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Strategic Review

FEED THE FUTURE

January 21, 2010

This presentation represents the preliminary strategic direction of a multi-year, whole-of-government, U.S. strategy to address food security in a Feed the Future country or region. It describes partner country progress and outlines how U.S. investments will align in support of partner country priorities. This document has not yet been approved or funded but will form the basis of a multi-year strategy in development.

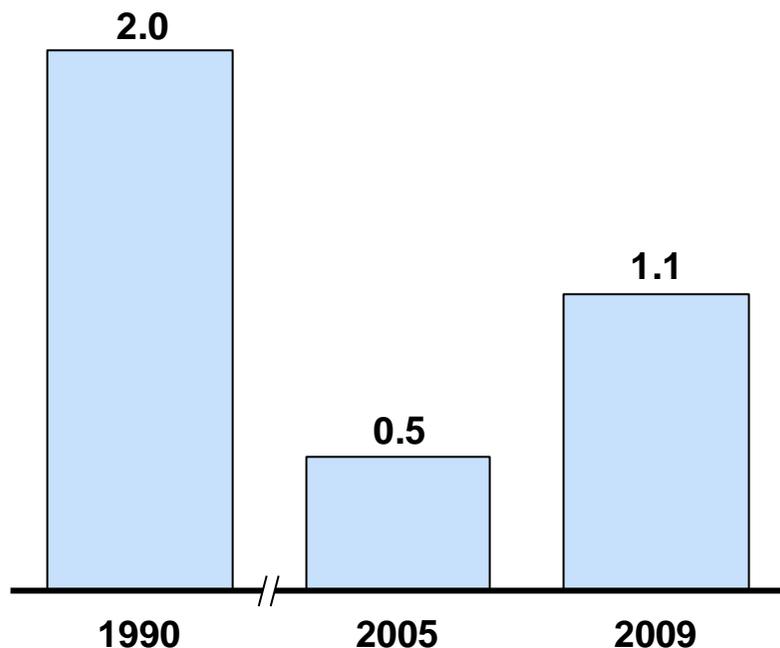
- 1** Problem Statement
- 2** Country Readiness, Liberia-led Priorities, and Partner Alignment
- 3** Strategic Analysis and Prioritization
- 4** Proposed Future USG Engagement
- 5** Next Steps

Country Context

How to (re-)build a nation and set up a sustainable economic growth engine while feeding the present (and future) citizens of Liberia?

Economy: Collapse of wealth and infrastructure

GDP estimates (USD billion)



Fragile fundamentals: Widespread food insecurity and poverty; weak governance

- **Widespread food insecurity:** 41% of the population is considered food insecure, with children especially hard-hit
- **Widespread poverty:** Despite paucity of data, reports indicate anywhere from 65-80% of Liberians live on less than \$1.25 a day
- **Highly aid dependent:** Foreign aid is 771% of current GoL spending, among the highest in Africa
- **High unemployment:** Limited opportunities in formal sector (e.g., primary income for 43% of urban dwellers from petty trading, casual work), with high share of youth /ex-combatants unemployed
- **Low human capital:** Low education levels, with limited access to education and health services
- **Incipient private sector:** Private sector activity is small and only slowly picking up

Liberia is recovering from economic collapse, political instability and armed conflict...and must overcome challenges ahead (e.g., unemployment, human capital depletion, weak institutions)

Country Context

Majority of population lives in absolute poverty and without access to minimum caloric intake

- One of the world's poorest countries: UNDP's 2010 Human Development Index (HDI) ranks Liberia at #162 out of 169 countries
- 65-80% live on less than \$1.25 a day (uncertainty due to limited data)
- Over 85% of children do not consume a minimum acceptable diet



The dismal state of infra-structure paralyzes value chains

- **Roads:** Only 650 km are paved, 5,600 km of unpaved (large portions impassable during rainy season)
- **Railroads:** Bong Mines – Monrovia and Yekepa – Buchanan (under repair) primarily for export of minerals and import of food
- **Processing:** Milling done primarily by hand, with limited availability of small-scale machines, which limits marketability of local rice
- **Storage:** Limited capacity and poor conditions (e.g., ventilation, hygiene)
- **Energy:** No grid power in rural areas

Share of population that cannot afford 2400kcal per day
 Percent, 2006



Country Context



Very limited government capacity

Government is led by a small group of well-educated ministers but few ministries have sufficient skilled staff

- Substantial numbers of positions in key ministries are donor funded
- Stronger government presence needed in rural areas and districts
- Limited young, educated, and talented workforce



