



Document of
The International Fund for Agricultural Development
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THE REPUBLIC OF LIBERIA
AGRICULTURE SECTOR REHABILITATION PROJECT
(ASRP)

PROJECT DESIGN REPORT
POST DESIGN

Volume I: Main Report and Annexes

Western and Central Africa Division
Programme Management Department

CONFIDENTIAL
REPORT No.
July 2009

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THE REPUBLIC OF LIBERIA
AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)
PROJECT DESIGN REPORT – POST-DESIGN – MAIN REPORT

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Working Paper 5	Implementing partners (INGO) - (IFAD produced)
Working Paper 6	Project Costs
Working Paper 7	Liberia Procurement Guidelines
Working Paper 8	ESRN

CURRENCY EQUIVALENTS

(As of June 2009)

Currency Unit	=	Liberia Dollars (LRD)
USD 1.00	=	LDR 68
LDR 1,00	=	USD 0.01470588

WEIGHTS AND MEASURES

1 acre (ac)	=	0.405 hectare (ha)
1 hectare	=	2.471 acres
1 Kilogram (kg)	=	2.200 pounds (lb)
1 000 kg	=	1 metric tonne (t)
1 Kilometre (km)	=	0.62 mile (mi)
1 metre (m)	=	1.09 yards (yd) or 3.28 feet (ft)
1 square metre (m ²)	=	10.76 square feet (ft ²)
1 acre (ac)	=	0.405 hectare
1 hectare (ha)	=	2.47 acres
1 millimetre (mm)	=	0.03937 inch (")

FISCAL YEAR

01 July – 30 June

ABBREVIATIONS AND ACRONYMS

ACC	Agriculture Coordination Committee
ADF	African Development Fund
ADRA	Adventist Development and Relief Agency
AFCR	African Food Crisis Response
AfDB	African Development Bank
AWPB	Annual Work Plan and Budget
CAAS	Comprehensive Assessment of the Agricultural Sector
CAC	County Agricultural Coordinator
CARI	Central Agricultural Research Institute
CBO	Community-Based Organization
CDA	Cooperative Development Agency
CDP	Community Development Plan
CDF	Community Development Fund
CIG	Common Interest Group
CRS	Catholic Relief Service
CT	Clan Technician
DAO	District Agricultural Officer
DRC	Danish Refugee Council
ECOWAS	Economic Community of West African States
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAPS	Food and Agricultural Policy and Strategy
FFS	Farmer Field School
FSF	Fragile State Facility
GDP	Gross Domestic Product

GOL	Government of Liberia
GTZ	German Technical Cooperation
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IFRS	International Financial Reporting Standards
ILO	International Labour Organization
IMF	International Monetary Fund
IP	Implementing Partner(s)
IPPM	Integrated Plant and Pest Management
JAS	Joint Assistance Strategy
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LRDC	Liberia Reconstruction and Development Committee
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOGD	Ministry of Gender and Development
MOPEA	Ministry for Planning and Economic Affairs
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
MTR	Mid-Term Review
M&E	Monitoring and Evaluation
NAPA	National Adaptation Programme of Action
NGO	Non-Governmental Organization
NGP	National Gender Policy
NPV	Net Present Value
NSC	National Steering Committee
NTGL	National Transitional Government and Legislature
O&M	Operation and Maintenance
PCR	Project Completion Report
PCU	Project Coordination Unit
PFMU	Projects Financial Management Unit (Ministry of Finance)
PIM	Project Implementation Manual
PPCC	Public Procurement & Concessions Commission
PFMRSP	Public Financial Management Reform Support Programme
EGIRP	Economic, Governance and Institutional Reform Project
PRS	Poverty Reduction Strategy
RRF	Rights and Rice Foundation
SIU	Special Implementation Unit (Ministry of Public Works)
SSGAS	Small Scale Gender and Agriculture Survey
TA	Technical Assistance
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank
WFP	World Food Programme

MAP OF PROJECT AREA



EXECUTIVE SUMMARY

Initiating Institution:	AfDB
Recipient:	Republic of Liberia
Executing Agency:	Ministry of Agriculture (MOA)
Total Project Cost:	USD 24.36 million
Amount of IFAD financing:	USD 5 million
Terms of IFAD financing:	100% grant (DSF)
Co-financier(s): AfDB	AfDB: ADF USD17.6 million FSF USD 724 000
Terms of co-financing:	100% grant
Contribution of recipient:	Recipient: USD 0.58million Beneficiaries: USD 0.41 million (mostly in kind)
Appraising Institution:	IFAD
Supervision:	Direct supervision by IFAD for IFAD financing Direct supervision by AfDB for Bank financing

I. THE PROJECT

A. Main Development Opportunity

1. Liberia is in a recovery phase after being ravaged by a fourteen-year civil war. This civil war turned Liberia into a fragile state characterized by widespread degradation of infrastructure, especially in rural areas, displacement of population and a devastating effect on the country's socio-economic conditions, as well as on its human resource base and institutional capacity. It is currently estimated that about 86% of rural households live in poverty, and 80% of them are moderately or highly food insecure. Since the end of the war, efforts of the Government, international and bi-lateral donors, and the NGOs have concentrated on emergency measures; attention is now turning towards addressing short, medium and long-term development needs. Agriculture has been recognized as one of the main drivers of economic growth and peace building. Therefore, revitalizing the agricultural sector will significantly contribute to sustainable economic development and growth, food security, increased employment and incomes, and measurable poverty reduction. The project will restore capital lost at the household level through channeling direct benefits to vulnerable beneficiary groups and to support short-term recovery of rural communities and their farming systems, while laying the basis for long-term rehabilitation and participatory development.

B. Proposed Financing

Terms and Conditions

2. It is proposed that IFAD provides a grant to the Republic of Liberia in the amount of SDR 3.4 million (equivalent to about USD 5 million) to co-finance the Agriculture Sector Rehabilitation Project (ASRP) with the African Development Bank Group (AfDB) to support the Government of Liberia efforts for reducing poverty in the rural areas and improve the food security situation to maintain social stability.

Relationship to the IFAD Performance Based Allocation System (PBAS)

3. The allocation for Liberia under the PBAS is USD 2 251 978 over the 2007-2009 allocation cycle. Following the post-conflict approach used by IDA and IFAD, USD 2.5 million has been granted to Liberia, bringing the total allocation 2007 to 2009 to about USD 5 million.

Country Debt Burden and Absorptive Capacity of the State

4. Liberia is classified as a red country under IFAD's Debt Sustainability Framework (DSF) and receives the entire PBAS allocation as a grant. There will, therefore, be no incremental debt burden associated with this project. Multilateral creditors (especially the WB (IDA) and the AfDB) started the debt cancellation process in 2008. They will contribute roughly US\$1,425.8 million. Bilateral and commercial creditors will contribute about US\$1,419.6 million. The IFAD Executive Board of December 2008 approved the Fund's contribution to debt relief in the amount of SDR 13.8 million (US\$ 21.0 million) and the provision of 100% of debt relief during the interim period.

Flow of Funds

5. The IFAD grant will be channeled to a USD Grant Bank Account, managed by the Project Coordination Unit (PCU). Funds will flow from the Grant Bank Account into a local currency Project Operating Account and will be disbursed in accordance with the annual work plans and budgets. The funds will be used to finance that part of eligible project expenditures for which IFAD is responsible.

Supervision Arrangements

6. IFAD will supervise the technical and fiduciary aspects of the project. Supervision will be carried out by the West and Central Africa Division based in Rome

Exceptions to IFAD's General Conditions for Agricultural Development Financing and Operational Policies

7. None

Governance

8. The following measures have been planned: (i) procurements of goods and services will be based on competitive bidding and will conform to the applicable IFAD guidelines; (ii) Project accounts would be audited annually, based on international standards, by a reputable accounting firm acceptable to IFAD; (iii) project personnel and the partners in implementation will be recruited under performance-based contracts and evaluated each year using precise performance indicators; (iv) IFAD's policy on fraud and corruption will be strictly applied and observed; (v) annual supervision missions will be organized with the stakeholders to examine project performance; and (vi) International Technical Assistant will support the Government through the PCU in carrying out key procurements and follow up its fiduciary aspects.

C. Target Group and Participation

Target Groups

9. In accordance with IFAD's Targeting Policy, the project will directly reach and benefit 10,000 farming households for a total of about 60,000 individuals in targeted counties of the North-west. Furthermore, in compliance with the GOL's principle of inclusive development, the primary target group of the project would be the most vulnerable rural households. Most of them have been, traditionally, socially excluded – especially those households headed by women – and have

comparatively, less ability to recover from the war devastating impacts. This group is not homogenous, and whose livelihoods principally depend on agriculture and agriculture-related activities.

10. Thus, the ASRP will seek to benefit: (i) the rural poor living in extreme poverty, who are producing a bare subsistence minimum on small household plots; (ii) the subsistence and semi-subsistence farmers, in particular those willing to move beyond subsistence and produce a surplus for the market; and (iii) the rural unemployed, underemployed and self-employed, particularly those with the willingness to develop themselves and their respective communities but lack the means to do so. These groups include various individual's profiles, such as: (i) the war affected small-scale farmers (men and women); (ii) the women headed households and the single mother; (iii) the war widows; (iv) the youth (including the ex-combatants); and (v) people with disability.

11. The project will also target the community based organizations (CBOs) in the local communities and other farmers' organization strengthen them and train their members who will directly participate in project implementation. Total number of targeted groups and organizations is 500 groups/organizations. All farmers in all counties will benefit from the project support to rice seeds certification system and its operation which will have direct impact on all the rice farmers' income and the enhancement of the food security situation.

Target Areas

12. While the overall project will be implemented in 30 districts selected from 8 counties (Grand Gedeh, River Gee, Grand Kru and Maryland in the South-East, and Grand Cape Mount, Bomi, Montserrado and Grand Bassa in the North-West), the IFAD-funded project activities will concentrate its interventions in 18 districts of the 4 counties in the North West. The selected counties are not served by other donors; have less damaged infrastructure, accessible and the Government of Liberia requested that IFAD focused on these selected counties to avoid any overlap with other donors. The focused activities will be in Grand Cape Mount, Bomi, Montserrado and Grand Bassa where a number of the poor small-scale rice and cassava farmers are located. Most of the project counties have the highest poverty levels in the country (from 65 to 80 %).

Targeting approach for IFAD financing

13. A combination of targeting measures will be used to ensure that the target group will benefit from the different interventions. These include (i) *a commodity and geographical targeting*: Rice and cassava will be the only two supported crops due to their predominance in households' consumption and food security. The selection of participating villages will be done against eligibility criteria within the 4 counties where the poverty headcount is at least 65% of the total population; and (ii) *a social self targeting*: The ASRP will use, whenever possible, existing farmers'/community groups/ community based organizations (CBOs) considering that they have some experience that could be useful and relevant to the project, in addition to having knowledge about the availability and quality of local resources such as land available for cropping soil type and fertility. An agronomist will join the village selection group to ensure the selection of village with potentials for development. At least 50% of the target households will be women-headed. In villages where this is not possible, at least 50% of the farmers'/community groups will be exclusively women groups or those dominated by women. These measures will enable people who, traditionally, have had less means to participate more actively in different activities to better their livelihoods. They will also contribute to achieving sustainability through fostering self-reliance and promoting community togetherness.

Participation

14. The IFAD financing will only support the selected Community Based Organization if requested by community structures. Moreover, and after sensitization, the project will only support selected

CBOs that have co-signed a Memorandum of Understanding (MOU) specifying the roles, the rules and the commitment of the targeted households with the implementing partner (INGO), the representative of MoA at county level (CAC) and the PCU. INGO and NGO will support and follow up the implementation at local level. Beneficiaries will be responsible progressively in the management of the organization of the CBO to develop other activities (marketing with P4P, agro-processing, etc..). The decision making process will be internalized and good auto-governance will be promoted and rewarded systematically. The transparency in CBO process will be encouraged through systematic campaign information on the results obtained by the group, in terms of production, incomes and other benefits coming from this intervention. The gender dimension will be strongly promoted through a specific targeting approach aiming at supporting mainly women and youth. All interventions will be results based contracted in a way to guarantee the best commitment of all stakeholders.

Key project objectives

15. The project's development goal is to reduce post-conflict poverty and food insecurity, and improve livelihoods and living conditions of rural communities. IFAD financing activities will be particularly achieved through the project objectives to restore capital lost at the household level through channelling direct benefits to vulnerable beneficiary groups and to support short-term recovery of rural communities and their farming systems. Meanwhile IFAD financed activities will lay the basis for long-term rehabilitation and participatory development. The anticipated outputs of the project are a restored and improved agricultural productive capacity and an improved household food security.

IFAD policy and strategy alignment

16. The project complies with IFAD's Policy on Crisis Prevention and Recovery as it will carry out development interventions that build community resilience by helping to protect and restore people's livelihoods. The project also complies with IFAD's Corporate Strategic Framework, in particular the focus on improving the livelihoods of the rural poor by strengthening their own organization and enabling them to access productive technologies and resources.

IFAD Vision for future financing

17. After 20 years of civil unrest the IFAD current project started by recapitalisation of households and focus on the improvement of the production at farm level. It also will provide some capacity building at grassroots level in order to lay in the conditions for producer organization development in the next steps –this intervention will be for four years.

18. To maximize the benefits future IFAD interventions will focus on the same area benefiting the same counties and districts. The new IFAD PBAS for 2010-2012 will go beyond the current intervention with a more traditional IFAD developmental approach (processing, marketing, farmers' organizations capacity building and other activities such as rural finance).

E. Harmonization and Alignment

Alignment with national priorities

19. The proposed project is consistent with the objectives enshrined in the PRS (2008-2011) and FAPS. This ensures the country's policy commitment to the project. In particular, with its main focus on the restoration of agricultural capacity and the related infrastructure, the project is consistent with Pillars II, III and IV of Liberia's PRS and the World Bank/ADB Joint Assistance Strategy. It directly addresses the strategic objectives which are: (i) to improve food security and nutrition, especially for

vulnerable groups; and (ii) to strengthen human and institutional capacities to provide needed services, create a strong enabling environment and reduce vulnerability.

20. More importantly, the project complies with the strategy on soaring food prices defined by the GOL – with support of the donors – in 2008 in order to promote a rapid supply response from the Liberian farmers, with the objective of reducing the import bill and to further rely on domestic rice production. Liberia's high vulnerability to relying on imports for its main staple food (rice) was exposed during the global food crisis and the country is considered to be the Africa's most affected economy. In 2007, the country only produced 40% of the national requirements of rice. From May 2007 to December 2008, the price of rice increased by more than 60%. Therefore, the GOL's response has been undertaken on three fronts: (i) To mitigate the impact, as far as possible of domestic price rises and ensure constant supply; (ii) To maintain access to food and improved nutritional well being for vulnerable populations; and (iii) To promote rapid domestic food production.

Harmonization with development partners

21. The proposed project is to be co-financed by IFAD and AfDB, and the two sets of activities will complement each other. AfDB will particularly seek to develop synergies and complementarities with the WB's ongoing activities in infrastructure development, basic services, economic governance, and revitalization (where the WB supports capacity building of the MOA). For IFAD financing, the ASRP will closely work with FAO and UNDP which administer a number of emergency projects, and to the extent possible, the project activities will be linked to: (i) the WFP's Purchase for Progress Scheme (P4P); (ii) the GOL/UN Joint Programme on Food Security and Nutrition (JPFSN) that aims at providing a coherent and concerted response to the problem of food insecurity and malnutrition; and (iii) the MOA/National Seed Bank Programme and its implementing partners. The MOA will be advised to watch out for any other development projects that could start during the process of implementation and to seek and accommodate complementary and synergistic activities accordingly.

F. Components and Disbursement Categories

Main Components

22. The project will be implemented over a 6 year period where IFAD activities only under 3 components: (i) Agricultural Infrastructure Rehabilitation (AfDB funded); (ii) Rehabilitation of productive capacity (IFAD funded); and (iii) Project Management (IFAD-AfDB co-financed). This report particularly highlights the activities that will be carried out under the technical component 2, which is financed by IFAD. Short and medium-term interventions will be carried out simultaneously, with actual interventions geared to local conditions: (i) Short-term interventions (mostly IFAD financed) aiming to restore lost capital at the household level and recovery of agricultural productivity through channelling direct benefits to vulnerable target groups; (ii) Medium-term interventions aiming to establish the mechanisms for participatory community and farming activities development (IFAD and AfDB funded); and (iii) Both short and medium term initiatives through the rehabilitation and development of rural infrastructure (AfDB funded).

Disbursement categories

23. There are nine disbursement categories: (i) equipment; (ii) Vehicles; (iii) training; (iv) technical assistance; (v) contractual services; (vi) audit; (vii) studies; (viii) operation and maintenance; and (ix) wages and salaries.

G. Management, Implementation Responsibilities and Partnerships

Key implementing partners and implementation responsibilities

24. The MOA will be the overall supervising agency. At the local level, the project will be supervised through the MOA decentralised establishment, namely by the County Agricultural Coordinators (CAC), the District Agricultural Officers (DAO) and the Clan Technicians. The project will train (AfDB financing) 80 MOA Extension Officers and provide them with motorbikes.

25. A National Steering Committee (NSC) will be constituted for policy guidance. For purposes of policy guidance and after stakeholder consultations, the existing Food Security and Nutrition Technical Committee was selected as the most appropriate forum to undertake the role of the NSC.

26. An autonomous Project Coordination Unit (PCU) will be set-up under the supervision of the MOA and will have competitively selected staff. It will be anchored to the Planning and Development Department/MOA, and will be directly responsible for project coordination and execution. The project procurement activities will be carried out directly by the PCU but the PCU will not directly undertake direct implementation. The PCU will contract implementing partners (IPs)/service providers/NGOs to undertake specific activities under the ASRP. PCU will contract one International NGO for each county, either by short listing or direct contracting, to carry out the capacity building and the recapitalization activities in association with at least one local NGO and /or CBO.

27. Other involved partners include: (i) the Ministry of Public Works which will oversee the implementation of the rehabilitation and civil works, (ii) the Ministry of Development and Gender (MODG) which will facilitate the selection of women groups and women facilitators through their county and districts field office. Furthermore they will ensure the participation of women in the project activities. ; (iii) the UN sister agencies in the country; (iv) the line ministry staff at county and district levels; (v) the relevant local government bodies; and (vi) the beneficiary households and/or CBOs/community groups.

Role of Technical Assistance

28. Technical Assistance will play an important role in implementing project activities through decentralized authorities and implementing partners: (i) quick start of the project; (ii) Support national staff; (iii) train national staff; and (iv) supervision of key procurements to ensure observation of IFAD procurement procedures.

Status of key implementation agreements

29. Agreements that have been discussed with the different partners and stakeholders will be signed at the start of the project. The provisions relating to cooperation with services providers will be taken into account in the annual work plans and project budgets.

Key financing partners and amounts committed

30. The project will be implemented over a 6 year period and 4 years implementation period for the IFAD grant. The project will be co-financed by IFAD and AfDB, through parallel co-financing. Each institution will supervise and administer its own financing. The total amount committed is **USD 24.37 million**.

31. The AfDB overall contribution is USD 18.3 million amounts to 75.4 % of the project's total cost while IFAD's contribution of USD 5 million equates to 20.5 %. The Recipient's contribution is valued at about USD 0.58 million (2.4 % of the total project cost). The remainder of the cost

(amounting to about USD 0.41 million) will be met by the beneficiaries (in-kind contribution) and represents about 1.7% of the total project cost.

H. Benefits and Economic and Financial Justification

Main categories of benefits generated

32. The ASRP will place a strong emphasis on rebuilding social capital and will be an integrated response towards rehabilitating and sustaining essential services, as well as restoring basic agricultural services and basic production capacity to pre-war levels. Access to good quality inputs, the direct benefits will be realised through the improvement of the production and the productivity of rice and cassava fields, and the goats and chickens' rearing and trading (both in terms of consumptions and potential additional income).

33. The direct benefits for the target groups would be: (i) an improved food security and food availability; (ii) a better knowledge of improved agro-economic practices; and (iii) for those farmers producing surplus or trading animals, and improved income. The communities would indirectly benefit from the ASRP through increased awareness on a number of essential issues, food availability, skills acquisition that could be replicated for the benefit of the whole community and communities' empowerment in the management of their own resources in a more efficient manner. The created seeds certified system will benefit all farmers in the country in the long run and contribute greatly to seeds multiplication and marketing in Liberia and perhaps in the neighbouring states.

34. Area for lowland rice will be supported by the project is 2,300 hectares its expected production is 4,600 mt., additional expected production from the use of improved seeds varieties is 1,840 mt. valued in USD 625,600. For upland rice area will be served by the project is 5,250 ha; expected production is 6,300 mt., additional production as result of project activities is estimated as 2,100 additional value USD 714,000. For cassava which is the most profitable crop under the prevailing conditions, area served by the project will be 750 ha and expected production using the improved cuttings provided by the project will be 11,250 mt. with additional production mt. 6,750 valued at USD 945,000 using the prevailing prices during post-design mission. For small ruminants the project will provide 15,750 heads where its additional value at the end of the project will be USD 1,338,750. For poultry 45,000 birds will be with farmers at the end of the project with additional value estimated at USD 202,500.

Economic and financial viability

35. The direct beneficiaries of the project will be 10,000 households will benefit indirectly from the project activities such as the demonstration plots.

36. The incremental project benefits, considered in this analysis are those estimated from crop budgets for rice (upland and lowland) which are expected to be increased by 50% by just using improved seeds varieties. Cassava is also expected to produce at least four times by using the selected varieties.

37. The average annual net income of beneficiary farm households generated from crop sales will increase from USD 130 without the project to roughly USD 568 by 2013 and will have reached a level of USD 1,016 per household at full project development in 2014. In addition to the net income increase, the Project would generate new jobs for about half a million person days.

I. Knowledge Management, Innovation and Scaling Up

Knowledge management arrangements

38. A knowledge management network will be established for the project financed by IFAD. Harmonization of the project M&E system will provide consistent data for input into the government's databases. Communication on experiences and success stories will be strengthened through information, education and communications activities and the facilitation of internet access with the help of the Ministry of Planning. New technologies will be disseminated through actions that link targeted training, demonstrations and exchange visits.

Development innovations that the project will promote

39. The following aspects are viewed as generators of innovation in Liberia: (i) distribution of ASRP packages with a combination of seeds, planting materials, and small animals and birds will produce immediate effect for food security and enhancement of farmers' income; (ii) the innovative modality of packages distribution among households where have of the farmers group will get the half of the package namely seeds and planting materials at the first instance and after planting they will reimburse the same amount they received to the other group in the community. If this process goes well the first group will receive the small animals and birds as a reward and then afterwards they will repay back for it to the other group with no involvement of the government authority. This distribution modality is expected to increase social cohesion and improve stability among farmers in the local community; (iii) putting in place a sustainable rice seeds certification system will improve greatly the quality of seeds in the country and have a direct impact on agriculture production and productivity; (iv) the innovative method of supporting women households through hiring youth in the local communities to help them in clearing the land for cultivation.

J. Main Risks

Main risks and mitigation measures

40. The main risk to project implementation is that security, political and economic situation remains fragile despite progress made on all fronts. While the project has no direct control on the factors that mitigate this kind of risk, the risk can greatly be minimized/eliminated, by the Government, through (a) continued good governance and equity, (b) Government's poverty-reduction oriented actions with tangible impact, (c) continuing progress in stabilizing the economy, (d) adequate, well-targeted and timely donor support, (e) pro-poor enhanced implementation mechanisms, and (f) inclusive development. The presence of the UN forces (about 12,000) helps in stabilizing the situation.

41. The other potential risks include: (i) weak capacity of the government institutions particularly the Ministry of Agriculture and its organs; this will be mitigated by provision of Technical Assistance and necessary equipment and training for ministry personnel; (ii) Delays in procurement and delivery of agricultural inputs and implements, this will be mitigated by the support of TA and contract INGOs to procure the component of the packages and distribute them along with conducting the planned training activities and the UN procurement unit Iapso will be requested to procure the vehicles (iii) Failure of the implementing agency to attract qualified staff this is will be mitigated by providing the recruited staff with motivated wages.

Environmental classification

42. Pursuant to IFAD's environmental assessment procedures, the project has been classified as a Category B operation, in that it contributes to environmental protection and rehabilitation and is not likely to have any significant negative environmental impact.

K. Sustainability

43. The compliance of the ASRP's objectives with the national agricultural development priorities ensures the country's commitment to the project. The ASRP responds directly to key challenges identified in the PRS by enhancing the performance of the crop value-chains through the increased access and use of good quality farm inputs that lead to improved production and productivity, and capacity building of grassroots organizations. The ASRP is also designed in a manner that will permit the beneficiary grassroots groups to actively participate in activity implementation.

44. The project exit and sustainability strategy can be further explained at four levels as follows: Level 1 - At farm household- the project will adopt the prevailing production system only provide quantity and quality packages which will be profitable to farmers and increase their income; Level 2 - at Community based Organizations (CBOs) - The project will strengthen these organizations and train their members to play a central role in project implementation and in the whole economic development activities; Level 3 - at research institution- the central Agriculture Research Institute (CARI). CARI will be supported to oversee the seed multiplication and certification process as well as actual multiplication of the foundation seeds at test them under the prevailing local conditions; Level 4 - The Ministry of Agriculture - The Ministry of Agriculture and its decentralized organs at the county and district levels will be equipped and trained their staff to carry out the job more effectively and efficiently.

THE REPUBLIC OF LIBERIA

AGRICULTURE SECTOR REHABILITATION PROJECT

PROJECT DESIGN REPORT

I. STRATEGIC CONTEXT AND RATIONALE FOR IFAD INVOLVEMENT, COMMITMENT AND PARTNERSHIP (KSF 1)

1. The IFAD operations in Liberia have been under suspension since 1989. The proposed Agriculture Sector Rehabilitation Project (ASRP) will be the first intervention in which IFAD will financially contribute to development activities in Liberia since 20 years, apart from the Fund's contribution to the Comprehensive Assessment of the Agriculture Sector (CAAS) that was jointly undertaken by IFAD, FAO and AfDB in 2007, as an input to the preparation of the full 2008 -2011 Poverty Reduction Strategy (PRS).

2. ASRP was initiated by the African Development Bank (AfDB) in 2008. Within the context of the Enhanced Strategic Partnership between IFAD and AfDB – especially in post-conflict countries – IFAD agreed to co-finance ASRP. ASRP will have two technical components: (i) Agricultural Infrastructure Rehabilitation; and (ii) Rehabilitation of productive capacity. While AfDB will finance rehabilitation/development of agricultural infrastructure, IFAD financing will cover production activities and rehabilitation of capacity for grassroots rural communities.

