

Document: EB 2011/103/R.12  
Agenda: 7(d)  
Date: 17 August 2011  
Distribution: Public  
Original: English

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Enabling poor rural people  
to overcome poverty

## Republic of Liberia

### Country strategic opportunities programme

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Executive Board — 103<sup>rd</sup> Session  
Rome, 14-15 September 2011

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**For: Review**

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## Abbreviations and acronyms

AfDB	African Development Bank
ASRP	Agriculture Sector Rehabilitation Project
CAADP	Comprehensive Africa Agriculture Development Programme
CAC	county agricultural coordinator
CBO	community-based organization
CPM	country programme manager
CPMT	country programme management team
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FO	farmers' organization
GDP	gross domestic product
LASIP	Liberia Agriculture Sector Investment Program
M&E	monitoring and evaluation
PMU	programme management unit
RB-COSOP	results-based country strategic opportunities programme
STCRSP	Smallholder Tree Crop Revitalization Support Project
SVGRPP	Support to Vulnerable Groups in Rice Production and Productivity
UNICEF	United Nations Children's Fund
UNMIL	United Nations Mission in Liberia
USAID	United States Agency for International Development

# Map of IFAD operations in the country

## Liberia

IFAD-funded operations

COSOP



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD

## Summary of country strategy

1. In 2009, IFAD restarted its activities in Liberia after a 20-year suspension due to non-payment of arrears in a situation brought on by civil war. The results-based country strategic opportunities programme (RB-COSOP) 2011-2015 is the first RB-COSOP for Liberia. It was designed in partnership with the Ministry of Agriculture, the Ministry of Finance and the Agriculture Donor Working Group. The design process was launched in December 2010 and has undergone in-country and in-house reviews. The RB-COSOP is fully aligned with the Comprehensive Africa Agriculture Development Programme (CAADP) and national policies, including the Liberia Agriculture Sector Investment Program (LASIP).
2. Liberia is classified as a least developed country and a low-income food deficit country. Eighty-four per cent of Liberians live on less than US\$1.25 per day. Seventy per cent of the workforce is employed in agriculture and forestry. Production is low as a result of poor quality inputs, the absence of extension services and the scarcity of infrastructure such as roads and storage and processing facilities, which generates high post-harvest losses and little added value. Organizational capacity within farmers' organizations (FOs) and the Ministry of Agriculture is also weak.
3. IFAD will contribute to empowering the rural poor to increase their food security and improve their livelihoods through the following strategic objectives:
  - **Strategic objective 1: Smallholder farmers' access to inputs and skills is improved.** In pursuing this objective, which is aligned with the CAADP/LASIP goal of raising agricultural productivity, IFAD will concentrate on: (i) rebuilding assets (seeds and livestock); and (ii) technical training of smallholder farmers.
  - **Strategic objective 2: Smallholder households' access to markets is improved.** In line with the CAADP/LASIP objective of "making markets work for households and communities", IFAD will participate in: (i) improving the quality of production; (ii) building roads that link farms to local markets; (iii) constructing storage facilities and developing processing facilities; and (iv) providing marketing advisory services and facilitating partnerships and linkages with exporters and well-established private companies in Liberia through contract farming.
  - **Strategic objective 3: Smallholders' organizational capacities and access to Ministry of Agriculture extension services are improved.** To ensure that strategic objectives 1 and 2 are implemented in a sustainable manner and to contribute to the CAADP/LASIP institutional development objective, IFAD will support the reinforcement of: (i) extension services; and (ii) institutional capacities of FOs so that they are better able to safeguard their interests. Special attention will be given to women and young people.
4. The Liberia RB-COSOP is built on the experience IFAD has gained in Liberia, both in the past and more recently. This RB-COSOP 2011-2015 will use the first PBAS allocation of US\$16,898,041 (mid-case scenario) to cofinance the Smallholder Tree Crop Revitalization Support Project (STCRSP) with the World Bank. The second allocation of US\$21,613,017 (mid-case scenario) will be utilized to top up the Agriculture Sector Rehabilitation Project (ASRP) in partnership with the African Development Bank (AfDB).

# Republic of Liberia

## Country strategic opportunities programme

### I. Introduction

1. IFAD activities in Liberia were suspended in 1989 as a result of the civil war and resumed in 2009. The 2011-2015 results-based country strategic opportunities programme (RB-COSOP) is the first for Liberia. The design process was launched in December 2010 and discussions were ongoing during the process with the Ministry of Agriculture, the Ministry of Finance, the Agriculture Donor Working Group, and external and internal reviewers. The RB-COSOP is aligned with national policies, such as the Comprehensive Africa Agriculture Development Programme (CAADP) and Liberia Agriculture Sector Investment Program (LASIP) 2011-2015. The CAADP is a new framework for the development of agriculture in Africa and the LASIP is the framework set out by the Government of Liberia for achieving its CAADP goals. The RB-COSOP is in line with the IFAD Strategic Framework 2011-2015. It is also consistent with the activities of other donors and with the objectives of the United Nations Development Assistance Framework (UNDAF) for Liberia. The RB-COSOP draws on studies that were used in designing the Agriculture Sector Rehabilitation Project (ASRP) (approved by IFAD Executive Board in December 2009) and on research made available by the Government and other institutions. Lessons were learned from projects executed in Liberia and in other post-conflict countries by IFAD and by donors.

### II. Country context

#### A. Economic, agricultural and rural poverty context

##### Country economic background

2. Liberia covers about 111,369 km<sup>2</sup> and is bordered by Côte d'Ivoire, Guinea and Sierra Leone. The population stood at 3.79 million in 2008, with an annual growth of 4.5 per cent. Forty-seven per cent of the population is under 15 years of age and the median age is 18.4 years. The civil war, which lasted from 1989 to 2003, has left Liberia one of the poorest countries in the world. In 2010, Liberia had a human development index of 0.300, ranking 162 out of 169 countries. An estimated 41 per cent of the population has access to modern health services. Almost 42 per cent of women and 58 per cent of men are literate.
3. **Economy.** Liberia is classified as a least developed and low-income food deficit country. The Heavily Indebted Poor Countries (HIPC) Initiative completion point was reached in 2010. Liberia has experienced real growth rates of 7.8 per cent (2006), 9.5 per cent (2007), 7.1 per cent (2008) and 4.5 per cent (2009). The decline in 2009 can be attributed to the impact of the global financial crisis and the fact that Liberia has the highest ratio of direct foreign investment to gross domestic product (GDP) in the world. In 2010, services contributed 22 per cent of GDP, industry 17 per cent and agriculture 61 per cent. Seventy per cent of the labour force is employed in agriculture and forestry. Liberia has signed the CAADP Compact and thus committed to the Maputo Protocol goal of allocating 10 per cent of national budget expenditure to agriculture. Nonetheless, only 2.4 per cent of Liberia's national budget is spent in the agriculture sector.
4. Exports are mainly composed of rubber, timber, iron, diamonds, gold, cocoa and coffee for a total value of US\$238.8 million (2008). Imports to Liberia amount to a total value of US\$797.8 million<sup>1</sup> (2008). The unemployment rate is estimated at

<sup>1</sup> The Economist Intelligence Unit suggests that this figure is grossly distorted by the goods imported to service the 8,000-person United Nations Mission in Liberia (UNMIL) peacekeeping force.

70 per cent,<sup>2</sup> with only 295,354 people employed in a labour force estimated to be 1.54 million strong. Young people formed 25 per cent of the total unemployed in 2007.

5. Liberia's per capita GDP was US\$400 in 2010 and 83.8 per cent of Liberians live on less than US\$1.25 per day. The socio-economic conditions of the rural poor were at the roots of the civil conflict.
6. The gross primary school enrolment rate in Liberia is approximately 90 per cent and under-5 mortality is decreasing. Life expectancy at birth has risen from 49 in 1990 to the current 58. The growth strategy is oriented mainly towards rebuilding basic infrastructure, restoring the production of cash crops and reducing production costs. The Government of Liberia is therefore endeavouring to develop the private sector, encourage trade openness, foster liberalization of tree crop marketing and promote the removal of tariffs on agricultural inputs.

### **Agriculture and rural poverty**

7. In Liberia, 73 per cent of the poor live in rural areas and 56 per cent of the rural population fall below the extreme poverty line. Agriculture constituted the mainstay of the economy throughout the conflict. Liberian agriculture comprises food and tree crops, and livestock. Rice and cassava are the main staple food crops while rubber, oil palm, cocoa and coffee are the dominant export-oriented tree crops.
8. Between 1987 and 2005, value added fell in the following sectors: coffee (by 90.8 per cent), cocoa (79.5 per cent), rice (75.7 per cent) and cassava (75.7 per cent). Rice production declined by 76 per cent between 1987 and 2005. The civil war destroyed the rice seed stocks but seed banks supported by the United Nations Development Programme (UNDP), Food and Agriculture Organization of the United Nations (FAO), European Union (EU), United States Agency for International Development (USAID) and the German Agency for International Development [Deutsche Gesellschaft für Internationale Zusammenarbeit] (GIZ) are starting to produce again. Most farmers do not have access to good quality seeds in general and to rice seeds in particular. Yields in rice production ranged from 0.5 mt/ha to 1.1 mt/ha in the uplands and from 1.4 mt/ha to 1.9 mt/ha in the in-valley swamps. Potentially, yields could reach 2.2 mt/ha, which is the average yield in Africa. The annual per capita consumption of rice is 53 kg. In 2009, Liberia imported 60 per cent of its rice requirements. Average cassava yields are around 6 mt/ha (range 4-10 mt/ha) but could reach 15 mt/ha, which is the ASRP target for this crop. Total production of cocoa is estimated at 10,000 mt from 30,000 ha. The average yields of 400 kg/ha experienced in the 1980s have declined to between 100 kg/ha and 200 kg/ha; averages in West Africa are 400 kg/ha but these can be increased to 1.0-1.5 mt/ha using the new hybrid varieties grown in Ghana and Côte d'Ivoire. Coffee production in the 1980s was 8,250 mt from 21,310 ha (almost 400 kg/ha). In 2008, yields reached 176.6 kg/ha. While export quantities averaged 7,600 mt in the 1980s, only 124 mt was exported in 2008. A resumption of pre-war production levels in the coffee, cocoa, rice and cassava sectors therefore offers significant potential for growth.

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<sup>2</sup> Source: CAADP/LASIP (2009) Unemployment estimates are misleading in an economy with such a large informal sector; formal sector employment is extremely low, with most households engaged in informal agriculture-based livelihood strategies.

Table 1  
**Crop yields and exports 1980-2008**

<i>Crop</i>	<i>Current production (mt)</i>	<i>Percentage fall in production between 1987 and 2005</i>	<i>Percentage fall in value between 1987 and 2005</i>	<i>Yields in the 80s (mt/ha)</i>	<i>Current yields (mt/ha)</i>	<i>Potential yields (mt/ha)</i>	<i>Exports in the 80s (t)</i>	<i>Exports in 2008 (mt)</i>
<b>Rice</b>	144 000 (2007)	79	75.7	1	0.5 to 1.1 (uplands) 1.4 to 1.9 (in-valley swamps)	2.2	0	Liberia imports 60% of its rice requirements
<b>Cassava</b>	1 693 770 (2007)	Increase due to change in food habits during the war	75.7	7	4 to 10	15	0	0
<b>Coffee</b>	8 250 (2008)	90	90.8	0.4	0.18	1	7 600	124
<b>Cocoa</b>	10 000 (2008)	92	79.5	0.4	0.1 to 0.2	1 to 1.5	7 000	unknown

9. Low production and productivity are attributable to the lack of quality farming inputs and extension services. The damaged infrastructure (roads, and storage and processing facilities) hampers access to markets and thus the buying and selling of inputs and outputs; it also results in high post-harvest losses and generates little added value. As a consequence, income-earning opportunities are undermined and food security is low. The Global Hunger Index for Liberia increased from 22.9 in 1990 to 24.3 in 2010, with 50.5 per cent of the Liberian population now food-insecure or highly vulnerable to food insecurity.
10. At the local level, farmers' organizations (FOs) and community-based organizations (CBOs) have limited organizational capacities. At the national level, capacities are weak in terms of human resources, funding and assets. As a consequence farmers receive little support from the Ministry of Agriculture extension services. Other challenges include limited agricultural research,<sup>3</sup> lack of credit for agriculture,<sup>4</sup> weak water control systems<sup>5</sup> (30 km<sup>2</sup> of irrigated land despite an availability of 232 km<sup>3</sup> of renewable water resources) and poor land management.
11. The livestock sector accounts for an estimated 14 per cent of agricultural GDP – far below its potential. Farmers use local, less productive animal breeds and basic techniques.<sup>6</sup>
12. Farm size averages 1.1 ha. Farmers rely on labour-intensive and slash-and-burn shifting cultivation. Liberia counts approximately 600,000 ha of arable land, of which 220,000 ha (37 per cent) is reported to be under permanent crop or plantation. Population density in Liberia is about 39 inhabitants per km<sup>2</sup> but displacements during the war have sometimes created confusion over land ownership. Private companies invest in large plantations on unexploited land, negotiated with the Government. A Land Commission has been established by the Government to facilitate dialogue and resolution of land conflicts at the local level. In the event of conflict over land, often the result of overlap between statutory and customary laws, and the failure of the Land Commission to reach a settlement, the case is brought to court. The Land Commission, which is functioning well, is supported by the EU, Italian Cooperation, United Nations Human Settlements Programme (UN-HABITAT), United Nations Children's Fund (UNICEF), United Nations Mission in Liberia (UNMIL),

<sup>3</sup> Liberia's Central Agricultural Research Institute is supported by World Bank, the EU, FAO, JICA, SIDA and USAID.

<sup>4</sup> A country grant will be proposed and exchange visits will be organized in Sierra Leone where IFAD is implementing a successful project of access to rural finance, in addition to GIZ and USAID programmes on access to credit.

<sup>5</sup> AfDB, GIZ and World Bank implement projects to improve water control systems.

<sup>6</sup> ASRP implements activities to foster the use of improved livestock.



USAID and World Bank. IFAD will also promote access to land by women and young people.

13. Women produce 60 per cent of agricultural products and carry out 80 per cent of trading activities in rural areas. Although recent advances have been made on the legislative and policy fronts, gender disparities exist in access to land, ownership of assets and basic tools, access to credit, extension services, skills training and business management training.

