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FOOD AND ENTERPRISE DEVELOPMENT PROGRAM FOR LIBERIA (FED)

MONTHLY REPORT: JUNE 2012



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FOOD AND ENTERPRISE DEVELOPMENT (FED) PROGRAM FOR LIBERIA

MONTHLY REPORT: JUNE 1-30, 2012

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COVER PHOTO: Women preparing plots for the transplanting of vegetables from nurseries in Doumpa Community, Nimba County.

DISCLAIMER

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

ACRONYMS

BEI	Boimah Engineering Inc.
BWI	Booker T. Washington Institute
CARI	Central Agricultural Research Institute
CCN	Cooperating Country National
CDA	Capacity Development Advisor
COP	Chief of Party
FAO	Food and Agriculture Organization
FB	Farm Builders
GPS	Global Positioning System
ICT	Information and Communication Technology
IFC	International Finance Corporation
IITA	International Institute for Tropical Agriculture
IRRI	International Rice Research Institute
ISFM	Integrated Soil Fertility Management
LTTA	Long Term Technical Assistant
MDF	Market Development Fund
MOA	Ministry of Agriculture
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
ODAFARA	Organization for the Development of Agriculture and Farmers' Related Association, Inc.
PLAY	Participating in the Livelihood of African Youth
PUA	Peri Urban Agriculture
RFP	Request for Proposal
SMEs	Small Medium Enterprises
STTA	Short Term Technical Assistant
UL	University of Liberia
USAID	United States Agency for International Development
VES	Vocational Education Specialist
WFP	World Food Program

Table of Contents

ACRONYMS	2
SUMMARY	5
COMPONENT ONE: INCREASED AGRICULTURAL PRODUCTIVITY	7
Task 1.3 Input Supply System Interventions	7
<i>Activity 1.3a: Improving Access to quality agro-inputs</i>	<i>7</i>
<i>Activity 1.3b: Testing and Introduction of new technologies</i>	<i>7</i>
Task 1.5 Increased Productions and Profitability of Quality Rice	9
Task 1.6 Increased Productions and Profitability of Quality Cassava	9
Task 1.7 Peri-urban Vegetable Production	10
DOUMPA COMMUNITY PROJECT	12
Task: 1.8 Goat Interventions.....	14
<i>Activities undertaken during the month.....</i>	<i>15</i>
COMPONENT TWO: STIMULATE PRIVATE ENTERPRISE.....	17
<i>Activity 2.3.A.ii.e – Targeted Technical Support</i>	<i>17</i>
<i>Activity 2.3.A.ii.a – Profile and Select Lead Producers, FBOs, Enterprises</i>	<i>18</i>
COMPONENT THREE: BUILD LOCAL HUMAN CAPACITY.....	22
Task 3.1 Creating Centers of Excellence.....	22
TRAINING CONDUCTED.....	24
MONITORING AND EVALUATION	25
Table 1: FED Activities for June 2012	25
ENVIRONMENTAL COMPLIANCE.....	27
MARKET DEVELOPMENT FUND	28
FED Activity Table – APPROVED and LIVE ACTIVITIES	28
PROJECT MANAGEMENT AND ADMINISTRATION	31
Administration and Logistics.....	31
ONE CAMPAIGN.....	32
FED STTAs and LTTAs Tracking Table.....	34
FED STTAs/LTTA June 2012.....	34
ANNEX I: Materials from Business Skills Training- Making an Operation and Production Plan.....	36

SUMMARY

June 2012 was a busy month for the FED team, with accomplishments made in the areas of training and the implementation of activities in various project components.

Trains during the Month of June 2012 include the following:

- There was a weekly training at 13 lowland rice demonstration sites in Bond County (213 participants from 8 groups), Nimba County (240 participants from 9 groups), Grand Bassa County (106 participants from 4 groups) and Lofa County (213 participants from 8 groups) with field lay out been completed;
- Three days Business Skills Training Seminar for Liberian Farmer Associations was held in Grand Bassa and Nimba Counties. Both counties had the total of 31 participants. Buchanan, Grand Bassa County had the total of 14 females and 17 males while Ganta, Nimba County had 16 females and 15 males;
- There were also Tube Well trainings conducted in Ganta, Nimba County (1 Supervisor, 5 workers) from Standard Garage and Gbarnga, Bong County (1 Supervisor, 6 workers) from SMART Garage.
- Teachers training workshop brought together 10 teachers from the Booker T. Washington Institute (2 females and 8 males), 42 teachers from Nimba County Community College (9 females and 33 males).

There was a one day MDF training on June 25, 2012 for FED staffs. The training provided an overview of MDF operations, TAMIS, and procurement. This training was facilitated by STTAs Gwen Appel, MDF operations specialist and Jessica Stretz, Portfolio Manager.

A soil testing training for FED and MoA staff is scheduled for July 10-14, 2012.

Matt Curtis, a soil specialist, STTA, worked with a private soil lab partner to arrange soil testing training and to monitor chemical procurement; a soil testing training for FED and MoA staff is scheduled for July 10-14, 2012 and there was a day MDF training on June 25, 2012 for FED staff. The training provided an overview of MDF, TAMIS, and procurement. The training was facilitated by STTAs Gwen Appel, MDF Operations Specialist and Jessica Stretz, Portfolio Manager.

Twenty cassava farmer groups has be selected in Bong, Nimba, Lofa and Grand Bassa county for demonstration of improved planting and improved cassava variety. Twenty-two lead farmers from the farmers associations will attend a training on improved cassava production in Bong Mine, Bong county. These farmers are to return to their associations and train other farmers in close collaboration with the FED extension staff. The training will include Cuttings preparation and handling, nursery preparation for multiplication and mini-setting, nursery management, layout for field planting, soil preparation and field planting.

Doumpa Community Project: Transplanting of lowland rice began on June 21 - 25, 2012; eight of the fifty-six (56) plots have been transplanted with Nerica L19. Transplanting of remaining plots continues. Special mobilization has been launched to speed up the transplanting and by July 11 we hope the entire field will be transplanted.

USAID Liberia's Food and Enterprise Development (FED) Program is being implemented to achieve the following component objectives:

- Component-1: Increase agricultural productivity and profitability, and improve human nutrition;
- Component-2: Stimulate private enterprise growth and investment; and
- Component-3: Build local technical and managerial human resources to sustain and expand the accomplishments achieved under objectives one and two.

COMPONENT ONE: INCREASED AGRICULTURAL PRODUCTIVITY

Task 1.3 Input Supply System Interventions

During the month of June 2012 we continued with the identification of farmers' groups and associations in Bong, Nimba, Lofa and Grand Bassa County. These sites for FED activities include demonstrations on integrated soil fertility management (ISFM) and urea deep placement (UDP). District #2 and District #3 of Grand Bassa County are high cassava production area and farmers' groups in these 2 Districts have been proposed for FED interventions. In Bong, Kokoyah and Jerkollie Districts were selected. In Nimba, Mah District and Zoe Geh District were selected. Selection is ongoing in Lofa.

Activity 1.3a: Improving Access to quality agro-inputs

Before the selection commenced, FED held a meeting with the farmers to:

- i. Meet with farmers' groups in selected communities and discuss cassava production improvement actions;
- ii. To meet with the CAC and analyze the possibility for collaboration with FED with respect to the diffusion of cassava production improvement options; and
- iii. To identify cooperative societies and analyze options for improving access to farm inputs at the community level.

Major findings

- i. Almost all cooperatives identified have many assets donated by WFP and FAO through the Ministry of Agriculture;
- ii. The assets are not being used to their full potential and capacity. The warehouses built are chronically empty and marketing of farmers' products only takes place at harvest time;
- iii. In Nimba 3 demonstration sites were selected for UDP demonstrations, and 6 sites were selected for ISFM demonstrations. In Bong, 6 sites were identified for ISFM demonstrations and 3 sites for UDP demonstrations. In Grand Bassa, 6 sites were identified for ISFM demonstrations and 1 site for UDP demonstration.

Activity 1.3b: Testing and Introduction of new technologies

Major Conclusions

UDP and ISFM demonstrations will be carried out in Grand Bassa, Bong, Nimba and Lofa for improved rice and cassava production. Input supply will be organized with 4 selected cooperatives in the four counties.

Cooperatives will be involved in capacity building activities for input supply, rice and cassava processing and marketing for their members and the community members.