3. To ensure better incomes and financial sustainability of the existing poorest farmers, the sequencing between these two components will be: (i) rehabilitation of the main socio economic infrastructures (roads/wells/markets as a priority); (ii) rehabilitation and improvement of the existing farming system to ensure better food production; and (iii) investment to improve farming systems (in valley swamps rehabilitations, storage house, extension services, agro processing and marketing). AfDB will focus its financing in infrastructures while IFAD will concentrate on agriculture development to compliment the AfDB approach. For this first investment, and to guarantee impact, the IFAD financing will focus on one of the two regions reached by ASRP (the North West region). The choice is presented below through a social, geographical and commodity targeting approach.

- IFAD and AfDB are financing the same project with joint management and common implementing tools (PCU, AWBP, Steering Committee for guidance and approval, Project and Implementation Manual, Monitoring and Evaluation system etc). This will help to avoid replication and/or duplication, on the one hand, and on the other, it will ensure better synergies between these two components. The same approach will be adopted in dealing with all stakeholders (GoL, Donors, IPs and CBOs) and will be presented during the start-up workshop.
- To ensure optimal efficiency and impact of IFAD financing (USD 5 million), IFAD has decided to concentrate its financing in four counties in the North West. The choice of these four counties is also the result of a social, geographical and commodity targeting approach described in the Main Report (paras 39 to 49) and in WP 4.
- **In these four specific counties the level of existing infrastructures do not necessitate that infrastructure development precede the provision of tools. As recommended, the CBO capacity building and all the sensitization will be done prior to the distribution of the package.**
- The post design mission examined the best possible returns on investment for IFAD financing as well as the steps to be taken. First, evaluate the current recovery approach vis a vis the development approach. To achieve this (i) the package was simplified e.g. by excluding fertilizer, pesticides, and tools. (para 84); and (ii) the modality of distribution was modified to be done in two years with the introduction of reimbursement through the

“habanaye” approach (WP 2 and para 84). All members of the CBO will have to sign a MOU with the IP, the CAC and the Project for benefiting from the package. The package will be delivered in two installments (vegetables and then animals), and only the CBO with 100% of reimbursement will benefit from the financial package with the animals. Consequently, there will be less of a tendency to sell items granted under the kits to meet immediate cash needs.

4. The next IFAD financing will be used to consolidate and develop the ASRP objectives.

A. Rural Development Context

5. **Context:** Liberia covers 111 369 square meters and is bordered by Guinea, Sierra Leone, Cote d’Ivoire and the Atlantic Ocean. The country is subdivided into 15 Counties, which are subdivided into Districts and further subdivided into Clans. The population comprises sixteen indigenous ethnic groups and various foreign minorities. The population is about 3.4 million, whose 39% live in urban communities¹, and the country currently grows at an annual rate of 2.1%². The civil conflict, which started in 1989, has left Liberia one of the poorest countries in the world. The per capita GDP is estimated at USD 132 in 2008, and the 2008 Human Development Indicator ranks Liberia 176 out of 179 countries.

6. **Liberian agriculture:** About 70% of the labour force in Liberia lives from agriculture, especially in rural areas. Agriculture share in GDP is around 50%, compared to 10% in the 1970s and 1980s. This gain results from the collapse of the mining and forestry sectors. Although reliable detailed data on farm models are scarce, there are three main farming systems in Liberia, characterized by the scale of production: (i) large plantations based on a forest farming system (which produce major export crops and cover the largest proportion of the arable land in Liberia); (ii) domestically owned medium-size commercial farms producing industrial crops for export; and (iii) small household farms, which is predominant and represents the livelihood of the majority of the rural population (which use traditional production techniques with very little inputs).

7. In 2008 Liberia produced only around 40% of its national requirement of the staple food rice, necessitating large scale importation to make up the shortfall. This situation has been exacerbated by the fact that the price of rice has increased by 60% since December 2007. The supply of rice is critical to the wellbeing of the Liberian population where around 130 kg/person/year are consumed. Cassava is the second most important staple food crop, and while production levels are currently sufficient to meet domestic needs, there is an urgent need to replace the poor yielding local varieties with improved high yielding cultivars which can provide better quality tubers for home consumption, but also produce a surplus for post-harvest processing into fufu, gari and starch, with the latter important as an industrial additive and livestock feed.

8. As regards rice production in the country the first limiting factor to productivity is the lack of good quality seed of high yielding varieties, suited to the two main ecologies – upland and lowland. The current level of production in the upland areas is around 0.8 to 1.0 tonne/ha and for lowland 1.2 to 1.5 tonne/ha; improved varieties alone with the same farming production system can increase these yields by 50%. Similarly, cassava yields can be enhanced without any additional inputs from 4-6 tonne/ha to 15 tonne/ha with the use improved varieties.

9. Currently fertilizer and pesticides are not in use in the country except for large specialized farms. There are no input suppliers within the rural areas or in the country. Extension services as well as the farmers’ organizations are very weak and they cannot support the introduction of any agriculture recommendations or new technologies such adding different types of fertilizer and/or pesticides. Most of the small farmers are subsistent farmers they farm for their consumption and very few have limited surplus for marketing.

¹ In Liberia, the urban areas are defined as the capitals of the 15 counties and Monrovia (2008-2011 PRS).

² Liberia's Population and Housing Census, 2008

10. **Government's response to the increases in food prices:** Liberia is considered to be the Africa's most affected economy due to the higher food and fuel prices. From May 2007 to December 2008, the price of rice increased by more than 60%. According to the draft 2008 Comprehensive Food Security Survey (CFSNS), nearly 50% of households have inadequate access to sufficient food, with 14.3% classified as severely food-insecure and 34.9% as highly vulnerable to food insecurity.

11. With the support of donors and especially the WB³ and IFAD through Italian Government Grant (2.5million), the GOL defined a strategy on soaring food prices to promote a rapid supply response from Liberian farmers, with the objective of reducing the import bill and to further rely on domestic production.

B. Policy, Governance and Institutional Issues, Political and Economic Issues

Policy and governance

12. With the assistance of the donor community, the 2008-2011 Poverty Reduction Strategy was developed. The PRS process was launched in 2007, together with the Comprehensive Assessment of the Agricultural Sector (CAAS) – undertaken jointly by IFAD, WB and FAO. The CAAS has been very instrumental in providing an overview of agricultural constraints and opportunities after the war, and has been a major input to the PRS. The PRS sets out a framework for rapid, equitable, and inclusive growth, poverty reduction and progress towards achieving the Millennium Development Goals (MDGs). The PRS identified four pillars: (i) security; (ii) economic revitalization; (iii) governance and rule of law; and (iv) infrastructure and basic services. It also recognizes the role and contributions to be made by the agriculture sector towards achieving the intended objectives.

13. Further to the Government's response to global food price increases, the GOL adopted the Food and Agriculture Policy and Strategy (FAPS) in December 2008 to revitalize and modernize the agriculture sector. Its objectives are: (i) Safe and nutritious foods available in sufficient quantity and quality at all times; (ii) Enhanced, inclusive and pro-poor growth in agricultural production, productivity, competitiveness, value addition and diversification, and linkages to markets; (iii) Effective and efficient human and institutional capacities of stakeholders to undertake planning, delivery of services, investments, and monitoring activities; and (iv) Rehabilitation, reconstruction and construction of primary/secondary, feeder and neighbourhood roads; and building human resource capacity for maintaining the work-force and management.

14. The GOL and the UN Agencies in Liberia adopted a Joint Food Security and Nutrition Programme (JFSNP) for the 2008-2011 periods, which contribute to all 4 pillars of the PRS. It also contributes directly to UNDAF Outcome 2: Equitable Socio-Economic Development, which addresses MDG 1 (Eradicate extreme poverty and hunger), 3 (Promote gender equality and empower women), 7 (Ensure environmental sustainability), and 8 (Develop global partnership for development). It intends to use a combination of pass-through and parallel fund management options: i.e. donors would either contribute funds, without specific earmarking, to one or more programme components or indeed, the overall programme. The JFSNP amounts to USD 140.236 million (50 million for emergency support and 90 million for medium term support). Agricultural initiatives include: (i) rice seeds purchase and distribution, (ii) construction of technology transfer centres including storage and processing plants, (iii) multiplication of improved varieties of rice and cassava, (iv) capacity building of agricultural officials and farmers, (v) scaling up of FFS investment and sub-sector policy development, (vi) promotion of livestock, and production of breeder seeds, (vii) provision of post-harvest infrastructure; and (viii) capacity building at the MOA

³ To support the Liberia's emergency food crisis response programme, the WB approved in May 2008 a grant of USD 10 million from the WB's Global Food Crisis Response Trust Fund (see section IV on links with complementary programmes)

15. The new Government introduced a strong set of policy reforms to consolidate peace and to spur reconstruction and development. These reforms are critical to the project, such as streamlining of public mandates, land management, decentralisation and corruption. Project conditions have been included⁴ to enable the approval of the necessary reforms which include: (i) the restructuring of the MOA, and (ii) the creation of the Land Commission which will pave the way for legalising community-based management of land resources.

16. Effective decentralisation of political, fiscal, and administrative responsibilities is also critical to project success. The subvention to counties of USD 3.0 million during the previous 2 financial years is a positive initiative in this regard and implementation of the draft National Decentralisation Policy will be supported and monitored during project implementation. The GOL recently approved the Anti-Corruption Commission bill and the enactment of the draft Whistle Blower law and Civic Education Policy. These will be closely monitored and promoted during project supervision missions as a way of reinforcing safeguards against the potential for fraud and corruption.

17. Although hope has been restored, the country remains fragile and the United Nation Mission to Liberia (UNMIL) is still very present in the country, with a total military troop of about 12 400 soldiers in 2008. While many challenges lie ahead, global increases in food prices is threatening food security and undermining economic recovery. Progress in restoring peace and security in Liberia could be undermined if the availability and access to proper utilization of food are constrained.

18. **Economy:** Liberia developed a dualistic economic structure and stark inequalities between the formal and informal sectors. GDP growth rates in the 1950s and 1960s averaged 9% per annum but these were driven by the formal economy and particularly the ‘enclave sectors’ of iron ore, timber and rubber. By the end of the 1960s, these sub-sectors accounted for 38% of monetized GDP and 90% of exports – estimates of ‘non-monetized’ GDP amounted to 8% of the national economy⁵. The 70% of Liberians in the ‘non-monetized’ sector, mainly subsistence farmers in the rural areas, survived on per capita incomes of US\$50 compared to a national average of US\$270. The persistence of this dualistic structure has been identified as a major contributing factor to the subsequent conflicts. In 2005, economic growth reached 5.3% and increased to an estimated 9.5% in 2007. For 2008, the economy is estimated to have grown at a rate of 8.8%. The average rate of inflation rose from 15.2% in the first quarter of 2008 to 17.6% in the second quarter, largely due the global surge in food and energy prices. Unemployment continues to be very high and many Liberians, mainly the youth, are either unemployed or underemployed in the informal sector. This is attributable to the shrinkage of the formal sector resulting from the war, as well as the international sanctions on the export of diamonds and forest resources.

19. **Debt:** Years of conflict and mismanagement also left Liberia with a large debt burden owed to multilateral development banks, bilateral creditors, and commercial creditors. Liberia’s total outstanding debt at the end of 2006 was USD 4.5 billion, equivalent to 3,000% of exports, and fully 20 times higher than the HIPC debt sustainability ratio of 150%. With technical assistance provided by Liberia's international partners, the GOL made key economic reforms to attract investment and qualify for debt relief under the Heavily Indebted Poor Countries (HIPC) initiative. In mid-2008, the United States became the first bilateral creditor to sign a bilateral agreement implementing the Paris Club's April 2008 debt treatment for Liberia. Since, several other bilateral creditors have pledged debt relief, including the International Monetary Fund (IMF), the World Bank, AfDB and IFAD. IFAD cancelled USD 21 million

C. The IFAD Country Programme

20. IFAD's operations in Liberia have been under suspension since 1989, due to non payment of arrears in a context of more than two decades of civil war. Therefore, IFAD does not have an ongoing

⁴ Conditions precedents to effectiveness of the AfDB financing.

⁵ In fact, iron ore dominated, with respective figures of 32% and 70%.

programme in Liberia since 20 years. In 2007 IFAD co-financed with World Bank the CAAS. In addition, to assist and complement the government's objectives of promoting increases in domestic rice production and fostering the reconstruction of the agricultural sector, IFAD approved a grant in the amount of USD 2.5 million in 2009 (financed by the Italian Trust Fund).

21. The "Agriculture Sector Rehabilitation Project" is the first intervention in which IFAD will financially contribute to development activities since the suspension. The proposed project will place strong emphasis on rebuilding social capital and will be an integrated response towards rehabilitating and sustaining essential services, as well as restoring basic agricultural services and basic production capacity to pre-war levels. Rice and cassava have been selected as they are staple crops in Liberia and recognized by the FAPS as crops that could bring "quick-wins" in improved household food security. The project complies with IFAD's post-conflict strategy as it will carry out reconstruction and development interventions that build community resilience by helping to protect and restore people's livelihoods. The ASRP will lay the ground to the resumption of operations in Liberia.

IFAD Vision for future financing

22. After 20 years of civil unrest the IFAD current project started by recapitalisation of households and focus on the improvement of the production at farm level. It also will provide some capacity building at grassroots level in order to lay in the conditions for producer organization development in the next steps –this intervention will be for four years.

23. To maximize the benefits future IFAD interventions will focus on the same area benefiting the same counties and districts. The new IFAD PBAS for 2010-2012 will go beyond the current intervention with a more traditional IFAD developmental approach (processing, marketing, farmers' organizations capacity building and other activities such as rural finance). In 2010, the result based COSOP planned for Liberia will detail this strategic approach.

II. POVERTY, SOCIAL CAPITAL AND TARGETING (KSF 2)

A. Rural Poverty, Information and Analysis

24. **Social consequences of the war:** The 2008-2011 PRS reveals that 86% of households across the country have been displaced at least once since 1989 due to the fighting and looting (most of the communities had been forced to flee fighting on up to five occasions). Most of them returned between 2003 and 2004. The war also created a large number of separated children (separated from their biological parents) due to factors such as the high level of violence and killing, separation as a consequence of flight, the practice of sending children elsewhere for safety, and the forced conscription of children for labour and fighting.

25. The new GOL seeks to address these issues to maintain the peace. A tribal/ethnic conflict diagnostic assessment is underway to determine specific ethnic tension concentrations. The GOL has taken measures to build the capacity of the Trust and Reconciliation Commission, specifically the healing and reconciliation section. The ASRP is not a community development project. However, measures will be undertaken to participate in the reconciliation national process, ensure participatory governance at the grassroots level, and inform and involve the communities as much as possible.

26. **Poverty:** The national average household consists of 5.6 persons. The national average of female headed households is about 13% and varies from one county to another. Overall, the dependency ratio is 1.4 for all households. Given that net income is difficult to measure, the 2007 Core Welfare Indicator Survey (CWIS) focused on consumption rather than income to determine poverty in the country. Therefore, rural and urban poverty is based on: (i) cost of a food basket providing 2,400 Kcal per day per adult requirement, and (ii) non food poverty lines by estimating non

food spending that were within 5% of the food poverty lines. The total poverty line is the sum of the two, and the food poverty line is the basis for measuring extreme poverty. According to the 2007 CWIS, undertaken by the Liberian Institute of Statistics and Geo-Information Services (LISGIS), about 68% of the rural population live in poverty (against 55% of the urban population). Of this number, approximately 48% (1.3 million people) of the rural population is living in extreme poverty (people living on less than 0.50 USD/day according to the international poverty line). Since about 70% of the population lives in rural areas, about three-quarters (73%) of the poor are in rural areas.

27. The poverty headcount indices (percentage of people below the poverty line) are highest in the South Eastern Region (77%) where AfDB financing is concentrated, and in the North Western Region (76%), where both IFAD and AfDB will intervene. These indices for the North Central Region and the South Eastern Region are respectively of 68% and 67%. The North Central Region, which contains a much larger share of the population than other regions, has by far the largest number of people living in poverty, or 38% of the national total.

28. **Other poverty dimension:** Respondents to the 2007 CWIS expressed major concerns with the lack of access to basic services, markets and food, the unemployment rates, the poor housing, and the poor quality and coverage of basic infrastructure. Physical infrastructure heavily affected by the war, especially in rural areas, remains in ruins. Over 85% of Liberians do not have access to basic healthcare, sanitation, safe drinking water, and hygiene. Before the Government restored water and electricity facilities in July 2006, the country was without them for 15 years.

29. Physical access to urban centres, markets, and schools remains a challenge for households in the rural areas, particularly during the rainy season. With the total collapse of the education system, most young Liberians lack basic skills and resourcefulness. This makes it difficult for them to set and achieve goals, budget and use scarce resources for agreed purposes. This also excludes them from taking advantage of limited domestic and international employment opportunities that are available. In terms of participation, a vast majority of the population is unable to realize their rights to be a part of decision-making processes. Many people in the rural areas have had their transition from childhood to adulthood interrupted by war, have few skills and are often burdened with many of the responsibilities of adults, particularly as heads of households and income earners. Unmet expectations with this group could trigger significant social unrest. In order for all Liberians to participate in this crucial phase of reconciliation and peace-building, disadvantaged, grassroots and rural groups need to be empowered by giving them the tools and capacities to take ownership of decision-making processes.

30. Income-generating opportunities are limited as a result of the conflict, a narrow economic base, disruption in local farming and trading systems, loss of personal assets and a breakdown in social capital. These limitations have contributed substantially to income poverty and impaired human development. It is widely reported that the unemployment rate in Liberia is 85% (this reflects the paucity of employment opportunities in the formal sector).

31. **Food insecurity⁶ and vulnerability:** According to the 2006 Comprehensive Food Security and Nutrition Surveys (CFSNS), 39.2% of children aged 6 to 59 months in rural and semi-urban areas were stunted in their growth. The 2006 CFSNS also reveals that the rural population faces both chronic food insecurity (especially in the South Eastern Regions) and transitory food insecurity (in the North West and Central Regions). Nationally 80% of the rural population is either moderately vulnerable (41%) or highly vulnerable (40%) to food insecurity. About 9% of the rural population is food secure.

⁶ Food security exists when all people at all times have access to sufficient, safe and nutritious food to meet their dietary needs (FAO, 2006).

Livelihood Profile*	% moderately vulnerable and food secure	% highly vulnerable and food insecure
Cash crop producers	63	37
Petty traders	56	44
Employees	55	44
Food crop farmers	53	49
Charcoal producers	53	47
Rubber tappers	53	47
Fisherfolks	52	48
Palm oil producers	52	48
Skilled labourers	49	51
Contract labourers	42	58
Hunters	40	61
Palm oil producer/ seller	36	64

Source: CFSNS (2006).

32. **Gender and Poverty:** Liberia is one of few countries in which the poverty rate of female-headed households is lower than male-headed households. Indeed, the 2007 CWIS reveals that 65% of male-headed households live below the poverty line, compared to 62% of female-headed households. However, women remain vulnerable to poverty in many dimensions. The majority of female labour is unpaid, characterized by insecurity and low productivity. The incidence of gender based violence is high, limiting women’s and girls’ ability to lead a safe life. Despite advances in the legislative and public policy front regarding women rights at the national level – under the leadership of the Ministry for Gender and Development (MOGD) – complex community arrangements and long standing traditions continue to restrict women’s development opportunities at the local level in rural areas.

B. the Target Groups, including Gender Issues

33. The effect of the war on agriculture was very extensive. Many farms and rural areas were abandoned, and villages were burned down and looted. Many farmers lost the few assets they possessed especially their seeds and livestock.

34. **Target groups:** In line with IFAD’s mandate and Targeting Strategy, and in compliance with the GOL’s principle of inclusive development, the primary target group of the project would be the most vulnerable rural households. Most of them have been, traditionally, socially excluded – especially those households headed by women – and have comparatively, less ability to recover from the war devastating impacts. This group is not homogenous, but whose livelihoods principally depend on agriculture and agriculture-related activities. They are people, whose lives are characterized by vulnerability and insecurity, making it difficult for them to escape the poverty trap. In many cases, they are women, who make up over 50% of the population, and 80% of agricultural farmers. Women who are head of house hold widowed by the war, or single mothers will therefore be highly targeted. The project would also target other poor rural households having the potential to take advantage of improved access to assets and opportunities for agricultural production.

35. Thus, the ASRP will seek to benefit: (i) the rural poor living in extreme poverty, who are producing a bare subsistence minimum on small household plots; (ii) the subsistence and semi-subsistence farmers, in particular those willing to move beyond subsistence and produce a surplus for the market; and (iii) the rural unemployed, underemployed and self-employed, particularly those with the willingness to develop themselves and their respective communities but lack the means to do so. These groups include various individual’s profiles, such as: (i) the war affected small-scale farmers (men and women); (ii) the women headed households and the single mother; (iii) the war widows; (iv) the youth (including the ex-combatants); and (v) people with disability.

36. **Gender issues:** An important dimension of addressing gender inequalities is the support of gender sensitisation and awareness at community/village level. The Project would adopt a participatory approach to gender sensitisation, involving both men and women (young and old) and all IPs, in order to promote understanding of the benefits of expanding women's access to and control over inputs, capital, and knowledge. Mainstreaming gender into development is an important element of the country's PRS, with the MOGD as the focal point for gender harmonization.

37. In the agriculture sector, it is estimated that in Liberia, women contribute 36% of the total labour in rice and cassava production. Men provide most of the labour for clearing and preparing the land while women do most (80%) of the weeding, harvesting and processing of the crop. Men and women have clearly defined economic roles and the available data of the 2006 CFSNS are summarized in the table below:

	Income generation	Production of food crops	Labour in rice and cassava production	Cash crop income	Agricultural workforce	Total agricultural production	Labour force for food crop production	Agro-processing	Marketing and trading of agricultural produce in the country
Men and women	33%	57%		49%					
Men only	33%	6%	64%	22%			35%	25%	
Women only	16%	8%	36%	5%	53%	60%	43%	50%	80%
Women with the support of children	5%								
All household members	13%								

Source: 2006 CFSNS and 2007 CAAS Cross-Cutting Issues Report

38. Despite their significant role in the agricultural sector, the 2006 CFSNS shows that on an individual basis, 33% of men have access to land, against 16% of women. Only 10% of women actually own land that they cultivate (compared to 44% of men). One of the main arguments used by community leaders not to grant women access to land results from the traditional division of labour in agriculture. Men are responsible for clearing and felling the land at the beginning of the agricultural cycle which is carried out in groups through communal arrangements (called Kuu). The inability of female-headed households to contribute labour to the kuu restricts their ability to farm.

39. Women also experience difficulties concerning access to improved inputs and farm technologies: 13% of male headed farm households have access to seeds, compared to only 8% of women headed households. Existing information reveals that extension workers tend to exclusively focus on male farmers for crop support services.

40. The women's literacy rate is still only half the number of literate men (38% of women are literate against 71% of men). The lack of entrepreneurial skills represents a severe handicap to develop agricultural activities, and women's low participation in decision-making persists in Liberia despite recent improvements following the last elections. This is particularly determined by traditional structures and starts at the local level with communities being traditionally dominated by male chiefs and elders while this custom has excluded women from community decision-making processes. According to the 2007 Small Scale Gender and Agriculture Survey (SSGAS), women are not expected "to attend village meetings when they are not called". However, changes are occurring slowly and the reconstruction phase is opening new opportunities for women's participation in decision-making bodies.

C. Targeting Strategy and Gender Mainstreaming

41. **Targeting strategy:** In line with IFAD policies on Gender and Targeting, the targeting strategy will be based on the following approach.

42. **A commodity and geographical targeting:** Rice and cassava will be the only two supported crops due to their predominance in households' consumption and food security. The targeted areas have been selected on the basis on considerations detailed below in section D. In order to select communities that have both high poverty levels and a recognized potential for agricultural development, eligibility criteria will combine: (i) population size, (ii) poverty incidence, and (iii) agro-ecological potential for realizing the project's key objectives. To assess the agricultural development potential, the project will quantify the existing human potential and the availability of agricultural land for each community. In addition, proxy poverty indicators – such as the number of women headed-households, the potential of the youths within a community or the relative distance from district headquarters – will be looked at. Caution will also be exercised to ensure that the selected villages are not receiving (or have not received in the recent past) assistance similar or related to that envisaged under the ASRP.

43. **A social self targeting:** The identification of the beneficiary households would be based on needs assessments conducted by the IPs with the existing CBOs/cooperatives/farmers or community groups considering that they possess some experience that could be useful and relevant to the project, in addition to having knowledge about the availability and quality of local resources. In each farmer's/community groups/CBOs or cooperatives, poor households would be mobilized to be active participants in the whole process of implementation, including the monitoring of activities. Where grassroots organizations are non-existent, new ones will be formed. Thus, village members are mobilised and facilitated to make the best use of the assistance provided by the project and to contribute to the overall wellbeing of their communities. At least 50% of the target households will be women headed. In villages where this is not possible, at least 50% of the farmers'/community groups will be exclusively women groups or those dominated by women. Gender disaggregated monitoring data will be collected that monitor the profile of women as beneficiaries.

44. **Gender mainstreaming:** The project targeting will be mainstreamed through systematic operational measures ensuring target group participation in all aspects of the ASRP implementation. **The principal mechanisms are:** (i) the creation of mechanisms that allow target group representatives to participate in the design of project activities as well as provide feedback and monitoring during the life of the project; (ii) the prioritization of certain activities based on their contribution to targeting objective; and (iii) the mainstreaming of targeting objectives into project management. To this regard, the development of the Communication and Monitoring and Evaluation strategies – to be designed in year 1 – are crucial to the project's efficiency, as they will: (i) facilitate communities' awareness about the project and commitment to the project; and (ii) provide implementation guidance to the project's staff, IPs and stakeholders.

45. The PCU will include a gender / monitoring and evaluation specialist who will ensure that all gender-related aspects of the project are adequately addressed. Women inclusion will also be a strong criterion to assess the performance of the implementing partners. At the same time, the project will endeavour to ensure that most of the community and technical facilitators that will be employed and trained by the project, to undertake the community mobilisation and extension service provision roles, are women.

