part-time training program in the facilities arranged by LIPA in Monrovia. It is expected that the Ghanaian Institute of Public Administration (GIMPA) be involved in the process if required, through modalities to be determined in consultation between LIPA, the MOA, and the PMT.

Duration: Minimum of 3 months (Monrovia staff); 2-week full-time training program (extension workers coming from counties)

2.3 Statistical Trainings

Beneficiaries: A total of 10 people will benefit from this training, all of them from the Planning and Development department (both the Office of Coordinator/National Statistics and the Bureau of Statistics). The trainers will determine which staff from the Central Agricultural Research Institute (CARI) should be involved. The list of

⁵⁸ Considering the space limitations of the MOA, it would be convenient to set up a computer lab with 10 workstations to provide the training.

⁵⁹ The proposed content of the trainings was determined based on the existing payroll provided by the MOA, after interviews with experts, and based on review of literature on best practices in the field. The trainers are expected to contribute their expertise in specific fields to the actual content and design of the trainings.

potential trainees includes the Statistics National Coordinator, the two Directors of the Bureau of Statistics and Office of Coordinator/National Statistics as well as other senior staff.

Content:

- Usage of statistical software applied for agriculture (e.g., MSTAT, SAS, STATA, SPSS)
- Data collection techniques and analysis

Modalities: The training ideally will be hosted in-house with LISGIS and NIMAC as strategic partners. The consultant hired to conduct the training will finalize logistical arrangements for the trainings and determine the best approach. The training will be focus on theory as well as practice in lab sessions to familiarize the beneficiaries with the use of software.⁶⁰ It is expected that the trained staff transfers its training on data collection to the enumerators after the completion of the trainings.

Duration: Minimum of 3 months

2.4 Agriculture Trainings

Beneficiaries: 57 positions of the MOA have been identified to receive some agriculture-related training, all of them from the departments of Technical Affairs (22) and Extension Services (35).

Content:

- *Central Level*—Upper-tier staff members, Directors, Deputy Directors as well as Coordinators from the Technical Affairs department will receive training on new agronomy techniques. One specialist per subject matter division will receive training in her/his area of specialization.
- *Local Level*—Every Regional and County Officer as well as Agriculture Officer⁶¹ will be trained in basic agronomy theory and practices.⁶² In addition, the agriculture officers will receive a longer term practical training in the field in order to be able to handover technical assistance to farmers in planting, weeding, and post-harvest methods.

Modalities: The training of Extension Services staff will be facilitated by an NGO and provided by a team of experts who will travel to the different counties. The modality has been determined given the complexity of providing both theoretical and practical “on-the-job” training to extension workers according to production types, region, and seasons.

Duration: 3–4 months (based on the livelihood calendar)

2.5 Human Resources Trainings

Beneficiaries: Three people from the personnel division of the Department of Administration have been identified to benefit from this training: the Director of Personnel and his Deputy⁶³ and the Insurance Analyst.

Content:

- Strategic management (strategic planning, measuring HR effectiveness, ethical issues)
- Workforce planning and employment (equal employment opportunity, gender sensitivity, job analysis and documentation, employee record management, selection, and recruitment)
- Compensation, salaries, and non-salary incentives
- Labor law
- Health safety and security (emergency plan, inspections, and promotions)
- Contract drafting
- Rules and procedures of civil service in Liberia
- Performance appraisal system

⁶⁰ This training will be organized after the 10 people have completed their computer training sessions.

⁶¹ Technician Officer when none of the above positions exist or when the person in charge is approaching the retirement age.

⁶² This training program will take place after extension workers have completed the management training component.

⁶³ The Deputy Director of Personnel is responsible for human resources policy and management within the MOA.

Modalities: In partnership with the CSA, the trainer, an external consultant, will organize in-class theoretical courses and workshop trainings involving relevant staff from the MOA. This training will be organized after the three people have received at least some basics computer skills and have completed their training sessions on HRMS. The purpose is to enable them to effectively manage the database and useful planning information such as layoff, retirement, and leave.

Duration: 2 months

3. Activities under Objective 2

3.1 Installation of Computers and MIS—Upon extensive consultation with the MOA and the NIMAC, an engineer will be recruited to facilitate the installation of 30 computers in Monrovia to facilitate the trainings. Annex V provides a proposed list of positions that require computer installations and will be targeted through this activity. Upon completion of the trainings, these computers will be distributed to each division at the central level and to county offices at the local level.⁶⁴ Once the internal restructuring of the MOA is completed by the MTF and SOPs have been drafted for departmental functions, the PMT (Annex XI) in collaboration with the LISGIS, would help establish a statistical system and an MIS to facilitate effective reporting within the MOA and with partner agencies. This activity will be financed in conjunction with the computer training.

3.2 Purchase and Distribution of 15⁶⁵ Motorcycles—The PMT will engage in extensive consultations with the trainers and the MOA to identify counties which will receive some motorcycles to facilitate transportation. This activity will be financed in conjunction with the agricultural training.

7. EXPECTED OUTPUTS

Each objective is expected to generate the following outputs:

Objective 1:

- 68 central level and 23 local level staff receive essential computer skills
- 37 central level and 20 local level staff receive management trainings
- 10 central level staff receive trainings in statistics
- 22 central level and 35 local level staff receive agriculture trainings
- 3 central level staff receive training in human resources management

Objective 2:

- Installation of 30 of computers in key departments within an 8-month period
- MIS system installed in key departments within a 2-year period
- Distribution of 15 motorcycles to extension offices within a 10-month period

⁶⁴ The delivery of computers will depend on the provision or rebuilding of offices, considering that many counties have no physical infrastructure in place.

⁶⁵ This number is based on an allocation of one motorcycle per country. However, findings from the Agriculture Assessment Tour conducted last January, which covered only 8 counties in the South East, indicated that there is only one motorcycle in Grand Kru. The motorcycle had its lenses and bulbs damaged and had two smooth tires, yet remained in relatively good running condition. The need may be more urgent in other forestry based counties such as Gbarpolu, as the few farms are too sparsely distributed in the geographical area to be reached on foot.

8. EXPECTED OUTCOMES

In accordance with best practices in capacity building of the public sector in Africa, the CCBP strives to be results oriented in order to maximize benefits for the sector. The longer term and main outcome of the CCBP to the MOA will be to strengthen the Ministry's ability to achieve the targeted indicators stipulated in its proposed policy of intent, and to be further defined in its upcoming strategy plans:

- % increase in administrative efficiency (see section 12, Monitoring and Evaluation)
- % of community farms employing new production techniques (tools, seeds, cultivation, crop protection, storage, etc.)
- % increase in agricultural production
- % increase in food security
- % increased sectoral contribution to GDP

The PMT in close partnership with the MOA will further refine these indicators and quantify them based on a cost and benefit analysis and using the final MOA policy document that is being developed.

9. ASSUMPTIONS AND RISKS

A risk assessment exercise (see Annex VI) informed project design to ensure effective implementation of the CCBP. The project intervention logic rests on the following main assumptions:

1. Low Risk of Relapsing into Civil War

In a post conflict environment, securing donor funding can be contingent to the likelihood of the country relapsing into conflict. In Liberia where the country has effectively completed the post-conflict election phase, the DDR process and is completing its security sector reform, the risks of recurrence of conflict are extremely low, and donor confidence has been increasing, as demonstrated by the steady increase in ODA flow to development projects in the country over the last 5 years.

2. MOA Capacity to follow up on Trainings

Another key lesson learned from other capacity building initiatives in the public sector in Africa is the importance of ownership of interventions by local actors, in this case the MOA. The design of the CCBP emphasizes the need for the MOA ownership of the project through:

- *Securing Funding for the Intervention:* The MOA will identify a champion, preferably at the highest level of the administration, to seek and secure funding for the project and supervise activities for the installation of the PMT.
- *Direct Contribution:* The MOA will provide an office space for the PMT and will cover the operational costs associated with the new infrastructures provided (e.g., fuel for the motorcycles, electricity for the computer equipments, security staff for offices in which the security equipment will be installed).
- *Provision of Literature and Support Material:* The PMT will work with the staff of the training division at the MOA to design operational manuals and training manuals before phasing out.
- *Building Capacity for follow up and M&E:* the PMT will facilitate TOT courses for specific staff at the MOA to ensure that they can follow up on the trainings provided and offer refresher courses as required.

3. Capacity of Implementing Partners to Facilitate Trainings

The CCBP relies on the assumption that by the time the PMT is operational and identifying implementing partners, LIPA, whose capacity is currently being revamped, will be in a position to facilitate human resources management and general management trainings as it did prior to the war. In case that LIPA is not ready to provide this training, the PMT will reach out to the Ghanaian Institute of Public Administration to facilitate the trainings.

4. Brain Drain and Staff Mobility

Ability of the CCBP to achieve its stated outputs and outcomes will depend on whether the trained staff effectively incorporates their skills into their work functions. Unfortunately, as the presence of qualified human resources in Liberia is scarce and demand for such staff is high in both the private sector and among NGOs and development partners, the MOA faces the risk of losing its trained staff to agencies offering a more attractive benefit package.

In order to address this risk in the short term, trainees will be required to sign a binding contract with the MOA requiring them to work for a duration that will be determined based on the cost of the training and its duration during a certain period of time (to be specified by the PMT). In the longer term, it is hoped that the MOA will reach out to undertake parallel efforts that will improve the incentive package provided to civil servants in the MOA. As the employment freeze is lifted, the recruitment of qualified staff will reduce pressure on existing staff and contribute to the creation of a more attractive work environment.

5. Complementary Capacity Building Assistance Continues

As indicated in previous sections, lessons learned in capacity building of the public sector in Africa have highlighted the need for an integrated strategy targeting human skills, as well as institutional and organizational reform. Hence, absolute success of the CCBP relies on the ability of parallel interventions to be undertaken, most specifically as it relates to the provision of an improved salary and non-salary incentive package to the staff to increase staff retention rates and personal motivation. It is expected that the CCBP will be complemented by other GOL or donor initiatives that will provide training/promote awareness of concurrent civil service reforms undertaken through development of a Code of Conduct for Civil Servants and mandate revision.

6. Sustained Contribution of the MOA to the Project

Although the CCBP recognized the limits in the capacity of the MOA, the need to promote sustainable and ownership require the MOA to provide some inputs into the intervention. The computers as well as motorcycles will require an increase in the budget of the MOA in terms of a one-time allocation of space for the PMT, and the regular provision of fuel, electricity, and security for the infrastructural support equipments.

10. PROJECT MANAGEMENT STRUCTURE

1. Operational Modalities

The project will be managed through a project management team (PMT) at the MOA, whose mandate will be to oversee the day to day implementation of the core package being provided. The team would consist of three resources—a Project Coordinator (PC), Project Manager (PM), and Project Assistant (PA). While the specific terms of reference for the PC, PM, and PA are beyond the scope of this study, we propose the indicative list of job functions attached in Annex VII and detailed under the below section on functions of the PMT.

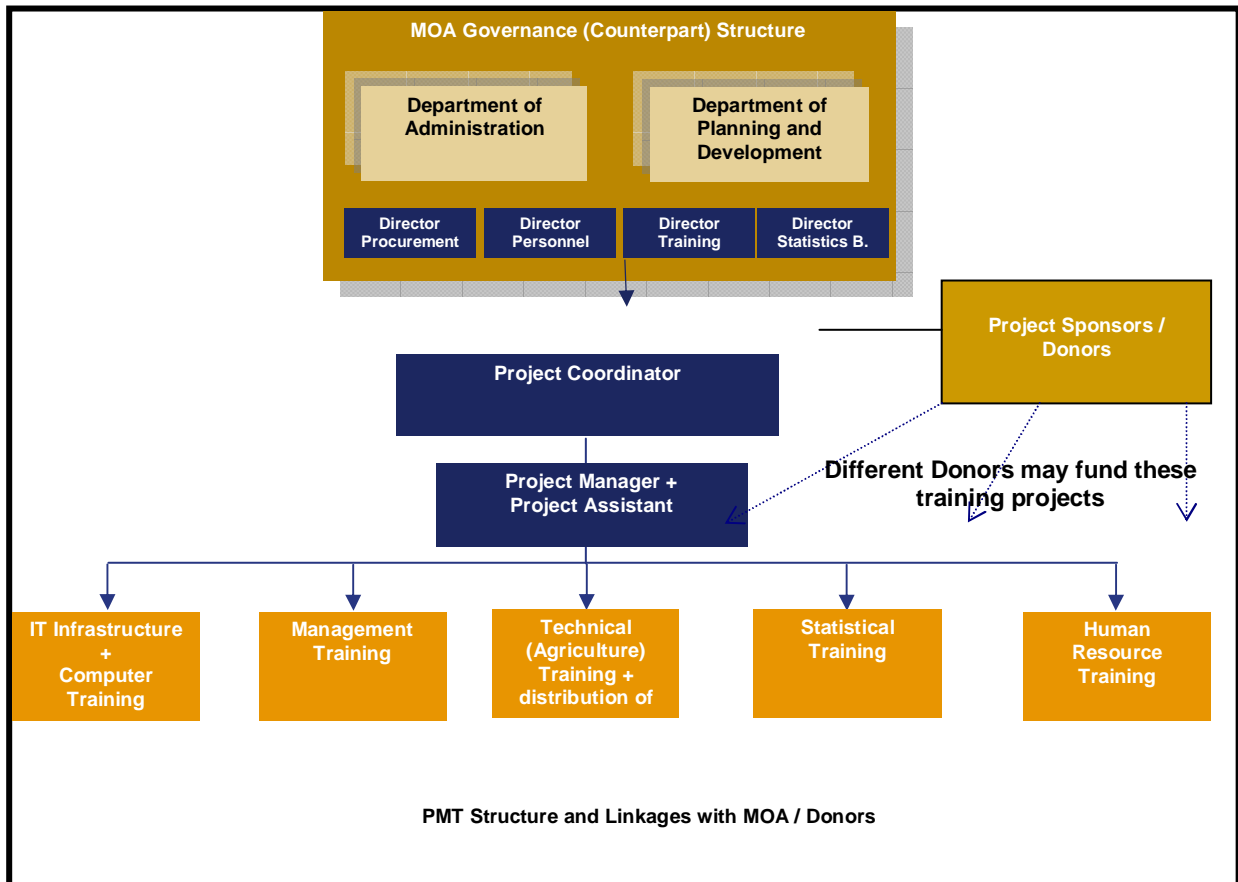
The PMT would serve as a supplementary support structure to the MOA, specifically instituted to ensure the effective implementation of the short-term capacity building effort that has been detailed in this proposal (installation of IT infrastructure, management, computer, statistical, technical, and HR training). For the sake of ownership, close partnership with the MOA at all stages of the project will be emphasized, with information sharing occurring routinely and MOA permanent staff, especially members of the training division, being delegated responsibility for the supervision of specific activities as needed.

The PMT staff will be recruited externally in recognition of the fact that the MOA is currently understaffed and to avoid demobilizing the currently limited human resources. These external consultants may be sourced nationally or internationally, depending on the availability of the qualified resources to fill these positions. The PMT is envisioned to be supported by a donor for a 2-year tenure, which we believe should be sufficient to accomplish the training goals as well as hand over responsibility to the MOA and subsequently disband the structure.

2. Structure and Linkages

The PMT will work closely with the MOA through a Governance Structure that would include the Division of Administration (Director of Procurement, Personnel Director) and the Division of Planning and Development (Director for Training, Director of the Bureau of Statistics). They will undertake weekly meetings and report progress on a monthly basis, providing information on the activities completed (e.g. number of staff trained, funds used, other outcome indicators identified). The reporting structure detailed in the organogram below would apply:

FIGURE 3: GOVERNANCE STRUCTURE OF THE PMT



2.1 Functions of the PMT

The primary functions of the Project Management Team are as follows:

Project Implementation, Monitoring & Evaluation	Financial Management	Bid Process Management	Coordination and Logistical Support	Documentation and Feedback
Approval of training (with MOA) course / modules and modalities for conducting training	Funding Approvals for training projects	Bid process management (where applicable – e.g. private training agency) for hiring of training agencies / IT implementation vendors	Coordinate with MOA Counterparts (Division of Administration, Division of Planning and Development)	Comprehensive documentation of all training projects (coverage, target audience, training agencies, cost-schedules, M&E indicators, etc.) and preparation of Training or Operation Manuals
Direct oversight on IT implementation / other training agencies, measuring progress on outcome indicators	Budget Tracking	Identification of appropriate vendor / training agency to implement IT infrastructure / conduct training projects	Coordinate with training partners (LIPA, other public or private agencies) to determine modalities for trainings	Record best practices during implementation of training projects, conduct trainer evaluations (through MOA staff surveys) and provide feedback to agencies
Conduct progress and impact assessment of different training projects	Accounting of PMT expenditure	Vendor Management during implementation and project closure (release agreements, etc.)	Assist vendors / training agencies in arranging training venue and providing other logistical support for the training	
Liasing with donors	Financial Reporting to MOA / Donors			
Awareness and Communication of projects to appropriate MOA staff				

2.2 Potential Donors and Financial Management of the Project

Financial management of the project will be coordinated through a multi-donor Trust fund, with one donor taking the lead on closely coordinating with the relevant offices at the MOA for regular disbursement of funds based on the timeline. The donors will stipulate and agree upon clear reporting mechanisms for the fund. The following donors should be solicited to co-finance this initiative based on their country plan, current involvement in Liberia, and matching interest in areas tackled through the intervention:

- **FAO**,⁶⁶ **IFAD**, the **World Bank**, who, in collaboration with MOA, undertook a comprehensive assessment of the agriculture sector in Liberia (CAAS-Lib).⁶⁷
- **UNDP**, who developed the National Information Management Centre (NIMAC)⁶⁸ jointly with the Liberian Institute for Statistics and Geo-Information Services (LISGIS), would be a natural partner for the statistical training.
- **USAID**, who is currently helping the MOA define its national agriculture policy by hiring a consultant to conduct a Core Functions Analysis and to later undertake a needs assessment at the core functions level.