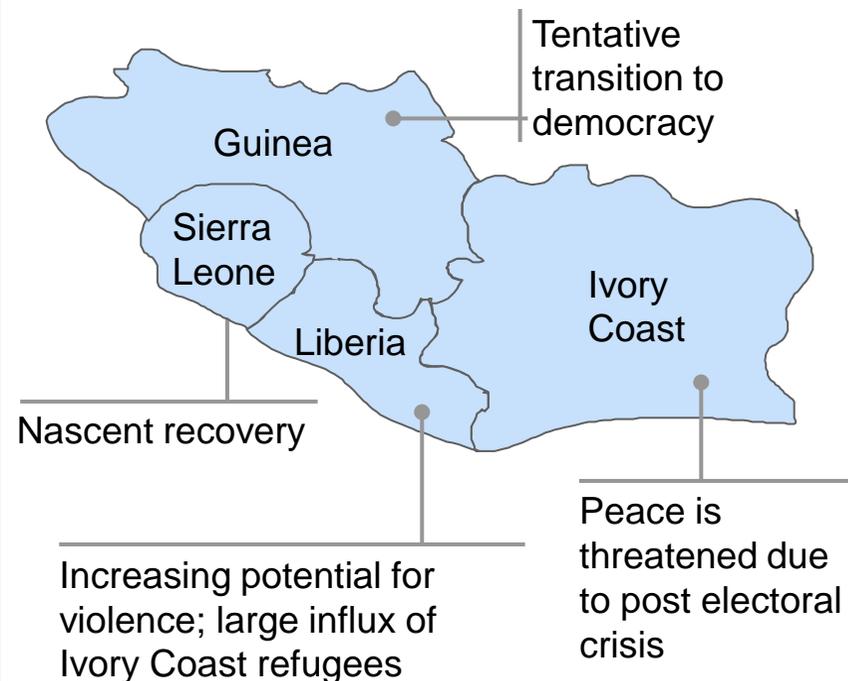
Fragile peace

Heightened risk of returning political instability due to upcoming elections, regional volatility, and land disputes

- Sparked by UNMIL draw down
- Exacerbated by contentious land tenure issues
- Affected by current situation in Ivory Coast

Increased risk of regional instability spreading into Liberia

Challenging region: Potential conflicts in Liberia's neighbors can impact internal stability



Country Context

Liberia has abundant natural resources....

Land coverage



Forests

- Cover around **50% of land**
- Contain **two of the last three large remaining rainforests** in West Africa
- Have **2,000 varieties** of flowers, 240 species of timber, 125 species of mammals, 590 species of birds, 74 species of reptiles and amphibians

Water

- 570 km Atlantic coastline
- Lake Piso, open coastal lagoon west of Monrovia, a Ramsar-listed 76,000 hectare wetland of international importance.

... which are threatened by climate change and farming practices

Climate change threat:

- Increased risk of **forest fires** endangering some of the **last large rain forests** in Africa
- **Sea level rise** and increased flooding
- Expansion of disease-causing vectors, disruption of crop growth, and others

Farming practices threat:

- Main concern is the **loss of valuable tree species** due to slash-and-burn practices
 - Elimination of tree species and natural wildlife habitat
 - Reduction of forest cover increases soil surface heat and worsens water runoff

- **Adaptation and mitigation interventions to help improve farming practices will protect Liberia's abundant natural resources, especially forests**

Feed the Future Strategy

Main Food Insecurity Problems

Low agricultural productivity

Underdeveloped value chains

Poor nutritional options and behaviors

Limited public services and capacity

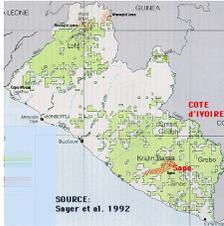
Proposed USAID FTF priorities to address main food insecurity problems

- 1 Invest in food security through interventions in critical staple value chains: Rice and cassava
- 2 Invest in income and diet diversification through high potential value chain pilots: Vegetables and goats
- 3 Invest in cross-cutting improvements in government capacity and the enabling environment



Feed the Future Strategy

Intrinsic potential

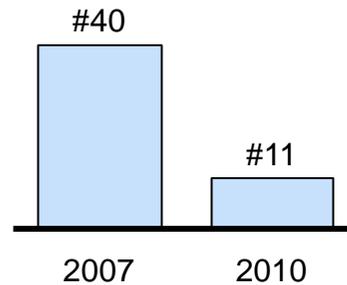


- The country's agricultural endowment conducive for significant growth
- Vast **natural resources** incl. iron, gold, diamonds, indications of manganese, bauxite, uranium, zinc and lead
- Extensive off-shore **oil** reserves
- Growing cell phone and banking penetration enable the services sector

Improved governance

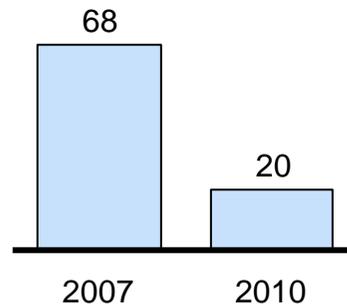
Transparency and corruption

Improvement in Africa ranking, Transparency International



Days to start a business

Number of days, World Bank Doing Business Indicators



Attracting the private sector

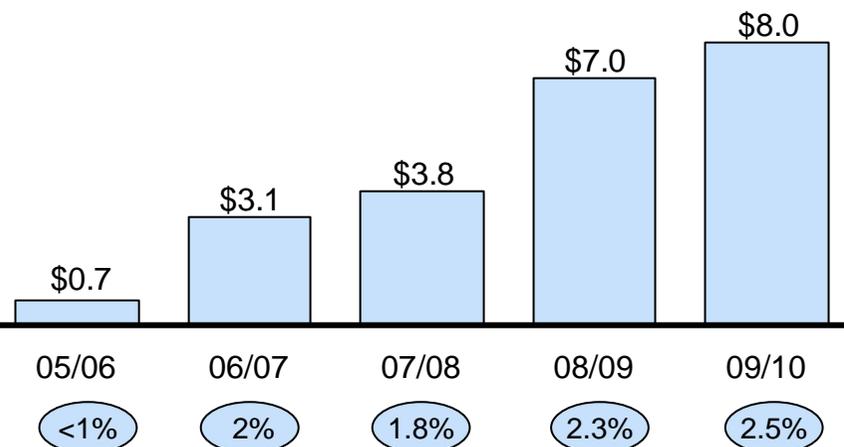
- Investments in the services industry: Comium, Lonestar, Ecobank
- International interest in agri/forestry sector concessions
 - Oil palm (Golden Veroleum, Sime Darby Berhad)
 - Timber (Oriental Timber Corporation)
 - Rubber (Firestone)
- Offshore oil exploration licenses (Chevron, Anadarko)
- Iron-ore concession for ArcelorMittal

CAADP: Liberia Agriculture Sector Investment Plan (LASIP)

Liberia completed its CAADP process and is showing a deep commitment to the sector...