46. Mainstreaming of targeting and M&E related indicators into the project management will be achieved through: (i) an inception workshop/stakeholder consultation to be held not later than 6 months after effectiveness; (ii) the awareness-raising campaigns among IPs and other relevant stakeholders at the national level and in the project areas; (iii) the setting up, by the PCU's M&E unit, of the ASRP specific participatory monitoring and impact assessment arrangements; (iv) as one of the selection criteria, aspiring ASRP IPs will be asked to demonstrate a good track record of reaching the poor and creative proposals related to the targeting objectives of the ASRP; (v) annual stakeholder discussion groups, linked to the Project's AWPBs, will be established around key Project components and outputs to analyse and review monitoring information, identify lessons learnt and make recommendations about required changes in the Project approach; and (vi) the ASRP M&E includes participatory aspects that reinforce the targeting objectives. Some of the indicators to be used to

monitor the project's impact on gender-related aspects include number of women accessing/cultivating land, number of female extension officers, number of women in community elderly committees, number of women attending the rehabilitation and capacity building trainings, number of women accessing the required farm inputs, and the annual increase in the project women's crop production and incomes.

47. The ASRP will also facilitate the engagement of women through the use of unemployed youths. The youth will be employed to clear land for the women farmers (who have larger plots and no available family labour) and, in turn, earn an income. For those rice farmers (both men and women, both old and youth) who could have a surplus production, the ASRP will progressively connect them to the markets through a direct linkage with the WFP P4P Scheme.

D. Geographic Coverage of the Project

48. The overall project will be implemented in 30 districts selected from 8 counties (Grand Gedeh, River Gee, Grand Kru and Maryland in the South- East, and Grand Cape Mount, Bomi, Montserrado and Grand Bassa in the North-West). Most of the project counties have the highest poverty levels in the country. According to the PRS, Grand Gedeh, Grand Cape Mount and Bomi are among the counties with a poverty head count of up to 80%, while the remaining project areas show a poverty head count of around 65%. This also applies to the other poverty indicators such as net secondary school enrolment and adult literacy. Other donors are currently working in other counties therefore there are no overlap with activities of this project.

49. The AfDB financed activities will cover the 8 counties (including 30 districts), with a focus on the South-Eastern counties whose infrastructure has been completely destroyed during the war and where accessibility is a challenge. In addition, the South-Eastern region received so far little development aid, due to low population density and difficulty in accessing these areas. The AfDB's intervention is expected to reach 9 610 households (about 55 000 people).

50. The IFAD post-design mission assessed the relevance of using the IFAD allocation of USD 5 million to finance recapitalization and capacity building at grassroots level in all project areas and concluded that intervening in the 8 counties would stretching the funds too thinly, and risk the possibility of effectiveness. The ASRP being the first project in which IFAD will contribute in Liberia since 1989, it is very important to ensure effectiveness and lay a firm foundation for the Fund's future operations in the country. Therefore, the IFAD financed activities will be focused and mainly implemented in 4 counties (including 18 districts) of the 8 selected counties. The IFAD focused counties are located the North Western regions: Grand Cape Mount, Bomi, Montserrado and Grand Bassa Counties.

51. The selection of these four counties was based on the main following considerations: they produce both rice and cassava, received so far less development aid than the other major rice producers (Lofa, Nimbo and Bong), include a very large number of poor small-scale farmers, and relatively accessible and have reasonable infrastructure. The direct project beneficiaries for the IFAD funded activities are estimated at 15 000 households (about 90 000 people, on the basis of a national average household size of approximately 6 people). In addition about 5000 households will indirectly benefit from the implemented activities such as the demonstrations plots and the use of high yield rice and cassava varieties.

Estimated population in the four counties selected by IFAD

	Estimated population	Male	Female
South central			
Montserrado	1 144 806	585 883 (51%)	558 923 (49%)
Montserrado excluding Monrovia City	343 442	Non available	Non available
Grand Bassa	224 839	111 861 (49.7%)	112 978 (50.3%)
North western			
Bomi	82 036	41 807 (51%)	40 229 (49%)
Grand Cape Mount	129 055	66 922 (52%)	62 133 (48%)
Total 4 counties	1 580 736	806 473	774 263
Total excluding Monrovia City	779 327	Non available	Non available
Total Liberia	3 334 587	1 764 555 (53%)	1 570 032 (47%)

Source: 2008 National Population and Housing Census, Preliminary results, LIGSIS

III. PROJECT DESCRIPTION (KSF 3)

A. The Knowledge Base: Lessons from Previous/Ongoing Projects

52. IFAD has been absent from Liberia for more than 20 years. Most of the results of the IFAD funded “Small Holder Rice Seed Project” – approved in 1981 and evaluated in 1989 – have been destroyed or are not fully relevant to the current post-conflict context. Therefore, the project design is mainly based on lessons learned from IFAD’s experience in post-conflict countries and programmes developed by other donors.

53. **Lessons learned from IFAD experience in other post-conflict countries:** IFAD developed a broad scope of activities and partnerships in other war affected countries that have led to generic lessons learned which are relevant to the Liberian case. These include the following considerations:

- The confidence building of beneficiaries is crucial to ensure progressive ownership of the activities undertaken. Therefore, the importance of empowerment at grass-roots level must be the first objective that will allow the beneficiaries to be active recipients and major players in the decision-making process;
- The risk of spreading social disruption in rural areas can be moderated through investment in (i) enhancing the local economy at the community level, (ii) spreading awareness on human rights and women’s rights, and (iii) improving the organizational culture of government agencies.

54. **Lessons learned from other donors’ programmes:** Most of the assistance, thus far, has been directed towards emergency relief. From the perspective of the ASRP, the lessons learnt from the other donor-funded operations⁷ are stated below:

- (a) Experience from a number of ongoing projects suggests that there is a general lack of adequate capacity in the country in many aspects, and cutting across all sectors of the country's institutions (both public and private). The situation is made worse by the fact that many different donor initiated programmes draw from the same limited pool of the available professionals/contractors to undertake their different activities.
- (b) There is evidence that the participatory approach has generated greater local ownership and improved governance. However, in general, these projects have been more difficult to implement and the adoption of participatory approaches by the central and local

⁷ The main donors are listed in section V/iv (links with complementary projects) of this main report.

governments in their daily operations has not been as successful. Thus, there is a need to ensure that all levels of government buy into this approach.

B. Opportunities for Rural Development and Poverty Reduction

55. Productivity of the small-scale farmers in the project target areas is very low. This is due to several constraints that include: (i) limited availability and use of essential inputs, particularly good quality seeds and appropriate agronomic knowledge; (ii) a combination of the land tenure system and labour-related constraints that limits women to cultivating small pieces of land over a long period; this confines women to subsistence farming and also contributes to soil degeneration, (iii) lack of access to better/improved technologies, (iv) little or no access to reasonably priced credit; and (v) lack of appropriate storage and value-addition facilities.

56. The justification for the IFAD financing is to support the move among the donor community away from emergency aid through to development activities and in this transitional period the project proposed will act as a catalyst for more substantive interventions in the coming years. In order to bring this change about it is important to target a number of key issues and constraints that are fundamentally restricting the development of the agriculture sector in Liberia. The key factors which need to be taken into account are: (a) the requirement to improve the flow of improved inputs which are a major constraint to the rural farming communities, more particularly food crop seeds/planting material of better quality and provenance, and livestock thus improving food security and augmenting household incomes; (b) the importance of supporting the currently weak organization at local community levels which are presently assisted by a range of NGO's and CBO's in a poorly organised and uncoordinated manner; (c) the importance to assist public services at various levels, central, County and District which are weak and lacking in its capacity to service the communities in the rural areas; (d) similarly the capability of the research system namely CARI is weak and unable to provide the necessary support as regards the flow of improved technologies, seeds and advise to the farmers; and (e) finally and of high importance is the weak level of capacity and weak possibility of training, among all stakeholders involved in the agriculture sector encompassing MOA staffs at all levels both central and local, and critically the farming community as whole, in this respect NGO/CBO's have some degree of capability and local area coverage albeit currently fragmented and uncoordinated.

57. Currently these improved high yielding varieties of rice and cassava are available in Liberia through the Central Agriculture Research Institute (CARI). Furthermore, the Ministry of Agriculture (MOA) has initiated a Seed Bank programme for rice involving a range of entities including CARI, donors (as IFAD through the USD\$ 2.5 million IFAD/Italian government grant) , international and national NGO's, CBO's and farmers organisations, and it is planned to use this system as a basis for the proposed IFAD's intervention.

58. The planned scenario as regards seed production particularly is that CARI as is its mandate will be responsible for obtaining and screening new improved varieties of rice and cassava sourced from WARDA, IITA and other research organisations in the region. After testing and screening it will be solely responsible for the production of rice foundation seed, the oversight and management of seed certification. CARI will be contracted to carry these functions. The project also will support CARI in this aspect. CARI will make available to the Seed Banks to be established under the IFAD grant (Italian Grant) and AfDB programme, the F1 seed, and the production of F2 or certified seed will be undertaken by NGO's and CBO's. The seed multiplication will be monitored by the MOA and decentralized levels the County Agriculture Coordinators' (CAC) who will also be responsible for rice and cassava demonstration plots organised by CARI for the shortlisted improved high yielding varieties and the basis for the Farmer Field Schools (FFS).

59. The certified seed produced by the Seed Banks will be made available to the target farmer groups under this Component of the ASRP, where the process will be managed by NGO's which have had experience in this aspect, and where they will utilize their network of CBO's and farmer organisations to expedite project actions. The action would include management of the groups to

ensure proper allocation of input packages and sustainability of the process, sensitization and training, M&E and close liaison with the CAC and MOA.

60. In the cases of livestock the national herd was decimated during the war with the net effect that for instance there are very few animals in the four project Counties under the IFAD project. As livestock are an important source of protein, it is seen as important to assist communities in restocking their herds, and the project will focus on small livestock, mainly chickens and goats. Experience in the provision of livestock to rural communities already exists through the concerted efforts of a number of NGO's, working in close liaison with CBO's and farmer organisations at the grass roots level.

61. The rationale behind this component is to restore capital lost at the household level through channelling direct benefits to vulnerable beneficiary groups. This will be achieved through: (i) Rehabilitation activities and capacity building of targeted households, farmers/community groups and/or Community Based Organizations (CBOs) to enable them to optimise the use of the inputs that will be provided by the project; and (ii) Recapitalization of the targeted households, farmers/community groups and/or CBOs by providing them with a package of basic inputs consisting of improved rice seeds, cassava cuttings and a set of poultry and small ruminants. This is intended to facilitate the target households to increase their respective agricultural production and food security.

62. The project would help to address some of these constraints by increasing access to the essential inputs and community rehabilitation and capacity building; this will be done using community-based approaches. The ASRP will adopt decentralized demand-led funding mechanisms that involve community-based farmers' groups in the decision-making process. In particular, the project will mobilise and facilitate the farming communities to be active participants during implementation. The package of support to the communities is deliberately designed to be both simple and well focused thereby ensuring that interventions are implementable. It includes capacity building and training, supported in parallel by the supply of a range of priority improved farm inputs including better seeds and planting material of rice and cassava, and small livestock (small ruminants – goats/sheep and poultry).

63. The labour constraint faced by women will be alleviated through the use of the youths who will be employed to clear land for women farmers. Farmers will also be linked to the WFP's Purchase for Progress Programme (P4P) which will help them receive better prices for their surplus produce. Women will be able during the first three years of the project to be able to save some funds to finance hiring of men to do hard work on their plots especially land clearance and bonds construction.

C. Project Goal and Objectives

64. The project's development goal is to reduce post-conflict poverty and food insecurity, and improve livelihoods and living conditions of rural communities. This will be achieved through the project objectives to restore capital lost at the household level through channelling direct benefits to vulnerable beneficiary groups and to support short-term recovery of rural communities and their farming systems, while laying the basis for long-term rehabilitation and participatory development. The anticipated outputs of the project are a restored and improved agricultural productive capacity and an improved household food security. This will be done with the beneficiaries' full participation and in compliance with the respective County Development Agendas and District Action Plans.

D. Alignment with Country Rural Development Policies and IFAD Strategies

65. The ASRP is guided by and complies with all the key Government policies and strategies for rural development as outlined in the 2007 CAAS, the National Food Security and Nutrition Strategy (FSNS – March 2008), and the Food and Agricultural Policy and Strategy (FAPS – December 2008). With its main focus on the restoration of agricultural capacity and the related infrastructure, the ASRP is consistent with pillars II, III and IV of the PRS and the WB/AfDB Joint Assistance Strategy. In

addition, both rice and cassava are identified by the PRS and the FAPS as priority crops. More importantly, the project complies with the strategy on soaring food prices defined by the GOL in 2008 in order to promote a rapid supply response from the Liberian farmers. This ensures the country's policy commitment to the project.

66. The project also fits well with IFAD's Corporate Strategic Framework, in particular the focus on improving the livelihoods of the rural poor by strengthening their own organizations and enabling them to access productive technologies and resources. Finally, the ASRP complies with the IFAD Post-Conflict and Recovery Strategy, as it intends to carry out reconstruction and development interventions that build community resilience by helping to restore people's livelihoods. In addition, rice and cassava can bring "quick-wins" in improved household food security, and IFAD's target group is actively involved in improving.

E. Project Components

67. The project will be implemented over a 4 year period under 3 components: (i) Agricultural Infrastructure Rehabilitation; (ii) Rehabilitation of Productive Capacity; and (iii) Project Management. Component I will be fully financed by the AfDB. IFAD's financing will focus on Component II while the financing of Component III will be shared by the two institutions. To that end, a detailed coverage of the first component is not provided in this report as it has been fully covered in the AfDB Appraisal Report.

Component 1: Agriculture Infrastructure Rehabilitation (AfDB Financing):

68. The activities under this component will include: (i) The rehabilitation of water management infrastructure covering an estimated 1,620 ha for swamp rice cultivation in Grand Kru, Grand Gedeh, River Gee and Maryland counties; (ii) The detailed technical studies in preparation for future investments; (iii) The rehabilitation of at least 100 km of feeder roads; and (iv) The development of community infrastructure, such as storage and agro-processing facilities, including 2400 square metres of multifunctional post-harvest/marketing facilities, 40 mechanised wells & sanitation facilities.

Component 2: Rehabilitation of Productive Capacity (IFAD Financing):

69. The objective of this Component is threefold: (i) food security through increased food production in the rural communities, (ii) increase in a sustainable manner the main staple crops rice and cassava produced in Liberia, and (iii) ensure a better household nutrition at the village level.

70. The means by which this will be undertaken would be through three closely linked initiatives: (a) ensuring production and dissemination of certified quality seeds (rice and cassava), (b) restocking in livestock to the vulnerable households, and (c) capacity building of CBP's including technical, economic and management aspects in the first instance and subsequently to prepare them for the development phase in national rehabilitation, with regard to marketing, and post harvest processing, etc. The interventions will mainly provide support to women and the most vulnerable poverty stricken community members in the targeted project Districts.

71. These actions will be achieved through two sub-components as previously stated: **(a) Capacity building of targeted households**, farmers/community groups and/or Community Based Organizations (CBOs) to enable them to optimise the use of the inputs that will be provided by the project; and **(b) Recapitalization of the targeted households**, farmers/community groups and/or CBOs by providing them with a package of basic inputs consisting of improved rice seeds, cassava cuttings, and a set of poultry and small ruminants. This is intended to facilitate the target households to increase their respective agricultural production and food security.

72. In order for it to be sustainable the component will also contribute to the establishment of the seed multiplication system to ensure sustainability which will be administered by MOA through CARI with the close involvement of the other key stakeholders including CAC's at the County level, NGO's, CBO's and farmer organisations, with a longer term objective of the development of viable Public Private Partnerships (PPP) for the seed sector.

Sub-Component (a): Capacity building at grassroots level

73. Activities under this sub-component are linked to the input distribution programme presented in sub-component (b). Targeted small scale farmers, farmer's/community groups and/or CBOs will need to learn how to optimise the use of the inputs that the ASRP will provide. Therefore, under component 2, IFAD will support basic capacity building at grassroots level aiming to make the best use, manage and maintain the various provided inputs. The ASRP will finance basic capacity building activities intended to help community members to deal with the effects of the devastating war. These activities will be kept simple and minimal, and will include the following: (i) mobilization and capacity building of community facilitators; (ii) trainings to help the target groups to increase their control over production inputs, resources and income earned from farming; and (iii) and to create awareness among target communities that with the change from emergency aid to development it is now important that they are aware of the need for greater self-reliance.

74. This well focused and important programme will be administered with the close involvement of NGO's and CBO's already working in these areas, with proven experience and expertise in development initiatives at the grassroots level, while also being fully supported by MOA more particularly CARI and the County extension system with the close involvement of the CACs. It will be important to ensure that trainings are fully supported through the extensive use of FFS's and it is intended that a series of demonstrations on improved cultivation of rice and cassava will be established. In this respect CARI will organise and coordination these demonstrations as part of its own outreach adaptive research programme, working with the CAC or FFSs under the CBOs. Furthermore, the target communities will be provided with basic trainings in livestock husbandry including animal management, health and disease control this will also be expedited through the use of FFSs and where the NGO/CBOs will liaise with the MOA Livestock Department staff for training support in this area. The funding for the FF's will come from the AfDB budget for ASRP.

75. Farmer Field Schools involve an experimental learning-based approach to technology adaptation and dissemination. They involve the establishment of a 30 member farmer group that meets weekly on one of their member's fields throughout an entire cropping season in order to try to solve one of their own self-identified problems. Each extension worker would act as a facilitator rather than as a teacher, learning together with the farmers and sharing his or he own scientific knowledge where appropriate. The project will finance the establishment of FFSs on a phased basis, starting with master trainers and the training of trainers (Community Facilitators). Community Facilitators will conduct their own field schools to train the CBO farmer group members. The project will contract FAO field office in Liberia, which had previous experience in FFS implementation in the country, to conduct and supervise the FFSs. FFS will be implemented in the 18 Districts of the project for the first three years of the project.

76. **Capacity building of community facilitators:** The community mobilization approach is very important in Liberia, where participatory development process has been neglected during the past decades. It will therefore be necessary to start by building up skills of process facilitators to support productive activities. To this end, implementing partners (IPs) will be competitively selected to: (i) help the communities to select literate people (within the communities themselves and preferably women when/where possible) to become community facilitators; (ii) train the selected community facilitators to extension services at grassroots level, in order to make sure that they will be able to take over IPs' role after the end of the project; and (iii) supervise their work. The selected IPs would be the same that those who will facilitate the distribution of inputs, and will have a proven track record in the particular District in which the CBO and the target community are located.

77. In order to facilitate identification of other potential implementing partners, the project will liaise with LINNK (the Liberia NGO Network) and NARDA (the New Agricultural Research and Development Agency), both of whom mandate is to: (i) build the capacity of local organizations; (ii) promote coordination, collaboration, and complementarities among national NGOs.

78. The trainings to community facilitators would be oriented towards: (i) groups' strengthening, mobilization and creation; (ii) use, management and maintenance of inputs/assets provided by the project; (iii) identification and further trainings of leader farmers (both men and women) and animal health workers; (iv) assisting the communities groups in the development of Community Development Plans, (v) conflict resolution, and (vi) community participation in monitoring of the ASRP.

79. The community facilitators would be posted within their communities and receive fees comparable to that of local village teachers, in addition to operational support (transportation costs, stationary, etc). These costs are to be incorporated into the NGO procurement contracts at the time of implementation. The project would target as many women as possible to serve as facilitators.

80. **Basic trainings for community groups/farmer groups/cooperatives:** Under the supervision of the selected IPs, the selected and trained community facilitators will deliver trainings to help the target groups to increase their control over production inputs, resources and income earned from farming. Four types of trainings will be delivered:

- (a) Trainings on the use, management and maintenance of inputs/assets provided by the project would mainly target leader farmers (both men and women) and farmer groups (or cooperatives). In this respect technical training will be given on improved crop management especially for rice and cassava, with additional trainings on integrated farming systems.
- (b) Training on storage and preservation of food items (for home consumption and surplus marketing) would target women farmer, cooperatives or associations. The community facilitators and the IPs will ensure the participation of women-headed households to this training.
- (c) Trainings in poultry and small ruminants rearing would target both animal health workers and women cooperatives/associations (which could then provide advice on rearing and treatment of poultry and small ruminants at nominal fees).
- (d) In coordination with UNDP, the ASRP would also develop vocational trainings for the youth (including the ex-combatants) such as – but not limited to – trainings in local manufacture of small farm tools and repair of farm implements.

81. **Savings mobilization:** This activity forms part of the IFAD project design document. As a means to start capital mobilization at the village/community level, and in the interest of project sustainability, local communities, community groups or community members (not only the households directly targeted by ASRP) would be contracted (when/where appropriate) to help with the infrastructure related works, for those labour intensive infrastructure/works. This would start only in year 2 (around mid 2012). In year 2, trainings on formation on saving and credit groups could be organized where appropriate.

82. **Potential partnerships:** For sensitization campaigns, ASRP will work in close collaboration with the GOL/UNDP National Youth Volunteers Services Programme which engages youth graduates to volunteer six months in the rural areas, strengthen the educational system, and provide health and HIV/AIDS awareness. For vocational trainings, ASRP would work with UNDP, which supports The Federation of Liberia Youth (FLY). UNDP already provided the post-formulation mission with the list of the 173 youth organizations operating under the FLY. The project will also work very closely

with the County representatives of the Ministry of Gender to ensure that the interests of women are properly taken into account and that the selection of CBO's and farmer organisations are targeted toward women as far as possible.

Sub-Component (b): Recapitalization of Target Group Households

83. Many farmers lost the few assets they possessed especially their seeds, and animals as a result of the war. As the country continues to recover from the devastating effects of the war, the rural poor (particularly the women headed households) who have traditionally been responsible for the production of most of the food consumed in Liberia face numerous challenges. They need to be facilitated to be recapitalized in order to increase production and productivity. Therefore, ASRP will provide to the target group households a package of basic agricultural inputs, in order to improve their agricultural production capacity and their food security. The provision of technical advices and follow-up to make the best use out of these inputs has been detailed under sub-component (a) above.

84. **Recapitalisation package:** A package of basic agricultural inputs will be provided to around 10,000 households in the 18 districts of the four Counties. The number of beneficiaries are calculated on the basis of 20 households per CBO, 504 CBO's reached in the total project duration, 126 CBO per county (18 CBO for the year 1 - 36 CBO for year 2 - 72 CBO for year 3 per county).

85. Each of the target household will receive a simple package consisting of 25 kilograms of good quality high-yielding rice seeds (sufficient for around one hectare of lowland or upland rice), improved cassava cuttings (1,000 cuttings enough for 0.1 hectare plot) of high-yielding varieties, a poultry set (total seven – six hens and one cock), and a set of small ruminants (two female goats/sheep per household and one buck/ram between 10 households). Global cost package estimated at 258 USD/household. The contribution from the beneficiaries will be in the form of the ensuring that the initial grant of inputs is properly managed and there is a proper redistribution of inputs among the members of the group and that training course and capacity building activities are well attended and properly supported. They will also assist the NGO/CBO's in the flow of information and approaches to other community groups.

86. The package will have to be reimbursed by the beneficiary to the CBO (and not to ASRP or the Ministry of Agriculture) under the supervision of the IPs. At the first stage, half of the CBO (15) will receive 25 kg each of improved rice seeds and the other half will receive 1000 improved cuttings cassava each. The second planting season they will give the other half of CBO the planting materials both seeds and cassava cuttings. Later on the CBOs will exchange the planting materials. Those who succeed in exchange of the planting material will get the package of animals and birds and then they will follow the system of exchange as the case of planting material.

87. The inputs' distribution will be carried out by IPs (NGOs, CBOs and other farmer organisations), which would also train community facilitators. As a means of building the capacity of the trained community facilitators, they will be associated to the inputs' distribution and management. In order to speed up the implementation process it is considered important to specify and justify which International NGOs (INGOs) should be selected/short listed to implement the IFAD financing in each of the four project County's. To this end a brief Working Paper – International NGO's has been prepared to address this issue and specifying how restricted competition or direct contract will be done with these INGO's. The justification for this approach is centred on a number of key points: (a) the urgency to start activities in 2010 without missing the agricultural campaign, (b) the weak capacity at County and national levels of government staff and in the communities in general, (c) the strong area specific expertise of INGOs and local NGOs and their CBOs in the Counties and Districts, and (d) the essential need to shorten the time period for the procurement process which can be inordinately long if normal competitive bidding is done. Based on this and the selection criteria presented below, the mission selected a short list of international NGO's for each of the four

Counties, to be assisted by local NGOs, on the basis of their capacity for implementation, experience in the proposed activities and actual presence in the field.

88. Based on the field assessment INGOs were selected, for Bomi County – German Action Aid and Caritas; for Montserrado County – Action Aid, Concern Worldwide, NRC and Mercy Corps; for Grand Cape Mount County – Caritas; and Grand Bassa County – Mercy Corps & Concern Worldwide. For each county one of these selected INGOs will be directly contracted to undertake the overall implementation of these activities, in compliance with the stipulation of the Project Implementation Manual (PIM). The recommended INGOs, for direct contracting, for each county are as follows: Montserrado County—Action Aid; Bomi County—German Action Aid; Grand Cap Mount County—Caritas; and for Grand Bassa County—Concern Worldwide.

89. The project will also directly contract CARI, which is already involved in the National Rice Seed Bank Programme (MOA initiated), and through this initiative CARI will take the lead by producing the foundation seed which will be further multiplied through the IP managed Seed Banks, which is receiving funding from USAID and the IFAD/Italian government grant. In this way two objectives will be attained: (a) the farming community will benefit from the availability of improved rice seed and cassava planting material, and (b) it will ensure the long term sustainability of seed supply through support to the development of the seed sector. In other words IFAD will help to set up the national seed certification and the seed production system in a serious and sustainable way (through partially the 2, 5 millions IFAD grant) and in the other hand will organise the dissemination of these improved and certified seeds (through ASRP financing).

90. **Implementation modalities:** The planned implementation scenario is that the package will be administered by an IP/NGO under PCU and CAC supervision, through its collaborating CBO to its group members in a project District. The project activities for this sub-component will start in March 2010. The first distribution of rice and cassava cuttings will be done in May - June 2010. This is followed by the first reimbursement by the farmers to the other part of the CBO done in September 2010. First distribution of the small ruminants will start in September - October 2010. Consequently at the end of the year 1 (March 2011) the entire group will benefit from the entire package. All the distribution of package for all the beneficiaries should be done within 3 years. Year 4 is concentrated on the monitoring/evaluation and the consolidation of the capacity building and preparation of the next phase. This phased approach will allow for the steady build-up of the necessary seed/planting material and livestock as the project extends its activities.