Picture 1 & 2: The cassava mosaic virus disease on cassava leaves is an issue of concern, June 2012



Picture 3 & 4: Improved methods for growing cassava and a rice production demonstration site, June 2012



Picture 5, 6 & 7: Assets of the Dokodan farmers' cooperative, a good business plan will ensure efficient use, June 2012

Task 1.5 Increased Productions and Profitability of Quality Rice

The month of June has been devoted to the start-up of farmer training in improved lowland and upland rice production. This has been divided into four tasks:

- Expatriate Rice Specialist recruitment
- Signing of MOUs with lowland and upland rice producer groups
- Start-up of the improved rice production training program
- Continuing identification of appropriate production and processing equipment

Staff Recruitment

An expatriate Rice Specialist was identified in May and agreed to the proposed terms of employment. His candidacy has since been communicated to USAID.

MOU Signings by the Rice Producer Groups

Twenty-six rice producer groups – signed MOUs in preparation for the rice production training that started during the month of June. This includes twenty –two lowland groups and four upland groups.

Start-Up of Improved Rice Production Training

Training of project and MOA extension agents and farmers in improved rice production practices started in early June. The training program consists of the following: field preparation; proper layout for water management; seed and other input selection; compost production; planting and transplanting; water management; fertilizer and other input application; pest and disease management; weeding; harvesting; and, post-harvest storage and processing.

Preliminary Identification of Rice Production and Processing Equipment

A short list of power tillers and rice hullers to address current labor constraints have continued to be compiled and suppliers contacted for pro forma invoices. Two manufacturers in the Philippines of the IRRI hydro tiller have been contacted. One has responded and promised to provide a pro forma invoice inclusive of the shipping costs.

Given its low cost, light weight, fuel efficiency, and ease with which it could be manufactured in Liberia, the impact rice huller would seem to be an ideal fit for the Liberian market. However, because it does not polish the grains, it will be important to determine through market testing whether this technology is capable of delivering a product acceptable to the Liberian consumer.

Task 1.6 Increased Productions and Profitability of Quality Cassava

In addition to the planning and preparation of production-related training of lead farmers, cassava-related activities undertaken in June included:

- Planning for STTA to introduce low-cost cassava mills and graters

Introduction of Cassava Mills and Graters

Eric Nzokou will also spearhead the introduction of a cassava mill which eliminates the coarse cordon that run down the center of the cassava tuber, yielding a higher quality, more digestible flour. As in the case of the vegetable dryer component of his consultancy, this intervention is planned for August.

The IITA mobile grater identified was identified recently. It has low cost and capacity to cover a number of population centers to increase significantly its potential for profitability. Efforts have been made to contact IITA in Nigeria but so far have not been successful.

Task 1.7 Peri-urban Vegetable Production

Weekly training at the 13 demonstration sites continues with field layout been completed. Basal application of NPK (15:15:15) was applied to the 13 sites and transplanting of seedlings to the field is ongoing.

Carl Motsenbocker, a Horticultural Specialist from LSU, has been working with the Peri Urban team for the last 17 days to recommend two vegetables for dry season production. He visited the vegetables sites and is carrying out a mini survey on determining vegetable preference of farmers, area of land cultivated with vegetables, and total quantity harvest. A presentation on his finding will be held on the 29th of June 2012 at the FED office.

Transplanting and direct planting of vegetables is ongoing at the FED demonstration plot in Kakata. Vegetable being transplanted include eggplant, cayenne pepper, sweet potatoes, okra, and water melons. Others include cassava, moringa, and cassia siebenna. Dry season crops harvested include onions (white) – 6kgs, onions (red) – 5kgs, pepper – 43kgs. Vegetables harvested were distributed to Rennie hospital, BWI, and My Brother's Keeper Orphanage.

Increased Production and Profitability of Vegetables

In addition to the Peri-Urban Agriculture activities reported, vegetable-related activities undertaken in June included the following:

- Training of two local artisan workshops in tube well installation
- Planning for STTA to introduce the low-cost forced-air dryer technology
- Preparation for the expanded commercialization of vegetable seedlings
- Preliminary planning for the 2012-2013 dry season



Picture 8: Field lay out at Yarnquellah demonstration plot in Margibi

Tube Well Installation Training

Omar Abdou, the tube well trainer from Niger, trained the FED Manufacturer Trainer Dennis Wilson and a total of thirteen workers in two workshops – Standard Garage in Ganta and SMART Garage in Gbarnga. Following Mr. Abdou's departure on June 29, Mr. Wilson will complete the training and in the process installing two more wells with each of the workshops. With the workshops taking the lead, a promotional campaign will be conducted at the start of the dry season in September/October and at other critical moments during the gardening season (e.g., December/February).



Picture 9: Demonstration of Tube Well Drilling

Forced-Air Dryer Introduction

At the end of June, planning began in earnest to introduce the forced-air dryer. One version uses propane and the other biomass as a fuel for heating. The propane-fueled model is likely to find a high level of acceptance in urban centers, while the biomass-fueled model should realize good acceptance in rural

areas. Start-up of this effort is tentatively scheduled for on/about August 10, 2012, when Eric Nzokou will travel to Liberia from his residence in Cameroon.

Expanded Commercialization of Vegetable Seedlings

In June M&E developed a questionnaire to be administered to active vegetable seedling producers. The results of this survey of thirty seedling producers will help to select seedling production trainees and to structure the program for upgrading their skills. This program is scheduled to start in mid-August, when approximately 20 seedling producers will be trained in the six project counties and supported in their efforts to expand vegetable seedling production and commercialization. During the 2012-2013 dry seasons, it is anticipated that these nurseries will produce and sell between 20,000 and 40,000 seedlings, benefiting 200 to 400 vegetable growers.

Preliminary planning for the 2012-2013 dry seasons

Meetings were organized to begin planning for the 2012-2013 dry season. Points addressed included:

- Expansion of the Peri-Urban Agriculture program to include Bong, Lofa, Nimba, and Grand Bassa counties;
- Addition of new groups and further strengthening of previous groups in Montserrado and Margibi counties;
- Expansion of the PUA program to include erosion control, soil amendments, IPM, and selective use of pesticides according to the PERSUAP;
- Raising awareness amongst trainees about improved irrigation and processing technologies;
- Increased involvement of local organizations (e.g., Human Development Foundation) in the development of the vegetable value chain.

Outcome(s):

- 323 farmers trained in field layout, fertilizer application, and transplanting of seedlings to the field;
- Kakata demonstration plot laid out for vegetable demonstration; and
- Two vegetable crops recommended for the Peri Urban dry season vegetable production.

Outstanding activities:

- Completion of transplanting of vegetable seedling at the 13 demonstration sites;
- Vertiver expansion;
- IPM (Integrated Pest Management) training.

DOUMPA COMMUNITY PROJECT

Transplanting of lowland rice began on June 21 - 25, 2012, of which 8 of the 56 plots have been transplanted with Nerica L19. Puddling and transplanting of remaining plots continues. Special mobilization has been launched to speed up the transplanting and by July 11 we hope the entire field will be transplanted.

Question 2 answer:

Status of upland vegetable process:

The entire 1 hectare field is now planted with various crops (7 crops) both direct and indirect planting, the crops planted in rank of space are:

- Cabbage
- Hot pepper
- Eggplant
- Tomato
- Batter ball
- Cucumber
- Macro Cabon

The crops are mainly 3 month's duration; harvest of these crops is expected in September 2012. Maintenance of the entire field is ongoing.



Picture 10: Nerica L-19 rice ready for transplant, Doumpa



Picture 11: Power Tiller preparing lots for rice transplanting, Doumpa



Picture 12: Female farmers inspect vegetables just transplanted, Doumpa

Task: 1.8 Goat Interventions

Following the completion of the Goat Sector Value Chain Upgrading consultancy the following Goat Sector Strategy has been finalized to address perceived gaps.