⁶⁶ FAO is the leading donor in the area of agricultural revitalization in Liberia. It has recently undertaken a crop and food security assessment with WFP and has a number of training initiatives underway directed at farmers and extension staff.

⁶⁷ CAAS-Lib looked at the contribution of the agricultural sector to food security and poverty reduction and aimed at driving strategic orientations and policy options including a priority intervention for the MOA. The results of the CAAS-Lib will inform upcoming initiatives to reinforce the MOA's capacity. In the meantime, there is a low level of support from MOA partners' activities.

⁶⁸ This technical assistance and capacity building project responds to the data and information needs of the government and broader development community in Liberia.

- **DFID**, who is currently supporting the GOL efforts to undertake civil service reform through the CISCAB and ISP programs.
- The **Japanese Mission**, who in addition to its involvement in RCPLEC, recently funded an initiative for computerizing some labs at the University of Liberia and donated computer equipment, a four-wheel drive, and other equipment to the Ministry of Agriculture under the Human Security Fund.
- **Institutional Development Bank of the World Bank**, the **World Bank Institute**, and the **African Capacity Building Foundation**, who generally support capacity building initiatives in public sector management throughout Africa.

In addition, programs such as Rebuilding of Communities of Post-Conflict Liberia—Empowerment for Change (RCPLEC) set a strong precedent for a number of these donors working together to revitalize the agricultural sector, address food security issues, and the capacity of the Ministry of Agriculture. This program is funded by **Japan** and the **UN** and is being implemented by MOA, **UNDP**, **FAO**, and **WFP**.⁶⁹

2.3 Exit Strategy

After the completion of the different training modules, the PMT will remain in place for a 1-year hand-over period, during which the team will work closely with the Division of Training at the MOA to ensure that all work functions are properly understood by Ministry staff and they are able to perform the M&E role as well as independently plan for any future training projects for the staff.

During their tenure, the PMT would also prepare training manuals (or operation manuals, in case of IT infrastructure) for the various modules, which detail the training coverage, target audience, training agencies, cost-schedules, and M&E indicators to measure effectiveness of outcomes. This will also ensure sustainability and an effective transition of functions to the MOA, as the concerned staff would have ready references for future training projects where applicable.

11. MONITORING AND EVALUATION

During their tenure, the PMT would be responsible for defining, testing, and tracking the M&E indicators for each type of training. The team will coordinate a baseline assessment on the relevant indicators and subsequently conduct the following monitoring and evaluation exercises:

1. Routine Monitoring

A progress report will be compiled on a monthly basis to document achievements made in undertaking activities according to the timeline. Upon completion of each training activity (when applicable), a proficiency test will be administered and the performance of each staff evaluated and recorded. Hence, the monitoring report will periodically provide information on output indicators for the MOA highlighted in the log frame and review achievements towards meeting outputs and objectives. The progress reports will monitor the following progress indicators:

- # of central level staff and # of local level staff have received essential computer skills
- # of central level staff and # of local level staff to have received management trainings
- # of central level staff and # of local level staff have received trainings in statistics
- # of agricultural extension workers to have received trainings
- # of national level staff to have received training in human resources management
- Installation of # of computers in key departments

⁶⁹ These training components focus on the capacity of local level staff over the next year. FAO is training extension workers on improving farming techniques and production based skills training and is providing ToT workshops, district agents training, and capacity building of DDC and NGO/CBOs in agriculture. UNDP is providing workshops, training a committee on M&E, and capacity building of DDCs (41 of the 73 DDCs training so far).

- MIS system installed in key departments
- Distribution of # motorcycles to # extension workers

A **post-training assessment** will be undertaken upon completion of the key activities (trainings, installation of IT system, and distribution of motorcycles) and will assess the project's achievements based on output indicators which will include, as listed in the log frame:

- Reduction in delays in the information sharing chain
- Increase in the frequency of trips by extension workers
- Increase in the number of locations reached by extension workers
- % of complaints successfully resolved by IT support team
- % of staff communicating over email
- Reduction in turnaround time (TAT) for payment / salary processing
- TAT for complaint resolution
- Increase in the number of computer literate staff
- Increased productivity of the sector
- Reduced delays in the information sharing chain
- Increased level of coordination with the CSA
- % of trained staff successfully employing skills in work functions
- % of crop harvested successfully (season-wise)
- Reduction in TAT for administrative formalities for new hire / layoff
- Reduction in TAT from adoption of new production technique (CARI, Technical Affairs) to dissemination at CAO

2. Impact Evaluation

A team of external evaluators, in partnership with the PMT/MOA, will conduct an impact evaluation upon project completion to assess the project's achievements against its intended goals and objectives as per the impact indicators identified in the log frame. In addition, the impact evaluation will review the processes of this intervention to document the challenges and lessons learned for future learning. Finally, the impact evaluation will assess the effectiveness of the handover process to the Ministry and will evaluate the project's achievements towards meeting its stated outcomes for which the indicators will include:

- MOA objectives are effectively met as per indicators determined by the Ministry in its proposed policy strategy
- % increase in food security
- % increased contribution of the sector to GDP
- % increase in agricultural production
- % of community farms employing new production techniques (e.g., tools, seeds, cultivation, crop protection, storage)
- Effective completion of stated activities

12. WORKPLAN/TIMELINE

(See Annex IX)

13. BUDGET

(See Annex VIII)

PART 3 ANNEXES

ANNEX I: TERMS OF REFERENCE

Client / Host Agency: Liberian Development and Reconstruction Committee (LRDC)

Sponsor: Earth Institute, Columbia University
Contact: Marcartan Humphreys

Client Contact: Dr. Laurence Clarke, Economic Advisor to the President
Gama Beauford Mensah Roberts, LRDC Technical Assistant

Background: After two decades of conflict and many years of poor governance, the administrative capacity of the government of Liberia has been significantly weakened. The recently elected new government is however led by a strong team that is determined to take decisive action to consolidate peace, rebuild the state, and promote economic growth. A key step is to strengthen the administration itself and its capacity to design, implement and evaluate reconstruction and development strategies.

Although a number of donors are currently supporting the country through various capacity building initiatives, there is no coordinated and comprehensive effort tackling the capacities of the government's administration.

The client, Liberia Reconstruction and Development Committee, is chaired by the President of Liberia, Ellen Johnson Sirleaf. Other members of the committee include the Minister of Planning and the Minister of Finance. The committee is coordinated by Natty B. Davis, National Coordinator & Head of Secretariat. Dr. Laurence C. Clarke, Economic Advisor to the President, is responsible for this project's request at the LRDC.

The project is receiving financial support from the Columbia University Earth Institute Advisory Project for Liberia. The advisory project, led by Jeffrey Sachs is directed by Macartan Humphreys at Columbia and engages faculty members, in different departments of the University, to provide support for the new government of Liberia. The Earth Institute will play an advisory role to the workshop and facilitate contacts with the Liberian Government when appropriate.

Objective: The EI/Liberia project is designed to assist the Government of Liberia in defining its national strategy for administrative capacity building. This objective will be achieved through:

- Conducting a mapping exercise of ongoing and planned initiatives in human and organizational capacity building in Liberia
- Identifying the government's capacity needs in the agricultural sector.

Agriculture is a priority sector accounting for a large proportion of employment, food security and poverty alleviation. Additionally, it will serve as a model to apply to other priority sectors where we need to consider capacity building strategies at all levels of government.

Upon completion of a mapping exercise the EI/Liberia team will ascertain the capacity needs for public administrators in the agricultural sector by conducting a human and organizational needs assessment, and using as a reference the relevant ministries' vision of its administration's capacities. In addition, the team will undertake a broader assessment of human and organizational capacities in other government agencies involved in the sector.

Lastly, the EI/Liberia project will issue specific recommendations as to how to address the capacity needs identified. The final report will fit into the government's national strategy for capacity

building undertaken by the Ministry of Planning. The approach used will be replicable to other priority pillars identified in the I-PRSP.

Deliverables: We will provide the client with two deliverables according to the methodology described below.

Deliverable 1: Mapping Exercise of Ongoing Capacity Building Initiatives in the Country

A stock-taking and an analysis of the current human and organizational capacity building initiatives undertaken by the main development partners, highlighting complementarities, overlaps, coordination efforts of the actors involved.

Deliverable 2: Human and Organizational Capacity Needs Assessment of the Ministry of Agriculture

- **Target Envisioning**

A definition of the Ministry of Agriculture's vision of short and long-term human capacity needs based on the analysis of what the administration needs to deliver for the reconstruction effort in the agricultural sector, as well as for longer term development plans.

- **Gap Analysis**

An evaluation of existing resources ability to fulfill the current short-term human and organizational capacity needs in the sector of agriculture identified by the target envisioning exercise. An evaluation of the deficiencies and inconsistencies of the existing administration needs in organizational and human capacity vis-à-vis the long-term needs, their causes and implications.

- **Option Analysis**

A proposition of solutions to address the gaps between the ability of the Ministry of Agriculture and its envisioned short and long-term needs, based on resources available, cost, timeframe and best practices while ensuring that they are complementary with current interventions and integrating cross-cutting issues such as gender and human rights. Consistency of these proposed solutions with the national strategy for capacity building will be essential.

- **Consolidated Report**

Logistics:

Coordination

The LRDC, relevant government agencies and the Earth Institute have appointed the following focal points to facilitate follow up and provide feedback as well as logistical support to the EI/Liberia team from the field:

- LRDC: Gama Roberts, Technical Assistant
- The Ministry of Agriculture: Deputy Minister Logan James
- The Ministry of Planning: Deputy Minister Moribah Simeon

Mission Trips

In order to attain the objectives of the mission, 3 mission trips have been planned:

- A first team of four members traveled from January 10th to January 19th, 2007 to Monrovia, Liberia
- A second trip is scheduled for February 13th-15th in Washington DC, for the Partners' Conference
- A third field trip will take place early-March in Monrovia, Liberia, with the possibility to visit specific counties in the rural area

ANNEX II: METHODOLOGY

1. Current Assessment¹

Objective

Take stock of the current physical, organizational, and human capacity building initiatives undertaken by the main development partners and key stakeholders, with a focus on agriculture.

Activities

- Map the broad landscape of capacity building projects targeting the GOL and identify interventions and partners in the agricultural sector with collaborative potential for our project
- Assess current agricultural initiatives engaging the MOA at the central and county² levels
- Identify existing academic infrastructure for agricultural and management training
- Analyze GOL budgetary support to the sector (by tier and function) and program funding commitments

Tools/Research Methods

- Secondary analysis of GOL, donor, NGO reports
- Structured interviews with GOL officials, donors and other relevant actors
- Self-assessment completed by MOA and GOL Ministries and agencies

2. Target Envisioning³

Objective

Determine MOA's policy intent and vision for the sector and identify its short-term physical, organizational, and human capacity needs.

Activities

- Work with MOA officials to determine short- and medium-term objectives and how they translate into tangible programs, projects, and timelines for implementation
- Assess the linkages between MOA and other Ministries or direct support agencies of the GOL to determine how the policy goals will be achieved in the most efficient and cost-effective manner

Tools/Research Methods

- Structured interviews, workshops, and focus groups with GOL/MOA officials and donors
- Policy and project reports on the agriculture sector prepared by GOL/MOA or donors, particularly the MOA's "Statement of Policy Intent for Agriculture"

3. Gap Analysis

Objective

Assess the MOA's ability to meet short- and long-term capacity needs and identify the infrastructural, organizational, and human resource needed for the Ministry to realize its objectives.

Activities

¹ Contextual analysis was also a key component of the current assessment. This phase included a comprehensive literature review pertaining to governance, reconstruction efforts, and the agricultural sector in Liberia as well as a broader review of the literature on post-conflict state reconstruction and capacity building. Part I of the methodology was undertaken by the team during the first field mission, January 10-19, 2007.

² For the local level assessment, the team members visited two county capitals—Bopulu and Gbarnga in the Gbarpolu and Bong counties respectively. This assessment included an analysis of the Agriculture Coordination Office and the Superintendent's Office as well as some of the key NGO interventions within the counties.

³ Parts II-IV of the methodology were undertaken by the team during the second field mission, March 4-18, 2007.

- Analyze capacity gaps in the four departments of the MOA (Administration; Planning and Development; Regional Development, Research and Extension; and Technical Affairs)
- Identify staffing requirements and skill deficiencies for technical and managerial staff at each tier

Tools/Research Methods

- Analysis of data collected and findings drawn from the current assessment and target envisioning
- Targeted interviews, focus groups, and workshops with GOL, donors, NGOs

4. Options Analysis and Strategy Formulation

Objective

Develop a set of recommendations for addressing gaps between MOA's current abilities to fulfill its mandate and the tools, infrastructure, and human resources needed for it to meet its short-term objectives.⁴

Activities

- Identify complementarities and scope of linkages with other GOL Ministries, MOA departments, donors, NGOs, the private sector, civil society, and direct support institutions
- Analyze the relevance and efficacy of current training programs, courses, and educational institutions for technical and managerial staff
- Assess the applicability and effectiveness of donor sponsored initiatives (e.g. SES, TOKTEN, LICUS Trust Fund) and integrate the findings into the short-term strategy
- Prepare an indicative list of the type of training programs that may be useful for immediate training needs of the technical and managerial staff.
- Assessment of regional and international best practices for agriculture revitalization and capacity building, where similar contextual factors prevailed before the implementation of such a project
- Conduct a scenario analysis of potential short-term strategies

Tools/Research Methods

- Analysis of information collected during the mapping exercise
- Primary research on existing academic programs and courses in Liberia, donor-sponsored initiatives, and agricultural programs and courses available abroad
- Targeted interviews, focus groups, and workshops with GOL, donors, NGOs, and educational institutions
- Secondary analysis of the agriculture programs in Sierra Leone and Afghanistan

5. Recommendations and Proposal Development

Objective

Provide finalized recommendations for rehabilitating infrastructural and human resource capacity and extract specific recommendations to build a concrete proposal for donors.

⁴ This is based on a consideration of resources available, cost, timeframe, and best practices and also strives to complement existing and planned interventions in the sector.

Activities

- Use key findings to draw specific recommendations for rebuilding infrastructural, organizational, and human resource capacity in the short term
- Draft a funding proposal for donors and other potential development partners

Tools/Research Methods

- Strategy workshop and focus groups with GOL/MOA stakeholders

ANNEX III: MAPPING CAPACITY BUILDING IN LIBERIA

1. PROJECT BACKGROUND

This report responds to a request from the Liberia Reconstruction and Development Committee (LRDC) to assess recently launched and ongoing efforts to strengthen and develop the Government of Liberia's capacity to pursue recovery and development objectives. It aims to illuminate the different models of capacity building⁵ that exist within the broad landscape of donor interventions and to outline major trends, challenges, and recommendations that will inform decision-making on future initiatives by GOL and partners and support the rollout of the I-PRSP.⁶ Bearing this utility in mind, the analysis and recommendations presented here are designed to be succinct and targeted rather than exhaustive. Our findings draw on project documents, progress reports, strategy and policy papers, datasets, and interviews with donors and GOL officials in Monrovia in January and March 2007.