91. In order to expedite this in a timely manner a result- based direct contract with international NGOs, one for each county, would be drawn up by ASRP- PCU in October /November 2009. The aim being to prepare a contract between project and the selected INGO by March 2010 so that field activities can commence at the start of the rains in May 2010.

92. The aim is to have one international NGO per County, which will be contracted to provide two animators (one with crop specialisation and other with livestock specialisation) and one coordinator (logistic, planning, administration, monitoring and evaluation). The responsibilities of the INGO will be to: (i) inform on the objective and approach of the project, (ii) identify and organize the CBO(s), (iii) target the poor households and women, (iv) reinforce the capacity of CBO members, (v) sign a MOU with the CBO/CAC/NGO and project, (vi) procure the inputs (seeds, cuttings, animals), (vii) inform CBO(s) on prices and collaborating partners and where to buy inputs after project, (viii) train communities on technical aspects, literacy, organizational aspects, etc., and (ix) undertake monitoring and evaluation of the output and of the impact of the package on these households, village, and County.

93. The NGO will manage all aspects related to this recapitalization under ASRP Component 2, including the procurement of the seeds, and livestock following their procurement procedures, and undertake the training aspects. International NGO should train local NGO (like Concern Worldwide and CAP in Grand Bassa County). Cost estimate were based on the INGO personnel needed, logistics,

equipments and other running costs. The INGOs contracted will be required to prepare an annual work plan and budget for each year of operation and submit it for PCU review and review by NSC before submission to IFAD for no –objection. Funds will be released directly from IFAD in three instalments based on the relevant disbursement applications and progress reports submitted by the INGO through the PCU.

94. The MOA through the CAC group (four CAC's from the four Counties) will be charged with the responsibility to supervise the NGO activities, monitor and evaluate the results, develop demonstration plot on rice and cassava improved varieties, organize the identification of the livestock provided by the projects (ring tags/tattoo), certify the health of the livestock, coordinate actions with the different NGO/CBOs in the County on agriculture, and provide general data related to agriculture, processing and marketing in the county.

95. **Ensuring the sustainable supply of inputs for package:** All purchases of the required crop inputs will be made locally, with rice seed and cassava being obtained through the seed production system (Seed Banks) and managed/certified by CARI. Small livestock will be purchased locally where possible; however, it might be necessary to import improved goats/sheep from outside Liberia, mainly Sierra Leone and Guinea to the north.

96. To ensure the supply of improved rice seed the project will support CARI in the first instance in the establishment of a structured, viable and sustainable seed production system. Primary support will be to enable the Institute to oversee the production of certified seed, funding will be made available to support the seed multiplication and certifying system and the provision of TA as needed. In addition funds will be provided for the purchase of not only the certified seed for the Recapitalisation Package at the CBO level, but for the purchase of breeder seed of proven high yielding rice varieties (upland and lowland) from WARDA and for the purchase of foundation seed for provision to the Seed Banks. Throughout the life of the project it is estimated that 2 mt breeder seed, 28 mt foundation seed and 284 mt of certified will be required. It is intended that the production of foundation seed will feed into the Seed Banks and these entities would then supply the certified seed to the project community groups as part of the input package of ASRP.

97. The certified quality rice seeds will be purchased from the Seed Banks levels (link with the 2.5 USD million Italian grant managed by IFAD project Support to Vulnerable Groups in Rice Production and Productivity to be implemented by FAO; also refer to the international NGO, AFRICARE, contracted by the MOA for seeds multiplication) after certification by the national authority. It should be noted that this IFAD managed Italian grant project will initiate the groundwork to establishing the Seed Bank Network and certification process (starting mid 2009), and it is planned that it will through its activities be able to provide the necessary certified rice seed to the CBOs and farmer organisations who will receive the ASRP package of seed. To be able to fit in this new approach and fully assume its responsibilities CARI is actively undertaking resource mobilization to rebuild its infrastructure which was destroyed during the civil war; the ASRP which provide some of the financial support to CARI particularly to augment its capacity to manage and oversee the production of certified rice seed.

98. Cassava will be purchased at the CARI level for the initial cuttings (transportation under NGO responsibility). The necessary planting material of improved cassava varieties will be initially propagated by CARI using its own facilities and the use of rapid multiplication techniques. By these means multiplication rates in excess of 100 times can be attained in one year, thus only two ha would be required to produce sufficient material for to plant 200 ha which is the target for PY2 -2011. To enable activities to begin in 2010 CARI is currently in the process of multiplying cassava of proven high yielding varieties at its site in Bong County. In subsequent years additional planting material will come not only from CARI but also multiplication plots undertaken by the CACs in each of the four Counties, but also from the surplus production which will come from the CBOs and farmer groups who received material in PY2 -2011. One of the major issues with cassava multiplication will be the

rapid transport of the fresh cuttings to the project Districts, and this cost has been factored into the project cost table for this Sub-Component.

99. Small ruminants and poultry will be also bought by contracted NGO. The possibility to use international or national livestock traders will be explored. First year will be the critical point (4,410 head of small ruminants), but (i) Liberia, Guinea, Ivory Coast, and Sierra Leone are potential markets, and (ii) CBO will express their preference between goat and sheep (20% of which will be sheep are estimated). Purchase will be split up over the three year period. Veterinary services from the MOA/CAC will certify the good health of both the imported and locally purchased livestock. Potential for production of livestock through MOA centre will also be studied.

100. It will be important that the MOA Livestock Department is closely involved to ensure the quality of the animals and that they are vaccinated properly; for this to happen MOA will need to upgrade the staff and facilities. It should be noted that vaccines can be purchased in Liberia and currently NGOs like Concern Worldwide with its local NGO CAP, are able to vaccinate the livestock for their programmes without the involvement of the MOA staff. The costing for these inputs as presented in the COSTAB tables takes into account the costs for vaccination and transport/delivery to the participating farmer groups.

101. IFAD financing will support the seed production certification system through a MOU with CARI/MOA on (i) complementary equipment for the seeds/planting material laboratory, (ii) technical assistance in rice seed production and certification, (iii) support to CARI for cassava cutting production and certification, and (iv) technical support provide by CARI to the CAC for setting up demonstration plots for improved varieties. This global support will be provided for 3 years.

102. IFAD financing will also support the Ministry of Agriculture at County level (CAC) through a Memorandum of Understanding (MOU) with the following activities/objectives (i) minimum equipments, (ii) allowance for at least 2 staffs (livestock specialist and crops specialist) plus the coordinator, purchase of 3 motorbikes (for the 2 staff plus the young professional) , running cost budget for corresponding transportation, budget for the demonstration plots and some information transfer (radio) to the farmers.

103. **Potential partnerships:** For the purpose of strengthening the rural economies and to encourage farmers to produce beyond the subsistence levels, the ASRP will link the different farmers/community groups with the well developed structures of WFP's Purchase for Progress (P4P) Scheme. P4P will buy locally produced rice throughout the country over 2009 and 2010 (with a possibility of a third year extension). The mission discussed with WFP the possibility to establish a MOU to form a partnership between IFAD/ASRP and P4P. A draft MOU could be produced after ASRP's approval by the IFAD Executive Board.

Component 3: Project Management (AfDB and IFAD financing)

104. The aim of this component is to ensure that the project is managed effectively and efficiently. It will cover project management related costs. Grant resources (both IFAD and AfDB) will be used for payment of operational expenses. An autonomous PCU will be set-up under the supervision of the MOA and will have competitively selected staff. It will be anchored to the Planning and Development Department of the MOA, and will be directly responsible for project coordination and execution. The indicative staff establishment of PCU would be a Coordinator, a Financial Controller, a Procurement Officer, an Monitoring and Evaluation (M&E) Officer, an Assistant M&E Officer, a Rehabilitation/Recapitalization Officer, an Infrastructure Officer, a Deputy Coordinator, an Accountant supported by an Account Clerk, an Administrative Assistance, a Community and Gender Development Officer, a Rural Engineer, plus support staff comprising secretaries, drivers, etc. AfDB would cover the PCU costs from year 1 to year 4 while IFAD would take over PCU related costs in year 5 and year 6 in the upcoming financing in Liberia not in the current grant. IFAD will finance

three staff in the PCU as follows: an Agricultural Economist, an Accountant and a Gender and Monitoring Evaluation Officer for four years. These staff will be especially dedicated to the IFAD financing activities. Draft TORs of these IFAD staff are presented in Annex 9. In addition IFAD will finance also four young professionals, one to be placed in each county of IFAD operations at CAC level for the four years of IFAD operations. To ensure efficiency and effectiveness in implementing IFAD planned activities especially in the field in the north-west counties one International Expert-Socio-Economist & operations specialist will be recruited to support/assist the national team and to accelerate and organize IFAD activities in the first year of implementation and later for short periods in the second and third year, one International Expert for Administrative and Fiduciary Aspects will also be recruited for short periods in the first, second and third year of project operations.

105. The post-design mission examined the Liberian National Procurement Procedures and found it acceptable with IFAD procurement guidelines. The project procurement activities will follow both the national procedures and along the lines of IFAD procurement procedure too. For the interest of speedy actions, shorten the time of procurement to avoid any delays in operation, procurements will be carried out directly by the PCU where a PCU procurement committee will be established in the first month of operation consisting of the Financial Controller Expert as head of the committee and representative of both the Ministries of Agriculture and Finance and the project accountant. It will follow the procedures of procurement of IFAD for activities and items financed by IFAD and AfDB procurement procedure for activities and items financed by AfDB resources. The PCU will not directly undertake direct implementation. It will contract IPs/service providers directly to undertake specific activities under ASRP. Other involved partners include: (i) the Ministry of Public Works which will oversee the implementation of the rehabilitation and civil works, (ii) the UN sister agencies in the country, and especially ILO, FAO, UNDP and WFP; (iii) the line ministry staff at county and district levels; (iv) the relevant local government bodies; and (v) the beneficiary community-based organisations/community groups will be mobilised and facilitated to be active participants in a variety of project activities. This would ensure commitment, and ownership of the interventions made. At the local level, the project will be supervised through the decentralised establishment of the MOA, namely by the County Agricultural Coordinators (CAC), the District Agricultural Officers (DAO) and the Clan Technicians. Under this component, the project would also finance: (i) a start-up/inception workshop; (ii) six-monthly NSC meetings, (iii) annual stakeholder review, information dissemination and planning workshops; (iv) baseline, mid-term and completion studies; (v) impact assessment; and (vi) publications and printing associated with information dissemination and knowledge management.

Synergy and Complementarity Between IFAD and AfDB financing

106. There are 3 levels of complementarity explained as follows:

- **Thematic:** AfDB will focus on (i) infrastructure rehabilitation, and (ii) MOA capacity building while IFAD will focus on (i) agriculture rehabilitation, and (ii) capacity building at village level (CBO).
- **Geographic:** AfDB will operate in the 8 counties (4 in the South and 4 in the North). As the counties localised in the South are more damaged in terms of infrastructure, IFAD will concentrate its financing in the 4 counties in the North for this intervention. Future IFAD financing will be built on ASRP results and will be extended to the counties in the South.
- **Institutional:** AfDB and IFAD will be fully complementary at institutional level, using the same Lead Ministry, Steering Committee, PCU, a joint AWBP and Monitoring and Evaluation system. Moreover, IFAD and AfDB will organize joint Supervision missions to ensure full coordination and share our experiences.

107. The PCU will also manage the ASRP's monitoring and evaluation. The starting point would be to undertake a pre-implementation survey to establish a baseline against which the project impact will be measured. The M&E of the project will be carried out at two levels. The first level will be Internal M&E – this will be done by a specific section that will be set up in the Project Coordination Unit. This section will be headed by the project M&E specialist. Internal monitoring will entail outcome assessment and output and activity monitoring, preparation and submission of Quarterly Progress, Annual Audit and Project Completion reports to the IFAD and AfDB. The project M&E unit will work through the decentralized county level extension system and the farmers' organisations for collection of data on project outcome, outputs and activities. The second level will be the External M&E. It will be carried out by the MOA Monitoring division in conjunction with the national M&E department under the MOPEA. The national M&E department is mandated, equipped and staffed to monitor national progress on the basis of PRS deliverables.

IV. IMPLEMENTATION AND INSTITUTIONAL ARRANGEMENTS (KSF 4)

A. The Collaborative Framework

The Main Implementing Agencies and their Roles

108. **The MOA:** The MOA will be the supervising agency for the ASRP. The specific roles and responsibilities of the MOA are described hereafter: (i) Chair the National Steering Committee; (ii) Provide support to the PCU for design, implementation and coordination of project interventions; (iii) Supervise the PCU; (iv) Control and timely release Counterpart Funds received from the MOF; (v) Report to the MOF; (vi) Be member of the project procurement committee; (vii) Conduct staff appraisal of the Project Coordinator and the Financial Controller; (viii) Mobilize resources and provide technical, administrative & financial support to the PCU; (ix) Give feedback on project reports; (x) Coordinate donor interventions under its jurisdiction and with other Ministries; and (xi) Facilitate MOF's approval & signature of project disbursement requests. At the local level, the project will be implemented in coordination with the decentralised establishment of the MOA: the County Agricultural Coordinators (CAC) and the District Agricultural Officers (DAO) and the Clan Technicians.

109. **The National Steering Committee (NSC):** The existing Food Security and Nutrition Technical Committee (FSNTC) was agreed as the most appropriate forum to serve as the NSC following consultations with stakeholders. The NSC will give guidance on any high level policy matters that crop-up during project implementation prior to seeking IFAD and AfDB's intervention. The FSNTC is a Ministerial Committee chaired by the MOA, including farmer representatives and various private sector representatives. The PCU will ensure that the members of the NSC are well informed about all important developments in the project. Therefore, the NSC will receive copies of the finalized AWPBs, the IFAD and AfDB grant agreements, the IFAD and AfDB appraisal main reports, the project implementation manual, and all the reports sent to the donors, the recipient and the MOA. It will meet at least twice a year for purposes of the project and will have the following roles and responsibilities: (i) Provide conceptual support to the PCU for design, implementation and coordination of project interventions; (ii) Ensure conformity with Government policy and strategy in this sector; (iii) Approve the AWPBs and the semi-annual progress reports; (iv) Endorse changes negotiated between donors and the GOL; (v) Endorse changes to the project concept proposed by the Recipient, MOA or PCU; (vi) Resolves implementation problems or conflicts; and (vii) Assist the PCU in obtaining, whenever needed, the GOL's assistance and contribution to the project.

110. **The PCU:** The PCU will be directly responsible for the daily project execution. The PCU's implementation roles will include below: (i) Provide overall planning, supervision, monitoring and coordination of project activities; (ii) Provide guidance in terms of project implementation; (iii) Produce the project's communication strategy; (iv) Prepare the AWPB and the two associated 18

month procurement plans (for IFAD and AfDB procured items), procure major items using procedures acceptable to IFAD and AfDB; (v) Coordinate & consolidate periodical reports from implementing units & implementing partners; (vi) Provide logistical, administrative and technical backstopping to implementing partners/agencies and keep linkages with the beneficiaries; (vii) Keep the Minister/MOA informed on progress & problems and discuss proposed solutions; (viii) Establish and maintain linkages with other government Ministries, donors and service providers; (ix) Contract out specified activities to implementing partners selected through a competitive process and/or direct contracting; (x) Monitor progress of project activities and evaluate performance of the contractors; (xi) Carry out financial management and procurement of goods and services; (xii) Operate the management information and reporting systems; (xiii) Report regularly to the development partners (IFAD and AfDB); (xiv) Maintain separate administration for IFAD and AfDB financing; and (xv) Disseminate information about the project rationale, concept and detailed content to the stakeholders and all interested parties.

111. The County/District Coordination: Given the ASRP's desire to build capacity of all institutions involved in implementation/supervision and to support the GOL's ongoing decentralisation efforts, a decentralized approach to project implementation will be undertaken. Accordingly, the final selection of participating villages would be done together with the County/District coordination units with facilitation from Clan Technicians, Community Facilitators, the ministry of Gender county representative and the contracted IPs. This would be undertaken following predetermined and specified procedures in the Project Implementation Manual.

112. The beneficiaries and the community groups: They would not only be the direct beneficiaries of the interventions proposed herein, they would also be key instruments for social mobilization and demand identification. During the implementation of the project, deliberate steps will be undertaken to ensure that the beneficiaries will gradually and eventually take over functions performed by Community Facilitator/IPs under the project and provide other services demanded by its members. There is a multitude of Community Based Organizations (CBOs) operating in rural areas. These CBOs include Cooperatives, Credit and Savings Clubs, Farmers Associations, etc. The CBOs that operate in agricultural activities are registered with the CDA/MOA. Their main roles and responsibilities will include: (i) organize themselves for development work and participate in labour intensive works; (ii) identify priorities, problems and needs; (iii) mobilize their own resources whenever possible; (vi) make an efficient use of goods and services provided by the project; and (vi) ensure maintenance of civil works realized by the project and goods procured by the project.

Technical Partners in Implementation

113. Community Facilitators: Their role is addressed and detailed above, in the component 2, section B. They will be trained by the IPs to provide extension services at grassroots level, and take over IPs' role after the end of the project.

114. Research services: Research activities are under the responsibility of the Central Agricultural Research Institute (CARI) which is a semi-autonomous organ of the MOA. CARI's programmes are governed by a Technical Committee headed by the Minister of Agriculture. CARI has strong linkages with the regional agricultural and international agricultural research institutions (WARDA and IITA). Its semi autonomous status provides it with relative freedom to operate with minimum interference from the ministry. However, CARI is among the public institutions hardest hit by the protracted civil war. IFAD and AfDB will support CARI to bring it to its pre-war level. CARI will be responsible for certifying all procured planting material (rice and cassava) to ensure good quality rice seeds/cassava cuttings and will supervise seed and cassava planting materials multiplication. FAO will also monitor seed and cassava multiplication and farmers field schools.

115. Extension services: The provision of extension services is the responsibility of the Extension Division of the MOA (National Agricultural Extension Services) at the central level, and of the CAC and the DAC at the country and district levels respectively. Although NAES maintains strong linkages

with farmers' organizations, the human resources dimension is characterized by a shortage of qualified staff, especially at county and district levels. In addition, extension services are based on supply-driven approaches with emphasis on technology transfer with limited feedback mechanisms; they also have limited public funding. Many NGOs and international assistance agencies serve as surrogates of extension services with no clear coordination and distribution of responsibilities. To facilitate the project implementation and strengthen the capacity building at local level, the project (AfDB financing) will train some 80 Extension Officers and provide them with motorbikes.

116. IPs (International, National and Local NGOs, private and public service providers): Because of the multiplicity of NGOs involved in agricultural extension activities with different approaches and no proper coordination, these activities are mostly fragmented and duplicative. IPs/NGOs will be contracted directly (because the good ones are very limited in number especially in the counties of the project) on clear terms of reference indicating the roles and duties of each partner will be established and agreed upon. The main roles and responsibilities of the IPs would include: (i) Implement project activities in accordance with MOU or contract agreements; (ii) Achieve the desired impact at target group level and apply best practices; (iii) Share experience with the beneficiaries and the PCU staff; (iv) Work in a participatory manner while ensuring transfer of competencies (for service providers) and promoting good governance; and (v) Link the target groups with other service providers when useful.

Selection of INGOs and Reasons for Selection

117. The following organisations were selected for the four Counties of IFAD activities because of their involvement in these localities as previously stated:

- (a) **Montserratado** – Action Aid, this INGO has activities which focus on food security, including the provision to farmers of seeds and tools, it has also worked on the development of farm families, and helped women find ways of making an income.
- (b) **Bomi** – German Action Aid, has a long history of assistance in Liberia and especially Bomi where it is currently running a tree crops development programme. This is for support to the main tree crops - cocoa, coffee, oil palm and citrus. Their support could be extended to seed and possibly livestock as part of the ASRP restocking/rehabilitation packages.
- (c) **Grand Cape Mount** – Caritas, this organisation is currently implementing the Sustainable Livelihood Promotion Programme (SLPP) in this County which involves 5,000 farm families and provides food/shelter, farm inputs (seed, tools,..) and training.
- (d) **Grand Bassa** – Concern Worldwide through the local NGO CAP is involved in restocking livestock, vegetable cultivation, livelihoods programme, rice production and farmer training.

It should be noted that all the INGOs have a long history of involvement in Liberia, and have the immediate capacity and networks to support the ASRP in its activities under Component 2.

Summary of Implementation Responsibility for IFAD-Financed Activities

Component	Activity Category	Implementation Responsibility
Rehabilitation of Productive Capacity	Recapitalization of Target Group Households	Lead Responsibility: Community Facilitator, IPs Supporting Role: PCU; MOAs CACs, DACs, CTs, Local/Village Administration .
	Capacity Building at Grass-Roots level	Lead Responsibility: Community Facilitators, IPs Supporting Role: PCU; County, District and Local/Village Administration, staff of line Ministries (e.g. Health, Gender, Internal Affairs)
Project Management	National	PCU/ASRP National Steering Committee
	County	County Agricultural Coordinators and PCU/Young Professionals
	District	District Agricultural Officers and PCU/Young Professionals
	Village/Community	Clan Technicians and PCU/ Professionals

Activity-specific Aspects of Implementation

118. **Conditions precedent to effectiveness:** None

119. **Start-up Activities:** After IFAD Executive Board approval and before March 2010, the following activities will be prepared by the ASRP Joint PCU supported by IFAD consultants to ensure a quick start up of IFAD financing.: (i) preparation of the PY1 AWPB and the procurement plan for the first 18 months;(ii) design of the accounting system and preparation of administrative, the financial manual and the monitoring and evaluation manual for IFAD financing, (iii) Preparation of procurement and draft result contract for (a) the Implementing partners (one per county), (b) CARI and (c) the International Consultant planned to support the PCU and (iv) selected the additional staff charged on IFAD financing.

120. **Conditions Precedent to First Disbursement:** The conditions precedent to first disbursement of IFAD resources are the followings: (i) Draft first AWBP and Procurement Plan approved, (ii) Draft Implementation manual, Draft administrative and financial manual, and Draft the monitoring and evaluation manual approved, (iii)) selected the additional staff charged on IFAD financing approved by IFAD, (iv) the recipient will have provided evidence of having opened one foreign currency special account (SA) for the deposit of the proceeds of the IFAD grant and a local currency account in a bank acceptable to the Fund for receiving transfers from the special dollar/foreign exchange accounts and depositing of counterpart funds.

121. **Annual Work Plans and Budgets:** The PCU will prepare draft AWPBs for each project year using a format acceptable to both IFAD and AfDB. The draft AWPBs would include, among other things: (i) an 18 months procurement plan for items to be procured through IFAD financing (for IFAD's approval); (ii) a 18 months procurement plan for items to be procured through AfDB financing (for the approval of the Bank); (iii) a detailed description of planned project activities during the coming project year, and the sources and uses of funds thereof. The draft AWPBs would be submitted to the NSC for clearance and each cleared draft would then be submitted to IFAD and AfDB for comments and approval no later than sixty days before the beginning of the relevant Project Year. If required, the PCU may propose adjustments in the AWPB during the relevant project year, which would become effective upon approval by the NSC, after clearance by IFAD and AfDB. Annual review workshops at which annual performance report findings and management implications would be discussed are expected to feed into the AWPB development process.

122. **Progress Reports:** The PCU would prepare and submit each semester progress reports to IFAD, AfDB, MOA, MOF and NSC, in order to provide essential information on the physical and financial progress of project activities and regular assessment of the project impact using a format which would be agreed between IFAD and AfDB. The progress reports should be submitted not later than twenty working days after the month to which they relate. For the IFAD financed activities, the

contents and formats of these reports will be consistent with a format agreed upon at the time of the start-up workshop. Progress report would include, among others, data related to: (i) uses of funds statement; (ii) uses of funds by project component; (iii) project balance sheet; (iv) special account statement; (v) local bank account statement; (vi) output monitoring/project status report; (vii) procurement monitoring report; (viii) reconciliation of account balances; (ix) disbursement status report. The full description, relevance and responsibility for the various reports will be outlined in the Administrative, Accounting and Financial Procedures Manual.

123. **Supervision:** The IFAD financed activities will be directly supervised by IFAD while the Bank will supervise its financing. Supervision will be undertaken twice a year, and as much as possible, IFAD and AfDB will coordinate their supervision missions.

124. **Project Implementation Manual:** The draft joint project implementation manual for both AfDB and IFAD financing is presented in the Working paper. A project implementation manual is a dynamic document and should be updated as need arises. Updates should be justified and documented. The PCU and its partners would develop standard formats for the agreements, contracts, advertisements and forms to be used in the procurement for implementation of various project activities. The documents will be included in the manual. While IFAD and AfDB will obey to their respective administrative procedures (there will be two administrative and financial manuals).

125. **Mid-Term Review and Completion Report:** A MTR would be carried out towards the end of the Project's third year, in 2013. It will allow for necessary adjustments and amendments in activities or reallocation of budget. The MTR would cover, among other things: (i) physical and financial progress as measured against Programme AWPBs; (ii) performance and financial management of contracted implementing partners; and (iii) an assessment of the efficiency of technical assistance and training programmes. It is also expected that the MTR would look at institutional and policy changes arising from Project activities. Review findings on implementation progress and institutional and policy change would inform decision-making, as appropriate, on adjustments to Project components' content, financing and targeting. After project completion, the outcomes will be assessed through the preparation of two Project Completion Reports (PCR) following formats and requirements of both IFAD and AfDB. The preparation of the PCR is the responsibility of the recipient although IFAD and the Bank can provide capacity-building assistance. For the IFAD related PCR, the document should be submitted to the Fund by the date stipulated in the grant agreement, normally six months after the project completion date.

126. **Impact assessment:** In the context of internal Project M&E, IFAD also requires a formal Project Impact Assessment, which would only be undertaken once as part of the preparation of the Project Completion Report. During the final year of implementation, the M&E data collected over the Project implementation period will be used as part of a thorough assessment of project achievements, in terms of changes in the livelihoods of beneficiaries that relate to the implemented project activities, and the sharing of lessons learned and development experience. The Project completion process will include stakeholder workshop(s) to give the stakeholders the opportunity to: (i) evaluate the performance of the project; (ii) promote accountability; and (iii) identify factors and responsibilities to increase the likelihood of sustainability, together with key success factors and shortcomings.