The Strategy is designed to provide strategic support aimed at increasing production/survival rates of both indigenous sheep & goat herds together with animals provided under restocking efforts through improved management practices in conjunction with access to animal health services & inputs; veterinary pharmaceuticals, nutritional supplements, etc, increasing productivity and reducing mortality rates while strengthening the national MOA capacity for animal disease vaccination (PPR) and national disease surveillance. Planned interventions for FED under this strategy include:

1. Pilot Private Sector Neighborhood Swapping/Pass-on Scheme of indigenous goats to be executed through selected “Lead” Farmers in FED target counties. This would include both the identification of recipient Lead Farmers as well as associated training of trainers within the Lead Farmers programs for extension services to be provided to participating farmers in the pass-on scheme.
2. Expansion of the current successes under the Samaritan’s Purse Community Pass-on Scheme started in 2005 and continuing for the next few years. Under FED funding current program would be extended/expanded to two other Districts in Lofa County. Train/extension of their successful methodology to Private Sector operators willing and capable in other Districts and counties where possible.
3. Promote Veterinary Pharmaceutical outlets in the rural areas in both Nimba and Lofa Counties. This could be done in partnership with Wienco Inc. and/or MIAGO inc. input supply outlets currently targeting the Cocoa Sector and others. The Liberian concessionaire hired to manage the new Wienco Inc. input supply outlets targeting Cocoa Sector is experienced in Veterinary Pharmaceutical supplies and is the owner of the currently sole outlet store in Liberia handling Pharmaceuticals. In addition, a second input provider, MIAGO will also be reviewed as possible input supplier.
4. Train Veterinary Pharmacists to staff the Veterinary Pharmaceutical outlets created above to advise producers on appropriate drugs, etc. There is a Pharmacist degree program at the University of Liberia now which could be extended to include Animal Veterinary Pharmaceuticals.
5. Provide additional equipment and repair current equipment of the MOA National Veterinary Diagnostic laboratory (Fendell, University of Liberia) in order to make it fully functional in national disease surveillance as well as the handling and disposal of potentially human transmittable disease materials i.e. TB, etc.
6. Training of staff of the MOA Veterinary Diagnostic laboratory National laboratory in the use and maintenance of both current and new equip is provided above.

7. Address long term recurrent cost issues of the MOA Veterinary Diagnostic National laboratory by assessing the cost effectiveness of solar power option in place of current diesel generator power system.
8. Assist MOA with effective completion of the National PPR vaccination campaigns at the County level (Lofa and Nimba Counties). Significant EU/AU/IBAR provided vaccines remain unused due to closure of program. (Gasoline, cold chain items, and existing vehicle/motor bike repairs required) Joseph Anderson, Trans-boundary Animal Disease Coordinator, MOA is putting together list of needs.
9. Promote private veterinary services delivery and public-private partnerships in service delivery where possible.
10. There is a need for a National Livestock Policy outlining a distinct national strategy for support to the livestock sector in Liberia. Such a policy would provide basic guidance on MOA county and district level support services as well as the import/export of livestock, livestock products, and livestock production support requirements including veterinary related services, materials, pharmaceuticals, etc. A draft preliminary National Livestock Policy addressing the above needs will be an output of the FED program.
11. The draft National Livestock Policy will be the subject of a regional conference organized by the MOA with FED support aimed at providing feedback of both animal health and animal production participants in Liberia and the region. The purposes of the conference will be not only to review the draft Liberia Policy but to establish a network forum for livestock producers and traders in the region to focusing on constraints/opportunities for expansion of livestock production and trade.

Activities undertaken during the month

Outcome(s): by priority;

1. Completion of the 2012 National PPR vaccination campaign has been designated as a top priority for implementation with the MOA and partner NGOs. Initial meeting/discussion outlining most appropriate divisions of labor among the players; MOA, NGOs, FED, and Land O'Lakes, are in progress with a target date of beginning the campaign in first week of July. The Campaign will focus on all sheep/goats in the target counties of Nimba & Lofa. Although the total number of sheep/goats in these counties is not known, the number of sheep/goat under the current BRAC assisted program is 30,000 actual while the number under the current SP program is 1,200. Using the known animal numbers alone, the food security of an estimated 15,000 families raising sheep/goats will be affected by the PPR vaccination campaign. These PPR vaccinations could likely reduce overall sheep/goat annual mortalities rates from 50% to 10% resulting in an estimated annual herd increase of some 30,000 animals par year in these two counties.

2. FED has completed the TOR for solicitations of interest and qualifications for the identification of “Lead Farmers” to participate in the neighborhood goat pass-on schemes. Solicitations are in process initially in Nimba and Lofa Counties where most goats are found in Liberia. Initial identification of the first Private Farmer Candidate (Lead Farmer) in Nimba County is in final stages of negotiation for MDF funding. Approximately 600 goats per year are planned to be distributed from the expansion of this Lead Farmer’s herd. Two goats will be distributed per family in surrounding community resulting in a total of 300 families, having lost their animals in the war, being restocked with indigenous goats. With envisioned training and improved management practices to be extended under the program, these 300 families will potentially produce some 1,200 goats for the local market per year.
3. FED has completed TOR with Samaritan’s Purse (SP) outlining the role of SP and FED in the joint efforts of extension of current SP Goat Pass-on Scheme and providing support to the Private Sector (Lead Farmer) goat pass-on schemes. Expansion of the SP Goat Pass-on Scheme will result in 100 families/year (400 over 4 years) receiving 2 nanny goats/family/year resulting in 200 goats/year distributed to families who have lost their animals in the war. With improved management practices including animal health training/interventions, this will result in a potential production of approx. 800 goats/year for the local market.
4. Initial contacts/discussions have begun with an experienced Liberian Private veterinary pharmaceutical dealer regarding expansion of availability of vet pharmaceuticals in rural production areas. Standard list of pharmaceuticals is being compiled for the drafting of request to USAID for the purchase of veterinary pharmaceuticals.

COMPONENT TWO: STIMULATE PRIVATE ENTERPRISE

Activity 2.3.A.ii.e – Targeted Technical Support

Details on the Business Management Skills training for SMEs in Monrovia and two seminars for producer/farmers groups in Buchanan city, Grand Bassa and Ganta city, Nimba County.

1.0 Introduction/Background:

As Liberia works to redevelop its agricultural economy, the lack of access to both basic and advanced education and training makes enterprise development more challenging and more complex than in other countries.

Currently, SMEs do not create business plans. They are usually formally written when managers need to raise capital or apply for business licenses. In addition, companies are often too optimistic when writing the market analysis and marketing plan sections. This hampers their ability to plan and prepare for contingencies. SMEs present financial section that has been prepared subjectively with assumptions that are often not consistent with reality.

Additionally, farmers are skilled in producing various crops, but lack the necessary business skills to transform their produce into profitable commercial enterprises. They do not have a business/ marketing plans and have little or no idea on how to control costs or the source of financing. They rely heavily on subsidies from the government and donor agencies, and are also hampered by their low literacy levels.

Unlike the SMEs in Monrovia who have much stronger knowledge and skills because of their educational backgrounds, the farmers have little or no entrepreneur skills. As they recognize their shortcomings, they need help in overcoming their areas of weakness.

1.1 General Objective:

To stimulate the Agriculture sector thereby developing farmers into Entrepreneurs making Agriculture a big business in Liberia

1.2 Specific objective for SMEs in Monrovia:

It is expected that participants will be able to do the following things after attending this course.

- Name key considerations when writing a business plan.
- Apply a simple process to write a business plan effectively.
- Coordinate the various company's departments and resources in the process of writing the business plan.
- Present a business plan document

1.3 Specific Objective for farmers/producer groups:

- Enable participants recognize the strong and weak areas in their Entrepreneurial skills
- Learn about the various components in managing a successful agriculture business
- Present an Action Plan to develop and manage a profitable agriculture business

1.4 Methodology:

- Observation / Interaction / Exercise / Action plan
- Presentations using flip charts and projectors
- Handouts on different presentations to literate participants

1.5 Expected outcome for SMEs in Monrovia:

- Name key considerations when writing a business plan.
- Apply a simple process to write a business plan effectively.
- Coordinate the various company's departments and resources in the process of writing the business plan
- Present a business plan document

1.6 Expected outcome for farmers/producer groups:

- Enable participants recognize the strong and weak areas in their Entrepreneurial skills
- Learn about the various components in managing a successful agriculture business
- Present an Action Plan to develop and manage a profitable agriculture business

2.0 Activity/Training details:

The Enterprise Development Team in collaboration with the training consultant, Agatha Johnson, successfully conducted one training seminar with Farmers Association in Grand Bassa and Nimba County on the following dates:

Grand Bassa, June 1, 2012, “Business Skills Training for Liberian Farmers”

Nimba, June 4-8, 2012, “Business Skills Training Seminar for Liberian Farmer Associations;”

This report contained highlights of different sessions in the three seminars including challenges, recommendations and contact details of the different SMEs and farmers Association.