Annual GoL agriculture budget, 2005-2010
Millions, USD

□ Historic budget
 ○ % Agriculture share of national budget



• Liberia's 2010 LASIP signals a financial recommitment to agriculture

• MOA expects to achieve the CAADP 10% target in five years' time

... though a few areas in the investment plan need further work¹

Cost estimates

- Incremental financing (breakdown of capital and recurring costs) needs clarification
- Public financial management assessments need to be conducted

Monitoring and evaluation processes

- Paucity of data for planning², and low capacity for rigorous M&E will make rollout and impact hard to track and needs to be addressed

Operational realism

- Action plan needed on how to achieve CAADP target budget of 10%
- Sequencing of investments needs clarification
- Risk assessments need to be planned and implemented

¹ The donor community is engaging to address these needs.

² The LASIP itself refers to "the dearth of evidence for planning needs" when elaborating the paucity of data for analysis and planning

Government of Liberia Priorities



Florence Chenoweth,
Minister of Agriculture

- **Priority value chains from the Minister's perspective**
 - Rice and cassava as Liberia's staples
 - Diversification into fruits and vegetables
 - Small ruminants and fish

- **Processing and upstream value addition**
 - Processing and storage of crops needs improvements
 - Locally produced rice requires processing to be competitive with imports
 - Processing is a chance to build the private sector
 - Nutrition needs to be emphasized (e.g., through improved varieties and fortification)

- **Actionable research and extension**
 - Reviving the Central Agricultural Research Institute (CARI) by investing in specialists and labs
 - Wants basic research in rice seeds/breeding, but broader set of research capabilities needed (e.g., through regional cooperation)

- **Capacity**
 - Significant lack of agricultural data must be overcome
 - MOA is understaffed to accomplish all of the tasks in its mandate
 - Extension agents and qualified mid-level management are particularly needed

National Food Security and Nutrition Strategy in Place

Overview & Key Objectives

Overview

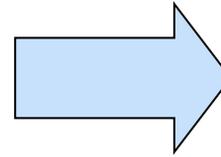
The Food Security and Nutrition Strategy (FSNS) is a cross-sectoral strategy to ensure food access to meet Liberians' nutritional needs.

Four key objectives

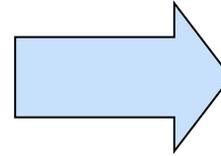
1. Access to food for all Liberians
2. Promote an active and healthy lifestyle
3. Prioritize the food insecure and nutritionally vulnerable
4. Identify what set of public goods and services is essential

In addition to this strategy, nutrition and food security is a main pillar in the LASIP

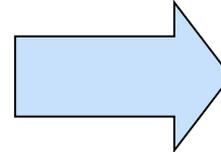
Priority Areas/Actions



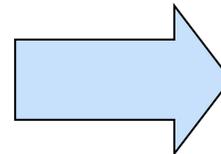
Enhance food availability



Improve access to food



Promote better food utilization

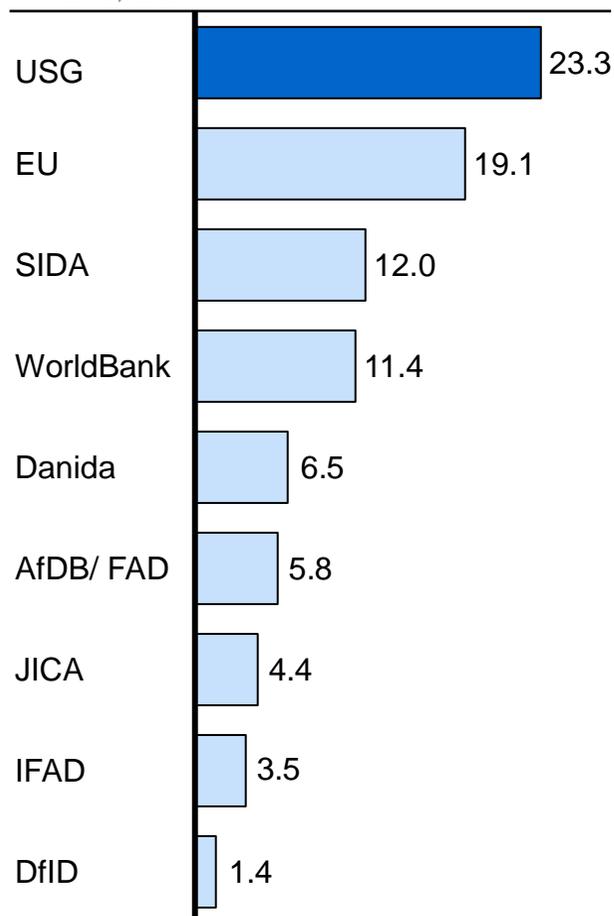


Support enabling factors

USAID is the Largest Donor in Liberia

Donor agriculture contributions, 2009

Millions, USD



Programs description

- Wide range of agriculture-related investments through Food for Peace (FFP) , USDA, and Economic Support Funds
- Focus on the vulnerable: Food production, malnutrition, food aid/security, community empowerment, and rural electrification
- Feeder roads
- Land registration/commission, institutional development, rice productivity, regional fisheries, tree crops, infrastructure, Avian flu
- Inputs for agriculture, women's programs, infrastructure, and agricultural productivity/marketing
- Rural roads, irrigation, post-harvest storage facilities, and insect attack
- Coordination with World Bank on rice productivity
- Purchase for Progress, Food for Work
- Training center for former combatants