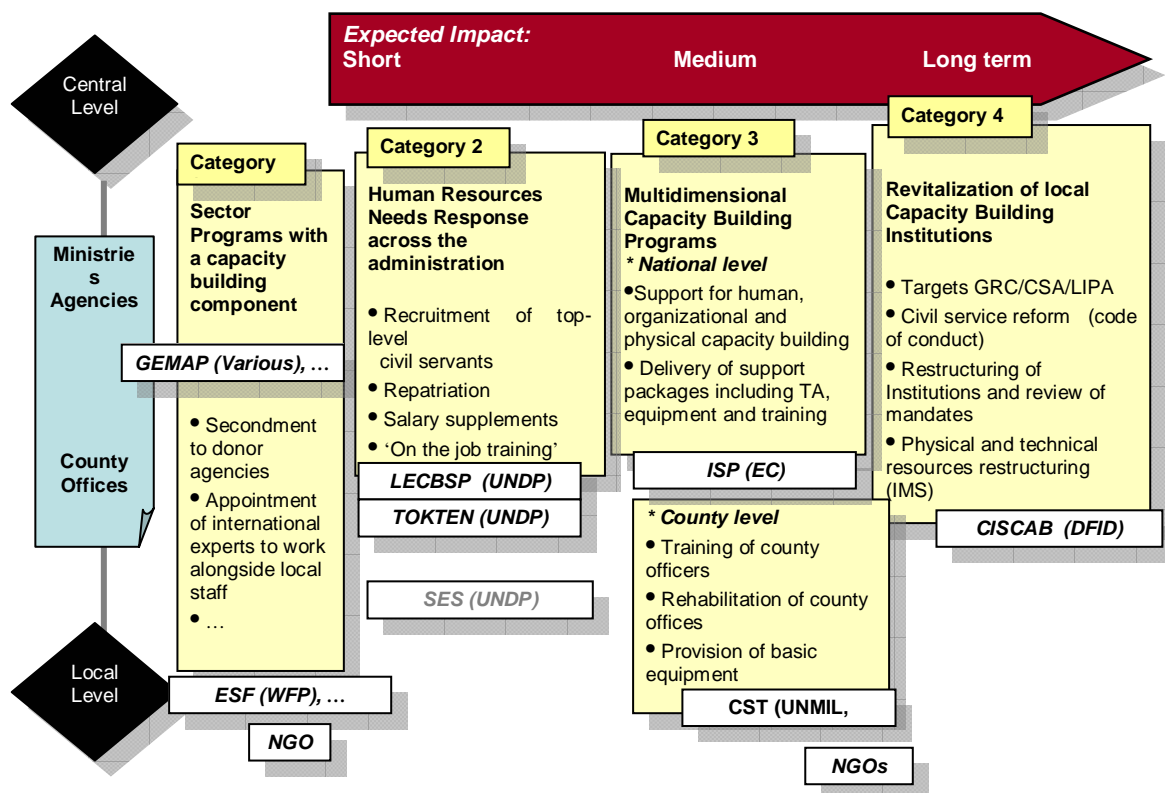
⁵ This report, in accordance with Liberia's I-PRSP, adopts UNDP's definition of capacity building, which is the "ability of organizations, individuals and societies to identify constraints and to plan and manage development effectively, efficiently and sustainably." This report hones in on two dimensions of capacity building: individual (human) capacities and institutional (organizational) capacities. See UNDP, "Mobilizing Capacity for Reconstruction and Development," Nation Human Development Report Liberia 2006, 27.

⁶ Including the development of a national capacity building strategy, one that takes into account the strengths and weaknesses of existing initiatives.

2. THE LANDSCAPE OF CAPACITY BUILDING

a) Four Types of Capacity Building

Figure 1: The Capacity Building Landscape in Liberia



As illustrated in Figure 1, there are four distinct types of capacity building initiatives currently being undertaken in Liberia. They vary in focus, intended term of impact⁷, and tier of government targeted.

CATEGORY 1: Sector Programs with a Capacity Building Component

Definition: Includes capacity building efforts that are components of larger programs or projects that typically focus on a particular sector and operate according to priorities identified in GOL strategy documents such as the RFTF, 150-Day Plan, and the I-PRSP.

Approach: The major programs generally include a sub-component focusing on building the capacity of government counterparts. However, in most cases, capacity is not “built” but, rather, “enhanced” temporarily through capacity substitution via short-term technical assistance and the temporary assignment of international advisors. Examples of aid agencies running these programs are: World Bank, USAID, EU, FAO, WFP, UNICEF, UNESCO, etc.

Targeted Levels: National and local

Expected Impact:

⁷ By “short” impact, we refer to programs whose impact on capacity building will largely be limited to the duration of the program. By “medium” term, in this case, we refer to initiatives that are designed to build and retain capacity beyond the program but are tenuous because they depend highly on the personal motivations of individuals (e.g., SES, TOKTEN) and because this top-down approach may not result in capacity trickling down in significant ways.

- Short-term gains from filling of emergency needs in human resources
- Potential long-term impact from institutional reforms and rehabilitation of facilities

Major Challenges:

- Coordination between and within programs
- Sustainability
- Disconnect between capacity building component of a program, which is usually ill-defined and not a core feature, and other program activities

Examples:

- Emergency School Feeding (ESF), a WFP program that delivers daily school meals to children, has a capacity building component whereby at least one MOE staff is seconded to the WFP Country Office for a period of at least 3 months in order to gain in-depth knowledge of the ESF program for its future management⁸.
- GEMAP⁹, a program dedicated to building a system of improved public financial management, has an official capacity building component that is in the process of being developed.¹⁰ The current model, however, is based on the temporary appointment of international experts to high-level positions where some skills transference occurs.

CATEGORY 2: Human Resources Needs Response across the Administration

Definition: Standalone programs that respond to human resource needs and fill strategic gaps across all sectors of central administration.

Approach:

- Recruits professionals to initiate revitalization and reform in lines-ministries and agencies¹¹
- Operates by providing financial incentives for key government positions through salary supplements, until the budget constraints on the GOL are eased in the next two years¹²
- Builds capacity by bringing qualified Liberian expatriates and nationals into government structures and thereby reinforcing national ownership of the reconstruction process
- Adopts a top-down approach and reinforce national ownership of the reconstruction process

Targeted Levels: National (senior level staff in ministries and agencies)

Expected Impact: Short to medium term

Major Challenges:

- Identification and availability of adequate professionals
- Transparency in management and selection processes
- Sufficient funding for all the required positions
- Creation of synergies between the three mentioned programs
- Long-term impact

⁸ WFP Liberia, Strategy Paper for 2007-2009, ESF Program, 5.

⁹ GEMAP also functions as a coordination mechanism for all support programs targeting economic governance.

¹⁰ MPEA is charged with designing the capacity building component for the program, which will be geared towards ensuring sustainability and ensuring the transference of knowledge and skills to government officials.

¹¹ Although GEMAP fits this profile, it is included in category one because it is not a standalone capacity building program and because staff recruited through GEMAP are intended to be temporary appointments.

¹² They operate under the assumption that the recruited professionals will remain in their positions for a longer period of time when the GOL's budgetary constraints are eased. The TOKTEN project document (May 2006) bases its success on a previous experience during which 75% of those recruited remained in their positions.

Examples:

- TOKTEN and LECBSP programs, led by UNDP, provide transitional salary supplements (for up to 18 months) to Liberians in the country and from the Diaspora identified and recruited by the GOL for assignments in sectors where service delivery is a priority¹³. Key aid agencies funding these programs are: OSI, UNDP, USAID, and WB.
- Senior Executive Service (SES) is a future program that aims to fill 100 senior level positions in the administration by recruiting 100 Liberian expatriates tasked with advancing key short and long-term institutional reforms. This program goes a step further than TOKTEN and LECBSP, as it envisages structural changes in key institutions.

CATEGORY 3: Multidimensional Capacity Building Programs

Definition: Initiatives that take an integrated approach to capacity building by strengthening human, organizational/institutional, and physical capacities simultaneously.

Approach: Targets human resources (some training and/or capacity substitution), policies and procedures, as well as basic infrastructure and equipment.

Targeted Levels: National and local

Expected Impact:

- Addresses emergency needs, such as physical rehabilitation, establishing systems and procedures, and restructuring ministries, whose full impact will be felt in the medium to long term, partially due to long implementation schedules (e.g. infrastructure) but also because institutional reforms require time to take root and fully benefit the government and population
- The institutional dimension of this type of effort requires cultural shift and organizational restructuring, and thus, full impact can only be expected in the medium to long term.

Examples:

- National Level—Institutional Support Program (ISP): Led by the EC, the ISP program targets 1) government commissions such as the GRC, 2) SOEs such as the FDA, 3) key financial institutions such as the MOF, BOB, and MFU, and 4) the judiciary.¹⁴ Each targeted institution receives a staggered package of support including short-term management studies, technical assistance, equipment, logistics and training.
- Local Level—County Support Team (CST) Project: Run by the UN, this project, implemented through the MIA's county offices, supports local administration through:
 - Training of local officers (civic education, updating and developing functional skills, planning, monitoring and reporting on MDGs)
 - Restoring the basic functionality of the administrative offices (buildings, vehicles, materials), and
 - Strengthening data-gathering capacities (reports on counties).

Challenges:

- Coordination of different program components
- Absorptive capacity of the target institutions

¹³ Both TOKTEN and LECBSP programs have components relating to institutional capacities as well as process and system enhancements but their focus is in the recruitment of professionals. TOKTEN is now being managed by MPEA.

¹⁴ ISP supports the five commissions created under the Accra Comprehensive Peace Agreement, all revenue-generating State Owned Enterprises, and macro-economic agencies.

CATEGORY 4: Revitalization of Capacity Building Institutions

Definition: Spans initiatives aimed at revitalizing institutions whose mandates are to build and sustain the capacity of the Liberian civil service, such as the Civil Service Agency (CSA) and the Liberian Institute for Public Administration (LIPA).

Approach: Targets human resources, policies and procedures, as well as basic equipment. The main difference with the previous category is its specific focus on capacity building institutions, which will be responsible for building future capacity and thus has promising implications for sustainability.

Expected Impact: Short- and medium-term benefits exist, but the full impact will be in the long term

Example:

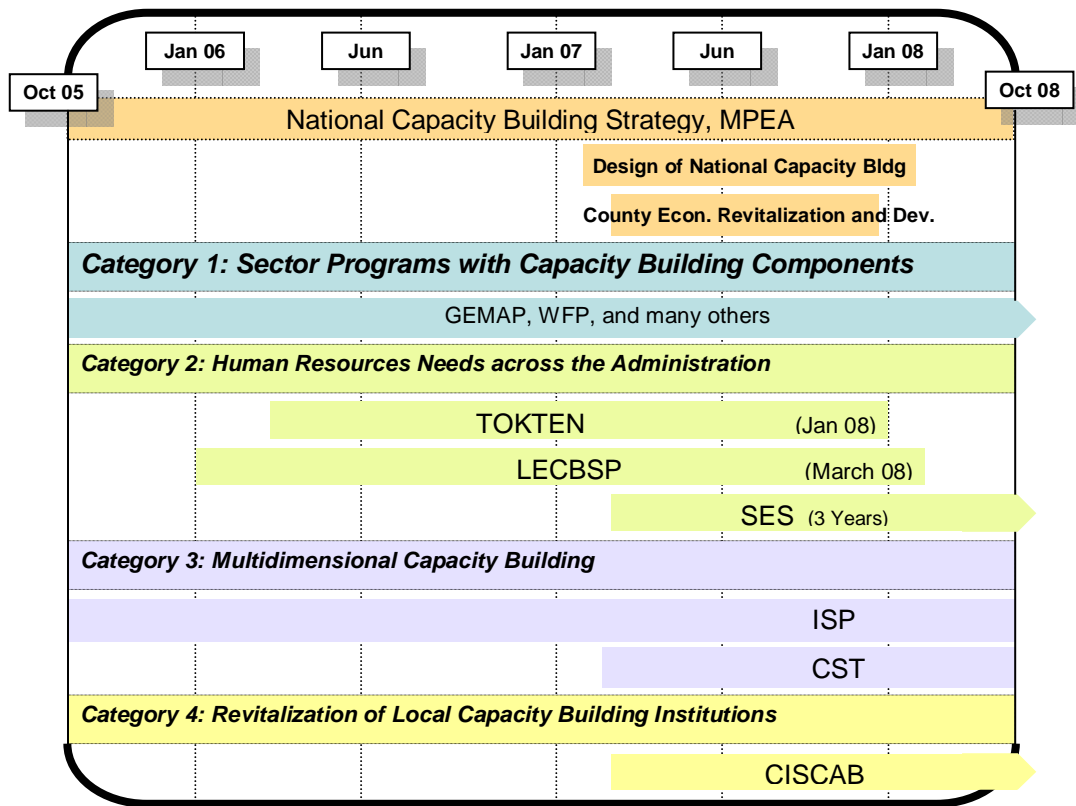
- CISCAB, a comprehensive program led by DFID:
 - Supports the GRC in its efforts to design and implement a public sector reform strategy¹⁵
 - Provides technical assistance to the Civil Service Agency for the development of a civil service reform plan
 - Provides support for the CSA and LIPA to work together to define training needs across the administration to inform curriculum and course development

Challenges:

- Absorptive capacity of the targeted institutions
- With ministries in the middle of restructuring and staff TORs being modified and devised, it is not possible to tailor training plans and courses to the needs of the administration
- Planning strategically about the program areas that different institutions will specialize in and tying it into MPEA's national capacity building strategy and the decentralization plan
- Potential of other institutions, such as the University of Liberia, should be harnessed

¹⁵ Support to the GRC has included the development of a Civil Service Code of Conduct, a Review of Mandates of the line-ministries, and an Anti-Corruption Strategy.

b) The MPEA Initiative



MPEA has been charged with spearheading all capacity building initiatives. As shown in Figure 2, currently the MPEA is in the process of designing a long-term (10-year) national capacity building strategy with the assistance of a USAID-supported consultant. The Ministry has also formulated a “County Economic Revitalization and Development Agenda,” which aims to identify the resources with economic potential at the county level and to develop projects that target them.

3. SUSTAINABILITY

a) Capacity Substitution vs. Capacity Development

Besides genuine human capacity building programs exclusively dedicated to strengthening human resources, many initiatives support human capacity of the administration by substituting local resources with technical assistance or implementation units, which are costly and have negative implications for sustainability.

By addressing capacity needs mostly through the provision of technical assistance, sector programs support capacity in the short run by responding to immediate needs in the administration and implementing program activities directly. While this approach has been appropriate and instrumental in jump-starting reconstruction, as Liberia moves out of the emergency relief phase to the development phase, donors and the GOL should adopt a longer-term outlook on technical assistance and how it can be leveraged to build capacity.

Although it is difficult to generalize, most of the sector programs accord a low priority to training and focus instead on filling positions with qualified international experts. Training, even where it is presented as a program activity, is often not strategically planned and usually results from “on the go” transfers of competencies from the international staff to

the local personnel.¹⁶ Not based on a comprehensive needs assessment, this type of informal, sporadic support is not a reliable mechanism for replenishing and upgrading human resources in line-ministries and agencies in a strategic manner.

b) Emergency Responses to Human Resource Needs

Most initiatives aiming at reinforcing human resources programs across the administration, such as TOKTEN and LECBSP, are designed to address short term leadership gaps in the government. These positions generally fill policy, planning, and technical positions, which may help build the strong *institutional* foundation for long-term development. However, they are not responsive to the need to develop complementary *human* capacities. With the exception of SES, these programs concern a limited amount of posts for a period of 6 to 18 months.¹⁷ As there is no guarantee that these recruits will extend their terms¹⁸, there is a very small window for imparting skills to permanent GOL officials. Without leveraging the potential and without embedding a concrete plan for in-service skills transfer within these programs, important opportunities will certainly be lost.

c) Long-Term Impact of Multidimensional Capacity Building Programs

Multidimensional capacity building programs such as ISP and CST take a broad-based approach (inclusive of physical, organizational, and human dimensions) to reinforcing key parts of the administration. This approach aims to have a medium- to long-term impact and is based on assessed needs and targeted priorities. As such, this type of intervention is more likely to build capacities rather than coping with immediate needs. The CISCAB program is a prime example of a program that espouses this long-term strategy and approach.

4. COMPREHENSIVENESS

The landscape of capacity building initiatives targeting the Liberian administration reveals the lack of comprehensiveness in addressing this issue across sectors, tiers of government, and ranks of staff.

a) Low Degree of Support at County Level

The CST was identified as the only program aimed at reinforcing local government capacity in all 15 counties. Many NGOs in the field conduct activities do not directly support local government, but their activities help facilitate government performance indirectly through building infrastructure, rehabilitating facilities, and providing equipment. NGOs also help share the responsibility of addressing serious challenges, such as basic service delivery, that exist at the local level.

b) Emphasis on Public Finance and Economic Revitalization

Most donor support in Liberia is concentrated in the Economic Revitalization pillar, with a heavy emphasis on public finance. The majority of GEMAP activities focus on public finance, with support for capacity building funneled specifically toward economic management and revenue-generating agencies.¹⁹ For instance, roughly half of the 17 positions filled by LECBSP are located at the Ministry of Finance, one at the National Investment Commission, and one at the Ministry of Commerce and Industry. In addition, individual donor programs, such as ISP (EU) and SMP (IMF), also have substantial components oriented towards public finance institutions and state-owned enterprises.

¹⁶ For example, the training component of the ISP program essentially builds human capacity through technical assistance and thus capacity substitution. ISP has been successful using TA strategically, but training is not robust and could better complement the institutional reforms taking place under the program.

¹⁷ LECBSP and TOKTEN had, until January 2007, only financed the recruitment of respectively 17 and 10 persons.

¹⁸ No mechanism has yet been put in place to ensure that some sufficient share of public revenue will be devoted to maintaining these new positions at the same level of salaries.

¹⁹ Economic management agencies such as the Ministry of Finance, Bureau of Budget, and the General Auditing Office as well as revenue-generating agencies such as the Liberian Petroleum Refining Company, Forestry Development Authority, and Roberts International Airport.

c) Response to Human Resource at the Top-Level

TOKTEN, LECBS, and SES aim to fill mostly senior positions in the administration. For the moment, there have not been significant attempts to respond to human capacity needs at the technical or middle-tier level. This imbalance may prove to be a bottleneck in the progress of reconstruction, as this tier provides critical inputs and implements the plans and policies laid out by senior staff.