**Picture 13: Business Skills Training Seminar
for Liberian Farmer Associations, Ganta,
Nimba Count**

Activity 2.3.A.ii.a – Profile and Select Lead Producers, FBOs, Enterprises

The team traveled to Nimba and was able to identified, assessed and profile five cooperatives (DOKODAN farmers' cooperative, KPODO farmers' cooperative, M'Boytayee farmers' Cooperative,

Saclepea Zokarkiah cooperative farmer's, Zodoe Multipurpose cooperative) in two districts – Sanniquillie Mahn and Zogeh.

Activity 2.3.A.ii.d-Design Enterprise Development Plan

As part of the preparation for the upcoming Enterprise Development Working/training session, the team has carried out the following activities:

- Identified Participants
- Filled out MDF Activity Form
- Draft Agenda and
- Currently arranging logistics and finalizing dates and agenda to commenced training

Meetings:

1. The Enterprise Development Officer, K. Eric Yeasu attended a two day session at the Monrovia City Hall on the Liberia Leasing Forum (Access to Finance) from June 13-14, 2012. The Forum brought together participants from Liberia, Nigeria, India, United States of America and other parts of the world. The forum among other things, discussed:
 - Creating an environment that will attract leasing companies to Liberia
 - Creating massive awareness on the important of leasing in Liberia
 - Encouraging the financial/ banking institution to own at least sixty percent shares in leasing companies
2. The Enterprise team participated in a two day USAID project (PROSPER Inception Workshop) held at the Mamba point hotel from June 18-19, 2012. The workshop brought together participants from the different USAID project, local and International NGOs and the Government of Liberia. The purpose of the workshop was among other things:
 - Introduce, operationalize and refine appropriate models for community management of forest resources for local self-governance and enterprise development in targeted areas.
 - Expand educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation and environmental compliance.

Enterprise Development Specialist Activities: Melanie Bittle, STTA achieved the following results below:

1. **Enterprise Development Plan Pilot Training:** EDS worked with the ED Monrovia team members and MDF team to develop plan, agenda, and budget for a pilot training utilizing the Enterprise Development Plan model created by Sue Savage. The concept was introduced to the COP and County Managers. The first phase of the pilot training will be held in Nimba County from July 5-6 with 12 farming associations groups who participated in basic business training provide by the Training Specialist STTA (Agatha) from June 4-8.
2. **Development of Enterprise Development Training and Intervention Strategy:** taking into account input and feedback from the ED team, COP, County Managers, and MDF team, the EDS developed a strategy to roll out ED initiatives which includes:
 - Database of stakeholders – the EDS and ED team are working with the M&E team to develop a questionnaire to be used to profile commercial buyers, agro-input dealers, processors, and transportation and logistics companies. The M&E team will hire enumerators to gather initial profile data. Profile data on lead producers (FBOs) will be gathered by C1 and C2 members as they begin working with FBOs. The information will be stored in a database in TAMIS and will be used to generate Rural Enterprise Maps and will be the basis of an Agricultural Business Resource Database. The information will be

used to link stakeholders along the value chain, help identify partners for MDF projects, and track FED interventions with these groups and those information will be updated on an ongoing basis by extension officers, ED Assistants, and the ED team in Monrovia.

- **IQC for Business Training Providers** – IQCs will be issued to identify and select a group of local providers for a variety of business training topics. Four IQCs will be issued: Rural Modules (very basic business concepts, basic financial management and record keeping, EDP, conflict management, organizational development, to include illiterate modules), SME Modules (more advanced concepts on financial management and record keeping, business plan writing, computer training), Village Savings and Loan Association Modules; and Literacy and basic math skills Modules.
 - **Enterprise Development Assistants in the counties** – one ED Assistant will be hired per county to assist in all ED program and implementation activities in the field. The SOW for the position is under development by the EDS and will be shared for feedback from the County Managers and COP.
 - **Training Intervention Strategy** – an initial assessment of a target group or entity (FBO or SME) will be conducted by the ED Assistant and/or the ED Monrovia team to determine training and intervention needs. A tailored intervention plan will be developed with those groups who meet determined criteria. The intent is that FED will train, mentor, and follow up with a group as they develop, with both parties contributing as a requisite to continue the partnership. Those FBOs already receiving agricultural training will take priority over new groups that are not currently involved with FED (per County Manager request.)
 - **SME Development Intervention** – the ED Assistants along with the ED team in Monrovia will use top down and bottom up approaches to identify potential SMEs providing goods and services along the value chain that would benefit from the MDF. Examples of this type of MDF include purchasing equipment to start a new enterprise or expand and existing one that would benefit the agricultural sector. The concept of how these SMEs will be identified is still under development but will most likely include leads from C1 members forums to be held in the counties to introduce FED and accept applications of concepts for businesses, and hiring local NGOs in the counties to identify SMEs that would be good candidates for the MDF project based on a specified criteria. The stakeholder database will be a good resource as well.
3. Met and assessed prospective SME and MDF partners:
 4. The EDS and ED team met with some prospective SME MDF partners listed below. As a follow up, the EDS developed an initial intake form to be used to assess business ideas and generate basic profitability, break-even analysis and cash flows in lieu of a full business plan to get the MDF started. All participants will be asked to attend formal business plan training to fully develop these plans.
 - Green Farm – providing pharmaceuticals for goats in the counties
 - Boima Engineering – private soil testing lab

Others to be approached in July:

- Tarlo Mixed Farms – private goat breeding farm
- Ramsey Bright – cassava processing equipment

5. Field Visit – Bong and Nimba County: the EDS participated in a 3 day trip to Nimba and Bong Counties to:
- Visit 2 functioning cooperatives to assess SME training needs;
 - Visit 4 rice demonstration plots, briefly visit with some groups to assess training needs;
 - Visit 2 SMEs who are working with C1 members to develop new T-wells to assess training needs;
 - Visit with Nimba and Bong County Managers to talk about ED strategy going forward;
 - Meet ACDI-VOCA DCOP and team members and exchange information in order to coordinate future activities.

Cassava intervention

Cassava plays a huge role for average Liberian farmers, especially women who carry the burden of providing alternative food supplement for household food consumption. The availability of improved varieties (Bassa Girl, Butter and Carricass 1, 2, and 3) is some of the main challenges in cassava production activities. Additionally farmers across Liberia have had little or no training in cassava production.

Twenty cassava farmer groups has be selected in Bong, Nimba, Lofa and Grand Bassa county for demonstration of improved planting and improved cassava variety. Twenty-two lead farmers from the farmers associations will attend a training on improved cassava production in Bong Mine, Bong County and later return to their associations and transfer the knowledge to other farmers in close collaboration with the FED extension staff. The training will include Cuttings preparation and handling, nursery preparation for multiplication and mini-setting, nursery management, layout for field planting, soil preparation, soil preparation and field planting.

The key objectives of the FED cassava intervention are as follow:

- Increase farmers capacity to increase the production of cassava in the FED target counties of Bong, Grand Bassa, Nimba and Lofa;
- Expand the network of out grower farmers to produce cuttings in the FED main Counties mentioned above;
- Provide sustainable and profitable cassava farming operations for cassava farmers in the target counties.

COMPONENT THREE: BUILD LOCAL HUMAN CAPACITY

Task 3.1 Creating Centers of Excellence

During the month of June, the Vocational Agricultural Education Specialist worked with the Capacity Development Specialist, Agribusiness Specialist and the Enterprise Development Specialist in coordination with the Ministries of Education and Agriculture to contribute to the development of programs focused on youth development

Dr. Bradley A. Léger, Youth Vocational Education Specialist, STTA from LSU and Albert N. Bass, Vocational Education Specialist, were responsible to carry out the following activities:

- Developing potential youth programs for future farmers and agri-businesses;
- Conducted a two day workshops for Booker T. Washington Institute and Nimba County Community College related to instructional development and delivery;
- Contributed to the assessment and upgrading of curricula at the Booker T. Washington Institute and the four other vocational training centers, with attention paid to women;
- Developed recruitment informational materials that encourage students (especially women) to consider a career in agricultural production and thus enroll in one of the Vocational Centers of Excellence; and
- Explore the formation of an agricultural youth leadership organization for students studying agriculture in the Centers of Excellence.

