

## REPUBLIC OF LIBERIA

---

### **Smallholder Tree Crop Revitalisation Support Project (STCRSP)**

#### Project Completion Report

#### Main Report and Appendices

*This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.*

Mission date: 11-29 Sept-17  
Document Date: 03 April 2018  
Project No. I-852-LR  
Report No: 4728-LR

West and Central Africa Division  
Programme Management Department



## Contents

Currency Equivalents	iv
Weights and measures	iv
Abbreviations and Acronyms	v
Map of the STCRSP Area	1
STCRSP at a Glance	2
Executive Summary	3
A. Introduction	5
B. Project Description	6
I. Project Context	6
II. Project Goal and Objectives	6
III. Summary Description of STCRSP and Implementation Modalities	7
IV. Target Groups	9
C. Assessment of Project Relevance	9
I. Project Context	9
II. Internal Design Logic	10
III. Adequacy of Design Changes	11
D. Assessment of Project Effectiveness	12
I. Physical Targets and Output Delivery	12
II. Project Outcomes and Impacts	17
III. Targeting and Outreach	23
IV. Innovation, Replication and Scaling-up	24
E. Assessment of Project Efficiency	25
I. Project Costs and Financing	25
II. Quality of Project Management	26
III. Quality of Financial Management and Procurement	29
IV. Partners' Performance	31
V. Quality of Supervision and Implementation Support	32
VI. Project Economic Internal Rate of Return	32
F. Assessment of Sustainability	34
G. Lessons Learned	36
H. Conclusions and Recommendations	37

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

**List of Charts**

Chart 1: Project Cost and Financing Plan at Design  
Chart 2: STCRSP Theory of Change Depicted from Design  
Chart 3: Changes in Income  
Chart 4: Number of Beneficiaries who Acquired Assets or Accessed Services Listed  
Chart 5: Percentage of Respondents Experiencing Hungry Seasons  
Chart 6: STCRSP Information Flow

**List of Tables**

Table 1: Area of Cocoa and Coffee Farms Rehabilitated by Cooperative (ha)  
Table 2: Youth Engagement for Farm Rehabilitation  
Table 3: Technical Characteristics of Rehabilitated Roads and Distribution by District  
Table 4: Cocoa Income (US\$) per Farmer  
Table 5: Total STCRSP Direct Outreach  
Table 6: Status of Financing Plan and Actual Disbursement  
Table 7: Disbursement of IFAD Loan by Category (SDR'000)  
Table 8: AWPB Execution by Year

## Appendices

Appendix 1: Terms of Reference of the Completion Review Mission	40
Appendix 2: List of People that Attended the Different Mission Meetings & Mission Programme	48
Appendix 3: PCR Rating Matrix	61
Appendix 4: STCRSP Logical Framework	62
Appendix 5: Dates of Supervision and Follow-up Missions	66
Appendix 6: Summary of the Amendments to the Loan Agreement	68
Appendix 7: Actual STCRSP Costs	70
Appendix 8: Physical Progress Table	72
Appendix 9 A: RIMS Data	74
Appendix 9 B: Results of the Mini-Client Survey	76
Appendix 10: Project Internal Rate of Return	88
Appendix 11: Environmental Assessment	95
Appendix 12: Stakeholder Workshop Findings	95
Appendix 13: Final Wrap-up Meeting Minutes	102
Appendix 14: Knowledge management Compendium	96

## Currency Equivalents

Currency Unit	=	Liberian Dollar (LRD)
US\$1.0	=	LRD 120

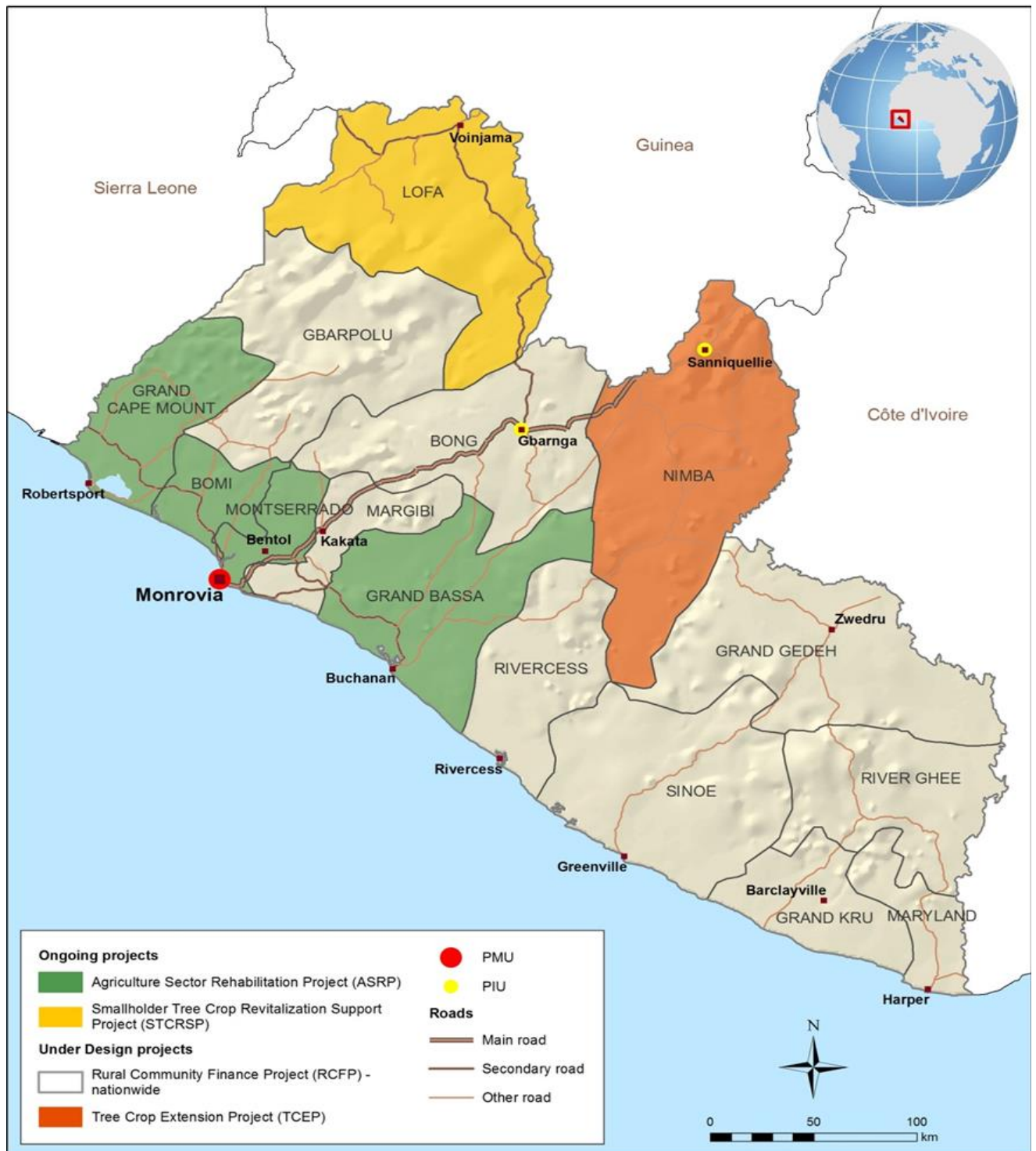
## Weights and measures

1 kilogram	=	1000 g
1 000 g	=	2.204 lb.
1 kilometre (km)	=	0.62 mile
1 metre	=	1.09 yards
1 square metre	=	10.76 square feet
1 acre	=	0.405 hectare
1 hectare	=	2.47 acres

## Abbreviations and Acronyms

AGM	Annual General Meeting
ASRP	Agricultural Sector Rehabilitation Project
AWPB	Annual Work Plan and Budget
CAC	County Agricultural Coordinator
CARI	Central Agriculture Research Institute
CDA	Cooperative Development Agency
CMF	Contract Monitoring Form
COSOP	Country Strategic Opportunities Programme
CPM	Country Programme Manager
DAO	District Agriculture Officer
ESIA	Environmental and Social Impact Assessment
FBO	Farmer-Based Organisation
GALS	Gender Action Learning System
GAPs	Good Agricultural Practices
GDP	Gross Domestic Product
GoL	Government of Liberia
ICCO	International Coffee and Cocoa Organisation
IFAD	International Fund for Agricultural Development
IP	Implementation Partner
IRR	Internal Rate of Return
LAADCO	Liberia Assets and Agriculture Development Company
LASIP	Liberia Agriculture Sector Investment Programme
LCCC	Lofa County Community College
LOA	Letter of Acceptance
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MoU	Memorandum of Understanding
MTR	Mid-Term Review
NCB	National Competitive Bidding
NGO	Non-Governmental Organization
NOTUS	No Objection Tracking System
NPV	Net Present Value
PCR	Project Completion Report
PIU	Project Implementation Unit
PMIS	Procurement Management Information System
PMU	Project Management Unit
PP	Procurement Plan
PRS	Poverty Reduction Strategy
RB-COSOP	Results Based – Country Strategic Opportunities Programme
RCFP	Rural Community Finance Project
RIMS	Results and Impact Management System
TA	Technical Assistance
TCEP	Tree Crop Extension Project
ToRs	Terms of Reference
SP	Service Provider
STCRSP	Smallholder Tree Crop Revitalisation Project
YP	Young Professional

## Map of the STCRSP Project Area



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 | 31-08-2015



REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

## STCRSP at a Glance

<b>Country</b>	Liberia
<b>Project Name</b>	Smallholder Tree Crop Revitalization Support Project (STCRSP)

### Key Dates

IFAD Approval	Signing	Effectiveness	Mid-Term Review	Original Completion	Actual Completion
13 <sup>th</sup> December 2011	10 <sup>th</sup> January 2012	13 <sup>th</sup> July 2012	April-May 2015	30 <sup>th</sup> September 2017	30 <sup>th</sup> September 2017
Mid-term Review	Interim Evaluation	Original Loan Closing	Actual Loan Closing		
April-May 2015	8 <sup>th</sup> April 2016	31 <sup>st</sup> March 2018	31 <sup>st</sup> March 2018		

### IFAD Financing

<b>Loan</b>	<b>SDR million</b>	10.5	<b>% disbursed</b>	98%	
<b>Grant</b>	<b>SDR million</b>	n/a	<b>% disbursed</b>	n/a	

### Actual Costs and Financing (US\$ '000)

Component	IFAD	Co-financing	Beneficiaries	GOVT	Total
Revitalisation of Cocoa/Coffee Farms	2,142	3,512	0		5,653
Rehabilitation of farm to market roads	6,040		0	656	6,696
Institution Capacity Building	2,456		0	29	2,485
Project Management	3,422			34	3,456
Unallocated	895				
SDR/US\$ Exchange rate loss	1,512				
<b>Total</b>	<b>16,466</b>	<b>3,512</b>	<b>0</b>	<b>719</b>	<b>20,697</b>

#### Remarks

Indicate co-financing partners, actual amounts, and amount committed for each as at appraisal.

**Co-financing** – As per the Appraisal report, the Private Sector participant was to provide co-financing equivalent to US\$ 5.1 million. As of 15<sup>th</sup> September 2017, the Private Sector had paid US\$ 3.5 million; about 69% of the target.

### Number of Beneficiaries

Total	Direct	Indirect	Women	Other	Other
	73,873 <sup>1</sup>		13,451		

### Project Objective

The overall Development Goal of the Project was to empower the target rural poor to increase their food security and improve their livelihoods on a sustainable basis. The Project Development Objective was to increase incomes of the targeted cocoa and coffee producers through: a) an increase in the productivity, production, quality and quantity sold as a result of rehabilitation of farmers' plantations; b) improving access to markets through selected road rehabilitation and linking farmers' cooperatives to established cocoa and coffee markets; and c) strengthening MOA's extension services as well as farmer-based organizations/cooperatives.

### Country Partners

<b>Executing Agency</b>	Ministry of Agriculture.
<b>NGOs/civil society</b>	
<b>Other</b>	Cooperatives, Private Partner (Liberia Assets and Agriculture Development Company (LAADCO).

<sup>1</sup> Comprises a total of 65,280 beneficiaries of farm rehabilitations (12,800 households and assumes an average rural household size of 5.1), 7,781 youth that provided labour for farm rehabilitation, and 812 youth that provided labour for road rehabilitation.

## Executive Summary

The Smallholder Tree Crop Revitalisation Support Project (STCRSP) was a 5-year, US\$ 25 million Project whose objective was to increase incomes of the targeted cocoa and coffee producers through: a) an increase in the productivity, production, quality and quantity sold as a result of rehabilitation of farmers' plantations; b) improving access to markets by rehabilitating selected farm to market roads and linking farmers' cooperatives to established cocoa and coffee markets; and c) strengthening Ministry of Agriculture's (MOA) extension services as well as farmer-based organizations/cooperatives.

From the **relevance** point of view, the Project completion review exercise established that STCRSP was very relevant to Government of Liberia's (GoL) policies and strategies for agriculture development and poverty reduction at the time, particularly the Poverty Reduction Strategy (PRS, 2008–2011). The PRS emphasised four areas of focus: a) consolidating peace and security; b) revitalizing the economy; c) strengthening governance and the rule of law; and d) rehabilitating infrastructure and delivering basic services. In light of the PRS' areas of focus, the GoL's growth strategy was oriented towards rebuilding basic infrastructure, restoring the production of rubber, timber, mining, cash crops and reducing the costs of production. As part of the country's growth strategy, the Liberia Agriculture Sector Investment Programme (LASIP, 2010) identified four priority investment programmes: a) Programme 1 – Food and Nutrition Security; b) Programme 2 – Competitive Value Chains and Market Linkages; c) Programme 3 – Institutional Development; and d) Programme 4 – Land and Water Development. STCRSP was designed to contribute to the first LASIP Programme (Food and Nutrition Security), Sub-Programme 3 – Smallholder Tree Crops and Agro-Forestry Development.

The Project was also relevant to the priorities and needs of the Project target groups at the time of design. As a result of abandonment of their farms because of the civil war, average yields had drastically declined from about 400 kg/ha that prevailed during the 1980s to about 100 kg/ha. In addition, some of the previously existing farmers' cooperatives had become dysfunctional while others ended up totally closing. While some of the cooperatives had been revived when STCRSP was designed, their levels of performance remained poor. They had management teams that were largely constituted by one person due to their inability to pay staff salaries. They also lacked basic logistics thus affecting their ability to undertake extensive and regular visits to their farmers.

Project **effectiveness**, as measured from the perspective of achieving outputs, outcomes and impact on beneficiaries, was satisfactory. Highlights of achievements include: a) rehabilitation of a total of 12,800 hectares of cocoa and coffee farms; an achievement of 85% of the target; b) reaching out to 12,800 households (10,368 males and 2,432 females); 85% of the target; c) improved the quality of the produce by providing cooperatives with improved storage/bulking and drying facilities. In this regard, the Project constructed/rehabilitated and equipped a total of four central warehouses and 33 mini-warehouses for storage/bulking of farmers' produce. The Project also provided the cooperatives with sorting tables and supported the construction of 65 solar dryers (against a target of 3,000) for use by the cooperatives to improve quality of the produce by removing (sorting out) the unwanted/foreign materials and flat beans and drying the produce under protected environment; d) rehabilitated 133.1 km of feeder roads; representing 87% achievement of the target; e) boosted the capacity of the MOA's County and District institutions and this enabled them to improve service provision to farmers; f) contributed to a cocoa yield/productivity improvement of 82%; g) contributed to reducing transportation costs by about 30% to 50%; h) contributed to reducing travel time; i) contributed to reducing prices of basic commodities in villages; j) contributed to reducing deterioration of quality of commodities during transportation; k) contributed to improved access to/from social facilities; l) contributed to increased traffic (people and freight) and commerce to/from neighbouring countries; m) improved access to markets; and n) contributed to increased acquisition of household and productive assets.

As per the design, the Project successfully linked the target cooperatives to a private sector company that provided a guaranteed market for farmers' produce. However, while the relationship between the two parties worked well during much of the Project period, mistrust developed towards the end of

Project implementation. The arrangement therefore lasted for a shorter period than had been expected as the company suspended dealings with five of the cooperatives.

Implementation **efficiency**, from the perspective of the timely receipt and use of resources, was satisfactory. The Project was able to disburse 98% of the IFAD loan for use to fund the various Project interventions. GoL and the private sector participant also provided the funds needed to fund the different activities. However, the beneficiaries did not make their contributions, contrary to what had been foreseen at design.

With regard to Project management, the requisite staff were recruited for the Monrovia-based and Lofa-based Project Implementation Units (PIUs); the staff ably oversaw implementation of the Project. This included overseeing the following functions: a) financial management and reporting; b) coordination of all procurements for goods and services; c) preparation and coordination of STCRSP's Annual Work Plans and Budgets (AWPBs); and d) monitoring and evaluation (M&E) of Project activities and undertaking Knowledge Management. However, given the weak capacity at the district level, the quality of M&E reports emanating from the field was generally low and needed some editing support before onward submission. Also, for some of the years, AWPBs were submitted late to IFAD for review and expression of 'No Objection'.

IFAD and GoL satisfactorily performed their tasks; these involved supervision and implementation support, providing oversight function and guidance to Project implementation, in addition to the provision of resources. Both institutions exercised flexibility and this allowed adjustments to the original design to be made in response to situations that developed during the course of implementation.

**Sustainability** is the weakest link of the STCRSP implementation process. While considerable gains were made by the Project, the likelihood of sustaining those gains is low for the cooperatives. The review did not find plausible sustainability strategies in place for the cooperatives and MOA County and District institutions considering that the Project completed its interventions by 30<sup>th</sup> September 2017. However, individual farmers seemed to have been more proactive by identifying and, actually, implementing strategies that would enable them to sustain much of the gains made. It is also key to note that the expectation for the project activities to be sustainable after 5 years (with 2 years break due to the Ebola crisis) was too ambitious although the Ebola outbreak had not been foreseen at Design as well as taking into consideration the post-conflict context of Liberia which has so far been hitched on rehabilitation.

**Conclusion** – In general, and despite the disruptions by the very unfortunate Ebola outbreak and unfavourable road conditions during the rainy seasons, STCRSP was generally effectively and efficiently implemented. The Project achieved many of its targets. The analysis undertaken suggests that interventions implemented among target beneficiaries had a positive impact on their income levels, livelihoods and overall quality of life. This emanated from increased productivity, increased production, improved quality of produce, access to higher prices and linkages to markets. However, it is possible that continued productivity increases will not be achieved without continued extension support as sub-optimal production practices prevail. Also, while the individual farmers may keep using the experience gained and receive reasonably good yields from their cocoa/coffee farms, the absence of linkages to an established market is a recipe for exploitation by middlemen. GoL should therefore seek to convene a forum and bring the cooperatives together with cocoa and coffee buying private sector companies with the objective of establishing longer-term relationships. Also, the likelihood of sustaining the gains made by STCRSP is low, particularly considering that the cooperatives and the MOA County and District institutions did not seem to have readily available and implementable sustainability strategies by the time the Project completed its activities. Lastly, the need to avail appropriately priced rural finance opportunities to the cooperatives will be an empowering mechanism that could, eventually, boost their bargaining power when dealing with private sector companies.

**New Design** – The PCR mission also noted that a follow up project to STCRSP was underway the Tree Crop extension project (TCEP II). A pre-design mission had been held in July 2017. The Tree Crops Extension Project II (TCEP II) was being designed to build on the achievements and capitalise on lessons learned from STCRSP. TCEP II is part of a programmatic intervention combining attributes from the recently ratified Tree Crops Extension Project (TCEP I) and which will be implemented in the neighbouring county of Nimba. Together they will be seen as part and parcel of a larger programme for the area.

## Introduction<sup>2</sup>

1. At the time of designing the Smallholder Tree Crop Revitalisation Support Project (STCRSP), agriculture was the largest employer in the country (70% of the national workforce) and the largest contributor to Liberia's Gross Domestic Product (GDP), accounting for about 61% of GDP. However, small-scale farmers remained among the poorest in the country. Traditionally, 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 crops. Yields that were being realized, at the time, were very low, due to several factors, including poor agricultural practices, lack of farming inputs, absence of extension services, etc. For the tree crops, the plantations were particularly in bad shape, especially after the war. Other factors that contributed to dismal agriculture-related incomes included the fact that commodity chains and entrepreneurial activities in rural areas were fragmented and inefficiently connected; this hampered economic development of the agriculture sector. In addition, damaged infrastructure (roads, storage and processing facilities) limited access to markets to sell the produce and buy inputs; the absence of appropriate storage/processing infrastructure resulted in high post-harvest losses. As a consequence, rural household incomes were compromised and food security undermined.
2. In response to the above context, the rationale and justification for STCRSP was based on: a) the need to rehabilitate the existing cocoa and coffee plantations; b) the pressing need to fix the damaged farm to market roads; and c) the weak farmers' organisations, as well as the Ministry of Agriculture's (MOA) weak institutional capacity at the County and District levels. The Project, therefore, designed specific interventions with the aim of fostering production of high quality produce, link the smallholder farmers with the market in order to receive a higher price for their produce, increase their incomes and improve their livelihoods.
3. The Project was implemented over a five-year period. It was approved by the International Fund for Agriculture Development (IFAD) Executive Board on 13<sup>th</sup> December 2011. The Financing Agreement between IFAD and Government of Liberia (GoL) was signed on 10<sup>th</sup> January 2012 and became effective on 13<sup>th</sup> July 2012. STCRSP's activity implementation was completed by 30<sup>th</sup> September 2017 and Programme Closure slated for 31<sup>st</sup> March 2018. The STCRSP Mid-Term Review (MTR) was conducted during the period April-May 2015 and the last Supervision Mission was undertaken during the period 20<sup>th</sup> February to 3<sup>rd</sup> March 2017.
4. As per the Financing Agreement, the Borrower is supposed to undertake the Project completion review exercise, in close coordination with IFAD, at the end of the Project implementation cycle in order to report on the results achieved through Project interventions. It is, therefore, a statutory requirement and is supposed to be undertaken after Project completion but before the Project closure period. The main purposes of the completion review process are to promote accountability, reflect on performance and elicit lessons learned to inform new Project design and to define an appropriate post-Project strategy. The learning dimension of the completion process should be regarded by both IFAD and GoL as the foundation for improvements in future Project design and programming. The completion review process is also critical for identifying opportunities for scaling-up best practices.
5. The Project Implementation Unit (PIU) initiated the project completion review process during a workshop held in Liberia in May 2016; this culminated into the production of a 'zero draft' Project Completion Report (PCR) and a Plan of Action for the effective Project to completion process. The Project completion review team was recruited and started work in September 2017; its in-country Mission was undertaken during the period 11<sup>th</sup> - 29<sup>th</sup> September 2017. The review process involved collection of data from the different Project documents that included implementation progress and monitoring reports, case studies, special reviews, and mid-term review report, to assess

---

<sup>2</sup> Mission composition – The Mission was led by Ms Ndaya Beltchika CPM, with the participation of the following: Ms Mariatu Kamara, Deputy Mission Leader, IFAD Country Officer, Sierra Leone; Mr Shakib Mbabaali, Mission Technical Lead; Ms Chiqui Arregui, Gender and Targeting Expert; Mr Davis Atugonza, Financial Management Specialist; Mr Guy Augustin Kemtsop, Rural Infrastructure Expert; Mr James Morlu, Tree Crop Expert; Mr Franklin Ibemessie, Procurement Specialist; Ms Thokozile Newman, Associate Programme Officer, IFAD HQ; and Mr Thierry Nianogo, Climate Change Expert.

effectiveness, efficiency and the likelihood for sustaining the interventions made. Additional information was also collected through interviews of implementing agencies, beneficiaries, the private sector participant, and the relevant Divisions of the Ministry of Agriculture (MOA). A mini-survey was undertaken and used to establish the achievement (or lack thereof) of outcomes and impact. A stakeholders' workshop was undertaken in Liberia on 31 March 2018.

6. The PCR team's detailed Terms of Reference (TORs) are presented in Appendix 1 while the list of all people met by the Mission, together with the Mission's activity schedule, are presented in Appendix 2. The preliminary findings were presented to GoL and the PIU at a wrap up meeting held on 29<sup>th</sup> September 2017 in Monrovia, Liberia.

## **A. Project Description**

### **I. Project Context**

7. At the time of designing STCRSP, Liberia belonged to the least developed countries group and was classified as a low-income food deficit country. The socio-economic conditions of the rural poor were bad and were, in fact, the root cause of the civil war that lasted from 1989 to 2003. The country's GDP per capita was US\$ 400 in 2010 and about 84% of the population lived on less than US\$ 1.25 per day. When the war ended, Liberia experienced real growth rates of 7.8% (2006), 9.5% (2007), 7.1% (2008) and 4.5% (2009). However, although agriculture was the mainstay of the economy, only 2.4% of the national budget was spent on agriculture. Exports mainly composed of rubber, timber, iron, diamonds, gold, cocoa and coffee. In 2008, the country's total export value amounted to about US\$ 239 million; this compared to imports that totalled about US\$ 798 million. At around the same time, about 70% of the labour force was employed in agriculture and forestry. The unemployment rate, at the time, was estimated at 70%; the youth accounted for about 25% of the total unemployed in 2007.

8. The 14-year civil war was very disruptive and further induced considerable levels of poverty. It displaced a large portion of the country's population and destroyed productive activities and social infrastructure. Social, political, economic, and traditional governance systems were destroyed. Commercial and productive activities ceased as various militias looted and vandalized the country's resources. Entire communities were uprooted and families were shattered. A massive exodus of skilled individuals from the country took place. This contributed to the near collapse of the country's economy.

9. With regard to the tree crop sector, during the period of the civil war and right after, it was estimated that the value for the cocoa and coffee sub-sectors fell by about 80% and 91%, respectively. The major factors responsible for the drastic fall in value related to a cut in production. The major constraining factors were the old age of trees and the use of traditional varieties that had not been tested for their yield potential, quality, and pest resistance. It also emerged that by the time of Project design, no significant replanting activities had taken place for the last twenty five years due to the war and the lack of improved planting material for refilling and replanting. Because of the long years of neglect, the cocoa and coffee plantations degenerated into secondary forests. Hence, both productivity and production plummeted. On the other hand, processing practices, fermentation (for cocoa) and drying, were not properly undertaken; this negatively affected the quality of the cocoa and coffee beans.

10. The Project exclusively targeted the six (eventually increased to seven) districts of Lofa County. The average household was estimated at about 5 persons. Approximately 31% of the households in the county were female-headed households. At the time, about 80% of the households in the county grew only cocoa. As such, the household income came largely from tree crop sales (39%) and food crop sales (38%). Other sources of income included agricultural farm labour, petty commerce and remittances.

### **II. Project Goal and Objectives**

11. When STCRSP was designed, IFAD was supporting two ongoing Projects in the country; the Agricultural Sector Rehabilitation Project (ASRP) and the Italian-funded Support to Vulnerable groups in Rice Production and Productivity Project (SVRPPP). Both Projects were focused on food security. Therefore, STCRSP sought to consolidate and complement the ongoing IFAD operations in Liberia to

promote sustainability and impact by increasing long term income for the smallholder farmers. IFAD and GoL sought to employ a holistic approach to tree crop sector rehabilitation and development; one where smallholder cocoa and coffee farms get rehabilitated, farm to market roads are renovated as well as local capacity building of farmers' cooperatives and MOA county and district institutions. The plan also included linkage of farmers to markets.

12. In light of the above, the overall Development Goal of the Project was to empower the target rural poor to increase their food security and improve their livelihoods on a sustainable basis. The Project development objective was to increase the incomes of the targeted cocoa and coffee producers through: a) an increase in the productivity, production, quality and quantity sold as a result of rehabilitation of farmers' plantations; b) improving access to markets through selected road rehabilitation and linking farmers' cooperatives to established cocoa and coffee markets; and c) strengthening MOA's extension services as well as farmer-based organizations/cooperatives.

13. Some aspects were considered when deciding whether to proceed with rehabilitation of farms or outright establishment of new farms. It was established that costs of rehabilitation were low compared to new plantings which would have entailed institutional issues (notably, land tenure), higher level of inputs and delayed return on investment. The abandoned cocoa/coffee farms were observed to be relatively fertile and rich in organic matter, implying that good yields could be achieved without the application of expensive inorganic fertilizers, although the use of locally-produced organic compost might be required in the longer term. In addition, it was considered that, when done appropriately, rehabilitated and rejuvenated farms would lead to increased yields and quality thereby preventing the need to extend plantations at the expense of forest areas; this was a positive consideration from the environmental perspective.

14. **Outputs and Outcomes** – The STCRSP target outcomes were specified as: a) 15,000 smallholder farmers sell high quality cocoa/coffee through market arrangements with the private sector; b) 280,000 Lofa inhabitants are provided with road access to market centres; and c) farmers' organisations (cooperatives) and MOA extension services are able to work together to prepare and implement support activities. The target outputs are presented in Appendix 4 – Project Logical Framework.

### III. Summary Description of STCRSP and Implementation Modalities

15. The Project goal and development objective were to be achieved through the effective implementation of three technical components and a fourth cross-cutting component servicing the three technical components; these are summarised hereunder.

16. **Component 1: Cocoa/Coffee Revitalization** – This component sought to address factors limiting increased production and marketing of good quality cocoa/coffee. This was to be done through: a) rehabilitation of the productive capacity of existing areas of cocoa and coffee; b) train farmers to improve farm operations from production, post-harvest to marketing using a holistic value chain approach; and c) link the organised farmer groups/cooperatives with the private sector company. The linkage with the private sector company hinged on the premise that the company had a vested interest in supporting the smallholder farmers because of the implied ease in directly accessing farmers' cocoa and coffee produce.

17. **Component 2: Rehabilitation of Farm to Market Roads** – The objective of this component was to rehabilitate 315 km (subsequently reduced to 153.5 km due to increased costs per kilometre largely as a result of the new MPW specifications for road rehabilitation) of farm to market roads in Lofa County to: a) facilitate smallholders' access to external assistance for their farming activities; and b) improve access to markets for inputs and their produce (i.e. improved marketing of farmers' cocoa and coffee). In addition, road rehabilitation was expected to contribute to a reduction on overall smallholder farmers' transaction costs. Also, rehabilitation of roads sought to generate substantial benefits for the rest of the population and improve access to other social facilities, such as hospitals, schools, etc. The roads to be rehabilitated were to be identified based on the County Development Agenda, other donors' initiatives, priorities expressed by the cocoa/coffee producer cooperatives and the County Resident Engineer, based on specific criteria.

18. **Component 3: Institutional Capacity Building** – The objective of this component was twofold. First of all, it sought to provide support to the institutional development of three (subsequently changed to seven) farmers' cooperatives with regard to strategy, management and development

through logistics, equipment, training and technical assistance. This support was aimed at assisting farmers' cooperatives in setting up a sound and sustainable financial and institutional structure capable of implementing their activities. Secondly, the component sought to support MOA institutions at County and District levels in Lofa to ensure that the County Agriculture Coordinator (CAC) and the seven District Agricultural Officers (DAOs) are able to fully undertake their functions within the framework of the Project and beyond.

19. **Component 4: Project Management** – the focus of this component was to provide services required to effectively manage the Project. Such services included: a) ensure an effective strategic and operational planning, monitoring, evaluation and implementation of the Project and the associated knowledge management. This included preparation and coordination of the Annual Work Plans and Budgets (AWPBs); b) ensure an efficient coordination amongst the components of the Project and between implementation partners within and outside MOA; c) ensure effective and efficient financial management and reporting; and d) procurement of goods and services and contract management.