Links with Complementary Projects

127. All the donors (mainly the US, EU, WB, the United Kingdom, Germany, Japan, Denmark, Sweden, Norway, the Netherlands, Ireland, Spain, France, Italy, and China) support the relief and reconstruction activities outlined in Liberia's Results Focused Transitional Framework. The Catholic Church and other religious organizations are also important private-sector donors in Liberia. UNMIL provides much-needed security throughout the country (it is funded primarily by US contributions to the UN). The majority of interventions is still geared to emergency assistance and thus particularly covers support in the short-term while measures targeting the medium and long term are almost non-existent, particularly with regard to the agricultural sector. Several donors are engaged in

infrastructural - especially primary roads –particularly targeting areas with a high population density, such as the Montserrado, Nimba, Lofa and Bong. For the IFAD funded component of the ASRP, the following donor-funded operations are of relevance for the successful implementation of the project.

- (a) **The Purchase for Progress (P4P) Scheme (WFP):** P4P is a partnership of WFP, the Bill & Melinda Gates Foundation, the Howard G. Buffet Foundation, the GOL and UNDP. WFP will buy more than USD 1 million worth of locally produced rice over 2009-2010 with the possibility of a three-year extension. The food will be procured through P4P, an initiative to transform the way WFP purchases food in developing countries, giving small-scale farmers access to markets and the opportunity to sell their surplus at competitive prices. It builds on WFP's local food procurement programme and takes it a step further, enabling smallholder and low-income farmers to gain more from supplying food to WFP's operations. Initial implementation involves Lofa, Nimba and Bong counties because of their high potential to produce surpluses. Other counties will be progressively incorporated as they generate adequate surplus for marketing.
- (b) **The Liberia Integrated Assistance Programme (LIAP, funded by USAID):** LIAP project (2006-2010) operates across seven counties. It aims to reduce food insecurity of rural households in seven counties. In addition to training in food production and nutrition, the programme conducts rehabilitation of damaged community infrastructure including markets. The project will provide extension services concerning the production of food and the improvement of the agricultural practices which will facilitate the activities to be carried out by the implementing partners of the ASRP project.
- (c) **The Agriculture for Children's Empowerment project (ACE):** This USD 2.7 million, 5-year project is part of USAID's global initiative to improve child welfare using economic growth activities. ACE's main entry points into the communities are schools and agricultural input service providers. ACE project will benefit ASRP households target groups indirectly through the education for children thereby improving families' skills capacity in agriculture production and through their support to input suppliers.
- (d) **The WB support to the national emergency food crisis response programme:** The WB approved in May 2008 a total grant of US\$10 million from the Bank's Global Food Price Crises Response Trust Fund.. The programme has three components: (1) agriculture productivity intervention (USD 3 million); (2) cash for work employment programme (USD 3 million); and (3) food support to vulnerable women and children (USD 4 million). The support for women might be extended in ASRP areas and therefore will support the achievement of its objectives.

Integration within the IFAD Country Programme

128. The Fund's operations in Liberia were suspended since 1989, due to non payment of arrears in a context of more than two decades of civil war. In order to assist and complement the government's objectives of promoting increases in domestic rice production and fostering the reconstruction of the agriculture sector, IFAD has approved an emergency grant in the amount of USD 2.5 million, which became effective in June 2009 and will lay the ground for IFAD-financed activities under the ASRP (the quantity of certified improved seeds rice will be available in quantity and in quality for the recapitalization (part of the households package) mainly because of this Grant). ASRP will be the first development project (and not emergency) that IFAD will co-finance in Liberia since 1989. The project will also strengthen the policy dialogue with the GOL and give IFAD visibility and field presence, thus contributing to the implementation of other IFAD activities in Liberia, including the settlement of arrears by GOL vis-à-vis IFAD, the preparation of the COSOP and the pipeline development.

B. Results-based Monitoring and Evaluation

129. The proposed M&E system would provide comprehensive information for effective and efficient project management and contribute to learning from implementation experience for all stakeholders.

130. **Overview:** PCU will have the overall responsibility for the M&E system. The proposed M&E system would incorporate a Management Information System (MIS) integrating IFAD RIMS- SYGRI specificity for output monitoring involving reporting of project's inputs and activities to outputs, as well as to assist with overall project management. The data will be conveyed to the PCU for analysis. Data will be treated according to a management information system (MIS to be designed and set up during the first year of the project. Evaluation will be carried out independently by independent consultants who will also participate in the regular IFAD-AfDB supervision missions. In project year 1, a baseline survey will be undertaken. A MTR will be carried out during the middle of year 3. The PCR will be prepared as soon as the Project is phased out. The first draft of the M&E manual will be prepared by PCU. However, to ensure development of an effective MIS system, provisions have been made to recruit qualified consultants to carry out the tasks of: finalizing the M&E manual, preparing the MTR and the PCR.

131. **The project logical framework:** It will provide an initial list of measurable indicators to be used to track progress and assess achievements in terms of outputs and associated outcomes, as well as success in achieving the project's objectives and development goal. The first level would cover input-output monitoring. Output monitoring data would directly come from project records at different management levels and from periodic progress reports from management and implementing partners providing both qualitative and quantitative information. The second level would cover outcome monitoring involving the assessment of short-term and medium-term outputs (achievements) of project interventions. This would allow annual assessment of the project's success in achieving its objectives. The third level would involve the impact evaluation of the project. This would be undertaken at three stages during the life of the project: (i) baseline survey at the start; (ii) impact evaluation at mid-term; and (iii) impact evaluation on project completion. These surveys would measure impact of the project over time based on identified key indicators.

132. **The internal M&E:** The internal M&E will be done by a specific section that will be set up in the PCU and headed by the project M&E specialist. Internal monitoring will entail output and activity monitoring, outcome assessment, preparation and submission of Quarterly Progress, Annual Audit and project completion reports to IFAD and AfDB. The project M&E unit will work through the decentralized county level extension system and the farmer organisations for collection of data on project outcomes, outputs and activities.

133. **The External M&E:** The external M&E will be carried out by the Monitoring division of the MOA, in conjunction with the national M&E Department under the Ministry for Planning and Economic Affairs (MOPEA) and the Liberian Institute for Statistics and Geo-Information Services (LISGIS), which are mandated, equipped and staffed to monitor national progress on the basis of PRS deliverables. MOPEA has already put in place a web-based M&E tool which is accessible to stakeholders and a project specific template will be designed by MOPEA to enable attribution of project results. The project's M&E system will be integrated into the country's PRS M&E system. This will enable IFAD and the Bank to access M&E information on a continuous basis and build knowledge. Primary M&E data will be collected and input into the web-based tool by MOA-M&E unit, while LISGIS will be facilitated (by AfDB) to undertake impact studies. MOPEA's County Development Officers and M&E assistants will validate the project specific M&E data in the field. IFAD and the Bank will also undertake periodic but timely supervision (at least twice per year) and Mid-Term Review missions to assess progress, including the core sector deliverables, as well as the effectiveness and efficiency in the implementation. A joint GOL/IFAD/AfDB project completion mission will be undertaken three months prior to the deadline for last disbursement.

134. **Reporting:** MOPEA will assist the PCU in producing the validated project M&E reports whenever required. Semi-annual reporting and dissemination of M&E findings would be undertaken by PCU to increase understanding of the project's progress and to enhance ownership of results among stakeholders. Annual progress reports and findings of impact assessment would also be prepared, based on outcome monitoring results and the impact survey. These findings would be used as inputs to annual workshops involving all project stakeholders to draw out major lessons and formulate recommendations for the future. Implementing partners will be trained in the project M&E system, and will be sensitized to pay a particular attention to women and youth targeting.

V. PROJECT BENEFITS, COSTS AND FINANCING (KSF 5)

A. Summary Benefit Analysis

135. The project is expected to lead to improved food and income security and, therefore, better livelihoods through increased domestic rice and cassava production. Through its contribution to the financing of this project, IFAD aims to respond to an emergency situation where the agriculture production apparatus has been totally destroyed: it is of a paramount importance to work towards a rapid recovery and rehabilitation of agriculture production sector through the distribution of seeds, to meet immediate food needs of the population. Through also the distribution of small animals (goats and poultry), the project will contribute to the recapitalisation of the farm assets that has been disseminated over the last years.

136. Access to good quality inputs, the direct benefits will be realised through the improvement of the production of rice and cassava plots, and the animals' rearing and trading. The direct benefits for the target groups would be: (i) an improved food security and food availability; (ii) a better knowledge of improved agro-economic practices; and (iii) for those farmers producing surplus or trading animals, a potential improved income. The communities would indirectly benefit from the ASRP through increased awareness on a number of essential issues, food availability, skills acquisition that could be replicated for the benefit of the whole community and communities' empowerment in the management of their own resources in a more efficient manner.

137. Besides the geographical target, the focus on rice and cassava not only contributes to poverty alleviation but also to social stability. Since rice is the so-called "political crop" which contributed to the past conflicts, the project will not only improve food security but also indirectly addresses the issue of stability and the security.

138. The direct beneficiaries of the project will be 10,000 households will benefit indirectly from the project activities such as the demonstration plots.

139. The incremental project benefits are those estimated from crop budgets for rice (upland and lowland) and cassava as are presented in table 5 and in Working Paper 3. In the households targeted, Rice and Cassava production are expected to increase up to 50% by using improved seeds varieties. Same ratio in terms of benefits is expected for goats and chicken.

140. The average annual net income of beneficiary farm households generated from crop sales will increase from USD 130 without the project to roughly USD 568 by 2013 and will have a reached a level of USD 1,016 per household at full project development in 2014. In addition the net income increase the overall Project (component 1&2) would generate new jobs for about half a million person days.

B. Summary Cost Table

141. The total cost of the project, including physical and price contingencies, is USD 24.37 million. The project will be implemented over a 6 year period and will be co-financed by IFAD and AfDB,

through parallel co-financing. Each institution will supervise and administer its own financing. The foreign exchange portion is USD 14.23 million representing 58 % of the total project cost. The local cost portion excluding taxes is USD10.12 million which represents 42 % of the total cost.

142. A summary of costs by component, based on Liberian prices for June 2009, is provided in the table here after.

Project Costs by Component

	(Liberian Dollar (LRD) Million)			(USD '000)			% Foreign Exchange	% Total Base Costs
	Local	Foreign	Total	Local	Foreign	Total		
	1. Agricultural Infrastructure Rehabilitation	272	446	717	4 181	6 856		
2. Agricultural Production Rehabilitation	118	385	503	1 809	5 925	7 734	77	35
3. Project Management	164	47	211	2 523	725	3 247	22	15
Total BASELINE COSTS	553	878	1 431	8 513	13 506	22 018	61	100
Physical Contingencies	23	43	66	355	656	1 011	65	5
Price Contingencies	82	4	86	1 258	69	1 327	5	6
Total PROJECT COSTS	658	925	1 583	10 125	14 230	24 356	58	111

C. Project financing: IFAD financing, co-financing, government, Partners and beneficiary financing

143. The financing agencies are mainly the African Development Bank Group, IFAD, and to a less extend the GOL and the project beneficiaries. The IFAD contribution (grant) will be USD 5 million which represents 20.5 % of the total project cost. AfDB financing comprises an ADF grant of USD17.6 Million (72.4 % of the total project cost) and an FSF grant of USD 0.7 Million (3.0 % of the total project cost).

144. The Bank will essentially finance infrastructure rehabilitation works. The FSF funds will be exclusively used for financing technical assistance, while IFAD financing will essentially cover the rapid recovery and rehabilitation of agriculture production sector essentially capacity building for relevant agricultural sector institutions and less than half of the incremental operating cost of the Project.

145. Given the economic situation in the country, the Recipient's contribution is only in kind and is estimated at USD 0.577 million, equivalent to 2.4% of the total project cost. It includes office accommodation, salaries for MOA staff involved in project implementation, and community participation and post project commitment for maintenance of infrastructure.

146. The remainder of the cost – USD 0.412 million will be met by the beneficiaries (in-kind contribution) and represents about 1.7 % of the total project cost.

147. The following tables summarize financing arrangements.

Financing by Financer and by Component

	Government of Liberia		ADF		FSF		IFAD Grant		Beneficiaries		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
	1. Agricultural Infrastructure Rehabilitation	-0	-0,0	12 391	100,0	-	-	-	-	-	-	12 391
2. Agricultural Production Rehabilitation	0	-	2 857	34,4	724	8,7	4 313	51,9	412	5,0	8 306	34,1
3. Project Management	577	15,8	2 395	65,5	-	-	687	18,8	-	-	3 659	15,0
Total PROJECT COSTS	577	2,4	17 643	72,4	724	3,0	5 000	20,5	412	1,7	24 356	100,0

Disbursement Accounts by Financers

	Government of											
	Liberia		ADF		FSF		IFAD Grant		Beneficiaries		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Civil Works												
1. Water Management Structures	-0	-0.0	5,448	100.0	-	-	-	-	-	-	5,448	22.4
3. Feeder Roads	0	-	2,266	100.0	-	-	-	-	-	-	2,266	9.3
4. Micro-Hydropower Plants Installation	0	-	303	100.0	-	-	-	-	-	-	303	1.2
5. Buildings	0	-	963	100.0	-	-	-	-	-	-	963	4.0
Subtotal Civil Works	-0	-0.0	8,980	100.0	-	-	-	-	-	-	8,980	36.9
B. Goods												
Vehicles /a	-	-	511	80.5	-	-	124	19.5	-	-	635	2.6
Equipment /b	0	-	907	35.4	-	-	1,657	64.6	-	-	2,563	10.5
Other Equipment /c	0	-	642	76.1	-	-	201	23.9	-	-	843	3.5
Subtotal Goods	0	-	2,060	51.0	-	-	1,982	49.0	-	-	4,042	16.6
C. Services												
Training	0	-	537	46.7	355	30.9	258	22.5	-	-	1,150	4.7
Technical assistance /d	-0	-0.0	302	30.4	369	37.1	323	32.5	-	-	994	4.1
Audit and Mid-Term Review /e	0	-	125	55.3	-	-	101	44.7	-	-	227	0.9
NGO and Other Contractual Services	0	-	150	8.1	-	-	1,694	91.9	-	-	1,844	7.6
Engineering Studies /f	0	-	962	100.0	-	-	-	-	-	-	962	3.9
Subtotal Services	0	-	2,076	40.1	724	14.0	2,376	45.9	-	-	5,176	21.3
D. Personnel												
1. MOA Staff Wages	565	93.3	40	6.7	-	-	-	-	-	-	605	2.5
2. Project Salaries and Allowances	0	-	1,667	81.8	-	-	371	18.2	-	-	2,038	8.4
Subtotal Personnel	565	21.4	1,708	64.6	-	-	371	14.0	-	-	2,643	10.9
E. Operating Costs												
1. Office equipment and Vehicle Maintenance	12	3.2	287	77.5	-	-	72	19.3	-	-	370	1.5
2. Road Maintenance	-	-	1,520	100.0	-	-	-	-	-	-	1,520	6.2
3. Water Management Infrastructure Maintenance	0	-	532	60.0	-	-	-	-	355	40.0	887	3.6
4. Community Infrastructure Maintenance	0	-	75	57.0	-	-	-	-	57	43.0	132	0.5
Subtotal Operating Costs	12	0.4	2,415	83.0	-	-	72	2.5	412	14.1	2,910	11.9
F. Miscellaneous	0	-	405	67.0	-	-	200	33.0	-	-	605	2.5
Total PROJECT COSTS	577	2.4	17,643	72.4	724	3.0	5,000	20.5	412	1.7	24,356	100.0

148. Procurement for the IFAD financed activities related items and services will be carried out in accordance with IFAD’s Procurement Guidelines (2004). The procurement arrangements are included in the technical annex together with the procurement plan for the first 18 months. The Procurement Plan will be updated at least once annually to reflect the actual project implementation needs and improvements in institutional capacity. Project procurement activities will be carried out directly by the PCU. A number of service providers/implementing partners will be recruited by restricted competition bidding or direct contracting due to the prevailing conditions in the country as a fragile state and the limited of good service providers and implementing partners, to undertake specific activities under the project.

149. **Special Grant Bank Account:** Project funds would flow from IFAD to a Grant Bank Account in US Dollars opened and maintained in a commercial bank satisfactory to IFAD. The Grant Bank Account would be operated by the PCU, as authorized by the MOF and in accordance with IFAD guidelines, which would be provided in the “Letter to the Recipient”. The Grant Bank Account would have an Authorized Allocation , resources from which would be used to draw down funds to finance eligible project expenditures. Upon grant effectiveness, at the request of the recipient and submission of the first AWPB accompanied by the procurement plan for the first 18 month of project implementation, IFAD will make the initial deposit to the Grant Bank Account. The second deposit, to top up the Grant Bank Account Authorized Allocation, will be made upon presentation to IFAD of the successive AWPB and subsequent 18 month procurement plan.

150. **Project Operating Account:** In addition to the Grant Bank Account, there would also be a Project Operating Account in local currency. The Project Operating Account would be opened in a commercial bank acceptable to IFAD. Funds from the Grant Bank Account would be channelled to the project operating account on a periodic basis to ensure timely payment of eligible project expenditures by the project.

151. **Flow of Funds:** A diagrammatic overview of the proposed fund flow arrangements is given in Annex of costs. The project expenditure would be financed from the IFAD grant equivalent to USD 5 million. The funds from the Grant Bank Account would flow into a project operating account in local currency on a periodic basis to ensure timely payment of eligible project expenditures.

152. **Disbursement:** The PCU would be responsible to sign Withdrawal Applications, as authorized by the Ministry of Finance. Replenishment applications for the Grant Bank Account would be made approximately on a quarterly basis or when the level of documented expenditure reaches at least 20% of authorized allocation. The withdrawal applications for replenishment will be supported by appropriate documentation including Grant Bank Account Reconciliation Statements and bank accounts statements, signed by the PCU as authorised by MOF. The PCU would be responsible for consolidating and submitting financial documentation for the full project.

153. **Audit:** Well-established independent and qualified auditors, acceptable to IFAD, will audit the annual financial statements of the project. The statements will be prepared in accordance with International Accounting Standards (IAS) and Generally Accepted Accounting Principles (GAAP) and submitted to the IFAD not later than six months following the year to which they relate. Among other things, the auditors will certify that all IFAD funds provided for the project have been used in accordance with the conditions of the grant agreement, with due attention to economy and efficiency, and only for the purposes for which the financing was provided. The auditors will audit financial statements and issue a management report, addressing the adequacy of accounting and internal control systems, and the PCU shall submit a reply to such management report under copy to the Fund within one month after receipt. The Terms of Reference for the external audit used would be the standard terms of reference issued by IFAD. The primary responsibility of auditing the project and certification of the service for payment of services rendered rests with the General Audit Commission. The Commission shall therefore assign one of its staffs to work in collaboration with the private auditors and shall review and certify the private auditors’ work to determine compliance with the TORs, before certification and issuance of the audit report to IFAD. The audit fees for external auditors are included as part of the project cost.

VI. PROJECT RISKS AND SUSTAINABILITY (KSF 6)

A. Risk Analysis

154. Liberia’s situation remains very fragile despite progress made on all fronts. Although the ASRP design is simple, the project is risky due to the nature of the country. In addition, this will be the first IFAD intervention in Liberia since 1989. While the project would have no direct control over many of the potential risks (especially the social and political risks), these can be minimized through (see table below):

155. The other potential risks include: (i) weak capacity of the government institutions particularly the Ministry of Agriculture and its organs; this will be mitigated by provision of Technical Assistance and necessary equipment and training for ministry personnel; (ii) Delays in procurement and delivery of agricultural inputs and implements, this will be mitigated by the support of TA and contract INGOs to procure the component of the packages and distribute them along with conducting the planned training activities and the UN procurement unit UNOPS will be requested to procure the vehicles (iii) Failure of the implementing agency to attract qualified staff this is will be mitigated by providing the recruited staff with motivated wages.

Summary of Risk Analysis

Inherent Risks	Risk Mitigation
Social, political, and economic main identified risks	
<ul style="list-style-type: none"> • Political instability • Security deterioration • Weak governance • Economic disorder 	<ul style="list-style-type: none"> • Continued good governance and equity, through the work of the Anti-Corruption Commission bill, the Whistle Blower Law and the Civic Education Policy. The ASRP will support governance’s efforts of the GOL through community mobilization and

Inherent Risks	Risk Mitigation
	participatory development. <ul style="list-style-type: none"> • Government’s poverty-reduction oriented actions with tangible impact and pro-poor enhanced implementation mechanisms. This will be supported and monitored with the help of the GOL/UN Joint Programme on Food Security and Nutrition, and the adequate, well targeted and timely donor support. • Government’s continuing progress in stabilizing the economy. • Inclusive development and employment creation, to which the ASRP will contribute by creating employment opportunities for community members. • Rehabilitation and peace building activities, to which the ASRP will contribute by helping the communities to heal the wounds inflicted by the war.
Financial and implementation main identified risks	
<ul style="list-style-type: none"> • Weak financial management performance • MOA weak absorptive capacity, as the information control system becomes more complex with the increase in size and complexity of operations. 	<ul style="list-style-type: none"> • An independent PCU is established within MOA and will be staffed with a competitively recruited team. • Regular Audit • Direct Supervision • International Technical Assistance
<ul style="list-style-type: none"> • Administrative/Political interference in procurement process and management of project assets • Potential delays in procurement and delivery of agricultural inputs and implements 	<ul style="list-style-type: none"> • Few key procurements • International Technical assistance to support the first key procurements • Rice and Cassava cuttings already planned in quantity and quality through the USD 2.5 million grant (Italian Trust Fund) • Implementers already experimented in the logistic and procurement with important quantity of goats and / or chicken in Liberia • UNOPS will provide key equipments
<ul style="list-style-type: none"> • In terms of internal control procedures, civil service-wide financial rules are available. But the MOA does not have its own financial procedures manual. The absence of a manual may allow drift in procedures to occur and loss in rationale for such procedures. Management may override the control system. 	<ul style="list-style-type: none"> • The Financial Procedures Manual currently being developed including internal control procedures. • A professionally trained and independent PCU is set up, with staff with clear delegated authority and accountability. • IFAD undertake regular supervision missions. • External international Auditor planned quarterly in the budget to support the PCU
<ul style="list-style-type: none"> • In terms of flows of funds, there may be delays in the submission of disbursement applications, thereby causing possible implementation delays. 	<ul style="list-style-type: none"> • Mechanisms to ensure minimal loss of time in processing disbursement applications will be worked out between the PCU and the PFMU, which is charged with the processing of all donor disbursements at the MOF. • Training and support to the PCU is planned

Inherent Risks	Risk Mitigation
<ul style="list-style-type: none"> In terms of internal audit, the function is weak and its scope rather limited. The MOA’s audit unit does not undertake innovative internal audits to ensure general compliance monitoring or operational monitoring of departments. In this context, the MOA’s Internal Audit is not well positioned to independently assess the adequacy or otherwise of the financial management systems so as to analyze and manage risk 	<ul style="list-style-type: none"> As part of the reform process, the MOA’s Internal Audit will be strengthened. An Internal Audit Manual will be developed. In addition, the Internal Audit Team of the PFMU who will carry out both the traditional internal or compliance audit and the non-financial or operational internal audit will periodically review programme and project activities.
<ul style="list-style-type: none"> In terms of external audit, the probability that major lapses will occur may increase when the interval between audit reports is extended and when audit reports focus more on minor operational issues. 	<ul style="list-style-type: none"> External Audit requirements as specified in the grant agreement (IFAD) shall be strictly followed by the PCU with oversight by PFMU. As a general rule, all audited financial statements shall be submitted within six months following the audited period.
<ul style="list-style-type: none"> In terms of reporting and monitoring, the major risk is the possible delays and inadequacy of financial monitoring reports. 	<ul style="list-style-type: none"> Training of the PCU staff will be undertaken for the preparation of IFAD financial reports, the physical progress reports and the procurement reports. The PFMU with audit oversight will monitor to ensure that reports are submitted regularly and on a timely basis.
<ul style="list-style-type: none"> In terms of information systems, a computerized project accounting system may not be satisfactorily implemented 	<ul style="list-style-type: none"> As part of the MOA reform process, a fully functioning computerised accounting system will be maintained and PFMU (which has implemented such a system) will provide backup support.

B. Exit Strategy and Post-project Sustainability

156. The compliance of the ASRP’s objectives with the national agricultural development priorities ensures the country’s commitment to the project. The ASRP responds directly to key challenges identified in the PRS by enhancing the performance of the crop value-chains through the increased access and use of good quality farm inputs that lead to improved production and productivity, and capacity building of grassroots organizations. The ASRP is also designed in a manner that will permit the beneficiary grassroots groups to actively participate in activity implementation.

157. The project exit and sustainability strategy can be further explained at four levels as follows: Level 1- at farm household - the project will adopt the prevailing production system only to provide quantity and quality packages which will be profitable to farmers and increase their income; Level 2 - at Community-Based Organizations (CBOs). The project will strengthen these organizations and train their members to play a central role in project implementation and in the whole economic development activities; Level 3 - at research institution- the central Agriculture Research Institute (CARI) - CARI will be supported to oversee the seed multiplication and certification process as well as actual multiplication of the foundation seeds and test them under the prevailing local conditions; Level 4 - The Ministry of Agriculture- The Ministry of Agriculture and its decentralized organs at the county and district levels will be equipped and trained in order that staff can carry out the job more effectively and efficiently.

VII. INNOVATIVE FEATURES, LEARNING AND KNOWLEDGE MANAGEMENT (KSF 7)

A. Innovative Features

158. The following aspects are viewed as generators of innovation in Liberia: (i) distribution of ASRP packages with a combination of seeds, planting materials, and small animals and birds will produce immediate effect for food security and enhancement of farmers' income; (ii) the innovative modality of packages distribution among households where have of the farmers group will get the half of the package namely seeds and planting materials at the first instance and after planting they will reimburse the same amount they received to the other group in the community. If this process goes well the first group will receive the small animals and birds as a reward and then afterwards they will repay back for it to the other group with no involvement of the government authority. This distribution modality is expected to increase social cohesion and improve stability among farmers in the local community; (iii) Putting in place a sustainable rice seeds certification system will improve greatly the quality of seeds in the country and have a direct impact on agriculture production and productivity; (iv) the innovative method of supporting women households through hiring youth in the local communities to help them in clearing the land for cultivation.