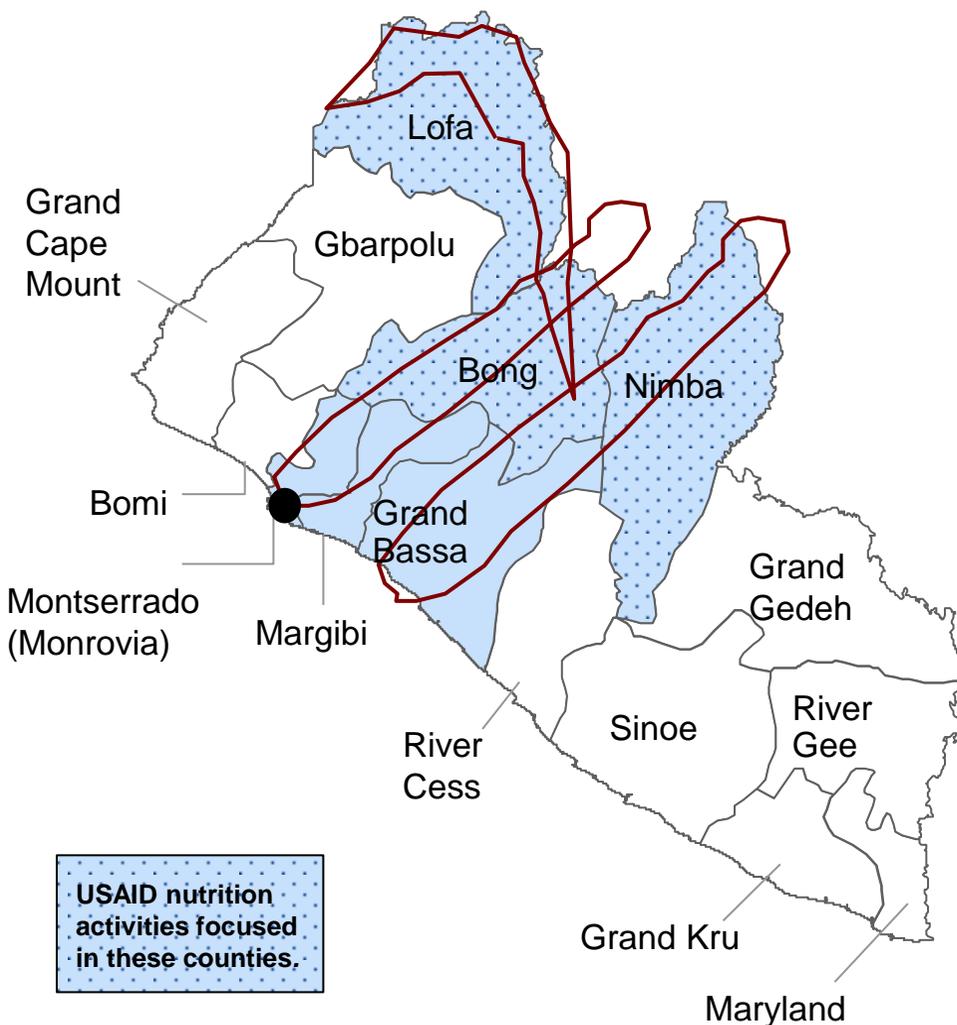
USAID is the largest donor in agriculture in Liberia, with effective and extensive coordination with other donors, especially the EU, through the Agriculture Donor Working Group

FTF Focuses Investments in Six Counties

Focus counties
 Development corridor

Why these counties? (Bong, Grand Bassa, Lofa, Nimba, Montserrado, and Margibi)

- Collectively, these counties are home to
 - 79% of the population
 - 68% of the farmers
 - 69% of the poor
- Focusing in these counties ensures production from value chain interventions will be **close to the main infrastructure and markets** of the country and maximizes impact of change agent actions
- These counties are the **priority corridors designated in the economic development strategy** of Liberia. This mirrors the **development hypothesis** USAID/Liberia intends to apply and test:
 - Development corridors provide a focus for public and private investments in infrastructure and agriculture production, processing and marketing that results in broader, more balanced, more diversified, and more equitable growth.





Filters Used to Prioritize Value Chains in Focus Counties



Value chain category

- Cereals
- Legumes
- Tubers
- Vegetables
- Fruit
- Livestock
- Tree crops

A

Relevance in the focus counties

- Is it produced in the focus counties?
- Are significant numbers of smallholders involved in its production?

B

Income potential/ competitive-ness

- Is it a profitable crop in Liberia?
- Is there clear demand?

C

Nutritional value and dietary role

- As an alternative food source, does the crop provide a good source of nutrients?
- Is it currently consumed in Liberia, or would consumption require difficult behavior change interventions?

D

Impact on women

- Are women headed households producing this crop?
- What is the role of women in this crop?