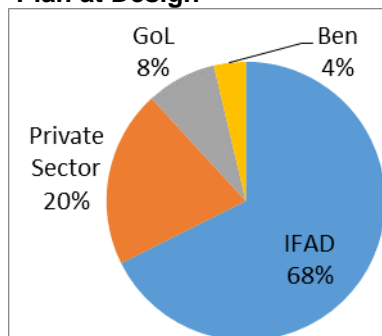
20. This required the establishment of a Project Implementation Unit (PIU) in Monrovia and a County PIU in Lofa to oversee implementation and follow up on activities in the field.

21. **Project Costs and Financing** – STCRSP total cost was estimated at about US\$ 25 million over a five year period. The cost was to be financed by: a) an IFAD loan of US\$ 16.88 million (68%); b) private company co-financing for US\$ 5.13 million (20%); c) GoL for US\$ 2 million (8%); and d) beneficiary contribution of the equivalent of US\$ 0.9 million (4%). At design, about 29.7% of the total Project funds were allocated to cocoa/coffee revitalization, 44.7% for rehabilitation of feeder roads, 13.5% for institutional capacity building, and 12.1% for Project management.

22. **Implementation Approach** – STCRSP implementation sought to follow a market-oriented approach. This necessarily required the involvement of the private sector as part of the implementation mechanism whose vested interest would ensure the most efficient implementation of activities.

**Chart 1: Project Cost and Financing**

**Plan at Design**



23. It was expected that, at the end of Project implementation, cooperatives and the private sector would sustainably continue with their established relationship because of the mutual benefits. The private sector would have invested in the smallholder cocoa and coffee farmers' training to ensure increased production of consistently good quality produce. The private sector would also have acquired a great deal of local knowledge of cocoa and coffee markets in the county, and would be interacting with skilled farmers. It should be noted that at the time of STCRSP design, marketing opportunities in the country for cocoa and coffee were limited (few actors, infrastructure limitations, etc.). Therefore, an integrated strategy, with the involvement of implementing partners from the private sector already involved in cocoa and coffee marketing and export was very logical. This approach was based on the fact that dealings within a given commodity value chain have to be equitable and mutually beneficial in order to have any likelihood of long term sustainability. Capacity building for cooperatives and MOA at the County and District levels was emphasised as being critical but gender and youth mainstreaming were equated to achievement of established quotas.

24. **Coordination and Management** – MOA was the lead implementing agency with overall responsibility to oversee STCRSP implementation and coordination. The day-to-day Project coordination, financial management, monitoring and evaluation and coordination of the procurement function were delegated to the PIU. Managing and coordinating IFAD-supported Projects/Programmes in Liberia is through a common PIU with overall responsibility for all Projects/Programmes. The PIU reports to the Project Management Unit (PMU) which is responsible for coordinating implementation of all Projects/Programmes under the Ministry of Agriculture; the PMU reports to MOA. In order to ensure close coordination and follow up on Project interventions, the Project planned for the creation of a County PIU in Voinjama.

25. A National Steering Committee (NSC) had the following roles and responsibilities: a) provide conceptual support to the PMU for implementation and coordination of Project interventions; b) ensure conformity with Government policy and strategy in this sector; c) review and approve the Annual Work

Plans and Budgets (AWPBs) and the semi-annual progress reports; d) endorse changes negotiated between donors and the GoL; e) endorse changes to the Project concept proposed by the Recipient, MOA or PMU; f) resolve implementation problems or conflicts; and g) assist the PMU in obtaining, whenever needed, the GoL's assistance and contribution to the Project. The PMU was the Secretariat of the NSC.

#### **IV. Target Groups**

26. The Project set the following criteria to identify priority communities at the district level: a) social, poverty and demographic indicators to reach the most vulnerable communities; b) complementarities with ongoing and planned government and donor initiatives; c) potential for the production of cocoa and coffee and value addition; d) potential for poverty reduction and employment creation. Based on these criteria, communities were to be pre-targeted and final selection was to be done in collaboration with the decentralised office of the MOA, district authorities, chiefdoms, implementing partners and village forum. As far as specific target groups were concerned, keeping in line with IFAD's mandate and targeting strategy and in compliance with the GoL's principle of inclusive development, the Project sought to reach out to the following groups: a) poor smallholders with less than 2 ha of farm; b) women-headed households; c) youth between 18 years and 35 years of age; and d) war wounded and disabled. The targeting strategy focused on: a) selection criteria for beneficiaries; b) minimum quotas for women and youth; c) self-targeting and participatory approach; d) gender mainstreaming; e) information, education and communication on project objectives and approach; f) efficient M&E system; and g) the establishment of complaint mechanisms for beneficiaries.

27. The Project set out to rehabilitate a total of 15,000 hectares (ha) of cocoa and coffee (10,464 ha of cocoa farms and 2,338 ha of coffee farms). Given a target of 1 hectare per beneficiary, it translated into a target of 15,000 beneficiaries. Of this total, at least 25% were supposed to be women and 50% youth. STCRSP sought to reach 50-60% of villages in each district in Lofa County and approximately 70% of farmers in each village targeted. With regard to labour for farm rehabilitation, a target of a total of 5,000 youth was considered in the form of temporary employment. For roads, a total of 315 km (revised to 153.5 km) of farm to market roads were targeted for rehabilitation. With regard to farm to market road maintenance, the Project expected to engage a total of 6,615 youth.

28. Poverty in Liberia was widespread at the start of the Project with 73% of the poor living in rural areas<sup>3</sup>. An alarming 85.6% of households in communities targeted by the Project in Lofa County experienced hunger several times in the 12 months prior to the Project baseline and stunting prevalence in children stood at 51.1%<sup>4</sup>. Even though households were already engaged in cocoa farming in the north-western Districts of the County when the Project started, subsistence agriculture prevailed throughout the County at the start of the Project.

### **B. Assessment of Project Relevance**

#### **I. Project Context**

29. IFAD's country strategy was to support the Government's rural poverty reduction goals, which were closely aligned with Millennium Development Goal (MDG) 1. Within the overarching goal to empower the rural poor to increase their food security and improve their livelihoods, the Liberia RB-COSOP had three strategic objectives. The first related to access to inputs and production. The second was linked to the marketing of outputs. The third focused on operational organization and cross-cutting aspects that span the first two strategic objectives. The main strategy pursued by GoL, at the time, was set out in the 2008-2011 poverty reduction strategy (PRS). It took into account the Millennium Development Goals (MDGs), especially the halving of hunger and extreme poverty by 2015.

30. STCRSP was designed in line with GoL's policies and strategies for agriculture development and poverty reduction at the time. The PRS emphasised four areas of focus: a) consolidating peace and security; b) revitalizing the economy; c) strengthening governance and the rule of law; and d) rehabilitating infrastructure and delivering basic services. In light of the PRS's areas of focus, the

---

<sup>3</sup> IFAD, October 2011. STCRSP Project Design Report. Republic of Liberia.

<sup>4</sup> Ministry of Agriculture and IFAD, December 2014. STCRSP Baseline Survey of Smallholder Farmers in Lofa County. Final Report.



GoL's growth strategy was oriented towards rebuilding basic infrastructure, restoring the production of rubber, timber, mining, cash crops and reducing the costs of production. Accordingly, GoL made efforts to develop the private sector, liberalization and revitalisation of tree crop marketing, particularly coffee and cocoa, and promotion of the removal of tariffs on agricultural inputs. These measures aimed at stimulating the economy and improving the livelihoods of the rural poor through improved food security and their overall wellbeing.

31. As part of the country's growth strategy, the Liberia Agriculture Sector Investment Programme (LASIP, 2010) identified four priority investment programmes: a) Programme 1 – Food and Nutrition Security; b) Programme 2 – Competitive Value Chains and Market Linkages; c) Programme 3 – Institutional Development; and d) Programme 4 – Land and Water Development.

32. STCRSP was designed to contribute to the first LASIP Programme (Food and Nutrition Security), Sub-Programme 3 – Smallholder Tree Crops and Agro-forestry Development. The GoL considered the agricultural sector as the engine for growth and, more specifically, the revitalization of the tree crops sub-sector as 'needed not only to ensure access to food but also to create jobs and generate incomes and tax revenues'<sup>5</sup>. At the time of Project design, about 40 000 households in Lofa County were engaged in cocoa/coffee production. However, average yields had drastically declined from about 400 kg/ha that prevailed during the 1980s to about 100 kg/ha. Thus, revitalization of the cocoa/coffee sub-sectors would have a significant impact on income growth and poverty alleviation in the county. Also, the 14-year civil war negatively affected most of the farmers' cooperatives, some became dysfunctional while others ended up totally closing. Some of the cooperatives had been revived when STCRSP was designed but their levels of performance remained poor. They had management teams that were largely constituted by one person due to their inability to pay staff salaries. They also lacked basic logistics thus affecting their ability to undertake extensive and regular visits to their farmers. The design, therefore, was relevant to the priorities and needs of the Project target groups at the time of design. The assessment established that throughout its five-year implementation period, the Project remained relevant to GoL's strategies and policies for agricultural and rural development and poverty reduction and to the priorities of the target groups.

33. With regard to the external environment influencing Project implementation, it was the exchange rate between the US dollar and the Special Drawing Rights (SDR) that negatively impacted STCRSP implementation. Cumulatively, the strengthening of the US dollar against the SDR led to the loss of about US\$1.5 million; this meant that the Project had less resources to support activity implementation. This is discussed further under the section on Project Costs and Financing.

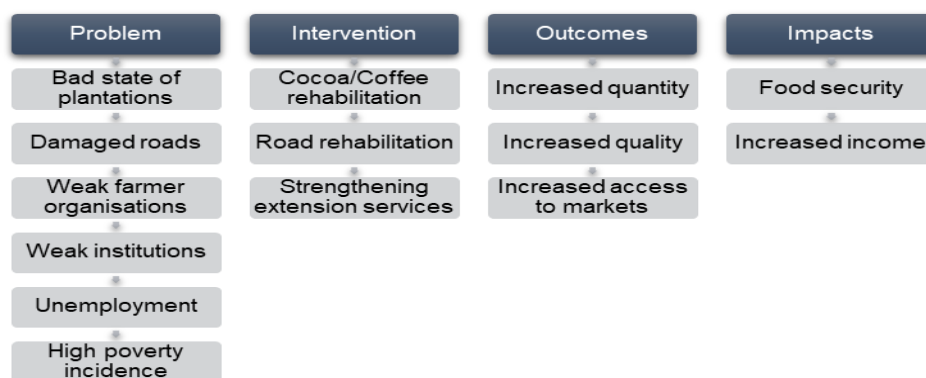
## **II. Internal Design Logic**

34. Although a Theory of Change was not outlined at the STCRSP design stage, the Project was designed based on an internal logic that implicitly focused on the identification of factors that largely limited meaningful participation of the smallholder cocoa and coffee farmers in the respective value chains. The process involved an in-depth problem analysis of the tree crop sector, post the civil war, to identify factors limiting increased farmers' incomes, food security and access to markets. The appropriate remedial measures were accordingly selected to address the identified issues. The STCRSP implicit Theory of Change is depicted below:

---

<sup>5</sup>Liberia Agriculture Sector Investment Programme (LASIP) 2010.

**Chart 2: STCRSP Theory of Change Depicted from Design**



35. The quality of STCRSP's Logical Framework was generally good, using simple logic to link the achievement ladder from outputs, outcomes to impact (refer to Appendix 4). The vertical and horizontal logic was quite sound and the underlying assumptions were adequate, especially the one related to "...political stability and peace in the country...". While the output, outcome and impact indicators were relevant and specified across all components, the total number (27 indicators) was a bit on the high side.

36. Project activities were commensurate with the Project's objectives and realistic in the implementation timeframe. However, it turned out that the resources allocated were insufficient to produce all the expected results. This was due to a couple of factors: a) underestimation of the costs at design (the cost underestimation largely related to Component 2: Rehabilitation of Farm to Market Roads; and b) a change in prevailing conditions on the ground during the course of implementation (e.g. number of participating cooperatives increasing from 6 to 7; cooperatives targeted for capacity building increasing from 3 to 7; etc.). For details on changes from the original design, refer to Section C III. Adequacy of Design Changes.

### III. Adequacy of Design Changes

37. There were several key changes that took place during the course of STCRSP implementation; all the changes had a significant influence on the Project's implementation and the resultant outcomes and impact. It was established that the changes made were necessary and adequate. These are highlighted hereunder:

- a) *Number of Cooperatives Supported by the Project* – At the time of STCRSP design, Lofa County had a total of six Districts and, as per the design, one cooperative was to be selected and supported by the Project from each District. During the early stages of Project implementation, Voinjama, one of the Districts, was split into two districts – Voinjama and Quardu Gboni. The new district successfully argued for the right to be treated as an 'equal but independent' entity. Accordingly, a decision was made to increase the number of cooperatives from six to seven and, by implication, the number of district coverage also increased from six to seven. This change had budgetary implications, especially for Components 1, 2 and 3;
- b) *Cooperatives Targeted for Capacity Building* – The design targeted three cooperatives for strengthening in financial and institutional management. However, the remaining four cooperatives complained about that arrangement and asked MOA and IFAD to reconsider. An assessment of the four cooperatives was undertaken and a decision made to extend capacity building interventions to all seven cooperatives. The change led to a sizeable increase in the Component 3 budget outlay;
- c) *Number of Private Sector Partners to Participate in Project Implementation* – The design planned for two private sector partners to link with the target cooperatives for marketing and capacity strengthening in certain aspects. However, the Project opted to proceed with only one private sector partner. This was largely because of two reasons: i) most of the private sector companies that applied did not meet the contribution requirement (that is, providing working capital to the cooperatives); and ii) due to the low volume of produce, at the time, compared to the high overhead costs, it was decided that the Project works with one private sector partner until such time when the volume would have increased. Although the volume did, indeed, increase, the

unregulated nature of the market meant that much of the increased volume could not be registered/recorded because of side-selling to middlemen and cross-border trading;

- d) *Target for Farm to Market Roads* – The design targeted a total of 315 kilometres (km) of farm to market roads for rehabilitation. However, several factors combined to necessitate a reduction in the target to 135.5 km. The factors largely related to the increased costs per kilometre coupled with budget limitations. As a result of quality specifications for the rehabilitated roads provided by the Ministry of Public Works, the costs for rehabilitation increased, on the average, from US\$25,000 per km to US\$45,000 per km;
- e) *Selection of Company for Farm to Market Road Rehabilitation* – For road rehabilitation, the design had recommended sole-sourcing the services of Hifab, a Consulting firm that was already working on roads in Lofa (funded by the Swedish International Development Agency (SIDA)). However, it turned out that the rates charged by Hifab were nine times higher than the available budget. Instead, the Project, with approval from IFAD, decided to hire two local consulting Civil Engineers, in addition to the Project Engineer and the MPW Resident Engineer, to supervise local firms that were recruited to rehabilitate the roads. The local firms were recruited through a competitive process; and
- f) *Payment of US\$20/farmer/year for Road Maintenance* – As per the design, each participating farmer was supposed to pay US\$ 20 per year for use on routine maintenance of the rehabilitated farm to market roads. However, this requirement was scrapped after a successful argument by the target beneficiaries. They argued that it would be a discriminatory tax to them, considering that the roads were to be used by numerous other stakeholders.

38. STCRSP's relevance is rated *highly satisfactory* (6).

## C. Assessment of Project Effectiveness

### I. Physical Targets and Output Delivery

39. STCRSP implementation was disrupted variously by the very unfortunate Ebola outbreak and the unfavourable road conditions during the rainy season. That notwithstanding, considerable progress was made with regard to output achievement. Details are presented in Appendix 4: STCRSP Logical Framework and Appendix 8: Physical Progress Table. Some of the achievements are presented in the paragraphs that follow; the analysis is presented by component.

#### Component 1: Cocoa/Coffee Revitalization

40. During the course of Project implementation, a total of 12,800 hectares of cocoa and coffee farms were rehabilitated (10,314 hectares of cocoa farms and 2,486 hectares of coffee farms) out of the 15,000 hectares targeted. This represented an achievement of 85%. The breakdown by crop, year and cooperative is presented in the table below.

**Table 1: Area of Cocoa and Coffee Farms Rehabilitated by Cooperative (ha)**

Cooperatives	PY12-13		PY13-14		PY14/15		PY15/16		Total for 4 Years		
	Rehabilitated		Rehabilitated		Rehabilitated		Rehabilitated			Rehabilitated	
PIU Supervised	Cocoa	Coffee	cocoa	coffee	Cocoa	Coffee	Cocoa	Coffee	Total Allocation	Cocoa	Coffee
Salayea	205	60	398	120	320	80	400	0	1700	1,323	260
Zozor	120	80	560	140	400	100	450	0	1850	1,530	320
Voinjama	0	0	120	48	240	60	238	62	800	598	170
Quardu-Gboni	0	0	60	221	240	60	80	120	800	380	401
Kolahun	320	80	1,224	306	640	160	565	60	3355	2,749	606
Foya	401	89	840	210	752	188	470	55	3005	2,463	542
Vahun	88	22	336	84	208	52	490	10	1290	1,122	168
<b>Grand Total</b>	<b>1,134</b>	<b>331</b>	<b>3,538</b>	<b>1,129</b>	<b>2,800</b>	<b>700</b>	<b>2,693</b>	<b>307</b>	<b>12,800</b>	<b>10,314</b>	<b>2,486</b>

41. The rehabilitation exercises, which included under-brushing, pruning, 'sanitation', and de-shading, were undertaken by 7,781 youths (comprising 6,855 males and 926 females); this compared to the target of 5,000 youths. The progressive recruitment of the youth for farm rehabilitation by year and gender is presented in the table below.

**Table 2: Youth Engagement for Farm Rehabilitation**

Project Year	Total	Male	Female
2012-2013	1,357	1,320	37
2013-2014	2,215	1,935	280
2014-2015	1,771	1,511	260
2015-2016	2,438	2,089	349
<b>Total</b>	<b>7,781</b>	<b>6,855</b>	<b>926</b>

42. While youths

the male performed the more physical work related to under brushing, pruning and de-shading, the female youths largely concentrated on the provision of drinking water and food to the male groups. However, for sanitation activities involving removal of diseased plants/mistletoes from the cocoa trees, black pods, scattering and/or removal of cut branches and grass, etc., the female youths actively participated.

43. Farm rehabilitation was accompanied with different trainings to help contribute to not only increased productivity but also improved quality. The participating farmers received training in Good Agricultural Practices (GAPs). This was specifically aimed at a reduction in the incidence of pests and diseases and an increase in yields. All the 12,800 farmers that benefited from farm rehabilitation also accessed and applied good agricultural practices; about 85% of the target.

44. The Project also sought to improve the quality of the increased produce by providing cooperatives with improved storage/bulking and drying facilities (see details under Component 3: Capacity Building). In this regard, the Project constructed/rehabilitated and equipped a total of six central warehouses and 33 mini-warehouses for storage/bulking of farmers' produce. The Project also provided the cooperatives with sorting tables and supported the construction of 65 solar dryers (against a target of 3,000) for use by the cooperatives to improve quality of the produce by removing (sorting out) the unwanted/foreign materials and flat beans and drying the produce under protected environment.

45. As part of STCRSP interventions, the participating cooperatives had to be linked to an established private sector company to guarantee availability of a market for their produce. In that regard, the Liberia Assets and Agriculture Development Company (LAADCO) was selected following a competitive process. To ensure commitment to the process, LAADCO was required (and complied) to invest in the process of improving productivity and quality of the produce. This commitment was in the form of cash (pre-financing) and other investments (such as training and the provision of equipment as was variously required by the different cooperatives). Thus, LAADCO became the private sector company to buy the produce from the Project beneficiary cooperatives.

46. The rating for effectiveness of Component One output achievement is put as *satisfactory* (5).

### Component 2: Rehabilitation of Farm to Market Roads

47. STCRSP contributed to improved access of farmers to markets by rehabilitating 133.1 km of feeder roads (see Table 3), representing 87% achievement of the revised target of 153.5 km (see Box 1). Interventions included both earthworks and structures (282 culverts of various types and 13 bridges). The choice of roads to be rehabilitated was initially made by the participating Cooperatives; the choices were then corroborated with the County Authorities (County Development Agenda), Ministry of Public Works (MPW, central), and other road sector Implementing Partners (IPs) undertaking interventions in the county. The Project partnered (a document defining roles of MPW was signed by Lofa County Engineers) with MPW in the design and implementation (site supervision) of the activities.

#### Box 1: STCRSP's Process of Rehabilitating Farm to Market Roads

The Project went through a series of changes in both implementation arrangements and target for the rehabilitation of farm to market roads. The design had recommended sole-sourcing the services of Hifab, a consultancy firm that was identified based on its long experience in the country working on SIDA-funded road projects in Lofa. However, at the time of engagement for implementation of the targeted activities,

the financial proposal submitted by Hifab was nine times the allocated amount (US\$ 4.5 million against US\$ 0.5 million in the PDR). As an alternative solution, the Project approached the United Nations Office for Project Services (UNOPS); their financial proposal (US\$ 2 million) was about four times the allocated amount. As a way forward, the Project opted to recruit local firms to rehabilitate the target roads. For supervision of the works, two local Engineers were recruited in addition to the Project Engineer and the MPW's resident engineer, with assigned responsibilities throughout the rehabilitation process (surveys and design, procurement and supervision of road works). For efficiency purposes, each engineer was assigned a specific geographic area as follows: a) Project Engineer based in Voinjama covered Voinjama, Quardu Gboni and the lower part of Kolahun Districts; b) Engineer based in Zorzor covered Salayea and Zorzor Districts; and c) Engineer based in Kolahun covered Foya, Vahun and upper Kolahun Districts. All three engineers were required to jointly assess completed works along with the MPW's County Resident Engineer.

The target for road rehabilitation was initially set at 315 km by the design. This was subsequently reduced to 210 km and finally to 153.5 km. The actual number of kilometres rehabilitated was 133.1 km; representing 87% of the revised target. Overall, the reduction from the original target was due to: a) budget limitations which were, in turn, as a result of: i) increased costs associated with the new design specifications provided by the MPW (increased road width, adoption of reinforced concrete for piped culverts, etc.); ii) the new design for crossings were more expensive, higher number of crossings, additional volume of earthworks; and iii) the SDR/US\$ exchange rate loss; and b) limited number of qualified local contractors to adequately undertake the advertised lots.

48. Rehabilitation works were carried out by local contractors following an equipment-based approach. They were selected through a competence-based process. The approach used in procuring and allocating contracts for road rehabilitation was meant to promote the development of local contractors. For example, different contractors were assigned different types of works (structures and earthworks) on the same road. This contributed to less than ideal technical quality and timely delivery/handover of the completed product.

49. Based on site visits undertaken to nine of the 19 roads rehabilitated by the Project (many of the roads could not be accessed because of the treacherous conditions of the main highways that prevailed at the time of the Mission due to heavy rains), it emerged that most of the work characterised as rehabilitation was actually at the standard of construction; roads had been abandoned for several years, because of the war, in humid forest areas.

**Table 3: Technical Characteristics of Rehabilitated Roads and Distribution by District**

Designations	Road extension (Km)	Number of culverts	Av. density of culverts (unit/km)	Number of bridges	Av. unit cost of rehab. (US\$/km)	Number of roads
<b>FOYA</b>	<b>24.8</b>	<b>67</b>	<b>2.9</b>	<b>4</b>	<b>29,837.8</b>	<b>4</b>
Four	11.4	27	2.5	2	28,955.3	2
Six	13.4	40	3.4	2	30,720.3	2
<b>KOLAHUN</b>	<b>18.8</b>	<b>40</b>	<b>2.3</b>	<b>1</b>	<b>26,881.7</b>	<b>3</b>
Four	5	20	4.0		47,073.4	1
Six	13.8	20	1.5	1	16,785.9	2
<b>QUARDU GBONI</b>	<b>19.5</b>	<b>40</b>	<b>2.0</b>	<b>1</b>	<b>33,568.5</b>	<b>2</b>
Six	19.5	40	2.0	1	33,568.5	2
<b>SALAYEA</b>	<b>14.5</b>	<b>32</b>	<b>1.9</b>	<b>2</b>	<b>42,835.6</b>	<b>3</b>
Four	14.5	32	1.9	2	42,835.6	3
<b>VAHUN</b>	<b>14.6</b>	<b>30</b>	<b>2.1</b>	<b>1</b>	<b>29,606.8</b>	<b>2</b>
Four	14.6	30	2.1	1	29,606.8	2
<b>VOINJAMA</b>	<b>13.9</b>	<b>24</b>	<b>1.7</b>	<b>1</b>	<b>19,797.3</b>	<b>1</b>
Six	13.9	24	1.7	1	19,797.3	1
<b>ZORZOR</b>	<b>27</b>	<b>49</b>	<b>2.3</b>	<b>3</b>	<b>29,884.0</b>	<b>4</b>
Four	15.2	34	2.6	2	36,387.4	3
Six	11.8	15	1.3	1	10,373.8	1
<b>Overall total</b>	<b>133.1</b>	<b>282</b>	<b>2.3</b>	<b>13</b>	<b>31,273.0</b>	<b>19</b>

Source: PIU, 2017

Legend: Four = 4.5m wide road; Six = 6m wide road

50. The following issues were identified as risk factors for the quality and effective use of the roads:  
a) *design and standard drawings* – the width of drainage structures varies by road type. However, all

bridges were built following a single width, irrespective of the road carriageway, although MPW were part of the entire process; b) *implementation* – two types of material of different quality were used for the pavement layer on the same road. In addition, there was insufficient thickness of the pavement and inadequate compaction of the pavement layer. As far as thickness of the pavement is concerned, it was reported that, unfortunately, local residents sweep the gravel from the surface of the rehabilitated roads for construction of personal houses and for use in outside bathroom floors. This should be considered when sensitizing beneficiaries on use of the rehabilitated roads in future Projects. Also, although there were signboards placed at the beginning and end of each of the roads, there were no road signs along the roads; and c) *supervision* – insufficient staff were stationed on sites to follow up on timeliness and quality progress of work. While this was proposed by the July 2016 Mission, the associated costs could not be accommodated by the PIU as a result of the SDR/US\$ exchange rate loss.

51. Going forward, and as focus is being put on feeder roads, some attention should also be given to the other roads. The state of the main inter-district highways was a major challenge during STCRSP implementation, especially during the rainy season. Four of the seven districts of Lofa County can hardly be accessed during the rainy seasons. As a consequence, the survival of some of the participating cooperatives was threatened during implementation as it proved practically impossible to deliver the produce to markets for months at times.

52. The rating for effectiveness of Component Two output achievement is put as *satisfactory* (5).

### **Component 3: Institutional Capacity Building**

53. Interventions under this component sought to support the institutional development of the cooperatives and MOA at the County and District levels and considerable achievements were made. Capacity limitations had been identified as one of the factors constraining proper running of the cooperatives. Consequently, the leadership could not put in place the necessary systems and processes needed to enhance the efficient and effective running of the cooperatives. Capacity building was tackled from two perspectives; provision of the requisite equipment/assets and skills development/training.

54. *Capacity building of cooperatives* – The 15 years civil war in Liberia brought a halt to most of the farmer-based cooperatives, some became dysfunctional and others saw their untimely closure. At design some of the cooperatives were revived even though their levels of performance still remained very low. The cooperatives had management teams that were mostly constituted by one person due to the inability of these entities to pay staff salaries. They also lacked basic logistics thus affecting their ability to undertake extensive and regular visits to their farmers.

55. With the view to meeting Project objectives, strengthening of the institutional capacity of cooperatives to facilitate increased production and marketing of cocoa and coffee produce played a significant part of the approach. This was done by improving the technical and management expertise of the cooperatives to enable them to provide services to their members.

56. In the area of skills development, the focus was on both management and technical skills augmentation. With regard to management, the cooperatives were trained in: a) cooperative business plan development; b) good governance and management; c) financial management; d) effective monitoring and evaluation; and e) computer use. For the technical skills development, the following trainings were provided: a) good agricultural practices (with a particular focus on cocoa and coffee). This was done largely basing on the São Tomé and Príncipe model (see Section D. IV: Innovation, Replication and Scaling-up for details); b) cocoa and coffee farm rehabilitation; c) post-harvest handling, processing and marketing; d) cocoa and coffee quality control; e) construction and use of solar dryers; f) road maintenance; g) monitoring and evaluation; h) motor cycle operation; and i) experience-sharing/cross-learning visits.

57. For equipment, the seven cooperatives received vehicles and motorbikes to improve mobility of the cooperative management teams and to be able to timely collect the produce from farms to warehouses. Construction/rehabilitation and equipping of six central warehouses and 33 mini-warehouses for bulking of farmers' produce. Sorting tables and a total of 65 solar dryers were constructed with the objective of improving quality by removing (sorting out) the unwanted/foreign materials and flat beans and drying the produce under protected environment. Various office equipment, including generators, were provided to help improve the efficiency and effectiveness of the



cooperatives' day-to-day operations. Farm rehabilitation and road maintenance tools were supplied as a means of contributing to the efforts of sustaining the interventions made.

58. It should be pointed out that in addition to GoL and IFAD, LAADCO also actively participated in building the capacity of some of the cooperatives. It provided logistical support to three cooperatives. It also provided pre-financing facilities to all seven cooperatives. Pre-financing enabled the cooperatives to pay cash for the produce from farmers; a factor that proved critical in encouraging many farmers to sell their produce to the cooperatives as opposed to side-selling all/part of their produce to middlemen who came to buy produce at their doorsteps with cash in hand.

59. The Cooperative Development Agency (CDA), whose mandate includes registration and supervision of cooperatives' activities in the country, was also a beneficiary of Project interventions. It received logistical support, office equipment, and skill-enhancement. This enhanced its ability to execute its mandate. It was able to work with the cooperatives to update their bylaws. It supervised some general assembly meetings for the seven cooperatives. It audited four of the seven cooperatives and was able to identify and helped address some issues with some of the cooperatives. During the course of Project implementation, it conducted two technical awareness meetings with each of the seven cooperatives. CDA has promoted information sharing among cooperatives and facilitated the creation of a culture of smooth leadership transition, as stipulated in the cooperatives' by-laws and constitutions.

60. Most of the target outputs under this component were achieved. All seven cooperatives supported secured legal registration and all have boards of governors that oversee running of the cooperatives. Largely as a result of improved capacity and membership drives supported by the Project, the seven cooperatives have increased their membership from 1,967, before Project interventions, to 9,324. However, only one of the seven cooperatives was profitable and able to finance recurrent costs.

61. Although a harmonised approach was used to provide capacity building for all seven cooperatives, some cooperatives have performed much better than others. For example, the usage and management of mini-warehouses and solar dryers is an issue that still needs close follow up. While some cooperatives have come up with a model that allows for the effective use and management of this infrastructure, others have not yet succeeded in that regard. As such, some of the mini-warehouses have remained unutilised/underutilised while some of the plastic material purchased for the construction of solar dryers remains in storage. Also, there still exist capacity gaps for some cooperatives in areas such as governance, financial management, etc.

62. *Support to MOA County and District Operations* – The Project greatly enhanced the capacity of MOA in Lofa County to be able to support STCRSP implementation by focusing on the provision of effective agricultural extension services for tree crop growers and on downward accountability mechanisms. A total of eight office blocks were constructed – one for the CAC and the other seven for the DAOs in the County. The offices were appropriately equipped, including the provision of generators, to enable the officers to effectively execute their responsibilities and write and send reports to their superiors. Logistical support was provided and this enabled the officers to monitor Project activities in their respective locations and to, where necessary, provide implementation support/advice to address any identified constraints.