5. COORDINATION

The team identified several areas where coordination in capacity building efforts could be improved. These issues exist at four levels:

a) Coordination between Central Government and International Partners

- *Role of Ministry of Planning*

The MPEA's ability to carry out its mandate of driving all capacity building initiatives in the country is steadily increasing. Communication between government and international partners is crucial in this transitional period, as the risk of duplication is high. There seems to be room for improvement in terms of clarifying and understanding the MPEA's role within the government and among capacity building partners.

- *Disconnect in Focus*

Programs targeting short, medium, and long term capacity are being implemented simultaneously. However, the government is eager to move into long-term strategies (e.g., MPEA is developing a 10-year strategy for national capacity building), while the donor community continues to put more emphasis on short to medium term programs and planning to shift its focus to a longer term strategy once the full PRS is launched²⁰.

- *Differing Approaches*

The government, donors, and NGOs envisage change differently, whether through the pillar approach, cluster approach, MDG approach, etc. A coordinated approach for capacity building requires a common vocabulary and an agreement on priority issues that is consistent across frameworks.

b) Intra-Governmental Coordination

- *MPEA and Other Ministries*

Information sharing mechanisms at the cabinet level do not seem to include sufficient and systematic reporting to the MPEA from the other ministries about their involvement in capacity building initiatives. In addition, because all capacity building plans run through the MPEA, the capacity building component of much larger programs are being parceled out to the ministry, which may lead to fragmentation or mismatch of program activities underway and capacity building for the future.²¹ These issues hinder MPEA's ability to fulfill its mandate.

- *Unclear Mandates of Public Sector Institutions*

The role of institutions such as CSA, GRC and LIPA as key actors in capacity development is not known inside the administration itself. Parallel reforms at ministries' levels are undertaken without being integrated or coordinated with these institutions' activities.

c) Donor Coordination

General coordination among the major donors in Liberia—EC, UN, USAID, and World Bank—is strong at the national level, particularly in the context of GEMAP. However, coordination specific to capacity building of the Liberian administration is weak and ill-defined at this stage.

²⁰ According to the Minister of Finance, "While appreciative of technical assistance from partners in addressing critical gaps in the short term, the government is concerned that capacity building is not being accorded the priority it deserves by donors." Memo to the IMF.

²¹ For instance, the MOF is the primary government counterpart for the GEMAP, but the MPEA is tasked to develop the capacity building component of the program. Parceling out this element in this manner poses a potential risk of creating a capacity building plan that does not match up to the realities of the program.

- ***Capacity Building as a Catch-All***

Capacity building, though acknowledged as a priority, exists at the conceptual level more than in the form of specific action plans at this stage. For instance, while capacity building of government partners is mentioned in many projects, the details of what those activities entail are often unclear (e.g., unavailability of training plans, absence of strategy). In the short to medium term, institutional and infrastructural capacity is targeted as the building blocks on which other types of capacity (e.g., human capacity) can take root.

- ***Support to GRC***

The Midterm Review of the ISP noted room for enhanced coordination between UNDP and EC support for the commissions established under the CAPC. In the case of the GRC, both donors supported similar budget lines, suggesting a duplication of efforts and insufficient coordination between the EC and UNDP, who engage directly on a bilateral basis with the Commission.

d) NGO Coordination at the Local Level

Until the decentralization process is fully underway, NGOs coordination and their own capacities are crucial elements to support the government's capacity at the local level.

- ***County-Level Communication***

Communication among the wide range of NGOs and donors working in counties is weak and their operations uncoordinated, leading to duplications and inefficiencies in service delivery. In addition, NGOs have been criticized for poor communication and partnership with local government. A new coordination mechanism was initiated by the CST and the MIA in March 2007 and could be a first step to leveraging NGOs' activities to address the lack of government capacity at the local level.²² Several databases and county coordination meetings exist and are being developed to track NGO activities, their target population, and geographical coverage. Where information sharing exists, it does not always result in more effective arrangements, and databases are not kept up-to-date.

- ***NGO Consortia at National Level***

The existence of NGO consortia, such as the Monitoring and Steering Group (MSG) and the Liberia NGOs Network (LINNK) aid in coordinating activities, but representation from staff working at the county level is generally missing, which heightens the risk of overlapping initiatives.

e) Information-Sharing

In addition to the coordination issues operating at these four levels, one issue that is cross-cutting is the problem of building on past initiatives and data. The proliferation of reports, assessments, and data collection on the same issues by numerous bodies leads to duplicative development of projects as well as to ineffective use of resources. Building more explicitly on the gains of past or ongoing projects and multi-stakeholder arrangements to gather data would accelerate and streamline reconstruction efforts, which is especially important given that many coordination issues are the result of information gaps.

6. NOTE ON AGRICULTURE

In general, besides support to coordination capacity, CST activities, and the programs described below, there have been very few initiatives undertaken or planned to reinforce capacity of the MOA in a comprehensive manner.

a) Task Force

The Civil Affairs Office at UNMIL, with MOA and partners, undertook an assessment of the Ministry's organizational capacities. The main output was the creation of a ministerial task force with representatives from each department, as well as department task forces, whose role it is to help restructure the Ministry, decentralize, and design a strategy to build the Ministry's organizational and human capacities.

²² At the moment UNMIL Civil Affairs Officers hold coordinating meetings NGOs working in their county

b) CAAS-Lib Impact on MOA's Capacity Building

A comprehensive assessment of the agriculture sector in Liberia (CAAS-Lib) was undertaken by the MOA in collaboration with the FAO, IFAD, and the World Bank. It looked at the contribution of the agricultural sector to food security and poverty reduction and aimed at driving strategic orientations and policy options including a priority intervention for the MOA. The results of the CAAS-Lib will inform upcoming initiatives to reinforce the MOA's capacity. In the meantime, there is a low level of support from MOA partners' activities.

c) USAID Core Function Analysis

USAID is helping the MOA define its national agriculture policy by hiring a consultant to conduct a core functions analysis and to later undertake a needs assessment at the core functions level.

d) Contribution of Various Programs

Food security programs undertaken with support from WFP and the FAO contribute to building capacity, either as a component of a program or through the short-term secondment of personnel at the MOA and provision of technical assistance. For example, the FAO and UNDP will train extension workers as a component of the project titled "Rebuilding of Communities in Post-Conflict Liberia—Empowerment for Change." Moreover, the FAO has established a database to track NGO activities, including areas of implementation and number of beneficiary farm families served by the respective NGOs.

e) NGO Contribution to Capacity Building

Most food security aid has focused on food, seed, and tool distribution. As a result, capacity building of the government is not a priority objective yet for the NGOs partners. Some NGOs, such as CONCERN, CRS, German Agro Action, and LWF/WS direct some of their resources to training extension workers.

However, other NGO programs support the MOA's capacity at the local level by carrying out their functions temporarily while the Ministry rebuilds. This type of intervention temporarily strengthens the Ministry's work at the local level while the Ministry develops a sustainable solution to the weak capacity of the extension services and county officers. Better coordination with the MOA at the local level could help reverse this trend.

f) Coordination

With the support of UNMIL, the MOA recently enhanced its coordination capacity by creating the Agriculture Coordination Committee (ACC), a body comprised of government, donor, and NGO stakeholders in the agricultural sector. They meet weekly to share progress and raise concerns and issues to be addressed jointly.

At the county level, the CST program has started to establish a coordination mechanism that local governments are intended to take over. Main development stakeholders in the field gather to share information about their activities and to improve coordination. This initiative should particularly benefit the MOA's extension services.

7. RECOMMENDATIONS

Recognizing and strengthening the MPEA's role as the natural strategic actor for planning and coordinating all capacity building efforts across the administration.

The MPEA must recognize the tremendous potential of the existing uncoordinated efforts and the necessity to build upon them its national strategy. At this stage, the MPEA' role should be to assess needs and identify gaps in order to leverage the various partners' capacity building initiatives.

Liberia's key development partners must recognize the need to articulate their initiatives into the MPEA's national strategy in order to smooth the transition from emergency to development support.

We recommend the creation of a regulatory framework and a standardized coordination system by implementing the following measures:

- Creating a standard set of guidelines for carrying out capacity building activities in compliance with (i) GOL objectives and priorities, namely the MPEA's national strategy, and (ii) a set of criteria (i.e. sustainability and comprehensiveness) to ensure long-term results,
- Putting in place a regulatory framework to be applied to MoUs and cooperation agreements in order to enforce the compliance with the above-mentioned guidelines

- Installing a registration system managed by the MPEA for all capacity building initiatives, including those which are components of programs targeting other sectors,
- Elaborating a monitoring and evaluation mechanism which ensures periodic reporting on the progress of different initiatives,
- Creating a capacity building committee chaired by the MPEA, made up of key donors and with the participation of Liberia's main capacity building institutions (CSA/LIPA/GRC) with the mandate to oversee and coordinate the different capacity building initiatives²³,
- Create a 'capacity building website' to promote information sharing and linked to the GOL portal. The website should contain information regarding all the ongoing capacity building initiatives, including project documents, progress reports, management studies and other types of assessments. If donors cannot publish certain documents, a publishable version should be required by MPEA.

Exit Strategy of External Support as Key for Capacity Building Sustainability

The exit strategy of sector programs using technical assistance as the main tool of human capacity building is crucial. Sustainability can only be ensured if integrated programs of training fulfilling identified needs are provided before the withdrawal of technical assistance.

A mechanism must be conceived to ensure that personnel recruited under the TOKTEN, LEPBCS and the SES get appropriate incentives to pursue their assignments after the end of these programs.

²³ Coordination with the GRC/CSA is crucial as they are leading the charge of public sector reform. With the mediation of the MPEA, the two institutions should agree on how to proceed with public sector reform. This would decrease divergent views on critical issues such as downsizing choices proposed by the GRC.

ANNEX IV: LOGICAL FRAMEWORK

PROJECT STRUCTURE	POSSIBLE INDICATORS OF ACHIEVEMENTS	MEANS OF VERIFICATION	KEY RISKS AND ASSUMPTIONS
Goal		<i>Source of Information</i>	
Enable the Ministry of Agriculture (MOA) to deliver its intended policy objectives in the short-medium term	MOA objectives are effectively met as per indicators determined by the Ministry in its proposed policy strategy (% increase in food security; increased sectoral contribution to GDP; % increase in agricultural production; % of community farms employing new production techniques (tools, seeds, cultivation, crop protection, etc.)	Annual report of the Ministry of Agriculture; Annual donors report	The MOA will formulate its policy strategy in the next coming months Risk: the Ministry does not have an annual report
Objectives	<i>Qualitative/Quantitative Measures</i>	<i>Source of Information</i>	
Strengthen the administrative and technical capacity of 118 civil servants in the MOA to deliver its policy objectives within a 2-year period	Increase in the number of computer literate staff; Increased productivity of the sector; reduced delays in the information sharing chain; increased level of coordination with the CSA; % of trained staff successfully employing skills in work functions; % of crop harvested successfully (season-wise), Reduction in TAT for administrative formalities for new hire / layoff; Reduction in TAT from adoption of new production technique (CARI, Tech. Svs.) to dissemination at CAO;	Baseline data; evaluation report; staff performance review documents; post training periodic reviews	
Provide infrastructural support to 4 departments at the national level and 15 Counties Offices at the local level to complement the trainings	Reduction in delays in the information sharing chain; Increase in the frequency of trips by extension workers; Increase in the number of locations reached by extension workers; % of complaints successfully resolved by IT support team; % of staff communicating over email; Reduction in TAT for payment / salary processing; Turnaround time (TAT) for complaint resolution ;	Baseline data; evaluation report	
Outputs	<i>Type and Timeframe for Producing Quality Outputs</i>	<i>Source of Information</i>	
Objective 1: Strengthen the administrative and technical capacity of 118 civil servants in the MOA to deliver policy objectives within a 2-year period			
68 of national level staff and 23 of local level staff have received essential computer skills	% of staff provided training relative to target group ; % of trained staff passing proficiency tests	Training records; staff performance on exams	
37 of national level staff and 20 of local level staff have received management trainings	% of staff provided training relative to target group ; % of trained staff passing proficiency tests	Training records; Periodic reviews of staff performance	
10 of central level staff have received trainings in statistics	% of staff provided training relative to target group ; % of trained staff passing proficiency tests; % trained staff regularly updating database; % of system generated reports relative to total	Training records; Periodic reviews of staff performance	
22 of national level staff and 35 of local level staff have received agriculture trainings	% of staff provided training relative to target group; % of community farms employing new production techniques (tools, seeds, cultivation, crop protection, etc.);	Training records; Periodic reviews of staff performance	

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

3 of national level staff have received training in human resources management	% of staff provided training relative to target group ; % of trained staff passing proficiency tests; % of discretionary decisions taken e.g. allowances, procurement (outside policy purview);	Training records; Written recommendations to the minister	
Objective 2: Provide infrastructural support to 5 departments at the national level and 15 Counties offices at the local level to complement the trainings			
Purchase and installation of 30 of computers (hardware and software) in key departments within a 3 months period	Effective installation of key infrastructure: Application Server; Web Server; DB Server (in parallel to Statistical system); Networking; Workstations; Power equipment (UPS, generators, etc); Peripherals in ## departments	Inventory, observations	
MIS system installed in key departments within a 12 period	Effective installation of key infrastructure: Equipment / IT Support Team performance: No. of system crashes registered per month; No. of software / system complaints registered with IT support team;	Inventory; observations	
Purchase and distribution of 15 motorcycles to 15 counties within a 4 months period	% increase in mobility of the extension workers; % increase in locations receiving services from the MOA	Inventory; observations	
Activities	Coordinator(s)	<i>Source of Information</i>	
Preliminary Activities			
Establish a Project management team	MOA	Observation and physical evidence of unit installation	
Consultant trainers recruitment and identification of partners	Donors/MOA	Staff contracts and MOU with partners	
Baseline assessments	PMT/Trainers	Baseline report and detailed project workplan	
Logistics	Project Coordinator		
Purchase of teaching materials	Project Coordinator	Inventory	
Purchase of computers and ad-hoc hardware and software materials	Project Coordinator/MOA	Inventory	
Purchase of equipment for computer lab (air conditioning, tables and chairs)	Project Coordinator/Consultant/MOA	Inventory	
Installation of 30 computers and software needed for training in a computer lab inside the MOA	Consultant	Inventory	
Objective 1			
Activities/Output 1—Computer Trainings			
Assessment to finalize training content and determine recipients	Undertaken by consultant/ NIMAC	Project workplan and final training plan	
Training of staff in computer literacy at MOA	Consultant/NIMAC	Minutes and reports of the trainings	
Activities/Output 2—Management Trainings			
Assessment to finalize training content and determine recipients	Undertaken by training institute partner such as LIPA	Minutes and reports of the trainings	
Delivery of management courses	National/International Consultant	Project workplan and final training plan	
Activities/Output 3—Statistical Trainings			

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

Assessment to finalize training content and determine recipients	Undertaken by consultant/ NIMAC	Minutes and reports of the trainings	
Delivery of statistical courses at MOA	Consultant/NIMAC	Project workplan and final training plan	
Activities/Output 4—Agriculture Trainings			
Assessment to finalize training content and determine recipients	Undertaken by NGO team	Minutes and reports of the trainings	
Coordinating training with travel of CAC from county to Monrovia	Project Coordinator		
Delivery of agricultural trainings at MOA	Consultant	Project workplan and final training plan	
In-county training of agriculture extension officers	NGO team	Minutes and reports of the trainings	
Activities/Output 5—Human Resources Management Trainings			
Assessment to finalize training content and determine recipients	Undertaken by training institute partner such as LIPA		
Coordination of trainings in human resources management	National/International Consultant	Project workplan and final training plan	
Objective 2			
Activities			
Purchase of motorcycles	Project Coordinator/MOA	Documentation of completed procurement process; Inventory	
Distribution of motorcycles	Project Coordinator/MOA	Documentation of completed procurement process; Receipt of distributed material; Inventory	
Design and establishment of Management Information System	Consultant/NIMAC	Installation schedule of key IT infrastructures	
Other Activities			
Monitoring	PMT/MOA staff	Monthly progress reports	
Evaluation	External Evaluators	Final report	

Note: The number of staff to be trained is subject to a 10% increase of decrease based on the needs on the ground.