Prioritized value chains

- Rice
- Cassava
- Horticulture (vegetables)
- Goats

Donor presence and coordination considered later in conjunction with program design



How FTF Value Chains Improve Food Security and Nutrition



Why...	Rationale
Rice?	<ul style="list-style-type: none"> ▪ Critical staple food for Liberians: grown by more than one-third of all smallholder farming households, and about 60% of rice farming households are in the focus counties ▪ Current consumption is largely satisfied by imports ▪ If processing quality, variety, and price challenges are effectively addressed, domestic production would need to more than double to satisfy local demand
Cassava?	<ul style="list-style-type: none"> ▪ Crucial crop for poor Liberians <ul style="list-style-type: none"> – Cassava is widely-grown and consumed; it is the second most important crop in Liberia – About 60% of all cassava farmers are located in the focus counties – Domestic production would need to increase by at least one-third to satisfy local demand ▪ Cassava is profitable especially if processed; opportunity to fortify through small processors and to disseminate healthier varieties
Horticulture/ Vegetables?	<ul style="list-style-type: none"> ▪ Vegetables are one of Liberia's most profitable crops ▪ Highly relevant for peri-urban and urban markets; allows poor producers to earn a high profit margin ▪ Need to improve quality to meet domestic demand and substitute for imports ▪ In Bong and Nimba counties, some commercial vegetable production exists and has the highest return from sales (nearly triple profit compared to cassava and rice) ▪ Local preferences exist (e.g., Liberian-grown pepper is considered to be hotter than imports and consumers are willing to pay a premium for it) ▪ Generally more nutritious than rice and cassava, so increased production could allow for better diets
Goats?	<ul style="list-style-type: none"> ▪ Opportunity to increase production base; population of small ruminants decimated during war ▪ High nutritional value ▪ Linkage to the ultra-poor; goats are a core household asset, providing secondary family income through meat and milk and are valuable gifts/meals for celebrations ▪ Offers leveraging opportunities with a proposed USDA activity in Liberia