63. The Districts were boosted with additional staff during the course of STCRSP implementation. A total of 14 Young Professionals (YPs), two per District, were engaged and attached to the seven district agricultural offices. They were appropriately equipped (logistical support, laptop computers, and Global Positioning System (GPS) gadgets) to be able to effectively undertake the assignments. They played a pivotal role in the areas of providing tree crop extension services to the participating farmers and the provision of the monitoring and evaluation function for the Project's interventions in the districts. An arrangement between the Project and the Lofa County Community College (LCCC) led to the creation of an internship programme where a total of 14 Interns worked with the target cooperatives to enhance community engagement, commercialization activities, and rehabilitation of cocoa and coffee farms in the seven districts. An additional 14 interns from the LCCC participated in the PIU cocoa survey held in April and May 2016.

64. As a result of MOA's capacity augmentation at the County and District levels, a total of 12,800 farmers were able to receive technical advice at least once every quarter from the CAC and DAOs.

65. The rating for effectiveness of Component Three output achievement is put as *satisfactory* (5).

## **II. Project Outcomes and Impacts**

66. This section is divided into two sub-sections: a) outcomes; and b) impact. The outcome assessment is presented by component while impact is presented by impact domains as per the IFAD PCR Guidelines.

### **A. Outcomes**

#### **Component 1: Cocoa/Coffee Revitalization**

67. As a result of Project interventions, key outcome targets were realised. Productivity and quality enhancement of the cocoa and coffee produce was a key outcome target. The STCRSP baseline study was undertaken in 2013 in Lofa County to measure key indicators at household level in Project and non-Project communities.<sup>6</sup> The estimated baseline cocoa yield was about 87.5 kg per hectare (ha). In 2016, a KIT survey was undertaken to establish progress being made with regard to key Project indicators; the survey used a different questionnaire and sampling strategy. The average cocoa yield was estimated at about 159.3 kg/ha in 2016; this represented a yield increase of 82%. However, non-STCRSP farmers' yields also increased over the same period (150.3 kg/ha), albeit by a smaller percentage of about 72%. One of the factors explaining a good yield increase for the non-STCRSP farmers relates to the fact that many of them tried to emulate what the STCRSP farmers did, whenever circumstances permitted. For example, the non-STCRSP farmers also practiced under-brushing but less frequently than STCRSP farmers in a year. But yields for STCRSP farmers are expected to significantly increase by 2018; this is attributed to the fact that they planted significantly more seedlings (gap-filling) than the non-STCRSP farmers in 2016, mostly hybrid varieties. It takes a couple of years for the newly planted trees to start producing.

68. Capacity building provided to the farmers contributed also led to an increase in quality; improved quality resulted in increased prices. On the average, cocoa prices received by farmers have increased from as low as US\$ 0.60/kg in 2012 to a range of about US\$ 1.7 to 1.85/kg in 2017. Over the same period, coffee prices have increased from US\$ 0.50/kg to about US\$ 1.75/kg. A combination of productivity increase and higher prices led to improved incomes (see sub-section on Impact).

69. It is pointed out that agricultural productivity is typically difficult to measure with household surveys because it is influenced by many factors, farmers do not keep records, and a positive or negative trend can only be measured over a longer period of time because of seasonal effects. For future Projects that involve productivity improvement, it would be important to monitor changes and effects for the duration of the Project, for example through continuous yield monitoring for selected farmers.

70. Overall, the status of cocoa farms has improved. Over 62% of cocoa STCRSP-supported farms were categorised as basic revitalised in 2016; up from 32% in 2012. By the same token, the percentage of farms classified as semi-abandoned declined from over 65% in 2012 to about 37% in 2016. However, less than 1% of the STCRSP farms were classified as enhanced revitalised; an indication that further investment in the cocoa sector as a whole is still required to achieve significant change in productivity and quality for cocoa production in Liberia.

71. The outcome related to market access was problematic. Overall, since LAADCO got linked to the cooperatives, a total of 1,223.22 tonnes of produce (1,147.36 tonnes of cocoa and 75.9 tonnes of coffee) were marketed through the company by the seven cooperatives. For the fifth marketing season (2016/17), the target was 400 tonnes; only 184 tonnes (46% of the target) was achieved. This was attributed to: a) bad road conditions during the marketing season that prevented the cooperatives from moving the cocoa from the mini-warehouses to their central warehouses. The bad roads also limited LAADCO from picking the produce from the cooperatives' central warehouses to Monrovia; b) LAADCO's unwillingness to advance funding to some of the cooperatives due to previous indebtedness; and c) competition from other companies and middle buyers from neighbouring countries.

---

<sup>6</sup>SBA. 2014. Baseline survey of smallholder farmers in Lofa County. Smallholder Tree Crop Revitalization Report to Ministry of Agriculture and IFAD.



72. While the Project succeeded in linking the cooperatives to a private sector marketing company (LAADCO), the relationship between the two parties (LAADCO and the cooperatives) worked well at first but progressively deteriorated. Mistrust developed on both sides. LAADCO accused the cooperatives of failure to honour the terms of the agreement by failing to provide the agreed volumes (by side-selling to individuals/companies that had made no investments to the value chain). It also accused them of failure to settle balances of pre-financed funds at the end of the produce-buying seasons. The cooperatives, on the other hand, felt that the way LAADCO went about determining the weight and quality of their produce was not transparent. Other complaints by the cooperatives against LAADCO included delayed receipt of the agreed pre-financing funds, delayed pick up of the produce from the cooperatives' warehouses, lower prices than what prevailed at the markets, transportation of their produce from their warehouses to Monrovia under conditions that were less than ideal and, in the process, negatively affecting the quality of the produce, failure by LAADCO to buy coffee from them, etc. The arrangement therefore lasted for a shorter period than had been expected as LAADCO suspended dealings with five of the cooperatives. The prices being received by the cooperatives after LAADCO's withdrawal are reported to be lower than what they were getting before from the company.

73. The Project sought to link the cooperatives to a stable and established market; this was meant to enable the cooperatives to be able to market their increased output on a sustainable basis. While the relationship between the cooperatives and LAADCO has hit some hurdles, there is willingness on both sides to meet, discuss and address the prevailing constraints. One of the key stumbling blocks has to do with grading. One of the possible alternatives that could be explored is the use of independent graders to determine the cocoa grade; the services of such graders would be paid for by both parties. The other issue, from the cooperatives side, relates to the need to have all the dealings concluded between them and LAADCO at their warehouses; they do not want to be party to anything that happens to the produce beyond their warehouses.

74. The rating for effectiveness of Component One outcome achievement is put as *moderately satisfactory* (4).

### **Component 2: Rehabilitation of Farm to Market Roads**

75. Most of the target outcomes (as per the Logical Framework) for this component were achieved. All the 133.1 km of rehabilitated roads are passable all year round; this is 87% of the revised target and above the target of 80%. The outcome indicator 'percentage increase in smallholder farmers selling their cocoa/coffee produce on the local and/or export market' was difficult to track. This was largely due to the fact that some members of the cooperatives sold their produce through informal channels (side-selling) and the associated statistics were a challenge to keep track of. Otherwise, the volume of farmers' produce sold to LAADCO exhibited an increasing trend – from 269 tonnes in 2013 to 332 tonnes in 2015.

76. For maintenance of the rehabilitated farm to market roads, although the Project had planned to recruit 6,615 youth to undertake that service, instead community 'road gangs' were trained and provided with tools for road maintenance. A total of 812 youth (14% females) were recruited by the road contractors during the rehabilitation process to undertake various jobs; this was 12% of the target for youth employment in this area.

77. The other outcomes emanating from rehabilitation of farm to market roads include: a) reduced transportation costs by about 30% to 50%; b) reduced travel time; c) reduced prices of basic commodities in villages; d) reduced deterioration of quality of commodities during transportation; e) improved access to/from social facilities; f) increased traffic (people and freight) and commerce to/from neighbouring countries; and g) improved access to market activities.

78. The rating for effectiveness of Component Two outcome achievement is put as *satisfactory* (5).

### **Component 3: Institutional Capacity Building**

79. The primary outcome for this component was to increase the volume and quality of the produce marketed by the cooperatives as a result of improved extension services from MOA and better management and overall capacity of the cooperatives. The quality of produce being marketed has greatly improved as farmers have increased their awareness about the factors responsible for quality deterioration and their ability to control such factors. With improved quality, farmers have been able to receive higher prices (see Section D. I. Component 1). A general improvement in the performance of

the seven cooperatives over the years was reported. All cooperatives are reported to be active with functioning Boards and regular meetings, including convening of Annual General Meetings (AGMs). But, there is variation among cooperatives with regard to achievements in terms of day-to-day management and performance, volume of produce marketed over the years, number of shareholders, and other performance indicators.

80. Other outcomes include increased bulking as many farmers have realised and appreciated the benefits of marketing as a group as opposed to selling as an individual. Cooperatives have improved their record keeping and it is increasingly being used as a management tool. Many farmers are treating “farming as a business” and are using the increased benefits variously to improve their livelihoods. Participatory planning has encouraged members to be actively involved in planning activities for their respective cooperatives. In addition, the Project facilitated Liberia to become a member of the International Coffee and Cocoa Organisation (ICCO) by contributing to payment of the arrears; the country is now enjoying membership benefits.

81. The rating for effectiveness of Component Three outcome achievement is put as *satisfactory* (5).

## B. Impacts<sup>7</sup>

82. Project impact has been assessed using various methods and documentation including, but not limited to, the following: a) SCTRSP Results and Impact Management System (RIMS) compliant Baseline survey commissioned by the Project (2013); b) Project Supervision reports; c) studies conducted in the final year of implementation (2016/2017). These include the KIT cocoa studies phase 1 and 2; Focus Group Discussions and a knowledge management compendium; d) discussions with farmers during the PCR Mission; and e) a mini-client survey conducted in all the 7 participating districts of Lofa during the PCR Mission in September 2017.

83. Considering that a RIMS Beneficiary Impact Assessment (BIA) had not yet been undertaken by the time of the PCR Mission (it was planned to be undertaken in October 2017), the PCR team undertook a quick, user-friendly mini-client survey in addition to the focus group discussions conducted during field visits. The survey selected 50 respondents per district; giving a total sample size of 350 respondents. Respondents were selected bearing in mind constraints on road access, coordination, time constraints faced by the PCR team and logistical support available from the PIU. Therefore, the results from the 2017 client survey should be treated as broadly indicative. Details of the client survey are presented in Appendix 9 B.

84. **Households' Incomes and Assets** – At baseline house and land ownership were observed to be generally high, 97% and 96% respectively. Most households (70-80%) also owned basic furniture and electronics. Ownership of equipment was however low with the most being wheelbarrows and motorcycles. A comparison of findings from the KIT study with the baseline information indicates that there was no significant difference between the incomes received by the STCRSP farmers during the period 2013-15 seasons and the baseline income level. However, the income level for the STCRSP farmers increased appreciably during the 2015/16 season, in comparison to the baseline income. On the other hand, cocoa-generated incomes for non-STCRSP farmers were significantly lower than the baseline income level during the 2013-15 seasons; the incomes rose only slightly above the baseline level in the 2015/16 season. This is depicted in the table below.

**Table 4: Cocoa Income (US\$) per Farmer**

	STCRSP Farmers	Non-STCRSP Farmers
Baseline study	184	167
2013/14	158	103
2014/15	213	134
2015/16	288	183

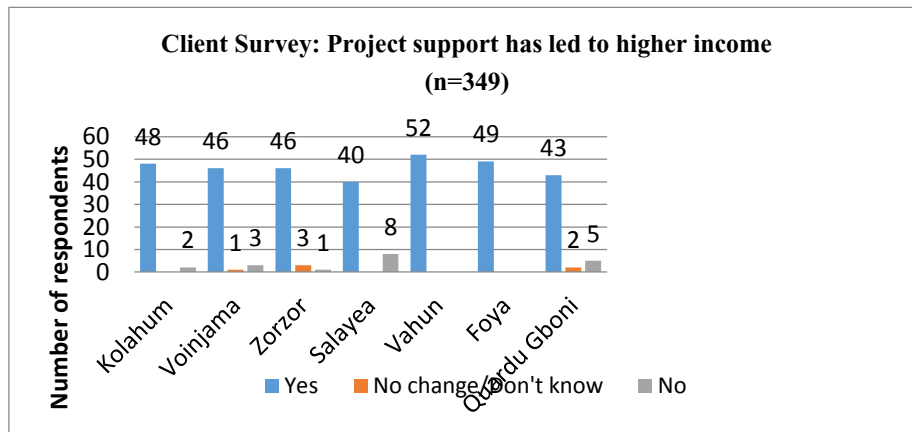
Source: STCRSP Cocoa Impact study, 2016.

85. This is an indication that STCRSP farmers were able to generate more income from cocoa production than non-STCRSP farmers. This was also confirmed by the findings of the mini-client

<sup>7</sup> A RIMS Compliant final Impact study was not undertaken due to lack of access to funds as the project accounts were frozen.

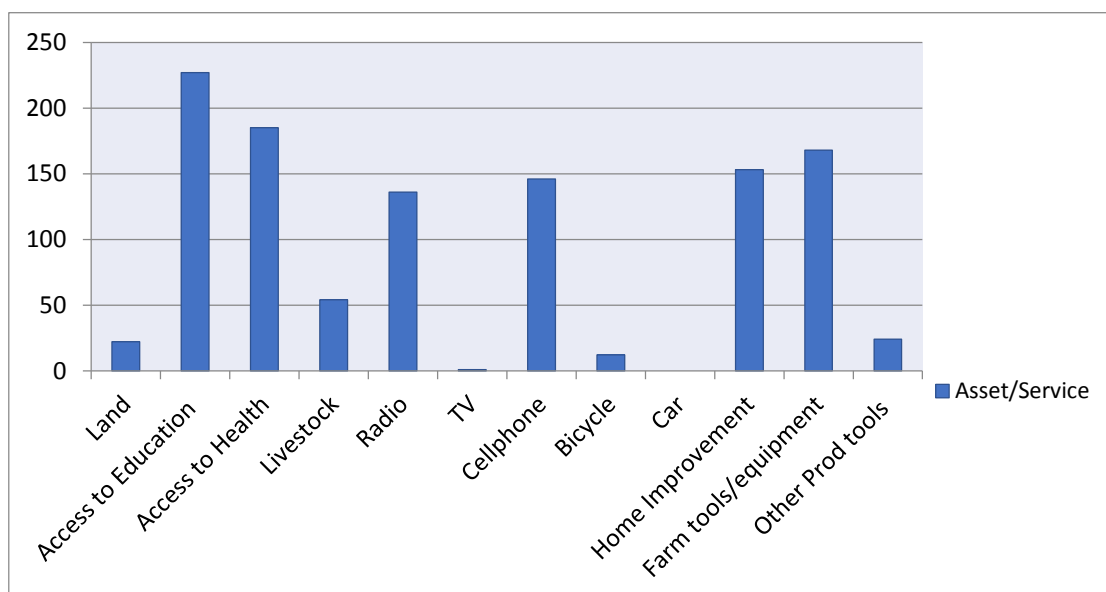
survey, which established that 93% of the respondents had more money to spend on themselves and their families, compared to the situation prior to being involved with the Project.

**Chart 3: Changes in Income**



86. STCRSP participants also benefited variously with regard to asset ownership and the ability to access key services for members of their households including: a) construction of houses (improved quality of residential houses and/or houses for rental purposes as an additional income generating activity); b) enrolment of children in schools of choice and increased ability to pay school fees with little or no stress; c) increased ability to access healthcare services for the household members; d) purchase of livestock; e) acquisition of other assets, such as Television (TV) sets, cellophanes, radios, etc.; f) acquisition of farm tools and equipment; g) ability to diversify sources of family income through engagement in petty trade; etc. This is presented in the below chart.

**Chart 4: Number of Beneficiaries who Acquired Assets or Accessed Services Listed**



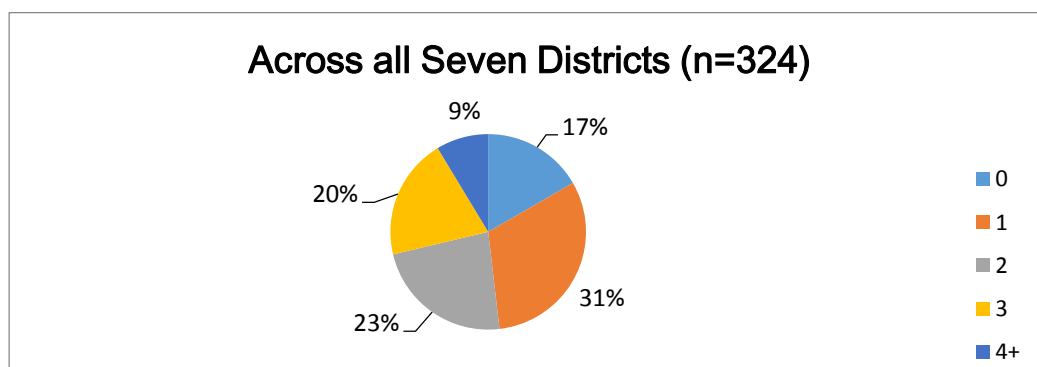
87. The rating for effectiveness of impact achievement with regard to income and asset acquisition is put as *satisfactory* (5).

88. **Human and Social Capital and Empowerment** – STCRSP provided training to Project beneficiaries to enable them to tend to their rehabilitated cocoa and coffee farms and improve postharvest handling of the produce. While the concrete knowledge and skills are valuable contributions in themselves, such developments should be regarded as part of a process that merits continuity. Equally important is the seed planted in terms of collective action among Project beneficiaries through participating cooperatives; cooperative building requires time and different cases follow different / particular dynamics. The Project was the first of its kind in terms of scale and type of intervention (farm rehabilitation and market linkages) after the war in Lofa; cooperative building requires time and different cases follow different/particular dynamics. The package of support and services offered by the Project, availing the target beneficiaries with the possibility of transitioning from survival to substantially better livelihood outcomes, constitutes the most important dimension of empowerment. As has been referred to elsewhere in this report, the impact reported by beneficiaries are varied and span across alleviating monetary poverty to improving food security and equipping households with the ability to address the different facets of multidimensional poverty.

89. The rating for effectiveness of impact achievement with regard to human and social capital empowerment is put as *satisfactory* (5).

90. **Food Security** – The current IFAD-RIMS methodology assesses food security through the hungry seasons experienced by a household. A hungry season implies a period when the household did not have adequate food because their stores were depleted or because they did not have enough money to buy food. In the absence of the BIA, it is not feasible to compare the share of households experiencing a hungry season from the baseline figures to 2016. However, in the 2017 mini-client survey, 17% of the respondents had not experienced a hungry season during the period 2015-17; the rest of the respondents had experienced some degree of hunger over the same period. This could have been exacerbated by the Ebola epidemic of 2015 which first erupted in Lofa; some farmers are still recovering from the economic effects of this epidemic.

**Chart 5: Percentage of Respondents Experiencing Hungry Seasons (2015-17)**



91. The rating for effectiveness of impact achievement with regard to food security is put as *moderately satisfactory* (4).

92. **Institutions and Policies** – STCRSP put particular emphasis on institutional support but not necessarily on policies. The Project supported all seven farmers' cooperatives in terms of strategy, management and development through logistics, equipment, training and technical assistance. It helped them put in place a sound financial and institutional structure capable of implementing their activities for the benefits of their members. In addition, the Project supported MOA's County and District offices to enable them to fully undertake their functions within the framework of the Project.

93. However, although policy support was not a direct focus of the Project, it, nonetheless, supported the Government's decentralisation policy by building the capacity of MOA's County and District institutions to enable them to provide extension services to the target beneficiaries (cooperatives and the target farmers). Also, the Project was to work with the Land Commission, established by the GoL to facilitate dialogue and resolution of land conflicts at local level – in the event that cases of conflict over land cropped, mainly due to overlapping between statutory and customary laws. However, there was no evidence of any of such conflicts during Project implementation and it does not appear that the Project provided any support to the Land Commission.

94. The rating for the Project's support to Institutions and Policies is put as *satisfactory* (5).

95. **Natural Resources and the Environment** – At design, STCRSP was classified as Category B in line with IFAD's administrative procedures, at the time, for environmental impact assessment in the Project cycle. It meant that it was considered to be a Project with limited socio-environmental risks and, as such, no formal Environmental and Social Impact Assessment (ESIA) was required to be undertaken. In addition, the Project's implementation approach focused, primarily, on rehabilitating existing farms, as opposed to establishing new farms. Implicitly, this avoided the potentially negative environmental issues that could have been caused by the approach of establishing new farms (such as deforestation, physical or economic displacement of indigenous peoples, destruction of historic, religious or cultural sites, etc.). Also, the agricultural practices by the participating farmers, throughout Project implementation, did not advocate for the use of harmful chemicals. Additionally, the private sector partner led some training activities on organic production processes provided to farmers and their cooperatives. Furthermore, the partial de-shading (rather than complete removal of trees) supported by the Project remains the best alternative to cocoa and coffee farm rehabilitation. Similarly, the rehabilitation of farm-to-market roads did not lead to the destruction of forest. However, this could contribute to the unintended increase in logging for timber, as a result of improved road access.

96. The rating for the Project's performance with regard to natural resources and the environment is put as *satisfactory* (5).

97. **Climate Change Adaptation** – There was no particular attention given to climate change when the Project was designed. However, cognisant of the potential negative impact, an effort was made to provide farmers with early-maturing cocoa varieties, although it was not done on a large scale. Also, diversification of sources of incomes was cited by the beneficiaries as a coping mechanism to impacts of climate change.

98. With the majority of its population relying on agricultural production for their livelihood, the impact of climate change on the Liberia's already vulnerable agriculture sector could worsen its population's welfare in the medium to long run. Therefore, future Projects should mainstream climate change into the design and implementation to equip the beneficiaries with tools and techniques to adapt to the impact of climate change on their crop production. This, particularly, is most relevant in Lofa, Bong, and Nimba (the agricultural belt) counties where climate studies indicate that agricultural production is likely be the most affected by higher temperatures and changes in seasonal rainfall (USAID, 2013).

99. The rating for the Project's performance with regard to climate change adaptation is put as *moderately satisfactory* (4).

100. **Gender Equity and Women Empowerment** – Project design did not take into account the common issues related to the gender gap in tree crop production in Lofa County, such as the fact that women generally have less access to land, low tenure security, less access to labour than men and that they can face higher production costs hindering their ability to perform to the same level as men.

101. The Project focused on promoting women's participation in all Project activities, including, as beneficiaries in their own right, in cooperative governance structures, in Project trainings, etc. Targeting quotas for women's participation were established, but without offering an underlying rationale or vision of what such targets sought to achieve. Ideally, Projects should work with men and women to overcome situations that have been assessed and are thus well understood and considered acceptable by all parties involved (Projects, communities, etc.) due to being well-founded with the view to empower women and promote gender equality.

102. No specific objectives and, thus, activities were foreseen in relation to women's empowerment, but benefits were generated among women headed households, whose socio-economic situation improved as a result of participating in the Project. Generally speaking, no evidence was found during the Project completion review Mission of married women targeted by the Project having been widely empowered as a result of Project efforts. On the contrary, interviewees in a couple of Districts indicated that some married women became beneficiaries because their husbands ceded a portion of their cocoa farm to apply for Project support. According to interviewees, in most of cases, what ultimately happened was that husbands took over these same farms as soon as income streams associated to farm rehabilitation started flowing. Culturally, tree cropping in Lofa is considered to be a man's responsibility.

103. Ninety percent of participants in the mini-client survey indicated that (positive) changes had been seen in women's participation in cooperatives supported by the Project. Nevertheless, the Mission is of the opinion that participation of women in cooperatives remains marginal (29% of cooperative members are women<sup>8</sup>), women's participation in meetings was low, as well as participation in Project supported trainings (18% of people trained by the Project were women<sup>9</sup>).

104. The rating for gender equality and women's empowerment is put as *moderately unsatisfactory* (3).

### III. Targeting and Outreach

105. The Project reached a total of 12,800 households, representing 85% of the target; of these 10,314 were cocoa farming households and 2,486 coffee farming households. Of the total outreach, 10,368 were male-headed households while 2,432 were female-headed households.

106. STCRSP outlined a sensitization approach at design, which was followed by the development and promotion of a detailed sensitization process whereby cooperatives, DAOs and local community leaders were to disseminate information about Project objectives, interventions, target groups and eligibility criteria for participation in the Project. However, allowing cooperatives flexibility in operationalizing of the targeting strategy enabled each cooperative to operate in a manner that worked best for each specific context. Cooperatives chose to: a) either work with sub-cooperatives or prominent cooperative members across their target area; and b) determine the proportion of communities it could reasonably target and decided between using a staggered approach between communities or working in the same communities over the lifetime of the Project. This flexibility rendered the initial targeting framework, outlined in the PDR, of covering 50-60% of villages in each district and 70% of farmers in each village targeted, less relevant than initially anticipated.

107. Participatory processes were employed by the Project to sensitize communities, select beneficiaries and roads to be rehabilitated and to encourage the constitution of youth groups that provided labour for road and farm rehabilitation. Project staff, CAC and DAOs worked with cooperatives to implement community level processes with the participation of community leaders to a satisfactory manner. Self-targeting and local assessments informed beneficiary selection. Being a member of a cooperative supported by the Project, Project guidance on target groups and having a cocoa/coffee farm requiring rehabilitation were considered as key criteria in this process. The Mission is of the view that the sensitization process and beneficiary selection processes used were appropriate.

108. While the establishment of grievance mechanisms was foreseen at design, it is unclear the degree to which local leadership structures actually engaged in effectively establishing them and/or actually encouraged their use. While no widespread negative effects were observed in this respect, the establishment of such recourse mechanisms would warrant transparency and good governance in decision making processes and constitute solid foundations to avoid abuse of power and elite capture, or associated claims.

109. **Targeting Effectiveness** – Project design was guided by an approach based on principles of social inclusion. Targets were specifically set for women (25%) and youth (50%). Another key target group considered at design was people wounded in war/disabled.

110. The Project performed relatively well in reaching out to women (19% of beneficiaries are women). While no specific data is available to assess the degree to which targets have been met for youth, anecdotal evidence collected among different stakeholders consistently indicates that youth in Lofa County did not own cocoa or coffee farms requiring rehabilitation at the start of the Project. Under these circumstances, it is justified that targeting youth to levels stipulated in the PDR became challenging. Most youth targeted were in fact able to become beneficiaries by virtue of having inherited farms from deceased parents or being allocated a portion of their parents' farms to participate in the Project<sup>10</sup>.

---

<sup>8</sup>Data provided by STCRSP staff (Project spread sheet *Updated Coops Membership Table.xls*)

<sup>9</sup>Data provided by STCRSP staff (Project spread sheet *Training Data Base.xls*).

<sup>10</sup>Evidence indicates that Liberian youth's primary interest is not in agriculture as it is largely associated with poverty or mere subsistence (Source: USAID, April 2009. Liberia Youth Fragility Assessment). However, the emergence of cocoa as a profitable cash crop in Lofa County has sparked high levels of interest among youth in the project area.

111. Rather than focusing on the disabled, cooperatives considered vulnerable households as a cross cutting group. The Mission considers this choice as more relevant and better encompassing.

112. While the Project's target groups aligns with IFAD targeting policies, the Mission considers that the targeting strategy adopted presented some weaknesses. Namely, the Project did not consider that different groups have different assets (physical, human, financial, social and natural) and thus capacities and needs. When such differences are not acknowledged, people are targeted in exactly the same way but the results are likely to be substantially different between groups. Establishing quotas is not enough, activities have to cater to the specific needs and capacities of each group.

113. The Project also created temporary employment opportunities for youth in farm rehabilitation (156%), and road rehabilitation (12%).

114. Anecdotal evidence indicates that non-targeted youth have also indirectly benefited from Project interventions by virtue of their own efforts, as they replicate practices seen among Project participants to establish their own cocoa/coffee farms. Also, interviewees indicated that Project beneficiaries have created opportunities for agricultural employment. The total number of beneficiaries directly targeted and actually reached is presented in the table below.

**Table 5: Total STCRSP Direct Outreach**

Type of Beneficiary	Target	Actual			Outreach
		Male	Female	Total	
Farm rehabilitation (households)	15,000	10,368	2,432	12,800	<b>65,280<sup>11</sup></b>
Youth employment: farm rehabilitation (individuals)	5,000	6,855	926	7,781	<b>7,781</b>
Youth employment: road brushing (individuals)	6,615	698	114	812	<b>812</b>
<b>TOTAL</b>					<b>73,873</b>

Source: Project staff and Supervision Mission Reports

115. The rating for targeting and outreach is put as *satisfactory* (5).

#### **IV. Innovation, Replication and Scaling-up**

116. During the course of STCRSP implementation, selected Project beneficiaries and some MOA staff were exposed to good agricultural practices with regard to cocoa production. The techniques included grafting, traceability, pruning, sanitation, rejuvenation of cocoa trees and establishing record-keeping systems, as well as full rehabilitation of trees, a technique applied by an IFAD-supported Project in São Tomé and Príncipe. STCRSP came up with an innovative way of disseminating that experience to the target beneficiaries by establishing a 'São Tomé Farm' per District for demonstration purposes. The practice proved to be a successful way of providing extension services to cocoa farmers. It is already being replicated; by popular demand, some cooperatives have decided to create more 'São Tomé Farms' in their Districts. Also, some progressive individual farmers have asked for 'São Tomé Farms' to be developed on their farms; some farmers already have 'São Tomé Farms' established at their farms.

117. In terms of **Technology adoption**, To a certain degree, solar dryers were adopted by cooperatives and farmers. This was a result of the increased prices farmers received from the cooperatives for properly dried cocoa, as well as the provision of plastic by the cooperatives. A learning-by-doing approach, training farmers in the field rather than a classroom, seems to be the most effective way of transferring technologies. Farmers seem to copy behaviour once they see the positive change in other farms. This is a key element for learning: farmers need to see changes before adopting them themselves. Working with farmer field schools and/or demonstration plots is very important, even though it is time consuming (cocoa trees take three years to mature). Training

<sup>11</sup>Assumes a rural household size of about 5.1 at Design, according to the Liberia Institute of Statistics and Geo-Information Services (LISGIS), 2008.

communities in maintaining roads, and having them participate in the construction of the roads, increased their sense of ownership and enabled them to keep the roads in good condition. Members of the cooperatives have to a certain extent adopted business skills, including computer skills. This as a result of training given. Also, the clear need for such the skills in their daily work motivated cooperative members to do so.

118. In terms of **Working with farmer groups**, Cooperatives proactively explain to farmers why they will benefit by joining the cooperative, which has helped to steadily increase membership and shareholders over time. The inclusion of communities in the construction and maintenance of roads is of great importance to create a sense of ownership and make sure the roads are looked after once constructed. People have become more aware of the advantages of joining cooperatives compared to working with middle men, who only come occasionally and offer short term benefits. Some farmers indicated that they want to be loyal to the cooperative and repay their debts – even though these people too are becoming discouraged observing the weaknesses of the cooperatives.

119. In terms of **Working with the private sector**, Increased market prices and demand for cocoa have has increased prices and opportunities for cocoa farmers to sell their produce. Strong competition, even from neighbouring countries, has increased prices and opportunities for cocoa farmers to sell their produce. The market potential for cocoa has increased.