## **B. Policy, strategy and institutional context**

### **National institutional context**

14. **Ministry of Finance.** Loans and grants are managed by the Ministry of Finance, which is also the signatory to financing agreements between IFAD and the Government. The Ministry is responsible for Government negotiations with donors, the allocation of counterpart funds and the supervision of disbursements.
15. **Ministry of Agriculture.** The executing agency for IFAD programmes in Liberia is the Ministry of Agriculture. Its mandate and priorities are clearly defined and it benefits from strong linkages with other relevant ministries and agencies. USAID conducted an assessment of Ministry of Agriculture capacities and made several recommendations. IFAD will support the implementation of these recommendations. IFAD also contributes, through the ASRP and the Smallholder Tree Crop Revitalization Support Project (STCRSP), to the ongoing decentralization process.
16. **Cooperative Development Agency.** The apex organization for the agriculture cooperative movement in Liberia is the Cooperative Development Agency. Despite a strong will to expand the cooperative model to smallholder farmers, the Agency lacks staff capacity and assets.
17. **Farm-based organizations.** Each village has an average of three farmers groups of 20 to 25 members each; clusters of 7 to 20 farmers groups form farmers associations with 200-400 members each; each chiefdom has about 8 farmers associations. At the grass-roots level, the farmers associations are engaged primarily in cooperating in the cultivation, production, harvesting and marketing of crops. The FOs are the contact points for the delivery of inputs and services such as seeds or extension advice, mainly from the Ministry of Agriculture. At present the FOs are weak and isolated; linkages are needed with more experienced FOs in Liberia and in the wider region.
18. **Community-based organizations.** Grass-roots associations composed of and led by local members carry out activities similar to those of NGOs, but with more limited objectives and mandates. In general these CBOs have a lower capacity to operate development programmes. They have the advantage of remaining in the community after project assistance comes to an end, thus increasing the social capital.
19. **Private sector.** The World Bank's Doing Business Report (2010) ranks Liberia 157 out of 181 countries in terms of its regulatory environment and how conducive it is to private sector growth.
20. The main rubber concessions that were developed in the 1950s and 1960s (Cocopa, Firestone, Guthries, Liberia Agricultural Company, Sime Darby) are increasingly engaged in major replanting schemes. Oil palm concessions (Sime Darby, Equatorial Palm Oil, Sinar Mas/VerOleum, Wilmar/SIFCA; and the domestic companies Agro Inc. and KLIK) will make 25 per cent of their expansion land available for smallholder development. The Liberia Cocoa Corporation (LCC) was formed in 2009 and is the only concession in the cocoa sector. There are two private sector rice concessions: ADA/LAP has a concession of 30,000 acres based in Foya, Lofa county and NOVEL has begun developing a 10,000 acre concession in Cape Mount county. Large private investors in agriculture, mainly tree crops, engage proactively with smallholder farmers by providing them with a guaranteed market through a

transparent pricing mechanism, technical assistance and access to high quality seedlings and other inputs.

21. Providers of seeds, fertilizers, manual equipment, tools, other basic materials and inputs (ANARCO, Green Farm, REBC, Greenfield and Global Logistics) are mainly based in Monrovia but some are opening branches in Nimba and Bong counties. Small-scale agricultural equipment providers (REBC, Moonlight Metalworks and Garage, and United Blacksmiths) are expanding their product range and quality. Green Star and others provide technical services and high quality, improved planting material from their seed multiplication sites. However, limited technical capacity, poor access to credit and competition from overseas suppliers have hindered the development of these service providers.

#### **National poverty reduction strategy**

22. The main strategy pursued by the Government is set out in the 2008-2011 poverty reduction strategy (PRS). It takes into account the Millennium Development Goals, especially the halving of hunger and extreme poverty by 2015. The three-pronged growth strategy underlying the PRS comprises: (i) rebuilding basic infrastructure, especially roads; (ii) restoring production of rubber, timber, mining, cash crops and other key natural resource products; and (iii) reducing production costs to encourage diversification of the economy over the medium to long term. The PRS will be succeeded in 2011 by Liberia RISING 2030, the design of which started in March 2011.
23. **Liberia Agriculture Sector Investment Program (LASIP).** The LASIP aligns national objectives with the CAADP and is structured as follows:
- Programme 1: Food and Nutrition Security, through the Food Security and Nutrition Strategy and the Food and Agriculture Policy and Strategy (FAPS) to ensure that all Liberians have reliable access to food. Programme 1 is further divided into subprogrammes: (1) Food Crops Production and Productivity Enhancement; (2) Improved Nutritional Status and Management of Food Emergencies; (3) Smallholder Tree Crops and Agro-forestry Development; (4) Fisheries Development; (5) Livestock Development and Promotion; and (6) Special Women and Youth Initiative.
  - Programme 2: Competitive Value Chains and Market Linkages, through the building of rural roads and marketing infrastructure. Programme 2 is composed of subprogrammes: (1) Rehabilitation and Expansion of Rural Roads; (2) Rural Agricultural Infrastructure and Technology; (3) Market and Enterprise Development; and (4) Rural Financial Services.
  - Programme 3: Institutional Development, for evidence-based policy formulation, planning, coordination and supervision. Programme 3 is composed of subprogrammes: (1) Rebuilding the Ministry of Agriculture and Improved Coordination and Management; (2) Reviewing and Upgrading Selected Agricultural Parastatals; (3) Building Extension and Enhancing Technologies; (4) Capacity Building of Farm-Based Organizations; (5) Revitalizing Agricultural Research; and (6) Renewing Agricultural Education and Training.
  - Programme 4: Land and Water Development, to accelerate food production and facilitate income generation. Programme 4 is composed of subprogrammes: (1) Land Reform and Capacity Building; (2) Enhanced Land Husbandry; (3) Expansion of Irrigable Land; and (4) Improved Wet and Degraded Land Management.

#### **Harmonization and alignment**

24. The national steering committee is chaired by the Ministry of Agriculture and includes farmers' representatives and private sector stakeholders. It provides guidance on high-level policy matters and ensures that donors' strategies comply with Government policies in the agriculture sector, especially with the CAADP/LASIP.

25. The Agriculture Donor Working Group, composed of representatives of African Development Bank (AfDB), Danish International Development Agency, EU, FAO, GIZ, IFAD, International Finance Corporation, Japan International Cooperation Agency (JICA), USAID, World Bank, World Food Programme, the Ministry of Agriculture and the programme management unit (PMU), meets regularly to share experience, discuss agricultural issues and inform other donors of their ongoing and planned activities. IFAD will seek to align its operations more closely with the 2008-2012 UNDAF, which entails undertaking joint needs assessments, planning, implementation, monitoring and evaluation (M&E), collaborative decision-making, and a streamlined dialogue with partners.
26. The PMU was established within the Ministry of Agriculture by AfDB and IFAD to provide the Ministry with the capacity to manage and coordinate all donor-funded projects. It will also be used by donors such as the International Development Association (IDA), Japan Policy and Human Resources Development Trust Fund and World Bank to oversee projects they are currently designing. It is expected that other donors will join the PMU during the course of this COSOP. The PMU ensures that programmes implemented are in line with Ministry of Agriculture priorities and fosters the harmonization of procedures to promote better alignment.

### **III. Lessons from IFAD's experience in the country**

#### **A. Past results, impact and performance**

27. Two projects were implemented in Liberia in the 1980s: the Bong County Agricultural Development Project approved in 1984 and the Smallholder Rice Seed Project approved in 1981. The outbreak of war in 1989 destroyed the results obtained and today nothing remains that can be built upon.
28. The ASRP was approved by the IFAD Executive Board in December 2009. Six days after the approval, the Financing Agreement was signed and on 22 December 2009 IFAD financing for the ASRP was declared effective. In less than one year, the ASRP's PMU was able to set activities under way; 16.95 mt of improved rice seed and 384,000 improved cassava cuttings were distributed to 1,770 farmers, corresponding to 120 per cent of the 2010 target. The concept of the new pay-back mechanism is well accepted by beneficiaries. Farmers show their interest and are involved in the design of activities. Capacity-building activities have started for the CBOs and for the Ministry of Agriculture. Seventy per cent of the annual workplan and budget has been implemented and 85 per cent of the procurement plan completed. Thirty per cent of IFAD financing has been disbursed.
29. The Support to Vulnerable Groups in Rice Production and Productivity (SVGRPP) Project contracted three NGOs as seed banks for the production and distribution of improved rice seeds. SVGRPP provided 250 mt of seed rice, pest management supplies, 10,000 litres of liquid fertilizers and 250 mt of granular fertilizers to 10,000 farmers. Training was also delivered to farmers and Ministry of Agriculture field staff.

#### **B. Lessons learned**

30. The following lessons learned are based on the IFAD Bong County Agricultural Development Project and the Smallholder Rice Seed Project conducted in the 1980s and the more recent ASRP (approved in 2009), in addition to IFAD's experience in other post-conflict countries and programmes developed by other donors.

##### **(a) Previous IFAD projects**

- Household priorities must be taken into account in order to ensure that objectives are reinforcing and not contradictory;
- A holistic appreciation of strategies adopted by farmers and households is needed to achieve food security. It should also be possible for different households to select a range of activities that will contribute to their food security; and

- Where a range of crops are to be promoted, the relative contributions of these crops to household food and nutrition, and their uses as sources of income, need to be assessed in order to understand the rationale for the setting of household priorities.

**(b) ASRP, after a year of implementation**

- A bottom-up approach is more likely to yield a better understanding of the priorities of target groups;
- Social and economic interaction should be facilitated, together with group formation and operation, and there is a need to develop agricultural marketing skills that can be constructive, for example, in barter exchange systems;
- A degree of flexibility is necessary in order to respond to farmers' needs;
- Liberia's Ministry of Agriculture can be relied upon, having proved itself able to manage the ASRP very effectively, thanks to adequate IFAD support and despite weak implementation means;
- Strategic partnerships, such as the shared PMU within the Ministry of Agriculture, need to be facilitated to improve programme management and policy dialogue and avoid replication of investments;
- There is a need to seek means of cofinancing and alternative delivery systems to supplement public extension services, in which the private sector, facilitated by IFAD, could play a role; and
- A comprehensive and effective M&E system needs to be built, using qualitative indicators, a detailed database and accurate mapping, in order to better assess implementation progress and identify management difficulties.

**(c) Other post-conflict countries**

- To promote ownership, target groups need to be involved and empowered at the grass-roots level and their immediate representatives at the local level;
- Project design needs to be kept simple, thematically and geographically focused, with a limited number of interventions that can be scaled up to increase impact;
- The involvement of all stakeholders, particularly NGOs, CBOs, civil society organizations, private businesses, especially those with a mandate to support rural farming communities, needs to be ensured;
- More needs to be done for gender equity, with a more aggressive approach to bring about the necessary changes in rural livelihood systems to ensure greater involvement of women, especially as they are the principal source of agricultural labour;
- It is important to ensure that central and local governments buy into participatory approaches in their daily operations; and
- Private businesses need to be involved in bringing about change in productive capacity at the farm level through support to input supply, production, storage, processing and marketing.

## IV. IFAD country strategic framework

### A. IFAD's comparative advantage at the country level

31. The Government gives priority to the agricultural sector and IFAD has a mandate focused on strengthening the agricultural sector. The IFAD Strategic Framework 2011-2015 states the importance of enhanced access to services, strengthened capabilities to take advantage of new opportunities and improved institutional and policy environments for rural economies as major means of reducing food insecurity and rural poverty. The medium-term strategy of the West and Central Africa Division advocates using the market approach in order to: (i) invest in agriculture supply chains; (ii) increase production; and (iii) create business and employment in rural areas. The approach adopted by IFAD, and by the West and Central Africa Division in particular, is aligned with CAADP/LASIP priorities.
32. IFAD works within Liberia's institutions through the PMU/Ministry of Agriculture and aligns the Fund's procedures with Liberia's national procedures. As a result of direct supervision, IFAD is in contact with beneficiaries, implementing partners and other stakeholders in the field, and therefore has a clear understanding of the constraints faced and is able to react promptly to needs and difficulties that are identified. The IFAD RB-COSOP is based on the needs identified by the rural poor and smallholder farmers and responds to the constraints they face with a specific targeting strategy.
33. IFAD pays special attention to complementarities and synergies with other donors within the Agriculture Donor Working Group. According to the USAID assessment, the Ministry of Agriculture needs new skilled staff and its present staff needs to be trained up. IFAD is already implementing training at the central and local levels, and will build on this experience to support adequate capacity-building. IFAD activities aim at creating sustainable linkages among agricultural development partners (smallholder farmers, private sector and Ministry of Agriculture) and among communities to ensure the impact and sustainability of the interventions. Alignment of IFAD operations with the objectives of national and other policies also promotes sustainability.

### B. Strategic objectives

34. IFAD's country strategy will support the Government's rural poverty reduction goals, which are closely aligned with Millennium Development Goal 1. Within the overarching goal to empower the rural poor to increase their food security and improve their livelihoods, the Liberia RB-COSOP has three strategic objectives. The first relates to access to inputs and production, the second is linked to the marketing of outputs and the third focuses on operational organization and cross-cutting aspects that span the first two strategic objectives.

#### **Strategic objective 1: Smallholder farmers' access to inputs and skills is improved**

35. The aim of strategic objective 1 is to restore the capacities of farming households to increase production and productivity. During the war, seed stock was destroyed and the genetic seed base progressively degraded, while farmers lost their productive assets. In line with the CAADP/LASIP objective of raising agricultural productivity, and specifically under the Programme 1 "Food and Nutrition Security" subprogrammes (1) "Food Crops Production and Productivity Enhancement", (3) "Smallholder Tree Crops and Agro-forestry Development" and (5) "Livestock Development and Promotion", IFAD will contribute to: (i) rebuilding of assets; and (ii) technical training of smallholder farmers.

#### **Strategic objective 2: Smallholder households' access to markets is improved**

36. The second objective is focused on the development of infrastructures and marketing arrangements to link farmers with local markets. The lack of linkages with the market and the low quality of rice, cassava, cocoa and coffee undermine marketing

opportunities, job creation and the income generation of rural households. In line with the CAADP/LASIP objective of "making markets work for households and communities", specifically under the Programme 2 "Competitive Value Chains and Market Linkages", subprogrammes (1) "Rehabilitation and Expansion of Rural Roads" and (3) "Market and Enterprise Development", and with the FAPS objective of "enhanced, inclusive and pro-poor growth in agricultural production, productivity, competitiveness, value addition and diversification, and linkages to markets", IFAD will contribute to: (i) improving the quality of production; (ii) building roads that link farms to local markets; (iii) constructing storage facilities and developing processing facilities; and (iv) providing marketing advisory services and facilitating partnerships and linkages with exporters and well-established private companies in Liberia and Sierra Leone through contract farming.

**Strategic objective 3: Smallholders' organizational capacities and access to Ministry of Agriculture extension services are improved**

37. Strategic objective 3 is designed to strengthen and improve the quality of the extension services of the Ministry of Agriculture to better support FOs at the local level, so that strategic objectives 1 and 2 can be implemented in a sustainable manner. In line with the CAADP/LASIP objective for institutional development, under Programme 3 "Institutional Development" and specifically the three subprogrammes (1) "Rebuilding the Ministry of Agriculture and Improved Coordination and Management", (3) "Building Extension and Enhancing Technologies" and (4) "Capacity Building of Farm-based Organizations", the following activities will be pursued by IFAD: (i) capacity-building and technical coaching of district and county representatives of the Ministry of Agriculture; and (ii) institutional capacity-building of FOs to strengthen their organization and better safeguard their interests. Special attention will be given to women and young people.