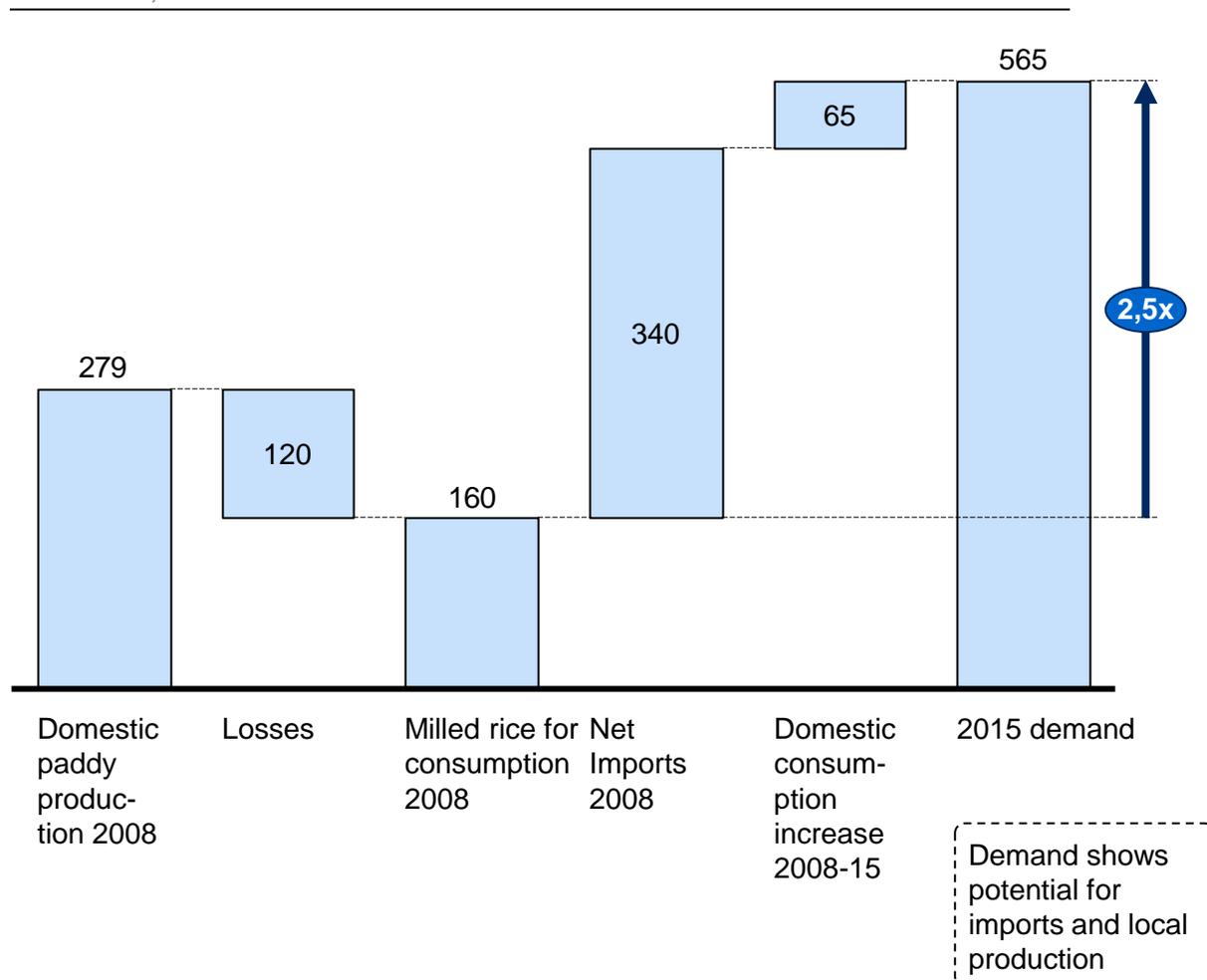


Potential for Local Rice Demand If Quality Improves



Estimated Production & Demand Evolution

Metric ton, thousands

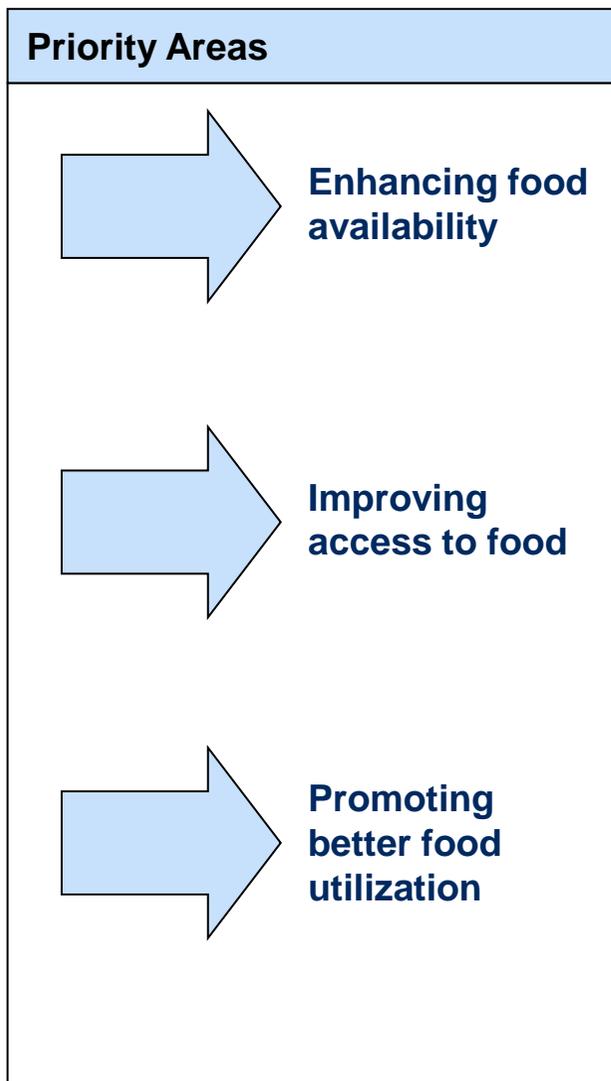


- Current consumption is largely satisfied by imports
- Population growth can drive consumption up by about 63,000 tons



- Domestic production** can increase by a **factor of two and a half times** to satisfy local demand **if it can compete against imports**
- Main drivers of competitiveness are
 - **Processing quality and taste** (local rice is not processed well and thus not preferred by urban consumers) may require **marketing** investments
 - **Pricing** (imports can be up to 25% cheaper than local)

The Strategy Addresses Nutrition through...



- Strengthening rice, cassava, vegetables, and livestock value chains will lead to increased production and greater availability of these foods
- Increased production can link to school feeding programs that increase food availability for the most vulnerable populations

- Increasing incomes will lead to greater ability to purchase food
- Improving marketing in targeted value chains will lead, over time, to lower overall prices and increased ability to purchase these foods

- Promoting diet diversification, producing more nutritious varieties of crops, and investing in marketing and behavior change in food purchasing habits will improve nutritional status, as will . . .
- Creating synergies with Essential Nutrition Actions, Integrated Management of Childhood Illnesses, Vitamin A Supplementation, and WASH activities targeting diarrhea prevention/treatment



Value Chains Offer Opportunity to Coordinate with Donors



■ Coordination opportunity

		Donors and Major Activities					
Activity type		USAID	EU	World Bank	SIDA	JICA	AfDB
Value chains / commodities	Rice	<ul style="list-style-type: none"> Food for Peace Food & Enterprise Dev (FED) 	<ul style="list-style-type: none"> Value chain dev (combined with others chains) 	<ul style="list-style-type: none"> Rice productivity/ research 		<ul style="list-style-type: none"> Rice productivity/ research 	<ul style="list-style-type: none"> Rice in south
	Cassava	<ul style="list-style-type: none"> Food for Peace FED 	<ul style="list-style-type: none"> Priority crop 		<ul style="list-style-type: none"> Proposed focus on cassava, vegetables, palm oil, cocoa 		
	Horticulture	<ul style="list-style-type: none"> FED 	<ul style="list-style-type: none"> Vegetables 				
	Livestock	<ul style="list-style-type: none"> FED 	<ul style="list-style-type: none"> Livestock combined with rice 				
Enabling environment	Infra-structure	<ul style="list-style-type: none"> RISE (feeder roads) LESSP (energy) 	<ul style="list-style-type: none"> Main roads and bridges Community dev 	<ul style="list-style-type: none"> Main roads and bridges Community dev 		<ul style="list-style-type: none"> Feeder roads 	
	Capacity	<ul style="list-style-type: none"> EHELD (higher education in agriculture) FED 	<ul style="list-style-type: none"> MOA capacity building 			<ul style="list-style-type: none"> MOA capacity building 	<ul style="list-style-type: none"> MOA capacity building
	Policy	<ul style="list-style-type: none"> FED 		<ul style="list-style-type: none"> Public expenditure review 	<ul style="list-style-type: none"> Proposed to be included in value chain work 		