120. This aspect of the Project is rated as *satisfactory* (5).

121. The rating for the overall (rural poverty) impact is put at *moderately satisfactory* (4).

## D. Assessment of Project Efficiency

### I. Project Costs and Financing

122. In actual terms, disbursement of the IFAD loan has been successful, reflecting an improvement in funds absorption and implementation capacity. As of 15<sup>th</sup> September 2017, disbursement of the IFAD loan was at 98% in SDR terms with only a balance of about SDR 0.16 million (US\$ 220,000) at IFAD. An exchange rate loss (between the US\$ and SDR) of about US\$ 1.5 million has cumulatively crystallised as a result of denominating the loan in SDR. In total, IFAD has disbursed US\$ 15.1 million which, when added to the balance yet to be disbursed of US\$ 0.22 million, gives US\$ 15.3 million. However, the loan amount at design was US\$ 16.8 million. This confirms that the effect of the SDR depreciation (or dollar appreciation) has cost the borrower an exchange rate loss of US\$ 1.5 million. This would have been avoided if the loan was denominated in US\$. IFAD now offers financing in US\$.

123. The cumulative Private Sector (LAADCO) contribution was US\$ 3.5 million, equivalent to 68% of the design target of US\$ 5.1 million. GoL's cumulative contribution, in form of duties and taxes, amounted to US\$ 0.72 million, representing 36% of the appraisal target of US\$ 2 million. No beneficiaries' contribution was posted. This is in spite of repeated reminders by the successive IFAD supervision and implementation support Missions.

**Table 6: Status of Financing Plan and Actual Disbursement**

Component	IFAD			Private Partners			GoL			Beneficiaries			Total		
	Design	Actual	%	Design	Actual	%	Design	Actual	%	Design	Actual	%	Design	Actual	%
1. Revitalization of Cocoa & Coffee	1,388	2,142	154%	5,131	3,512	68%	752		0%	149	0%	0%	7,420	5,653	76%
2. Rehabilitation of Farm to Market roads	10,068	6,040	60%	-			531	656	123%	553	0%	0%	11,153	6,696	60%
3. Institution Capacity Building	2,951	2,456	83%	-			193	29	15%	221	0%	0%	3,365	2,485	74%
3. Project Management	2,476	3,422	138%	-			549	34	6%	-	0%		3,025	3,456	114%
Balance of Authorised Allocation (AA)		895												895	
SDR/ USD cumulative exchange loss		1,512												1,512	
<b>TOTAL</b>	<b>16,884</b>	<b>16,466</b>	<b>98%</b>	<b>5,131</b>	<b>3,512</b>	<b>68%</b>	<b>2,025</b>	<b>719</b>	<b>36%</b>	<b>923</b>	<b>0%</b>	<b>0%</b>	<b>24,963</b>	<b>20,697</b>	<b>83%</b>

124. From the above, under IFAD, overruns are evident on Component 1: Revitalisation of Cocoa and Coffee. On farm labour, part of the costs, which should have been taken up as beneficiary contribution was loaded on the IFAD loan. In addition, and as already stated under Section C.III, the cash contribution to the routine road maintenance (US\$20/farmer/year) was not paid. These road maintenance funds had been anticipated to form part of beneficiary contributions. There were also some costs incurred but not foreseen at design and these included: a) power saw mills; and b) overhead contributions to the private sector Partner. Project management costs were also more



expensive than anticipated at design. This is because running costs that should have been met by GoL (including running an exclusive office for a year, payment for security services, generator fuel and maintenance costs) were loaded on the IFAD loan. Overall, no tangible cost savings were made. However, the Project financial discipline was exemplary, working through the budget control tool in TomPro within the ceilings of approved AWPBs.

125. Category-wise, the status of cumulative disbursement shows that it is only the category of Technical Assistance, studies and training that had a significant overrun compared to original design. The Project was largely implemented using IPs. As discussed under the section on quality of financial management, future service contracts must include clauses where payments are tagged to progressive achievement of performance milestones.

126. As shown below, there is still a balance of SDR 460,847 that will need to be recovered on or around the Project closure date of 31<sup>st</sup> March 2018. Any amounts that will remain unrecovered will have to be refunded in hard cash to IFAD. The positive note is that there is a solid recovery plan, which assures that the process will move smoothly.

**Table 7: Disbursement of IFAD Loan by Category (SDR'000)**

Category	Design Allocation	Revised after re-Allocation	Actual Disbursement	% Disbursed of revised allocation	% Disbursed of original allocation
Civil works	5,350,000	4,700,000	4,426,473	94%	83%
Vehicle, Equipment & Goods	1,250,000	1,250,000	1,053,918	84%	84%
Technical Assistance, Studies & Training	1,140,000	2,840,000	2,591,734	91%	227%
Salaries, Allowances and Operating Cost	1,710,000	1,710,000	1,807,803	106%	106%
Unallocated	1,050,000	-	-	-	-
Balance of Initial advance	-	-	460,847	-	-
	<b>10,500,000</b>	<b>10,500,000</b>	<b>10,340,774</b>	<b>98%</b>	<b>98%</b>

127. *Actual expenditures by year* – In terms of the disbursements by year, there was a spike in 2013/14; the second year of implementation. During that year, disbursement increased from US\$ 1.3 million in year one to US\$ 4.3 million. Thereafter, disbursement started to decline for a number of reasons but was not completely off the anticipated pattern at the time of design. The quality of AWPB, as measured by successive year execution levels, can be described as moderately satisfactory with a high of 60% in the 2016/17 fiscal year.

**Table 8: AWPB Execution by Year**

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Budget - USD' 000	2,291	7,869	6,702	4,880	3,790
Actual- USD'000	1,319	4,332	3,629	2,869	2,281
% Execution	58%	55%	54%	59%	60%

## II. Quality of Project Management

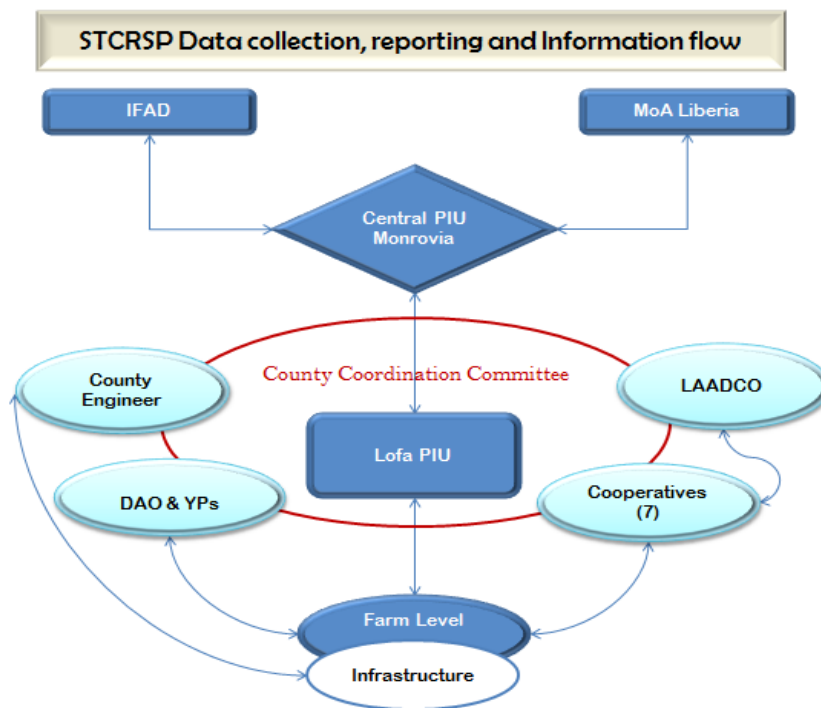
128. Managing and coordinating IFAD-supported Projects/Programmes in Liberia is through a common PIU with overall responsibility for all Projects/Programmes. While this is an effective way of coordinating Project/Programme implementation, depending on the number of active Projects/Programmes under the IFAD-supported portfolio, the Project Coordinator could potentially be overwhelmed with so much demand for his/her time. As the IFAD portfolio expands in the country, the possibility of a Deputy Project Coordinator should be explored. The PIU reports to the PMU which is responsible for coordinating implementation of all Projects/Programmes under the Ministry of Agriculture; the PMU reports to MOA. In order to ensure close coordination and follow up on Project interventions, a County PIU was established in Voinjama. However, while it was befitting to have an Engineer to be part of the Lofa-based PIU, given the focus on rehabilitation of farm to market roads, making him also the head of the County PIU meant that the aspect of supervising/overseeing effective implementation of the other components did not receive as much attention. In total, the PIU (central and Lofa-based) had 26 staff; there was a very low staff turnover rate during the course of Project implementation.

129. Overall, the PIU ably executed its mandate that included: a) financial management and reporting; b) coordination of all procurements for goods and services; c) preparation and coordination of STCRSP's Annual Work Plans and Budgets (AWPBs); and d) monitoring and evaluation (M&E) of Project activities and undertaking Knowledge Management. However, given the weak capacity at the District level, the quality of M&E reports emanating from the field was generally low and needed some editing support before onward submission. Also, for some of the years, AWPBs were submitted late to IFAD for review and expression of 'No Objection'. The National Steering Committee (NSC) met at least twice a year to review and approve draft AWPBs and Project implementation Reports. However, the NSC could have been more proactive with regard to addressing constraints that propped up during the course of STCRSP implementation. For example, the issues encountered with regard to road rehabilitation could have been better dealt with if the NSC had formally liaised with the relevant officers in the Ministry of Public Works.

130. Project management in the context of ebola - The outbreak of the Ebola Virus Disease (EVD) seriously affected the cocoa and coffee farming communities in Lofa County; Lofa was the first region the virus erupted from before spreading to other counties in Liberia. A national health state of emergency was declared by the President of Liberia, which prohibited all public gatherings; farming activities (rehabilitation, procurement of planting materials, export of produce, training, etc.) were halted and travel between counties, including Lofa was quite restricted. Lessons learned from the first two years of implementation, particularly as related to the organization and structure of the cooperatives and revised approaches adopted are generating innovation and determination in the cooperatives. Project preparedness to adjust operations was a reasonable element i.e. the Ebola situation in Liberia which was efficiently managed by the project team. The team contributed by distributing chlorine and buckets to the cooperatives during the peak of the outbreak.

131. **Monitoring and Evaluation** – The Project M&E system was based on a decentralised participatory M&E practice integrated into Project planning, AWPB, and supervision, with clear data collection, transmission and analysis structure involving the two PIUs, IPs, CAC, DAOs and YPs. By the end of the 1<sup>st</sup> year, a comprehensive plan had been put in place, reviewed and approved, subject to some amendments. YPs were promptly recruited to support the MOA extension staff and capacitated with training, logistical support, etc. The key performance indicators recognized the IFAD RIMS and COSOP indicators. While the M&E structure was well laid out, some of the observed shortcomings of the system included: a) delays in development of data collection templates which in the end were only used for a limited period of time in the case of cooperatives; b) no incentive and sufficient skill at the community level to collect the data properly, routinely or professionally; c) inadequate staff and resources to perform validation of rehabilitation as this turned out to be a mammoth task for the 14 YPs; d) the databases for M&E were not fully automated (basically excel sheets used) with significant opportunity for error in recording, analysis and lack of accountability; e) lack of accountability, information flow to facilitate timely logistics at farm to cooperative level and at cooperative to LAADCO (private partner); and f) the analysis of data and its conversion into usable tools for management decision-making needed further improvement. This is not a poor reflection on the M&E staff but rather an emphasis that data collection skills and computer knowledge are fundamentals in any M&E system. The Project's information flow processes are presented in the chart below.

**Chart 6: STCRSP Information Flow**



132. The Project conducted a RIMS compliant baseline survey although the timing of the survey could have been improved to capture pre-Project data. A mid-term survey was never planned for and could not have been possible due to the Ebola outbreak; this disrupted Project activities including road maintenance and farm rehabilitation – thus affecting data collection. In terms of thematic studies/surveys, the Project could have benefited from undertaking the following during the course of implementation: a) assessment of Project impact on youth utilization of income; b) yield studies; c) agriculture census at household level, including production projections; and d) qualitative studies on marketing, sales and transportation. Thematic studies on roads and cocoa were conducted in the final year of implementation as well as focus group discussions and a compendium of success stories. It is however expected that lessons drawn from these studies will inform future design and implementation of tree crop investments in Liberia. An overall impact survey expected to better inform the Project outcomes and impact was not conducted as the project accounts were frozen by the former Government and the project could not access funds. During the early part of Project implementation, discussions with the University of California to conduct an impact survey had been positive and resulted in preparation of a preliminary methodology. However, this did not evolve into undertaking of the survey.

133. **Knowledge Management (KM) and Communication Plan** – Although a knowledge management strategy was not put in place, the importance of knowledge management seemed to have been well understood from the onset of Project implementation. However, problems persisted in terms of dissemination of gathered knowledge. The following are highlighted:

- a) **South-South Cooperation** – During the first year of implementation, selected STCRSP team members participated in a supervision Mission for a similar Project in Sierra Leone for knowledge sharing following which a learning agenda was to be prepared for dissemination. During the second year, a learning route to São Tomé and Príncipe, composed of nine Project stakeholders, was organised to facilitate cross-learning with an IFAD-supported on-going Project. The objective was for the STCRSP team to build knowledge on cocoa and cocoa value chain development. In turn, an exchange visit was reciprocated by the São Tomé Project team to provide on-site training in Lofa; the training was highly appreciated. However, several supervision Missions, continued to reiterate the need to disseminate the manual<sup>12</sup> developed from the training and highlighted the limited adoption of demonstration site trainings. In addition a member of the team benefited from participating in two trainings on Gender Action Learning System in Sierra Leone and Nigeria. The

<sup>12</sup>Anticipated printing of the STP manual by IFAD did not materialize. A request had been made by the Project to print several copies of the manual (for dissemination) from Rome due to the poor quality of printing experienced in Liberia.

trainings were considered highly beneficial although lack of resources did not make it possible to put knowledge and skills acquired into practice during STCRSP implementation;

- b) **Guidelines, Manuals and Studies** – Other important knowledge management documents prepared include: a) a draft targeting and community mobilization strategy; and b) a county and District level planning coordination, monitoring and flow of funds mechanism. It is not clear to what extent these documents were fully utilized. In terms of the targeting strategy throughout implementation, cooperatives shifted their attention from the disabled/war-wounded who were mentioned as part of the target group in the design of the Project to vulnerable groups with the capacity to implement minimal farm maintenance activities. With regard to the County and District plans, problems emerged later during implementation where stakeholders did not seem to be aware of, or accountable for, their responsibilities which were clearly laid out in the beginning. Missed opportunities in terms of guidelines include the development of a marketing strategy to facilitate commercialization at cooperative level;
- c) **Lessons Learnt and Innovations**, such as the pay back mechanism, were frequently documented in the supervision reports; these served as reference points for the Project during the course of implementation. Awareness raising was done on an on-going basis to ensure all stakeholders understood their roles and responsibilities, farmers understood the importance of farm rehabilitation and road maintenance as well as the repayment mechanism of 40%. However, despite the awareness raising, the payback mechanism did not succeed and lessons need to be learned to inform future project designs and implementation;
- d) **Dissemination** – Despite many knowledge management activities (mainly workshops) conducted by the Project, there was very little dissemination of gathered knowledge to further support farmers, especially the illiterate or guide decision making. Various supervision Missions insisted on the simplification of communication tools to visuals and radio communication. However, there is little evidence to suggest that the data collected has been analysed and used for Project management decision-making, for measuring the performance of interventions nor for planning purposes; and
- e) **Staffing** – The Project did not appoint a dedicated Knowledge Management Officer although a KM compendium was developed at the end of the Project through a small team of external consultants. KM products were identified as a need by the last two supervision Missions. The KM compendium captured some of the stories of STCRSP, including the farm rehabilitation, road maintenance, a number of successes, challenges and lessons learnt from case studies of farmers, cooperatives and its engagement with both LAADCO, CAC, DAO, YPs and CDA.

### III. Quality of Financial Management and Procurement

134. **Financial Management** – Financial management under STCRSP used an accounting package right from the very beginning, the TomPro accounting software. Unlike some of the other IFAD-supported Projects, STCRSP did not have the challenge of dealing with opening balances or having to post backlogs of transactions in migrating from manual to computerized platforms. The entire STCRSP finance staff team, comprising a qualified and experienced Financial Controller, Project Accountant and Assistant were trained and became versatile in the use of this software; this allowed for adequate segregation of duties, which is needed for financial control. The approach of getting a multi-Project (up to ten Projects) licence meant that new Projects within the entire PMU (including projects funded by other donors) could simply be loaded onto the software, saving costs and time. The allowable ten-project space has been used up with the recent roll-on of the Tree Crop Extension Project (TCEP) and the Rural Community Finance Project (RCFP). It is recommended that the next upgrade should aim for securing unlimited Project licence under the wider PMU.

135. The coding was well done up to activity level, in addition to the usual component wise and category wise summary divisions. In addition to the General Ledger coding, there was a budget coding that enabled budget control by avoiding cost overruns. The standard reporting templates were properly pre-set and could be printed, at click of a button, in any level of detail; this facilitated management decisions and control. The PIU has a well organised filing system with clear audit trail to the accounting system, withdrawal applications, which allows for ease of retrieval of supporting documents. This explains the unqualified audit opinions that the Project has received from year to year. Key internal controls, such as fuel cards, vehicle log movement sheets, operational cost controls (such as those on telephone usage) were instituted. Overall, the Project has operated with a high level of financial control discipline.

136. However, there are areas where STCRSP could have performed better; such areas should be considered for improved implementation of ongoing and future Projects. Those areas are described hereunder:

- a) The fixed assets module that was procured as part of the TomPro package was grossly underutilised as the responsible administration staff were not keen to use it. Accordingly, the final assets register is maintained in MS Excel;
- b) The procurement module was grossly underutilised. It was used only to capture contracts and Contract Monitoring Forms (CMFs). In this regard, the CMFs processed within this module helped in proactively blocking some potential contract over-payments, especially in the area of civil works;
- c) With 26 staff, a payroll module could have eased payroll processing and other Human Resource-related aspects, such as leave scheduling, deductions, etc.;
- d) Although FM assessment for the eight IPs was undertaken and training done by the PIU, by the time of Project completion, none of the eight IPs was using a formal accounting software; and
- e) In dealing with the eight IPs, STCRSP took the “advance-justify expenditure-replenish” approach. This approach, although was reportedly revised toward the end of the Project, made it difficult to link targets and posted expenditures. This is to the extent that even in periods where there was no reported target achievement, claims for running costs were made on the basis of an existing Memorandum of Understanding (MoU). Yet, the overall quality of expenditure justifications from IPs was consistently lacking; this resulted in a series of follow-ups by the PIU. In future, such contracts should include clauses on payment triggers that are linked to achievement of progressive milestones, similar to any service contracts.
- f) Audit. The project external audit reports were unqualified. In the final three years the SAI (General Auditing Commission) audited the project in accordance with ISSAI/INTOSAI standards which lead to an improvement in audit quality and timeliness of submission compared to previous years

137. **Procurement** – Initially, the STCRSP procurement function was carried out by the Financial Controller, not the Procurement Officer. IFAD intervened and recommended that the Procurement Officer (not the Financial Controller) should write bidding documents and contracts, and should report to the Project Coordinator, not the Financial Controller. It should be noted that while IFAD agreed that the practice of procurement by the Financial Controller represented a potential, perceived or actual conflict of interest, the Financial Controller had considerable knowledge and experience in procurement matters. Nonetheless, a Procurement Officer and a Procurement Assistant were duly recruited as full staff of the Procurement Unit.

138. *Procurement Planning and Plan* – During the course of STCRSP implementation, the PIU eventually adopted the Procurement Plan (PP) format in the IFAD Handbook; that format was slightly edited by adding a row to cater for revised planning timelines. Regular updating of the PP was a challenge.

139. *Filing and Record Keeping* – Filing of the different procurement-related documentation was not systematically done. While all the necessary documents of a given procurement were collected, they were never filed in any consistent order. In addition, the Procurement Unit, for the most part, did not add folios (lever arch files) when the existent ones got filled. Instead, the Unit continued to add more documents in them. This made it difficult to review the different documents during the supervision and/or implementation support Missions and could, potentially, lead to the file/documents being damaged.

140. *‘No Objection’ Process* – Based on information received from the PIU, the process of requesting for and receiving ‘No Objections’ from IFAD was rather long. A random review found that the process took, on the average, about 17 days. In some of the situations, requests went for weeks without any response until a reminder was sent by the Project. It is hoped that with the introduction of NOTUS,<sup>13</sup> the process will greatly improve for the ongoing and future Projects.

141. *Bidding Documents and Contracts* – A random review of Bidding Documents (Request for Quotations, Request for Proposals and Request for Bids) established that the process followed the principles of IFAD procurement. Purchase Orders (which are actually Contracts for Goods) have the

---

<sup>13</sup>NOTUS: No Objection Tracking System, is a new initiative by IFAD. Will be installed and commissioned for IFAD HQ and all funded Projects.

appropriate clauses. However, contracts for Goods and Works emanating from the National Competitive Bidding (NCB) method confused contract signature, commencement and effectiveness dates, the latter mainly because one or more of the contract effectiveness conditions (the Performance Security) was only provided after the contract was signed. The Project explained that they had a problem with obtaining Performance Securities from successful bidders as commercial banks in the country do not issue said securities based on the strength of a Letter of Acceptance (LOA) but require a signed contract. This was solved by the LOA being issued at the same time the contract is signed, with a caveat in the contract that the document does not become effective until the performance security is submitted (by the Contractor) and accepted by the Project.

142. *Procurement Management Information System (PMIS)* – TOMMARCHE, an open-source initiative and the Procurement module of TOMPRO was installed, commissioned and configured for the Project. While not being a full-fledged PMIS, TOMMARCHE is effective for the management of implementation and monitoring of procurement activities. Its main role was to manage the Procurement Plan, its updates and upgrades, so as to ensure that the format was correct, the reporting was accurate and that other parties (IFAD and Consultants for example) can review procurement items online. However, while TOMMARCHE was fully installed and functioning, the Procurement Unit did not use it; as far they were concerned, the system did not work properly. This was contrary to what had already been established by the STCRSP Financial Controller who had used TOMMARCHE, as installed on the PIU computers, without any issues. Discussions with the TOMMARCHE System Administrator also confirmed that the system works well and is being used by many other Projects including, to some extent, Projects in neighbouring Sierra Leone.

143. It, therefore, appeared that the decision not to use TOMMARCHE was more to do with limited ability of the procurement staff to use the programme and not because the system did not work well. The procurement staff, in general, while good in the field of procurement, they had limited capacity in the use of computer systems. This conclusion was arrived at on the additional basis that a lot of the problems the staff had with electronically operating, saving and retrieving files largely related to their limited ability to use Microsoft Word and Excel and not knowing which items are on which computer. Considering that IFAD has introduced NOTUS, which could be more complex than TOMMARCHE, it is recommended that all procurement staff recruited for IFAD-supported Projects have adequate ability to use computers and the systems/programmes needed for the proper undertaking of the procurement function. The Projects should consider testing for such abilities as part of the interview process.

144. *Procurement File Review* – Based on a review and analysis of selected documents, some inconsistencies were noted in the evaluation (and evaluation reports) with the technical portion of the evaluation being absent and with awards being erroneously made to the wrong bidders in two instances.

145. Overall, with the exception of the shortcomings noted above, the procurement processes and activities were consistent with the IFAD Procurement Guidelines, IFAD Procurement Handbook and the Liberia PPCC government procurement framework, as applicable.

146. The rating for the procurement function performance is put as *moderately satisfactory* (4).

#### **IV. Partners' Performance**

147. Effective Project implementation calls for a joint and well-coordinated effort of all stakeholders to cooperate during the course of implementation. As far as STCRSP was concerned, there were, essentially, four key stakeholders – IFAD, GoL, LAADCO, and the beneficiaries. The role and performance of IFAD is summarised in Section E. V (Quality of Supervision and Implementation Support).

148. GoL – STCRSP implementation was, by design, integrated within the MOA decentralised institutional arrangements where the Ministry's County and District institutions were expected to play a significant role during Project implementation. From the very beginning, the Project identified the capacity of these institutions as a factor that would hamper effective Project implementation. The Project provided the CAC and DAOs with the required capacity and this enabled them to undertake their functions within the framework of the Project; they generally provided the M&E and extension service provision functions to the beneficiaries. However, MOA (at the Central level) could have been more involved in the technical supervision of Project implementation. On the other hand, MPW

provided guidance on the rehabilitation of farm to market roads in terms of specifications, drawings, field visits to assess progress made by local contractors and full participation in evaluation of bids and bidders. As already indicated (Section E. II.), the NSC generally played its oversight provision role but needed to be more proactive with regard to addressing constraints as and when they developed. With regard to counterpart financing, the Government played its role whenever called upon concerning payment of duties and provision of tax waivers. It also provided office space to both the Monrovia-based and Lofa-based PIUs.

149. The rating for GoL's overall performance is put as *satisfactory* (5).

150. *LAADCO* – As per design requirements, the company provided a guaranteed market for the Project-supported cooperatives, provided technical assistance and pre-financing to enable the cooperatives to buy and bulk the produce from farmers. It also complied with the requirement of showing commitment to the objectives of the Project by investing in the value chain. Cumulatively, it invested a total of US\$3.5 million in the value chain; 68% of the design target. However, mistrust developed (see Section D. II. (Component 1)) between the company and the cooperatives leading to a deterioration in the relationship.

151. The rating for LAADCO's overall performance is put as *moderately satisfactory* (4).

152. *Beneficiaries* – Project design rightly identified the many weaknesses of the farmer-based organisations (cooperatives) as a big limiting factor constraining meaningful involvement in, and benefiting from, the different value chains. Accordingly, the Project variously built the capacity of these institutions and, to a great extent, they were able to become active participants in the cocoa value chain. However, more needs to be done to sustainably strengthen these institutions to a level where they would be able to adequately provide services to their members.

153. The rating for beneficiaries' overall performance is put as *moderately satisfactory* (4).

## **V. Quality of Supervision and Implementation Support**

154. During most of STCRSP implementation, IFAD fielded, on the average, two Missions every year at a six-month interval – a full Supervision and Implementation Support Mission, and a follow-up Mission. Details of the timing of the different Missions are presented in Appendix 5: Dates of Supervision and Follow-up Missions. IFAD's frequent presence in the country enabled it to work closely with the PIU and to urgently react to, and provide guidance for, any emergent issues. The composition (skills mix) of Mission teams was found to be satisfactory although some of the stakeholders felt that there was a need to, as much as possible, have stability in Mission composition; this would have facilitated a greater understanding of issues and efficient follow-on to resolve them. Related to this, some staff members indicated that in as much as the supervision Missions were useful, the Project could have benefited from technical implementation support to enable them to work on some of the recommendations put forth by Supervision Missions. Also, in some of the cases, the turn-around time for requests for 'No Objections' was a bit long; under such circumstances, implementation of those interventions for which the 'No Objections' were requested tended to delay.

155. On the other hand, IFAD exercised flexibility when faced with situations requiring deviating from the original design. The Project required a number of measures to be taken to adjust in response to developments that unfolded during the course of implementation (see Section C. III – Adequacy of Design Changes). The flexibility allowed the Project to remain relevant and responsive to the requirements of the target beneficiaries.

156. The rating for IFAD's overall performance is put as *satisfactory* (5).

## **VI. Project Economic Internal Rate of Return**

157. At design, it was estimated that about 15,000 ha of tree crops and 315 km (revised to 153.5 km) of farm to market roads would be rehabilitated. Under Component 3 (Institutional capacity building), the plan was to strengthen at least three cooperatives in financial and institutional management by international NGO/technical assistance and in technical areas by the CAC and DAOs. The project was initially justified with an internal rate of return of 32% using organic and conventional rehabilitation cocoa/coffee models. The conventional model was more profitable with an IRR of 35% compared to the organic one with 27%. During implementation, the organic model was adopted. Over the five

years of implementation, the Project has cumulatively rehabilitated 12,800 ha of tree crops; 85% of the initial target. Cocoa alone covered 10,314 ha and the remaining 2,486 ha were coffee plantations. With 1 hectare of farm rehabilitation per farmer, this was equivalent to 12,800 households. The roads component rehabilitated 133.1 km; representing 87% of the revised target. With the 80% increase in road rehabilitation costs (from US\$ 25,000/km to US\$ 45,000/km), the initial target of 315 km could not be sustained thus a reduction to 153.5 km.

158. **Financial Analysis** – The PCR team, based on available impact study (Cocoa) and field based interviews with participating Cooperatives/beneficiaries, has developed crop models to assess the financial impact at household level taking into account the costs incurred and benefits being obtained.

159. *Cocoa Financial Model (Without Project (WOP))* was as follows: a) STCRSP was a post-war project. WOP Yields are somehow difficult to verify and are varying from area/district to area/district. Before Project, some reports or interviewees put the yield level at 60kg/ha; others say 200kg/ha before intervention. This variation is understood given the post-war situation the country was in. WOP yield cannot therefore be expected to be uniform across districts as they are driven by the level the extent of agronomic practices (under shading, de-shading, pruning, post-harvest handling etc.). The STCRSP 2012/13 baseline puts the WOP yield at 131 kg/ha. In the absence of alternative defensible numbers this is what is taken in this report as the WOP situation. WOP prices reported, US\$0.60/kg in 2012 for cocoa while others put it at US\$ 1.2/kg including the 2012/13 baseline study. Transport costs at baseline were high because of the poor road network. As stated above it would cost LRD 250 to transport a 90kg bag to the market with a travel time of about 1 and half hours (a case like from Kpangbalamai to Voinjama).

160. The project intervention package: The Project provided a lump sum support equivalent to US\$ 410 per ha (per beneficiary household with the plan that the farmers would extend the agronomic improved practices to increase the farm size). US\$ 207 was given in the first farm year and the balance in the subsequent period. This amount along with some farmers own contribution catered for: a) de-shading; b) under brushing; c) pruning and weeding; d) solar drier (in a group not individual farmer); e) fermentation box; and f) seedlings for gap filling. Extension services through the Project financed tree crops at the respective cooperatives.

161. *Positive outcomes due to Project interventions* – Project investments have led to the following:

- (i) Increased cocoa yields from 131kgs before the project to 212kgs. Increase in yields and quality was realized starting from the farm year one with full potential being explored in the fifth year. The recognition of benefits right from year 1 is because these were not purely new plantations. The project investments took the form of under-brushing, de-shading, pruning etc which results in immediate increase in yields. There were also new seedlings planted as gap filling. The financial analysis based in US\$ terms shows that the benefits of rehabilitation are beyond the costs with a B/C ratio of 2.58. On a scale of one hectare, cocoa has Net Present Value of US\$ 366 and Internal Rate Return of 18% discounted 10% over a 20 year period. A one hectare farmer can earn US\$ 230 before family labour costs. It is emphasised that this is before the intercropping which is being highly encouraged. With intensive intercropping with bananas, for instance, the household income on one hectare can increase to US\$ 537. The detailed model below shows the quantities used prices and financial budget for one hectare.
- (ii) Better plantation maintenance, postharvest handling, extension services have resulted in better quality for both cocoa from beneficiary farmers. This has contributed to higher prices being paid for the yield. Before the project, one kilogram of cocoa was sold at a range of US\$0.60 - US\$ 1.2. At project completion, prices were ranging from US\$ 1.7/Kg – US\$1.85
- (iii) Besides increased quantity and quality, there are efficiency gains that have been recorded. For instance the Voinjama and Zorzor district multipurpose cooperatives, members indicated that before road rehabilitation/ construction, it would cost LRD 250 to transport a 90kg bag to the market but this reduced to LRD 100 with better access roads (Kpangbalamai to Voinjama).