**C. Opportunities for innovation**

38. The "crossed credit" approach will be used to set up processing units in the communities to add value to farmers' outputs. Processing equipment will be lent to CBOs and FOs and will in turn be leased to private entrepreneurs. The CBOs will be reimbursed and working capital will thus be generated for further investments. Scope for scaling up will be identified during the RB-COSOP period.
39. The successful approach implemented in the tree crop sector in Sierra Leone and Sao Tome and Principe will be adapted to Liberia. Contractual arrangements will be put in place with fair trade and/or organic trading companies. These marketing arrangements are innovative in Liberia and will ensure the buying of production. Farmers will also benefit from the best practices and quality standards of private companies, which should increase production and competitiveness.
40. For the first time, a donor will also support a county agricultural coordinator (CAC) in the decentralization of the Ministry of Agriculture through ASRP financing. The CAC will thus become an implementing partner with responsibility for achieving the required impact at the target group level, applying best practices, sharing experiences with beneficiaries and working in a participatory manner, while ensuring the transfer of competencies and promoting good governance. The CAC will also link the target groups with other service providers. Its performance will be evaluated yearly on the basis of results.
41. IFAD will implement a risk reduction approach. IFAD will also support the production staple crops, cash crops and livestock at the same time and in the same areas. This diversification of agricultural production in the areas of interventions will reduce risks and enhance food security.

**D. Targeting strategy**

42. **Geographic targeting.** The areas targeted will be the poorest regions where IFAD is already implementing activities. IFAD will focus first on the north-east region

because the south east is difficult to access. AfDB is currently financing the building of infrastructure through the ASRP. IFAD areas of intervention will be extended to the south east when access infrastructure is present.

43. **Commodity targeting.** The SVGRPP and ASRP include rice, cassava and small livestock. The STCRSP covers coffee and cocoa.
44. **Target groups.** Poverty levels are highest for those engaged in fishing, crop farming, mining/quarrying; the unemployed or inactive; farmers and hunters; woman-headed households, returnees and the disabled. In line with IFAD's mandate and targeting strategy, and in compliance with the Government's principle of inclusive development, the primary target group will be the most vulnerable rural households cultivating less than 2 ha. IFAD activities will also target the poor off-farm population identified above.
45. **Social self-targeting.** FOs and CBOs will be active participants in the process of selecting beneficiaries. Eligibility criteria to be used for selecting households will be agreed upon between the implementing partners and the participating communities to ensure transparency. The communities will provide a list of potential beneficiaries based on the criteria. The list will then be checked by the implementing partner and discussed with the different groups of young people, women, men and/or leaders for final validation. At least 50 per cent of the target group will be women. Participation of communities is a major step towards avoiding tension and conflict among those shattered by war. Targeting will be assessed through the M&E procedures.
46. **Women.** Women who are household heads, widowed by the war or single mothers will be prioritized in the self-targeting exercise. IFAD will pay particular attention to the integration of women in all activities supported and especially those related to cash crops and technology transfer, since women handle almost the whole of cassava processing and coffee and cocoa drying and commercialization. IFAD will also promote the participation of women in marketing transactions and income control. Monitoring data will be disaggregated by gender to verify the proportion of women among beneficiaries. Alongside the use of quotas to ensure gender equity and participation in decision-making bodies at the community level, awareness will be raised among implementing partners about the need to integrate and monitor the involvement of women.
47. **Young people.** IFAD will facilitate linkages between young people in the areas of intervention and programmes that provide employment or training opportunities and agribusinesses. Targeting of young people will concentrate on three aspects: (i) creating employment opportunities; (ii) fostering entrepreneurial spirit and skills in selected young people; and (iii) supporting youth organizations, particularly those with social, productive and advocacy roles, primarily to promote access to land for the young. Targeted interventions will include temporary measures such as labour-intensive construction of "farm to market" roads, storage facilities and the rehabilitation of tree crop plantations. In Sierra Leone, young people were involved in the development of 500 ha for tree crops (25 man-days/ha, i.e. a total of 12,500 man-days), and the rehabilitation of road networks. On average, the building of each kilometre provides 10 young people with employment for four months. The rehabilitation of 200 km provided over 220,000 man-days. Long-term measures will support youth groups in agricultural activities, particularly in the growing of cash crops and value adding activities such as storage, processing and transport.
48. In addition, resources will be allocated to build the capacity of Government and private service providers to identify IFAD target groups.

## **E. Policy linkages**

49. The strategic objectives of IFAD are fully aligned with the CAADP/LASIP overall objectives of raising agricultural productivity, making markets work for households and communities, and institutional development. The RB-COSOP supports three of

the four agricultural investment programmes: (i) programme 1 on food and nutrition security, and more specifically subprogrammes 1, 3 and 5; (ii) programme 2 on competitive value chains and market linkages, subprogrammes 1 and 3, and the FAPS objective of “enhanced, inclusive and pro-poor growth in agricultural production, productivity, competitiveness, value addition and diversification, and linkages to markets”; and (iii) programme 3 on institutional development, subprogrammes 1, 3 and 4.

50. In line with national priorities, IFAD will support the design of legislation for the certification of high quality rice seeds and cassava varieties. IFAD will work with the Agriculture Donor Working Group and the Government to identify the best way to support the Central Agricultural Research Institute. IFAD will also undertake a survey on rural finance and organize exchange visits with Sierra Leone to promote the development of rural finance in Liberia (strategic objective 1).
51. To develop the private sector in rural areas, rural households need access to markets. IFAD will finance the rehabilitation of roads and foster linkages between smallholder farmers and their organizations and the private sector. The Government will be encouraged to establish procedures and financial arrangements for road maintenance. Through the Agriculture Donor Working Group, IFAD will also follow up on land issues (strategic objective 2).
52. Together with the Agriculture Donor Working Group, IFAD will advocate for the allocation of a larger share of the national budget to agriculture by demonstrating results and identifying best practices/successes to be scaled up. Based on the Ministry of Agriculture capacity assessment conducted by USAID, IFAD will encourage the orientation of budget increases towards the recruitment of young staff at the decentralized level. IFAD will also provide training at the decentralized level, primarily in the use of participatory approaches, and will help to link the Ministry of Agriculture and CBOs at the local level (strategic objective 3).

## V. Programme management

### A. COSOP management

53. The basis for monitoring the RB-COSOP is the results management framework, which specifies the strategic objectives and the indicators for measuring the performance of IFAD. Reporting on RB-COSOP performance is conducted through the Results and Impact Management System (RIMS) by national programme coordinators regularly monitored by supervision and evaluation missions. Strong M&E capacity will be established at five levels:
  - (i) **Country programme management team (CPMT).** The CPMT has access to all relevant project documents, including M&E quantitative and qualitative reports. Members of the CPMT will be trained and invited to take part in all major events related to the monitoring of RB-COSOP performance. They will report back to the country programme manager (CPM). The CPMT will assess RB-COSOP performance and give an independent opinion.
  - (ii) **Ministry of Agriculture.** The Ministry plays a leading role in the M&E of the RB-COSOP, given that it is responsible for establishing and maintaining a comprehensive database on agriculture, land use, natural resources, donor and Ministry interventions; harmonizing M&E approaches, log frames, reporting formats; and carrying out M&E and national surveys;
  - (iii) **PMU.** The PMU has an M&E officer responsible for conducting internal M&E; training county and district officers; supervising M&E at the local level; reporting back to the Ministry and to the CPM;
  - (iv) **County- and district-level officers.** The district agriculture officers, county agriculture coordinator and implementing partners monitor interventions in the districts and report back to the PMU’s M&E officer;



- (v) **Implementing partners.** A self-M&E mechanism will be established by the implementing partners at the community level and extensive data will be collected from the field. (The organic production of coffee and cocoa requires very accurate mapping.)
54. As far as possible, M&E indicators are taken from the CAADP/LASIP. A baseline survey will be conducted to generate and update relevant data at the level of the target groups for outcome and impact monitoring. The data generated from the field by the M&E procedures of IFAD will feed into the Ministry of Agriculture's M&E system.
  55. Specific events are foreseen to formalize monitoring of the RB-COSOP. Annual, mid-term (2013) and completion (2015) reviews of the RB-COSOP will be conducted and IFAD programme supervision missions will be carried out. Reviews will build on findings from consultations at the district and national levels and will provide the main opportunities for self-evaluation, learning, reflection and exchange of experiences and ideas. The CPM will then issue annual RB-COSOP progress reports.

## **B. RB-COSOP management**

56. The aim of RB-COSOP management is to ensure the relevance and focus of IFAD activities in Liberia. The main tasks of the CPMT are to supervise programme performance; support implementation; monitor and evaluate programme results, impacts and sustainability; and assist in designing IFAD's activities. The CPMT will meet once a year to assess RB-COSOP implementation and provide recommendations/guidance to the PMU and the CPM. The agenda will include progress made, identification of obstacles and good practices, actions to be undertaken to reach the strategic objectives. Minutes will be drafted and shared with all stakeholders involved in IFAD-funded projects and with the Agriculture Donor Working Group. Representatives of the Ministry of Agriculture, the Ministry of Finance, county and district officers and staff of the PMU will take part in supervision missions and mid-term reviews. The following institutions have specific tasks in RB-COSOP management:
  - (i) The Ministry of Finance manages, disburses and supervises the judicious use of funds.
  - (ii) The Ministry of Agriculture makes the necessary arrangements for implementation, supports and supervises the PMU, and evaluates progress.
  - (iii) County and district officers of the Ministry of Agriculture supervise the implementation of activities in the field.
  - (iv) The PMU manages the day-to-day implementation of activities, supports the implementing partners and reports according to the IFAD RIMS and indicators that are aligned with the CAADP/LASIP.
  - (v) The IFAD CPM designs the RB-COSOP with the Government, engages in policy dialogue, assists and supervises implementation, evaluates progress, supports the CPMT and provides guidance to the PMU.
  - (vi) The private sector will be involved as implementing partners, service providers or marketing partners.
57. Good governance will be reinforced through specific measures described in the good governance framework.

## **C. Partnerships**

58. IFAD is already involved in two partnerships. The ASRP is cofinanced with the AfDB, which provides thematic and geographic complementarity. IFAD is responsible for the component related to recapitalization of inputs and capacity-building for CBOs and the Ministry of Agriculture while the AfDB is responsible for rehabilitating roads and the water control system. The STCRSP will be cofinanced with the World Bank.

59. Synergies have been identified with other donors implementing activities in the same subsectors (access to improved inputs and skills, markets and decentralized Ministry of Agriculture extension services). IFAD will work with: (i) the EU Food Facility programme; (ii) the GIZ/BMZ programme, Supporting Reconstruction in Liberia; (iii) the Government and UN Joint Programme on Food Security and Nutrition; (iv) FAO, in the distribution of inputs, training and processing; (v) the Coalition for African Rice Development; (vi) the USAID Livelihood Improvement for Farming Enterprises (LIFE) project; (vii) Swedish International Development Cooperation Agency (SIDA), on the "Roads rehabilitation program"; (viii) the International Labour Organization, which is the lead support agency in the provision of vocational skills and employment services under the Joint Programme on Youth Employment and Empowerment, to address the youth unemployment issue. The United Kingdom's Department for International Development (DFID), USAID, World Bank and World Food Programme are also active in improving infrastructure and market access for farmers.
60. World Bank and USAID are implementing training programmes for young people and IFAD will offer internship opportunities for these trained professionals. IFAD will build on the World Bank land sector reforms – Rehabilitation and Reform of Land Rights and Related Land Matters (LSR/RRLRRLM) – to mitigate the impact of land issues in its activities. IFAD will also draw on the work of the World Bank and GIZ, and on the AfDB component of ASRP, for water management.
61. The private agro-sector in Liberia is dynamic despite an unfavourable business environment. Possible links and partnerships will be investigated between IFAD programmes and private investors in agriculture.

#### **D. Knowledge management and communication**

62. In line with the IFAD knowledge management strategy, a knowledge management network will be established as a main function of the PMU. PMU staff will use the regional knowledge-sharing tools such as FIDAfrique-IFADAfrica and the Multi-donor Food Security and Rural Development Hub. PMU knowledge management and communication will have a dedicated budget line.
63. Communication and interaction on experiences and success stories will be strengthened through exchange visits with other projects, IFAD headquarters and regionally based organizations, and with various projects in post-conflict countries (such as Sierra Leone and the Congo). Within the framework of the IFAD Regional Cassava Processing and Marketing Initiative, exchanges with projects in Benin, Cameroon, Ghana, Nigeria and Sierra Leone could be particularly beneficial as they are cassava-producing countries and/or post-conflict countries.
64. The implementing partners currently meet every three months to share information about their implementation progress and the challenges they face. Design and supervision missions, wrap-up meetings and workshops will provide opportunities for discussion with national authorities and the Agriculture Donor Working Group. Lessons will be drawn from the experiences shared on these occasions.

#### **E. PBAS financing framework**

65. This RB-COSOP spans two PBAS cycles, the 2010-2012 and the 2013-2015. Allocation of IFAD funds to Liberia is tied to the performance of the portfolio. Table 2 shows the current 2010 rating (where 6 is highest and 1 lowest), which translates into funding of the RB-COSOP (table 2) of US\$16,898,041 for the 2010-2012 PBAS and a projected allocation of US\$14,855,961 for the 2013-2015 PBAS cycle in a low case scenario and up to US\$29 million in a high case scenario.
66. A country grant will also be proposed to assess the rural finance sector, finance a pilot and encourage access to rural credit.