B. Project Knowledge Products and Learning Processes

159. A knowledge management network will be established for the project financed by IFAD. Harmonization of the project M&E system will provide consistent data for input into the government's databases. Communication on experiences and success stories will be strengthened through information, education and communications activities and the facilitation of internet access with the help of the Ministry of Planning. New technologies will be disseminated through actions that link targeted training, demonstrations and exchange visits.

C. Regional Knowledge Networking

160. At the start-up workshop (for the IFAD component), the PCU staff will be informed about the various regional knowledge sharing tools, such as FIDAFRIQUE or the HUB. This would give them access to the IFAD various past and ongoing experiences in the region, and provide them with various project's contacts. This could be beneficial to the ASRP, especially through exchanges with various projects in post-conflict countries. The Sierra Leonean or even Congolese experience in working with ex-combatants has been already identified as an entry point for knowledge sharing (In Congo, the IFAD funded PRODER has established a convention with UNDP whose experience in working with ex-combatants has proven very successful).

161. As cassava is the second main crop promoted by ASRP, the IFAD Regional Initiative on Processing and Marketing Cassava (RIPMC) represents an important source of knowledge (experience in Benin, Nigeria, Ghana and Cameroon). Exchanges with projects in Nigeria, Ghana, Cameroon and Sierra Leone could also be beneficial to the ASRP as they are cassava producing countries and/or post-conflict countries.

THE REPUBLIC OF LIBERIA
AGRICULTURE SECTOR REHABILITATION PROJECT
PROJECT DESIGN REPORT – POST-DESIGN

MAIN REPORT

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Key Files

Table 1	Rural Poverty and Agricultural/Rural Sector Issues
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Table 3	Complementary Donor Initiative/Partnership Potential
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AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

ANNEX 1: CONTENTS OF THE PROJECT LIFE FILE

CPMT members (in-house)

- Hubert Boirard, Country Programme Manager (CPM) for Liberia
- Mohamed Beavogui, Director PA
- Mohamed Tounessi, CPM
- Perin Saint Ange, Regional Economist (ai)
- Annabelle Lhommeau, Associate CPM
- Rocio Gomez-Sanchez, Legal Officer for Liberia
- Luisa Migliaccio, Loan Officer for Liberia
- Vineet Raswant, Technical Advisor
- Monica Chelagat, Programme Assistant for Liberia

CPMT members (in-country)

- Dr Zinnah (Extension Specialist)
- Dr A. Kai, Deputy Director General, Central Agriculture Research Center (CARI)
- Mr Paul Jallah, Agricultural Extension Specialist/MOA

Project development timeline for the Agriculture Sector Rehabilitation Project

- The Republic of Liberia joined IFAD in 1978.
- Since 1989, IFAD had suspended its operations with Liberia, due to non payment of arrears.
- The IFAD Executive Board of December 2008 approved the Fund's contribution to debt relief and the resumption of operations in Liberia.
- IFAD agreed in 2008 to co-finance the project, which was initiated by the AfDB, and joined the AfDB formulation mission in November/December 2008.
- A first in-house CPMT meeting was held in February 2009, based on the formulation report.
- The project entered the IFAD pipeline on 24 February 2009.
- An AfDB appraisal mission took place in January/February 2009 and the GOL appointed a focal point for the project within the MOA.
- The AfDB convened a stakeholder workshop chaired by the Minister for Agriculture, during which the appraisal mission findings and recommendations were agreed by the stakeholders.
- An IFAD appraisal mission took place in March/April 2009.
- Two in-house CPMT meetings were held in April 2009 on the basis on the Appraisal Aide Memoire and the Appraisal Report.
- Proposed date for QE – week of 18/22 May 2009 – documents submission on 23 April 2009
- Proposed date for QA on 23 September 2009 – documents submission on 1st Sept. 2009.
- Proposed dates for negotiations – November 2009
- EB submission planned for December 2009

Knowledge base

- Lessons learned from and the Smallholder Rice Seed Project and the Bong County Agricultural Development Project II, respectively closed in 1981 and 1984.
- CAAS-Liberia 2007
- Government PRS 2008-2011
- National Food Security and Nutrition Strategy (2008)
- Government and UN Joint Programme on Food Security and Nutrition (2008)
- IFAD Post-Conflict and Recovery Strategy
- AfDB preparation and appraisal reports (December 2008 and March 2009)
- IFAD appraisal report (July 2009)

AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

ANNEX 2: LOGFRAME

NARRATIVE SUMMARY	VERIFIABLE INDICATORS*	SOURCES OF VERIFICATION	ASSUMPTIONS AND RISKS
<p>DEVELOPMENT GOAL = IMPACT (3rd LEVEL RESULT) Reduction of post-conflict rural poverty and food insecurity, and improvement of livelihoods of rural communities on a sustainable basis.</p>	<ul style="list-style-type: none"> • Reduction in rural households below the poverty line. • Reduction in the prevalence of child malnutrition • Reduction dependence of target households on food aid. 	<ul style="list-style-type: none"> • PRS and MDG Progress and Monitoring Reports. 	<ul style="list-style-type: none"> • Overall political and economic situation remains stable.
<p>PROJECT OBJECTIVE = IMPACT (3rd LEVEL RESULT) Food security and rural livelihoods improved in project area (in the 4 counties covered by IFAD) on a sustainable basis.</p>	<ul style="list-style-type: none"> • Number of households that have improved food security. • Number of households that have improved their livelihood situation 	<ul style="list-style-type: none"> • Project impact assessment studies and surveys. • National and local household income and poverty studies. • National Food Security and Nutrition surveys. 	<ul style="list-style-type: none"> • Stability and peace in the country. • Stable political and macro-economic environment. • Government monetary and fiscal policies and macro-economic reforms are conducive to poverty reduction. • Commitment of all stakeholders to support food security and participate in poverty reduction efforts.
Component 2: Rehabilitation of Productive Capacity			
<p>OUTCOME 2.1 = (2nd LEVEL RESULT) Farmers have regained and increased their production and productive capacity.</p>	<ul style="list-style-type: none"> • Rice quantity produced in target areas increased by at least 50%. • Cassava quantity produced in target areas increased by at least 50%. 	<ul style="list-style-type: none"> • Project progress reports. 	<ul style="list-style-type: none"> • Timely availability of resources and logistics to procure and deliver the inputs to beneficiaries • Land tenure system in project counties does not pose any limitations to project activities. • Targeted communities are responsive to interventions made.
<p>Output 2.1.1 = (1st LEVEL RESULT) Productivity increasing technologies and production systems have been introduced.</p>	<ul style="list-style-type: none"> • Number of farmers supported by Project interventions whose production has significantly increased. 	<ul style="list-style-type: none"> • Project progress reports. 	<ul style="list-style-type: none"> • Target communities are responsive to interventions made.
<p>Output 2.1.2 Community groups strengthened and target/vulnerable group empowered to optimize the use of the inputs provided by the project</p>	<ul style="list-style-type: none"> • 10000 households have received rehabilitation and basic capacity building support. • Women and the youth have received skills training. 	<ul style="list-style-type: none"> • Project progress reports. 	<ul style="list-style-type: none"> • Farmers/community groups operate in a conducive environment and without political interference.

NARRATIVE SUMMARY	VERIFIABLE INDICATORS*	SOURCES OF VERIFICATION	ASSUMPTIONS AND RISKS
Component 3: Project Management			
<p>OUTCOME 3</p> <p>Efficient and effective Project management and M&E activities at national and local (grassroots) level carried out and sector coordination improved.</p>	<ul style="list-style-type: none"> Over 60% of project targets achieved within the planned timeframe. Corrective measures are taken for all plan deviations (e.g. revising activities or implementation schedules, budget reallocation). 	<ul style="list-style-type: none"> Project progress reports. Project monitoring reports. Minutes of coordination meetings and documentation on exchange of information. 	<ul style="list-style-type: none"> Stability and peace in the country. Availability of qualified and/or trainable staff for the MOA/PCU to draw from. National decentralization policy implemented as planned.
<p>Output 3.1</p> <p>Efficient and effective Project planning and coordination mechanisms established.</p>	<ul style="list-style-type: none"> AWPBs submitted to MOA/NST, IFAD and AfDB as scheduled Procurement plans timely submitted to IFAD Audit reports and financial statements timely submitted to IFAD 	<ul style="list-style-type: none"> AWPBs and Project progress reports. Audit reports and financial statements 	<ul style="list-style-type: none"> All relevant stakeholders remain committed to the project goals throughout the implementation period.
<p>Main Activities</p> <p>Establish PCU and convene Project Inception Workshop + Prepare and implement communication strategy + Convene regular ASRP Steering Committee meetings + Conduct Annual Review and Planning Workshops + Prepare Annual Work Programmes and Budgets (AWPBs) + Prepare Progress Reports</p>	<ul style="list-style-type: none"> PCU fully staffed and equipped and, IFAD additional staff recruited and Project Inception Workshop convened within six weeks of Project start. By the end of Project Month 6, Communication strategy implemented as planned. ASRP NSC meetings convened on a regular basis Annual review and planning workshops conducted during the 11th month of each Project year AWPB submitted to GoL and IFAD by the end of the 11th month of each Project year Quarterly, half-yearly and annual progress report prepared according to required formats and submitted on time 	<ul style="list-style-type: none"> Communication strategy developed Project inception report. NSC Minutes. Meeting summary records. AWPB Project progress reports 	<ul style="list-style-type: none"> All relevant stakeholders remain committed to the project goals throughout the implementation period.
<p>Output 3.2</p> <p>Efficient and effective M&E mechanisms established.</p>	<ul style="list-style-type: none"> Project progress reports and M&E reports submitted to MOA as scheduled. 	<ul style="list-style-type: none"> Project M&E reports and data. 	<ul style="list-style-type: none"> All relevant stakeholders remain committed to the project goals throughout the implementation period.
<p>Main Activities</p> <p>Prepare M&E Plan + Carry out baseline surveys + Prepare M&E reports + Carry out Mid-term Review (MTR) + Carry out internal Project evaluation + Carry out Project audit</p>	<ul style="list-style-type: none"> By the end of Project Month 3, M&E Plan available, based on the project logframe, including a revision of the indicators, if necessary, and specifying responsibilities, time frame, resource requirements and use of M&E information. All baseline surveys carried out as indicated in the M&E Plan M&E reports prepared in a timely manner, as in input into project progress and terminal reports. MTR carried out during fourth quarter of PY 3 and results available for incorporating in PY4 AWPB Internal Project evaluation report available. Timely Audit reports are available 	<ul style="list-style-type: none"> Project M&E Plan Baseline survey reports. Project M&E reports MTR report Internal Project evaluation report Audit Reports 	<ul style="list-style-type: none"> All relevant stakeholders remain committed to the project goals throughout the implementation period.

AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

ANNEX 3: DETAILED EXPENDITURES OF THE IFAD COMPONENT

	Unit	Expenditures by Financiers (USD '000)										
		Quantities					Unit Cost (USD)	IFAD Grant				
		2010	2011	2012	2013	Total		2010	2011	2012	2013	Total
I. Investment Costs												
A. Agricultural Sector Institutions Building												
1. Community Development												
Adult Literacy Classes /a	Number	300	300	300	-	900	83	26	27	27	-	80
Community Development facilitators & training /b	Number	200	250	200	-	650	83	17	22	18	-	57
Land Preparation for Women headed hhlds (cash for work for youths) /c	Person day	11 800	11 800	23 600	-	47 200		2	2	5	-	10
Supervision by the Ministry of Gender /d	lumpsum	1	1	1	1	4	20,923	22	22	23	23	90
Supervision by the Ministry of Agriculture /e	lumpsum	1	1	1	1	4	10,462	11	11	11	11	45
Supervision by FAO /f	lumpsum	1	1	1	1	4	10,462	11	11	11	11	45
Subtotal Community Development								90	96	95	46	327
2. Capacity Building to MOA and CARI												
Extension Staff Training_WEST	Number person month	-	20	-	20	40	2,639	-	54	-	57	111
Tech Backstopping	person month	-	2	2	2	6	7,938	-	17	17	17	52
Subtotal Capacity Building to MOA and CARI								-	71	17	74	163
3. TA to MOA-PCU												
International Socio-economist for IFAD Component	person month	6	5	1	-	12	18,831	113	95	19	-	228
International Financial analyst for IFAD component	person month	2	2	1	-	5	18,831	38	38	19	-	95
Subtotal TA to MOA-PCU								151	133	38	-	323
Total								241	300	150	120	812

\a Direct Contracting with R & R

\b Direct Contracting with R & R

\c Youths to clear land for women headed households facilitated by RRF

\d Travell allowances for travel in the field plus funds for conducting awareness group formation and training for Womens'groups.

\e Travell allowances for staff from ministry of agriculture for supervision and monitoring of project activities

\f Travell allowances for FAO supervision and monitoring of project activities

Unit	Expenditures by Financiers (USD '000)											
	Quantities					Unit Cost (USD)	IFAD Grant					
	2010	2011	2012	2013	Total		2010	2011	2012	2013	Total	
I. Investment Costs												
A. Agricultural Productivity Enhancement												
1. IFAD financing												
a. Input distribution												
Distribution of Inputs /a	county							196	394	794	-	1 384
Certified rice seed /b	Metric Tonne	41	81	162	-	284	397	17	35	72	-	125
Breeder rice seed /c	Metric Tonne	1	1	-	-	2	4,465	5	5	-	-	10
Fondation seed /d	Metric Tonne	4	8	16	-	28	4,465	19	39	80	-	138
Seed multiplication support at CAC level	Number	8	16	16	-	40	10,462	88	178	179	-	445
Services providers contracts /e	lumpsum							477	338	382	-	1 198
Subtotal Input distribution								802	989	1 508	-	3 299
b. Capacity building of CARI												
Facilities and Lab equipments	lumpsum	1	-	-	-	1	146,462	155	-	-	-	155
Consumable	lumpsum	1	1	1	1	4	10,462	11	11	12	12	46
Subtotal Capacity building of CARI								167	11	12	12	201
Total								969	1 000	1 519	12	3 500

\a 25 Kg of rice seeds, 1000 cassava cuttings, 7 birds and 2 goats and 1 buck to be shared by 10 HHs. Cost estimation is based on a recovery system by the beneficiaries.

\b Supplier: Local seed multiplier farmers

\c Supplier: WARDA

\d Supplier: WARDA

\e Estimation based on logistics, personnel needed and the amount of package per County.

		Expenditures by Financiers (USD '000)												
		Quantities					IFAD Grant							
Unit	2010	2011	2012	2013	Total	Unit Cost (USD)	2010	2011	2012	2013	2014	2015	Total	
I. Investment Costs														
A. Monitoring and Evaluation														
1. Studies and surveys														
Annual Audit	lumpsum	1	1	1	1	4	9,692	10	10	10	11	-	-	41
Mid-Term review	lumpsum	-	1	-	-	1	58,154	-	60	-	-	-	-	60
Steering Committee Meeting	units	4	4	4	4	16	1,938	8	8	9	9	-	-	34
Project Coordination Meetings	U	4	4	4	4	16	1,454	6	6	7	7	-	-	26
External/Internal Monitoring	Number	10	10	10	10	40	89	1	1	1	1	-	-	4
Baseline Survey	Number	1	-	-	-	1	4,846	5	-	-	-	-	-	5
Impact Studies	Number	-	1	-	1	2	4,846	-	5	-	6	-	-	11
Subtotal Studies and surveys								30	91	27	33	-	-	181
B. Equipment and vehicles														
Salon car	Number	1	-	-	-	1	47,077	54	-	-	-	-	-	54
Station wagon	Number	1	-	-	-	1	23,015	26	-	-	-	-	-	26
Motorbysics	Number	8	-	-	-	8	4,708	43	-	-	-	-	-	43
Subtotal Equipment and vehicles								124	-	-	-	-	-	124
Total Investment Costs								154	91	27	33	-	-	305
II. Recurrent Costs														
A. Performance Based Allowances to MOA staff														
Agricultural Economist	person month	10	12	12	12	46	1,191	12	15	16	17	-	-	60
M&E and Gender Officer	person month	10	12	12	12	46	1,191	12	15	16	17	-	-	60
IFAD Accountant	person month	10	12	12	12	46	1,191	12	15	16	17	-	-	60
Agricultural specialists	person month	40	48	48	48	184	496	20	25	27	28	-	-	100
Drivers	person month	20	24	24	24	92	298	6	8	8	8	-	-	30
Subtotal Performance Based Allowances to MOA staff								63	79	83	86	-	-	311
B. MOA Salaries (MOA financed) /a														
Agricultural Economist	person month	10	12	12	12	46	165	-	-	-	-	-	-	-
M&E and Gender & Officer	person month	10	12	12	12	46	165	-	-	-	-	-	-	-
Accountant	person month	12	12	12	12	72	30	-	-	-	-	-	-	-
Drivers	person month	20	24	24	24	92	298	-	-	-	-	-	-	-
Agricultural specialist	4 person month	40	48	48	48	184	person month	-	-	-	-	-	-	-
Subtotal MOA Salaries (MOA financed)								-	-	-	-	-	-	-
C. Vehicle Operation and Maintenance (IFAD)	kilometre	1	1	1	1	4	10,462	11	11	11	12	-	-	45
D. Annual Supplies and Operation	kilometre	1	1	1	1	4	6,000	6	6	7	7	-	-	26
Total Recurrent Costs								80	97	101	105	-	-	382
Total								234	188	127	138	-	-	687

/a MOA salaries are assumed to increase by 35%, 25%, 15%, 10%, 5%, 5% during the project period 2010-2015

AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)
ANNEX 4: COUNTY CONTEXT AND MAIN CHARACTERISTICS OF
THE FOUR SELECTED COUNTIES

Target County	Basic agriculture indicators
Grand Bassa (IFAD and AfDB financing)	<ul style="list-style-type: none"> • Estimated population is 224 839 (preliminary results, 2008 National Population and Housing Census, LISGIS) • Household size 5.4 • Among the wettest counties (annual average rainfall of about 400 mm per year) • Rainy season from late April to October. • Palm oil and food crops production are the most important livelihood activities • 70% growth in rice farms over the past two years. • Main cultivated crops: cassava (87%), rice (60%) and plantain/banana (7%) • Main crops produced for consumption: rice, cassava, plantain, potatoes and corn. • Some 36% of households produced cash crops • 3% of households own goats, another 51% owned chicken and 8% owned ducks. • Rubber provides income for some 4% of households. • Potential for fishing, so far only carried out on a small scale. • Less vulnerable to food insecurity • Lowest employment rates and formal education levels • Access to land is 81% with cassava mainly cultivated
Bomi (IFAD and AfDB financing)	<ul style="list-style-type: none"> • Estimated population is 82 036 (preliminary results, 2008 NPHC, LISGIS) • Average household size is 3.4 • Warm climate and average rainfall 80 inches • High hills with few plain valleys • Rainy season from April to October • 70% of workforce is in subsistence agriculture • Rice grown by 20% of households, while cassava produced by 60%. • Other produced crops are corn (3%) and vegetables (5%). • One of the counties with the highest vulnerability to food insecurity. • First cradle for iron ore mining in Liberia • 45% of land covered by grassland • Access to land is 68% • Male dominated society with 87% male head of household • Inadequate or non existence basic social services
Montserrado (IFAD and AfDB financing)	<ul style="list-style-type: none"> • Estimated population is 1 144 806 (preliminary results, 2008 NPHC, LISGIS) • Estimated population in Monrovia is 70%, i.e about 801 364 • Estimated population in rural areas is about 343 441 • House hold size is 5 • 83% of households are headed by males • Rainy season covers May to November. • Annual average rainfall is about 75 inches • Has the largest food and non food market in the country • Major livelihood are petty trade, charcoal production and formal employment (in Monrovia) • Access to land 39%. Out of these 16% produce rice. • Main crops cultivated are cassava (90%), rice (16%) and vegetables (18%). • Other food crops include sweet potatoes (8%), plantain/banana (8%), and corn (16%). • Main cash crops are rubber (41%), cocoa (5%), coconuts (19%), sugar and pineapple

Target County	Basic agriculture indicators
	<p>(11% and 16% respectively), kola nuts (16%) and palm oil (49%).</p> <ul style="list-style-type: none"> • 2% of households keep pigs, 7% keep ducks and another 44% kept chickens. • Food insecure household (10%), and highly vulnerable (35%) • Major agriculture constraint include: lack of seeds, tools, and arable land • Main crop cultivated is cassava 90%
<p>Grand Cape Mount (IFAD and AfDB financing)</p>	<ul style="list-style-type: none"> • Estimated population is 129 055 (preliminary results, 2008 NPHC, LIGSIS) • Household size is 4.8 • Rainy season from April to October • Average rainfall of 400 cm, while humidity goes as high as 90 to 100%. • Fertile soils allowing cultivation of cash crops (oil palm, rubber, cocoa) • 78% of the rural households engaged in agricultural activities (subsistence scale) • Formal employment accounts for as little as 4% of incomes • Main grown food crops are rice, cassava and groundnut. • 11% of households engaged in ocean fishing, 15% in rivers, 81% in creeks and 2% in swamps. • 83% of households headed by men. • Access to land is about 52%

AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

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ANNEX 5: BRIEF INSTITUTIONAL ANALYSIS

I. INTRODUCTION

1. The recent history of Liberia has resulted in weakened institutions at central and county levels as links between the capital, the counties and districts broke down. There was widespread relocation of Government district and field personnel to Monrovia during the war. These personnel are returning to their stations but most of the infrastructure and resources needed to make them effective have been destroyed or seriously damaged. A considerable number of qualified staff has taken the opportunity to find employment in the NGO sector.
2. The war caused widespread destruction and a cessation of donor developmental activity. However, donor assistance was decreasing in the late 1980s and early 1990s before the war took hold. Widespread corruption and Government defaulting on loan servicing resulted in a declining portfolio of development projects.
3. The recovery phase has been spearheaded by international, national and local NGOs which are inherently adaptable and flexible in such situations, whereas more formal and centralized institutions take time to recover, re-mobilize and become effective. Much of the donor emergency finance has been channelled through the NGO sector which is heavily involved in delivery at grass roots level. As the development phase gets under way, NGOs will still be heavily involved but the scale of operations will reduce to reflect the cessation of emergency funding.
4. This Working Paper provides an overview of the institutional context of the Project, and provides insight in local administration and rural institutions, national institutions relevant to rural development, and NGOs. The concluding Institutional Capabilities Matrix is also included as Key File Table in the Main Report.

II. LOCAL ADMINISTRATION AND RURAL INSTITUTIONS

A. Decentralization and Local Government

5. Administratively, Liberia is divided into fifteen counties. The most important local level organizational equity is the Chiefdom, headed by a Paramount Chief, who is the traditional leader of the people. The paramount chief is elected by a chiefdom council and is normally appointed for life, gets a government salary and has authority to enforce laws. The office of the paramount chief is an intersection between traditional society and modern form of government. The chiefs are the custodians of the community's land.
6. The political and financial decentralized system of Government that existed at independence was progressively dismantled culminating in a highly centralized regime that did away with local Government. The concentration of power and resources in Monrovia, the capital of the country, disenfranchised and deprived the rural population of infrastructure, education and health care, while taxing them through overvalued exchange rates and the state marketing board. To devolve power, Government is committed to the formulation of a new local governance framework. A decentralized system of local Government is being established with re-oriented roles and responsibilities, which will make them more responsive to the present realities of the Liberian situation.
7. The new Local Government arrangements, currently is implemented and is clarifying powers to be devolved to the County Councils and fiscal arrangements between County Councils, Town Councils and Chiefdoms and Central Government.

III. CHIEFDOM AND VILLAGE INSTITUTIONS

A. Chiefdom Council and Village Forum

8. The - traditional - Chiefdom Council is composed of (i) the paramount chief, (ii) the speaker who screens chiefdom affairs prior to their approval by the paramount chief, and (iii) the section chiefs. Women's representation in the chiefdom council is limited but by no means prohibited. Although gender imbalances are gradually changing, women remain virtually invisible at chiefdom and higher-level decision making bodies.

9. The chiefdom and village administration has a mandate to maintain law and order and to collect taxes in the chiefdom, which it does very effectively. Their consent is fundamental for any development activities to succeed. They have proven particularly useful where coordination and mobilization is required at the chiefdom level, for example in infrastructural development (roads, wells, stores) and in confirming the local residence of potential beneficiaries. However, their composition – especially in terms of gender imbalance - is inappropriate for implementing development activities of a social or technical nature.

10. The chiefdom treasury clerk and his assistants collect income and duty taxes from market dues. One element of the decentralization policy is the authorization for chiefdoms to open their own accounts from where they can more readily access their tax revenue, and a government subvention grant which they utilize to cover the costs for chiefdom salaries and other administration and development costs. During the previous centralized system, chiefdom administration experienced a lot of bureaucratic bottlenecks when trying to access these funds.

11. Most villages have a village forum, composed of village councillors, each of whom represents 20 taxpayers of an extended family. The councillors are responsible for the election of the paramount chief. The village forum is where decisions are taken on community matters, on communal projects, on labour-sharing groups or on other mutual assistance needs. Each village has an elected head and often also has a woman leader elected by women to represent their issues.

B. Chiefdom and Village Development Committees

12. Chiefdom and Village Development Committees (CDCs and VDCs) are a continuation of the older Chiefdom Committees oversee development needs and activities and dismantled during the centralization process. In some communities, new committees were formed with civil leaders instead of the earlier government/traditional chieftain administration. Such civil leaders could be a local teacher, nurse, midwife, retired government worker, field extension workers, church leader etc.

13. NGOs have, in some districts, actively encouraged the establishment and training of these community development committees at the chiefdom and village level. Their role is to mobilize local resources and labour for self-help activities that have a common interest e.g. maintenance of physical infrastructure, and the establishment of a health centre. Within the agricultural sector, CDCs and VDCs have mainly played the role of identifying the location of common infrastructure such as roads, bridge, stores, as well as in mobilising local resources in their establishment and maintenance.

C. Traditional Village Leaders

14. The traditional village-level leadership structure is governed by cultural norms of respect for the elders but also by practical considerations related to literacy. The Village / (small) Town Chief are the custodian, and the main spokesman and decision-maker of the village. Usually an elderly man, he represents the village at chiefdom level and acts as the disseminator of information that is to be passed on from the paramount chief to the village population. The chief is always included in village

discussions and his permission is sought for any intervention in the village. The Assistant Village/Town Chief assists the Village/Town Chief and represents him at meetings in his absence.