ANNEX V: LIST OF TRAINEES

Nos	Department	Division	Position	Type of training
1	Administration	Officeminister	Adminassistant	Management
1	Administration	Officeminister	Adminassistant	Computer
2	Administration	Officedeputyminister	Adminassistant	Management
2	Administration	Officedeputyminister	Adminassistant	Computer
3	Administration	Officeassistantminister	Assistantminister	Management
3	Administration	Officeassistantminister	Assistantminister	Computer
4	Administration	Officeassistantminister	Adminassistant	Computer
5	Administration	Personneldivision	Personeldirector	Management
5	Administration	Personneldivision	Personeldirector	Computer
5	Administration	Personneldivision	Personeldirector	Human resources
6	Administration	Personneldivision	Deputypersoneldirector	Management
6	Administration	Personneldivision	Deputypersoneldirector	Computer
6	Administration	Personneldivision	Deputypersoneldirector	Human resources
7	Administration	Personneldivision	Secretary	Computer
8	Administration	Personneldivision	Insuranceanalyst	Computer
8	Administration	Personneldivision	Insuranceanalyst	Human resources
9	Administration	Personneldivision	Sr.res.officer	Computer
10	Administration	Personneldivision	Computeranalyst	Computer
11	Administration	Financedivision	Controller	Management
11	Administration	Financedivision	Controller	Computer
12	Administration	Financedivision	Dep. Controller	Management
12	Administration	Financedivision	Dep. Controller	Computer
13	Administration	Financedivision	Senioradministrativeofficer	Computer
14	Administration	Financedivision	Accountingsecretary	Computer
15	Administration	Financedivision	Budgetofficer	Computer
16	Administration	Agriculturecommunicationdivision	Director	Management
16	Administration	Agriculturecommunicationdivision	Director	Computer
17	Administration	Agriculturecommunicationdivision	Deputydirector	Management
17	Administration	Agriculturecommunicationdivision	Deputydirector	Computer
18	Administration	Procurementdivision	Director	Management
18	Administration	Procurementdivision	Director	Computer
19	Administration	Procurementdivision	Deputydirector	Management
19	Administration	Procurementdivision	Deputydirector	Computer
20	Administration	Generalservices	Coordinator	Management
20	Administration	Generalservices	Coordinator	Computer
21	Administration	Generalservices	Director	Management
21	Administration	Generalservices	Director	Computer
22	Administration	Generalservices	Deputydirector	Management
22	Administration	Generalservices	Deputydirector	Computer
23	Administration	Generalservices	Seniorsupervisor	Computer
24	Administration	Generalservices	Secretary	Computer
25	Administration	Generalservices	Chief	Computer
26	Planninganddevelopment	Officeofdeputyminister	Deputyminister	Management
27	Planninganddevelopment	Officeofdeputyminister	Deputyminister	Computer

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

28	Planninganddevelopment	Officeofdeputyminister	Principaladminofficer	Management
28	Planninganddevelopment	Officeofdeputyminister	Principaladminofficer	Computer
29	Planninganddevelopment	Officeofdeputyminister	Executivesecretary	Computer
30	Planninganddevelopment	Officeassistantministerplanningpolicy	Assistantminister	Management
30	Planninganddevelopment	Officeassistantministerplanningpolicy	Assistantminister	Computer
31	Planninganddevelopment	Officeassistantministerplanningpolicy	Senioradministrativeofficer	Management
31	Planninganddevelopment	Officeassistantministerplanningpolicy	Senioradministrativeofficer	Computer
32	Planninganddevelopment	Officeassistantministerplanningpolicy	Director	Management
32	Planninganddevelopment	Officeassistantministerplanningpolicy	Director	Computer
33	Planninganddevelopment	Officeassistantministerplanningpolicy	Secretary	Computer
34	Planninganddevelopment	Officeofcoordinatornationalstatistics	Nationalcoordinatorstatistics	Management
34	Planninganddevelopment	Officeofcoordinatornationalstatistics	Nationalcoordinatorstatistics	Computer
34	Planninganddevelopment	Officeofcoordinatornationalstatistics	Nationalcoordinatorstatistics	Statistics
35	Planninganddevelopment	Officeofcoordinatornationalstatistics	Director	Management
35	Planninganddevelopment	Officeofcoordinatornationalstatistics	Director	Computer
35	Planninganddevelopment	Officeofcoordinatornationalstatistics	Director	Statistics
36	Planninganddevelopment	Officeofcoordinatornationalstatistics	Analyst	Computer
36	Planninganddevelopment	Officeofcoordinatornationalstatistics	Analyst	Statistics
37	Planninganddevelopment	Officeofcoordinatornationalstatistics	Seniorsupervisor	Statistics
37	Planninganddevelopment	Officeofcoordinatornationalstatistics	Seniorsupervisor	Computer
38	Planninganddevelopment	Officeofcoordinatornationalstatistics	Assistantstatistician	Computer
38	Planninganddevelopment	Officeofcoordinatornationalstatistics	Assistantstatistician	Statistics
39	Planninganddevelopment	Developmentprojects	Director	Management
39	Planninganddevelopment	Developmentprojects	Director	Computer
40	Planninganddevelopment	Developmentprojects	Economist Assistant	Computer
41	Planninganddevelopment	Developmentprojects	Enumerator	Computer
42	Planninganddevelopment	Training	Director	Management
42	Planninganddevelopment	Training	Director	Computer
43	Planninganddevelopment	Bureauofstatistics	Director	Management

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

43	Planninganddevelopment	Bureauofstatistics	Director	Computer
43	Planninganddevelopment	Bureauofstatistics	Director	Statistics
44	Planninganddevelopment	Bureauofstatistics	Statistician	Computer
44	Planninganddevelopment	Bureauofstatistics	Statistician	Statistics
45	Planninganddevelopment	Bureauofstatistics	Statistician	Computer
45	Planninganddevelopment	Bureauofstatistics	Statistician	Statistics
45	Planninganddevelopment	Bureauofstatistics	County Statistician	Computer
45	Planninganddevelopment	Bureauofstatistics	County Statistician	Statistics
46	Planninganddevelopment	Bureauofstatistics	Enumerator	Computer
47	Planninganddevelopment	Bureauofstatistics	Field Statistician	Computer
48	Planninganddevelopment	Bureauofstatistics	Sen. Statistician	Computer
48	Planninganddevelopment	Bureauofstatistics	Sen. Statistician	Statistics
49	Planninganddevelopment	Bureauofstatistics	Enumerator	Computer
50	Planninganddevelopment	Bureauofstatistics	Enumerator	Computer
51	Planninganddevelopment	Bureauofstatistics	Librarianaid	Computer
52	Researchandextension	Officeofdeputyminister	Executivesecretary	Computer
53	Researchandextension	Officeofassistantminister	Assistantminister	Management
53	Researchandextension	Officeofassistantminister	Assistantminister	Computer
54	Researchandextension	Officeofassistantminister	Adminassistant	Management
54	Researchandextension	Officeofassistantminister	Adminassistant	Computer
55	Researchandextension	Monserrado	County Agricultural Officer	Management
55	Researchandextension	Monserrado	County Agricultural Officer	Computer
55	Researchandextension	Monserrado	County Agricultural Officer	Technical
56	Researchandextension	Monserrado	Deputydirector	Management
56	Researchandextension	Monserrado	Deputydirector	Computer
57	Researchandextension	Monserrado	Agriculturalofficer	Technical Services
57	Researchandextension	Monserrado	Agriculturalofficer	Computer
58	Researchandextension	Monserrado	Director	Management
58	Researchandextension	Monserrado	Director	Computer
59	Researchandextension	Monserrado	District Agricultural officer	Technical
59	Researchandextension	Monserrado	Extension officer	Technical
60	Researchandextension	Monserrado	District Agricultural officer	Technical
61	Researchandextension	Monserrado	Supervisor	Technical
61	Researchandextension	Monserrado	Supervisor	Computer
62	Researchandextension	Monserrado	Agriculturalofficer	Technical
62	Researchandextension	Monserrado	Agriculturalofficer	Computer
63	Researchandextension	Monserrado	Agriculturalofficer	Technical
64	Researchandextension	Monserrado	Agriculturalofficer	Technical
65	Researchandextension	Monserrado	Agriculturalofficer	Technical
66	Researchandextension	Monserrado	Sen. Agricultural Officer	Technical

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

67	Researchandextension	Margibi	County Agricultural Officer	Management
67	Researchandextension	Margibi	County Agricultural Officer	Computer
67	Researchandextension	Margibi	County Agricultural Officer	Technical
68	Researchandextension	Margibi	Agricultureofficer	Technical
69	Researchandextension	Bomi	County Agricultural Officer	Management
69	Researchandextension	Bomi	County Agricultural Officer	Computer
69	Researchandextension	Bomi	County Agricultural Officer	Technical
70	Researchandextension	Bong	Regional Agric.Coordinator	Management
70	Researchandextension	Bong	Regional Agric.Coordinator	Technical
70	Researchandextension	Bong	Regional Agric.Coordinator	Computer
71	Researchandextension	Bong	County Agricultural Officer	Technical
72	Researchandextension	Sinoi	Agricultural technician	Technical
73	Researchandextension	Maryland	Regional Agric. Coordinator	Management
73	Researchandextension	Maryland	Regional Agric. Coordinator	Technical
73	Researchandextension	Maryland	Regional Agric. Coordinator	Computer
74	Researchandextension	Maryland	Senior Agric. Officer	Technical
75	Researchandextension	Grand Bassa	Regional Agric. Coordinator	Management
75	Researchandextension	Grand Bassa	Regional Agric. Coordinator	Technical
75	Researchandextension	Grand Bassa	Regional Agric. Coordinator	Computer
76	Researchandextension	Grand Bassa	County Agric. Coordinator	Management
76	Researchandextension	Grand Bassa	County Agric. Coordinator	Technical
76	Researchandextension	Grand Bassa	County Agric. Coordinator	Computer
77	Researchandextension	Grand Gede	Regional Agric. Coordinator	Management
77	Researchandextension	Grand Gede	Regional Agric. Coordinator	Technical
77	Researchandextension	Grand Gede	Regional Agric. Coordinator	Computer
78	Researchandextension	Grand Gede	County Agric. Coordinator	Management
78	Researchandextension	Grand Gede	County Agric. Coordinator	Technical
78	Researchandextension	Grand Gede	County Agric. Coordinator	Computer
79	Researchandextension	Grand Gede	Agricultural Officer	Technical
80	Researchandextension	River Ge	Agricultural Officer	Management
80	Researchandextension	River Ge	Agricultural Officer	Technical
80	Researchandextension	River Ge	Agricultural Officer	Computer
81	Researchandextension	Rand Cape Mount	Regional Agric. Coordinator	Management
81	Researchandextension	Rand Cape Mount	Regional Agric. Coordinator	Technical
81	Researchandextension	Rand Cape Mount	Regional Agric. Coordinator	Computer
82	Researchandextension	Rand Cape Mount	County Agricultural Officer	Management
82	Researchandextension	Rand Cape Mount	County Agricultural Officer	Technical
82	Researchandextension	Rand Cape Mount	County Agricultural Officer	Computer
83	Researchandextension	Lofa	Assistant Agric. Officer	Technical
84	Researchandextension	Lofa	Agricultural Officer	Management
84	Researchandextension	Lofa	Agricultural Officer	Technical
84	Researchandextension	Lofa	Agricultural Officer	Computer
85	Researchandextension	Gbarpolu	County Agric. Officer	Management

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

85	Researchandextension	Gbarpolu	County Agric. Officer	Technical
85	Researchandextension	Gbarpolu	County Agric. Officer	Computer
86	Researchandextension	Nimba	Agricultural Officer	Management
86	Researchandextension	Nimba	Agricultural Officer	Technical
86	Researchandextension	Nimba	Agricultural Officer	Computer
87	Researchandextension	Nimba	Assistant Agric. Officer	Technical
88	Researchandextension	Rivercess	County Agriculture Coordinator	Management
88	Researchandextension	Rivercess	County Agriculture Coordinator	Technical
88	Researchandextension	Rivercess	County Agriculture Coordinator	Computer
89	Researchandextension	Rivercess	Agricultural Officer	Technical
90	Researchandextension	Grand Kru	Agric. Technician	Technical
91	Technical Services	Officedeputyminister	Secretary	Computer
92	Technical Services	Officeassistantminister	Assistantminister	Management
93	Technical Services	Officeassistantminister	Assistantminister	Computer
94	Technical Services	Officeassistantminister	Secretary	Computer
95	Technical Services	Treecropsdivision	director	Management
95	Technical Services	Treecropsdivision	director	Technical
95	Technical Services	Treecropsdivision	director	Computer
96	Technical Services	Treecropsdivision	croptechnician	Technical
97	Technical Services	Foodcropsdivision	Coordinator	Management
97	Technical Services	Foodcropsdivision	Coordinator	Technical
97	Technical Services	Foodcropsdivision	Coordinator	Computer
98	Technical Services	Foodcropsdivision	Project Officer	Management
98	Technical Services	Foodcropsdivision	Project Officer	Computer
99	Technical Services	Foodcropsdivision	Entomogist	Technical
100	Technical Services	Foodcropsdivision	Seed Plant Officer	Technical
101	Technical Services	Landresourcedevelopment	Director	Management
101	Technical Services	Landresourcedevelopment	Director	Technical
102	Technical Services	Landresourcedevelopment	Director	Computer
103	Technical Services	Landresourcedevelopment	Soilsurveyor	Technical
104	Technical Services	Livestock/Vet Section	Vet officer	Technical
105	Technical Services	Livestock/Vet Section	Vet officer	Technical
106	Technical Services	Livestockservices/Animalmultiplicati on	Coordinator	Management
106	Technical Services	Livestockservices/Animalmultiplicati on	Coordinator	Technical
106	Technical Services	Livestockservices/Animalmultiplicati on	Coordinator	Computer
107	Technical Services	Livestockservices/Animalmultiplicati on	Senior Livestock Officer	Technical
108	Technical Services	Livestockservices/Animalmultiplicati on	Agriculture Officer	Technical
109	Technical Services	Nationalfishery	director	Management
109	Technical Services	Nationalfishery	director	Technical
109	Technical Services	Nationalfishery	director	Computer
110	Technical Services	Nationalfishery	Coordinator	Management
110	Technical Services	Nationalfishery	Coordinator	Technical
110	Technical Services	Nationalfishery	Coordinator	Computer
111	Technical Services	Nationalfishery	Adminoff	Computer
112	Technical Services	Nationalfishery	seniorfisheryinspector	Technical
113	Technical Services	Nationalfishery	regionalinspector	Technical

114	Technical Services	Nationalplantquarantine	Coordinator	Management
114	Technical Services	Nationalplantquarantine	Coordinator	Technical
114	Technical Services	Nationalplantquarantine	Coordinator	Computer
115	Technical Services	Nationalplantquarantine	Director	Management
115	Technical Services	Nationalplantquarantine	Director	Technical
115	Technical Services	Nationalplantquarantine	Director	Computer
116	Technical Services	Nationalplantquarantine	Deputy Director	Management
116	Technical Services	Nationalplantquarantine	Deputy Director	Technical
116	Technical Services	Nationalplantquarantine	Deputy Director	Computer
117	Technical Services	Nationalplantquarantine	Agric. Quarantine Officer	Technical
118	Technical Services	Nationalplantquarantine	plantquarantineofficer	Technical

Management

Nos	Department	Division	Position	Type of training
1	Administration	Officeminister	Adminassistant	Management
2	Administration	Officedeputyminister	Adminassistant	Management
3	Administration	Officeassistantminister	Assistantminister	Management
4	Administration	Personneldivision	Personeldirector	Management
5	Administration	Personneldivision	Deputypersoneldirector	Management
6	Administration	Financedivision	Controller	Management
7	Administration	Financedivision	Dep. Controller	Management
8	Administration	Agriculturecommunicationdivision	Director	Management
9	Administration	Agriculturecommunicationdivision	Deputydirector	Management
10	Administration	Procurementdivision	Director	Management
11	Administration	Procurementdivision	Deputydirector	Management
12	Administration	Generalservices	Coordinator	Management
13	Administration	Generalservices	Director	Management
14	Administration	Generalservices	Deputydirector	Management
15	Planninganddevelopment	Officeofdeputyminister	Deputyminister	Management
16	Planninganddevelopment	Officeofdeputyminister	Principaladminofficer	Management
17	Planninganddevelopment	Officeassistantministerplanningpolicy	Assistantminister	Management
18	Planninganddevelopment	Officeassistantministerplanningpolicy	Senioradministrativeofficer	Management
19	Planninganddevelopment	Officeassistantministerplanningpolicy	Director	Management
20	Planninganddevelopment	Officeofcoordinaternationalstatistics	Nationalcoordinatorstatistics	Management
21	Planninganddevelopment	Officeofcoordinaternationalstatistics	Director	Management
22	Planninganddevelopment	Developmentprojects	Director	Management
23	Planninganddevelopment	Training	Director	Management
24	Planninganddevelopment	Bureauofstatistics	Director	Management
25	Researchandextension	Officeofassistantminister	Assistantminister	Management
26	Researchandextension	Officeofassistantminister	Adminassistant	Management
27	Researchandextension	Monserrado	County Agricultural Officer	Management
28	Researchandextension	Monserrado	Deputydirector	Management
29	Researchandextension	Monserrado	Director	Management
30	Researchandextension	Margibi	County Agricultural Officer	Management
31	Researchandextension	Bomi	County Agricultural Officer	Management
32	Researchandextension	Bong	Regional Agric. Coordinator	Management
33	Researchandextension	Maryland	Regional Agric. Coordinator	Management
34	Researchandextension	Grand Bassa	Regional Agric. Coordinator	Management
35	Researchandextension	Grand Bassa	County Agric. Coordinator	Management
36	Researchandextension	Grand Gede	Regional Agric. Coordinator	Management