Table 2  
PBAS calculation (2010) for COSOP year 1

<i>Indicators</i>		<i>Scores</i>
<b>Rural sector scores</b>		
A (i)	Policy and legal framework for rural organizations	3.25
A (ii)	Dialogue between Government and rural organizations	3.25
B (i)	Access to land	2.95
B (ii)	Access to water for agriculture	2.83
B (iii)	Access to agricultural research and extension services	2.87
C (i)	Enabling conditions for rural financial services development	2.88
C (ii)	Investment climate for rural business	3.57
C (iii)	Access to agricultural input and produce markets	2.97
D (i)	Access to education in rural areas	3.00
D (ii)	Women representatives	3.10
E (i)	Allocation and management of public resources for rural development	2.75
E (ii)	Accountability, transparency and corruption in rural areas	3.25
Total scores	Average of averages	3.05
	Combined score average	3.05
	Project at risk (PAR) rating (2010)	5
	IDA resource allocation index (2010)	n.a
	Rural sector performance score 2010	3.05
	Country performance score	3.9
	2010-2012 country allocation (US\$)	16 898 041

Table 3  
Relationship between performance indicators and country score

<i>Financing scenario</i>	<i>PAR rating (+/- 1)</i>	<i>Rural sector score (+/- 0.3)</i>	<i>Percentage change in PBAS country score from base scenario</i>
Low case scenario	3	2.75	31
Base case scenario	4	3.05	-
High case scenario	5	3.35	26

## F. Risks and risk management

67. The potential risks are: (i) corruption; (ii) land conflict; (iii) political instability triggered by youth unemployment; (iv) social instability due to large inequalities between urban and rural populations; (v) limited capacities of the Ministry of Agriculture; and (vi) climate change. Planned mitigation measures include: (i) national anti-corruption policy implemented by the Liberia Anti-Corruption Commission and the General Auditing Commission supported by World Bank and DFID, promotion of transparency (especially in procurement), good governance frameworks at the project level and complaint mechanisms in projects; (ii) informing rural households (especially young people and women) of their land rights, establishing links between communities and the Land Commission, and following up through the Agriculture Donor Working Group on support provided to the Land Commission by other donors; (iii) contributing to the creation of jobs in rural areas (feeder roads, tree crop rehabilitation, management of storage and processing facilities); (iv) improving living conditions in rural areas; (v) contributing to the USAID action plan to reorganize and strengthen the Ministry of Agriculture, keep the design of projects simple and select implementing partners with demonstrated implementation capacities to provide ad hoc technical assistance; and (vi) opting for resistant tree crop and varieties, and reinforcing climate change awareness at the Ministry of Agriculture.

## COSOP consultation process

### Introduction:

The RB COSOP was designed in partnership with the Ministry of Agriculture, the Ministry of Finance and the Agriculture Donor Working Group. The design process was launched in December 2010 and has undergone in country and in house reviews.

### Background documentation:

Since the end of the war in 2003, the GoL has led extensive consultation in order to identify its new priorities in rebuilding the country. The Poverty Reduction Strategy (PRS) and the Liberian Agriculture Investment Program (LASIP), in line with the Comprehensive Africa Agriculture Development Programme (CAADP), were the reference documents produced. Many donors have also conducted studies to assess Liberia's social, economic and agricultural status, for example, Sida produced a detailed poverty analysis and USAID carried out an thorough assessment of the Ministry of Agriculture. The RB COSOP is fully aligned with the priorities described in the CAADP and national policies, including the LASIP. It was also built on the studies and assessments made available by other donors.

### Consultation process:

Table 1. Review and consulting main dates

Schedule	Tasks
November 2010	Communication with the GoL on the RB COSOP formulation plan
1st December 2010	CPMT in country
13 December 2010	CPMT at headquarters
19 January 2011	CPMT in-country
10 February 2011	CPMT at headquarters
14 February – 8 March 2011	QE review
24 March 2011	OSC meeting
10 May 2011	QA review

### November 2010:

- Initiation of the RB COSOP formulation process

The process for developing the RB COSOP for Liberia was initiated in November 2010 when an initial COSOP formulation plan was prepared and shared with the GoL.

Government representatives were briefed about the RB COSOP process, the composition and role of the CPMT.

- Establishment of a country programme management team (CPMT)

A CPMT for Liberia was formed which included key stakeholders for IFAD in Liberia and at IFAD to provide guidance and feedback when required during the entire cycle of RB COSOP design and implementation. The in-country component of the CPMT consisted of representatives from key Government institutions, project directors of on-going IFAD projects, development partners through the Agricultural Working Donor Group and civil society organisations. Individual meetings were conducted as well as wrap up meetings to discuss the draft RB COSOP (minutes available on xdesk). The core of the CPMT's in-house component consists of the Director, the Country Programme Manager, the former Country Programme Manager, the Portfolio Adviser, Regional Economist and IFAD staff from other divisions: Policy and Technical Advisory, Controller's and Financial Services Division, Legal Department.

**December 2010**

## – 1st in-country CPMT

A short introduction was made to present the design process of the RB COSOP. The role of the RB COSOP was explained and its content described to the participants. Three indicative strategic objectives were suggested and the floor was then opened for discussion (ii) The CPMT meeting participants discussed the relevance of the strategic objectives, the description of the Liberian context and made general recommendations for the RB COSOP design.

## – 1st headquarters CPMT

A short introduction was made to present the first draft of Liberia RB COSOP. It was recalled that the design process was launched on the 1st December 2010 at the Ministry of Agriculture in Monrovia. The RB COSOP is to be submitted to the Executive Board in May 2011. (ii) The CPMT participants then discussed the relevance of the strategic objectives, the description of the Liberian context and the content of targeting, lessons learnt and innovations paragraphs. Main recommendations were related to description of the strategic objectives, the formulation context section, targeting, The lessons learnt and the distribution of the allocation between the pipeline projects.

**January 2011**

## – 2nd in-country CPMT

An introduction was made to recall the context and the process of the RB COSOP design. A presentation then highlighted the main elements of the draft RB COSOP. The three parts of the document were summarized and the Results Management Framework was explained. The need for guidance was also expressed and the floor was then opened for discussion. (ii) The CPMT meeting participants discussed sources of information for accurate data and diagnostic and insisted on the need to improve access to markets for farmers. The main recommendations were related to land tenure and infrastructure and access to markets.

**February 2011**

## – 2nd headquarters CPMT

A short introduction was made to present the second draft of Liberia RB COSOP. It was recalled that a previous CPMT in house was organized on the 13th of December 2010 which minutes were distributed. It was also mentioned that meetings took place with the focal point for RB COSOP in PTA, the WCA regional economist and the portfolio advisor as well as with WCA Director. Guidance was requested on the risk matrix and on the approach on weak audit capacities. (ii) The CPMT participants provided guidance and then discussed mainly the risk linked to the weak capacities of the MoA, the risk of corruption, the risks over land tenure. It was recalled that rural finance and access to water are not direct objectives for IFAD in Liberia.

**March 2011**

## – QE review

The draft RB COSOP was sent to IFAD internal and external peer reviewers for comments. The main aspects reviewed were poverty targeting and gender strategy, marketing development, institutional aspects, governance and implementation arrangements, land tenure, knowledge management and innovation, and partnership perspectives. All the comments were taken into account in the final draft submitted to the OSC on the 24 of March 2011.

## – OSC meeting

The draft RB COSOP was welcomed (a) the COSOP as a strategic framework for a country programme approach as IFAD is restarting its activities after a 20 years suspension in a context of civil war; (b) the 3 strategic objectives (SOs) of the RB COSOP as clearly formulated and fully aligned country priorities; (c) the efforts to develop a systematic approach to scaling up; and (d) the comprehensive good governance framework inserted

in the RB COSOP to tackle corruption issues. Recommendations on how the three SOs complement each and the inclusion of the youth as a specific target group were made and taken into account in the final version of the RB COSOP.

**May 2011**

- QA review

The incorporation of the QE recommendations in the RB COSOP were cross checked and a compliance note was sent to the reviewers involved in the QE process for information.

## Country economic background

### COUNTRY DATA

<b>Liberia</b>			
<b>Land area (km2 thousand) 2008 1/</b>	96	<b>GNI per capita (USD) 2008 1/</b>	170
<b>Total population (million) 2008 1/</b>	3.79	<b>GDP per capita growth (annual %) 2008 1/</b>	2
<b>Population density (people per km2) 2008 1/</b>	39	<b>Inflation, consumer prices (annual %) 2008 1/</b>	n/a
<b>Local currency</b> Liberian dollar (LRD)		<b>Exchange rate: USD 1 =</b>	<b>79 LRD</b>
<b>Social Indicators</b>		<b>Economic Indicators</b>	
Population growth (annual %) 2008 1/	4.5	GDP (USD million) 2008 1/	843
Crude birth rate (per thousand people) 2008 1/	38	GDP growth (annual %) 1/	
Crude death rate (per thousand people) 2008 1/	11	2000	25.7
Infant mortality rate (per thousand live births) 2008 1/	100	2008	7.1
Life expectancy at birth (years) 2008 1/	58		
		Sectoral distribution of GDP 2008 1/	
Total labour force (million) 2008 1/	1.54	% agriculture	61
Female labour force as % of total 2008 1/	48	% industry	17
		% manufacturing	13
		% services	22
<b>Education</b>		Consumption 2008 1/	
School enrolment, primary (% gross) 2008 1/	91	General government final consumption expenditure (as % of GDP)	19
Adult illiteracy rate (% age 15 and above) 2008 1/	42	Household final consumption expenditure, etc. (as % of GDP)	202
		Gross domestic savings (as % of GDP)	-121
<b>Nutrition</b>			
Daily calorie supply per capita	n/a	<b>Balance of Payments (USD million)</b>	
Malnutrition prevalence, height for age (% of children under 5) 2007 1/	39.4	Merchandise exports 2008 1/	262
		Merchandise imports 2008 1/	865
Malnutrition prevalence, weight for age (% of children under 5) 2007 1/	20.4	Balance of merchandise trade	-603
		Current account balances (USD million)	
<b>Health</b>		before official transfers 2008 1/	-2 363
Health expenditure, total (as % of GDP) 2007 1/	10.6	after official transfers 2008 1/	-1 187
Physicians (per thousand people) 1/	0	Foreign direct investment, net 2008 1/	144
Population using improved water sources (%) 2006 1/	64		
Population using adequate sanitation facilities (%) 2006 1/	32	<b>Government Finance</b>	
<b>Agriculture and Food</b>		Cash surplus/deficit (as % of GDP) 2008 1/	n/a
Food imports (% of merchandise imports) 2008 1/	n/a	Total expense (% of GDP) <sup>a/</sup> 2008 1/	n/a
	0	Present value of external debt (as % of GNI) 2008 1/	340
Fertilizer consumption (hundreds of grams per ha of arable land) 2007 1/		Total debt service (% of GNI) 2008 1/	135
Food production index (1999-01=100) 2007 1/	122		
Cereal yield (kg per ha) 2008 1/	1 553	Lending interest rate (%) 2008 1/	14
		Deposit interest rate (%) 2007 1/	3.8
<b>Land Use</b>			
Arable land as % of land area 2007 1/	4		
Forest area as % of total land area 2007 1/	32		
Agricultural irrigated land as % of total agric. land 2007 1/	n/a		

a/ Indicator replaces "Total expenditure" used previously.

1/ World Bank, *World Development Indicators* database CD ROM 2010

## COSOP results management framework

Country strategic alignment	Key results for COSOP			COSOP institutional/Policy objectives
National policies	COSOP strategic objective	COSOP impact and Outcome indicators	COSOP milestone Indicators	Policy and institutional issues to be addressed
<p>LASIP overall goal: Expansion of agriculture production by about 3.6% per annum through 2011 and 6% per annum by 2015 to sustain food and nutrition security, increase employment and income, and reduce poverty.</p> <p>LASIP adopts a pro poor approach to raising agricultural productivity, strengthening institutions, and making markets work for households and communities.</p>	<p>Overall goal: COSOP interventions have contributed to empower the rural poor to increase their food security and improve their livelihoods.</p>	<p>By end of and in the intervention areas of the COSOP</p> <ul style="list-style-type: none"> <li>- 25% of households report an improvement of food security (measured by duration and frequency of hungry season)</li> <li>- 20% reduction in the prevalence of child malnutrition, by gender (h/a, w/a, w/h)</li> <li>- 25% of households report improvements in their household assets ownership index</li> </ul>	<p>Outreach target: 80 000 households</p>	
<p>LASIP programme 1 Food and Nutrition security</p>	<p><b>Strategic objective 1: Smallholder farmers' access to inputs and skills is improved.</b></p>	<ul style="list-style-type: none"> <li>- 60% of targeted households use improved rice seeds <b>Baseline</b></li> <li>- 80% of targeted households use improved breed of poultry <b>Baseline</b></li> <li>- 80% of targeted farmers use improved production technologies <b>Baseline</b></li> </ul> <p>50% of the beneficiaries are youth and 50% of the beneficiaries are women (CAADP/LASIP indicator)</p>	<ul style="list-style-type: none"> <li>- 10 000 household have received improved rice seed (CAADP/LASIP indicator)</li> <li>- 10 000 household have received improved cassava cuttings</li> <li>- 20 000 household have received improved livestock breeding</li> <li>- 10 000 ha of cocoa and coffee plantations are rehabilitated</li> </ul>	<ul style="list-style-type: none"> <li>- IFAD, in coordination with the Agricultural Donor Working Group, will provide advisory support and technical assistance to promote a government legislation on improved seeds certification and related certification process.</li> <li>- IFAD will fund a stock taking on rural finance to lay the ground for a conducive rural finance operation and policy environment</li> </ul>
<p>LASIP programme 2: Competitive value chains and market linkages</p>	<p><b>Strategic Objective 2: Small holder household access to markets is improved</b></p>	<ul style="list-style-type: none"> <li>- 80% of the roads built are passable all year round <b>Baseline</b></li> <li>- 25% of targeted household production is locally transformed <b>Baseline</b></li> <li>- 50% increase in sales of cocoa and coffee for the farmers involved in a contractual arrangement with organic and/or fair trade private buyers <b>Baseline</b></li> </ul>	<ul style="list-style-type: none"> <li>- 1 000 kilometres of 'farm to market' roads are built (CAADP/LASIP indicator)</li> <li>- 5 processing units and storage facilities are active in projects areas (CAADP/LASIP indicator, country wide baseline=52)</li> <li>- 2 agreements link FOs and organic and/or fair trade private buyers (CAADP/LASIP indicator)</li> </ul>	<ul style="list-style-type: none"> <li>- IFAD will support the GoL in the design of a 'farm to market' roads maintenance system</li> <li>- IFAD, through the rehabilitation of plantations, will contribute to the recognition of smallholder farmers, including women and youth, rights over their land. The land issues are effectively dealt with by the Land Commission with the support of the WB, USAID, UN-HABITAT, UNICEF, UNMIL, the EU, and the Italian Cooperation</li> </ul>
<p>LASIP programme 3: Institutional development</p>	<p><b>Strategic objective 3: Smallholders' organisational capacities and access to MoA</b></p>	<ul style="list-style-type: none"> <li>- 20% of the farmers supported by IFAD activities sell their production through group arrangements</li> </ul>	<ul style="list-style-type: none"> <li>- 500 CBOs and FOs have received training in organizational management and marketing</li> </ul>	<ul style="list-style-type: none"> <li>- IFAD, through the agricultural sector donors group and based on evidence of the impact of CAC</li> </ul>



Country strategic alignment	Key results for COSOP			COSOP institutional/Policy objectives
National policies	COSOP strategic objective	COSOP impact and Outcome indicators	COSOP milestone Indicators	Policy and institutional issues to be addressed
	<p><b>extension services are improved</b></p>	<p><b>Baseline</b></p> <p>- Each district (30 districts covered by the COSOP) has at least 1 demonstration plot in rice, cassava, cocoa and coffee</p> <p><b>Baseline</b></p> <p>50% of the beneficiaries are youth and 50% of the beneficiaries are women (CAADP/LASIP indicator)</p>	<p>(CAADP/LASIP indicator)</p> <p>- 100 decentralised staff of the MoA have received training in improved production techniques in rice, cassava, cocoa and coffee (CAADP/LASIP indicator)</p>	<p>reinforcement on smallholders farmers production, encourages the GoL to allocate sufficient resources to extension services within the framework of the Maputo commitment to allocate 10% of the national budget to agriculture</p> <p>- GoL recruits young graduate extension agents through an increase in agriculture expenditures (Maputo objective of 10% of national budget)</p>

## Project Pipeline

1. IFAD has two on going projects in Liberia, the Agricultural Sector Rehabilitation Project ASRP (2009-2013) and the Support to the Vulnerable Groups in Rice Production and Productivity SVGRPP (2009-2011). The SVGRPP (USD 2.5 million) supports smallholder farmers through provision of basic farm inputs to vulnerable groups. The objective is to overcome the aftermath of the rise in food prices in 2008. The ASRP (USD 5.0 million IFAD) recapitalizes smallholder farmers in inputs and skills. The two projects also contribute to the improvement of access to markets and contribute to capacity-building for farmers' and communities' based organizations. In addition, IFAD supports the decentralisation of the MoA at local level.
2. The Liberia RB COSOP 2011-2015 spans over two cycles of IFAD's performance-based allocation system, the 2010-2012 cycle (USD 16 898 041) and the 2013-2015 cycle (USD 21 613 017). 2 projects are planned, the Smallholder Tree Crop Revitalization Support STCRSP for the 2010-2012 allocation and, based on performance, the ASRP top up for the 2013-2015 allocation. The STCRSP is currently under design. It will aim at increasing incomes and employment opportunities in cash crop production. The ASRP top up will upscale the ASRP.