162. Many other benefits that could not be quantified, particularly those resulting from capacity building are already discussed under Section D, subsections on output, outcome and impact.



163. *Coffee Financial Model (Without Project)* was as follows: a) in the WOP situation coffee yield was 80kgs/ha. As already noted above, STCRSP was a post-war Project and just like the case of cocoa, coffee plantations existed but were poorly maintained or were abandoned; b) before the Project, one kilogram of coffee was sold at US\$ 0.8/kg; and c) transport costs as stated above were higher because of the poor access to markets both in financial terms and opportunity cost for the longer time taken. Cost reduction of up to LRD 100 per 90 kg bag have been recorded.

164. The Project intervention package for coffee and the mode of application was similar to that of cocoa, as specified above.

165. *Also Positive Outcomes due to Project Interventions* – Coffee production is more labour intensive largely, especially at harvesting. In terms of profitability, coffee gives an internal rate of return of 24% and B/C ratio of 1.9. In practice, beneficiaries earn better through intercropping with other crops, such as bananas and other fruits.

166. *Efficiency Gains* – The Project rehabilitated 133 km of farm to market roads which benefit many more people than those directly targeted by the Project. This public good element therefore makes it more difficult to precisely measure actual benefits from road construction. The key benefit recognized is reduction in transport costs. Due to limitation of data on road traffic, vehicle operating costs, the analysis is simplified to consider only production of the Project beneficiaries. The reduction in transport costs was LRD 150/kg equivalent US\$ 1.27/kg.

167. **Economic Analysis** – Financial models have been adjusted to economic terms to reflect the opportunity cost of inputs or output to society. Specifically, labour has been converted from financial to economic price using a factor of 0.8 being a rough estimate of rural unemployment in the Project area. In addition, Project support (about US\$ 410) included in the crop models was excluded in economic models used in the aggregation to avoid duplication of costs. The actual implementation costs are extracted from the Project financial reports.

168. *Post Implementation Costs* – After Project completion, about US\$ 0.698 million in costs would be required to sustain the anticipated benefits flow. US\$ 0.598 would go directly to road maintenance while US\$ 100,000 would be required for the recurrent costs of the seven cooperatives. The likelihood for sustainability was discussed under Section F of this report.

169. STCRSP has been a viable project with an Internal Rate of Return of 21%, Net Present Value of US\$ 13 million and Benefit/Cost ratio of 1.97. The economic models together with aggregation schedules are presented in Appendix 10.

170. The rating for STCRSP's overall efficiency is put as *satisfactory (5)*.

## **E. Assessment of Sustainability**

171. Sustainability of STCRSP interventions is one area that has not fared well. Sustainability is assessed from four perspectives: a) MOA institutions at the County and District levels; b) cooperatives; c) individual farmers; and d) roads.

172. *MOA Institutions at the County and District levels* – The implementation approach that integrated STCRSP implementation into the MOA County and District institutional framework and the provision of training and capacity enhancement of MOA at those levels sought to provide support and enable those institutions to continue executing their mandate beyond the life of the Project. While considerable support has been provided to these institutions, there do not appear to be an implementable sustainability strategy to ensure continued provision of improved services to the farmers. The CAC and DAOs will stay in place because they are regular MOA staff. However, sustaining the effective operation and maintenance of the equipment provided may prove a challenge. Most importantly, while it had been planned that MOA would recruit the YPs as regular staff to continue providing extension and M&E services, there was no clear evidence of that happening. The currently existing meagre human resource base at district level is unlikely to be able to fulfil the sector's mandate at community level;

173. *Cooperatives* – The seven target beneficiary cooperatives received considerable support with regard to capacity building. While the training provided to the cooperative management teams (Management and Board) has contributed to improve their effectiveness, there was no evidence of the cooperatives' ability to continue, for example, to pay their Management salaries, in the short-term.

This, therefore, would make it difficult for the cooperatives to continue to provide effective services to their members. More significantly, the cooperatives did not seem to have any actively operationalised sustainability/exit strategies. Considering that the Project completed its activities in September 2017, one would have expected the cooperatives to start implementing their sustainability/exit strategies during the 2015/16 Project year. It should, however, be pointed out that most of the cooperatives have strategies that, if well implemented, could help provide the additional resources needed to improve the likelihood of sustaining their operations. Such strategies include: a) establishing of tree crop nurseries (cocoa, coffee, oil palm, etc.) to produce and sell seedlings to farmers; these are generally in high demand; b) operation of a farm-supply store to meet farmers' needs (building materials, farm inputs, etc.); c) commercial use of solar dryers whereby the user farmers give an agreed quantity of their dried beans to the farmer who owns the dryer. Similarly, a portion from such dried beans would also be given to the cooperative; d) embarking on commercial oil palm production; e) engagement in lowland rice production; etc.

174. Another aspect of importance to enhance the sustainability of the cooperatives has to do with stimulating the trust and loyalty that is required for the joint efforts needed to make closed trade agreements generate wins for all involved in the short, medium and long term. While Project staff and cooperatives recognized the need for this and employed mobilization techniques to increase their membership rates, this was not enough to strengthen the bond between members and the cooperatives. The use of the Gender Action Learning System (GALS) at the level of the cooperatives and with its membership, which was suggested for consideration at design but later discarded due to lack of funds for its implementation, could have constituted a powerful mechanism to support such a process.

175. *Individual Farmers* – The individual beneficiary farmers seemed to be better positioned to sustain the stream of benefits emanating from STCRSP implementation. The capacity availed equipped them with the technical skills and awareness of the need to carry out regular maintenance of their cocoa gardens in order to sustain increasing yields; this requirement seems to have been well understood and is being practiced by the beneficiaries. However, there is a need to continue improving the knowledge and skills of Project beneficiaries to ensure that the minimal set of agronomic practices are applied. Commitment to ensure that rehabilitated cocoa farms are adequately tended to – in line with beneficiary households' labour capacities - was the prime sustainability strategy identified by the beneficiaries as a means of sustaining the current cocoa-related income flows resulting from Project interventions. The São Tomé and Príncipe approach seemed to have been appreciated by many of the more progressive farmers and was reported to be part of some farmers' sustainability plans. Further, diversification or specialization in multiple income generating activities was referred to as the second most important means to multiply benefits and minimize risks associated with fluctuating cocoa prices. However, sustainability of the benefits will be contingent on the ability of farmers to transform their quality produce (cocoa beans) into steady, predictable and profitable income flows in the short, medium and long-term. As such, the key risks for longer-term sustainability for the individual farmers are less related to production and more to do with marketing related constraints at different levels of the value chain.

176. It should, however, be pointed out that it was not possible to ascertain the degree to which beneficiaries of coffee rehabilitation interventions will sustain investments in the medium to long term.

177. *Roads* – Sustainability of rehabilitated roads can only be ensured by a well-functioning maintenance system that contributes to increase their lifecycle. In Liberia, feeder roads rehabilitation/maintenance is the mandate of MPW, in addition to primary and secondary roads. The increased network of improved feeder roads is an additional burden to the MPW, from the perspective of limited resources (finance, human and logistics) to sustain their good condition. During implementation, the Project trained and equipped (light tools) road gangs (through targeted cooperatives) to ensure rehabilitated roads are regularly maintained (routine maintenance). While there was evidence of side-brushing of the rehabilitated roads (but not necessarily on a regular basis), structures (side cleaning and de-silting) and pavement (back filling and compaction of eroded sections) lacked maintenance. While the road gangs are expected to help limit deterioration over time, there is a need for a more concerted and structured effort to maintain feeder roads. Considering that rehabilitated roads attract increased traffic, in this case of heavy timber and other heavy trucks, during the rainy season, the rate of deterioration of these roads gets heightened. Going forward, it should be pointed out that the process to establish a National Road Fund for road maintenance in the country is

ongoing; the related Act was approved in December 2016. It is hoped that the underlying processes will be completed in time to help compliment what the road gangs would be doing.

178. The rating for overall likelihood for sustaining STCRSP interventions is put as *moderately unsatisfactory* (3).

## F. Lessons Learned

179. STCRSP implementation has generated some lessons that can contribute to the sustainable development of the country's cocoa/coffee sector in particular and rural areas in general. The lessons would also be used to improve the design and implementation of future Programmes/Projects in the country such as the Tree Crop Extension Project Phase II currently under Design. The lessons include the following:

- **Agricultural productivity** is typically difficult to measure with household surveys because it is influenced by many factors, most smallholder farmers do not keep records, and a positive or negative trend can only be measured over a longer period of time because of seasonal effects. It is thus important to make a deliberate effort to monitor progressive changes and effects for the duration of the Project, for example through continuous yield monitoring on selected farms;
- Reliance on imported cocoa planting material was problematic. Most often consignments were delayed due to either export regulations or border bottlenecks, resulting in poor germination of some seeds. In order to minimize and eventually eliminate reliance on imported cocoa planting material, development of cocoa nurseries with support from the Central Agriculture Research Institute (CARI) and regional cocoa research institutes should be explored;
- **Youth Inclusivity:** While the use of the youth to undertake farm rehabilitation was good for short-term job creation, it does not seem to be a sustainable longer-term solution to labour needs in the cocoa/coffee sectors. Instead, a traditional *kuu* system, structured with clear operational guidelines and mutual benefits to all of its members, seems to be a better and more sustainable solution to meeting the labour requirements for cocoa/coffee farmers. However, poorer households with limited labour capacity who are unable to participate in *kuu* labour groups may not be able to regularly maintain their farms and, as such, would have to settle for sub-optimal yields; Generally, the youth are unlikely to own or have sustainable control of cocoa and coffee farms requiring rehabilitation. However, as cocoa production in Lofa County has broadly shifted from being a marginal contributor to household incomes to becoming a leading cash crop, youth interest in the crop has grown exponentially. Widespread engagement of youth in cocoa farming entails supporting them in the establishment of new cocoa farms;
- **Private sector partnerships:** Contractual arrangements with LAADCO challenged cooperatives in their operations. There seemed to be a power imbalance between the cooperatives and LAADCO. This was partly caused by financial means as the cooperatives were dependent on LAADCO's pre-financing to purchase cocoa. The pre-financing by LAADCO was often delayed, causing troubles for the buying agents of the cooperatives. The cooperatives should develop ownership of their business plans and get a good understanding of their financial needs and balance by negotiating for better contractual arrangements;
- **Targeting:** A flexible approach to sensitization, outreach, targeting and even social inclusion needs, enables local groups to cater to the specificities of each context. Granting such flexibility requires support and adequate supervision;
- Sustained engagement of married women targeted by the Project in the management of cocoa farms and co-participation in deciding how the associated income should be used, could be compromised if underlying gender imbalances are not addressed by Project activities;
- **Technology adoption:** Farmers seem to copy behaviour once they see the positive change in other farms. This is a key element for learning: farmers need to see changes before adopting them themselves. Working with farmer field schools and/or demonstration plots is very important, even though it is time consuming (on the average, cocoa trees take three years to mature);
- **Value chain development:** Using a value chain approach, the provision of adequate and sustainable physical access (through road infrastructure activities) between farms and markets should include (and not be restricted to) feeder roads. There is a need to ensure that all year round connection is provided through other types of roads in addition to feeder roads. Putting emphasis on feeder roads exclusively, with little or no attention being given to other roads would

only be a partial solution to ensuring that commodities are delivered to the markets timely and in a good condition;

- **Road rehabilitation and maintenance:** Training communities in maintaining roads and having them participate in the road rehabilitation/construction process, increased their sense of ownership and made them committed (to the extent possible) to contribute time and labour towards the maintenance of the roads;
- **Operations:** When staffing Procurement Units for IFAD-supported Projects, good computer knowledge should always be a consideration; this helps in ensuring that the staff can easily learn and apply procurement modules contained in the accounting programmes (such as Tommarche of TomPro). This is also important considering that IFAD systems are becoming more computer-oriented;
- It is important that IFAD strikes a good balance between expediency and control when setting prior review thresholds. When set too stringently, then the Project would struggle to get things done quickly and IFAD would receive too many requests for 'No Objection';
- While the approach used in procuring and allocating contracts for road rehabilitation was meant to promote the development of local contractors, it contributed to less than ideal technical quality and timely delivery/handover of the completed product.

## G. Conclusions and Recommendations

### Conclusions

180. STCRSP was generally effectively and efficiently implemented; the Project achieved many of its targets. The analysis undertaken suggests that interventions implemented among target beneficiaries had a positive impact on their income levels, livelihoods and overall quality of life. This emanated from increased productivity, increased production, improved quality of produce, access to higher prices and linkages to markets. However, it is possible that continued productivity increases will not be achieved without continued extension support as sub-optimal production practices prevail. Also, while the individual farmers may keep using the experience gained and receive reasonably good yields from their cocoa/coffee farms, the absence of linkage to an established market is a recipe for exploitation by middlemen. The Government of Liberia should therefore seek to convene a forum and bring the cooperatives together with cocoa and coffee buying private sector companies with the objective of establishing longer-term relationships. Also, the likelihood of sustaining the gains made by STCRSP is low, particularly considering that the cooperatives and the MOA County and District institutions did not seem to have readily available and implementable sustainability strategies by the time the Project completed its activities. Lastly, the need to avail appropriately priced rural finance opportunities to the cooperatives will be an empowering mechanism that could, eventually, boost their bargaining power when dealing with private sector companies.

181. The overall Project performance rating is put as *moderately satisfactory* (4). The rating for overall Project performance was heavily weighed down by the low likelihood for sustaining the gains made.

### Recommendations

182. Some recommendations are already included in the different sections in the report. Following hereunder is a selection of additional recommendations for consideration by GoL and IFAD for the design and implementation of related/similar Projects/Programmes in future:

- Convene a forum to bring the cooperatives and LAADCO together to discuss and establish a way forward. It is recommended that before such a forum is undertaken, all the cooperatives should meet and establish a common ground which would then be presented to LAADCO at the forum;
- Consideration should be given to linking the cooperatives to multiple private sector companies; this has the potential to introduce competition to the advantage of the cooperatives. However, institutions, such as the CDA, should help guide the cooperatives regarding any agreements that would be entered into between the cooperatives and the private sector companies;
- There is a need to avail cooperatives with appropriately priced rural finance opportunities to fund their activities, especially buying of the produce from members and non-members. This would limit the likelihood of them entering into financing arrangements that could be less than

favourable for their long-term business interests. Once implementation of RCFP (which was yet to be ratified by GoL's Legislature at the time of the PCR Mission) starts, efforts should be made to link qualifying cooperatives to the available opportunities;

- The size of cocoa farms to be supported by projects should match the capacity of beneficiaries to meet regular maintenance requirements. Future interventions should consider targeting more vulnerable households (with limited labour capacity) with intensive production-enhancing interventions on smaller portions of farmland;
- The construction and use of solar dryers was less than optimal during the course of STCRSP implementation. It is recommended that an investigation be undertaken to establish the underlying causes for the underutilisation and, based on the findings, decide on the way forward;
- Project design should be informed by a thorough analysis of women's situation (women of different ages and socio-economic conditions), an analysis of gender power relations and social risks in the specific geographic area of intervention and contextualised to the area of intervention of interest;
- Integrate the use of GALS to maximize the possibility of Project beneficiaries engaging in collective action to address common short, medium and longer term challenges (such as side selling and the need to strengthen loyalty towards cooperatives) as well as address underlying gender imbalances compromising household progression and women's empowerment;
- There are many stakeholders involved in feeder road rehabilitation/improvement in the country. Therefore, there is a need to develop a harmonised approach for effective and efficient interventions. Coupled with that is the need to set up an adequate environment to ensure efficient and effective maintenance of the rehabilitated feeder roads;
- There is the need to put emphasis on the development and implementation of beneficiary exit strategies (households, cooperatives and institutions) not later than halfway through Project implementation. That would increase the likelihood for the beneficiaries to sustain the stream of benefits after Project completion.



## Appendix 1: Terms of Reference of the Completion Review Mission

- 1. Introduction** – The proposed Project completion review (PCR) for the Smallholder Tree Crop Revitalization Support Project (STCRSP) is undertaken jointly by IFAD and the Ministry of Agriculture (MOA). Its main purpose is to report on the results achieved through Project interventions for accountability and learning purposes. The process should also help reflect on performance, elicit lessons learned and define an appropriate hand-over or post-Project strategy.
- The completion review process will be guided by the methodological framework set out in the IFAD Project Completion Review Guidelines, while the present Terms of Reference (ToRs) describe the detailed objectives, timeline and deliverables of the completion review mission. In-country, the work of the PCR team will be facilitated by the Programme Implementation Unit (PIU) for the IFAD-funded projects in Liberia, under the overall supervision of the IFAD Country Programme Manager (CPM).
- 3. Background** – The STCRSP is the first Project of the pipeline established by the 2011-2015 results-based country strategic opportunities programme (RB-COSOP) for Liberia approved by the IFAD Executive Board in September 2011. The project will contribute to the three strategic objectives of the RB-COSOP: (i) increased access to inputs for production; (ii) improved marketing of outputs, and; (iii) capacity-building. In addition, the project consolidates and complements the on-going IFAD operations focused on food security in Liberia, with a view to achieving a long-term increase in incomes for smallholder farmers.
- The development objective of the STCRSP is to reduce post-conflict poverty and food insecurity, and improve the livelihoods and living conditions of rural communities. The specific objectives of the project are to: (i) raise the quantity sold and price received by poor farmers through plantation rehabilitation; (ii) improve access to markets through road rehabilitation; and (iii) reinforce the extension services of the Ministry of Agriculture and private providers, and strengthen farmers' organizations.
- The expected outcomes are: (i) 15,000 smallholders sell high quality cocoa/coffee through market arrangements with the private sector; (ii) 315 km of farm-to-market roads (revised to 153km) rehabilitated to increase access to market centres for Lofa inhabitants; and (iii) farmers' organizations and Ministry of Agriculture extension services are able to work together to prepare and implement support activities.
- To achieve this, the STCRSP has four components: (i) coffee and cocoa revitalization; (ii) rehabilitation of farm-to-market roads; (iii) institutional capacity building; and (iv) Project management.
- After five years of implementation, STCRSP is showing good potential for achieving results and objectives. In particular, in complement to the efforts to augment and improve tree crop production, improving access to markets through activities such as rehabilitation of feeder roads and building of commercial partnerships with the private sector.
- To date, STCRSP has achieved most of its targeted outputs: the seven cooperatives have rehabilitated a total of 12,800 ha (cocoa 10,314 and coffee 2,486) of farms against an appraisal target of 15,000 ha. A total tonnage of 1,223.22 metric tons (1,147.36 Mt cocoa and 75.86mt coffee) valued at US\$ 2 million have been commercialized through the Private Sector (LAADCO) and 133.1 km of 153.5km (revised target from 315km) farm to market roads have been rehabilitated with drainage structures and gravel pavement (consisting of 282 box & pipe culverts and 12 bridges). Central and mini warehouses, solar driers, re-organization of management and General Assemblies for the cooperatives; 8 offices for the County Agriculture Coordinator (CAC) and District Agricultural Officers (DAOs) have been constructed and equipped.
- The PIU initiated the project completion review process during a workshop held in Liberia in May 2016, producing a 'zero draft' Project Completion Report and a Plan of Action for the project to completion. As part of the workshop, the PIU reviewed the assessments and studies that will feed into the PCR, identified data-gaps and planned for additional studies to fill in those gaps.
- 10. Detailed Objectives** – The overall objective of the completion review is to assess and document overall project implementation performance and the results achieved. This process calls for an informed reflection on the relevance, effectiveness, efficiency and sustainability of project interventions.

11. More precisely, the detailed objectives of the completion process include the following:

- To assess the relevance of project interventions at the time of project design and in today's context;
- To assess the effectiveness of project implementation, or the extent to which project objectives were met, and to document the immediate results and impacts of project interventions;
- To review the project costs and benefits and the efficiency of the overall project implementation process, including IFAD's and partners' performance;
- To assess the prospects of sustainability of project benefits beyond project completion;
- To generate and document useful lessons from implementation that will help improve IFAD's or Borrower's future programming and designs;
- To identify any potential for the replication or up-scaling of best project practices; and
- Assess progress relating to project closure procedures and adherence to requirements for inventory at closure.

12. **Methodology** – The PCR process shall be guided by the methodological framework set out in the IFAD Project Completion Review Guidelines.

13. The mission will use a mix of quantitative and qualitative tools in order to form an informed judgement on overall project performance and results. For transparency and accuracy purposes, it is important that the consultation with project stakeholders should be as large and inclusive as possible and the list of persons to be met by the mission will require careful consideration.

14. Primary sources of information will include project reports and documents (supervision reports, MTR report, progress reports, AWPB, etc.), M&E and MIS data (including RIMS data), any surveys or specific studies undertaken by the project (RIMS impact survey), PIU and service providers' records and the records of the groups supported by the project. These sources will be used extensively in order to generate quantitative information on project results or estimate project efficiency and effectiveness.

15. In addition to primary sources of information, the mission will collect relevant data from secondary sources, such as national and local statistics, other donors' statistics, civil society, private sector entities. These will be used mainly to breach information gaps on certain issues or to cross-examine the data generated from other sources.

16. In case sufficient or reliable impact data is not available, the mission should undertake a mini-survey while in the field in order to collect basic information from a small sample of respondents (to be selected using the most appropriate sampling method). To this end, a questionnaire should be developed before the field work starts where possible.

17. In addition, and in order to gather an in-depth understanding on certain issues, collect stakeholders' feedback and generate important insights, the mission will use a variety of qualitative tools, such as key informants' interviews, focus group discussions and rapid case studies. Before starting the field work, it is important that the mission dedicates sufficient time to prepare the necessary interview guides.

18. The method of direct observation will also be used by the mission. A large sample of project sites, or locations where project activities took place, will thus be visited in order to collect impressions and feelings, verify that reported interventions took place, confirm that they met expected quality standards and beneficiaries' needs, or to take note of the external context of project intervention. Selection of project sites will require careful consideration in order to avoid biases.

19. If found useful, the organization of a stakeholders' workshop either before the field work starts or towards the end of the mission, can be envisaged in order to collect initial feedback on project performance or on initial mission's findings.

20. In order to strengthen the analysis and overcome the weaknesses, intrinsic biases and the problems that may be associated with a single method, the mission will triangulate all findings, combining methods and data sources in order to cross-examine initial findings.

21. **Timeframe and Deliverables** – The mission will take place from during the period 11<sup>th</sup> – 29<sup>th</sup> September 2017, with the entire PCR process to be completed and validated in-country by 31<sup>st</sup> March 2018. The in-country work will start with the briefing of the completion review team by the PIU, to be held on 12<sup>th</sup> September 2017. The



field work will take place during the period 15<sup>th</sup> – 29<sup>th</sup> September, following the detailed programme and itinerary that will be finalized at the start of the mission based on the tentative programme presented in these ToRs.

22. Towards the end of the in-country work, the mission will present its initial findings and conclusions during a wrap-up meeting to be hosted by MOA. The mission will share a draft Aide Memoire 1 day before the wrap up, to be revised in light of discussions with the stakeholders during the wrap up and submitted to the CPM. The Aide Memoire is to be a concise document highlighting lessons learned and the remaining activities prior to project closure (i.e. is not intended to follow the structure of the PCR), with a detailed plan of action.

23. The mission will prepare a Project Completion Review report following the outline presented in IFAD's Project Completion Review Guidelines. Contributions to the PCR will be submitted by the consultants to the Mission Technical Lead no later than 7<sup>th</sup> October 2017. The first draft PCR will be prepared shortly after the end of the completion review mission and submitted by the mission's Technical Lead to the CPM no later than 10<sup>th</sup> October 2017.

24. The draft PCR report will be circulated among main stakeholders for review and consolidated, written comments will be sent to the mission's Technical Lead not later than 12<sup>th</sup> October 2017 by the CPM.

25. On this basis, the final PCR report will be finalized and submitted by the mission's Technical Lead not later than 15<sup>th</sup> October 2017 to the CPM.

26. The Mission will have in-depth discussions with the Ministry of Agriculture, the project management team and other project stakeholders (i.e. donors, partners).

27. **Mission Composition, Organisation and Specific Responsibilities** – The composition and responsibilities of the mission members are as follows:

28. **Ms. Ndaya Beltchika (CPM, WCA)**, Mission Leader, will assume the overall coordination of the mission and will serve as the focal point for discussions with the Government. She will review and provide final approval of the Project Completion Report, prior to finalization.

29. **Ms. Mariatu Kamara (CPO, WCA)**, Co-Mission Leader, will provide support to the Mission Leader and Mission Technical Lead as required. In particular, Ms. Kamara will also focus on sustainability of STCRSP activities.

30. **Ms. Thokozile Newman (APO, WCA)**, Monitoring & Evaluation and Knowledge Management, will review the STCRSP activities related to M&E and Knowledge Management. In particular, she will:

- Assess the extent to which the various Government entities and contracted service providers fulfilled their roles and responsibilities relating to M&E and KM;
- Assess the likelihood that the benefits from project interventions relating to M&E and KM will continue after project completion;
- Analyse and document impact domains including household incomes and assets, food security, agricultural productivity and access to markets, following the PCR guidelines;
- Analyse and document the main lessons learned from project implementation relating to M&E and KM;
- Based on a review of project documentation and stakeholder interviews, use a Theory of Change (ToC) approach to help assess project effectiveness, likelihood of impact, sustainability and scaling up;
- Assess the coherence between AWPB implementation and log-frames established during the implementation period; document implementation performance on the log-frame during each phase of the project in reaching the project objectives;
- Assess the extent to which the project contributed effectively to knowledge-generation and knowledge-sharing efforts; and
- Provide written inputs related to the relevant component/activities for the aide-mémoire and completion report as well as the related appendices.

31. She will also assist in ensuring the compliance of the Completion report with IFAD Completion guidelines.

32. **Mr Shakib Mbabaali, Mission Technical Lead** – The Mission Technical Lead, will lead the Project Completion Review Mission and will provide support and guidance to all mission members. In particular, he will:

- assess the prospects of sustainability of project benefits beyond project completion;

- document any further consideration for mainstreaming key elements of the project approaches into existing institutions for sustainability;
- generate key lessons from implementation that will help improve IFAD's or the Borrower's future project design and implementation
- identify potential for the replication or scaling up of project best practices;
- assess whether project objectives were realistic and consistent with national development plans, poverty reduction strategies, agriculture and rural development strategies and other sectoral priorities, as well as with IFAD's mandate and policies;
- assess project management performance including issues, strengths, opportunities and weaknesses of the project, including the extent to which the various Government entities and contracted service providers fulfilled their roles and responsibilities;
- assess the quality of supervision and implementation support provided throughout the life of the project;
- assess the extent to which project interventions have introduced and tested innovative approaches to rural poverty reduction;
- assess the adequacy of design changes;
- analyse and document impact domains including agricultural productivity, access to markets, institutions and policies, natural resources and the environment, following the PCR guidelines;
- guide the team to ensure that the main performance assessment questions contained in Attachment 1 of the PCR guidelines are fully covered by team members as appropriate, relating to project relevance, effectiveness, and efficiency. At the start of the mission, he will discuss and agree with all team members on the written inputs/sections for the Aide Memoire/PCR, in order that the PCR guidelines are addressed for each section; and
- provide support to mission members to assess the different phases of the project since it became effective, according to their areas of technical expertise to ensure that all aspects of the project since inception are well assessed.

**33. Ms. Chiqui Arregui, Gender and Targeting Expert** – The Gender and Targeting Specialist, will conduct a completion review of the gender and targeting aspects for STCRSP activities. In particular, she will:

- assess the extent to which project interventions have reached the intended target groups;
- assess the extent to which project objectives and implementation were consistent with: a) the priorities of the rural poor, and their perception of their needs and potential; b) the gender and poverty alleviation policies and strategies of the country, and; c) IFAD's policies relating to gender and targeting;
- assess project performance on poverty dimensions, including: (a) the number of poor effectively reached and/or benefiting; (b) the number of jobs created in service provision;
- assess the extent to which project gender and targeting approaches have been (or are likely to be) adopted by others and the extent to which project interventions may be replicated or expanded in other geographical areas;
- assess the extent to which the various Government entities and contracted service providers fulfilled their roles and responsibilities linked to gender and targeting;
- analyse and document impact domains including human and social capital and empowerment, gender equity and women's empowerment;
- assess the likelihood that the benefits from project interventions relating to gender and targeting will continue after project completion;
- analyse and document the main lessons learned from project implementation relating to gender and targeting;
- evaluate the management and implementation arrangements for gender and targeting activities, including involvement of project stakeholders and impact of any gender training received;
- contribute to the Rapid Environmental and Social Assessment section of the PCR as agreed with the Mission Lead;
- provide written inputs related to the relevant component/activities for the aide-mémoire and completion report as well as the related appendices; and
- submit a ToR compliance report and an individual report.

**34. Guy Augustin Kemtsop, Rural Infrastructure Expert** – The Rural Infrastructure Expert, will conduct a completion review of the STCRSP relating to road rehabilitation activities. In particular, the consultant will:

- assess the extent to which the various Government entities and contracted service providers fulfilled their roles and responsibilities under road rehabilitation activities;
- analyse and document impact domains including access to markets, following the PCR guidelines;
- assess the extent to which project approaches relating to road rehabilitation have been (or are likely to be) adopted by others and the extent to which project interventions may be replicated or expanded in other geographical areas;
- assess the likelihood that the benefits from project interventions for road rehabilitation will continue after project completion;
- analyse and document the main lessons learned from project implementation relating to road rehabilitation;
- provide written inputs related to the relevant component/activities for the aide-mémoire and completion report as well as the related appendices;
- as required, outline the methodological approach and develop the tools to collect any required further information under road rehabilitation interventions; and
- submit a TOR compliance report and an individual report.

35. **Mr James Morlu**, Tree Crop Expert – The Tree Crops Specialist, will conduct a completion review of the STCRSP activities relating to tree crops. In particular, the specialist will:

- assess the extent to which the various Government entities and contracted service providers fulfilled their roles and responsibilities under tree crops interventions;
- assess the extent to which project approaches relating to tree crops have been (or are likely to be) adopted by others and the extent to which project interventions may be replicated or expanded in other geographical areas;
- assess the likelihood that the benefits from project interventions for tree crops will continue after project completion;
- participate in the mission's meetings and interaction with Government authorities, institutions, development agencies, donors, relevant NGOs, projects and programmes, and their briefing and debriefing; organise effective field visits and consultative meetings;
- collaborate closely with the rural engineer in order to articulate and demonstrate the complementarities between components 1 and 2;
- analyse and document the main lessons learned from project implementation relating to tree crops;
- analyse and document impact domains including agricultural productivity, access to markets, natural resources and the environment, following the PCR guidelines;
- provide written inputs related to the relevant component/activities for the aide-mémoire and completion report as well as the related appendices; and
- submit a ToR compliance report and an individual report.