37	Researchandextension	Grand Gede	County Agric. Coordinator	Management
38	Researchandextension	River Ge	Agricultural Officer	Management
39	Researchandextension	Rand Cape Mount	Regional Agric. Coordinator	Management
40	Researchandextension	Rand Cape Mount	County Agricultural Officer	Management
41	Researchandextension	Lofa	Agricultural Officer	Management
42	Researchandextension	Gbarpolu	County Agric. Officer	Management
43	Researchandextension	Nimba	Agricultural Officer	Management
44	Researchandextension	Rivercess	County Agriculture Coordinator	Management
45	Researchandextension	Sinoe	Agricultural technician	Management
46	Researchandextension	Grand Kru	Agric. Technician	Management
47	Technical Services	Officeassistantminister	Assistantminister	Management
48	Technical Services	Treecropsdivision	director	Management
49	Technical Services	Foodcropsdivision	Coordinator	Management
50	Technical Services	Foodcropsdivision	Project Officer	Management
51	Technical Services	Landresourcedevelopment	Director	Management
52	Technical Services	Livestockservices/Animalmultiplication	Coordinator	Management
53	Technical Services	Nationalfishery	director	Management
54	Technical Services	Nationalfishery	Coordinator	Management
55	Technical Services	Nationalplantquarantine	Coordinator	Management
56	Technical Services	Nationalplantquarantine	Director	Management
57	Technical Services	Nationalplantquarantine	Deputy Director	Management

Computer Training

1	Administration	Officeminister	Adminassistant	Computer
2	Administration	Officedeputyminister	Adminassistant	Computer
3	Administration	Officeassistantminister	Assistantminister	Computer
4	Administration	Officeassistantminister	Adminassistant	Computer
5	Administration	Personneldivision	Personeldirector	Computer
6	Administration	Personneldivision	Deputypersoneldirector	Computer
7	Administration	Personneldivision	Secretary	Computer
8	Administration	Personneldivision	Insuranceanalyst	Computer
9	Administration	Personneldivision	Sr.res.officer	Computer
10	Administration	Personneldivision	Computeranalyst	Computer
11	Administration	Financedivision	Controller	Computer
12	Administration	Financedivision	Dep. Controller	Computer
13	Administration	Financedivision	Senioradministrativeofficer	Computer
14	Administration	Financedivision	Accountingsecretary	Computer
15	Administration	Financedivision	Budgetofficer	Computer
16	Administration	Agriculturecommunicationdivision	Director	Computer
17	Administration	Agriculturecommunicationdivision	Deputydirector	Computer
18	Administration	Procurementdivision	Director	Computer
19	Administration	Procurementdivision	Deputydirector	Computer
20	Administration	Generalservices	Coordinator	Computer
21	Administration	Generalservices	Director	Computer
22	Administration	Generalservices	Deputydirector	Computer
23	Administration	Generalservices	Seniorsupervisor	Computer
24	Administration	Generalservices	Secretary	Computer
25	Administration	Generalservices	Chief	Computer
26	Planninganddevelopment	Officeofdeputyminister	Deputyminister	Computer
27	Planninganddevelopment	Officeofdeputyminister	Principaladminofficer	Computer

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

28	Planninganddevelopment	Officeofdeputyminister	Executivesecretary	Computer
29	Planninganddevelopment	Officeassistantministerplanningpolicy	Assistantminister	Computer
30	Planninganddevelopment	Officeassistantministerplanningpolicy	Senioradministrativeofficer	Computer
31	Planninganddevelopment	Officeassistantministerplanningpolicy	Director	Computer
32	Planninganddevelopment	Officeassistantministerplanningpolicy	Secretary	Computer
33	Planninganddevelopment	Officeofcoordinaternationalstatistics	Nationalcoordinatorstatistics	Computer
34	Planninganddevelopment	Officeofcoordinaternationalstatistics	Director	Computer
35	Planninganddevelopment	Officeofcoordinaternationalstatistics	Analyst	Computer
36	Planninganddevelopment	Officeofcoordinaternationalstatistics	Seniorsupervisor	Computer
37	Planninganddevelopment	Officeofcoordinaternationalstatistics	Assistantstatistician	Computer
38	Planninganddevelopment	Developmentprojects	Director	Computer
39	Planninganddevelopment	Developmentprojects	Economist Assistant	Computer
40	Planninganddevelopment	Developmentprojects	Enumerator	Computer
41	Planninganddevelopment	Training	Director	Computer
42	Planninganddevelopment	Bureauofstatistics	Director	Computer
43	Planninganddevelopment	Bureauofstatistics	Statistician	Computer
44	Planninganddevelopment	Bureauofstatistics	Statistician	Computer
45	Planninganddevelopment	Bureauofstatistics	County Statistician	Computer
46	Planninganddevelopment	Bureauofstatistics	Enumerator	Computer
47	Planninganddevelopment	Bureauofstatistics	Field Statistician	Computer
48	Planninganddevelopment	Bureauofstatistics	Sen. Statistician	Computer
49	Planninganddevelopment	Bureauofstatistics	Enumerator	Computer
50	Planninganddevelopment	Bureauofstatistics	Enumerator	Computer
51	Planninganddevelopment	Bureauofstatistics	Librarianaid	Computer
52	Researchandextension	Officeofdeputyminister	Executivesecretary	Computer
53	Researchandextension	Officeofassistantminister	Assistantminister	Computer
54	Researchandextension	Officeofassistantminister	Adminassistant	Computer
55	Researchandextension	Monserrado	County Agricultural Officer	Computer
56	Researchandextension	Monserrado	Deputydirector	Computer
57	Researchandextension	Monserrado	Agriculturalofficer	Computer
58	Researchandextension	Monserrado	Director	Computer
59	Researchandextension	Monserrado	Supervisor	Computer
60	Researchandextension	Monserrado	Agriculturalofficer	Computer
61	Researchandextension	Margibi	County Agricultural Officer	Computer
62	Researchandextension	Bomi	County Agricultural Officer	Computer
63	Researchandextension	Bong	Regional Agric.Coordinator	Computer
64	Researchandextension	Maryland	Regional Agric. Coordinator	Computer
65	Researchandextension	Grand Bassa	Regional Agric. Coordinator	Computer
66	Researchandextension	Grand Bassa	County Agric. Coordinator	Computer
67	Researchandextension	Grand Gede	Regional Agric. Coordinator	Computer
68	Researchandextension	Grand Gede	County Agric. Coordinator	Computer
69	Researchandextension	River Ge	Agricultural Officer	Computer
70	Researchandextension	Rand Cape Mount	Regional Agric. Coordinator	Computer
71	Researchandextension	Rand Cape Mount	County Agricultural Officer	Computer
72	Researchandextension	Lofa	Agricultural Officer	Computer
73	Researchandextension	Gbarpolu	County Agric. Officer	Computer
74	Researchandextension	Nimba	Agricultural Officer	Computer
75	Researchandextension	Rivercess	County Agriculture Coordinator	Computer
76	Technical Services	Officedeputyminister	Secretary	Computer
77	Technical Services	Officeassistantminister	Assistantminister	Computer
78	Technical Services	Officeassistantminister	Secretary	Computer

79	Technical Services	Treecropsdivision	director	Computer
80	Technical Services	Foodcropsdivision	Coordinator	Computer
81	Technical Services	Foodcropsdivision	Project Officer	Computer
82	Technical Services	Landresourcedevelopment	Director	Computer
83	Technical Services	Livestockservices/Animalmultiplication	Coordinator	Computer
84	Technical Services	Nationalfishery	director	Computer
85	Technical Services	Nationalfishery	Coordinator	Computer
86	Technical Services	Nationalfishery	Adminoff	Computer
87	Technical Services	Nationalplantquarantine	Coordinator	Computer
88	Technical Services	Nationalplantquarantine	Director	Computer
89	Technical Services	Nationalplantquarantine	Deputy Director	Computer
90	Researchandextension	Sinoe	Agricultural Technician	Computer
91	Researchandextension	Grand Kru	Agricultural Technician	Computer

Statistics

No.	Department	Division	Position	Type of training
1	Planninganddevelopment	Officeofcoordinatornationalstatistics	Nationalcoordinatorstatistics	Statistics
2	Planninganddevelopment	Officeofcoordinatornationalstatistics	Director	Statistics
3	Planninganddevelopment	Officeofcoordinatornationalstatistics	Analyst	Statistics
4	Planninganddevelopment	Officeofcoordinatornationalstatistics	Seniorsupervisor	Statistics
5	Planninganddevelopment	Officeofcoordinatornationalstatistics	Assistantstatistician	Statistics
6	Planninganddevelopment	Bureauofstatistics	Director	Statistics
7	Planninganddevelopment	Bureauofstatistics	Statistician	Statistics
8	Planninganddevelopment	Bureauofstatistics	Statistician	Statistics
9	Planninganddevelopment	Bureauofstatistics	County Statistician	Statistics
10	Planninganddevelopment	Bureauofstatistics	Sen. Statistician	Statistics

Agriculture Training

No.	Department	Division	Position	Type of training
1	Researchandextension	Monserrado	County Agricultural Officer	Technical
2	Researchandextension	Monserrado	Agriculturalofficer	Technical
3	Researchandextension	Monserrado	District Agricultural officer	Technical
4	Researchandextension	Monserrado	Extension officer	Technical
5	Researchandextension	Monserrado	District Agricultural officer	Technical
6	Researchandextension	Monserrado	Supervisor	Technical
7	Researchandextension	Monserrado	Agriculturalofficer	Technical
8	Researchandextension	Monserrado	Agriculturalofficer	Technical
9	Researchandextension	Monserrado	Agriculturalofficer	Technical
10	Researchandextension	Monserrado	Agriculturalofficer	Technical
11	Researchandextension	Monserrado	Sen. Agricultural Officer	Technical
12	Researchandextension	Margibi	County Agricultural Officer	Technical
13	Researchandextension	Margibi	Agricultureofficer	Technical
14	Researchandextension	Bomi	County Agricultural Officer	Technical
15	Researchandextension	Bong	Regional Agric. Coordinator	Technical
16	Researchandextension	Bong	County Agricultural Officer	Technical
17	Researchandextension	Sinoi	Agricultural technician	Technical
18	Researchandextension	Maryland	Regional Agric. Coordinator	Technical
19	Researchandextension	Maryland	Senior Agric. Officer	Technical

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

20	Researchandextension	Grand Bassa	Regional Agric. Coordinator	Technical
21	Researchandextension	Grand Bassa	County Agric. Coordinator	Technical
22	Researchandextension	Grand Gede	Regional Agric. Coordinator	Technical
23	Researchandextension	Grand Gede	County Agric. Coordinator	Technical
24	Researchandextension	Grand Gede	Agricultural Officer	Technical
25	Researchandextension	River Ge	Agricultural Officer	Technical
26	Researchandextension	Rand Cape Mount	Regional Agric. Coordinator	Technical
27	Researchandextension	Rand Cape Mount	County Agricultural Officer	Technical
28	Researchandextension	Lofa	Assistant Agric. Officer	Technical
29	Researchandextension	Lofa	Agricultural Officer	Technical
30	Researchandextension	Gbarpolu	County Agric. Officer	Technical
31	Researchandextension	Nimba	Agricultural Officer	Technical
32	Researchandextension	Nimba	Assistant Agric. Officer	Technical
33	Researchandextension	Rivercess	County Agriculture Coordinator	Technical
34	Researchandextension	Rivercess	Agricultural Officer	Technical
35	Researchandextension	Grand Kru	Agric. Technician	Technical
36	Technical Services	Treecropsdivision	director	Technical
37	Technical Services	Treecropsdivision	croptechnician	Technical
38	Technical Services	Foodcropsdivision	Coordinator	Technical
39	Technical Services	Foodcropsdivision	Entomogist	Technical
40	Technical Services	Foodcropsdivision	Seed Plant Officer	Technical
41	Technical Services	Landresourcedevelopment	Director	Technical
42	Technical Services	Landresourcedevelopment	Soilsurveyor	Technical
43	Technical Services	Livestock/Vet Section	Vet officer	Technical
45	Technical Services	Livestock/Vet Section	Vet officer	Technical
46	Technical Services	Livestockservices/Animalmultiplication	Coordinator	Technical
47	Technical Services	Livestockservices/Animalmultiplication	Senior Livestock Officer	Technical
48	Technical Services	Livestockservices/Animalmultiplication	Agriculture Officer	Technical
49	Technical Services	Nationalfishery	director	Technical
50	Technical Services	Nationalfishery	Coordinator	Technical
51	Technical Services	Nationalfishery	seniorfisheryinspector	Technical
52	Technical Services	Nationalfishery	regionalinspector	Technical
53	Technical Services	Nationalplantquarantine	Coordinator	Technical
54	Technical Services	Nationalplantquarantine	Director	Technical
55	Technical Services	Nationalplantquarantine	Deputy Director	Technical
56	Technical Services	Nationalplantquarantine	Agric. Quarantine Officer	Technical
57	Technical Services	Nationalplantquarantine	plantquarantineofficer	Technical

Human Resources

1	Administration	Personneldivision	Personeldirector	Human resources
2	Administration	Personneldivision	Deputypersoneldirector	Human resources
3	Administration	Personneldivision	Insuranceanalyst	Human resources

Trainees by Department (Administration)

Nos	Department	Division	Position	Type of training
COMPUTER TRAINING				
1	Administration	Officeminister	Adminassistant	Computer

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

2	Administration	Officedeputyminister	Adminassistant	Computer
3	Administration	Officeassistantminister	Assistantminister	Computer
4	Administration	Officeassistantminister	Adminassistant	Computer
5	Administration	Personneldivision	Personeldirector	Computer
6	Administration	Personneldivision	Deputypersoneldirector	Computer
7	Administration	Personneldivision	Secretary	Computer
8	Administration	Personneldivision	Insuranceanalyst	Computer
9	Administration	Personneldivision	Sr.res.officer	Computer
10	Administration	Personneldivision	Computeranalyst	Computer
11	Administration	Financedivision	Controller	Computer
12	Administration	Financedivision	Dep. Controller	Computer
13	Administration	Financedivision	Senioradministrativeofficer	Computer
14	Administration	Financedivision	Accountingsecretary	Computer
15	Administration	Financedivision	Budgetofficer	Computer
16	Administration	Agriculturecommunicationdivision	Director	Computer
17	Administration	Agriculturecommunicationdivision	Deputydirector	Computer
18	Administration	Procurementdivision	Director	Computer
19	Administration	Procurementdivision	Deputydirector	Computer
20	Administration	Generalservices	Coordinator	Computer
21	Administration	Generalservices	Director	Computer
22	Administration	Generalservices	Deputydirector	Computer
23	Administration	Generalservices	Seniorsupervisor	Computer
24	Administration	Generalservices	Secretary	Computer
25	Administration	Generalservices	Chief	Computer
HUMAN RESOURCES TRAINING				
1	Administration	Personneldivision	Personeldirector	Human resources
2	Administration	Personneldivision	Deputypersoneldirector	Human resources
3	Administration	Personneldivision	Insuranceanalyst	Human resources
MANAGEMENT TRAINING				
1	Administration	Officeminister	Adminassistant	Management
2	Administration	Officedeputyminister	Adminassistant	Management
3	Administration	Officeassistantminister	Assistantminister	Management
4	Administration	Personneldivision	Personeldirector	Management
5	Administration	Personneldivision	Deputypersoneldirector	Management
6	Administration	Financedivision	Controller	Management
7	Administration	Financedivision	Dep. Controller	Management
8	Administration	Agriculturecommunicationdivision	Director	Management
9	Administration	Agriculturecommunicationdivision	Deputydirector	Management
10	Administration	Procurementdivision	Director	Management
11	Administration	Procurementdivision	Deputydirector	Management
12	Administration	Generalservices	Coordinator	Management
13	Administration	Generalservices	Director	Management
14	Administration	Generalservices	Deputydirector	Management

Trainees by Department (Planning)

No s	Department	Division	Position	Type of training
MANAGEMENT TRAINING				
1	Planninganddevelopment	Officeofdeputyminister	Deputyminister	Management
2	Planninganddevelopment	Officeofdeputyminister	Principaladminofficer	Management
3	Planninganddevelopment	Officeassistantministerplanningpolicy	Assistantminister	Management
4	Planninganddevelopment	Officeassistantministerplanningpolicy	Senioradministrativeofficer	Management