Albert Bass and Dr. Leger conducted the below meetings:

On June 13, 2012 Mr. Albert Bass and Dr. Legar met with James M. Yarsiah Sr Executive Director and Chairman of the Right and Rice Foundation (RRF). This non-profit NGO deals with Conflict resolutions, promotion of democracy, literacy, numeracy, life skills, and governance. The purpose of this meeting was to see if FED and RRF could collaborate on potential programs involving youth and agriculture. Dr. Bradley A. Leger, Ms. Jessica Stretz and Mr. Albert Bass from FED visited and had meeting with Booker T. Washington Institute (BWI) and Nimba County Community College (NCCC). During the meeting FED, BWI and NCCC concluded that FED should organize a faculty/staff workshop and stakeholder meeting to assess agriculture curriculum.

June 14 to 16, 2012 the Vocational Education Specialist and Youth Vocational Education Specialist held a two day teachers' training workshop for the teachers of BWI and a one day Stakeholders' workshop. There were 10 teachers (8 males and 2 females) that attended the teachers' workshop and 19 (17 males and 2 females) that attended the Stakeholders Meeting at BWI. The following topics were discussed:

- Approaches to Teaching/Teacher as Decision Maker;
- Fundamentals and Types of Planning;

- US Ag Youth Leadership Development model – similarities with Liberia, needs of Liberians youth, youth organizations which currently exist in Liberian schools; and
- Differentiating Instruction for Diverse Learners (included gender issues).

June 18 to 20, the Vocational Education Specialist and Youth Vocational Education Specialist also held a one day Stakeholders' Round Table Meeting and a two day teachers' training workshop at the Nimba County Community College. There were 42 participants (33 males and 9 females) that attended the teachers' workshop and 13 participants (11 males and 2 females) that attended the stakeholders' meeting. The same topics at BWI were covered during the NCCC teachers' Workshop.



Picture 13: Cross section of participants at the BWI and NCCC workshops

Evaluations were provided at the conclusion of the second day of each workshop. The ratings overall, were positive and a number of constructive comments were provided and taken into consideration

Recommendations

Booker T. Washington Institute and Nimba County Community College:

- Keep the two institutions updated on any research from other universities;
- Business and farm management courses should be considered to be added in new curriculum, and these skills should be integrated into the courses;
- Continue meeting as a stakeholder group on a regular basis;

- Cross-cutting issues should be integrated into all technical areas: Integrated Pest Management, sustainable production, value chain and marketing;
- There should be a large group meeting with breakout sessions which will concentrate on specific technical areas – faculty members with business and industry, MOA, and university representatives;
- BWI and NCCC need to invite individuals who are successful in the industrial and private sectors; all occupations and entrepreneurs, etc. These individuals can set examples for faculty and students;
- There should be an establishment of a formal advisory committee which will include the key stakeholders to meet on a regular basis.

TRAINING CONDUCTED

Achievements

During the month of June 2012, we trained a total of 638 people (328 males and 310 females) in the following subject areas:

- From June 14 to 16, 2012 the Vocational Education Specialist and Youth Vocational Education Specialist held a two day teachers' training workshop for the teachers of BWI and a one day Stakeholders' workshop. There were 10 teachers (8 males and 2 females) that attended the teachers' workshop and 19 (17 males and 2 females) that attended the Stakeholders Meeting at BWI;
- From June 18 to 20, the Vocational Education Specialist and Youth Vocational Education Specialist also held a one day Stakeholders' Round Table Meeting and a two day teachers' training workshop at the Nimba County Community College. There were 42 (33 males and 9 females) that attended the teachers' workshop and 13 (11 males and 2 females) that attended the stakeholders' meeting.
- June 13-22, 2012, Rice Productions and Processing Demonstration training done in Bong, Lofa, Nimba and Grand Bassa Counties;
- June 4-8, 2012, Business Skills Training Seminar for Liberian Farmer Associations was conducted in Nimba County. The total of 31 (Males 15 and females 16) attended.
- June 1, 2012, Business Skills Training Seminar for Liberian Farmer Associations was conducted in District # 3, Grand Bassa County. The total of 31 (Males 17 and females 14) attended.

MONITORING AND EVALUATION

Rhona Walusimbi, Agricultural Specialist STTA, conducted a special study that examined food consumption and expenditure patterns among peri-urban farmers in Montserrado and Margibi counties and presented preliminary findings prior to her departure on June 13. Sudarshini Dharmawardane, TAMIS STTA, arrived in Monrovia on June 15th to provide technical assistance in developing a M&E database in TAMIS that will capture performance data for the project. M&E Coordinators for Bong and Grand Bassa Counties attended Managing for Results Workshop provided by L-MEP in Voinjama, Lofa during the week of June 25 – 29. Activities that occurred this month by component area are illustrated in the table below.

Table 1: FED Activities for June 2012

Activities for Component One: Agricultural Productivity				
Date	Activities	County	# of farmers trained	# of groups
June 14 -15, 15 & 18, 19-20	Rice Productions and Processing Demonstration	Bong	213	8
June 13-14, 15 & 18, 19 – 20, 21-22, 25-26	Rice Productions and Processing Demonstration	Nimba	240	9
June 18 – 19, 21-22	Rice Productions and Processing Demonstration	Grand Bassa	106	4
June 18-19, 19-20, 20-21, 21-22	Rice Productions and Processing Demonstration	Lofa	213	8
June 7 – 17	Tube well training	Nimba	1 Supervisor, 5 workers	NA
June 19 – 27	Tubel well training	Bong	1 Supervisor, 6 workers	NA
Activities for Component Two: Enterprise Development				
June 1	Business Skills Training for Liberian Farmers	Grand Bassa	32	8
June 4 – 8	Enterprise	Nimba	31	16

	Development			
Activities for Component Three: Capacity Building				
June 15 – 16	Capacity Building Teacher's Training	Margibi	8	1
June 19 - 20	Capacity Building Teacher's Training	Nimba	42	1

ENVIRONMENTAL COMPLIANCE

FED's Environmental Officer (EO), Othello Nyenkan, joined the project in June. In order to become familiar with the program and its current activities, all current projects were reviewed with a specific focus on environmental compliance. Four projects were presented to the Chief of Party for approval. Other projects are currently being finalized with the Environmental Officer's comments and recommendations to proceed.

The EO attended two workshops; one workshop was held by USAID/PROSPER. On June 18, 2012, the EO participated in a two day workshop held at the Mamba Point Hotel. The Peoples, Rules, Organizations, Supporting the Roles of Ecosystems Resource (PROSPER), hosted several local and international NGOs. The workshop was centered on knowledge sharing and developing strategies for the implementation of PROSPER's five year intervention in Liberia.

The purpose of the workshop was to discuss how to reduce threats to biodiversity that are linked to livelihoods and how programs can take a coordinated approach to reducing threats to biodiversity from livelihoods.

FED also held an internal workshop to go through the projects' MDF systems. This provided the EO with an opportunity to reinforce the definition and purpose of environmental compliance in the current FED activities.

As part of effort towards providing assistance to enterprises, the Environmental Office was part of field visit at the Johnsonville Women's Agricultural Project. The purpose of the trip was to help propose environmental mitigation measures so that the organization can be in compliance and positioned to receive funding under the FED Program. The environmental consideration arising from the site is flooding, which could be avoided. Plots of the field are filled with water making it impossible for crop planting and growth.

MARKET DEVELOPMENT FUND

A one day MDF training was held on June 25, 2012 for FED staff. The training provided an overview of MDF, TAMIS, and procurement. The training was facilitated by STTAs Gwen Appel, MDF Operations Specialist and Jessica Stretz, Portfolio Manager.