36. **Davis Atugonza**, Financial Management Specialist – As the Financial Management/Economic and Financial Analysis Specialist, he will conduct a completion review of the overall financial performance of the project. In particular, he will:

- use the original FMAQ as the basis to review the relevant information, review actions taken to address recommendations of previous year's Supervision review, recommendations raised by external auditors on previous years' management letters, recommendations raised by FMD during the audit review exercise;
- perform a Financial Management Performance Assessment, on the basis of the questionnaire as per FMD guidelines. Re-assess the strengths and weaknesses of financial management systems and suggest mitigation actions;
- review sample Withdrawal Applications and Statements of Expenditure to verify adequacy, completeness and validity of claims, using the checklist provided. Note down any ineligible expenditures;
- review bank account reconciliations and the status of advances given to implementing partners (if any);
- follow-up on the introduced disbursement efficiencies (Authorized Allocation, implementation of extended SOEs, minimum WA size, etc.) and ineligible expenditures (if any);
- review and analyse the project financial performance (annual and cumulative);
- conduct an assessment of the reliability and adequacy of the accounting software and the accounting records;
- review the adequacy of Internal controls in place in the PMU including the level of segregation of duties, authorization levels, financial procedures manual/ and periodic account reconciliations;

- review the most recent Financial Progress Reports - have periodic progress reports been submitted within the prescribed time limit? Is content as agreed?
- review the Internal audit arrangements (if any), including reports and status of recommendations;
- if relevant, meet the auditor to discuss issues raised in latest Audit Report;

**37. Reporting outputs:** In accordance with the IFAD PCR guidelines, the consultant will aim to capture the following information and FM lessons briefly in the PCR:

- staff qualifications and selection, disbursement, flow of funds, project assets handover, accounting software, auditors performance, ineligible expenditure, filing of project records, Project financial procedures manual, Closing activities, and Economic and Financial Analysis.

**38.** In order to be able to perform this analysis, the consultant will:

- review and update assumptions on market prices as well as quantities (yields and inputs) applied in the development of each financial model. Recalculating profitability indicators for each model in order to confirm their financial viability and expected impacts;
- develop new models that reflect activities that were not considered at design or during mid-term in order to properly reflect the theory of change of the project;
- review and update the economic assumptions of the model mostly in relation with target beneficiaries and adoption rates for each type of intervention, re-calculating project cash flows for net incremental benefits and economic profitability indicators<sup>14</sup> (NPV, IRR, etc.). That is, are beneficiaries' uptake at the expected level?
- provide written inputs related to your areas of responsibilities for the aide-mémoire and completion report as well as the related appendices; and
- submit a ToR compliance report and an individual report

**39. Franklin Ibemessie, Procurement Specialist** – In addition to following the mission objectives outlined above as well as the framework of the IFAD Project Completion Guidelines (with a focus on individual technical areas of expertise), the Procurement Specialist will conduct a completion review of the overall STCRSP procurement performance from start-up to completion with a focus on lessons learned. Specifically the review will entail:

- review contract registry, contract administration table, and/or contract monitoring tables, including invoice/payment certification process, in order to identify areas for improvement in terms of contract management carried out by the project;
- review the existing templates (or actual documents) for solicitation, contracts, and bid evaluation in order to identify best practices and lessons learnt in terms of procurement-related documents;
- review procurement performance and adherence to procedures and conduct post review of selected contracts; determine the status of procurement – all procurement should cease by completion; ensure that the project understands that contracts that cannot be executed in the allotted time will be cancelled;
- sensitize the procurement staff to determine eligibility and monitor payments on contracts after completion - only those completed by PCD are eligible;
- analyse the procurement files with a focus on processes, especially final payments for activities finished by completion date;
- make recommendations to implement procurement procedures effectively, for future projects;
- analyse the 2017 AWPB and procurement plans, and assess progress at completion;
- provide written inputs related to the procurement section of the aide-mémoire and Completion report as well as the related appendices; and
- submit a ToR compliance report and an individual report.

---

<sup>14</sup>Methodological note on IRR as an indicator for Efficiency: The comparison of ex-ante and ex-post IRRs is not the correct way to prove the efficient allocation of project resources. On the one side, the IRR, or any other profitability indicator (NPV, B/C ratio, etc.) are calculated to prove that the proposed investment is more profitable than an alternative (opportunity cost of capital) at a given moment. This moment is generally the time when decisions on whether to allocate the resources to the project or not are made. The re-calculation of an IRR that is based on the opportunity costs of capital at a different moment can therefore not be compared with the original one. Furthermore, given that at project completion, many of the expected benefits of the project are yet to be produced, EFA indicators calculated at that moment will have to mix (or should mix if well performed) past costs, present revenues and future benefits, requiring a complex calculation of compounding pasts cash flows and discounting future ones. The indicator will show whether the investment is a profitable one at that moment proving efficient allocation of resources, but not meaning or lessons can be extracted from its comparison with the original calculation.

40. Reference Documents for the STCRSP PCR Mission – Reference documents for the mission have been saved on a shared drive accessible via the following link: [https://www.dropbox.com/sh/sbqq97bbqj6zqc4/AAA\\_NJB-Kg6gS0Clc8KbQe7Ja?dl=0](https://www.dropbox.com/sh/sbqq97bbqj6zqc4/AAA_NJB-Kg6gS0Clc8KbQe7Ja?dl=0)

41. Saved documents include the following:

- Project Appraisal Reports;
- Project Loan Agreements and Amendments;
- Supervision Mission reports and Aide Mémoires ;
- Implementation support mission reports;
- MTR Report;
- Log-frame, Progress Reports since inception and achievements on the Log frame;
- Thematic reports as well as other knowledge management products;
- M&E plan (including performance monitoring plan) and Programme's MIS;
- Detailed Project completion guidelines (October 2015);
- Zero draft project completion report and action plan; and
- Any other useful information/reports.

42. Mission members are encouraged to regularly consult the link as the drive will be updated regularly.



## Appendix 2: List of People that Attended the Different Mission Meetings & Mission Programme

### A. List of People that Attended Different Mission Meetings

Gender Unit – MOA, Sept. 12, 2017				
NO.	NAME	POSITION	PHONE #	
1	Keturan K.T. Woods	Gender Officer	0880410869	
2	Cleopatra F. Gibson- Jallah	Planning Officer	0886550933	
MOA, Sept. 12, 2017				
3	Michael Titoe	Director	0886515569	
4	Aaron Marshall	Technical	0886110248	
5	Edward B. Perry	DRDRE	0886455838	
6	Charles N. McClain	Deputy Minister	0886874343	
7	Philomena T. Williams	DMA	0886512004	
Liberia Produce Marketing Corporation/Liberia Agriculture Commodity Regulatory Authority (LACRA), Sept. 12, 2017				
8	James Kiadu	Projector Coordinator LMPC	0886438238	
9	Kafumba Kenneth	Technical Assistant LPMC	0777569590	
Liberia Assets and Agriculture Development Company (LAADCO), September 12, 2017				

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

10	Joseph Siaway	Executive Director/LAADCO	0886558346	
<b>Cooperative Development Agency (CDA), Sept. 12, 2017</b>				
NO	NAME	POSITION	PHONE #	Signature
11	Boston Clarke	CDA/Admin	0777016524	
12	Comfort Wotorson	CDA/Admin	0886524915	
13	J. McCanens Mulbah	CDA.Admin	0886537589	
14	Erik B. Vincent Sr.	CDA/CDA	0886530414	
15	Harris B. Wennie	Gender/CDA	0886535314	
16	D. Molubah Parker	CDA/CDS	0888148461	
17	Jerome Gonkpala	CDA/Admin	0778105249	
18	A. Richelieu Mitchell	CDA/Register General	0886786068	

<b>CAC &amp; DAOs and PIU Sept. 15, 2017</b>				
19	Wolawu Gayflor	DAO/Zorzor	0777451028	
20	Korvah David	Livestock	0775086356	



REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

21	Domego D. Kollie	DAO/Salayea	0886305324	
22	John B. Zaza	DAO/Foya	0776846450	
23	Francis Woiwor, Sr,	DAO/Quardu Gboni	0777864632	
24	Halala Willie Kokulo	CAC – incoming	0776282026	
25	Theophilus Baah	CAC –out-going	0776630918	
26	Chiqui Arrequia	IFAD Consultant	0778020635	
27	Shakib Mabbali	IFAD Consultant	0881698809	
28	Benedict T. Stephen Sr,	Civil Engineer Consultant	0886548874	
29	Fiayiah F. Johnson	Driver	0776465336	
30	Alex Y. Colee	M & E Officer	0770454801	
31	V. Hafiz Koroma	Head of office Lofa PIU	0886525147	

<b>Sebehill Coop, Sept. 15, 2017</b>				
<div>REPUBLIC OF LIBERIA</div> <div>Smallholder Tree Crop Revitalisation Support Project (STCRSP)</div>				
<b>NO.</b>	<b>NAME</b>	<b>Project Completion Report POSITION</b>	<b>PHONE #</b>	<b>Signature</b>
32	Fofie A. Nyeh	Business Manager	0886891241	
33	Augustine Varney	Farmer	0880887095	
34	Fombah M. Konneh	Accountant	0880536364	
35	Kumba Fallah	Farmer	0886890080	
36	Omaru M. Dukuly	Farmer	088841916	
37	Tetejay Sesay	Board Chairlady	0886755881	
<b>Foya Manliandoe, Sept 16, 2017</b>				
38	James T. Dorngal	Manager Foya Manliando	0770387665	
39	Naomi Freeman	Farmer	0775206202	
40	Princetta Clinton-Varmah	Project Coordinator	0886547865	
41	Patrick T. Patioe	Farmer	0775619637	
42	James F. Salloe	Board Chairman	0770563203	
<b>Guma Mende Coop - Sept. 17, 2017</b>				
43	Philip Vandí	Farmer		
44	John J. Fomba	Business Manager	0886954277	
45	Maitta Konneh	Farmer		
46	Amara Mamou	Farmer		

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

47	John Vandí	Accountant	0888728982	
48	Nelson K. Abu	Farmer	0880141943	
<b>Voinjama Coop, Sept. 18, 2017</b>				
49	David Kemeh	T.C.O	0776414057	
50	Weedor Daworso	Farmer		
51	Andrew T. Fassama	Share holder	0777206738	
52	Sonnie Kaivai	Farmer		
53	Stephen Woryee	Farmer	0775956849	
54	Kaibeh Jallah	Farmer		
55	Joseph M. Dorbor	Farmer	0777061706	
56	James Z. Kabbah	Co. Chairman	0776590204	
57	Hon. Joseph K. Kabbah	Chairman	0777412063	
58	Alfred Sesay	Farmer	0776832615	
59	Patrick F. Sama	Business Manager	0770126000	
60	Massayan Kamah	Member		
61	Stephen Kollie	Member	0776770933	
62	William Kpoto	Member	0777508145	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

63	Joseph F. Kornah	Member	0770612526	
64	Weedor Kpadeh	Farmer	0770253235	
65	Kpadeh Sumo	T.C.O	0777714769	
<b>Quardu Gboni, Sept. 19, 2017</b>				
66	Sekou Sheriff	Quardu -Business Manager	077003435	
67	Varlee M. Sheriff	Board Member	0776572400	
68	Abu Z. Kamara	Farmer	0776172138	
69	Mohammed Sannor	Farmer	0770253485	
70	Musu Samnor	Farmer	0776049153	
71	Varlee Kelleh	Farmer		
72	Ma Kargbeh Kamara	Farmer		
73	Ma Dusu Yarmah	Farmer		
74	Sedekie M. Kelleh	Farmer	0770016533	
75	Lasana Kamara	Farmer	0777875446	
79	Alhasi Ansumana M. Yamah	Farmer	0777741766	
80	Musa K. Kamara .	Board Member	0777787534	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

81	Mohammed V. Kamara	Farmer	0770323089	
82	Jankan Balloh	Town Chief	0777848330	
83	MamadeeM. Dukuly	Tree Crop Officer	0777210711	
<b>Zorzor Coop, Sept. 20, 2017</b>				
NO.	NAME	POSITION	PHONE #	Signature
84	Larry A. Gbelee	Business Manager	0776578060	
85	Pewee Mulbah	Chairman	0777709996	
85	Augustine L. Flomo	Board Secretary	0886990036	
86	Emmanuel Tarnue	Co. Chairman	0770910897	
87	Flomo F. Pewee	M & E Officer	0775695059	
88	James K. Gayflor	Farmer	0770638472	
89	Kollie Yanwolo	Agent	0776322832	
90	Robert Flomo	Farmer	0777793885	
91	G. Kolubah Wonneh	Security	0777785061	
92	Kruba Zarwu	T.C.O	0777424350	
93	George Y. Zawu	IFAD Consultant	0880749999	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

94	Alex Y. Colee	M & E Officer	0886819293	
95	James Sumo	YP	0777747455	
96	Richard Boakai	Accountant	0776631794	
97	Henery Korwolo	Board Member	0776279730	
98	Wolawu Gayflor	DAO	0777451028	
<b>Salayea – Quapatama Coop, Sept. 21, 2017</b>				
99	Domego D. Kollie	DAO	0886305324	
100	Daniel Lavala	Coordinator	0776207836	
101	Mortor Yookue	Co. Chairman	0888217021	
102	Banguelleh Flomo	Farmer		
103	Pula Mowin	Farmer		
104	Termah Yaskpowolo	Farmer		
105	Rich Andrew Brown	Business Manager	0886633519	
106	Benjamin Pewee	Chairman	0888102082	
107	James Kekulah	Co. Chairman		
108	Patrick Mulbah	Accountant	0888933733	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

109	John K. Tokpa	Farmer Chairman	0777919612	
110	Buston Livingston	Adviser	0777744727	
111	Fred N. Foeday	Secretary	0770039773	
112	Prince F. Kpanah	Treasurer	0886806111	
113	Sarah Tokpah	Farmer	0777441982	
114	Alfred Tokpah	Security		
115	Forkpah Tokpah	Farmer		
116	Johnson Seward	Ministry of Internal Affairs	0880596967	
117	Moses Moterkolo	Member	0888101612	
118	Korto Tokpa	Member		
119	Koluba David	Member		
120	John V. Yarpawolo	Broad Member	0886973995	
121	Mosed Wanyellah	Board Member		
122	Martha Oballa	Farmer		
123	John B. Glagleh	Board Member	0886981379	
124	Daniel D. Miller	Member	0888733701	
125	Kiamue NP. Flomo	TCO/MOA	0880428258	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

126	Freeman P. Gbarmjah	M & E Officer	0886422306	
<b>Ministry of Public Works, Sept. 25, 2017</b>				
<b>NO.</b>	<b>NAME</b>	<b>POSITION</b>	<b>PHONE #</b>	<b>Signature</b>
127	Jackson Paye	Deputy Minister/Rural Dev. & Community Services	0880820158/776509570	
128	Sumoiwou Harris	Assistant Minister/MPW		
129	Oliver Zomoway	Engineer/MPW		
130	Benedict Stephens	Engineer/STCRSP		



REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

## B. Mission's Programme

Date	Time Frame	Activity	Location	Contact Person & number
Sept. 10, 2017	2:05PM	Arrival of some Mission Members	RIA/Hotel	<b>Maryann - 0770399058</b>
Sept. 11, 2017	9:30 a.m.	Introduction of PCR Mission Team to Senior Staff	PMU Compound	Mission Team Leader
Sept. 11, 2017	10:00 a.m.	Meeting with PMU Director	PMU Compound	PMU Director
Sept. 11, 2017	11:00 a.m.	Introduction of Mission to PIU and Power point Presentation on the PCR	Conference Room, PMU Compound	PIU
Sept. 11, 2017	12:00 p.m.	Review of Draft PCR to ID gaps		ALL
Sept. 11, 2017	1:00pm	Travel to the hotel to discuss role of each consultant and expected outputs	Hotel	Mission members
Sept. 12, 2017	10:00 a.m	Meeting with Minister of Agriculture	MOA, Somalia Drive, Gardnersville	Minister's Chief of Office
	11:00:00am	Meeting with Gender Unit at the MOA		Staff/Secretary - Marcia Smith
Sept. 12, 2017	12:00 p.m.	Meeting with Cooperative Development Agency	SKD Boulevard	Mr. Harris Wennie - 0886535314
Sept. 12, 2017	2:00 p.m.	Meeting with LAADCO	Monrovia office	Joseph Siaway, 0886510005
Sept. 12, 2017	3:00 p.m.	Start report writing	Hotel	IFAD mission Team
Sept. 13, 2017	8:00 a.m.	Reporting writing	Hotel	IFAD mission Team
Sept. 13, 2017	11:am	Meeting with Deputy Minister of public Works (MPW) Director for Rural Roads	Lynch Street, Monrovia	Hon Jackson Paye 0880820158
Sept. 13, 2017	12:00 p.m.	Meeting with LPMC/LACRA	Monrovia Office	Kafumba Kenneth 0777821225
Sept. 13, 2017	2:00 p.m.	Report writing and follow ups	Hotel	IFAD mission members
Sept. 14, 2018	8:00 a.m.	Travel to Lofa	Voinjama	Hafiz Koroma/Alex Coole - 0777095668/0770454801

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

Sept. 15, 2017	9:00 a.m.	Meeting with CAC and DAO, Lofa PIU	Voinjama	CAC- Halala Kokulo - 0886556858 and Octavious Kokulo- DAO - 0777350695
Sept. 15, 2017	9:30 a.m.	Meeting with Sebehill Cooperative, farmers, DAOs	Voinjama	Fofie A. Nyeh - Business Manager, 0886891241
Sept. 16, 2017	9:30 a.m.	Meeting with Foya Manliando Cooperative, Farmers, DAO	Voinjama	Joseph F. Kulloe - Business mnaager- 0776798454/0888821798/0888616499
Sept. 17, 2017	9:30 a.m.	Meet with Guma Mende	Vahun	John Fomba - Business Manager 0886954277
Sept. 18, 2017	9:30 a.m.	Meeting with Voinjama cooperative, farmers and DAO	Voinjama	Patrick Sama - Business Manager- 0770126000,
Sept. 19, 2017	9:30 a.m.	Quardu Gboni Cooperatives including selected farmers & CAC/DAOs	Quardu	Sekou Sheriff - Business Manager - 0770031131
Sept. 19, 2017		Travel to Zorzor and Sleep		
Sept. 20, 2017	9:30 a.m.	Meeting with Zorzor Cooperative, Farmers, DAO	Zorzor	Larry Gbelee - Business Manager - 0776578060
Sept. 20, 2017		Sleep in Zorzor	Zorzor	
Sept. 21, 2017	8:00 a.m.	Travel to Salayea		
Sept. 21, 2017	9:00 a.m.	Meeting with Quapatama Cooperative, Farmers, DAO	Salayea	Benjamine Pewee - Board Chairman - 0888102082
<b>Sept. 21, 2017</b>	4:00 p.m.	Team Departs Salayea for Monrovia (all day)	Hotel	
Sept. 22, 2017	8:00 a.m.	Team continue the preparation of report	Hotel	
Sept. 23, 2017			Hotel	
Sept. 24, 2017		Share report with Technical lead and PIU inputs	Hotel	
Sept. 25, 2017	All Day	Follow ups		
Sept. 25, 2017		Share draft with PIU and mission team for inputs		

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

Sept. 26, 2017	2:00 p.m	Present Aide -Memoire to PIU for discussion and input	Hotel	
Sept. 27, 2017	2:00 p.m.	Sharing of reports with the relevant Stakeholders	To be facilitated by PIU	Princetta - Projects Coordinator
Sept. 28, 2017	All Day	Incorporate all inputs, finalize and resend to stakeholders	PMU Compound	
Sept. 29, 2017	10:00am	<b>Wrap up Meeting with the MOA</b>	<b>MOA, Somalia Drive, Gardnersville</b>	Minister's Chief of Office Staff/Secretary
Sept. 29, 2017	12:00pm	<b>Some Mission Team Members Departs</b>	<b>RIA</b>	<b>Maryann - 0770399058</b>
Sept. 30, 2017	<b>10am</b>	<b>Last Mission Team Members Departs</b>	<b>RIA</b>	<b>Maryann - 0770399058</b>

### Appendix 3: PCR Rating Matrix

<b>PROJECT NAME: Smallholder Tree Crop Revitalisation Support Project</b>	
<b>PROJECT ID: 1100001616</b>	
<b>BOARD APPROVAL DATE: 13<sup>th</sup> December 2011</b>	
<b>ENTRY INTO FORCE: 13<sup>th</sup> July 2012</b>	
<b>PROJECT COMPLETION DATE: 30<sup>th</sup> September 2017</b>	
<b>CLOSING DATE: 31<sup>st</sup> March 2018</b>	
<b>IFAD LOAN: US\$16.88 Million</b>	
<b>TOTAL PROJECT FINANCING: US\$25 Million</b>	
<b>IMPLEMENTING AGENCY: Ministry of Agriculture</b>	
Criterion	PCR Rating
<b>Project Performance</b>	
– Relevance	5
– Effectiveness	5
– Efficiency	4
– Sustainability	3
<b>Rural poverty impact</b>	
– Households' incomes and assets	5
– Human and social capital and empowerment	4
– Food security	4
– Agricultural productivity	5
– Institutions and policies	4
– <b>Overall rural poverty impact</b>	4
<b>Additional evaluation criteria</b>	
– Gender equity and women's empowerment	4
– Access to markets	4
– Innovation	5
– Potential for scaling up	5
– Environment and natural resource management	5
– Adaptation to climate change	N/A
– Targeting and outreach	4
<b>Partners performance</b>	
– IFAD's performance	5
– Government performance	5
<b>Overall project achievement:</b>	<b>4</b>

## Appendix 4: STCRSP Logical Framework

Results Hierarchy of STCRSP (2012 - 2017)	Indicators (Completion)	Baseline (2012) <sup>15</sup>	Target	Achievements	Data sources
Goal: Empower the rural poor to increase their food security and improve their livelihoods, in the counties covered by IFAD, on a sustainable basis	No. of smallholder farmers with an improved household assets ownership index based on additional assets	0	15 000 (at least 25%female & 50% youths)	12,800 (10,368 Male, 2,432 Female) direct beneficiaries have acquired household assets.	Supervision Mission report 2017
	%reduction in child malnutrition prevalence in the targeted smallholder farmers' households	38.4%	20%	This was not measured as the Final RIMS Compliant Impact study was not conducted due to lack of access to project funds which were frozen by the Government.	
	% of targeted smallholder farmers' households report an improvement of food security <sup>16</sup>	85.6%	25%		
Development Objective: Incomes of targeted cocoa and coffee smallholder producers have increased	Increased Income generated by cocoa and coffee farmers	Cocoa- US\$ 155.8 Coffee- US\$ 79.2	Income multiplied by at least 5 for 80% of the targeted smallholder farmers	Cocoa: 303US\$/ha in 2016 equiv. to 2 times the income at baseline <sup>17</sup>  Coffee: US\$ 104/ha in 2016 equiv. to 1.3 times the income at baseline	Project Production and Marketing information database 2016, Cooperative records and DAO reports
	Increased Cocoa and coffee prices received by targeted smallholder farmers on local markets	Cocoa: US\$ 1.2/Kg Coffee: US\$ 0.8/Kg	Prices are multiplied by at least 2 for 80% of the targeted smallholders (at least 25% female & 50% youths)	Cocoa: US\$ 1.7/Kg in 2016 corresponding to 1.4 times the prices at baseline  Coffee: US\$ 1.25/Kg corresponding to 1.6 times the price at baseline	Project Production and Marketing information database 2016, Cooperative records and DAO reports

<sup>15</sup> Implementation commenced in 2012 but the baseline study was completed in 2015. So reference has been made to other available records in 2012

<sup>16</sup> WFP definition rather than length of hungry season

<sup>17</sup> Net income = Total sales - Total cost of production

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

Results Hierarchy of STCRSP (2012 - 2017)	Indicators (Completion)	Baseline (2012) <sup>15</sup>	Target	Achievements	Data sources
	Increased cocoa and coffee sales by targeted smallholder farmers	Cocoa: US\$ 165.8  Coffee: US\$ 89.52	Sales are multiplied by at least 3 (at least 25% female & 50% youths)	Cocoa: US\$ 510 in 2016 corresponding to 3 times the sales at baseline  Coffee: US\$ 311 in 2016 corresponding to 3.5 times the sales at baseline	Project Production and Marketing information database 2016, Cooperative records and DAO reports
<b>Outcome 1:</b> Increased quantity and quality for the targeted cocoa and coffee smallholder producers	No of farmers with increased cocoa/ coffee production	n.a	15,000	12,800 (10,368 Male, 2,432 Female) direct beneficiary households	Cooperatives reports, Project progress reports and DAO reports 2016
	No of farmers using improved cocoa/coffee production practices	n.a	15,000 (at least 25% female and 50% youth)	12,800 (10,368 Male, 2,432 Female) direct beneficiary households	Cooperatives reports, Project progress reports and DAO reports 2016
	Percentage of bad beans reduced by 50%	3.09MT <sup>18</sup>	1.545MT corresponding to 50% reduction	1.886MT corresponding to 39% reduction at private sector buyer (LAADCO) level <sup>19</sup>	Cooperative Production and Marketing Records for Zorzor and Sebehill Cooperatives from 2013 to 2017
	No. of processing facilities functioning*	0	3,000	53	Project progress reports-2017
	People trained in crop production and technologies	n.a	15,000	12,800 (10,368 Male, 2,432 Female) People trained in crop production and technologies	Project progress reports-2017
	No. of village youth hired to underbrush cocoa & coffee farms	n.a	5,000	7,781 youths hired to under brushed farms(12%F,88% M)	Project progress reports-2017
	Processing facilities (solar dryers) constructed / rehabilitated	n.a	3,000	65 solar dryers constructed	Project progress reports-2017

<sup>18</sup> Average weight of bad beans for Zorzor and Sebehill Cooperatives in 2013/2014

<sup>19</sup> Result based on records for Zorzor and Sebehill cooperatives

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

Results Hierarchy of STCRSP (2012 - 2017)	Indicators (Completion)	Baseline (2012) <sup>15</sup>	Target	Achievements	Data sources
	Storage facilities / ware houses constructed/rehabilitated		33	37 Storage facilities / ware houses constructed, 2 CWH rehabilitated	Project progress reports-2017
	Marketing groups formed/strengthened	n.a	3	7 Cooperatives/marketing groups strengthened	Project progress reports-2017
	People trained in post-production, processing and marketing	n.a	105	105 (88 Male, 17 Female) People trained in post-production, processing and marketing	Project progress reports-2017
<b>Outcome 2:</b> Improved access to markets through rehabilitation of roads	%of km of roads passable year round	n.a	80%	87% of km of revised targeted roads passable year round	Project monitoring reports and progress reports 2017
	Roads constructed (km)	n.a	153.52km	133.1Km	Project monitoring reports and progress reports 2017
	No of youth hired to side brush farm to market roads	n.a	6,615	812 (14%F, 86%M)	Project monitoring reports and progress reports 2017
	% increase in smallholder farmers selling their cocoa/coffee produce on the local and/or export market	n.a	50%	374% based on increase in Cooperative membership, most farmers partly sold to cooperative and partly sold to middleman.	Project monitoring reports and progress reports 2017
<b>Outcome 3:</b> Reinforce the extension services of the Ministry of Agriculture and private providers, and strengthen farmers' organizations	% of the targeted cocoa and coffee producers sell their production through group arrangements (at least 25% female & 50% youths)	n.a	20%	374% based on increase in Cooperative membership, most farmers partly sold to cooperative and partly sold to middleman.	Project monitoring reports and progress reports 2017 Cooperative commercialisation statistics
	No. of agreements link cooperatives and standard commodity and/or fair trade private buyers	n.a	3	2 out 7 supported cooperatives had agreements with LAADCO in 2016 (agreements were temporarily discontinued with 5 of the 7 cooperatives)	Project monitoring reports and progress reports 2017

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

Results Hierarchy of STCRSP (2012 - 2017)	Indicators (Completion)	Baseline (2012) <sup>15</sup>	Target	Achievements	Data sources
<b>Output 3.1</b> Targeted cocoa and coffee smallholder producers are organized in sustainable cooperatives for marketing	No. of cooperatives with a legal status and a board (at least 25% female members & 25% female in leadership positions)	n.a	7(at least 25% female members & 25% female in leadership positions)	7 supported cooperatives with a legal status and a board <sup>20</sup>	Project monitoring reports and progress reports 2017
	No. of cooperatives are profitable and finance recurrent costs	n.a	3	1 out of 7 cooperatives profitable in 2016  All 7 cooperatives still being supported under the project	Project monitoring reports and progress reports 2017
	No of farmers who are members of cooperatives	1,967	50,000	9,324	Project monitoring reports and progress reports 2017
<b>Output 3.2</b> CAC and DAO are able to provide technical advice to targeted cocoa/coffee producers and cooperatives	Staff of service providers trained	n.a	152	152 Staff of service providers trained	Project monitoring reports and progress reports 2017
	No of farmers who receive technical advice from the CAC and DAO at least once a quarter	n.a	n.a	12,800 farmers	Project monitoring reports and progress reports 2017

<sup>20</sup> Actual disaggregation to be crosschecked



## Appendix 5: Dates of Supervision and Follow-up Missions

S/N	DESCRIPTION	DATES
1.	Supervision and Implementation Support Mission	November-December 2012
	IFAD Mission composition: Mr. Hubert Boirard, CPM/ Mission Leader (27 Nov to 07 Dec), Mr. Rab Nawaz, Institutions Specialist/Co-Mission Leader/Consultant, Ms. Anta Sow, Financial Analyst/Consultant, Ms. Tamara Lampe, Implementation Support, IFAD, and Ms. Fanny Grandval, Farmer Organization Specialist/Consultant. In addition, Mr. Alfred Y. Duweh, Program Officer, FUN joined the mission during field visits.	
2.	Supervision and Implementation Support Mission	May 2013
	Mission composition: Mr Hubert Boirard, CPM and Mission Leader; Ms Tamara Lampe, ACPM, Institutional and Implementation Support; Mr Roberto Longo, Technical Advisor, Farmers Organization; and Ms Anta Sow, Financial Specialist/ Consultant.	
3.	Supervision and Implementation Support Mission	November-December 2013
	Mission composition: Mr Hubert Boirard, CPM and Mission Leader; Ms Tamara Lampe, ACPM, Institutional and Implementation Support; and Ms Anta Sow, Financial Management Specialist, IFAD/WCA Consultant.	
4.	Supervision and Implementation Support Mission	11 <sup>th</sup> – 25 <sup>th</sup> May 2014
	Mission composition: Mr Hubert Boirard, CPM and Mission Leader; Ms Tamara Lampe, ACPM, Institutional and Implementation Support; and Ms Anta Sow, Financial Management Specialist, IFAD/WCA Consultant, Ms. Constance Gangbo, Financial Management Specialist Consultant, WCA, Ms. Claire Bilski, Gender and Targeting Specialist WCA/IFAD	
5.	IFAD Director for Central and West Africa's visit to Liberia	28 <sup>th</sup> – 30 <sup>th</sup> May 2014
	N/A	
6.	Distance Fiduciary Support Mission	December 2014 to January 2015
7.	Mid-Term Review Mission ( <i>No IFAD staff or International Staff due to Ebola travel ban</i> )	April-May 2015
	James K. Morlu                      Team Leader/Tree Crop Specialist G. Francis Carter                Team Member/ Farm-to-market road Engineer Falie Baldeh                      Team Member/Institutional Capacity Building Specialist Joseph T. Kettor                Team Member/Value Chain Specialist James Kormon                    Team Member/M & E Specialist Cheryl A. Williams              Team Member/Gender & Targeting	
8.	Supervision Mission	29 <sup>th</sup> January – 12 <sup>th</sup> February 2016
	Mission composition: Ndaya Beltchika, CPM and Mission Leader; Dunstan Spencer, Technical Lead/Tree Crops Specialist; Claire Bilski, Gender & Targeting Specialist; Marzia Perilli, M&E Specialist; Mikael Anderson, Financial	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

	Management Specialist; Laurent Roy, Value Chain Specialist; Masahiro Kishi, Procurement Specialist; Akindele Beckley, Rural Infrastructure Engineer; Sumoiwo Harris, Assistant Minister, Ministry of Public Works; Michael Titoe; Director Sector Coordination, Ministry of Agriculture; Nah Wesseh, Senior Analyst, Ministry of Finance & Development Planning; Victor Voor, Agronomist, Central Agricultural Research Institute	
9.	Supervision Mission	13 <sup>th</sup> – 27 <sup>th</sup> July 2016
	Mission composition: Ndaya Beltchika, CPM and Mission Leader; Dunstan Spencer, Technical Lead/ Institutions Specialist; Godfrey Wanjohi, Financial Management Specialist; Masahiro Kishi, Procurement Specialist; Akindele Beckley, Rural Infrastructure Engineer; Peter Lowe, Tree Crop Specialist; Marzia Perilli, M&E Specialist	
10.	IFAD President's visit to Liberia	6 <sup>th</sup> – 8 <sup>th</sup> August 2016
11.	Final Supervision and Implementation Support Mission	20 <sup>th</sup> February – 3 <sup>rd</sup> March 2017
	Mission composition: Ndaya Beltchika, CPM and Mission Leader from 27th February; Peter Lowe, Mission Technical Lead/ Tree Crops Specialist; Akindele Beckley, Rural Infrastructure Engineer; Jamshad Mian Waheed, Value Chain Specialist; Paul Schoen, Monitoring and Evaluation Specialist; Claire Bilski, Gender and Targeting Specialist, WCA; Davis Atugonza, Financial Management Specialist; Masa Kishi, Procurement Specialist, WCA. The Mission was accompanied by Mr. Michael Titoe, Director of Sector Coordination, Ministry of Agriculture.	
12.	Programme Completion Review Mission	11 <sup>th</sup> – 29 <sup>th</sup> September 2017
	Ms. Ndaya Beltchika (CPM, WCA), Mission Leader Ms. Mariatu Kamara (CPO, WCA), Co-Mission Leader Ms. Thokozile Newman (APO, IFAD/WCA), Monitoring & Evaluation and Knowledge Management Specialist Mr Shakib Mbabaali, Mission Technical Lead – The Mission Technical Lead, Ms. Chiqui Arregui, Gender and Targeting Expert – The Gender and Targeting Specialist, Guy Augustin Kemtsop, Rural Infrastructure Expert Mr James Morlu, Tree Crop Expert Davis Atugonza, Financial Management Specialist and Financial Analysis Specialist, Franklin Ibemessie, Procurement Specialist	

## **Appendix 6: Summary of the Amendments to the Loan Agreement**

There were no amendments to the Financing Agreement. However, the original allocations by category of expenditure were changed to reflect and accommodate STCRSP's varying needs during the course of Project implementation.