15. Other traditional village leaders include:

- The Mammy Queen, who is considered the leader of women in the village and women's representative at all meetings. She is typically an elderly woman. Disseminates information to women.
- The Senior Sowi, who is the head of women's Secret Bondo Society in the village or the chiefdom. She collects licenses of initiators on behalf of the society to be paid to the native administrative court. She has the highest authority in the preparation of young girls for the secret initiation rites.
- The Pastor and the Imam are the spiritual leaders of the local Christian and Muslim communities respectively. They are highly respected by the villagers as well as the local and the national authorities.
- The Youth Leader (most usually male) is the representative of youth at village meetings, the organiser of social activities, the motivator of youth for positive action. He controls and administers labour activities in the village and plays a key role in settling disputes or conflicts arising amongst youths.

D. Community-based Groups, Associations and Organizations

Informal Community Groups

16. The most common form of collective action in Liberia villages is in labour groups, commonly referred to as work-gangs, comprising 5-25 individuals (male, female or mixed). Work gangs are based on intra-household agreement to carry out farming tasks on a rotational basis.

17. This form of collective work is reported to be more efficient than individual work or an equivalent number of casual workers. This is because such groups tend to specialize in certain tasks, becoming skilled especially in heavy tasks on farms and those that are time sensitive such as land clearing and preparation. The members also have a tendency to compete between each other on who does the work fastest and most skilful. A group will work for its members, or their families, in rotation. Cash raised by the group is kept intact until the end of an agreed period, generally the end of a farming year when it is divided equally. Otherwise, the revenue accrued from labour or other group activities is accumulated to be used as a social fund or as a source of credit to members.

18. The development of reciprocal work-gangs or groups reflects the institutionalization of strategies to cope with labour bottlenecks for activities which are not only time bound but also have a distinct gender division of labour. There is at least one male labour group in each village that specializes in land brushing, clearance and preparation through which households with a shortage of male labour can access support for farm activities normally done by men. Once a rotation is worked out, any unallocated days may be sold either to members with larger than average farms or to farmers with no connection with the group. For the latter, the rate charged is higher.

19. Besides these work-gangs, farming in Liberia is generally individualistic, even within a family. Communal farms are rare, but can occasionally be found among farmer groups. These are used mainly to raise funds for other income-generating activities in which they invest either together or individually.

20. The women labour groups, where they exist, provide labour for their traditional farm activities such as weeding, harvesting and threshing. However, much of their interest is in communally produced crops for cash sales, where either they share the money or go into a commercial venture together. Most women’s groups have an average of only one or two literate members, usually the Secretary and/or the Treasurer.

21. Another form of informal group, most common among women, is the *Osusu*, a traditional rotational savings form of association, usually made up of people from a similar social and economic status. The *osusu* saving system enables participants to receive substantial amounts of money to meet heavy commitments or investments either in agriculture (e.g. groundnuts, vegetable production or poultry) or non-agricultural production (e.g. soap production or gara type-dye making). Each group member agrees to put a stipulated amount of savings into a pool at set intervals. This is collected and in turn disbursed to one member of the group.

Strong Groups	Weak Groups
<ul style="list-style-type: none"> - Initiative for group formation came from within the community - Members know and trust one another - Members have clear objectives for forming the group and are able to articulate them to outsiders - Members acquired new skills through the groups - registered with local Farmers’ Associations - have <i>osusu</i> saving system that enables participants to receive to make investments in agriculture or petty trade 	<ul style="list-style-type: none"> - Initiative for group formation came from outside the community (extension worker, local politician) - The group was formed merely as a response to Government or other donor made group membership a condition for obtaining certain hand-out benefits. - The motivation for group formation was political. - Members are unclear about the group’s purpose. - Group activities excessively dependent on outside project support. - unable to afford the cost of registering and guaranteeing ability to guarantee regular subscription payments to Farmers’ Associations or Cooperative

E. Local Farmer Associations

22. There is an average of 2-4 farmers’ groups of 20 to 25 members each per village, and clusters of 7 to 20 such farmer groups form farmers’ associations, with 200-400 members each, and about 7-10 farmers’ associations per chiefdom.

23. Farmers groups are dominated in numbers by women’s groups. The main activities of the farmers’ associations at the grass-root level are cooperation in the cultivation, production, harvesting and marketing of crops. However, one association may choose to limit itself only to one function.

24. The associations are also the contact points for input and service delivery, e.g. seeds or extension advice. MOA uses the associations as a mechanism to supply inputs and services to farmers. It also seeks, through the associations, to obtain farmer views of decisions made and of the impact of services on the ground. This is usually better achieved with associations that are in close proximity to the district headquarters.

25. MOA field staff report that approximately half of the associations are considered viable, in terms of being well organized, accountable to memberships and able to collaborate to meet common needs. They have their own bank accounts with built up cash reserves through member’s dues and group activities. They encourage their members to have collective production farms (e.g. swamp rice, vegetables, cassava, oil palm or banana plantations) or other non-farm activities. Such associations have proven to be effective mechanisms for channelling government and NGO assistance in emergency and rehabilitation programmes.

26. Some weakness that has been associated with the non-viable associations includes:

- **Over-dominating leadership:** where an executive committee leads with little involvement from the members. This is a danger where you have illiterate members with literate leaders or where women groups have men leaders. This is cited as the main reason why women prefer to have their own farmer groups.
- **Dependency on outside assistance:** where the *raison d'être* of the Association is to access outside assistance. This is largely explained by long experience with emergency aid and group members' high expectations of hand-out assistance.
- **Dependence on inappropriate technology:** Lack of technical advice or the tendency to look for technologies not appropriate for small-scale, low-capital, food-crop oriented farming of most of their members, e.g. tractors, diesel-powered mills, maintenance of soil nutrients, mainly through chemical fertilizers.
- **Dishonest intermediaries:** Some local groups have fallen prey to unscrupulous individuals who offer to intercede with donors and pocket the resulting contributions, making members wary of associations.

27. On the whole, however, farmers associations at the district and chiefdom levels offer a good potential for reaching target beneficiaries, since they are fairly representative of their farming communities with elections being held periodically to elect the leaders. They are well placed to support the mobilisation of village groups to access needed inputs and services in the farming communities.

F. Cooperatives

28. Activities of cooperative societies vary and may be in a number of areas, including: savings and credit, cocoa and coffee marketing, fishing, rice marketing and cassava marketing. The savings and credit societies operate on a system where members save small amounts on a regular basis and when the group savings reach a certain level, small loans are made to members. Successful repayment makes the members eligible for increased amounts in the next round of loans and so on. The most successful cooperative societies are the women only societies operating saving and credit schemes. These follow the *osusu* system.

29. Formally, farmers' cooperatives are a separate movement from the farmers' associations, in practice however the two seem intertwined, with clusters of farmer groups and associations, and in particular women farmer groups and associations, forming district level cooperatives. This is for instance the case in the project districts in the North-West, where some women farmer groups organized in associations are reported to form a district level cooperative.

G. Community-based Organizations

30. Community Based Organizations (CBOs) are grassroots organizations composed of local members and leadership (in the Liberia context farmers' associations and cooperatives are – apparently – not considered to be CBOs). CBOs perform activities similar to those of NGOs, but with more limited objectives and mandates and in general have a lower capacity to operate development programmes. However, they have the advantage of remaining in the community after project assistance comes to an end, thus increasing the social capital of the communities. Their area of operation ranges anywhere from one village to two chiefdoms and they, like NGOs, work in a wide selection of development sectors, including agriculture. CBOs are registered with the different line Ministries, depending on the type of technical support they require. Those working in the agricultural sector are registered under MOA.

31. CBOs usually implement development activities at the grassroots level on behalf of NGOs and other supporting partners. For CBOs to attain stability and self-reliance, some form of assistance is usually needed in leadership, group management and small-scale commercial production. The experience of working with CBOs indicates that there the following main factors are important to ensure their effectiveness: (a) strong management skills of the executive staff; (b) transparency and accountability to members (bank accounts, accounting books available to any interested members, feedback/update meetings); (c) clear organizational structure (who reports to who); (d) ownership by members (encouraged by charging a member fee and a fee for other service given albeit at cheaper rates than if not a member); (e) external support to boost the group's capital (e.g. food for agriculture when re-establishing themselves after the war); and (f) external support to build their capacity to operate and to train the management staff.

IV. NATIONAL INSTITUTIONS RELEVANT TO THE PROJECT

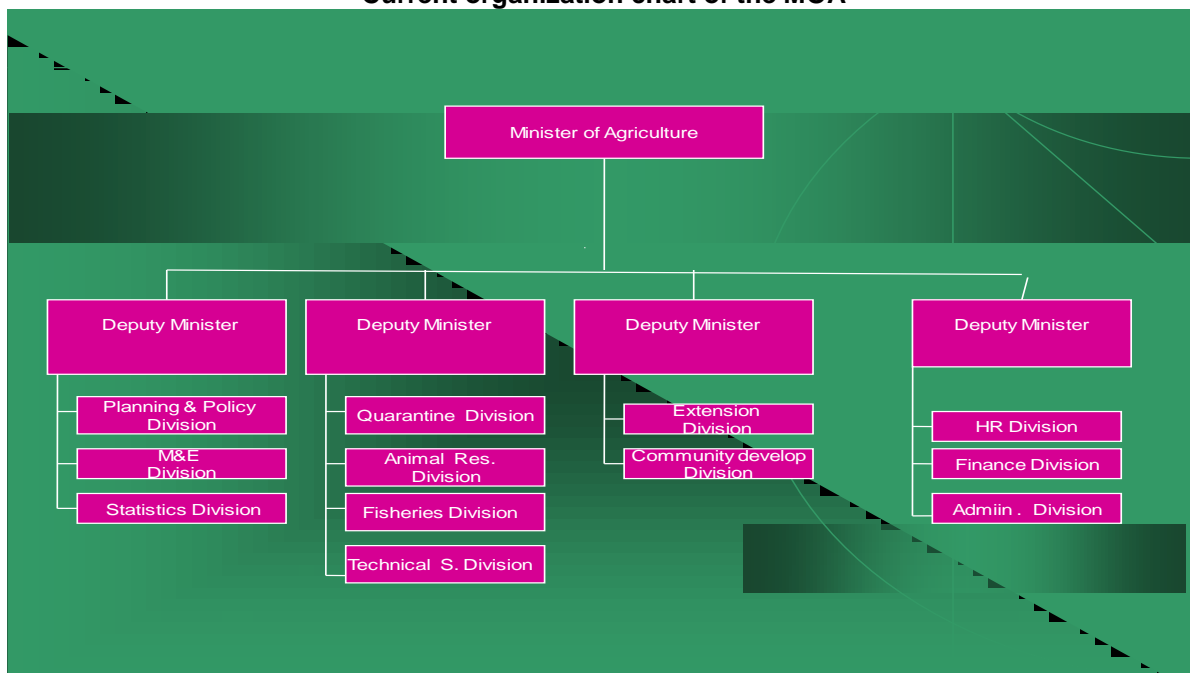
Ministry of Agriculture (MOA)

32. The MOA was established in 1972 by an Act of Legislature which repealed the former Act establishing the Department of Agriculture. Currently the MOA has 262 staff (27 female and 235 male). Its core functions are the following: (i) Regional Development and Extension services; (ii) Policy, Economic Analysis & Planning; (iii) Natural Resources Management and Irrigation; and (iv) Quality Control and Finance and Administration.

33. The main challenges faced by MOA include redefining its role and functions, restructuring its central functions to support the decentralization of its structures, in order to support the GOL policy as stated in the SPI (Statement of Policy Intent for Agriculture in 2006) and rebuilding its technical services to respond to the needs of the rural sector. Enhancing the current level of performance around main functions of the MOA is crucial to the efficient management of the support services for smallholders, policies for commercial farming and plantations, and the food quality to serve the best interest of the people of Liberia.

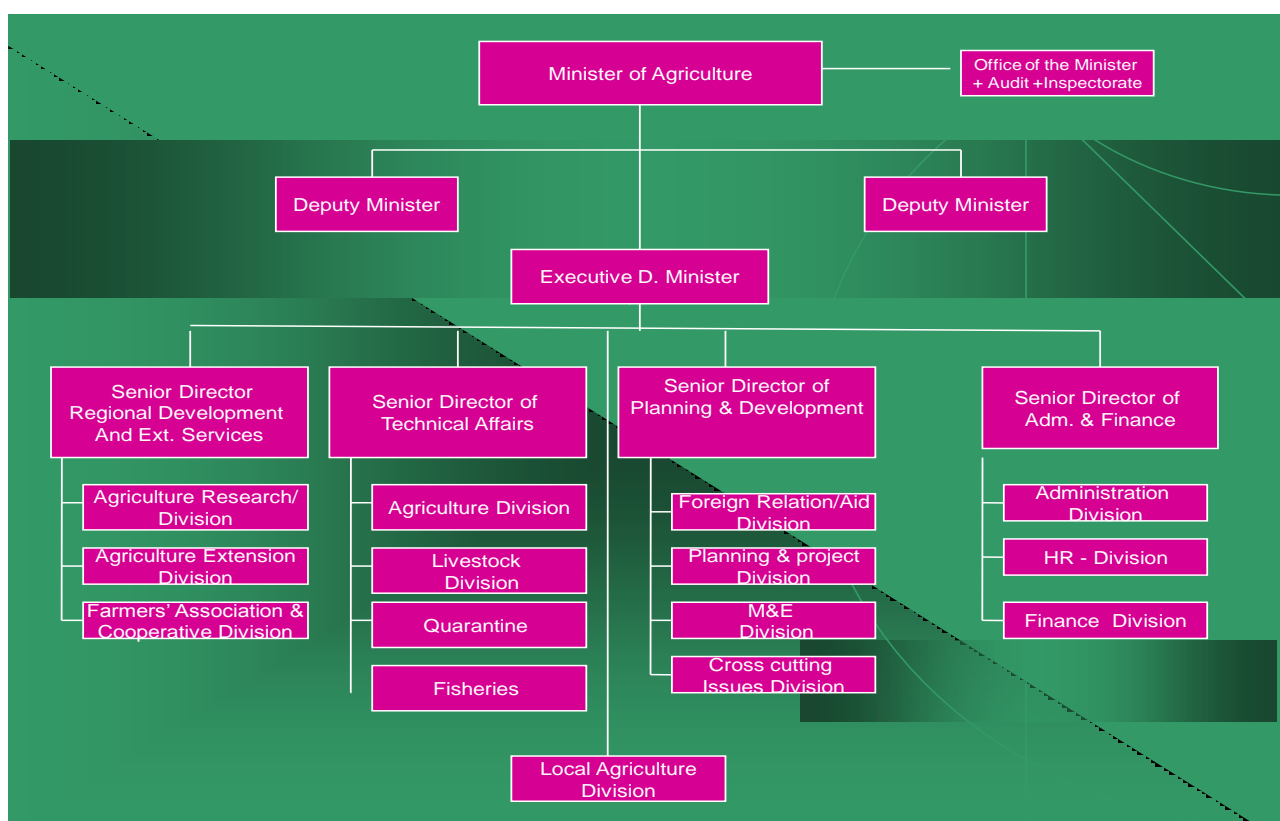
34. The organizational chart below depicts the current set-up of the MOA at the central level. At the County levels the MOA is represented by a County Agricultural Coordinator (CAC) and at the District level by District Agricultural Coordinator (DAC). At the Clans level, the MOA is represented by Clan Technicians. The roles of the CAC and the DAC are mainly oriented towards the provision of extension services, namely transfer of technologies to farmers, training, distribution of inputs, etc. Research and Extension services are two important functions of the MOA for the project and will be supported by the project.

Current organization chart of the MOA



35. A restructuring of the MOA is underway. The draft document is currently under review, and the new structure (shown below) could be approved and become operational before the end of 2009. In this new structure the number of Deputy Ministers will be reduced (compression of political level) while the number of senior director (professional level) will be increased. The new MOA organizational design includes a County and District structure of the MOA at local level. The structure shows a simplified but succinctly delineated scope of functions and responsibilities that will avoid overlapping of responsibilities and duplicative functions:

Proposed organization chart of the MOA



Research services (RS)

36. Research activities are under the responsibility of the Central Agricultural Research Institute (CARI) which was created in 1980 as a semi-autonomous organ of the MOA. Semi-autonomy status provided CARI relative freedom to operate with minimum interference from the line ministry. CARI's programmes and activities were governed by a Technical Committee headed by the Minister of Agriculture. Other members of the Technical Committee include representatives from the Universities, the Liberian Institute for Biomedical Research, the commercial private sector, and the Development Partners. Before the war, CARI implemented research programmes in all sub-sectors and possessed well equipped laboratories with trained technicians.

37. CARI is among the public institutions hardest hit by the protracted civil war. CARI has also suffered major man power resources losses, as trained and very experienced professionals were either killed, have migrated out of the country or sought alternative employment opportunities elsewhere. Few support staff are present in the country, and a fewer more have given indications of their availability should the Institute be rehabilitated. The CARI compound is presently occupied by UN Peace-keeping forces. CARI faces many challenges among which the priority ones to overcome are: (i) Establishing an operational base for and start up of the rehabilitation process; (ii) Securing the availability, at short notice, fielding and training the critical nucleus or core research staff, subject matter specialists and field staff to plan and supervise the first field activities for obtaining and processing the germplasm required; (iii).Providing germplasm and planting materials for the next planting season; (iv) Rehabilitating research materials, equipment, fields, ponds and other infrastructure (residential, offices and laboratories buildings).

Extension services (ES)

38. The provision of extension services is the responsibility of the Extension Division of the MOA, at the central level, and of CACs and DACs at the country and district levels respectively. The main constraints faced by the ES are: (i) A supply-driven approach with emphasis on transfer of technology, with limited feedback mechanisms; (ii) Emphasis on supply and distribution of inputs and equipment to farmers free of charge; (iii) Limited public funding and thus limited logistical means to carry out the assignments; (iv) Limited trained field staff; and (v).

39. Many NGOs and international assistance agencies serve as surrogates of extension services in the counties and districts with no clear coordination and distribution of responsibilities, thus creating duplications, overlapping and waste of resources. The Department has a staff force of 78 persons distributed as follows: 24 employees at Central level and 54 at decentralized units' levels, leaving a gap of about 57 positions to be filled. The human resources dimension is critical and characterized by a shortage of qualified staff, especially at county and district levels.

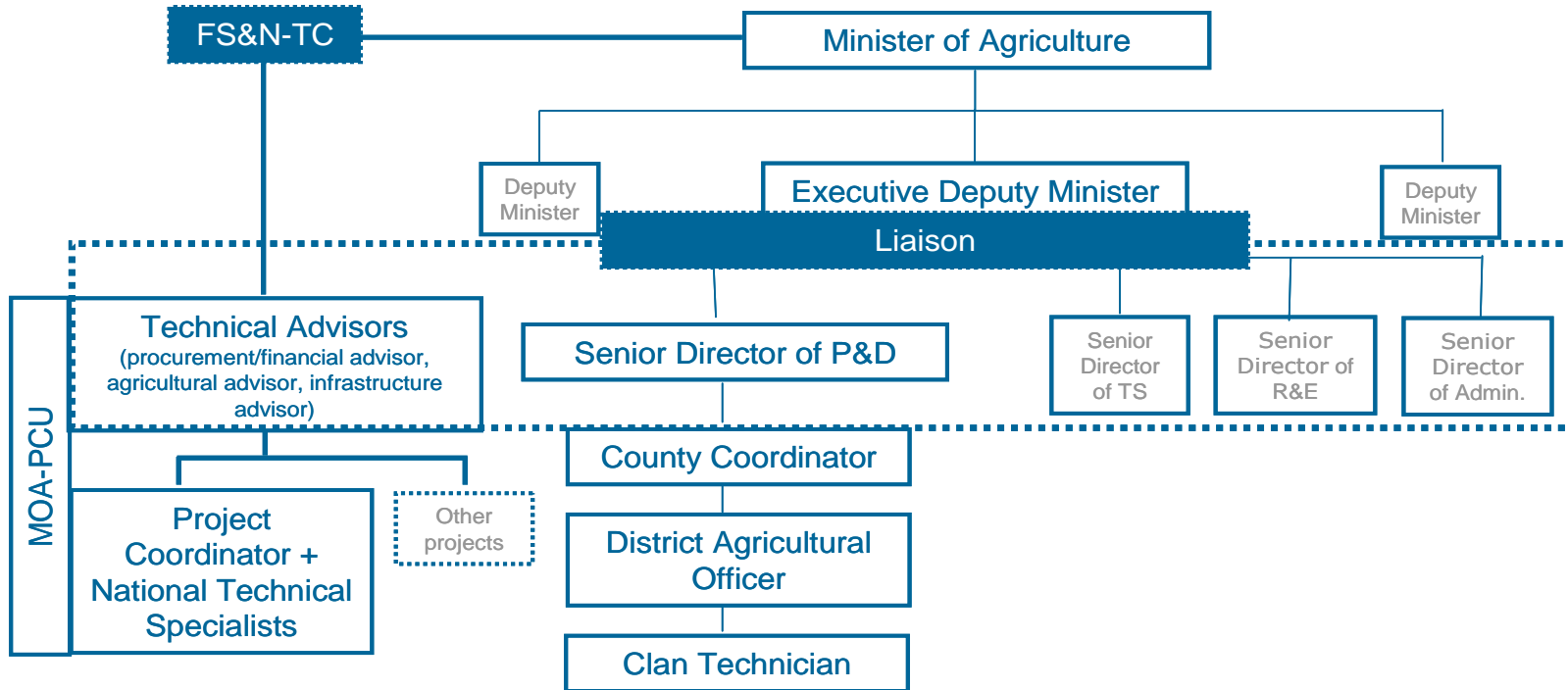
NGOs

40. The Ministry of Planning is responsible for registration and monitoring of the activities of all NGOs in Liberia, which is a statutory requirement. However, it appears to have delegated the responsibility to sector ministries, having prepared guidelines that they should use for that purpose. Data in the FAO database showed that there are 44 International NGOs and about 113 Local NGOs operating in the country. However, only 78 registered with MOA in 2004/2005, and only 17 during 2007. This clearly shows that there is widespread non-compliance with the statutory requirement.

41. The NGO claim to serve about 234,000 beneficiaries but these cannot be verified. Most NGO programmes in agriculture have concentrated in the past on emergency and relief activities, mainly the distribution of farm tools and inputs. Many NGOs are currently involved in rice seed production and distribution. As a major challenge to increasing rice production is the lack of good quality seed. As the period of emergency has drawn to a close they have tended to direct more of their activities towards more broad-based agricultural development activities such as provision of extension services, credit, marketing, advocacy, policy dialogue etc. However their activities have tended to focus more on the supply than the demand side. All International NGOs (I-NGOs) such as CRS, AFRICARE, Samaritan Purse, etc have a well defined organizational structure and relatively reliable sources of funding from donors. Most local NGOs are IPs of I-NGOs hence secured the bulk of their funding from those sources. Because of the multiplicity of NGOs involved in agricultural extension activities with different approaches and no proper coordination, these activities are mostly fragmented and duplicative.

AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

ANNEX 6: ORGANIGRAMME



**ANNEX 7 (A): INDICATIVE IMPLEMENTATION ARRANGEMENTS
 AND ACTIVITIES' SCHEDULING**

Project Initiation		
No	Activity	Responsibility
1.	Establishment of the PCU and staff competitive selection	MOA/IFAD/AfDB
2.	Prepare implementing manual	PCU
3.	Start-up Workshop to: (i) inform the stakeholders about the Project, including detailed presentation of project objectives, components, activities and implementation arrangements; and (b) to reach agreement between Project management and stakeholders on targeting and M&E objectives and tools, as well as to select indicators and achievement benchmarks for monitoring and evaluation	PCU
4.	Prepare and submit the AWPB for year 1 and the procurement plan for the first 18 months	PCU
5.	Prepare bidding documents for vehicles, office equipments and supplies required according to the agreed procurement plan and invite bids using applicable procurement procedure followed by subsequent procurement	PCU
6.	Select IPs	PCU
Rehabilitation activities and Capacity Building at Grass-Roots level		
1.	Village Ranking	PCU/ CACs/DAOs/CTs
2.	Hold county/district workshops to inform all stakeholders about the project	PCU/CACs/DAOs/CTs
3.	Identify and consult the targeted households and CBOs/farmers' groups or community groups for need identification	Community Facilitators, Farmers/Community groups, local government, IPs
4.	Community mobilisation	Community Facilitators
5.	Rehabilitation and capacity building needs assessment	Community Facilitators, IPs, beneficiaries
6.	Constitution of groups for various trainings to be delivered	Community Facilitators, IPs, beneficiaries
7.	Overall activity implementation, trainings, monitoring and reporting	MOA/PCU/Local Government/Farmers/Community Groups, IPs
8.	Evaluation of completed activities	Internal and External Evaluators
Recapitalization of Target Group Households		
1.	Select community facilitators	IPs with communities
2.	Purchase of required inputs	PCU, IPs – in consultation with beneficiaries
3.	Distribute inputs to beneficiaries (seeds, cassava planting material while distribution of small ruminants and poultry would be done starting from the second year)	IPs/Community facilitators/ community groups
4.	Land clearance for female-headed households	Community Facilitator and Farmers/Community groups
5.	Overall activity implementation, trainings, monitoring and reporting	PCU/IPs/Community facilitators/Local Government/Farmers/Community Groups
6.	Evaluation of completed activities	Internal and External Evaluators

Financial Management		
1.	Open a Grant Bank Account in USD in a commercial bank to be operated by PCU	GOL/MOF
2.	Open local currency accounts in commercial bank acceptable to IFAD	PCU/MOA
3.	During year 1, prepare a Financial Management Manual for the project and establish financial management procedures for the project satisfactory to IFAD, including those related to preparation of Statement of Expenditures and accounts using GOL procedures satisfactory to IFAD identifying sources, operations and categories	PCU
3.	Prepare annual financial statements of project expenditures for the fiscal year within 3 months after completion	PCU
4.	Train all relevant staff in project's financial management procedures	PCU
5.	Appoint an independent auditor from a roster of recognized audit firms satisfactory to IFAD	PCU/Financial Controller
6.	Submit annual audit reports to IFAD, not later than 6 months after the end of the fiscal year	PCU
7.	Overall responsibility of managing and reporting on all matters concerning the IFAD grant	PCU
Monitoring and Evaluation		
1.	Design of M&E system, including Management Information System (MIS) for the project	PCU/M&E Unit and MOPEA
2.	MIS orientation and training of concerned staff	PCU/MOPEA
3.	Development of formats and agreement on data collection, collation, analysis and reporting arrangements, including definition and roles responsibilities	PCU/M&E Unit, Community Facilitators, IPs, CAC, DAC and other stakeholders
4.	Preparation of six-monthly and annual progress reports using agreed formats	PCU
5.	Completion of baseline survey using agreed and field tested questionnaire	MOA, PCU M&E Unit in consultation with MOPEA
6.	Agreement of arrangements for Mid-term Review and end of the project impact assessment	MOA, PCU M&E Unit in consultation with IFAD and AfDB

ANNEX 7 (B): TERMS OF REFERENCE FOR IFAD SUPPORTED PERSONNEL AND MODE OF RECRUITMENT

Terms of Reference for the Monitoring and Evaluation and Gender Officer

Experience required

- He or She should have at least 5 years of experience, in monitoring and evaluation projects work with significant experience in gender approach.