FED Activity Table – APPROVED and LIVE ACTIVITIES

Activity Name	Description	Start Date	End Date	Approx. Value (USD)	Location (county, district)
COMPONENT 1					
Rice Production and Processing Demonstration	26 sites/partnerships with farmer associations in training by module (site selection, rice variety selection, land preparation, fertilizer application, seedling production, transplanting, irrigation, weeding, harvesting, post-harvest). In addition, labor-saving production technologies (rotary weeders, power tillers) will be demonstrated.	5/21/12	10/31/12	■■■■■	Lofa, Nimba, Grand Bassa, Bong
Tube Well Installation and Training	Installation of tube wells, including a technique that increases the recharge rates of existing shallow wells. Includes the partnership with two local vendors in design and installation of wells.	5/24/12	6/30/12	■■■■■	Lofa, Nimba, Grand Bassa, Bong
Arjay Farms Outgrower Expansion	Work with Arjay Farms in expanding and training additional outgrower staff. In addition, provide Arjay with the necessary tools and training in order to	6/18/12	9/30/13	■■■■■	Montserrado

	process the significant increase in rice seed.				
Vegetable Seedling Special Study	Identify approximately 30 independent vegetable seedling producers, collect data on the following: production sites' setup and location, scope of seedling production and sales, inputs and costs for production as well as challenges in producing and selling vegetable seedlings. Lastly, determine the best candidates to be trained as commercial vegetable seedling producers through the FED Vegetable Seedling Program.	6/5/12	6/15/12	■■■■	Lofa, Nimba, Grand Bassa, Bong, Montserrado
Cassava Demo Site Training and Cultivation	22 sites/partnerships with farmer associations to increase farmers' capacity to increase the production of cassava, expand network of out grower farmers in cassava, and build sustainable and profitable cassava farming operations for cassava farmers in the target counties.	6/18/12	10/31/12	■■■■■	Lofa, Nimba, Grand Bassa, Bong
Vetiver Expansion Program	Develop plant materials that are effective at stopping soil erosion. Establish small nurseries of Vetiver to then be planted out at demo sites.	6/29/12	10/31/12	■■■■■	Lofa, Nimba, Grand Bassa, Bong
MoA Participation at Scientific Conference of the Global Cassava Partnership in Kampala, Uganda	Mark Yarnlay, Program Officer, attended the Scientific Conference of the Global Cassava Partnership, held in Kampala, Uganda.	6/18/12	6/22/12	■■■■■	Montserrado
Private sector Soil Testing Expansion	Partner with local vendor to increase capacity in providing soil testing services to the Ag sector.	5/28/12	7/15/12	■■■■■	Montserrado

Phase I, Youth Nutrition Program	Build Demonstration site to build and increase overall nutrition at orphanage. Train Orphanage leaders and kids in vegetable farming and input supplies and provide technical assistance on goat health.	6/29/12	12/31/12	■■■■■	Montserrado
COMPONENT 2					
Formation of National Cassava Sector Coordinating Committee	To facilitate the establishment of a sustainable system for coordination, advocacy and information dissemination within the Cassava sector as agreed in the National Cassava Sector Strategy document.	6/1/12	9/30/12	■■■■■	Lofa, Nimba, Grand Bassa, Bong
Business Management Skills Training	Conduct three extensive trainings for SMEs in three counties.	5/23/12	6/8/12	■■■■■	Montserrado, Nimba, Grand Bassa
COMPONENT 3					
Staff Training and Curriculum Roundtable discussion at BWI and Nimba CC	Partnering with both BWI and NCCC, conduct a two day training on staff development at each institution; and 2) host a roundtable discussion with stakeholders to discuss curriculum development.	6/11/12	6/22/12	■■■■■	Montserrado, Nimba
University Internship Program – Phase 1	Partner with universities and vocation schools in establishing a 3 month internship program for selected students and place them in Agro-business organizations.	6/1/12	9/30/2012	■■■■■	Montserrado, Nimba

PROJECT MANAGEMENT AND ADMINISTRATION

Administration and Logistics

During this month, we continued to provide effective administration and logistical support to program and administrative staff, while assuring contract compliance. Highlights for this monthly from June 1-30, 2012 include:

The following staffs were employed during the month under review:

- Othello Nyenkan - Environmental Officer
- Konkun Wleh- MDF Specialist

County Office Cleaners:

- Mentor Johnson- Compound #3 Office
- Morris Weegie- Bong County
- William P. Kamara- Lofa County
- Tomen D. Richards- Nimba County

As of 16 JUN, FED has 45 CCN (Cooperating Country National) and the 1st phase (training) of DAI Field Accounting System (FAS) was completed on 26 JUNE 2012 and 2nd phase, going on-line/live on 01 JUL 2012.

On June 8, 2012, the Logistics Department received the below listed IT equipment:

- 454273-001-SP, HP Hard drive – 1 TB – SATA – 300 (1 piece)
- Porttech 2 Channels VOIP GSM Gateway (1 piece)
- EJ0022B, HP Storage works D2D2504i Backup System (1 piece)

Short Term Technical Assistant Gwendolyn Armstrong, Project Coordinator-Economic Growth conducted an orientation training for the Human Resource Department on operations and functions of TAMIS, set up and creates HR organic grams and drafted SOW for local staff, employee addendum, FED Reference Check Form, Employee Information Sheet, Summary of employee Benefits Template, FED Full Time and Part Time Employment Contract Template and Performance Management and Improvement Plan Templates.

ONE CAMPAIGN

During the reporting month of June 2012, a twenty persons delegation from United States Government, Democrats and Republicans visited FED activities in Margibi County. The team visited Booker T. Washington Institute (BWI) in Kakata City, Margibi County and had a meeting with the administration, faculty and students. The meeting was intended to find out what the needs are and how can the US government help in meeting those needs. They toured the institution's Compost Building and Agriculture field. Moreover, by 2015, Feed the Future aims to help an estimated 332,000 vulnerable Liberian women, children, and family members – mostly smallholder farmers, – escape hunger and poverty. More than 96,000 children will be reached with services to improve their nutrition and prevent stunting and child mortality. Agriculture development assistance funding through Feed the Future has ranged between \$20 million and \$ 25 million during the years 2009 through 2011. US Government long-term food aid programs compliment agricultural development in Liberia.



Picture 14: Members of the ONE CAMPAIGN look on as Director of Agriculture at BWI explains his department achievement on field.

Feed The Future resources have primarily focus on the agricultural breadbasket counties of Bong, Nimba, Lofa and Grand Bassa. Sixty percent of rice and cassava farmers are located in these counties. Feed the

Future hopes to build development corridors to attract new investment and create demands for services that local and international entrepreneurs will strive to fill. In concert with Ministry of Agriculture priorities, investments will center on rice, cassava, goats and vegetables.



Picture 15: ONE CAMPAIGN team leader, Michael Elliot, explains the purpose of visit to BWI's Administration, Faculty and Agriculture Students.

On June 16, 2012, a member of the delegation, Morgana Wingard, photo journalist, visited one of FED interventions in Doumpa, Nimba County. During her visit to Doumpa, photographs were taken and farmers were interviewed on how they are trained and what are their dreams after been trained by FED on improved agriculture skills and business management.



The farmers told Morgana, that they will take the knowledge gained from FED to their personal farms and apply them to improve and increase their production level and profit.

Picture 16: Morgana Wingard, photo journalist, in conversation with a vegetable farmer (Annie), Dumpa Community project site

FED STTAs and LTTAs Tracking Table

FED STTAs/LTTA June 2012

Name	Position	Partner	Dates	Summary	COR Approval	CO Approval
Technical STTA						
Matt Curtis (STTA)	Soil Fertility and Agronomic Specialist	DAI	June 15-June 28, 2012	Work with the public and private sectors to develop capacity for soil testing.	Approved	Approved
Jacelyn Carleson (MTTA)	ICT Specialist	DAI	June 11-November 30, 2012	Develop and support FED's ICT initiatives.	Approved	N/A
Dr. Carl Mostenbocker (STTA)	Horticulture Specialist	LSU	June 9-July 1, 2012	Work with peri-urban vegetable farmers on improved production practices.	Approved	N/A
Program Management						
Charles Weschler	Operations Specialist	DAI	June 11-30, 2012	FAS implementation	Approved	No
Gwen Appel	MDF Operations Specialist	DAI		MDF training for Monrovia and county offices (procurement training)	Approved	No
Sudharshini Dharmawardane	TAMIS Specialist	DAI	June 25-July 5, 2012	TAMIS final configuration and programming.	Approved	No
Jonathan Hill	FAS Specialist	DAI	June 26-July 10, 2012	FAS programming	Approved	No

Gwendolyn Armstrong	Operations Specialist	DAI	May15-June 1, 2012	Administrative and Operational Support	Approved	No
Melanie Bittle	Acting Enterprise Development Lead	DAI	June through September 2012	Oversight of C2 activities and team	Approved	No

ANNEX I: Materials from Business Skills Training- Making an Operation and Production Plan