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

		y		
5	Planninganddevelopment	Officeassistantministerplanningpolic y	Director	Management
6	Planninganddevelopment	Officeofcoordinaternationalstatistics	Nationalcoordinatorstatisti cs	Management
7	Planninganddevelopment	Officeofcoordinaternationalstatistics	Director	Management
8	Planninganddevelopment	Developmentprojects	Director	Management
9	Planninganddevelopment	Training	Director	Management
10	Planninganddevelopment	Bureauofstatistics	Director	Management
STATISTICAL TRAINING				
1	Planninganddevelopment	Officeofcoordinaternationalstatistics	Nationalcoordinatorstatisti cs	Statistics
2	Planninganddevelopment	Officeofcoordinaternationalstatistics	Director	Statistics
3	Planninganddevelopment	Officeofcoordinaternationalstatistics	Analyst	Statistics
4	Planninganddevelopment	Officeofcoordinaternationalstatistics	Seniorsupervisor	Statistics
5	Planninganddevelopment	Officeofcoordinaternationalstatistics	Assistantstatistician	Statistics
6	Planninganddevelopment	Bureauofstatistics	Director	Statistics
7	Planninganddevelopment	Bureauofstatistics	Statistician	Statistics
8	Planninganddevelopment	Bureauofstatistics	Statistician	Statistics
9	Planninganddevelopment	Bureauofstatistics	County Statistician	Statistics
10	Planninganddevelopment	Bureauofstatistics	Sen. Statistician	Statistics
COMPUTER TRAINING				
1	Planninganddevelopment	Officeofdeputyminister	Deputyminister	Computer
2	Planninganddevelopment	Officeofdeputyminister	Principaladminofficer	Computer
3	Planninganddevelopment	Officeofdeputyminister	Executivesecretary	Computer
4	Planninganddevelopment	Officeassistantministerplanningpolic y	Assistantminister	Computer
5	Planninganddevelopment	Officeassistantministerplanningpolic y	Senioradministrativeofficer	Computer
6	Planninganddevelopment	Officeassistantministerplanningpolic y	Director	Computer
7	Planninganddevelopment	Officeassistantministerplanningpolic y	Secretary	Computer
8	Planninganddevelopment	Officeofcoordinaternationalstatistics	Nationalcoordinatorstatisti cs	Computer
9	Planninganddevelopment	Officeofcoordinaternationalstatistics	Director	Computer
10	Planninganddevelopment	Officeofcoordinaternationalstatistics	Analyst	Computer
11	Planninganddevelopment	Officeofcoordinaternationalstatistics	Seniorsupervisor	Computer
12	Planninganddevelopment	Officeofcoordinaternationalstatistics	Assistantstatistician	Computer
13	Planninganddevelopment	Developmentprojects	Director	Computer
14	Planninganddevelopment	Developmentprojects	Economist Assistant	Computer
15	Planninganddevelopment	Developmentprojects	Enumerator	Computer
15	Planninganddevelopment	Training	Director	Computer
16	Planninganddevelopment	Bureauofstatistics	Director	Computer
17	Planninganddevelopment	Bureauofstatistics	Statistician	Computer
18	Planninganddevelopment	Bureauofstatistics	Statistician	Computer
19	Planninganddevelopment	Bureauofstatistics	County Statistician	Computer
20	Planninganddevelopment	Bureauofstatistics	Enumerator	Computer
21	Planninganddevelopment	Bureauofstatistics	Field Statistician	Computer
22	Planninganddevelopment	Bureauofstatistics	Sen. Statistician	Computer
23	Planninganddevelopment	Bureauofstatistics	Enumerator	Computer
24	Planninganddevelopment	Bureauofstatistics	Enumerator	Computer
25	Planninganddevelopment	Bureauofstatistics	Librarianaid	Computer

Trainees by department (Technical services)

Nos	Department	Division	Position	Type of training
COMPUTER TRAINING				
1	Technical Services	Officedeputyminister	Secretary	Computer
2	Technical Services	Officeassistantminister	Assistantminister	Computer
3	Technical Services	Officeassistantminister	Secretary	Computer
4	Technical Services	Treecropsdivision	director	Computer
5	Technical Services	Foodcropsdivision	Coordinator	Computer
6	Technical Services	Foodcropsdivision	Project Officer	Computer
7	Technical Services	Landresourcedevelopment	Director	Computer
8	Technical Services	Livestockservices/Animalmultiplication	Coordinator	Computer
9	Technical Services	Nationalfishery	director	Computer
10	Technical Services	Nationalfishery	Coordinator	Computer
11	Technical Services	Nationalfishery	Adminoff	Computer
12	Technical Services	Nationalplantquarantine	Coordinator	Computer
13	Technical Services	Nationalplantquarantine	Director	Computer
14	Technical Services	Nationalplantquarantine	Deputy Director	Computer
MANAGEMENT TRAINING				
1	Technical Services	Officeassistantminister	Assistantminister	Management
2	Technical Services	Treecropsdivision	director	Management
3	Technical Services	Foodcropsdivision	Coordinator	Management
4	Technical Services	Foodcropsdivision	Project Officer	Management
5	Technical Services	Landresourcedevelopment	Director	Management
6	Technical Services	Livestockservices/Animalmultiplication	Coordinator	Management
7	Technical Services	Nationalfishery	director	Management
8	Technical Services	Nationalfishery	Coordinator	Management
9	Technical Services	Nationalplantquarantine	Coordinator	Management
10	Technical Services	Nationalplantquarantine	Director	Management
11	Technical Services	Nationalplantquarantine	Deputy Director	Management
AGRICULTURE TRAINING				
1	Technical Services	Treecropsdivision	director	Technical
2	Technical Services	Treecropsdivision	croptechnician	Technical
3	Technical Services	Foodcropsdivision	Coordinator	Technical
4	Technical Services	Foodcropsdivision	Entomogist	Technical
5	Technical Services	Foodcropsdivision	Seed Plant Officer	Technical
6	Technical Services	Landresourcedevelopment	Director	Technical
7	Technical Services	Landresourcedevelopment	Soilsurveyor	Technical
8	Technical Services	Livestock/Vet Section	Vet officer	Technical
9	Technical Services	Livestock/Vet Section	Vet officer	Technical
10	Technical Services	Livestockservices/Animalmultiplication	Coordinator	Technical
11	Technical Services	Livestockservices/Animalmultiplication	Senior Livestock Officer	Technical
12	Technical Services	Livestockservices/Animalmultiplication	Agriculture Officer	Technical
13	Technical Services	Nationalfishery	director	Technical
14	Technical Services	Nationalfishery	Coordinator	Technical
15	Technical Services	Nationalfishery	seniorfisheryinspector	Technical
16	Technical Services	Nationalfishery	regionalinspector	Technical

17	Technical Services	Nationalplantquarantine	Coordinator	Technical
18	Technical Services	Nationalplantquarantine	Director	Technical
19	Technical Services	Nationalplantquarantine	Deputy Director	Technical
20	Technical Services	Nationalplantquarantine	Agric. Quarantine Officer	Technical
21	Technical Services	Nationalplantquarantine	plantquarantineofficer	Technical

Trainees by Department (Research and extension)

Nos	Department	Division	Position	Type of training
COMPUTER TRAINING				
1	Researchandextension	Officeofdeputyminister	Executivesecretary	Computer
2	Researchandextension	Officeofassistantminister	Assistantminister	Computer
3	Researchandextension	Officeofassistantminister	Adminassistant	Computer
4	Researchandextension	Monserado	County Agricultural Officer	Computer
5	Researchandextension	Monserado	Deputydirector	Computer
6	Researchandextension	Monserado	Agriculturalofficer	Computer
7	Researchandextension	Monserado	Director	Computer
8	Researchandextension	Monserado	Supervisor	Computer
9	Researchandextension	Monserado	Agriculturalofficer	Computer
10	Researchandextension	Margibi	County Agricultural Officer	Computer
11	Researchandextension	Bomi	County Agricultural Officer	Computer
12	Researchandextension	Bong	Regional Agric. Coordinator	Computer
13	Researchandextension	Maryland	Regional Agric. Coordinator	Computer
14	Researchandextension	Grand Bassa	Regional Agric. Coordinator	Computer
15	Researchandextension	Grand Bassa	County Agric. Coordinator	Computer
16	Researchandextension	Grand Gede	Regional Agric. Coordinator	Computer
17	Researchandextension	Grand Gede	County Agric. Coordinator	Computer
18	Researchandextension	River Ge	Agricultural Officer	Computer
19	Researchandextension	Rand Cape Mount	Regional Agric. Coordinator	Computer
20	Researchandextension	Rand Cape Mount	County Agricultural Officer	Computer
21	Researchandextension	Lofa	Agricultural Officer	Computer
22	Researchandextension	Gbarpolu	County Agric. Officer	Computer
23	Researchandextension	Nimba	Agricultural Officer	Computer
24	Researchandextension	Rivercess	County Agriculture Coordinator	Computer
MANAGEMENT TRAINING				
1	Researchandextension	Officeofassistantminister	Assistantminister	Management
2	Researchandextension	Officeofassistantminister	Adminassistant	Management
3	Researchandextension	Monserado	County Agricultural Officer	Management
4	Researchandextension	Monserado	Deputydirector	Management
5	Researchandextension	Monserado	Director	Management
6	Researchandextension	Margibi	County Agricultural Officer	Management
7	Researchandextension	Bomi	County Agricultural Officer	Management
8	Researchandextension	Bong	Regional Agric. Coordinator	Management
9	Researchandextension	Maryland	Regional Agric. Coordinator	Management
10	Researchandextension	Grand Bassa	Regional Agric. Coordinator	Management
11	Researchandextension	Grand Bassa	County Agric. Coordinator	Management
12	Researchandextension	Grand Gede	Regional Agric. Coordinator	Management
13	Researchandextension	Grand Gede	County Agric. Coordinator	Management
14	Researchandextension	River Ge	Agricultural Officer	Management
15	Researchandextension	Rand Cape Mount	Regional Agric. Coordinator	Management
16	Researchandextension	Rand Cape Mount	County Agricultural Officer	Management
17	Researchandextension	Lofa	Agricultural Officer	Management

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

18	Researchandextension	Gbarpolu	County Agric. Officer	Management
19	Researchandextension	Nimba	Agricultural Officer	Management
20	Researchandextension	Rivercess	County Agriculture Coordinator	Management
AGRICULTURE TRAINING				
1	Researchandextension	Monserado	County Agricultural Officer	Technical
2	Researchandextension	Monserado	Agriculturalofficer	Technical
3	Researchandextension	Monserado	District Agricultural officer	Technical
4	Researchandextension	Monserado	Extension officer	Technical
5	Researchandextension	Monserado	District Agricultural officer	Technical
6	Researchandextension	Monserado	Supervisor	Technical
7	Researchandextension	Monserado	Agriculturalofficer	Technical
8	Researchandextension	Monserado	Agriculturalofficer	Technical
9	Researchandextension	Monserado	Agriculturalofficer	Technical
10	Researchandextension	Monserado	Agriculturalofficer	Technical
11	Researchandextension	Monserado	Sen. Agricultural Officer	Technical
12	Researchandextension	Margibi	County Agricultural Officer	Technical
13	Researchandextension	Margibi	Agricultureofficer	Technical
14	Researchandextension	Bomi	County Agricultural Officer	Technical
15	Researchandextension	Bong	Regional Agric. Coordinator	Technical
16	Researchandextension	Bong	County Agricultural Officer	Technical
17	Researchandextension	Sinoi	Agricultural technician	Technical
18	Researchandextension	Maryland	Regional Agric. Coordinator	Technical
19	Researchandextension	Maryland	Senior Agric. Officer	Technical
20	Researchandextension	Grand Bassa	Regional Agric. Coordinator	Technical
21	Researchandextension	Grand Bassa	County Agric. Coordinator	Technical
22	Researchandextension	Grand Gede	Regional Agric. Coordinator	Technical
23	Researchandextension	Grand Gede	County Agric. Coordinator	Technical
24	Researchandextension	Grand Gede	Agricultural Officer	Technical
25	Researchandextension	River Ge	Agricultural Officer	Technical
26	Researchandextension	Rand Cape Mount	Regional Agric. Coordinator	Technical
27	Researchandextension	Rand Cape Mount	County Agricultural Officer	Technical
28	Researchandextension	Lofa	Assistant Agric. Officer	Technical
29	Researchandextension	Lofa	Agricultural Officer	Technical
30	Researchandextension	Gbarpolu	County Agric. Officer	Technical
31	Researchandextension	Nimba	Agricultural Officer	Technical
32	Researchandextension	Nimba	Assistant Agric. Officer	Technical
33	Researchandextension	Rivercess	County Agriculture Coordinator	Technical
34	Researchandextension	Rivercess	Agricultural Officer	Technical
35	Researchandextension	Grand Kru	Agric. Technician	Technical

ANNEX VI: ASSUMPTIONS AND RISKS

1. Assumptions

Assumptions	Likelihood of Occurrence	Impact on Project	Rationale/Mitigation Strategy
MOA will demonstrate sustained commitment to the program.	High	High	Training is designed specifically to address MOA's short-term policy objectives and the fundamental human capacity deficits.
Radical changes at the policy level will not occur	High	Medium	The training package is intentionally designed to address the core elements of public administration in general and in the area of agriculture. The needs they target are not expected to change significantly. A "target envisioning" exercise was conducted with MOA officials to understand future policy directions.
Implementation of decentralization plans will not disrupt training or change job responsibilities.	Medium	Medium	Decentralization is unlikely to occur for the next 2 years, upon which trainings will have been completed
MOA will maintain equipment and infrastructure during and beyond the program (e.g., computers, network infrastructure, fuel).	Medium	High	Alternative arrangements for short-term funding will be secured for the MOA in case it can not immediately meet these costs, provided that the MOA submits a timeline for meeting these costs.
MOA staff will be able to absorb and directly apply skilled and knowledge garnered to their work.	Medium	High	The fact that training will be sustained over the course of months rather than intensive week-long workshops will increase absorption and provide time for application of knowledge garnered.
Peace will be maintained in the country.	High	High	Funds will be gradually disbursed to the MOA/PMT based on the timeline. In the unlikely event that the conflict erupts, the project will be suspended until access is restored and conditions for the project implementation are favorable
Complementary interventions will be undertaken to build other components of the MOA capacity (institutional, infrastructure), and to support the provision of trainings through the facilitation of attractive incentive packages in the longer term	Low	Medium	The project provides basic supporting equipment, such as computers, power generators, and motorcycles, to ensure that training has an immediate impact while this occurs. Success of the CCBP will continue to rely on the available workforce to incorporate the acquired skills in work functions.
There will be an enabling social, political, economic, and policy environment for MOA, donors, NGOs, and other stakeholders to collaborate effectively.	High	High	Through participatory planning and implementation and partnership among MOA, donors, and PMT, the project will establish buy-in of stakeholders.
Cooperation among the PMT, MOA, donors, NGOs, and other stakeholders will be achieved and effectively maintained.	High	High	A formal structure for decision-making, collaboration, and effective operational management will be developed. Coordination mechanisms will clearly delineate roles and tasks of partners and ensure that MOA takes the lead and ultimately has ownership over the project.
There will be timely access to resources (financial and otherwise) from partners.	Medium	High	Financial figures will be managed by PMT and will be shared with partners at scheduled intervals to ensure there is no disruption to the program.

2. Risks

Risks	Likelihood of Occurrence	Impact on Project	Mitigation Strategy
Potential overlaps between donor and NGO programs working on MOA capacity and agricultural development, particularly at the local level, may exist.	Low	Medium	PMT will strengthen coordination among stakeholders and donors working on the project and work to take stock of other initiatives, build on their successes, and avoid duplication. In case of overlaps, resources will be re-allocated to other counties, or will increase the allocation to certain budget line items (more motorcycles could be provided to a certain county for instance).
Widespread access to training across the MOA will not be possible due to geographic isolation, lack of transportation options, and limited resources. This has the potential to fuel discontent.	Medium/High	High	The project strives to increase participation by providing training in the counties and communities through practical training of extension workers on demonstration plots. Some areas of Liberia will remain inaccessible in the short term.
Data used to design proposal (e.g., payroll) may be inaccurate or outdated.	Medium	Medium	The proposal currently allows for a 10% margin of error in terms of number of staff targeted, but the MOA and PMT will ultimately work together to identify appropriate participants.
LIPA and other local training institutions may not have the capacity in the short term to develop curricula and organize courses.	Medium	Medium	It is expected that Liberian institutions will not be fully capable of supporting this project, and the expertise of GIMPA and other regional institutions will be mobilized to fill gaps.
Binding contracts will not work to retain of MOA staff.	Low/Medium	High	A scheme promoting a provision of improved incentive packages to staff will be developed for the longer term. In the event that the turnover rate increases significantly, the MOA will consider lifting its freeze on employment, and adopting an aggressive recruitment technique addressing young university graduates.

ANNEX VII: PROGRAM MANAGEMENT STRUCTURE

Operational Modalities

- We advocate the set up of a program management team (PMT) at the MOA, whose mandate would be to oversee the implementation and effectiveness of the different training interventions as well as the installation of the IT infrastructure. The team would consist of three resources – a program director (PD), program manager (PM) and program assistant (PA). While the specific terms of reference for the PD, PM and PA are beyond the scope of this study, we propose the following indicative list of job-functions –

Program Director

- Provide direction and oversight to the training programs to be taken up by different agencies
- Liaise with key MOA counterpart staff as well as donors (detailed in Structure and Linkages section)
- Develop relationships with training partners such as LIPA, BWI, other public or private agencies, coordinate modalities and provide feedback
- Approve selection of vendors (IT) / training agencies / courses as well as fund releases
- Establish short and medium-term training goals (for the identified training areas), policies and modalities; approve monitoring and evaluation indicators, evaluate effectiveness and effect changes required for improvement.