Constraints Need to be Addressed for Each Prioritized Value Chain



Most binding constraint



Significant constraint



Not a constraint

Value chain	Potential constraints	Rice	Cassava	Horticulture	Goats
Access to inputs	Availability of improved planting material	CAUTION	★	STOP	STOP
	Availability of fertilizer and pesticides	CAUTION	CAUTION	CAUTION	STOP
Production	Technology (e.g., irrigation, mechanization)	CAUTION	CAUTION	CAUTION	CAUTION
	Consistent supply	CAUTION	CAUTION	CAUTION	STOP
	Extension/knowledge dissemination	CAUTION	CAUTION	CAUTION	CAUTION
Primary processing and trade	Post-harvest storage	STOP	STOP	STOP	CAUTION
	Processing	STOP	STOP	STOP	CAUTION
	Transportation	STOP	STOP	STOP	CAUTION
	Marketing	CAUTION	STOP	★	★



Investing in Change Agents Along Value Chains Breaks Constraints



Value chain



Potential change agents



Research Organizations



Input providers



Agro dealers



Lead Farmer/Farm-based organizations



Business service providers



Traders



Warehouse entrepreneurs

Constraints to address

Seed and inputs

Co-fund seed adaptation, availability, and distribution



Productivity increase

Build capacity and support funding for viable business expansion into extension and processing



Market linkages

Support funding to processing expansion and incentivize equitable linkages with smallholders

FTF Programs

% fund split	% fund split	Description
1 Food security investment: Rice and cassava value chains (55%)	Pro-duction (30%) Post-har-vest (70%)	<ul style="list-style-type: none"> ▪ Seed availability: Complement other donors' investments in enhanced seed/planting material research and production together with private players, national and regional research institutions ▪ In target counties, empower entrepreneur change agents¹ with investments in <ul style="list-style-type: none"> – Production: Invest in extension capacity building and link with private and public seed producers – Processing: Business capability building and start-up capital for small mills and warehouses with clear cost-share requirements ▪ Include flexibility to work with different types of change agents/models as lessons learned²
2 Income and diet diversification investment: Vegetable and goat pilots (30%)	a Vegetables (60%) b Goats (40%)	<ul style="list-style-type: none"> ▪ In target counties, empower market women and lead farmer to become lead entrepreneurs: <ul style="list-style-type: none"> – Extension: Train in extension/appropriate agronomic practice and link to seed and input suppliers (to become for-profit extension agents) – Business skills and capital: Provide business development services and start-up financing (e.g., to purchase trucks and cold storage facilities, with clear cost-share requirements) ▪ Scoping exercise and coordination with proposed USDA goat project to identify pilot options ▪ Pilots: Identify entrepreneurs to pilot breeding programs and processing investments to link with smallholders and market intermediaries
3 Cross-cutting activities (15%)		<ul style="list-style-type: none"> ▪ Make complementary, cross-cutting investments to improve government capacity and the enabling environment to support main programs <ul style="list-style-type: none"> – Agriculture policy advocacy, research, and support – Coordinated public and private interventions in extension, with MOA – Market structure development (e.g., price information systems)

1: Entrepreneurs will include: Small and medium lead farmers, processor entrepreneurs, and self-defined community-based organizations (CBOs)

2: Support contract development and profit sharing schemes to mitigate asymmetric power relationships and abuse of resources

SOURCE: Team analysis



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FTF Investments Will Transform Value Chains Using Clear Change Agents

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Programs

Description

Benefits to farmers

1

Rice and cassava value chain transformation

- **FTF support will include:**
 - Seed/plant material production and dissemination
 - Start-up finance for processors and market linkages
 - Capacity building and contracting support
- **Processor change agent role:**
 - Collect produce with guaranteed off-take contracts
 - Provide inputs through credit to farmers

- Higher average incomes and sales
- Access to inputs/extension and storage

2a

Horticulture (vegetable) pilots

- **FTF support will include:**
 - Training in extension and linkage to input providers
 - Start-up finance of lead traders/lead farmers for vehicle and storage equipment
 - Capacity building of lead traders/farmers in contracting support and market linkages
- **Lead trader/farmer change agent role:**
 - Purchase inputs in bulk, distribute to farmers on credit, and give technical advice
 - Collect/ buy produce at farm and transport to markets
 - Contracts to distribute revenue, and off-take guarantees

- More stable prices and higher incomes
- Access to inputs and financing
- Access to technical advice

2b

Goat pilots

- **FTF will support pilots in the context of USDA program:**
 - **Set up animal health system** to serve all farmers and slaughterhouses via community/public animal health workers
 - **Breeding program** via animal health workers working with lead farmers to invest in larger goat herds

- Additional income/asset
- Better animal health
- Ability to process in sanitary environment
- Community development



Targeted Investments Will Improve Government Capacity and Strengthen Enabling Environment

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3 Cross cutting activities

Description

Outcomes

Agriculture policy advocacy, support, and research

- Fund **actionable research** and support **agricultural civil society groups**
 - Rice pricing policy
 - Sanitary/food safety standards, especially in processing
- Build **capacity** of civil society groups to analyze and advocate for policy reforms

More market-friendly policies and improved trading environment for Liberian smallholders

Coordinated public (MOA) and private extension interventions

- Invest in **partnerships** with government, companies, other donors that
 - Adapt agronomic technologies and practices to farm level
 - Create effective knowledge distribution mechanisms
 - Build the **capacity** of MOA, esp. extension

Widespread provision of high quality extension to Liberian smallholders

Market structure development

- Create opportunities for **market information systems** to be established
- Invest in identifying and experimenting with **different profit-sharing/contract models** between the change agent and smallholders to ensure equitable power dynamics