## Appendix 7: Actual STCRSP Costs

**Table 7A: Financial performance by financier**

<b>Financier</b>	<b>Appraisal (USD'000)</b>	<b>Disbursement (USD'000)</b>	<b>% Disbursed</b>
STCRSP Loan	16,884	16,466	98%
Beneficiaries	923	-	0%
Government	2,025	719	36%
Private Partner	5,131	3,512	68%
<b>TOTAL</b>	<b>24,963</b>	<b>20,697</b>	<b>83%</b>

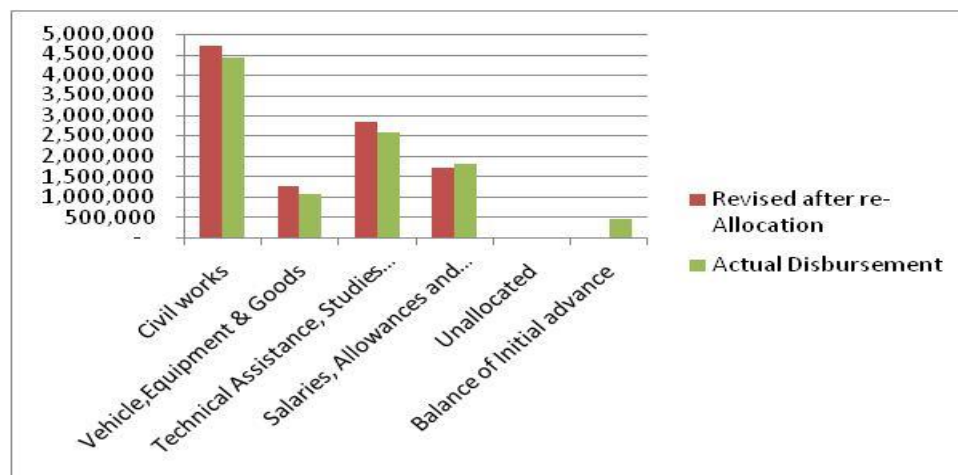
**Table 7B: Financial performance by financier by component(US\$ '000)**

<b>Component</b>	<b>IFAD</b>			<b>Private Partners</b>			<b>GoL</b>			<b>Beneficiaries</b>			<b>Total</b>		
	<b>Design</b>	<b>Actual</b>	<b>%</b>	<b>Design</b>	<b>Actual</b>	<b>%</b>	<b>Design</b>	<b>Actual</b>	<b>%</b>	<b>Design</b>	<b>Actual</b>	<b>%</b>	<b>Design</b>	<b>Actual</b>	<b>%</b>
1. Revitalization of Cocoa & Coffee	1,388	2,142	154%	5,131	3,512	68%	752		0%	149	0%	0%	7,420	5,653	76%
2. Rehabilitation of Farm to Market roads	10,068	6,040	60%	-			531	656	123%	553	0%	0%	11,153	6,696	60%
3. Institution Capacity Building	2,951	2,456	83%	-			193	29	15%	221	0%	0%	3,365	2,485	74%
3. Project Management	2,476	3,422	138%	-			549	34	6%	-	0%		3,025	3,456	114%
Balance of Authorized Allocation (AA)		895												895	
SDR/ US\$ cumulative exchange loss		1,512												1,512	
<b>TOTAL</b>	<b>16,884</b>	<b>16,466</b>	<b>98%</b>	<b>5,131</b>	<b>3,512</b>	<b>68%</b>	<b>2,025</b>	<b>719</b>	<b>36%</b>	<b>923</b>	<b>0%</b>	<b>0%</b>	<b>24,963</b>	<b>20,697</b>	<b>83%</b>

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

**Table 7C: STCRSP Status of available funds as at 31st January 2017- SDR**

Category	Design Allocation	Revised after re-Allocation	Actual Disbursement	% Disbursed of revised allocation	% Disbursed of original allocation
Civil works	5,350,000	4,700,000	4,426,473	94%	83%
Vehicle, Equipment & Goods	1,250,000	1,250,000	1,053,918	84%	84%
Technical Assistance, Studies & Training	1,140,000	2,840,000	2,591,734	91%	227%
Salaries, Allowances and Operating Cost	1,710,000	1,710,000	1,807,803	106%	106%
Unallocated	1,050,000	-	-	-	-
Balance of Initial advance	-	-	460,847	-	-
	<b>10,500,000</b>	<b>10,500,000</b>	<b>10,340,774</b>	<b>98%</b>	<b>98%</b>



## Appendix 8: Physical Progress Table

Component		Cumulative	Appraisal	
	Indicator	Actual	Target	%
<b>Component 1:</b>  <b>Cocoa and Coffee Revitalization</b>	No. of processing facilities functioning	53	3000	1.8%
	<b>OUTPUT INDICATORS</b>			
	Hectares under improved management practices	12,800	15,000	85%
	Youth hired	8,593	11,615	74%
	Cocoa pods distributed	54,000	-	-
	Coffee seedlings distributed	85,000	-	-
	Establishment of village nurseries	308	-	-
	Warehouses constructed/rehabilitated	37 <sup>21</sup>	-	-
	Thermal rolls distributed	248	-	-
	Number processing facilities established (Solar dryers)	65	3000	2%
<b>Component 2:</b>  <b>Rehabilitation of Farm-to-Market Roads</b>	<b>OUTCOME INDICATORS</b>			
	% of km of roads passable year round	133.1km	153.52	87%
	<b>OUTPUT INDICATORS</b>			
	Culvert constructed	279	180	155%
	Bridges constructed	12	45	27%
<b>Component 3:</b>  <b>Institutional Capacity Building</b>	Roads rehabilitated (pavement)	133.1km	153.52	87%
	<b>OUTPUT INDICATORS</b>			
	a. Number of CAC & DAOs receiving support	9	9	100%
	b. Provision of office equipment ,furniture and running expenses to CAC/DAOs	9	9	100%
	c. CAC/DAO offices constructed	8	8	100%
	d. Number of YPs receiving support	14	14	100%
	e. Number of interns participating in the internship	14	14	100%
	f. Number of Cooperatives receiving support	7	3	133%

<sup>21</sup> 33 Mini warehouses and 4 central warehouses





## Appendix 9 A: RIMS Data

### First level results

	Indicator	Unit	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Cumulative Actual	Appraisal Target	% of Appraisal
<b>Total Outreach</b>	People receiving project services	No.	7,650	24,480	17,850	15,300	-	<b>65,280<sup>22</sup></b>	76,500	85%
	Groups receiving project services	No.	7	7	7	7	7	<b>7</b>	3	233%
	Households receiving project services	No.	1,500	4,800	3,500	3,000		<b>12,800</b>	15,000	85%
	People receiving project services	Female	317	1190	423	502		<b>2,432</b>	3,750	65%
	People receiving project services	Male	1,183	3,610	3,077	2,498		<b>10,368</b>	-	
<b>Component 1:</b> Cocoa and Coffee revitalization	People trained in crop production practices and technologies	No.	1,500	4,800	3,500	3,000		<b>12,800</b>	15,000	85%
	Processing facilities constructed/rehabilitated	No.	11	26	16	12	-	<b>65</b>	3,000	2%
<b>Component 2:</b> Rehabilitation of Farm to Market Roads	Roads constructed	Km		30.9	29.3	33.2	39.7	<b>133.1</b>	153.52*	87%
<b>Component 3:</b> Institutional Capacity Building	Marketing groups formed/strengthened	No.	7	7	7	7	7	<b>7</b>	3	233%
	People in marketing groups formed/strengthened	No.	1,500	4,800	3,500	3,000		<b>12,800</b>	15,000	85%
	Staff of service providers trained	No.	152		152			<b>152</b>		
	People trained in post-production, processing and marketing	No.				105		<b>105</b>		
	Storage facilities constructed/rehabilitated	No.		10 <sup>23</sup>	27 <sup>24</sup>			<b>37</b>		

Roads target was revised from 315Km to 153.52Km

<sup>22</sup> Figure excludes 7,781 youth hired on short term basis for brushing plantations and 812 youth hired on short term basis for road maintenance.

<sup>23</sup> 10 mini warehouses

<sup>24</sup> 23 Mini warehouses and 4 central warehouses

## Second level results

SECOND LEVEL RESULTS			
Component	Sub Component	Results	Rating
<b>Component 1: Cocoa and Coffee Revitalization</b>		Likelihood of sustainability of processing facilities	4
		Likelihood of sustainability of storage facilities	4
		Effectiveness: improved agricultural, livestock and fishery production	5
<b>Component 2: Farm to Market Roads</b>		Likelihood of sustainability of roads constructed/rehabilitated	3
		Effectiveness: producers benefiting from improved access to markets	3
<b>Component 3: Institutional Capacity Building</b>		Likelihood of sustainability of the marketing groups formed/strengthened	4
		Likelihood of sustainability of apex organisations formed/strengthened	4
		Effectiveness: improved performance of service providers	4

## Third Level results

THIRD LEVEL RESULTS					
Indicator	Unit	Benchmark	Mid-term	Completion	Target
Households with improvement in household assets ownership index	%	42	n/a	Pending	100
Households with access to improved water sources	%	70	n/a	Pending	n/a
Households with access to improved sanitation	%	27	n/a	Pending	n/a
Underweight children - weight for age	%	9	n/a	Pending	20
Households experiencing one hungry season	%	16	n/a	Pending	25
<i>Note: Completion data to be inserted once the Impact Survey is finalized.</i>					

The final RIMS Compliant Impact study was not conducted due to lack of access to project funds which were frozen by the Government.

## Appendix 9 B: Results of the Mini-Client Survey

A “Mini-Survey” was conducted during focus group discussions with STCRSP beneficiaries in the 7 districts of Lofa (Kolahun, Voinjama, Zorzor, Salayea, Vahun, Foya and Quardu Gboni in September 2017. The results are based on a questionnaire administered to a total of 350 farmers who participated in the STCRSP project. It should be noted that this is not a representative sample. It was meant to get preliminary results which could give some indication of impact as the impact survey was not conducted due to lack of access to funds in project accounts which were frozen by the Government.

	Kolahun	Voinjama	Zorzor	Salayea	Vahun	Foya	Quardu Gboni	Total	%	Responses
<b>Gender</b>										343
Male	39	25	30	26	32	28	36	216	63%	
Female	12	22	20	24	17	18	14	127	37%	
<b>Age</b>										335
15-24	4			1	4	7		16	5%	
25-34	12	1	5	6	11	12	9	56	17%	
35-44	13	16	11	18	12	8	18	96	29%	
45-54	12	20	14	11	14	5	11	87	26%	
55 +	9	13	9	14	11	14	10	80	24%	
<b>Years with STCRSP</b>										325
1	1		7	1	12			21	6%	
2	10		12	2	19	8	11	62	19%	
3	24	17	21	8	11	6	29	116	36%	
4	9	14	8	4	25	17	4	81	25%	
5	3	19		7	3	13		45	14%	
<b>Household Livelihood Source (1)</b>										396
Cocoa	40		8	41	47	22	12	170	43%	
Coffee	8			4	13	1	9	35	9%	
Plantain/banana					2			2	1%	
Palm/nuts oil	2				1	2		5	1%	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

Rice		36	40	5	25	24	30	160	40%	
Cassava		9			1			10	3%	
Pulses	1							1	0%	
	Kolahum	Voinjama	Zorzor	Salayea	Vahun	Foya	Quardu Gboni	Total	%	Responses
Vegetables			2		1			3	1%	
Livestock					1			1	0%	
Sweet potatoes/eddoes									0%	
Small enterprise- non-agricultural		6			3			9	2%	
<b>Household Livelihood Source (2)</b>										372
Cocoa	4	33	35	3	1	19	14	109	29%	
Coffee	36	7	3	14		4	17	81	22%	
Plantain/banana	3		1	3	8			15	4%	
Palm/nuts oil	3	3	6	3	3		3	21	6%	
Rice	2	5	19	13	24	27	11	101	27%	
Cassava					16		2	18	5%	
Pulses					1			1	0%	
Vegetables		1	2		9		2	14	4%	
Livestock					2			2	1%	
Sweet potatoes/eddoes					7			7	2%	
Small enterprise- non-agricultural		1			2			3	1%	
<b>Higher Income</b>										349
Yes	48	46	46	40	52	49	43	324	93%	
No change/Don't know		1	3				2	6	2%	
No	2	3	1	8			5	19	5%	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

<b>Higher production</b>										348
Yes	45	44	46	40	52	48	42	<b>317</b>	91%	
No change/Don't know	3	1	3	1		1	3	<b>12</b>	3%	
No	1	3	1	9			5	<b>19</b>	5%	
<b>Production by Jute bags</b>	<b>Kolahum</b>	<b>Voinjama</b>	<b>Zorzor</b>	<b>Salayea</b>	<b>Vahun</b>	<b>Foya</b>	<b>Quardu Gboni</b>	<b>Total</b>	<b>%</b>	<b>Responses</b>
<i>2011</i>										280
0										
1	13	11	39	24	22	26	18	<b>153</b>	55%	
2	15	4	10	14	11	8	6	<b>68</b>	24%	
3	13		3	4	6	5		<b>31</b>	11%	
4	3			2	5			<b>10</b>	4%	
5	2			1				<b>3</b>	1%	
6					2			<b>2</b>	1%	
7					3			<b>3</b>	1%	
8					1			<b>1</b>	0%	
9				9				<b>9</b>	3%	
<i>2016</i>										259
0										
1	2	6	4	5	1	2		<b>20</b>	8%	
2	22	8	15	7	14	3	4	<b>73</b>	28%	
3	7	9	15	7	27	4	7	<b>76</b>	29%	
4	6	2	7	3	8	5	5	<b>36</b>	14%	
5	6		6		11	2	4	<b>29</b>	11%	
6	2		1		2		1	<b>6</b>	2%	
7	1		1		4		1	<b>7</b>	3%	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

8	1				4	1		6	2%	
9					1			1	0%	
10	1				2			3	1%	
15					1			1	0%	
16						1		1	0%	
<b>Training = received</b>										323
Yes	48	50	50	36	51	22	39	296	92%	
No	2			13		1	11	27	8%	
<b>Training = adoption</b>										
Yes	48	48	49	36	49	22	42	294	92%	319
No		2	1	12		1	9	25	8%	
	<b>Kolahum</b>	<b>Voinjama</b>	<b>Zorzor</b>	<b>Salayea</b>	<b>Vahun</b>	<b>Foya</b>	<b>Quardu Gboni</b>	<b>Total</b>	<b>%</b>	<b>Responses</b>
<b>Training = higher income</b>										
Yes	45	47	49	32	50	19	39	281	89%	315
No	4	3	1	14		3	9	34	11%	
<b>Assets acquired</b>										1128
Land	3	5	1		10	3		22	2%	
Access to Education for children	44	47	14	41	51	24	6	227	20%	
Access to Health	35	47	10	29	45	19		185	16%	
Livestock		2	11	3	14	19	5	54	5%	
Radio	26	3	28	17	30	25	7	136	12%	
TV					1			1	0%	
Cellphone	29	12	26	21	22	25	11	146	13%	
Bicycle	2	1			9			12	1%	
Car									0%	
Home Improvement	15	37	26	14	37	2	22	153	14%	
Farm tools/equipment	30	26	26	18	50	16	2	168	15%	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

<i>Other Prod tools (sewing machine)</i>	1	4			19			24	2%	
<b>Hungry seasons</b>										324
0	11	16	3	4	1		19	54	17%	
1	6	29	10	24	2	9	22	102	31%	
2	6	3	18	11	21	10	6	75	23%	
3	7		16	9	15	17	1	65	20%	
4+	18		3		1	6		28	9%	
<b>Changes from Road Rehabilitation</b>										969
<i>Many traders come to community than before</i>	38	43	26	47	39	13	39	245	25%	
<i>Increased access to market outside community</i>	36	33	46	12	29	2	22	180	19%	
<i>Competitive price offer in community</i>	25	21	41	29	32	2	17	167	17%	
<i>More goods come to community</i>	24	39	22	45	29	7	11	177	18%	
<i>Volume of goods to market has increased in comparison to before</i>	36	22	33	19	35	7	11	163	17%	
<i>No improvements have been seen</i>	1			2		7		10	1%	
<i>The road to my community was not rehabilitated</i>		3			10	13	1	27	3%	
<b>Married women access to more money</b>										672
Yes	37	47	32	33	49	44	36	278	82%	
<i>No change/Don't know</i>			17	1		1	5	24	7%	
No	9	1		14	1	2	8	35	10%	
<b>Change in women participation in coops</b>										
Yes	38	43	38	45	51	47	42	304	90%	
<i>No change/Don't know</i>		3	8				2	13	4%	
No	8	1		2			7	18	5%	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

	Kolahum	Voinjama	Zorzor	Salayea	Vahun	Foya	Quardu Gboni	Total	%	Responses
<b>Gender</b>										343
Male	39	25	30	26	32	28	36	216	63%	
Female	12	22	20	24	17	18	14	127	37%	
<b>Age</b>										335
15-24	4			1	4	7		16	5%	
25-34	12	1	5	6	11	12	9	56	17%	
35-44	13	16	11	18	12	8	18	96	29%	
45-54	12	20	14	11	14	5	11	87	26%	
55 +	9	13	9	14	11	14	10	80	24%	
<b>Years with STCRSP</b>										325
1	1		7	1	12			21	6%	
2	10		12	2	19	8	11	62	19%	
3	24	17	21	8	11	6	29	116	36%	
4	9	14	8	4	25	17	4	81	25%	
5	3	19		7	3	13		45	14%	
<b>Household Livelihood Source (1)</b>										396
Cocoa	40		8	41	47	22	12	170	43%	
Coffee	8			4	13	1	9	35	9%	
Plantain/banana					2			2	1%	
Palm/nuts oil	2				1	2		5	1%	
Rice		36	40	5	25	24	30	160	40%	
Cassava		9			1			10	3%	
Pulses	1							1	0%	
Vegetables			2		1			3	1%	
Livestock					1			1	0%	
Sweet potatoes/eddoes									0%	
Small enterprise- non-agricultural		6			3			9	2%	



REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

Household Livelihood Source (2)	Kolahum	Voinjama	Zorzor	Salayea	Vahun	Foya	Quardu Gboni	Total	%	372
Cocoa	4	33	35	3	1	19	14	109	29%	
Coffee	36	7	3	14		4	17	81	22%	
Plantain/banana	3		1	3	8			15	4%	
Palm/nuts oil	3	3	6	3	3		3	21	6%	
Rice	2	5	19	13	24	27	11	101	27%	
Cassava					16		2	18	5%	
Pulses					1			1	0%	
Vegetables		1	2		9		2	14	4%	
Livestock					2			2	1%	
Sweet potatoes/eddoes					7			7	2%	
Small enterprise- non-agricultural		1			2			3	1%	
<b>Higher Income</b>										349
Yes	48	46	46	40	52	49	43	324	93%	
No change/Don't know		1	3				2	6	2%	
No	2	3	1	8			5	19	5%	
<b>Higher production</b>										348
Yes	45	44	46	40	52	48	42	317	91%	
No change/Don't know	3	1	3	1		1	3	12	3%	
No	1	3	1	9			5	19	5%	

REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalisation Support Project (STCRSP)  
Project Completion Report

Production by Jute bags	Kolahum	Voinjama	Zorzor	Salayea	Vahun	Foya	Quardu Gboni	Total	%	Responses
<i>2011</i>										280
<i>0</i>										
<i>1</i>	13	11	39	24	22	26	18	153	55%	
<i>2</i>	15	4	10	14	11	8	6	68	24%	
<i>3</i>	13		3	4	6	5		31	11%	
<i>4</i>	3			2	5			10	4%	
<i>5</i>	2			1				3	1%	
<i>6</i>					2			2	1%	
<i>7</i>					3			3	1%	
<i>8</i>					1			1	0%	
<i>9</i>				9				9	3%	
<i>2016</i>										259
<i>0</i>										
<i>1</i>	2	6	4	5	1	2		20	8%	
<i>2</i>	22	8	15	7	14	3	4	73	28%	
<i>3</i>	7	9	15	7	27	4	7	76	29%	
<i>4</i>	6	2	7	3	8	5	5	36	14%	
<i>5</i>	6		6		11	2	4	29	11%	
<i>6</i>	2		1		2		1	6	2%	
<i>7</i>	1		1		4		1	7	3%	
<i>8</i>	1				4	1		6	2%	
<i>9</i>					1			1	0%	
<i>10</i>	1				2			3	1%	
<i>15</i>					1			1	0%	
<i>16</i>						1		1	0%	
<b>Training = received</b>										323
<i>Yes</i>	48	50	50	36	51	22	39	296	92%	
<i>No</i>	2			13		1	11	27	8%	
<b>Training = adoption</b>										
<i>Yes</i>	48	48	49	36	49	22	42	294	92%	319
<i>No</i>		2	1	12		1	9	25	8%	
<b>Training = higher income</b>		83								
<i>Yes</i>	45	47	49	32	50	19	39	281	89%	315
<i>No</i>	4	3	1	14		3	9	34	11%	

### Mini Survey Questionnaire

#### Mini Survey – to infer Outcomes/Impact

**District:**.....

This activity is a survey. We would like you to help us get your views on some very important questions regarding the impact of STCRSP. We will pass a sheet of paper to each of you. On it, there are 16 questions. Each question asks your opinion. Some questions require Yes/No/ No changes or I do not know.

We ask you to use the pencil/pen we have given you to write your opinion. We will not record your name or identify you in any way!

#### Survey Questions

1. Gender:                      MALE    FEMALE
2. How old are you (years)?  
                 15-24                      25-34                      35-44                      45-54                      55 +
3. How long (years) have you been associated with the Programme ?  
                 1                      2                      3                      4                      5                      6
4. What is your household's most important livelihood activity?
  - 1.Cocoa
  - 2.Coffee
  - 3.Plantain/banana
  - 4.Palm/nuts oil
  - 5.Rice
  - 6.Cassava
  - 7.Pulses
  - 8.Vegetables
  - 9.Livestock
  - 10.Sweet potatoes/eddoes
  - 11.Small enterprise- non-agricultural
5. What is your household's second most important livelihood activity?
  - 1.Cocoa
  - 2.Coffee
  - 3.Plantain/banana
  - 4.Palm/nuts oil
  - 5.Rice
  - 6.Cassava
  - 7.Pulses
  - 8.Vegetables
  - 9.Livestock
  - 10.Sweet potatoes/eddoes
  - 11.Small enterprise- non-agricultural

6. Since you joined the program (*comparing your present situation to the situation before the program*), do you have **more money (income) from cocoa** to spend on yourself and your family?

☺ -Yes                      ☺ - No changes / I do not know                      ☹ -No

7. Since the program started (*comparing your present situation to the situation before the program*), do you have **increased cocoa production (harvest)** over the last 2-3 years?

☺ -Yes                      ☺ - No changes / I do not know                      ☹ -No

8. What was your cocoa **production per year** (number of jute bags) in 2011 and in 2016?

Jute bags/year 2011.....

Jute bags/year 2016.....

9. Did you receive any **training** in crop management practice(s) on tree crop production from the program?

YES ☒ = NO = ☐

10. Are you using the training that you received from the program (**adoption**)?

YES ☒ = NO = ☐

11. If YES, did it help you make more money?

YES ☒ = NO = ☐

12. Were you able to buy any or more of the following since the beginning of the program



Land



Livestock



Radio



TV



Cellphone



Bicycle



Car  
Tools/Equipment



Home improvement

Farm



Improve  
access to  
health



Improve education  
for children



Other items that allow you to  
increase your income (e.g. sewing  
machine)

13. In the past 2-3 years, how many hungry seasons did your household experience?  
(*Hungry season implies a period (1 month or more) when the household did not have adequate food because their stores were depleted or because they did not have enough money to buy food.*)

**0                      1                      2                      3                      4+**

14. In your opinion, how have market activities been improved after rehabilitation of road to this community?

- a- Many traders come to community than before
- b- Increased access to market outside community
- c- Competitive price offer in community
- d- More goods come to community
- e- Volume of goods to market has increased in comparison to before
- f- No improvements have been seen
- g – the road to my community was not rehabilitated

15. In your opinion, do women who have a spouse have more access to money now than before the project?

😊 -Yes                      😐 -No changes / I do not know                      ☹️ -No

16. In your opinion, has the level of participation of women in cooperatives changed in comparison to before the STCRP was implemented?

😊 -Yes                      😐 -No changes / I do not know                      ☹️ -No

### Closure

Thank you for coming and sharing your ideas with us. It has been so helpful. We will be writing a report for IFAD bringing together the stories of many voices to help them with their work. Thank you again.



## Appendix 10: Project Internal Rate of Return

1. **Background.** STCRSP was an initiative by IFAD and Government of Liberia (GoL) to increase incomes of cocoa and coffee producers through supporting plantations to improve the quantity and quality of the yield. The project support mainly included rehabilitating plantations, access to markets and strengthening MOA and/or private extension services as well as farmers-based organizations/cooperatives. At design, it was estimated that about 15,000ha of tree crops and 315km of farm to market roads will be rehabilitated. Under Component 3 (Institutional capacity building), the plan was to strengthen at least three cooperatives in financial and institutional management by international NGO/technical assistance and in technical areas by the CAC and DAOs. The project was initially justified with an internal rate of return of 32% using organic and conventional rehabilitation cocoa/coffee models. The conventional model was more profitable with an IRR of 35% compared to the organic one with 27%. During implementation, the organic model was adopted. A few farmers applied fertilizer.

2. **Physical progress.** Over the five years of implementation, the project has cumulatively rehabilitated 12,800ha of tree crops yielding 85% of the initial target. Cocoa alone covered 10,314ha and the remaining 2,486ha were coffee plantations. This coverage translates to approximately 12,800 households considering an average farm size of 1ha for project beneficiaries. The roads component rehabilitated only 133.1km representing 87% of the revised target. With the 80% increase in road construction costs (from US\$ 25,000/km to US\$ 45,000/km), the initial target of 315km could not be sustained thus a reduction to 153.5km.

### Summary of cumulative physical progress

	Unit	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	Cumulative Actual	Appraisal Target	% of Appraisal
Tree crops rehabilitated	ha	1,500	4,800	3,500	3,000		12,800	15,000	85%
Roads rehabilitated	Km		30.9	29.3	33.2	39.7	133.1	153.52	87%

3. **Financial analysis.** The PCR team based on available impact study (Cocoa) and field based interviews with participating Cooperatives/ beneficiaries has developed crop models. These crop models are meant to assess the financial impact at household level taking into account the costs incurred and benefits being obtained.

### *The Cocoa financial model.*

4. **The Without Project (WOP) situation.** For the financial analysis the without project situation is summarised as follows:

- STCRSP was a post-war project. The cocoa plantations existed but were poorly maintained or were abandoned.
- WOP Yields are somehow difficult to verify and are varying from area/district to area/district. Before Project, some reports or interviewees put the yield level at 60kg/ha; others say 200kg/ha before intervention. This variation is understood given the post-war situation the country was in. WOP yield cannot therefore be expected to be uniform across districts as they are driven by the level the extent of agronomic practices (under shading, de-shading, pruning, post-harvest handling etc). The STCRSP 2012/13 baseline puts the WOP yield at 131 kg/ha. In the absence of alternative defensible numbers this is what is taken in this report as the WOP situation.
- WOP prices reported, US\$0.60/kg in 2012 for cocoa while others put it at US\$ 1.2/kg including the 2012/13 baseline study.
- Transport costs at baseline were high because of the poor road network. As stated above it would cost LRD 250 to transport a 90kg bag to the market with a travel time of about 1 and half hours (a case like from Kpangbalamai to Voinjama).