### **Justification and rationale for STCRSP and ASRP top up**

3. The proposed projects will consolidate and complement the on-going IFAD operations in Liberia to endeavour sustainability and impact by increasing long term income for the smallholder farmers. The proposed projects will directly support the Government of Liberia's policy CAADP/LASIP for economic revitalization, based on the increase in production and productivity, access to markets, institutional development and land and water development. In coordination with other donors, IFAD will promote the production of staple crop and export oriented crops. IFAD will also contribute to consolidate the FOs/CBOs and the MoA.

### **Geographic area of intervention and target groups for STCRSP and ASRP top up**

4. IFAD support will focus on the 8 counties where it is already implementing food security activities for complementarity. Target group for IFAD will be the poor smallholders with less than 1.5 hectares or less of crop fields. A particular attention will be given to the participation of women and youth. In cash crop production, IFAD will support only the rehabilitation of cash crop fields owned by smallholders and not new plantings. IFAD and the World Bank will make sure the areas of intervention are complementary. The proposed projects would be implemented over a period of five years.

### **Key project objectives**

5. IFAD interventions have contributed to empower the rural poor to increase their food security and improve their livelihoods. The following objectives will be pursued:
  - Staple and cash crop production and productivity is increased
  - Access to market for smallholder farmers is improved
  - Institutional capacities of the MoA, the FOs and the CBOs are improved

### **Ownership, harmonization and alignment**

6. The COSOP 2011-2015 is aligned with the CAADP/LASIP and IFAD shares its strategic orientations within the Agriculture Donor Group for coordination with other donors. Both IFAD projects will be co financed, STCRSP with the World Bank and the ASRP top up possibly with the AfDB.

## **Components and activities**

### **STCRSP (IFAD financing):**

- Cocoa/Coffee Revitalization, supporting rehabilitation and replanting in the country's three main cocoa producing counties, Lofa, Nimba and Bong
  - Institutional Building for MoA and farmers' organisations and policy dialogue
  - Project Coordination, Management, and M& E.
7. The STCRSP will contribute mainly to the SO2 of the RB COSOP, smallholder household's access to market is improved, specifically; support to the farmers in restoring their inputs and skills thanks the rehabilitation of plantations and the trainings which will be provided (RB COSOP SO 1), reinforcement of the MoA, FOs and CBOs (RB COSOP SO3) to foster an enabling environment for cash crop production and marketing (RB COSOP SO2).

### **ASRP (IFAD financing):**

8. The ASRP top up will up scale the current activities:
- Rehabilitation activities and capacity building of targeted households, farmers/community groups and/or Community Based Organizations (CBOs)
  - 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, a kit of farm tools and a set of poultry and small ruminants.
9. The ASRP will contribute the SO1 by enabling the small holder farmers to increase their staple crop production, by linking with the RB COSOP SO 3 and the RB COSOP SO 1.
10. The management units of the STCRSP and the ASRP top up will feed into the Monitoring and Evaluation (M&E) and Results Management Framework of the RB COSOP.

### **Organization and management**

11. The projects and the RB COSOP will be implemented by the Ministry of Agriculture. The management of the portfolio will be the responsibility of the already existing Programme Management Unit (PMU). The key actors will be strengthened to take full ownership and to support and supervise the projects in their counties. STCRSP and ASRP top up are complementary to each other. The management of both of them by one PMU emphasises the programme character of IFAD's interventions in Liberia.

### **Monitoring and evaluation indicators**

12. M&E will be undertaken at different levels to support effective implementation, maintain project's focus and direction, and provide information for addressing constraints and ensuring delivery of outputs. The M&E indicators will rely on the MoA M&E system. The indicators chosen for the STRCSP and the ASRP top up will enclose indicators aligned with the RB COSOP indicators.

### **Risks**

13. Liberia's situation remains fragile despite progress made. The main risks identified relate to political instability, weak governance and institutional capacities. Another risk lies in the variability of prices in the long term for raw materials. A risk analysis was undertaken in 2009 for the design of the ASRP and will be up-dated.

### Timing

14. The STCRSP is under design and should be submitted to the EB in December 2011. The ASRP should be closed in December 2013, the ASRP top up design should thus start early 2013 to build on the achievements of the ASRP.

### Framework for scaling up the Agriculture Sector Rehabilitation Project

15. This scaling up matrix encloses four activities under the ASRP to be scaled up (namely distribution of seed rice, cassava cuttings, livestock and capacity building). A next step in the identification of scaling up approach will be to separate these activities in four specific scaling up matrix.

**Table 1. Scaling up idea**

What	The IFAD co-funded Agriculture Sector Rehabilitation Project ASRP will be scaled up. The activities to be scaled up are the recapitalization of smallholder farmers with rice seed, cassava cuttings and livestock as well as capacity reinforcement at farmers and MOA levels. The first phase of the ASRP (2010-2013) is implemented in 4 counties, to be up scaled to 4 other counties.
Whose idea	The ASRP was designed to be implemented in two phases. During the first phase, IFAD funded activities are implemented in Grand Bassa, Grand Cape Mount, Montserrado and Bomi while the AfDB focuses on the rehabilitation of infrastructure in Grand Gedeh, River Gee, Grand Kru and Maryland. Once the infrastructures are rehabilitated by the AfDB and access restored, the MoA and IFAD will upscale its activities, as planned, in Grand Gedeh, River Gee, Grand Kru and Maryland.
Pilots / tests / evaluations	The technical and capacity building package will have been tested in the first four counties in 82 communities by 2013. Results in terms of adoption rates of inputs, quality of implementation of improved technical practices, production and yields will be measured relative to baseline, and qualitative assessments carried out with farmers and service providers regarding factors such as quality of services and inputs, and likely sustainability in order to provide an assessment to inform formulation of the scale-up by 2012. Lessons will have been learnt and will be taken into account for the extension.

**Table 2. Vision**

Achievements	The ASRP supports the move from emergency aid to development activities, the project acts 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, processing and storage facilities as well as transportation infrastructure 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 community organizations at local levels, weak public services at local and central levels. However, despite weaknesses, the MOA has proven to be able, after only one year of implementation, to coordinate the procurement and distribution of 16.95 tons of improved rice seeds – 25kg per farmer/household – and 384,000 improved cassava cuttings – 1,000 – per farmer/household to 1,770 farmers/households (120% of the target) organized in 82 CBOs. The ASRP is performing well.
Vision	The goal is to convert the ASRP experience into a larger programme that covers 8 counties and to share this experience as the potential basis for further expansion under CAADP/ Liberian Agricultural Sector Investment Program (LASIP). The vision is aligned on GoL's vision to improve the living conditions of the rural poor, especially women, through food security in 8 counties of Liberia.

**Table 3: Drivers**

Leadership	The scaling up of the ASRP clearly reflects the political will and the developmental values of the GoL, stated in the Poverty Reduction Strategy PRS and the CAADP/LASIP.
Champions	The MoA through the PMU and decentralised MOA services, the private sector (inputs and service providers), FOs and CBOs. The MoF and research institutes ((national and regional) will be involved.
External catalysts	Soaring food prices Dependence on food imports Unemployment of youth and women in rural areas Peace keeping
Incentives	<ul style="list-style-type: none"> <li>- GoL and MoA: political importance of showing results in poverty reduction and rural employment,</li> <li>- Inputs and services providers: larger local economic basis, employment creation</li> <li>- Rural population and youth: job creation and opportunities for increasing household income</li> <li>- CBOS and FOs: possibility to give voice to their needs and provide concrete benefits to members</li> </ul>

**Table 4: Spaces**

Political space	ASRP is fully supported by GoL (MoA and MoF) and aligned with national priorities. Donors in the Agricultural Sector Group are supportive. Scaling up is a primary component of the new RB COSOP for 2011-2015 reflected in the innovation section.
Policy space	<p>National level: PRS and CAADP/LASIP under program 1 'Food and Nutrition Security', sub program 1 'Food crops Production and Productivity Enhancement' and under Program 3 'Institutional development', sub programs 1 and 3 specifically endorses the ASRP approach for improvement in production knowledge and skills, planting materials, and other inputs and for MOA capacity building and technologies enhancement.</p> <p>Local level: MoA decentralisation strategy, the ASRP implementation will rely, to the extent possible, on the MoA extension services.</p>
Natural resource space	There is significant land (it is estimated that annual cultivation is less than 5 percent of the arable land, 2007) under the targeted production systems with low yields and therefore amenable to the introduction of the improved technologies. As the technology packages integrate more sustainable management practices, the resource space is expected to be maintained.
Learning space	ASRP has developed a "learning by doing culture" whereby emphasis is put on flexibility and lessons are drawn from experience. This permits adjustments as the program moves forward. This approach will be continued under the expansion to permit on-going refinements and improvements based on lessons learned. Successful scaling up as envisaged under ASRP would require precise assignment of functions to specific actors at different levels and clear instructions on what they should do, how to do it and what tools to use. The use of friendly operational manuals would be very essential. It is important to continue 'learning by doing' and taking the necessary time to adapt innovation to local circumstances. Sufficient time and proportion are necessary to allow for testing, evaluating, adapting and simplifying the innovation. Scaling up is always more successful, when programmes are highly focused
Institutional & organizational space	The MOA is being supported in its decentralisation policy; FOs and CBOs are being strengthened under the ASRP. The MOA has dedicated a department of its institution to Programme Management, the PMU. Extension services are being reinforced. Donors in the Agricultural Sector Group are supportive.
Cultural space	There are no significant cultural or linguistic constraints identified so far in terms of the current approaches under ASRP, and the extension to the four additional counties will work in similar socio-cultural contexts. Food security has deteriorated during the civil war and poor household have the will to reach, at the least, the pre-war level of living conditions.
Financial/fiscal	The 2013-2015 PBAS will be dedicated to the ASRP top up. The co financing

space	with the AfDB will continue. IMF has indicated that Government's fiscal management is satisfactory with the reach of the HIPC initiative completion point.
Partnership space	As an integrated aspect of CAADP/LASIP implementation, all partners have endorsed the approach as a priority area of support. AfDB is already co-financing the ASRP and is expected to be a co financier for the top up.

**Table 5: Pathways**

Which pathways?	The MOA, extension services and FOs/CBOs are being strengthened during the first phase in order to become leaders during the second phase. The ASRP top up will rely on the MOA extensions services for sustainability. The implementation of activities will be the same as in the first 4 counties but the IPs would be the MOA extensions services.
Time horizon	4 years (2014-2017)
Role of drivers and spaces	The MoA is being strengthened in the ASRP first phase and a pilot, testing a County Agricultural Coordinator as an implementing partner, is on-going. The MOA will be the lead and will benefit from IFAD support. In the end, ASRP will rely as much as possible on the MoA and its extension services.
Obstacles and risks	Lack of assets and capacities of the field level staff to implement a project. Capacity building in the ASRP first phase should mitigate this risk. National research institute to provide good quality inputs is weak. Donors are currently supporting its reinforcement.

**Table 6: IFAD's role**

IFAD's specific role	IFAD should continuously support the drivers, provide financial support in the scaling up process and be a key factor in helping to keep momentum and focus. IFAD engagement in policy dialogue with GoL as part of Agricultural Working Group should ensure that country and sector strategies address the scaling up dimensions explicitly. IFAD will support innovative M&E system, based on geographic information systems.
Support from IFAD's policies, procedures, etc.	IFAD's role is consistent with its mission as stated in the draft Strategic Framework 2011-2015 and its focus on enhanced access to a range of services for poor rural women and men (Objective (ii)), strengthened capabilities to take advantage of new opportunities (objective (iii)) and improved institutional and policy environments for the rural economies (objective (iv)).  Post-conflict IFAD will induce a more systematic and effective focus on scaling up. In this regard, project preparation manuals and other operational policies, e.g. supervisions, mid-term reviews, evaluations, completion, should be amended to reflect the need for scaling up.