<p>Content of Session</p> <ul style="list-style-type: none"> • Roles of operation and production plan in the business plan • Components of the operations and production plan • Process of operation and production plan making <p>A production (manufacturing) and operation (services) plan help to do the following.</p> <ul style="list-style-type: none"> • Examine feasibility of marketing plan. • Propose production alternatives. • Provide inputs for making financial plan. 	<p>3.1.1 How to produce your product at a profit</p> <p>This will:</p> <ul style="list-style-type: none"> • Examine the feasibility of the marketing plan • Propose production alternatives • Provide inputs for making the financial plan <p>Looks at how the product will be made and the budget for doing it. Can products be produced on time? Should focus in on risk analysis. Timing is critical because if you cannot meet your deliverables on time, your customers may go to your competitors.</p>
<p>3.1.2 Content of a Production Plan</p> <ul style="list-style-type: none"> • Description of product and proposed production volume. • Description of production procedures. • Plans for equipment and machinery. • Plans for raw materials and other resources. • Estimation of operation costs (cost of investment and cost of production). • Operating competitive advantages. • Risk Analysis <p>3.1.3 Production Planning Process (slides) components include:</p> <ul style="list-style-type: none"> • Current production capability – how many employees, size of building, <ul style="list-style-type: none"> - Direct labor (to actually produce the product), 	<p>3.1.4 Determine production quantity: This depends on</p> <ul style="list-style-type: none"> • Revenue proposed in marketing plan • Stock holding policy (should always have an extra in case of a shortfall) e.g. always have 5 bags in hand. This applies to both raw materials and finished products. <p>Question how do you preserve cassava – cold storage, bury it, store as grated cassava</p> <p>3 bags of cassava = 1 bag of gari</p> <p>Planting can be staggered to always have some raw material coming in</p> <p>Production quantity = Revenue (sales) + desired stock level</p> <p>Sales volume is not equal to production volume as there should always be a stock reserve</p>

<ul style="list-style-type: none"> - Indirect (administrative and management, finance, etc.) • Competitive advantages • Production quality • Product structure • Production procedures • Plans for raw materials and other resources • Plans for equipment and machine • Cost of investment • Cost of production 	<p>3.1.5 Determine cost of investment:</p> <p>Total cost of investment includes:</p> <ul style="list-style-type: none"> • Land and infrastructure – roads, internal to property, fences, wells • Building and plant • Machinery and equipment • Working capital –. Cash in hand, or what can be converted to cash. Or stock levels required, work in progress, raw materials that can be sold, or finished product: • environmental considerations, special considerations because food production is involved <p>3.1.6 Risk Analysis</p> <p>This looks at all that is possible to go wrong, categorizes them into low, medium or high and plan for contingency's</p>
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4.0 Key learning acquired in the workshop

- When developing your business plan, you need to start with the summary
- It is important to make research and develop a
- Business plan for starting a business
- Development of a production and operation plan
- Marketing plan
- The marketing plan opened my mind by knowing those key elements and to develop a business plan
- Doing market research
- High level of business communication
- Factors to consider in a possible investment in the cassava sector

The overall workshop was one that provided participants great deal of information and skills in writing a business plan and the respond was appreciative to both FED and facilitator

5.0 Key Recommendation for SMEs in Monrovia:

- Hold a two day working session with SMEs on the Enterprise Development plan so as to prepare them to meet the basic requirements of being an Enterprise and provide strong linkages with Financial service providers to access funding and expand their production
- Support SMEs that are involved in production support through Agriculture inputs to expand production
- Provide SMEs with training in Post-harvest losses
- Link SMEs to potential buyers
- Provide SMEs basic training in production, processing and preservation
- Provide basic training to the Cassava Sector Coordinating Committee to enable them properly coordinate SMEs in the Cassava value chain thereby providing useful and timely information to SMEs about price, quality and value addition.

6.0 This component of the report covers both seminars in Grand Bassa and Nimba Counties with Producer groups/Liberian Farmers Association:



Cross section of participants at the Grand Bassa County seminar



Cross section of participants at the Nimba County seminar

The both Counties cover the same materials and had the same number of days (5 days). Highlights of day one cover the following:

- Business idea
- Business Management
- Forms of Business and
- Challenges and opportunity as it relates to transforming farming into business/Enterprise

Day-1

7.1 Business Idea

7.1.1 This session is intended to enable clients identify the critical information that is needed to plan a new business

<ul style="list-style-type: none"> • What product or services is the business going to provide? • Who will be the customers, and why will they buy from this business rather than from its competitors? • What important equipment or materials and supplies will be needed, where and when will they be obtained, and how much will they cost? • Who is starting the business, and what skills and experiences does she/he have, which should enable him/her succeed? • What is the best guess for total revenue, costs and resulting profit or loss during the first month, year or whatever period of relevance? When is the business expected to be profitable? • How much money is needed to set up the business and keep it going until it starts to make a profit? • Who is going to provide this money? If it will have to be borrowed, when can it be paid back, and what security 	<p>Form of the Business: How are you registered? In Liberia the experience is that you have to use a lawyer, an application is made to Ministry of Foreign Affairs, and then Ministry of Planning. After that, Ministry of Commerce. Different groups are registered differently.</p> <ul style="list-style-type: none"> • Sole proprietorship – one man business • Corporation or company • Partnership 2 or 3 persons • Cooperative – group that comes together and produces something • NGO (this is a big NO if you want to make money) 	<p>Business Management:</p> <ul style="list-style-type: none"> • Transportation of produce from other farmers • Industrial/Mechanized farming • Putting in the right structure and system for the smooth operation of the business • Pay workers • Establish cooperative farming • Increase size of farm from 1 acre to 10 acre • New methods of planning <p>Take ownership of the project</p> <ul style="list-style-type: none"> • New methods of processing and marketing of cassava products
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will the lender have?		
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Farmers group	Challenges	Opportunities	Remarks
YOFAP	<ul style="list-style-type: none"> Land Farming tools Chemicals Access to Finance Bad road condition 	<ul style="list-style-type: none"> Food Security Increase in production Finding better markets 	<p>There is a need for additional training in production; Establish Linkages to access funding and loan; Information sharing on market access; and Support to cooperative to share knowledge and information are all important.</p> <p>There is a need to provide technical and if possible Agriculture/farming implements support to all of the producer groups FED have identified and closely monitor them through the extension officer</p>
FED	<ul style="list-style-type: none"> Access to Market information Training Farm maintenance Manuel farming tools Access to Loan 	<ul style="list-style-type: none"> Capacity building Increase in productivity Availability of land Access to farm sites 	
Come & See	<ul style="list-style-type: none"> Land Farming tools Chemicals Market linkages Bad road condition 	<ul style="list-style-type: none"> Improvement in farming methods Workforce development Access to loan 	
Care for one another	<ul style="list-style-type: none"> Farming tools Finance Agriculture seeds Bad Road condition Land Machinery 	<ul style="list-style-type: none"> In one year large farms/more members Access to finance Helping community members 	
Helping Each Other	<ul style="list-style-type: none"> Lack of work force Land Tenure Lack of chemical Lack of improved quality of seeds Bad road condition 	<ul style="list-style-type: none"> Access to market New method of processing/preservation Market linkages Capacity building/Training 	
Something for Something	<ul style="list-style-type: none"> Farm to market Road Access to Finance Working/Farming Tools Availability of land Lack of training site 	<ul style="list-style-type: none"> Access to market Increase in production Access to Loan Construction of Community clinic 	

LUFPID	<ul style="list-style-type: none"> • Training facility for Agriculture • Seedling • Access to Finance • Health facility • Farming tools • Education facility 	<ul style="list-style-type: none"> • Increase in production • Market linkages 	When all of these are put in place, farming in Liberia would be improved. Mechanization such as power tillers and thrashing machines are needed. Linkage to buyers is important.
We will do it	<ul style="list-style-type: none"> • Bad road condition • Access to finance • Short duration crops • Lack modern methods of farming • Lack farming tools 	<ul style="list-style-type: none"> • Market linkages • Education for their children • Increase in production 	

Day II

8.0 The second day of the training focuses on:

- Strengths and weaknesses in managing a successful agriculture business
- SWOT Analysis inside the business
- Component of a successful Agriculture business
- Introduction to financial planning and
- Recap of Day 1

8.1 Objectives:

- Identify strengths and weaknesses of individual farmers as focal points for corrective change in enterprise development in the agriculture sector
- Identify strengths and weaknesses of existing or planned enterprises as the basic resource base for the creation of strong agriculture enterprises

Recap of Day I:

- Agriculture as a big business in Liberia
- Various form of business
- Challenges and opportunities as it relates to business
- Business idea
- Finding markets and
- Challenges and opportunity as it relates to transforming farming into business/Enterprise

8.2 Strength and weakness in Managing a successful Agriculture Business:

Strength	Weakness
<ul style="list-style-type: none"> • Mobilization • Planting • Business • Research • Laying out nursery beds for preparation • Field work 	<ul style="list-style-type: none"> • Not good at Business • Not good at selling • Not good at rice farming • Not good at brushing • Not good at chemical application
<ul style="list-style-type: none"> • Doing business • Managing money • Good at finding good market • Good at selling • Good at keeping record • Good at business planning 	<ul style="list-style-type: none"> • Not good at Business • Not good at selling • Not good at rice farming • Not good at brushing • Not good at chemical application