Qualification

- The MEO will have a minimum of Master in a field related to Social Sciences or Agriculture.

Duties

- The MEO will be responsible for drawing up an overall M&E system for PCU. He or she will also design and implement at village, and district level systems for M&E of project interventions (physical and human aspects).
- He or she will be responsible for introducing project specific M&E aspects to MOA staff so these can be incorporated into their normal work schedules.
- He or she will produce quarterly monitoring reports on all aspects of project implementation and progress, with special regard to human aspects and project impact on beneficiaries.
- The MEO will have an important input into project annual work plans and budget in terms of evaluation of project progress in relation to its objectives.
- The MEO will be responsible for producing the Annual Project Implementation Report.
- Assist and oversee group formation activities undertaken by Community Mobilisation officers in the field and Agriculture Extension Services personnel and the financial institutions, involved in project implementation. This should include the formation of sound and cohesive new groups as well as strengthening the activities of existing groups compatible with the objectives of the Project.
- He or She will assist in the preparation of various socio-economic surveys and studies undertaken by the Project and identify the training needs and assist the NGOs in the preparation and launching of training course for facilitators and farmers groups. Further, He or She shall assist the Project in launching periodic seminars and in publicity campaigns to further the objectives of the Project
- He or she should handle all gender issues with farmers and local communities and ensure the participation of women in all project activities

Terms of reference for the Accountant

Experience required

- He or she should have not less than 7 years of accounting, and financial management experience. Essential experience would include, international and local procurement, maintenance of financial records, in accordance with the requirements of international agencies.

Qualification

- The Accountant should have a minimum of BA in accounting or finance. He or She must be fluent in English.

Duties

- The accountant should assist the financial controller who will be responsible for the maintenance of project accounts, for the installation of appropriate accounting/reporting systems to ensure that the NSC is informed of the on-going situation and those departments and agencies participating in the Project have a clear view of their financial responsibilities, the funds available and the requirements of reporting and record keeping. The accountant should assist the financial controller in handling all project procurement, either directly or by delegation to either an outside organization, as directed by IFAD or for small local items to the agencies concerned. The accountant should assist the financial controller in providing financial reports to NSC quarterly and annually, and would maintain all records in a form appropriate for audit.

Terms of reference for Agronomist

Experienced required

- He or She should have at least 5 years of experience in Agricultural project with a similar position

Qualifications

- The Agronomist will have a minimum of Diploma of Master in Agriculture, Livestock with some qualification in economy.

Duties

- Plan and manage the implementation of the component 2 in order to reach the objectives planned.
- Supervise the recruitment and ensure the follow up of the Implementing partners
- Ensure the link with CARI and MOA at National and Local level.
- Ensure the synergy with AfDB financing
- Provide all information needed by the ASRP Monitoring and evaluation system.

Terms of Reference for four (4) Agriculture Specialists (young professionals)

Experienced required

- He or She should be new graduates of Agriculture and ready to be assigned in the Counties of IFAD operations.

Qualifications

- The Agriculture professionals will have an agricultural Diploma.

Duties

- Specifically the duties would include among other things, the following:
 - Assist and oversee group formation activities undertaken by Community Mobilisation officers in the field and Agriculture Extension Services personnel and the financial institutions, involved in project implementation. This should include the formation of sound and cohesive new groups as well as strengthening the activities of existing groups compatible with the objectives of the Project. He or She will also prepare, indicators (in collaboration with M&E officer) to monitor progress in-group formation activities.
 - He or She will assist in the preparation of various socio-economic surveys and studies undertaken by the Project and identify the training needs and assist the NGOs in the preparation and launching of training course for farmers groups. Further, He or She shall assist the Project in launching periodic seminars and in publicity campaigns to further the objectives of the Project.
 - He or she should handle all gender issues with farmers and local communities and ensure the participation of women in all project activities.
 - He or she will supervise the processes of rice seeds multiplication, cassava planting materials multiplication and their distribution to women farmers in the four project counties of the north-west.
 - Participate in all coordinating meetings with the Ministry of Agriculture and Ministry of Gender at the county and district levels.

Terms of Reference for The International Technical Advisor – Socio-Economist and Operation Specialist

Qualifications

- The candidate must possess a minimum of a Master's Degree with some experience in Agricultural Economics.
- Must have at least 10 years post-graduate experience, 5 of which must have been at managerial level.

- Must have a wide knowledge in Community Development as well as the ability to utilise research findings to enhance Agriculture Production.
- An experience in implementing and managing a donor funded development project will be an advantage.
- Must have knowledge of handling projects financed by IFAD and other international financial institutions.

Responsibilities

Support and train the PCU to:

- plan, organise and co-ordinate IFAD component and operations,
- Prepare the project preparatory workshops, in which the project's objectives and components will be presented to stakeholders,
- Elaborate and review standard project documents and procedures,
- Carry out project disbursement, accounting and financial management,
- Carry out procurement of goods and services for IFAD financed activities,
- Review qualifications and pre-qualifications of supporting agencies, NGOs and consultants,
- Negotiate contractual arrangements with various implementing partners,
- Evaluate performance of implementation MOA directorates, supporting agencies, NGOs and consultants,
- Consolidate annual work programme and budgets and cash flow projections,
- Prepare quarterly and annual reports to IFAD and the Project National Steering Committee,
- Prepare training plans and implement training of staff and beneficiaries,
- Develop and maintain a MIS to monitor project progress and performance
- Prepare the agreement with beneficiaries, stipulating the conditions of their participation, and
- Ensure full compliance of directives from the Project National Steering Committee.

Recruitment: This consultant will be recruited through short listing procedures. He should be recruited as soon as the project is approved by IFAD Executive Board.

Terms of Reference for the National Steering Committee (NSC)

- The NSC will provide guidance for the smooth implementation of the project. It will ensure liaison with beneficiaries and relevant institutions. It will among others approve the relevant annual work-plans and budget. It will convene at least two times every year. The Project will provide secretariat services to the coordinating committee.
- The tasks of the NSC would include the following:
 - Discuss and approve the project Annual Work-plans & Budget;
 - Advise on sectoral co-ordination problems that may arise;
 - Advise PCU on general implementation issues;
 - Discuss progress reports and annual reports before its submission to IFAD.
 - Deliberate on any other issues referred to by the PCU or IFAD.
- The PCC would from time to time; visit project sites to assess on-the-spot progress and receive feedback from beneficiaries. Such field visits would be co-ordinated by the Project Coordinating Unit along with the County Coordinator.

RECRUITMENT OF IFAD SUPPORTED STAFF OTHER THAN THE INTERNATIONAL CONSULTANT

1. A committee consisting of Liberia CPM (Chairman) a representative of the Ministry of Agriculture and the International Technical Advisor supported by IFAD.
2. The posts will be advertised in the local news paper for a week.
3. Applications will be received in the PCU (IFAD INTERNATIONAL ADVISOR) who will arrange all the received applications for each post.
4. Date of Interview will be announced in the News Paper and at the Ministry of Agriculture and the Ministry of Gender.
5. The committee will convene, interview and select the proper officers and offer them the jobs.
6. Contracts will be prepared for one year renewable based on performance.
7. Recruitment should be completed at least one month before the project become effective.

THE REPUBLIC OF LIBERIA
AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

PROJECT DESIGN DOCUMENT – POST-DESIGN

ANNEX 8: KEY FILES

Table 1	Rural Poverty and Agricultural/Rural Sector Issues
Table 2	Organization Capabilities Matrix
Table 3	Complementary Donor Initiative/Partnership Potential
Table 4	Target Group Priority Needs and Project Proposals
Table 5	Stakeholder Matrix/Project Actors and Roles

AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

TABLE 1: RURAL POVERTY AND AGRICULTURAL/RURAL SECTOR ISSUES

Priority Areas	Affected Group	Major Issues	Actions Needed
Agricultural production and productivity	Rice and Cassava small-scale farmers	<ul style="list-style-type: none"> • Little or no access to required inputs; • Lack of tools and capital base non-existent or lost during the civil war • Food insecurity; • Market integration severely constrained due to the very poor state of the relevant rural infrastructure • High transaction costs • Agricultural markets with a limited capacity to translate increased demand into improved production incentives. 	<ul style="list-style-type: none"> • Immediate need to recapitalize the small-scale rural farmers • Trainings to allow farmers to optimize inputs distributed to them • Linkage to markets as a means of encouraging surplus production • Improved producer incentives • Agricultural policy reforms • Re-definition of the respective roles of government and the private sector.
Extension services	All farmers, particularly the small-scale farmers	<ul style="list-style-type: none"> • Limited access to extension advice by farmers; and oriented mainly towards men; • Weak capacity of the MOA extension levels; • Weak link of agriculture research and extension services of the MOA at the local level 	<ul style="list-style-type: none"> • Mechanism/capacity for coordination between research institutes and agriculture line agency at the grassroots level • Support to extension services of the MOA (AfDB financing) • On-the-farm pro-poor technology adaptation and validation trials • Adoption of effective participatory agricultural extension approach
Land tenure	Many small-scale farmers but problem varies from county to county	<ul style="list-style-type: none"> • Lack of security of land title and, therefore, a disincentive for long-term investment • With no land titles, farmers cannot use land as collateral to access the credit they need to undertake their farming operations 	<ul style="list-style-type: none"> • The immediate priority is to facilitate the Government to institute the land commission to settle these issue on a permanent basis. • Programmes to educate farmers about what the commission is all about and how they are likely to be affected by the whole process
Marketing	Small-scale farmers wishing to endeavour to produce a surplus for the market	<ul style="list-style-type: none"> • Weak markets for agricultural commodities and farm inputs. • Producers lack adequate incentive to move from subsistence to commercial production as a result • Price signals are not conducive to optimal resource allocation. • Farmer associations are limited by lack of the essential capacity • Poor access to seasonal finance limits the capacity to produce for higher priced seasonal markets. • Poor rural infrastructure. 	<ul style="list-style-type: none"> • Investment in marketing physical infrastructure • Establishment of common interest groups that can lead to the development of producer associations • Linkages with market for surplus (for rice, IFAD will draw a partnership with the WFP P4P Scheme) • Promotion of open channel and contract farming for improved market linkages. • Rehabilitation of the rural infrastructure (AfDB)

AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

TABLE 2: ORGANIZATION CAPABILITIES MATRIX

Organization	Strengths	Weaknesses	Opportunities/Threats	Remarks
<i>Enablers</i>				
Ministry of Agriculture (MOA)	<ul style="list-style-type: none"> • Clear mandate for the entire agricultural sector • Restructuring underway and decentralization for better delivery (Government Reform Commission) • Strong linkages with relevant ministries and agencies • Sector policy, priorities and strategies clearly defined • Presence in all counties 	<ul style="list-style-type: none"> • Centralized management • Shortage of dynamic and qualified personnel • Infrastructure in a state of disrepair and no adequate equipments 	<p>Opportunities</p> <ul style="list-style-type: none"> • National priority for economic development and poverty reduction • Opportunities for recruiting young or SES dynamic staff (Liberian selected from the Diaspora through a UNDP financed programme) • Strong support from donors • Manual labour still abundant <p>Threats</p> <ul style="list-style-type: none"> • Weak technical support from sister ministries (esp. Public Works, and Water) • Lack of competitive remuneration package, exacerbated by the demand for agriculture specialists by UN agencies and NGOs. 	<ul style="list-style-type: none"> • Need support for implementing re-organizational plan • Requires support for building human capacity (training and technical assistance) (AfDB and IFAD will provide financing to TA) • Support for equipments and infrastructure (AfDB and IFAD will provide financing)
Cooperative Development Agency (CDA)/MOA	<ul style="list-style-type: none"> • Unique umbrella association for the agriculture cooperative movement in Liberia • Strong commitment and experience in promoting and expanding the cooperative model 	<ul style="list-style-type: none"> • Current capacity to fulfil its role as promoter, trainer and inspector largely unmet • Current staff insufficient in numbers and in technical capacity • Operates in temporary location with no logistics and few equipments 	<p>Opportunities</p> <ul style="list-style-type: none"> • Coordination of all small-scale farmers organisations if the country • Highly motivated and capable leadership 	
Ministry of Gender and Development (MOGD)	<ul style="list-style-type: none"> • Strong linkages with MOA and other development oriented agencies • Highly motivated core staff • Clear mandate 	<ul style="list-style-type: none"> • Lack of trained staff • Limited presence on the ground, and in rural areas • Inadequacy of resources for field work 	<p>Opportunities</p> <ul style="list-style-type: none"> • Linkages with international institutions with strong gender programmes • Strong government support and 	<ul style="list-style-type: none"> • Need for recruitment and training of field staff • Need support to increase presence in rural areas • Need support to increase

			<p>focus on gender-centred development</p> <ul style="list-style-type: none"> In-country training can be done locally at low cost 	<p>mobility</p>
Ministry of Public Service	<ul style="list-style-type: none"> Clear Mandate for infrastructure development and management Policy and strategies for water and road infrastructure development in place Linkages with other ministries are clear 	<ul style="list-style-type: none"> Lack of supervisory level and middle management level staff Local engineering professionals in short supply Lack of adequate resources Low implementation capacity Infrastructure in state of disrepair 	<p>Opportunities</p> <ul style="list-style-type: none"> National priority in the poverty reduction strategy and Institutional strengthening strategies in place Development partners support the sector policy and strategies Abundant manual labour supports labour-based reconstruction programmes Labour-based approach promotes technology transfer to locals 	<ul style="list-style-type: none"> Institutional capacity building required urgently Need for mobilization of more financial resources Skills development needed
<i>Service Providers</i>				
Central Agricultural Research Institute (CARI)	<ul style="list-style-type: none"> Has national mandate for agricultural research Considerable experience before the war Linkages with regional research organizations Retention of technical and field staff after the war 	<ul style="list-style-type: none"> Lack of senior scientific staff for any meaningful research Lack of infrastructure and equipment for research Weak organization and management Lack of knowledge base 	<p>Opportunities</p> <ul style="list-style-type: none"> Opportunities exist for restructuring and organizational change Continued support from the MOA High demand for agricultural research services 	<ul style="list-style-type: none"> CARI needs significant support for training of scientific staff Requires technical assistance for developing need based adaptive research programmes Support for equipments and rehabilitation of infrastructure (AfDB and IFAD will provide support)
National Agricultural Extension Services	<ul style="list-style-type: none"> National coverage and strong presence in rural areas Direct linkages with farmers, FBOs and CBOs Pool of potential field staff 	<ul style="list-style-type: none"> Lack of well trained senior and middle level extension staff Lacks necessary equipment and infrastructure Does not have a clear demand driven extension strategy 	<p>Opportunities</p> <ul style="list-style-type: none"> Development of decentralized county level extension teams Re-training of field staff can be done locally at relatively low cost (AfDB supported) 	<ul style="list-style-type: none"> Need support for training middle and senior level extension staff, and in-service training of field staff (AfDB will provide support)
International NGOs	<ul style="list-style-type: none"> Mass of qualified staff on the ground Have strong network of international financial backers Have the required resources for implementing work plans Have required backing of MOA 	<ul style="list-style-type: none"> Too much emphasis on emergency response Little coordination with government, between NGOs and with local NGOs Not much emphasis on sustainability 	<p>Opportunities</p> <ul style="list-style-type: none"> With better coordination, can play an important role in the transition from emergency to development phase 	<ul style="list-style-type: none"> The Agricultural Coordination Committee was set up to improve coordination, but its current role is limited to generating information on activities of the different NGOs. Shifting its role to actual

		<ul style="list-style-type: none"> • Relatively high operating costs 		<p>coordination will be important for the transition from emergency to development</p>
National NGOs	<ul style="list-style-type: none"> • Wide coverage of rural areas • Strong community linkages • More community involvement • Low operating costs • Emphasis on sustainability 	<ul style="list-style-type: none"> • Problems with mobilizing resources • Poorly trained staff • Poor structural organization 	<p>Opportunities</p> <ul style="list-style-type: none"> • With increased access to resources and better organization, local NGOs can be a critical link to communities in the transition to development 	<ul style="list-style-type: none"> • Support needed in organizational management and resource mobilization
Energy and Mineral resources (Environmental Agency and Hydrological department): The water and sewerage cooperation.	<ul style="list-style-type: none"> • Clear Mandate with respect to water and environment • Clear policy on management of water resources and environment • Institutional framework in place • Environment management decentralized to county level • Responsibilities for Water resources development duly mandated to the various sector stakeholders 	<ul style="list-style-type: none"> • Lack of supervisory level and middle management level staff • Local engineering professionals in short supply • Lack of adequate resources • Low implementation capacity • Water Resources Management Infrastructure in state of disrepair 	<p>Opportunities</p> <ul style="list-style-type: none"> • National priority in the poverty reduction strategy • Abundant water resources more less evenly distributed • Current agricultural practices are still environmentally friendly • Other economic activities like open cast mining threaten the environment 	<ul style="list-style-type: none"> • Need a strong coordination mechanism • Re-tooling or re-equipment urgently required • Development of technical capacity needed
Client Organizations				
CBOs, Cooperatives, Farmers' group and/or community groups	<ul style="list-style-type: none"> • Widespread in the country • Knowledge about the availability and quality of local resources. • Strong linkages with community members 	<ul style="list-style-type: none"> • Insufficient or lack of financial resources • Insufficient or lack of tools, seeds, equipments • Heterogeneous capacity 	<p>Opportunities</p> <ul style="list-style-type: none"> • Considerable entry points in the communities 	<ul style="list-style-type: none"> • Need for an assessment of these organizations' capacity and needs • Need to train them to optimise the use of the inputs that will be provided by the project

AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

TABLE 3: COMPLEMENTARY DONOR INITIATIVE/PARTNERSHIP POTENTIAL

Donor/Agency	Nature Of Project/Programme	Project/Programme Coverage	Status	Complementarities/ Synergy Potential
Government & UN Joint Programme (JP) on Food Security and Nutrition	The JP amounts to USD 140.236 million (about USD 50 million for emergency support and USD 90 million for medium term support). It has a multi-sectoral scope: i.e. actions are being taken on several fronts, in support of national leadership by the MOA and other key ministries with responsibilities in the area of food security and nutrition.	Country wide, with specific initiatives including: management of malnutrition, improving water and sanitation, nutrition policy reform, rice seeds purchase and distribution, technology transfer, multiplication of improved varieties of rice and cassava, capacity building, markets and farm-to-market roads, provision of post harvest infrastructure, etc.	Ongoing 2008-2011	<ul style="list-style-type: none"> • Potential to link with the medium-term activities related to food security • Considerable logistic countrywide network that could benefit to the ASRP
MOA	The Comprehensive Africa's Agriculture Development Programmes (CAADP) aims at stimulating an all inclusive agricultural growth to achieve the MDG	Countrywide coverage	Has just been launched (March 2009)	<ul style="list-style-type: none"> • Opportunities for linking the ASRP activities exist, but this will have to wait until the Government defines the exact process of implementing the CAADP activities at the grass-roots level.
WFP	The Purchase of Progress Programme (P4P) intends to purchase locally produced rice (for USD 1 million), giving the small scale farmers access to reliable markets and the opportunity to get a better price out of their surplus. It also intends to improve capacity of farmer cooperatives in agro-processing and marketing, and in the development of procurement processes.	Initial implementation in Lofa, Nimba and Bong counties with progressive incorporation of other counties.	Ongoing 2009-2010 with the possibility of a three-year extension.	<ul style="list-style-type: none"> • When the P4P gets extended to the ASRP project counties, opportunities to link supported rice small-scale farmers to the P4P programme for them to become rice providers.
USAID	The Liberia Integrated Assistance Programme (LIAP) (2006-2010) aims to reduce food insecurity of rural households in seven counties. In addition to training in food production and nutrition, the programme conducts rehabilitation of damaged community infrastructure including markets.	Seven counties	Ongoing 2006-2010	<ul style="list-style-type: none"> • ASRP target group could to benefit, particularly, from the rehabilitated of rural infrastructures and the training in food production and nutrition
ACDI/VOCA	The Agriculture for Children's	Bong, Nimba and Montserrado counties	Ongoing	<ul style="list-style-type: none"> • Opportunity to link ASRP activities to

	<p>Empowerment project (ACE) is a USD 2.7 million, 5-year project, which is part of USAID's new global initiative to improve child welfare using economic growth activities. ACE leverages new teaching tools such as economic simulation games and farming as a business adult learning methods. It also helps improve access to agricultural inputs and markets. ACE's main entry points into the communities are schools and private agricultural input service providers.</p>		<p>2009-2014</p>	<p>this project are limited since the ACE project is in only one of the ASRP project counties.</p> <ul style="list-style-type: none"> • Nonetheless, the possibilities of linkage in Montserrado will be sought and, where possible, established.
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AGRICULTURE SECTOR REHABILITATION PROJECT (ASRP)

TABLE 4: TARGET GROUP PRIORITY NEEDS AND PROJECT PROPOSALS

Typology	Poverty Levels And Causes	Coping Actions	Priority Needs	Project Response
Women and women headed households	The majority are very poor. Some of the households where the men are working outside receive some remittance income. However, many do not have access to remittance income. In either case, women have to undertake a disproportionate share of the farm labour but have limited access to new technology, improved inputs, Farm tools, credit and markets. Generally, their literacy levels is very low.	Engage in a variety of income generating activities such as poultry/small ruminant rearing, producing and selling of fruits and vegetables, low-tech processing and selling of roots and tubers (mostly cassava) products	Access to training in improved farming techniques, provision of agriculture inputs, and market linkages to supplement family income.	Women will have access to basic inputs and capacity building training to enable them to optimise the use of the provided inputs. They will also be provided with poultry and small ruminants to help recapitalise their lost assets. In addition, they will be availed particular training in identified income generating activities.
Youth (including ex-combatants and sexually abused young women/single mothers)	Most are very poor, have been separated from their families during the war, have had their childhood broken by the war, have been denied education, have experienced violence and drugs, and face problems of social exclusion. Most of them were not engaged in agriculture before the war and have limited or no access to land resources and knowledge	Some are engaged in employment programmes (mostly promoted by UNDP) while other have settled in cities to ensure anonymity but cannot find a job. Therefore, there is an important risk of prostitution and involvement in petty crimes	As for women see above plus: Social inclusion and acceptance in host communities; and Skills and vocational training.	Job opportunities in rural areas (food for work, promotion of agri-businesses) Skills training to promote appropriate off-farm opportunities, such as carpentry, repair, blacksmith, sewing, cloth drying, cassava processing, soap making, petty trade, etc.
Small-scale farmers	Majority are poor. They lack access to inputs and support services; They have limited profitable investment opportunities; They lack funds and knowledge to diversify production and to increase soil fertility for sustainable higher yield level. Education level is very low.	They work with traditional farming practices, including slash and burn; They are engaged in subsistence agriculture and do not have incentive or means to grow above subsistence. They borrow mainly from friends and neighbours.	Improved seed and planting materials and other farm inputs, short- and medium-term loans for annual farming, technical training; Knowledge on farm management	Provision and promoting of sustainable availability of farm inputs; Promoting sustainable extension services (FFS, innovative technology transfer); Promoting improved cropping practise towards higher and sustainable yields.

Table 5: Financial Benefit ASRP component 2 Package
Table: Areas, Yield, Production and Financial Benefits ASRP Package

(These data is for the whole project area of 4 Counties and 18 Districts)

	2010	2011	2012	2013	Total
Lowland Rice/a					
With Project					
Area (ha)	216	432	864		1 512
Yield (mt/ha)	2.0	2.0	2.0		
Production (mt)	432	864	1 728	0	3 024
Without Project					
Area (ha)	216	432	864		1 512
Yield (mt/ha)	1.2	1.2	1.2		
Production (mt)	259	518	1 037	0	1 814
Additional Production (mt)	173	346	691	0	1 210
Price (USD/mt)	340	340	340		
Additional Value (USD)	58 752	117 504	235 008	0	411 264
Upland Rice/a					
With Project					
Area (ha)	504	1 008	2 016		3 528
Yield (mt/ha)	1.2	1.2	1.2		
Production (mt)	605	1 210	2 419	0	4 234
Without Project					
Area (ha)	504	1 008	2 016		3 528
Yield (mt/ha)	0.8	0.8	0.8		
Production (mt)	403	806	1 613	0	2 822
Additional Production (mt)	202	403	806	0	1 411
Price (USD/mt)	340	340	340		
Additional Value (USD)	68 544	137 088	274 176	0	479 808
Cassava/b					
With Project					
Area (ha)	72	144	288		504
Yield (mt/ha)	15.0	15.0	15.0		
Production (mt)	1 080	2 160	4 320	0	7 560
Without Project					
Area (ha)	72	144	288		504
Yield (mt/ha)	6.0	6.0	6.0		
Production (mt)	432	864	1 728	0	3 024
Additional Production (mt)	648	1 296	2 592	0	4 536
Price (USD/mt)	140	140	140		
Additional Value (USD)	90 720	181 440	362 880	0	635 040
Goats/c					
With Project					
No. Goats		792	1 584	3 168	5 544
Without Project					
No. Goats		0	0	0	0
Additional No. Goats		792	1 584	3 168	5 544
Price (USD/goat)		85	85	85	
Additional Value (USD)		67 320	134 640	269 280	471 240
Poultry					
With Project					
No. Birds		5 040	10 080	20 160	35 280
Without Project					
No. Birds		0	0	0	0
Additional No. Birds		5 040	10 080	20 160	35 280
Price (USD/bird)		4.5	4.5	4.5	
Additional Value (USD)		22 680	45 360	90 720	158 760

Additional Notes:

/a Lowland rice is 30% of rice area in package

/b Upland rice is 70% of rice area in package

/c Goats - each beneficiary gets 1.1 goats

/d Poultry - each beneficiary gets 7 birds (6 hens & 1 cock)