Fair and transparent markets accessible to all Liberian smallholders

US Government Approach and Partnerships to Deliver FTF in Liberia

■ Link to FTF

- 1 2 3
- 1 2
- 1 2
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- 1 2 3

■ USAID

- Food and Enterprise Development
- Seed multiplication program
- Food for Peace
- Rural energy project
- Rural infrastructure project
- Agriculture and engineering higher education project
- Land rights/community forestry project
- Ecosystem services
- USAID sustainable tree crops program
- Various health and nutrition activities linked with agriculture

■ USDA

- 2 3 – Marketing training (part of one Cochran Fellowship)
- 2 3 – Support to nutrition and health programs, including schools
- 2 3 – Agriculture policy and extension training (part of one Cochran Fellowship)
- 2 3 – Community forestry TA, Liberia forestry initiative, West Africa Regional environmental project

- 3 ■ **MCC** - Land access and security, mapping and surveying
- 3 ■ **DOD** - 1207 funds for alternative dispute resolution
- 3 ■ **State** - Engagement with the GOL and other stakeholders
- 2 ■ **Peace Corps** – School gardens and nutrition education

- 1 Rice & Cassava Value Chain Transformation
- 2 Horticulture and Goat Pilots
- 3 Cross-cutting investments



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Strategy and Priority Program Areas of the Liberia Agriculture Sector Investment Program (LASIP)



LASIP Priorities

FTF proposed strategy helps achieve selected LASIP outcomes

**LASIP
core
program
areas**

**Food and nutrition
security**

- Increase crop yields
- Improve access to food and utilization
- Increase domestic livestock to satisfy 50% demand
- Empower women and youth in agriculture

**Competitive value
chains and market
linkages**

- Commercialize value chains
- Increase agricultural share of commercial bank credit

**Institutional
development**

- Rebuild and expand agriculture extension capacity
- Build capacity of farmer based organizations
- Revive agricultural research

**Land and water
development**

- Improve land husbandry
- Develop and increase utilized area of wet and degraded land

**LASIP
cross-
cutting
program
areas**

Gender and youth

- Mainstream gender issues throughout interventions
- Promote rural women empowerment programs

**Environmental
protection**

- Apply environmental guides for agricultural practice
- Support climate change research, education, training

The USAID/Liberia FTF Strategy Addresses Key Gender Issues by...

...building on and expanding women's role in the four value chains, most particularly by increasing women's knowledge and use of improved agricultural technologies and practices.



- Introducing improved rice planting, harvesting, and post-harvest practices including improved processing equipment. **Women are heavily involved in rice** seedling transplanting, in harvesting, and in threshing/drying.

- Focusing on cassava processing. Men typically engage in land clearing and preparation while men and **women work together in planting and production**, and women primarily carry-out most processing.

- Intensifying vegetable marketing linkages. **Women are at the center of marketing**, as buyers and sellers.

- Expanding goat husbandry. **Women's role in caring for goats is critical**, offering opportunities to increase income and improve nutrition by supporting women to raise more and healthier goats.





USAID/Liberia Will Utilize Monitoring and Evaluation to ...



Build Capacity of Critical Institutions

- Improve quality of data available to inform high-level decision-making (e.g., capacity building of statistics agency)
- Strengthen GOL/MOA ability to monitor FTF program activities and other food security related programs
- Develop selected county-level office M&E capacities

Support M&E Activities of Implementing Partners and Other Stakeholders

- Engage the Mission's newly-awarded multi-year Liberia M&E Project to assist partners and stakeholders in developing and utilizing compatible M&E systems
- In coordination with other donors, finance national statistic agency activities (e.g., annual crop survey, market and livelihood mapping)
- Strengthen Agriculture Coordination Committee capacity to build compatible M&E systems for food security related activities

Assess Program Progress and Address Program Constraints

- Ensure appropriate baseline data, disaggregated by sex, are:
 - Gathered and examined by partners and stakeholders
 - Used as input to periodic evaluations (e.g., annual, mid-term)
 - Applied to test development hypotheses

USAID/Liberia Will Conduct Analyses for Successful Implementation of the FTF Strategy

To Capture Lessons Learned

Impact study

- Pre- and post-impact analyses to provide evidence of USAID/Liberia program impact and causal pathways

Poverty line analysis

- Study to compare GOL defined poverty line of under USD \$1.00, measured in Liberian Dollars, with FTF defined poverty line of USD \$1.25

To Clarify Strategy

FED implemented analyses to clarify FTF strategy

- Assessment of rice, cassava, horticulture, goats, rural finance, biotechnology, policy, extension, and agriculture research programs
- Baseline and follow-up analysis of gross margin per unit per value chain
- Other baseline surveys: (1) Soil surveys, (2) Staple crop production, (3) Workforce survey, (4) Gender analysis of women's role in selected value chains, (5) Gap analysis of farmer practice versus recommended improved practices in selected value chains, (6) Innovations in agriculture extension for application to Liberia, (7) Attitudes towards agriculture as a livelihood, including consideration of soil carbon/greenhouse gas

For Continued Learning

Knowledge Management

- Utilize Regional Strategic Analysis & Knowledge Support System for analysis of issues such as trade linkages, policy, etc.

Monitoring and Evaluation

- Continuous monitoring of projects supplemented by external monitors
- FED 2-year evaluation to verify choices, effectiveness of models, and interventions (remedy current paucity of data)