8.3 SWOT Analysis inside the business

Strengths	Weakness
Has cassava farm	No equipment No finances
Opportunities	Threats
Demand for gari locally, regionally and Internationally	Competitors Market can change and demands could drop

Name of Producer group: We will do it

Strengths	Weakness
Swamp Rice Production	Modern farming equipment No finance Short duration rice High cost of production
Opportunities	Threats

High demands for rice	None
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Name of Producer group: Liberian United for Food Production

Strengths	Weakness
Cultivated six acre of land for production	Lack access to finance No Storage facility
Opportunities	Threats
High demand for vegetable production on the Liberian market	Decrease in price

Name of Producer group: Family Friends for Production (FFP)

Strengths	Weakness
Swamp rice 1 hectare layout Trained technicians Work force of 35	Lack of improved seed rice Lack of manual tools No Finance and limited capital for storage
Opportunities	Threats
High demand for rice consumption and multiplication locally & internally	None

Name of Producer group: YOFAP

Strengths	Weakness
Labor force 5 hectare of pepper and corn	Lack of Pesticides Lack of Storage
Opportunities	Threats
High demand for Pepper and corn and opportunity for regional sales and sales to company	Competition and Theft

Name of Producer group: Caring for one another

Strengths	Weakness
5 ha of cassava Workforce of 26	Old method of Planting Lack of farming materials Lack access to finance Damage of Plants
Opportunities	Threats
High demand of cassava in the Liberian market	Decrease in price Bad road condition

Name of Producer group: Something for Something

Strengths	Weakness
Cultivated two acre of land for production of rice and cassava	Lack of equipment No finance Lack technical assistance Short life of cassava
Opportunities	Threats
High demand for rice and cassava on the Liberian market	Decrease in price Bad road condition

Name of Producer group: Liberian United for Food Production

Strengths	Weakness
Cultivated one acre of land for vegetable production	Lack access chemical Lack of tools and seeds Lack access to storage

Opportunities	Threats
High demand for vegetable production on the Liberian market	Decrease in price Predators

8.5 Session-4 Component of a successful Agriculture Business:

<ul style="list-style-type: none"> • Forms of Business • Market Research • Customer-who will buy your products • Competitors-who is selling the same products • Products, prices, promotion and places • Regional market and Sales team 	<ul style="list-style-type: none"> • Make a marketing plan (Product, Price, Promotion and Place) which is refer as the 4Ps of marketing • Human Resources Plan • Legal responsibilities • Taxes, insurance, License and permit • Production plan • Equipment/Tools • Costing your products/services • Record keeping only
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Input	Possible sources	Notes
<ul style="list-style-type: none"> • Cash Require • Skills needed • Raw materials • Market Avenue • Transportation <p>Budgeting Process:</p> <p>Materials needed plus cost</p> <p>Labor cost</p> <p>Projected sales/future sales</p> <p>Expected profits</p> <p>Steps in Business Plan Writing</p>	<ul style="list-style-type: none"> • In kinds from NGOs for cash • From MFIs, Banks and FED • Internal and external contribution • Shareholder's contribution • Money borrow from saving clubs • Personal income • Training from NGOs • Training from FED & MOA • Agriculture training from high school • Local markets • NGOs • Other farmers • Regional sources 	<p>Investment Capital is the initial capital invested in the business</p> <p>Retained profits money from profit added to the business growth</p> <p>Contributions from shareholders of the business</p>

including legal responsibilities:		
Business idea	<ul style="list-style-type: none"> • Local and regional markets 	
Executive summary	<ul style="list-style-type: none"> • Companies and supermarkets 	
Form of business	<ul style="list-style-type: none"> • Mobile sales in trucks 	
Market Research and plan	<ul style="list-style-type: none"> • NGOs 	
Costing your product	<ul style="list-style-type: none"> • Commercial vehicles 	
Staff plan	<ul style="list-style-type: none"> • Owned truck • Buyers come to farm gate 	

Day III

- The third day of the training focuses on:
- Continuity of a successful Agriculture business
- Costing of product
- Market Analysis
- Business Planning
- Legal responsibility
- The 4Ps and
- Recap of Day

8.6 Legal Responsibilities and Insurance:

Taxes (Sales tax, employee's income tax and taxes on business profit)

License and permit (Business license and registration)

Employees (Minimum wage, working hours, holidays, health, safety and sick leave)

Staff (which include Manager and below as per the structure)

8.7 Costing your Products:

- The important of costing the products
- Types of costs
- Direct costs – production of products
- Indirect costs- for running the business

Step 1- Direct material cost: (Raw material cost, buying cost, quantity per item and cost per item).

Step 2- Direct Labor costs: (Employees total working hours per month, total monthly pay, and hours in product per month, pay for time in production)

Indirect will include (Hour not in production per month and pay for time not in production).

Step 3- Calculate indirect cost per month (Rent, electricity, water, insurance, interest on loan, depreciation and miscellaneous).

Step 4- (Calculating depreciation cost on equipment).

8.8 Require start-up capital and the 4Ps

- Investments (Business premises and Equipment)
- Working capital (Stock of raw materials or final product including Promotion, Wage, Rent, Insurance and other cost associated with the startup)
- The 4Ps include Product, Price, Place and Promotion

Day IV (May 31, 2012):

The fourth and fifth day of the training considered the following:

- Business Planning
- Risk factors
- Financial Planning and
- Steps in writing sales and cost plan and the recap of previous day

Recap of day III

- Market Research including target market
- Legal responsibilities and insurance
- Costing products
- Require start-up capital
- Working capital
- Market share and size
- 4Ps of marketing

9.1 Business Planning:

- Two reason why we go into business
- To make profit
- To sell large volume of products
- SMART Objective is one that is Specific, Measurable, Achievable, Realistic and Time bound
- Example of SMART Objective is as follow:

The objective of my company is to produce and sell 100 bags of gari in one month.

9.2 Risk Factors

What could go wrong with the business?

<i>Risk</i>	<i>Possibilities (L, M, & H)</i>	<i>Contingency</i>
Change in price	M	Keep it change form
Pest/disease	L	Buy chemical
Climate change	Unlikely	-----
Labor shake	L	Negotiate
Thefts	M/L	Employ security
Bad raw materials	M	Inspection and test
Break down of equipment	L	Buy new equipment

9.3 Session 5 -Financial Planning:	Steps in writing sales and cost plan	Cash flow Plan
<ul style="list-style-type: none"> • How to make profit • To make sure you do not run out of cash • Plan for profit and cash flow • To plan for profit you make a sales and cost plan • To ensure you do not run out of cash, do a cash flow plan 	<p>Forecast indirect costs each month for the first year as follow:</p> <ul style="list-style-type: none"> • Rent, indirect labor cost, depreciation, License, electricity and water, miscellaneous, interest on loan, promotion, stationery and supply and transportation + Phone bill • Forecast direct material cost per item • Forecast direct labor cost per item • Forecast sales for each month per item • Calculate the total direct materials costs • Calculate total direct labor costs 	<p>Is the plan that forecast cash in (Sales, retained profits and other sources) and cash out (raw materials, direct labor cost and indirect cost)</p>

Note: The sales and cost plan shows sales, cost and profit monthly

9.4 Over all challenge:

- The consultant presentation was very excellent but her level was too high for the rural farmers/farmers association
- Responding to farmers concern during the training regarding support (Farming implements/equipment's)
- Getting the rural illiterate farmers to cope with the training was a challenge because of the language barrier

9.5 Over all Recommendation:

- The consultant is excellent but for her level she needs to deal with the SMEs in Monrovia and perhaps ToT for local consultants and the literate farmers, in order to prepare them train other illiterate farmers as a means of getting them to easily understand and cope with the training. The farmers need the training to be simplify and in simple Liberian English
- There is a need to provide support to these farmers with Agriculture farming implements (seeds & Tools) as a startup using a strategic approach that would make more impact
- There is a need to higher locals to do the training with farmers association as they will provide examples from the Liberian context and speak simple Liberian English that could easily be understood by the farmers
 - That MOA Agriculture Extension Officer participate in FED training since, in facts the Agriculture County Coordinators are overwhelm and cannot spend time at these training.