## Key file 1: Rural poverty and agricultural/rural sector issues

Priority Areas	Affected Group	Major Issues	Actions Needed
<b>Agricultural production and productivity</b>	Rice, cassava and tree crop smallholder farmers	<ul style="list-style-type: none"> <li>• Little or no access to required and/or improved inputs;</li> <li>• Lack of tools</li> <li>• Limited access to credit</li> <li>• Insecure land tenure</li> <li>• Few and/or degraded water control systems</li> <li>• Productive capital/knowledge non-existent or lost during the war</li> <li>• Rudimentary production techniques</li> <li>• High transaction costs</li> <li>• Food insecurity</li> </ul>	<ul style="list-style-type: none"> <li>• Need to recapitalize the smallholders farmers</li> <li>• Trainings to allow farmers to optimize inputs distributed to them</li> <li>• Improved producer incentives</li> <li>• Re-definition of the respective roles of government and the private sector</li> <li>• Rehabilitation and expansion of existing in valley swamps, building of new IVS</li> <li>• Promote the development of processing facilities to add value, and to improve product quality and marketability</li> <li>• Support access to credit</li> </ul>
<b>Cash Crop Production</b>	Farmers involved in cash crop production	<ul style="list-style-type: none"> <li>• Tree crops such as coffee, cacao, oil palm, cashew nuts, rubber neglected during the war</li> <li>• Low yield due to improper maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Promote private sector investments in the renovation of old trees, and rehabilitation of existing plantations to increase productivity</li> <li>• Promote the development of processing facilities to add value, and to improve product quality and marketability</li> <li>• Provide long term credit facilities for tree crop rehabilitation.</li> <li>• Promote proper care and maintenance of the tree crop</li> </ul>
<b>Marketing</b>	Smallholder farmers wishing to endeavour to produce a surplus for the market	<ul style="list-style-type: none"> <li>• Poor rural infrastructure</li> <li>• Market integration severely constrained by very poor state of processing, storage and marketing infrastructure</li> <li>• Weak market access for agricultural production and farm inputs</li> <li>• Capacity of FOs and CBOs limited</li> <li>• Poor access to credit limits the capacity to produce for higher priced seasonal</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in processing, storage and marketing infrastructure</li> <li>• Establishment of common interest FOs that can lead to the development of producer associations</li> <li>• Promotion of contractual arrangements with private sector for improved market linkages.</li> <li>• Linkage to markets</li> <li>• Exchange visits to study the Sierra Leonean rural credit system</li> </ul>

Priority Areas	Affected Group	Major Issues	Actions Needed
<b>Extension services</b>	All farmers, particularly the smallholder farmers	markets <ul style="list-style-type: none"> <li>• Limited access to extension advice by farmers; and oriented mainly towards men</li> <li>• Weak capacity of the MOA extension levels</li> <li>• Weak link of agriculture research and extension services of the MOA at the local level</li> </ul>	<ul style="list-style-type: none"> <li>• Support to extension services of the MOA</li> <li>• On-farm pro-poor technology adaptation and validation trials</li> <li>• Adoption of participatory agricultural extension approach</li> <li>• Mechanism/capacity for coordination between research institutes and agriculture line agency at the grassroots level</li> </ul>



## Key file 2: Organizations matrix (strengths, weaknesses, opportunities and threats [SWOT] analysis)

Organization	Strengths	Weaknesses	Opportunities/Threats	Remarks
<b>Enablers</b>				
<b>Ministry of Finance (MOF)</b>	<ul style="list-style-type: none"> <li>• Clear mandate</li> <li>• Willing to dialogue with donors</li> <li>• Encourages transparency</li> <li>• Managed to reach the HIPC completion point</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of communication between departments within the MoF</li> <li>• Limited focus on subsistence agriculture</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Efficient management of IFAD funds</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Ministry of Agriculture (MOA)</b>	<ul style="list-style-type: none"> <li>• Clear mandate for the entire agricultural sector</li> <li>• Restructuring underway and decentralization for better delivery (Government Reform Commission)</li> <li>• Strong linkages with relevant ministries and agencies</li> <li>• Sector policy, priorities and strategies clearly defined</li> <li>• Presence in all counties</li> </ul>	<ul style="list-style-type: none"> <li>• centralized management (75% of staff is in Monrovia while only 25% in the rural areas)</li> <li>• shortage of qualified staff</li> <li>• infrastructure and assets in a state of disrepair and no adequate equipment</li> <li>• lack of young and educated staff</li> <li>• understaffing in technical areas. (moa total staff comprise 262 people)</li> <li>• extension agents constrained by lack of transportation, low salaries and inadequate technical know-how.</li> <li>• a near absence of extension services at the district level.</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• National priority for economic development and poverty reduction</li> <li>• Opportunities for recruiting young dynamic staff (Liberian selected from the Diaspora through a UNDP financed programme)</li> <li>• Strong support from donors</li> <li>• Manual labour still abundant</li> <li>• decentralisation process was launched in January 2010 to strengthen extension services to deliver improved support to farmers and fishermen.</li> </ul> <p>Threats</p> <ul style="list-style-type: none"> <li>• Weak technical support from sister ministries (esp. Public Works, and Water)</li> <li>• Lack of competitive remuneration packages exacerbated by the demand for agricultural specialists by UN agencies and NGOs.</li> </ul>	<ul style="list-style-type: none"> <li>• Need support for implementing re-organizational plan</li> <li>• Requires support for building human capacity (training and technical assistance)</li> <li>• Support for equipment and infrastructure</li> </ul>
<b>Cooperative Development Agency (CDA)/MOA</b>	<ul style="list-style-type: none"> <li>• Unique apex association for the agriculture cooperative movement in Liberia</li> <li>• Strong commitment and experience in promoting and expanding the cooperative model</li> </ul>	<ul style="list-style-type: none"> <li>• Current capacity to fulfil role as promoter, trainer and inspector largely unmet</li> <li>• Current staff insufficient numbers and in technical capacity</li> <li>• Operates in temporary location with no logistics and few equipment</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Coordination of all small-scale farmers organisations if the country</li> <li>• Highly motivated and capable leadership</li> </ul>	

Organization	Strengths	Weaknesses	Opportunities/Threats	Remarks
<b>Ministry of Gender and Development (MOGD)</b>	<ul style="list-style-type: none"> <li>• Strong linkages with MOA and other development oriented agencies</li> <li>• Highly motivated core staff</li> <li>• Clear mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of trained staff</li> <li>• Limited presence on the ground, and in rural areas</li> <li>• Inadequacy of resources for field work</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Linkages with international institutions with strong gender programmes</li> <li>• Strong government support and focus on gender-centred development</li> <li>• In-country training can be done locally at low cost</li> </ul>	<ul style="list-style-type: none"> <li>• Need for recruitment and training of field staff</li> <li>• Need support to increase presence in rural areas</li> <li>• Need support to increase mobility</li> </ul>
<b>Ministry of Public Service</b>	<ul style="list-style-type: none"> <li>• Clear Mandate for infrastructure development and management</li> <li>• Policy and strategies for water and road infrastructure development in place</li> <li>• Linkages with other ministries are clear</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of supervisory level and middle management level staff</li> <li>• Local engineering professionals in short supply</li> <li>• Lack of adequate resources</li> <li>• Low implementation capacity</li> <li>• Infrastructure in state of disrepair</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• National priority in the poverty reduction strategy and Institutional strengthening strategies in place</li> <li>• Development partners support the sector policy and strategies</li> <li>• Abundant manual labour supports labour based reconstruction programmes</li> <li>• Labour-based approach promotes technology transfer to local farmers,</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional capacity building required urgently</li> <li>• Need for mobilization of more financial resources</li> <li>• Skills development needed</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Service Providers</b></li> <li><b>Central Agricultural Research Institute (CARI)/MOA</b></li> </ul>	<ul style="list-style-type: none"> <li>• Has national mandate for agricultural research</li> <li>• Considerable experience before the war</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of senior scientific staff for any meaningful research</li> <li>• Lack of infrastructure and equipment for research</li> <li>• Weak organization and management</li> <li>• Lack of knowledge base</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Opportunities exist for restructuring and organizational change</li> <li>• High demand for agricultural research services</li> </ul>	<ul style="list-style-type: none"> <li>• CARI needs significant support for training of scientific staff</li> <li>• Requires technical assistance for developing need based adaptive research programmes</li> <li>• Support for equipment and rehabilitation of infrastructure</li> </ul>
<b>National Agricultural Extension Services</b>	<ul style="list-style-type: none"> <li>• National coverage and strong presence in rural areas</li> <li>• Direct linkages with farmers, FOs and CBOs</li> <li>• Pool of potential field staff</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of well-trained senior and middle level extension staff</li> <li>• Lacks necessary equipment and infrastructure</li> <li>• Does not have a clear demand driven extension strategy</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Development of decentralized county level extension teams</li> <li>• Re-training of field staff can be done locally at relatively low cost</li> </ul>	<ul style="list-style-type: none"> <li>• Need support for training middle and senior level extension staff, and in-service training of field staff</li> </ul>
<b>International NGOs</b>	<ul style="list-style-type: none"> <li>• Mass of qualified staff on the ground</li> <li>• Have strong network of international financial backers</li> <li>• Have the required resources for implementing work plans</li> <li>• Have required backing of Member States</li> </ul>	<ul style="list-style-type: none"> <li>• Too much emphasis on emergency response</li> <li>• Little coordination with government, between NGOs and with local NGOs</li> <li>• Not much emphasis on sustainability</li> <li>• Relatively high operating costs</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• With better coordination, can play an important role in the transition from emergency to development phase</li> </ul>	<ul style="list-style-type: none"> <li>• 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 coordination will be important in the transition from emergency to development phase</li> </ul>

Organization	Strengths	Weaknesses	Opportunities/Threats	Remarks
<b>National NGOs</b>	<ul style="list-style-type: none"> <li>• Wide coverage of rural areas</li> <li>• Strong community linkages</li> <li>• More community involvement</li> <li>• Low operating costs</li> <li>• Emphasis on sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Problems with mobilizing resources</li> <li>• Poorly trained staff</li> <li>• Poor structural organization</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• With increased access to resources and better organization, local NGOs can be a critical link to communities in the transition to development</li> </ul>	<ul style="list-style-type: none"> <li>• Support needed in organizational management and resource mobilization</li> </ul>
<b>Energy and Mineral resources (Environment Agency and Hydrologic department): The water and sewerage cooperation.</b>	<ul style="list-style-type: none"> <li>• Clear Mandate with respect to water and environment</li> <li>• Clear policy on management of water resources and environment</li> <li>• Institutional framework in place</li> <li>• Environment management decentralized to county level</li> <li>• Responsibilities for Water resources development duly mandated to the various sector stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of supervisory level and middle management level staff</li> <li>• Local engineering professionals in short supply</li> <li>• Lack of adequate resources</li> <li>• Low implementation capacity</li> <li>• Water Resources Management Infrastructure in state of disrepair</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• National priority in the poverty reduction strategy</li> <li>• Abundant water resources more or less evenly distributed</li> <li>• Current agricultural practices are still environmentally friendly</li> <li>• Other economic activities like open cast mining threaten the environment</li> </ul>	<ul style="list-style-type: none"> <li>• Need a strong coordination mechanism</li> <li>• Re-tooling or re-equipment urgently required</li> <li>• Development of technical capacity needed</li> </ul>
<b>Private entrepreneurs: rubber, oil palm, cocoa coffee producers</b>	<ul style="list-style-type: none"> <li>• Large financial and investment capacities</li> <li>• Proactively engaging with smallholder farmers</li> <li>• Market and quality oriented</li> <li>• Formal job providers</li> </ul>	<ul style="list-style-type: none"> <li>• Unbalanced negotiation power with smallholder farmers</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Production buyers</li> </ul> <p>Threats</p> <ul style="list-style-type: none"> <li>• World Bank Doing Business Indicator is weak</li> </ul>	<ul style="list-style-type: none"> <li>• Need to make the business environment more conducive for private entrepreneurs</li> </ul>
<b>Private entrepreneurs: inputs providers</b>	<ul style="list-style-type: none"> <li>• Market and quality oriented</li> <li>• Formal job providers</li> </ul>	<ul style="list-style-type: none"> <li>• Limited technical capacity</li> <li>• poor access to credit</li> <li>• competition from overseas suppliers</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Support from the GoL CAADP/LASIP market oriented</li> <li>• New investments are increasing since the end of the war</li> </ul> <p>Threats</p> <ul style="list-style-type: none"> <li>• World Bank Doing Business Indicator is weak</li> </ul>	<ul style="list-style-type: none"> <li>• Need to make the business environment more conducive for private entrepreneurs</li> <li>• Linkage between inputs providers and rubber, oil palm, cocoa, coffee producers</li> </ul>
<b>• Client Organizations</b>				
<b>CBOs, FOs</b>	<ul style="list-style-type: none"> <li>• Widespread in the country</li> <li>• Knowledge about the availability and quality of local resources.</li> <li>• Strong linkages with community members</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient or lack of financial resources</li> <li>• Insufficient or lack of tools, seeds, equipments</li> <li>• Heterogeneous capacity</li> </ul>	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Considerable entry points in the communities</li> </ul>	<ul style="list-style-type: none"> <li>• Need for an assessment of these organizations' capacity and needs</li> <li>• Need to train them to optimise the use of the inputs that will be provided by the project</li> </ul>

### Key file 3: Complementary donor initiative/partnership potential

Donor/Agency	Nature of Project/Programme	Project/Programme Coverage	Status	Complementarity/Synergy Potential
<b>African Development Bank (AfDB)</b>	<p><b>Agriculture Sector Rehabilitation Project (ASRP)</b>                      In collaboration with IFAD. Project linked to Italian grant fund 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. Note that this IFAD managed Italian grant project will initiate the groundwork to establishing the Seed Bank Network and certification process (started mid 2009), &amp; involving CARI.  <b>Budget:</b> USD 24.4 mn (IFAD USD 5 mn)  <b>Keywords:</b> food security, poverty reduction, income of smallholder farmers, rural entrepreneurs, women, sustainability, input supply, Project Design: (1) Agriculture Infrastructure Rehabilitation: (a) Rehabilitation of water management infrastructure; (b) Technical studies in preparation for future investments in irrigated rice; (c) Rehabilitation of 100 km of feeder roads, (d) Development of community infrastructure, such as storage and agro-processing facilities. (2) Agricultural Productivity Enhancement: (a) Capacity Building of Agricultural Institutions; (b) Recapitalization of Target Group Households.</p>	Counties (x8): Grand Gedeh, Grand Kru, Maryland, River Gee, Grand Bassa, Grand Cape Mount, Bomi, Montserrado.	Ongoing 2010-2015 (6 yr)	Co-financing
<b>World Bank (WB)</b>	<p><b>Smallholder Tree Crop Revitalization Support Project (STCRSP)</b>  <b>Budget:</b> Indicative total cost of about US\$17 mn, to be financed by IDA grant funds (US\$7 mn) and IFAD (US\$10 mn) to be identified during project preparation  <b>Keywords:</b> tree crops (rubber, oil palm, cocoa), rehabilitation, replanting, smallholder, IGA, agricultural services  <b>Project Design:</b> The project aims to increase income opportunities, create effective mechanisms for agricultural services, &amp; undertake a massive replanting program. Increase poor farmers' income opportunities by rehabilitating, replanting and planting tree crop farms, and by supporting preparation activities toward the future development of the tree crop sector and effective smallholder participation, including testing tree crop replanting and new planting</p>	<ul style="list-style-type: none"> <li>• Lofa/Bong/Nimba for cocoa and coffee</li> <li>• Lofa/Bong/Nimba/Grand Gedeh/Grand Bassa for oil palm</li> <li>• Montserrado/Margibi/Bong/Maryland for rubber</li> </ul>	Under design: 2011-2014 (4 yr)	- IFAD co financing

Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
	<p>mechanisms and institutional arrangements. The proposed project would follow a two pronged approach: (a) rehabilitating existing mature and immature small tree crop farms; and (b) supporting tree crop replanting and new plantings, and laying out the foundations for future smallholder tree crop development programs. It would include the following four components (1) rehabilitation of small tree crop farms (about US\$2.4 million, or 20% of total indicative costs); (2) smallholder tree crop replanting and new planting (about US\$6 million or 50% of costs); (3) laying out the foundations for future smallholder tree crop replanting and development programs (about US\$2.4 million or 20% of costs); (4) project management, monitoring and evaluation (about US\$1.2 million or 10% of costs).</p> <p><b>Community-based Forest Enterprise Development in Liberia</b>  <b>Budget:</b> US\$ 2 mn  <b>Implementing Partner:</b> FAO  Other Implementing Partners: the Forest Development Authority of the government of Liberia (FDA), the Liberian Agency for Community Empowerment (LACE), the University of Liberia and two local NGOs: Lofa Youth Educational awareness Program (LYEAP) and Sustainable Livelihood Promoters Program (SLPP). Rural communities of the Protected Areas of Lake Piso and Wonegizi, small forest entrepreneurs and their associations in Liberia  <b>Keywords:</b> community forestry, forest management, NTFP, conservation of protected areas, environmental management  <b>Design:</b> This project supports the implementation of pilot community forestry activities in Liberia, in collaboration with the World Bank and other Liberia Forestry Initiative (LFI) partners. It represents a component of the project "Development Forestry Sector Management" funded by the World Bank. Community forestry is a priority area for the new National Forest Management Strategy of the government of Liberia. New opportunities are provided to pilot community concessions where communities manage forest resources for wood and non-</p>	<p>Two Protected Areas:  Lake Piso in Grand Cape Mount &amp; Bomi Counties and Wonegizi in Lofa County</p>	<p>Ongoing:  2008-2011</p>	<p>- complementarity with STCRSP project</p>

Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
	<p>wood forest products. In particular, the "3-C" forest policy of Liberia provides a rationale to focus on small-scale Commercial activity within Communities affected by Conservation of protected areas. Through this project, communities living in Protected Areas are supported with the aim to enhance their capacity to develop community-based enterprises based on natural resource products, including NTFP's. The methodology adopted is the Market Analysis and Development Methodology (MA&amp;D) of FAO.</p> <p><b>Land Sector Reforms – Rehabilitation and Reform of Land Rights and Related Land Matters (LSR/RLLRRLM)</b>  <b>Budget:</b> US\$ 2.98 mn WB trust fund  <b>Keywords:</b> land sector reforms, land rights, land administration &amp; management  <b>Design:</b> The development objective of the project is to improve land tenure security in Liberia by recommending specific reforms to the Liberian land law and restoring the land administration system. Grant Activities. After twenty years of conflict and disorder, information on land law, land administration practices and customary land law is extremely thin and therefore studies are an effective means of informing the ongoing discussion about land policy reform. In terms of Component 1 activities, the project would finance three key studies carried out by consultants under contract with the Governance Commission. Each study will take approximately four months to complete. The primary outcome of the studies would be that Land Commissioners and the land institutions, as well as the public, are better informed about the land issues facing the country thereby enabling sound decision-making regarding land policy reform. Under Component 2 the grant will also finance a technical advisor an international specialist in land tenure policy and law. The technical advisor will be responsible for assisting the land institutions (Land Commission, Ministry of Lands, Mines and Energy, etc) in the coordination of work plans, in an assessment of the quality of the studies, and will provide policy advice and direction to the institutions, the steering committee and the project coordinator. Under this component, the soon to</p>	Countrywide	Ongoing: 2009- 2010	- improved access to land will support IFAD activities and will contribute to mitigate land risks

Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
	<p>be created Land Commission will also be supported. The role of this commission is national (to coordinate the land reform agenda and build consensus among the public for land reform). The funding will support essential training for the commission. The SPF will also support other activities of the Land Commission that will benefit or are related to this project, including workshops on land law reform and public awareness activities on land disputes.</p> <p><b>Liberia Youth, Employment Skills Project</b>  <b>Budget:</b> US\$ 16 mn  <b>Keywords:</b> youths, skills development, vocational training, employment creation, improving labour markets, gender, TVET, vocational training  <b>Design:</b> The objective is to expand access of poor and young Liberians to temporary employment programs and to improve youth employability, in support of the Government of Liberia's response to the employment crisis. There are two components to the project. The first component of the project is community works. This component will focus on bridging the temporary unemployment gap created by the global financial crisis and will build on an ongoing successful project financed by the World Bank and implemented by the Liberia Agency for Community Empowerment (LACE). It will finance community-based public works that will create temporary employment and income opportunities for the poor and youth in particular. This component will also support government capacity building on monitoring and supervision in the area of temporary employment and finance an assessment of the impact of the program. The second component of the project is employment through skills training. This component will finance formal and informal skills training programs with the purpose of improving employability and employment and will support institutional development for Technical and Vocational Education Training (TVET) especially for certification, policy development, monitoring and evaluation (M&amp;E) project management, and impact assessment.</p>	Countrywide	Ongoing: 2009- 2013	- IFAD funded projects could benefit from the trained youngsters

Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
	<p><b>West Africa Agricultural Productivity Program Project (WAAPP1-B)</b>  <b>Budget:</b> USD 119 million  <b>Design:</b>The development objective of First Phase West Africa Agricultural Productivity Program Project (WAAPP1-B) for Africa is to generate and accelerate adoption of improved technologies in the participating countries' top agricultural commodity priorities areas that are aligned with the sub-region's top agricultural commodity priorities as outlined in the Economic Community of West African States Agricultural Policy (ECOWAP). There are four components to the project. Component one: enabling conditions for sub-regional cooperation in the generation, dissemination and adoption of agricultural technologies aims at setting up a sustainable mechanism for funding agricultural technologies generation and adoption, strengthening technical and regulatory capacity, including property rights, mainstreaming climate change and gender into agricultural technology generation and adoption. Component two: National Centers of Specialization (NCOS) by strengthening the operational capacities of national agricultural research systems of participating countries in national priority areas, which are aligned to regional priorities. Component three: funding of demand-driven technology generation and adoption aims at accelerating the adoption of readily available technologies through the generation and dissemination of readily available improved technologies, facilitation of access to improved genetic material and the development of a yield prediction tool. Component four: project coordination, management, monitoring and evaluation aims at ensuring an effective and efficient management and coordination of the project at the national and regional levels.</p>	Monrovia & Countrywide	Planned for 2011	- Potential complementarity on transport infrastructure
<b>Department for International Development (DFID)</b>	<p><b>Liberia Reconstruction Trust Fund- Road Rebuilding</b>  See World Bank Agriculture and Infrastructure Development Project (AIDP) Also: with UNICEF, UNHCR, Irish Aid  <b>Design:</b> Road rebuilding lays foundations for future economic development</p>	Countrywide	Ongoing: 2009-2012	- complementarity with IFAD activities in farm to market roads
<b>European Union</b>	<b>Country Strategy Paper and National Indicative</b>	Countrywide	Ongoing	- Synergies can be found



Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
(EU)	<p><b>Programme</b>  <b>Budget:</b> Euro 33.9 mn  <b>Keywords:</b> access to food, livelihoods, incomes generation, capacity building, cash crop production  <b>Design:</b> Overarching programme – refer to the EU funded Food Facility and Food Security programmes below. Improving vulnerable groups’ access to food (via food input and cash-based safety nets); restoring agriculture-based productive capacity (including post-harvest preservation facilities), livelihoods and incomes; promoting the revival of the rural economy (via reconstruction initiatives); community-based development sustained through local capacitybuilding, inputs to increase food and cash crop production, skills training, rehabilitation of rural infrastructure and sustainable use of forest resources. First stages underway for the establishment of a conducive environment for domestic and foreign private investment in national resource development and both raw and processed agricultural products</p> <p><b>Food Security Thematic Programme (FSTP)</b>  <b>Budget:</b> Euro 14.5 mn  <b>Keywords:</b> food security, food crops, rural development, environment, climate change, forestry, FLGT-VPA, fisheries  <b>Design:</b> total 11 projects:  1. FOOD FSTP-LRRD GAINS (Mercy Corps) – Euro 1.0 mn  2. FOOD FSTP-LRRD PEACE (DRC) – Euro 1.6 mn  3. FOOD FSTP-LRRD Lofa Livelihood Security (Concern) – Euro 1.0 mn  4. FOOD FSTP-FCR Urban and Peri-urban Agriculture Monrovia (GAA) – Euro 1.6 mn  5. FOOD FSTP-FCR Urban and Peri-urban Agriculture Monrovia (CARE) – Euro 1.6 mn  6. FOOD FSTP-FCR Inland Fisheries (APDRA) – Euro 1.2 mn  7. NSAVPD Agriculture Bong County (Solidarites) – Euro 0.9 mn  8. ENV Strengthening Forest Management (FFI) – Euro 1.8 mn  9. ENV Gola Forest Transboundary Peace Park (Netherland</p>	<p>Countrywide  Locations project specific  Mercy Corps:  Gbarpolu  DRC: Maryland, River Gee  &amp; Grand Kru  Concern: Lofa  CARE: Greater Monrovia &amp; Bong  WHH: Greater Monrovia &amp; Bomi  APDRA-F: 10 Counties  Solidarities: Bong</p>	<p>2008-2013</p> <p>1st phase  2008-2010  2nd phase  2011-2013</p>	<p>with ASRP and STCRSP in the restoration of post harvest preservation facilities, capacity building, inputs to increase food and cash crop production, skills training</p>

Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
	<p>VTBVV) – Euro 2.5 mn 10. ENV FLEGT Ensuring a Seat on the Table (Stitching Fern) – Euro 1.0 mn 11. ENV FLEGT CFP 2010 – Euro 0.3 mn</p> <p><b>Food Facility Programme (FFP)</b> <b>Budget:</b> Euro 24.3 mn <b>Keywords:</b> food security, food facility, nutrition, rural development, agriculture <b>Design:</b> total 5 projects: 1. FOOD Food Facility CAs with FAO, UNDP, UNICEF, WFP (BR) – Euro 10.9 mn 2. FOOD Food Facility: Food Security Foya (GIZ) – Euro 2.0 mn 3. FOOD Food Facility: Food Security SE Liberia (OXFAM) – Euro 1.3 mn 4. FOOD FSTP-LRRD CFP 2010 – Euro 6.0 mn 5. EDF 10 B-Env Contribution Agreements with UNICEF &amp; WFP – Euro 4.1 mn</p>	<p>Countrywide Locations project specific UNICEF: 15 Counties UNDP, FAO, WFP &amp; UNICEF: mainly Bong, Nimba &amp; Lofa GIZ: Foya district, Lofa OXFAM: Grand Gedeh &amp; River Gee</p>	<p>1st phase 2008- 2010</p>	
<p><b>GIZ/BMZ</b> German Federal Ministry for Economic Cooperation and Development (BMZ)</p>	<p><b>Supporting Reconstruction in Liberia</b> <b>Budget:</b> Euro 2.0 mn from EU see Food Facility above. <b>Keywords:</b> agricultural production, rehabilitation of lowland valley swamps, rice, cocoa, plantain, micro-credit, markets, infrastructure, seed supply, stabilisation of food supply, peaceful co-existence, gender, youth, post-harvest processing <b>Design:</b> Objective is restoring the basis for agricultural production The main staple of the region is rice. As a result, measures to promote agriculture focus above all on rehabilitating and reclaiming wet rice cultivation areas. Also included in the measures are the rehabilitation of cocoa plantations and resumption of cocoa production, as well as plantain cultivation to generate extra income. 5,000 families have been supported in resuming rice production on a total of 2,250 ha of land so far. This has allowed around 200 villages to produce enough rice to meet their basic needs themselves and even generate surpluses. To be able to market these better in the future, important water channels, bridges and some sections of road have been built or repaired. The improved rice seed given to the project as a loan has been repaid. It is managed by</p>	<p>Foya district, Lofa County</p>	<p>2005- 2011</p>	<p>- synergies to be investigated with STCRSP in the rehabilitation of cocoa plantations - Possibility to link cash crop production with GIZ access to credit activities</p>

Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
	<p>the village and can be made available to other households in need in the future. 1,000 families have received assistance in rehabilitating and resuming production on around 500 ha of cocoa plantations and 50 ha of plantains. Improving incomes and promoting employment. The programme has used a microcredit scheme with accompanying advisory services in order mainly to help returning women and youth to start economic activities, especially for the production agricultural goods, but also for the manufacture of palm oil or soap, in retail and crafts. Around 4,000 people are now able to generate their own income as a result. A village rotation fund was founded to be able to extend microcredit to other applicants thanks to the loans repaid (plus interest). The fund is managed by the villagers themselves.</p>			
<b>World Food Programme (WFP)</b>	<p><b>Protracted Relief and Recovery Operation (PRRO)</b>  <b>Budget:</b> funds from various donors  <b>Keywords:</b> reducing malnutrition, school feeding, capacity interventions, Purchase for Progress (P4P)  <b>Design:</b> The objective of this PRRO is to contribute to Liberia's ongoing transition recovery by rebuilding rural livelihoods, reducing malnutrition, and strengthening national capacities to reduce hunger. The PRRO will pursue this objective through four major areas: livelihood asset rehabilitation; school feeding; nutrition interventions; and capacity building, including local purchase through Purchase for Progress (P4P).</p> <p><b>Purchase for Progress Programme (P4P)</b>  <b>Budget:</b> USD 1.0 mn  <b>Keywords:</b> food security, rice, small scale farmers, markets, agriculture cooperatives, agro-processing, improved procurement processes.  <b>Design:</b> Objective P4P intends to purchase locally produced rice, 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.</p>	<p>Countrywide</p> <p>Initial implementation in Lofa, Nimba and Bong Counties with progressive incorporation of other counties</p>	<p>2009-2011</p> <p>Ongoing: 2009-2010 possible of a three-year extension 2011-2013</p>	<p>- potential complementarity uin linking IFAD funded activities in agro processing and access to market</p>
<b>United Nation</b>	<b>Joint Programme on Gender Equality and Women's</b>	Countrywide	Ongoing	

Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
<b>Development Programme (UNDP)</b>	<p><b>Empowerment.</b>  <b>Budget:</b> Joint funding from UNDP, UNESCO, UNIFEM, OHCHR, ILO, UNOPS, UNMIL and the World Bank. Working with MOGD.  <b>Keywords:</b> women, gender, agriculture, civil society, smallholders.  <b>Design:</b> Includes the active engagement of women in agriculture, awareness of gender sensitive policies and engagement of civil society groups.</p> <p><b>Government &amp; UN Joint Programme (JP) on Food Security and Nutrition</b>  <b>Budget:</b> The JP amounts to USD 140.236 million (about USD 50 million for emergency support and USD 90 million for medium term support).  <b>Keywords:</b> food security, nutrition, rice seeds, technology transfer, improved varieties rice &amp; cassava, capacity building, markets, rural roads/infrastructure  <b>Design:</b> Programme 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. 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.</p>	Countrywide	2009-2011  Ongoing 2008-2011	- synergies can be found with the ASRP in 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
<b>Food and Agriculture Organization (FAO)</b>	<p><b>EU Food Facility – Seed Shortage Programme</b>  Refer also to EU programmes &amp; this initiative forms an integral part of the Government and UN Joint Programme for Food Security and Nutrition wherein the EU also supports related activities carried out by UNDP, UNICEF and WFP.  <b>Budget:</b> EU provide Euro 4.5 mn  <b>Keywords:</b> sustainable access to nutritious food, boost food production, expand area of land cultivation, seed production, rice &amp; vegetable seeds  <b>Project Design:</b> The project aimed to boost food production through the distribution of certified rice seeds, fertilisers and integrated pest management inputs to 10 000 rural food-</p>	Mainly Bong, Nimba & Lofa	Ongoing: 20 month project: May 2009- Dec 2010	- synergies can be found with the ASRP in the distribution of inputs, training and processing

Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
	<p>insecure households, and vegetable seeds and fertilisers to 6,000 food-insecure households living in and around urban areas. Training provided. Twenty production and post-harvest agro-processing groups, each with 12-20 male and female members, will receive labour-saving equipment and training to enhance production, primary processing and value addition capabilities. One goal of the GoL is to expand the area of land under cultivation without encroaching on forests. FAO will provide technical assistance to development partners in rehabilitating lowland swamp areas for planting as yields are approximately 80 to 90% higher than in upland areas</p> <p><b>Emergency assistance for food production &amp; income generation (OSRO/LIR/903/SWE)</b>  <b>Budget:</b> USD 522,229  <b>Implementation Partner:</b> FAO  <b>Other Implementing Partners:</b> MOA, MOGD, 9 local NGOs  <b>Keywords:</b> peri-urban, vegetables, legumes, income generation, food production, emergency support  <b>Project Design:</b> The objective is to strengthen Governments efforts in mitigating the impact of soaring food prices in Liberia through support to food production and income generation in urban and peri-urban areas. Targeted 5,154 households. Provision of 26 tons vegetable and legume seed, sweet potato vines &amp; hand tools distributed free. Training needs assessment undertaken, training of master trainers and farmers</p>	Bong, Bomi, Gharpolu, Grand Bassa, Margibi & Montserrado Counties	Completed: 18 month project Jan 2009 - Jun 2010	
<b>International Labour Organization</b>	<p><b>Joint Programme on Youth Employment and Empowerment (JPYEE)</b>  The programme seeks to boost the employability of youth and empower them to be part of building peace and contribute to the development of Liberia.  <b>Budget:</b> US\$ 5,000,000 (2009)  <b>Keywords:</b> youth, employment  <b>Project design:</b> ILO is part of the UN and government of Liberia's Joint Programme on Youth Employment and Empowerment (JPYEE). The programme seeks to boost the employability of youth and empower them to be part of building peace and contribute to the development of Liberia. ILO is</p>	Countrywide	On going 2009- 2015	- potential complementarity with IFAD activities with youth

Donor/Agency	Nature of Project/Programme	Project/ Programme Coverage	Status	Complementarity/ Synergy Potential
	taking the lead in the components on vocational skills reform as well as employment services, under the JPYEE. The programme manager for the Joint Programme has been seconded by ILO (source <a href="http://www.unliberia.org/doc/ILO.pdf">http://www.unliberia.org/doc/ILO.pdf</a> )			
<b>United States AID (USAID)</b>	<p><b>Budget:</b> USD 10 mn  <b>Implementation Partner: ARD Inc</b>  <b>Other Implementing Partners:</b> ACDI/VOCA, Conservation International, World Resources Institute (WRI), Virginia Tech University, Center for Justice and Peace Studies (CJPS), National Adult Education Association of Liberia (NAEAL), Action for Greater Harvest (AGRHA), Agribusiness in Sustainable Natural African Plants Products (ASNAPP)  <b>Keywords:</b> learning based approaches, adaptive management, environmental sustainability, forestry management  <b>Design:</b> The project objective is to work with the Forestry Development Authority (FDA) to advance the policy and practice of community-based land and forest management in Liberia through adaptive management and learning-based approaches. Work with stakeholders at the national, county and community levels in order to strengthen the enabling environment through the implementation of pilot activities in community forest management. These activities will then be replicated in other areas of the country generate environmentally sustainable and equitable economic benefits for rural residents from the use of forest resources.</p> <p><b>Technical Assistance to the Ministry of Agriculture (TASMOA)</b>  <b>Budget:</b> USD 4.57 mn  <b>Implementing Partner: ARD Inc</b>  <b>Other Implementing Partners:</b> The Mitchell Group Inc., Subah-Belleh Associates, Agency for Economic Development and Empowerment  <b>Keywords:</b> capacity building, institutional support, policy &amp; strategy development  <b>Design:</b> Meet the challenges in Liberia's agriculture sector – shortage of skilled technical staff, weak financial management system and inadequate extension services - USAID provides</p>	<p>Counties of operation: Nimba and Sinoe in two areas immediately adjacent to the East Nimba Nature Reserve and in two areas located near community owned forests south of Sapu National Park in Sinoe</p> <p>MOA Monrovia</p>	<p>Ongoing: 2007-2011</p> <p>Ongoing: 2008-2010</p>	<p>- potential complementarity with IFAD STCRSP market oriented activities</p> <p>- Potential complementarity with IFAD capacity building at local level</p>

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	<p>technical and strategic (such as: planning) support to MOA to strengthen institutional and human resource capacity. Assisted MOA in seed multiplication in collaboration with IFAD.</p> <p><b>Sustainable Tree Crop Program (STCP)</b>  <b>Budget:</b> USD 22.27 mn  <b>Implementation Partners:</b> <b>ACDI-VOCA, IITA</b> and <b>Winrock</b>  <b>Keywords:</b> tree crops (cocoa, oil palm, rubber), smallholder, value chain, marketing, processing, collective bargaining power, democracy and governance, pest management, policy development, diversification, farmer organisations &amp; cooperatives, improved credit access, production and distribution of seedlings  <b>Design:</b> Train smallholder farmers in cocoa production, crop diversification, pest management, post-harvest handling, marketing and <b>ACDI/VOCA's</b> signature "Farming as a Business" (FaaB) curriculum. Support the production and distribution of cocoa seedlings through the establishment of nurseries and rehabilitation of cocoa trees. Strengthen farmer cooperatives and organizations, so that they will function as profitable commercial enterprises, and at the same time to introduce farmer organization concepts to individual farmers with the objective of forming new farmer groups and improving their access to markets. Promote improved credit access for cocoa farmers by training them in requirements and farmer responsibilities and to provide assistance to lending institutions. In collaboration with the Ministry of Agriculture and cocoa sector stakeholders, STCP works on policy issues to improve all aspects of the value chain. In partnership with <b>Winrock International</b>, STCP trains palm oil farmers in nursery preparation and maintenance, transplanting and management, in order to strengthen Liberian palm oil production. <b>The Liberia Smallholder Oil Palm Revitalization Project (LSOPRP)</b>, implemented by Winrock International, is training local metal workers to build, maintain and market palm-oil processing machines dubbed "Freedom Mills" to sell to small-holder, tenant, and co-op farmers in order to increase efficiency and income.  <b>Note:</b> this project cooperates with the <b>USDA</b> cocoa sector</p>	Bong, Nimba & Lofa	2006 – 2011	- Possibility to link cash crop production with access to credit activities

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	<p><b>Livelihood Improvement for Farm Enterprises (LIFE) project</b></p> <p><b>Agriculture for Children's Empowerment (ACE)</b>  <b>Budget:</b> USD 2.7 mn  <b>Implementation Partners:</b> ACDI/VOCA  <b>Keywords:</b> child welfare, child and adult learning, farming as a business, access to agricultural inputs and markets, private sector, vegetable production &amp; marketing  <b>Design:</b> ACE is a 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><b>Liberia Integrated Assistance Programme (LIAP)</b>  <b>Budget:</b> USD 22.2 mn  <b>Implementing Partner:</b> Catholic Relief Services (CRS)  <b>Other Implementing Partners:</b> Samaritan's Purse, Africare  <b>Keywords:</b> three sectors agriculture, health and social assistance, Food for Peace Program, infrastructure, markets  <b>Design:</b> Aim 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.</p> <p><b>Rural Apprenticeship and Artisans Project (LCIP/RAP)</b>  <b>Budget:</b> USD 5.1 mn  <b>Implementation Partners:</b> DAI Inc  <b>Keywords:</b> vocational training, trade &amp; business skills, business incubation support, youths  <b>Design:</b> Program provides an opportunity for participants to learn a trade and business skills, gain experience by apprenticing in a business, and receive business incubation support.</p>	<p>Bong, Nimba and Montserrado Counties</p> <p>Seven counties – Bong, Lofa, Nimba, Gbarpolu Grand Kru and Maryland</p> <p>Monrovia</p> <p>Monrovia</p>	<p>Ongoing 2008-2012</p> <p>Ongoing 2007-2010 Extension Planned</p> <p>Ongoing: 2007-2010</p> <p>Ongoing:</p>	<p>- IFAD projects could offer internships to the trained youngsters</p> <p>- IFAD projects could offer internships to the trained youngsters</p>



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	<p><b>Private Sector Internship Project (LCIP/PIP)</b>  <b>Budget:</b> USD 5.9 mn  <b>Implementation Partners: DAI Inc</b>  <b>Keywords:</b> youths, private sector internship,  <b>Design:</b> A private sector internship program in the Monrovia capital area places youth who have completed schooling or vocational training in large and medium-size enterprises. Youth gain practical experience that will enhance their prospects for regular employment. Women and disabled youth in rural areas benefit from business skills and technical training in cash crop farming, food processing and preservation techniques, for example beekeeping (honey) and snail-raising, which are not labour, time or land-intensive and for which there is local demand. Working with the Ministry of Labor and the Ministry of Youth and Sports, the youth are selected through a rigorous recruitment and testing process</p> <p><b>Livelihood Improvement for Farming Enterprises (LIFE) project</b>  <b>Budget:</b> USD3.5 mn  <b>Implementing Partner: ACDI-VOCA</b>  <b>Other Implementing Partners:</b> Project is part of the Sustainable Cocoa Enterprise Solutions for Smallholders (SUCCESS) Alliance program, which is a global public-private partnership consisting of USAID, USDA, the World Cocoa Foundation (WCF), Mars, Inc., and local partners.  <b>Keywords:</b> cocoa, smallholder organisations, farmer training, nursery, rehabilitation, replanting, marketing, value chain, credit.  <b>Design:</b> To address the challenges faced by Liberian smallholder cocoa farmers. In Liberia, ACDI/VOCA and its partner, Sustainable Tree Crop Program (STCP), work to address constraints in the cocoa value chain and mitigate the risk to smallholders' livelihoods by encouraging the diversification of their revenue sources. LIFE improves the livelihoods of 5,600 smallholder farmers in Bong, Nimba and Lofa counties through the following program activities: (i) farmer training: training smallholder farmers in cocoa production, crop diversification,</p>	<p>3 Counties – Bong, Nimba &amp; Lofa</p>	<p>2007-2010</p> <p>Ongoing: first phase 2.5 yr 2008-2010; second phase 2011-2012</p>	<p>- IFAD projects could offer internships to the trained youngsters</p> <p>- synergies in the implementation areas in : training smallholder farmers in cocoa production, crop diversification, pest management, post-harvest handling, marketing, nursery, seedling production and tree rehabilitation and strengthening farmer cooperatives and organizations</p>

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	<p>pest management, post-harvest handling, marketing and ACIDI/VOCA's signature <i>Farming as a Business</i> (FaaB) curriculum; (ii) nursery, seedling production and tree rehabilitation: supporting the production and distribution of cocoa seedlings through the establishment of nurseries and rehabilitation of cocoa trees; (iii) smallholder organization and increased market access: strengthening farmer cooperatives and organizations to function as profitable commercial enterprises, introducing farmer organization concepts to individual farmers with the objective of forming new farmer groups, and improving farmers' access to markets; and (iv) access to credit: promoting improved credit access for cocoa farmers by training them in requirements and farmer responsibilities and providing assistance to lending institutions. Note in the second phase (2011-2012) a further 5,000 smallholders' will be targeted.</p> <p><b>Food and Enterprise Development (FED) Program</b>  <b>Budget:</b> USD 100 mn (USD 80 mn for FED &amp; USD 20 mn for RIES – infrastructure)  <b>Keywords:</b> increase agriculture productivity and profitability, private enterprise, capacity building, rice and other food crop value chains, rural infrastructure</p> <p><b>Design:</b> Program will be implemented to achieve the following objectives: (1) increase agricultural productivity and profitability; (2) stimulate private enterprise growth and investment; and (3) build local technical and managerial human resources to sustain and expand accomplishments achieved under objectives one and two. FED Program (1) increase agriculture productivity and profitability, will serve to address Liberia's rampant food insecurity, and development challenge 1, i.e. outdated agricultural practices and services. Activities under Program (2, stimulate private enterprise growth and investment, attends to development challenges 3, 4 &amp; 5, i.e. weak/corrupt public institutions, barriers to formalization of SMEs, and weak policy and constraining regulatory environment. FED Program (3) build local technical and managerial human resources to sustain and expand accomplishments achieved under objectives</p>	Bong, Nimba, Lofa and Grand Bassa	Planned start date mid-2011 Duration 2011-2016	

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	<p>one and two will satisfy development challenge 2, i.e. unskilled workforce. FED program will enable County Development Agendas to become a `living document` and more (affect spills beyond counties' borders). Enterprise Hubs &amp; Centers of Excellence (vocational training centers, colleges, etc) serve as the development anchors for FED, namely: (a) Workforce survey capacity; (b) Rehabilitation of civic halls; (c) Equipping of engineering and agriculture training centers: &amp; (d) Rebuild county extension/ Pvt. sector road crews. Activities for agriculture Include: (a) Road inventory; then farm to market road program; (b) Soil survey; then seed and fertilizer strategy; (c) Develop low lands: (d) Post harvest loss materials (e.g. dry floors, tarps); &amp; (e) Link larger growers to smaller ones to improve overall sector</p>			

## Key file 4: Target group identification, priority issues and potential response

Typology	Poverty Levels And Causes	Coping Actions	Priority Needs	Project Response
<b>Women and women headed households</b>	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 level 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-technical 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, capacity building training and marketing opportunities to enable them to optimise their production and incomes. 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. Women will be particularly targeted for technology transfer.  50% of IFAD beneficiaries are women or youth
<b>Youth (including ex-combatants and sexually abused young women/single mothers)</b>	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 where not engaged in agriculture before the war and have limited or no access to land resources and knowledge	Some are engaged in employment programmes while other have settled in cities 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 (cash for work in the short term, promotion of agri-businesses eg. storage, processing, transportation)) Skills training to promote appropriate off-farm opportunities, such as carpentry, repair, blacksmith, sewing, cloth drying, soap making, petty trade, etc. 50% of IFAD beneficiaries are women or youth
<b>Small-scale farmers</b>	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 rudimentary 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, processing tools, knowledge on farm management and marketing	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.