Program Manager

- Oversee the bid-process and identification of vendors / training partners
- Monitor work-plan of vendors / training partners and oversee daily/weekly activities
- Coordinate logistics for of trainings / IT implementation
- Design, test and track M&E indicators for the different training modules / IT implementation
- Prepare periodic reports for the MOA / Donors
- Manage budget for training and ensure that agencies are delivering according to schedule.

Program Assistant

- Provides administrative and secretarial support to the PMT
- Provide logistical support for training agencies to conduct trainings (e.g. organize venue, refreshments for participants, transport for participants, etc.)
Assist PM in preparing reports, memos, training schedules and announcements, etc.

ANNEX VIII: BUDGET

1. IT Infrastructure and Computer Training (Month 5–Month 18)

ESTIMATED COSTS (Centralized Implementation)					
	Administration	Planning	T. Affairs	Extension	
Departments Targeted	X	X	X	X	
Number of people who will receive trainings in each department	25	26	14	26	
Hardware					
Item No.		Units	Cost/Unit		Total Cost
1	Web Server	1	\$ 18,450		\$ 18,450.18
2	Application Server	1	\$ 12,300		\$ 12,300.12
3	Database Server	1	\$ 12,300		\$ 12,300.12
4	Network Devices including Switches, Firewalls , Routers, Hubs etc.		\$ 6,600		\$ 6,600.00
5	Communication cables for LANS		\$ 660		\$ 660.00
6	Workstations (1GB of DDR memory, 200 GB of HD memory)	30	\$ 1,450.00		\$ 43,500.00
7	Printers	6	\$ 400.00		\$ 2,400.00
8	UPS	30	\$ 210.00		\$ 6,300.00
9	Peripherals (voltage regulators, scanners)		\$ 7,380		\$ 7,380.07
10	Equipment installation (servers + computers)	33	\$5 per workstation	\$50 per server	\$ 300.00
	Total Hardware Cost				\$ 110,190.50
Software					
Item No.		Units	Cost/Unit		Total Cost
1	Application Software	1	\$ 1,500		\$ 1,500.00
2	Application Sever License (Window 2000 Server	1	\$ 369		\$ 369.00
3	Database Software - (e.g SQL Server)	1	\$ 369		\$ 369.00
4	Antivirus Kit	1	\$ 950		\$ 950.00
	Total Software Cost				\$ 3,188.01
Workshop Logistics					
Item No.		Units*Participants	Cost/Unit	Months	Total Cost
1	Venue rental fee (if it cannot be hosted by the MOA)	1	\$ 1,500	12	\$ 18,000.00
2	Video Projector	1	\$ 1,450		\$ 1,450.00
3	Flip chart, markers, other supplies for the workshop	1	\$ 50	12	\$ 600.00
	Total Workshop Logistics Cost				\$ 20,050.00
Operational Costs					
Item No.		Units	Cost/Unit	Months	Total Cost
1	Consultants/trainers who provided the training - costs (NIMAC)	1	\$ 1,384	14	\$ 19,369.14

Annexes- Capacity Needs Assessment and Core Capacity Building Package for the Ministry of Agriculture

2	AMC for hardware	10%	\$ 11,019		\$ 11,019.05
3	Insurance of Hardware	2%	\$ 2,204		\$ 2,203.81
4	Software License	10%	\$ 319		\$ 318.80
5	Other Expenses (other supplies, power, etc.)	2%	\$ 2,204		\$ 2,203.81
	Total Operational Cost				\$ 35,114.61
Technical Support					
Item No.		Units	Cost/Unit	Months	Total Cost
1	Software Customization and maintenance	1	\$ 24,600		\$ 24,600.25
	Costs Include : project management, integration, modifications				
	Report writing, travel & expenses etc.				
2	Resource Cost (System Administrator / Tech. Support team)	1	\$ 1,445	12	\$ 17,334.00
	Total Technical Support Cost				\$ 41,934.25
Disaster Back-up					
Item No.		Units	Cost/Unit	Months	Total Cost
1	Database Server	1	\$ 12,300		\$ 12,300.12
2	Database Software	1	\$ 369		\$ 369.00
3	Firewall	1	\$ 950		\$ 950.00
4	UPS	1	\$ 210		\$ 210.00
5	Installation of equipment	1	\$ 100.00		\$ 100.00
	Total Disaster Back-up Cost				\$ 13,829.13
Total estimated costs					\$ 224,306.50

2. Management Training (Month 5–Month 9)

ESTIMATED COSTS (Centralized Implementation)					
		Administration	Planning	T. Affairs	Extension
	Departments Targeted	X	X	X	X
	Number of people who will receive trainings in each department	14	10	11	22
Workshop Logistics					
Item No.		Units*Participants	Cost/Unit	Months/Days	Total Cost
1	Venue rental fee (if it cannot be hosted by the MOA)	1	\$ 1,500	4	\$ 6,000.00
2	Per diem for the Extension Workers who will stay in Monrovia for the training module (Room and board)	22	\$ 50	15 days	\$ 16,500.00
3	Transportation cost for Extension Workers (to and from Monrovia)	22	\$ 50		\$ 1,100.00
4	Flip chart and markers for the workshop (months)	1	\$ 50	4	\$ 200.00
	Total Workshop Logistics Cost				\$ 23,800.00
Operational Costs					
Item No.		Units	Cost/Unit	Months	Total Cost
1	Consultants/trainers who provided the training - costs	2	\$ 4,800	4	\$ 38,400.00
2	Other Expenses (other supplies, power)	2%	\$ 476		\$ 476.00
	Total Operational Cost				\$ 38,876.00
	Total estimated costs				\$ 62,676.00

3. Statistics Training (Month 9–Month 11)

ESTIMATED COSTS (Centralized Implementation)					
		Administration	Planning	T. Affairs	Extension
	Departments Targeted	-	X	-	-
	Number of people who will receive trainings in each department	0	10	0	0
Hardware					
Item No.		Units	Cost/Unit		Total Cost
1	Database Server (installation included)	1	\$ 12,300		\$ 12,300.12
	Total Hardware Cost				\$ 12,300.12
Software					
Item No.		Units	Cost/Unit		Total Cost
1	Database Software - (e.g. SQL Server)	1	\$ 369		\$ 369.00
	Total Software Cost				\$ 369.00
Workshop Logistics					
Item No.		Units*Participants	Cost/Unit	Months	Total Cost
1	Venue rental fee (if it cannot be hosted by the MOA)	1	\$ 1,500	3	\$ 4,500.00
2	Video Projector	1	\$ 1,450		\$ 1,450.00
3	Flip chart, markers, other supplies for the workshop	1	\$ 50	3	\$ 150.00
	Total Workshop Logistics Cost				\$ 6,100.00
Operational Costs					
Item No.		Units	Cost/Unit	Months	Total Cost
1	Consultants/trainers who provided the training - costs	1	\$ 1,679.92	3	\$ 5,039.76
2	Insurance of Hardware	2%	\$ 246		\$ 4.92
3	Software License	10%	\$ 37		\$ 3.69
4	Other Expenses (other supplies, power)	2%	\$ 246		\$ 4.92
	Total Operational Cost				\$ 5,053.29
	Total estimated costs				\$ 23,822.42

4. Technical Training (Month 9–Month 21)

ESTIMATED COSTS (Decentralized Implementation)					
		Administration	Planning	T. Affairs	Extension
	Departments Targeted	-	-	X	X
	Number of people who will receive trainings in each department	0	0	22	35
Workshop Logistics					
Item No.		Units*Participants	Cost/Unit	Months	Total Cost
1	Venue rental fee (if it cannot be hosted by the MOA)	1	\$1,500	3	\$ 4,500.00
2	Video Projector	1	\$ 1,450		\$ 1,450.00
3	Flip chart, markers, other supplies for the workshop	1	\$ 50	3	\$ 150.00
	Total Workshop Logistics Cost				\$ 6,100.00
Operational Costs					
Item No.		Units	Cost/Unit	Months	Total Cost
1	Consultants/trainers who provide the training in Monrovia	2	\$ 1,445	4	\$ 11,556.00
2	Consultants/trainers who provide the training at the county level	8	\$ 1,445	7	\$ 80,892.00
3	Per diem for trainers who will stay in the counties for providing the training (Room and board)	8	\$ 25	210 days	\$ 42,000.00
4	Transportation cost for trainers (form Monrovia and between the counties)	16 weekend rides	\$ 100	7	\$ 11,200.00
5	Other Expenses (other supplies, fuel for the generator)	2%	\$ 122		\$ 2.44
6	Motorcycles	15	\$ 3,000		\$ 45,000.00
	Total Operational Cost				\$ 190,650.44
	Total estimated costs				\$ 96,750.44

5. Human Resources Training (Month 8–Month 9)

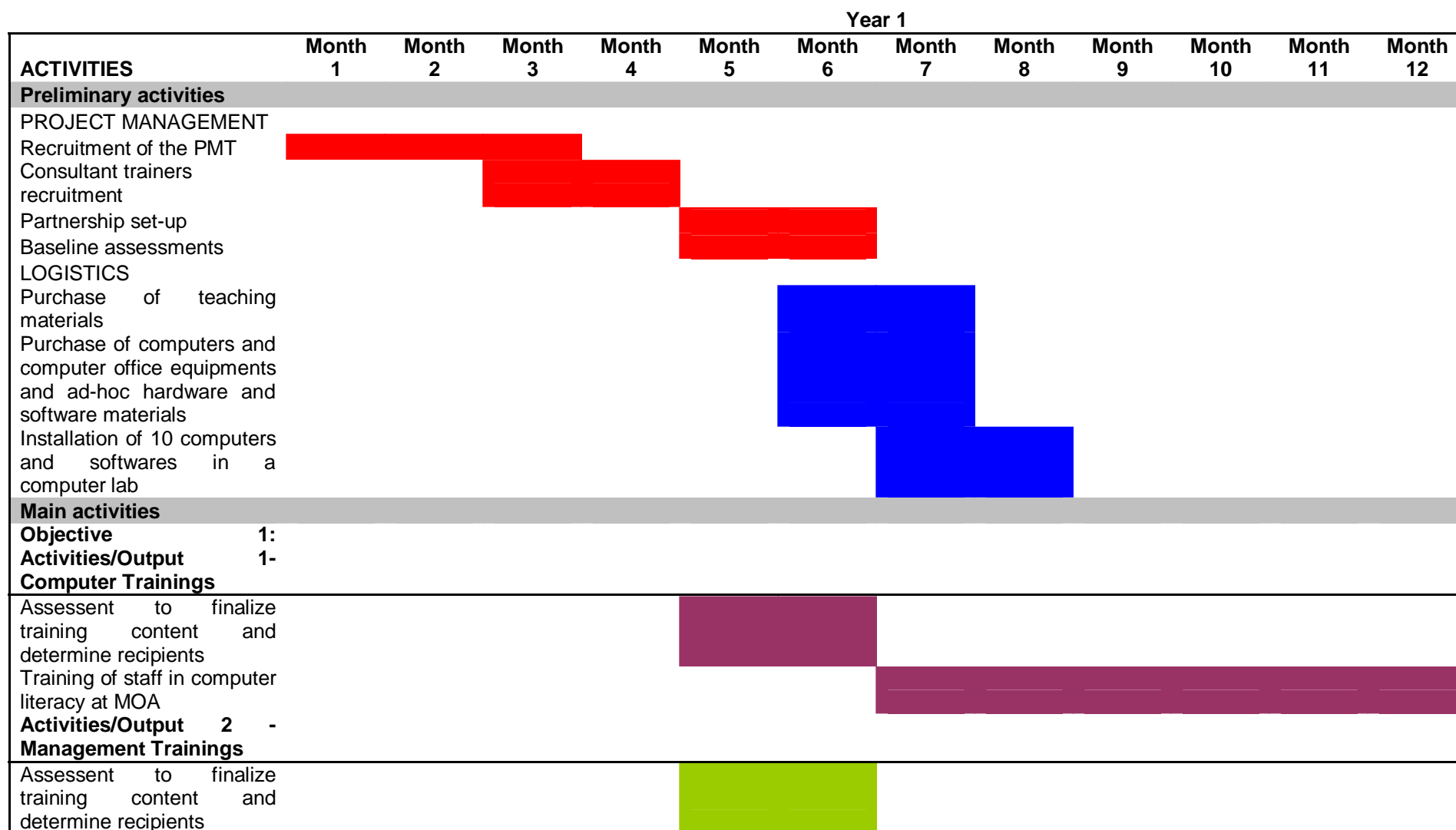
ESTIMATED COSTS (Centralized Implementation)					
		Administration	Planning	T. Affairs	Extension
	Departments Targeted	X	-	-	-
	Number of people who will receive trainings in each department	3	0	0	0
Software					
Item No.		Units	Cost/Unit		Total Cost
1	Human resources management package*	1	500		\$ 500.00
	Total Software Cost				\$ 500.00
Workshop Logistics					
Item No.		Units*Participants	Cost/Unit	Months	Total Cost
1	Venue rental fee (if it cannot be hosted by the MOA)	1	\$ 1,500	2	\$ 3,000.00
2	Video Projector	1	\$ 1,450		\$ 1,450.00
3	Flip chart, markers, other supplies for the workshop	1	\$ 50	2	\$ 100.00
	Total Workshop Logistics Cost				\$ 4,550.00
Operational Costs					
Item No.		Units	Cost/Unit	Months	Total Cost
1	Fee for Consultants/trainers	1	\$ 4,800	3	\$ 14,400.00
2	Software License for HRM package	10%	\$ 50		\$ 5.00
3	Other Expenses (other supplies, generator rentals, etc.)	2%	\$ 91		\$ 1.82
	Total Operational Cost				\$ 14,406.82
	Total estimated costs				\$ 19,456.82

6. Project Management Team (Month 1–Month 24)

ESTIMATED COSTS (Centralized Implementation)					
		Administration	Planning	T. Affairs	Extension
	Departments that are beneficiaries of this objective	X	-	-	-
	Number of people who will receive training on each department	25	26	28	39
Operational Costs					
Item No.		Units	Cost/Unit	Months	Total Cost
1	Project Coordinator (PC)	1	\$ 4,800	24	\$ 115,200.00
2	Project Manager (PM) salary (includes living allowance, per diem, etc.)	1	\$ 1,445	24	\$ 34,668.00
3	Project Assistant (PA)	1	\$ 878	24	\$ 21,081.36
4	Laptop for PM or PC	3	\$ 1,650		\$ 4,950.00
5	Other office supplies (stationery, etc.)	1	\$ 30	24	\$ 720.00
6	Other Expenses (transportation if needed, others)	1	\$ 200	24	\$ 4,800.00
7	External consultant to conduct the evaluation at the end of the project	1	\$ 1,445	6	\$ 8,667.00
	Total Operational Cost				\$ 190,086.36

TOTAL BUDGET: \$717,098.53

ANNEX IX: WORKPLAN AND TIMELINE (YEAR 1)



Coordinating training with travel of CAC from county to Monrovia Delivery of management courses by LIPA Activities/Output 3 - Statistical Trainings				
Assessment to finalize training content and determine recipients Delivery of statistical courses at MOA Activities/Output 4 - Agriculture Trainings				
Assessment to finalize training content and determine recipients Delivery of agricultural trainings at MOA In-county training of agriculture extension officers Activities/Output 5 - Human Resources Management Trainings				
Assessment to finalize training content and determine recipients Facilitation of trainings in human resources management Objective 2: Activities				
Purchase of motorcycles Distribution of motorcycles Design and establishment of Management Information System				
Other activities Monitoring Evaluation				

WORKPLAN AND TIMELINE (YEAR 2)

	Year 2											
ACTIVITIES	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
Preliminary activities												
PROJECT MANAGEMENT												
Recruitment of the PMT												
Consultant trainers recruitment												
Partnership set-up												
Baseline assessments												
LOGISTICS												
Purchase of teaching materials												
Purchase of computers and computer office equipments and ad-hoc hardware and software materials												
Installation of 10 computers and softwares in a computer lab												
Main activities												
Objective	1:											
Activities/Output	1-											
Computer Trainings												
Assessment to finalize training content and determine recipients												
Training of staff in computer literacy at MOA												
Activities/Output	2 -											
Management Trainings												
Assessment to finalize												

<p>training content and determine recipients Coordinating training with travel of CAC from county to Monrovia Delivery of management courses by LIPA</p> <p>Activities/Output 3 - Statistical Trainings</p>
<p>Assessment to finalize training content and determine recipients Delivery of statistical courses at MOA</p> <p>Activities/Output 4 - Agriculture Trainings</p>
<p>Assessment to finalize training content and determine recipients Delivery of agricultural trainings at MOA In-county training of agriculture extension officers</p> <p>Activities/Output 5 - Human Resources Management Trainings</p>
<p>Assessment to finalize training content and determine recipients Facilitation of trainings in human resources management</p> <p>Objective 2: Activities</p>
<p>Purchase of motorcycles Distribution of motorcycles Design and establishment</p>

of Management Information System	
Other activities	
Monitoring	
Evaluation	