5. **The project intervention package:** The project provided a lump sum support equivalent to US\$ 410 per ha (per beneficiary household with the plan that the farmers would extend the agronomic improved practices to increase the farm size). US\$ 207 being given in first farm year and the balance in the subsequent period. This amount along with some farmers own contribution catered for:

- de-shading,

- b. under brushing,
- c. pruning and weeding,
- d. solar drier (in a group not individual farmer),
- e. fermentation box and
- f. Seedlings for gap filling.
- g. Extension services through the project financed tree crops at the respective cooperatives

6. **With Project- Yields, prices and increase in incomes.** Project investments have:

- (iv) Increased cocoa yields from 131kgs before the project to 212kgs. Increase in yields and quality was realized starting from the farm year one with full potential being explored in the fifth year. The recognition of benefits right from year 1 is because these were not purely new plantations. The project investments took the form of under-brushing, de-shading, pruning etc. which results in immediate increase in yields. There were also new seedlings planted as gap filling. The financial analysis based in US\$ terms shows that the benefits of rehabilitation are beyond the costs with a B/C ratio of 2.58. On a scale of one hectare, cocoa has Net Present Value of US\$ 366 and Internal Rate Return of 15% discounted 10% over a 20 year period. A one hectare farmer can earn US\$ 230 before family labour costs. It is emphasised that this is before the intercropping which is being highly encouraged. With intensive intercropping with bananas, for instance, the household income on one hectare can increase to US\$ 537 as reported by the STCRSP Cocoa Impact study of 2016. The detailed model below shows the quantities used prices and financial budget for one hectare.
- (v) Better plantation maintenance, postharvest handling, extension services have resulted in better quality for both cocoa from beneficiary farmers. This has contributed to higher prices being paid for the yield. Before the project, one kilogram of cocoa was sold at a range between US\$0.60 - US\$ 1.2. At project completion, prices were averaging US\$ 1.7/Kg.
- (vi) Besides increased quantity and quality, there are efficiency gains that have been recorded. For instance the Voinjama and Zorzor district multipurpose cooperatives, members indicated that before road rehabilitation/ construction, it would cost LRD 250 to transport a 90kg bag to the market but this reduced to LRD 100 with better access roads (Kpangbalamai to Voinjama).

7. Besides benefits from component 1 and 2, it is also acknowledges existence of qualitative benefits such as increased bargaining power and lower transaction costs resulting from capacity building and establishment of better institutions. Due to estimation difficulties benefits there from could not be easily translated to monetary terms. By the end of the project, 7 marketing groups were strengthened, 33 mini and 4 central warehouses constructed (zorzor, salayea, Quardu &Foya and 2 central warehouses rehabilitated (Kolahun & Vahun)



**GOVERNMENT OF THE REPUBLIC OF LIBERIA**  
**Smallholder Tree Crop Revitalization Support (STCRSP)**  
**Project Completion Report**

STCRSP Tree crop (Cocoa) rehabilitation Financial Model																									
YIELDS AND INPUTS				WOP			2012/13	2013/14	2014/15	2015/16	2016/17														
ITEMS		UNIT	PRICE	Y0	Y1	Y2	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	PY9	PY10	PY11	PY12	PY13	PY14	PY15	PY16	PY17	PY18	PY19
Main production																									
Cocoa grade 1		kg	1.85	-	7	10	8	18	58	85	140	231	254	279	307	338	338	338	338	338	338	338	338	338	
Cocoa grade 2		kg	1.67	88	160	187	151	158	135	127	93	26	28	31	34	38	38	38	38	38	38	38	38	38	
Total cocoa yield		kg		88	167	197	159	175	193	212	233	257	282	310	341	376	376	376	376	376	376	376	376	376	
Initial major farm rehabilitation comprising of: Deshading, underbrushing, pruning and weeding,solar drier,fermentation box and Seedlings		package				-	207	203																	
Operating /Farm maintenance costs																									
Cutlass/farm tools		ls	10	0.20	0.20	0.20					1				1				1				1.0		
Seedlings		no.	1	-	-	-		80																	
Transportation		kg	0.01	88	167	197	159	175	193	212	233	257	282	310	341	376	376	376	376	376	376	376	376	376	
Packing bags		no.	2	1	2	2	2	2	2	3	3	3	4	4	4	5	5	5	5	5	5	5	5	5	
Maintenance Labour																									
Transplanting		pers. day		-	-	-		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
Deshading		pers. day		-	-	-		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Underbrushing		pers. day		-	-	-		13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
Pruning and weeding		pers. day		-	-	-		15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
Disease control		pers. day		-	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Harvesting		pers. day		3	3	3		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Cracking pods and fermentation		pers. day		2	2	2		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Sorting for better grade		pers. day		-	-	-		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Sub-total labour				5	5	5		42	42	42	42	42	42	42	42	42	42	42	42	42	42	42	42	42	
Skilled (paid) labour (S)		pers. day	3	4	4	4	35	29	29	29	29	29	29	29	29	29	29	29	29	29	29	29	29	29	
Family labour (F)		pers. day	3	2	2	2	0	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
FINANCIAL BUDGET (USD )			WOP	WITH PROJECT																					
ITEMS			PY 0	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	PY9	PY10	PY11	PY12	PY13	PY14	PY15	PY16	PY17	PY18	PY19	PY20		
Main production revenue																									
Cocoa beans grade 1		15	13	29	100	155	268	442	486	535	588	647	647	647	647	647	647	647	647	647	647	647	647		
Cocoa beans grade 2		252	215	235	211	209	161	44	49	53	59	65	65	65	65	65	65	65	65	65	65	65	65		
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total revenue		267	227	264	311	363	429	486	535	588	647	712	712	712	712	712	712	712	712	712	712	712	712		
Initial major farm rehabilitation as detailed above					207	203																			
Operating /Farm maintenance costs																									
Cutlass/farm tools		2	-	-	-	-	10	-	-	-	10	-	-	-	10	-	-	-	10	-	-	-	-		
Seedlings		-	-	-	-	-	80	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Post harvest losses		13	11	13	16	18	21	24	27	29	32	36	36	36	36	36	36	36	36	36	36	36	36		
Packing bags		5	4	4	5	5	6	6	7	8	9	9	9	9	9	9	9	9	9	9	9	9	9		
Marketing/transportation		2	2	2	2	2	2	2	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4		
Sub-total operating costs		22	17	19	22	25	39	113	36	40	54	49	49	49	49	49	49	49	49	49	49	49	49		
Maintenance Labour																									
Skilled (paid) labour costs		11	12	105	88	88	88	105	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88		
Family labour costs		5	-	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38		
Sub-total labour costs		15	12	143	126	126	126	143	126	126	126	126	126	126	126	126	126	126	126	126	126	126	126		
Total production costs		37	29	162	355	354	165	256	162	166	180	175	175	175	185	175	175	175	175	185	175	175	175		
Income (after labour costs)		230	198	102	(44)	(198)	60	230	372	422	467	537	537	537	527	537	537	537	527	537	537	537	537		
Incremental net income after capex			(32)	(128)	(274)	(428)	(170)	0	142	192	237	307	307	307	297	307	307	307	297	307	307	307	307		
Income (before labour costs)		235	198	139	(6)	(160)	98	268	410	460	505	575	575	575	565	575	575	575	565	575	575	575	575		
Return to family labour*		46																							
*consider full development year family labour requirements																									
Discount rate		10%																							
NPV @ 0.13 USD		366																							
IRR		15%																							
NPVb USD		4,231																							
NPVc USD		1,639																							
B/C ratio		2.58																							
Switching values Benefits		-61%																							
Switching values Costs		158%																							

### The Coffee financial model.

8. **The Without Project (WOP) situation.** For the financial analysis the without project situation is summarised as follows:

- In the WOP situation coffee yield was 80kgs/ ha. As already noted above, STCRSP was a post-war project and just like the case of cocoa, coffee plantations existed but were poorly maintained or were abandoned.
- Before the project, one kilogram of coffee was sold at US\$ 0.8/kg.
- Transport costs as stated above were higher because of the poor access to markets both in financial terms and opportunity cost for the longer time taken. Cost reduction of up to LRD 100 per 90 kg bag have been recorded.

9. **The project intervention package:** Just like for Cocoa, the project provided a lump sum support equivalent to US\$ 410 per ha (per beneficiary household with the plan that the farmers would extend the agronomic improved practices to increase the farm size). The same timing like for Cocoa was provided to Coffee growers, that is, US\$ 207 being given in first farm year and the balance in the subsequent period.

10. This amount along with some farmers own contribution catered for:

- de-shading,
- under brushing,
- pruning and weeding, and

GOVERNMENT OF THE REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalization Support (STCRSP)  
Project Completion Report

- d. Seedlings for gap filling.  
e. Extension services through the project financed tree crops at the respective cooperatives

STCRSP																						
Tree crop (Coffee) rehabilitation Financial Model																						
YIELDS AND INPUTS			WOP			2012/13	2013/14	2014/15	2015/16	2016/17												
ITEMS	UNIT	PRICE	Y0	Y1	Y2	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	PY9	PY10	PY11	PY12	PY13	PY14	PY15	PY16	
Main production																						
Coffee yield	kg	1.10	80.00	104	135	176	228	297	386	502	320	320	320	320	320	320	320	320	320	320	320	
Intial major farm rehabilitation comprising of:	package				-	207	203															
Deshading, underbrushing, pruning and weeding and Seedlings																						
Operating /Farm maintenance costs																						
Cutlass/farm tools	ls	10	0.20	0.20	0.20					1				1				1				
Seedlings	no.	1	-	-	-		80															
Transportation	kg	0.01	80	104	135	176	228	297	386	502	320	320	320	320	320	320	320	320	320	320	320	
Packing bags	no.	2	1	1	2	2	3	4	5	6	4	4	4	4	4	4	4	4	4	4	4	
Maintenance Labour																						
Transplanting	pers. day	-	-	-	-		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
Deshading	pers. day	-	-	-	-		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Underbrushing	pers. day	-	-	-	-		13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
Pruning and weeding	pers. day	-	-	-	-		15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
Disease control	pers. day	-	-	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Harvesting	pers. day		6	6	6	-	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	
Drying coffee	pers. day		2	2	2		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Sub-total labour			8	8	8	-	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43	
Skilled (paid) labour (\$)	pers. day	3	6	6	6	6	35	30	30	30	30	30	30	30	30	30	30	30	30	30	30	
Family labour (F)	pers. day	3	2	2	2	0	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
FINANCIAL BUDGET (USD )			WOP			WITH PROJECT																
ITEMS		PY 0	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	PY9	PY10	PY11	PY12	PY13	PY14	PY15	PY16	PY17	PY18	PY19	PY20
Main production revenue		149	193	251	327	425	552	352	352	352	352	352	352	352	352	352	352	352	352	352	352	352
Coffee		149	193	251	327	425	552	352	352	352	352	352	352	352	352	352	352	352	352	352	352	352
Total revenue		149	193	251	327	425	552	352	352	352	352	352	352	352	352	352	352	352	352	352	352	352
Initial major farm rehabilitation as detailed above					207	203																
Operating /Farm maintenance costs																						
Cutlass/farm tools	2	-	-	-	-	10	-	-	-	10	-	-	-	10	-	-	-	10	-	-	-	
Seedlings	-	-	-	-	-	-	80	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Post harvest losses	7	10	13	16	21	28	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	
Packing bags	3	4	6	7	10	13	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	
Marketing/transportation	1	2	2	3	4	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Sub-total operating costs	14	16	20	27	35	55	109	29	29	39	29	29	29	29	39	29	29	29	39	29	29	
Maintenance Labour																						
Skilled (paid) labour costs	17	18	17	90	90	90	105	90	90	90	90	90	90	90	90	90	90	90	90	90	90	
Family labour costs	7	-	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	
Sub-total labour costs	24	18	56	129	129	129	144	129	129	129	129	129	129	129	129	129	129	129	129	129	129	
Total production costs	38	34	76	363	367	184	252	158	158	168	158	158	158	158	168	158	158	158	168	158	158	
Income (after labour costs)	111	160	175	(36)	(149)	165	100	194	194	184	194	194	194	194	184	194	194	194	184	194	194	
Incremental net income after Capex		49	65	(146)	(259)	55	(11)	84	84	74	84	84	84	84	74	84	84	84	74	84	84	
Income (before labour costs)	118	160	214	3	(110)	204	138	233	233	223	233	233	233	233	223	233	233	233	223	233	233	
Return to family labour*		18																				
*consider full development year family labour requirements																						
Discount rate	10%																					
NPV @ 0.13 USD	178																					
IRR	24%																					
NPVb USD	2,924																					
NPVc USD	1,537																					
B/C ratio	1.90																					
Switching values Benefits	-47%																					
Switching values Costs	90%																					

11. **Household income.** From the above crop models and given the one hectare average farm size, a beneficiary earns about US\$ 194 per year for coffee and US\$537 per year for cocoa after labour costs. This level is below the design estimated due to deviation in yields expected. The expected yield for the organic cocoa model was 900kgs whereas actual yield was 212kgs.

12. **Efficiency gains.** The project rehabilitated 133 km farm to market roads which benefit more people beyond the known project financed smallholders. This public good element therefore makes it more difficult to precisely measure actual benefits from road construction. The key benefit recognized is reduction in transport costs. Due to limitation of data on road traffic, vehicle operating costs, the analysis is simplified to consider only production of the project beneficiaries. The reduction in transport costs was LRD 150/kg equivalent US\$ 1.27/kg. The total efficiency gains on production is computed in the table below:

Efficiency gains from road rehabilitation	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	PY9	PY10	PY11+
Cocoa											
Yield/ha	159	175	193	212	233	257	282	310	341	376	376
Number of hectares planted	878	5,056	7,936	10,314	10,314	10,314	10,314	10,314	10,314	10,314	10,314
Number of kgs to be transported	139,865	885,963	1,529,688	2,186,860	2,405,546	2,646,100	2,910,711	3,201,782	3,521,960	3,874,156	3,874,156
Price reduction USD/kg		0.42	0.76	1.02	1.10	1.27	1.27	1.27	1.27	1.27	1.27
Cost saving USD	-	375,408	1,166,711	2,223,925	2,650,178	3,363,687	3,700,056	4,070,061	4,477,067	4,924,774	4,924,774

GOVERNMENT OF THE REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalization Support (STCRSP)  
Project Completion Report

13. **Economic analysis.** Financial models have been adjusted to economic terms reflect the opportunity cost of inputs or output to society. Specifically, labour has been converted from financial to economic price using a factor of 0.8 being a rough estimate of rural unemployment in the project area. In addition, project support (about US\$ 410) included in the crop models was excluded in economic models used in the aggregation to avoid duplication of costs. The actual implementation costs are extracted from the project financial reports.

14. **Post implementation costs.** After project completion, about US\$ 0.698 million in costs will necessary to sustain the anticipated benefits flow. US\$ 0.598 will go directly to road maintenance while US\$ 100,000 covers the recurrent costs of the seven marketing groups formed. The financing mechanism have been discussed in the respective technical sections and appendices of the overall PCR report

15. **Overall.** STCRSP has been a viable project with an Internal Rate of Return of 21%, Net Present Value of US\$ 13 million and Benefit/Cost ratio of 1.97. The economic models together with aggregation schedules are presented in the following pages.

**Summary of STCRSP aggregated benefits and costs**

Peroid	Total incremental benefits				Costs				Net benefits
	Cocoa Plantations	coffee Plantations	Reduction in transport costs	Total benefits	Implementation	Road maintenance	Other post implementation recurrent costs	Total costs	
PY1	(10,442)	33,248	-	22,807	(1,319,000)	-	-	(1,319,000)	(1,296,193)
PY2	(210,914)	24,904	375,408	189,398	(4,332,000)	-	-	(4,332,000)	(4,142,602)
PY3	(1,035,040)	42,055	1,166,711	173,726	(3,629,000)	-	-	(3,629,000)	(3,455,274)
PY4	(1,855,847)	92,242	2,223,925	460,321	(2,869,000)	-	-	(2,869,000)	(2,408,679)
PY5	(2,057,561)	146,289	2,650,178	738,906	(2,281,000)	-	-	(2,281,000)	(1,542,094)
PY6	(982,919)	262,370	3,363,687	2,643,137		(598,950)	(100,000)	(698,950)	1,944,187
PY7	181,845	352,930	3,363,687	3,898,462		(598,950)	(100,000)	(698,950)	3,199,512
PY8	1,203,626	410,334	3,363,687	4,977,647		(598,950)	(100,000)	(698,950)	4,278,697
PY9	1,733,704	424,704	3,363,687	5,522,094		(598,950)	(100,000)	(698,950)	4,823,144
PY10	2,234,002	424,704	3,363,687	6,022,393		(598,950)	(100,000)	(698,950)	5,323,443
PY11	2,775,365	424,704	3,363,687	6,563,756		(598,950)	(100,000)	(698,950)	5,864,806
PY12	3,084,445	424,704	3,363,687	6,872,836		(598,950)	(100,000)	(698,950)	6,173,886
PY13	3,242,857	424,704	3,363,687	7,031,247		(598,950)	(100,000)	(698,950)	6,332,297
PY14	3,209,857	424,704	3,363,687	6,998,247		(598,950)	(100,000)	(698,950)	6,299,297
PY15	3,222,837	424,704	3,363,687	7,011,227		(598,950)	(100,000)	(698,950)	6,312,277
PY16	3,222,837	424,704	3,363,687	7,011,227		(598,950)	(100,000)	(698,950)	6,312,277
PY17	3,222,837	424,704	3,363,687	7,011,227		(598,950)	(100,000)	(698,950)	6,312,277
PY18	3,222,837	424,704	3,363,687	7,011,227		(598,950)	(100,000)	(698,950)	6,312,277
PY19	3,222,837	424,704	3,363,687	7,011,227		(598,950)	(100,000)	(698,950)	6,312,277
PY20	3,222,837	424,704	3,363,687	7,011,227		(598,950)	(100,000)	(698,950)	6,312,277
NPV(USD)				27,970,433				(14,182,650)	13,787,783
EIRR@ 10%									21%
Benefit cost ratio									1.97



GOVERNMENT OF THE REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalization Support (STCRSP)  
Project Completion Report

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8+	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Hacters planted per year	622	622	622	620																
Incremental incomes for 2,486 hacters (2,486HH)- USD																				
Hacters in Year 1	33,248	(8,345)	17,151	50,295	87,162	107,818	107,818	107,818	101,598	107,818	107,818	107,818	101,598	107,818	107,818	107,818	101,598	107,818	107,818	107,818
Hacters in Year 2		33,248	(8,345)	17,151	50,295	87,162	107,818	107,818	107,818	101,598	107,818	107,818	107,818	101,598	107,818	107,818	107,818	101,598	107,818	107,818
Hacters in Year 3			33,248	(8,345)	17,151	50,295	87,162	107,818	107,818	107,818	101,598	107,818	107,818	107,818	101,598	107,818	107,818	107,818	101,598	107,818
Hacters in Year 4				33,141	(8,318)	17,096	50,133	86,881	107,471	107,471	107,471	101,271	107,471	107,471	107,471	101,271	107,471	107,471	107,471	101,271
Hacters in Year 5																				
Hacters in Year 6																				
Total HH income (USD)	33,248	24,904	42,055	92,242	146,289	262,370	352,930	410,334	424,704	424,704	424,704	424,724	424,704	424,704	424,704	424,724	424,704	424,704	424,704	424,724

## Appendix 11: Environmental Assessment

1. In line with IFAD guidelines on Environmental Assessment and following the Project formulation field work, the STCRSP at its design stage was classified as a SECAP **“Category B”** Project. It was considered to be a Project with limited socio-environmental risks. Consequently, no formal Environmental and Social Impact Assessment (ESIA) was required when it was designed. Despite climate change not being explicitly mainstreamed in any of the four components of the STCRSP and given that the Project rehabilitated (as opposed to establishing new farms) only existing cocoa and coffee farms and rehabilitated (as opposed to construction) farm to market roads, the completion field mission did not find any negative environmental issues that could have been caused by the project (deforestation, physical or economic displacement of indigenous peoples, or destruction of historic, religious or cultural sites). Through consultation with experts, the Ministry of Agriculture (MOA), the Ministry of Public Works (MPW), the Environment Protection Agency (EPA) and in compliance with the Republic of Liberia environmental legislation, the PIU made sure that all Project activities did not result in any substantial negative environmental impact. The agricultural practices applied by the farmers, throughout Project implementation, did not advocate for the use harmful pesticides or other chemicals. In addition, the private sector partner provide some training activities on organic production processes to farmers and their cooperatives. Furthermore, the partial de-shading (rather than complete removal of trees) supported by the Project remains the best alternative to cocoa and coffee farm rehabilitation. Similarly, the rehabilitation of farm-to-market roads did not lead to the destruction of forest, however it could increase the unintended occurrence of some trees felling.

2. With over 70% of its population relying on agricultural production for their livelihood, the anticipated impact of climate change on Liberia’s already vulnerable agriculture sector could worsen its population’s welfare in the medium to long run. Future projects should mainstream climate change into their design and implementation to ensure that the interventions’ impacts on the environment are minimal and to provide the beneficiaries with tools and techniques to adapt to the impact of climate change. This particularly is most relevant to Lofa, Bong, and Nimba (the agricultural belt) counties where climate studies indicate that agricultural production is likely be the most affected by higher temperatures and changes in seasonal rainfall (USAID, 2013). The GoL and the PIU cognizant of the environmental risks generally posed by rural development projects, have consulted the key national climate change stakeholders (EPA, MOA, MPW, farmers, national research centers, etc.) for the subsequent smallholder tree crops projects (TCEP in Lofa and the LSTCP in Nimba).

3. It should, however, be pointed out that a recent study, by Schroth et al. (2016) , projects that higher temperatures in the cocoa producing regions of Liberia will lead to a decreased suitability for cocoa production, despite the projected slightly shorter dryer seasons. In the absence of adequate adaptation and conservation measures, the intensification of cocoa production in these countries, including Liberia, could cause greater deforestation as farmers might expand in currently forested areas, more suitable as less exposed to changes in temperature and precipitation. To anticipate and cope with the projected reduction in climatic suitability, adaptation and conservation measures could be implemented. These conservation and adaptation safeguard measures include: a) the adoption of cocoa seeds and seedlings varieties more resilient to higher temperatures; b) promotion of tree shading on the farms to protect the trees against the dry season’s high temperatures and accentuated evapotranspiration; c) vulgarization of a more sustainable cocoa drying process; and d) enforcement that expansion of cocoa production to new farm are on designated farmland (that is, prevent any deforestation). Building on the lessons of the current project and state of the art scientific publications, the upcoming tree crop projects (TCEP1 and TCEP2) in Liberia were designed integrate and mainstream climate risks in the development of the sector in the Lofa and Nimba countries.

## Appendix 12: Stakeholder Workshop Findings

### STCRSP Review and Validation Workshop Agenda Saturday, March 31, 2018 PMU Office, Fendell

Objective: To review and Validate the Project Completion Report (PCR)	
09:00- 09:30	Registration and breakfast: (all participants)
09:30- 09:35	Welcome Remarks, (MOA)
09:35- 09:45	Introduction of participants: (all participants)
09:45- 10:15	Description of the project and achievements (PIU)
<b>10:15- 10:25</b>	<b>Break</b>
10:25 - 10:35	Formation of working groups
10:35 - 11:35	Assessment of project outputs (working groups plus reports to plenary)
11:35 - 12:35	Assessment (rating) of project (plenary)
<b>12:35- 13:35</b>	<b>Lunch</b>
13:35-14:35	Assessment (rating) of project (plenary)
14:35- 15:25	Identification of key lessons learned
15:25	Wrap up and closure

*Facilitators: MPW and MOA*

### Workshop Background

#### Objective

The core objective of this workshop is to elicit participants' assessment of project's overall achievement. Taking a look at the project's key outputs from the logical framework. Participants shall be requested to join discussions on outputs, outcomes and emerging impact for which they have first-hand experience.

#### Methodology

1. Presentations and facilitations in plenary and panel sessions; sharing data and information as well as best practices by participants,
2. Engagement of diverse participants to actively contribute ideas and experiences during plenary
3. Engagement of all participants including staffs in the discussion
4. Group work
5. The workshop participants were drawn from amongst all players within the sector

### Workshop Proceedings and Working Group Outputs

#### Session 1:

Welcome remarks and self-introduction the workshop commenced with welcoming remarks from the Ministry of Agriculture. In his remarks, he expressed special thanks and appreciation to the World Bank and IFAD for their continuous support to the Government of Liberia through the Ministry of Agriculture. He further said that this Government is committed to the improvement of the Agriculture sector. He also appeal to the World Bank and IFAD to extend the project to other parts of the country in order to get the desired goal as 5 year was not enough to bring change taking in account the key bottle necks such as social-cultural behaviors, lack of agriculture financing, adaptation etc. He challenge all stakeholder in the country to regain their dignity by working for themselves " As is more dignifying to work for your own money than accepting free things as free things take away one's respect".

Session 2: Description of the project and achievements (Project Implementation Unit)

Session 3: Assessment of project outputs (working groups plus reports to plenary)

Three groups were formed with each consisting of 6 persons. The group was charge to assess performance against Project outputs and report to plenary. This exercise was done for an hour. The groups had an inter-active discussion that led to their findings.

In their report to plenary the groups in separate presentations, said that performance against Project outputs was done satisfactorily and praise the PIU for professionally implementing the project.

#### **Effects of the project on the intended beneficiaries**

They pointed out that due to the construction of roads and bridges that give access to market and the enhancement of the village saving loans scheme by cooperative give a positive impact on the targeted beneficiaries.

The groups unanimously agreed that the assessed to new technology was minimum especially the construction of solar dryers, but it help in some ways. They also noted that there was a lot of improvement in the environment, capacity building enhance the strengthening of the organization of the cooperative that give a positive impact.

Especially the gains made by farmers when started gaining from abandoned tree crops (especially older cocoa and coffee farms) and the investment in the replanting of new and resilient tree crops. These benefits was clearly improve the quality of life of rural farmers and limit their over dependence of subsistence farming.

The development of social capital through capacity building of local community groups and associations positively impacted them to dialogue



and participate in decision making on their livelihood options and increase their decision-making roles at community and national levels. The increase in capacity building opportunities including training and skills development also enhance not only local communities and farmers in tree crop production for improved rehabilitation and expansion of the sector, but also the Ministry of Agriculture and other stakeholders;

Infrastructural developments during the implementation of the project give assess not only to markets but also to services and facilities.

Most smallholders developed new husbandry skills and increased farm incomes, and rural labor opportunity was enhanced;

It was established that access to land and tenure security was not an issue, but it is important to note that in Lofa County cash crop is not a woman role but the project inclusion of women, the youth and migrants to participate in the cash crop sector through the creation of sustainable agricultural sector employment opportunities was able to bridge the gap;

The groups said that the creation of opportunities for sustainable income-generation in agriculture through diversification and improvement in tree crop production for rural communities was enhance; Empowerment of local communities to mobilize and build capacities in sustainable community development through effective delivery of extension services, improved technologies in cash crop farming and agricultural inputs; The provision of basic infrastructure including access roads in tree crop production areas that further improve and facilitated the distribution of food crops to market centers; and the provision of sustainable productivity through input supply and improved access to needed cash crop seeds and technologies.

### **Potential for sustainability**

- **Institutional sustainability:** The participant agreed that Institutional sustainability is most likely to be sustained, because of the full implementation of component 3 which strengthen the capacity of institutions.
- **Social sustainability (empowerment):** It is expected that Social sustainability will be sustained due to the full participation and inclusion of smallholders to actively engage in development processes and to make informed decisions for improved incomes.
- **Economic and financial sustainability:** On the Economic and financial sustainability the group believe that their will be a high risk in the sustainability of this due to the interruption of two years of the project implementation by the Ebola virus.

### **Performance of project partners**

The participants indicated that the main purpose of the assessment was to make sure that the project is beneficial for the rural poor people including project partners, communities, the donors and the country. During their assessment they established that the responsiveness of the implementers met the express needs of the target beneficiaries. They were convinced that the partners performed satisfactorily and will like to suggest that the project produces successful and exploitable results and knowledge and that the project results are disseminated and exploited. They concluded that it is however important that the measurement of the project success continues after the project is finished for replication.

Extent to which the objectives and goals were achieved the participants were convinced that the project objective and goals were realized to its fullest. They iterated that the project was responsible for the changes, especially that it can be seen in the lives of the target beneficiaries

### **Scaling up**

The Participants recommended that in order to scale up, the following needed to be done;

- the role of rural community engagement,
- the importance of value chains,
- the intricacies of scaling up nutrition interventions,
- the lessons learned from institutional approaches, and
- Experiences of international donors.

They highlighted that the revision process of the project led to the establishment of the gap, relative to the project of what has not been addressed by the present document, as well as, to include emerging issues such as adaptation to climate change, gender equity and women's empowerment which is cardinal to scaling up.

### **Session 4: Assessment of project purpose and goal**

The participants noted that the management team of the project did put in place a strong implementation strategy that allowed the overall project performance to be satisfactory. Thus causing the implementing agencies and the participating communities to achieve the project objectives in an efficient and sustainable manner. The involvement of the stakeholders during the implementation was a key factor in avoiding some challenges and conflicts. This method shows accountability by the project team which necessitated appropriate dissemination of information and transparent policies.

## Session 5: Identification of key lessons learned

### A. Lesson Learned

1. The workshop highlighted the need to recognize that the process is not an overnight dream. In addition, the workshop acknowledged the need for reforms of policies and laws to support the tree crop program as a complementary process.
2. That the process of the reviewing of a project and rating is of significance in the creation of a new project and help to create the environment of sustainability.
3. The workshop provided a clear understanding of the STCRSP project impact. This give us the project staff and implementing partner the opportunity to evaluate this project implementation by finally rating this project moderately satisfactory
4. That there is a need to include adaptation to climate change in the formation of any project. It was noted that this project did not take into consideration of climate change as it affect the sector.
5. The workshop noted with concerned lessons pointing to the need for sequencing the market price and its full implementation.
6. While acknowledging the role of the private sector, the workshop noted that emphasis should be put on the Ministry of Agriculture to take the lead.
7. That the construction of farm to market roads help farmers in many ways. Whereas the rehabilitations methods and approaches taught and farmers learning to maintain their farms was very good.
8. The involvement of the private sector was noted as critical to the implementation processes. In this regard, the workshop emphasized the need for genuine and inclusive consultation.
9. Giving the importance of Cocoa and Coffee related issues, political will was identified as an essential prerequisite to the implementation of projects that will benefit the country.

### B. Monitoring, Benchmarks and Indicators for Implementation

1. The participants agreed that there is a need to enhance monitoring mechanisms, and to develop a logical frame work

that will be more inclusive of stakeholders that will facilitate the impact of the implementation such project. The process of developing a logical framework should be inclusive of stakeholders' at different levels.

2. The workshop noted that regular monitoring is crucial to the effectiveness and efficiency of the implementation of project especially when it is done at all level.

#### C. Role of Actors

Regarding the role of actors, the workshop, recognized that different partners have a key role to play at different level of the implementation.

**Conclusion** – In general, the STCRSP was generally effectively and efficiently implemented. The Project achieved many of its targets. The workshop participants validated the end of project report base on the analysis therein. Lastly, the need for an Agriculture Cooperative Bank is a need to fully cater to the sector.

## Appendix 13: Final Wrap-up Meeting Minutes

The final wrap-up meeting was held at the Ministry of Agriculture conference room on 29th September 2017 in Monrovia, Liberia. The meeting was chaired by the Honorable Minister of Agriculture, Seklau E. Wiles. IFAD was represented by the Co-mission leader, Sierra Leone Country Programme Officer (CPO), WCA Ms. Mariatu Kamara and Associate Programme Officer, WCA Mrs. Thokozile Newman. In attendance were the PIU Project Coordinator, Princetta Clinton-Varmah, Financial Controller, Priscilla team, M&E Officer, Patrick Krah and consultants (see full list below).

The agenda

Meeting Agenda

- |  |             |
|--|-------------|
| 1. Opening of the meeting and introduction | Minister    |
| 2. Presentation of participants            |             |
| 3. Statement of the Minister               | Minister    |
| 4. Statement of the CPO                    | CPO         |
| 5. Presentation of the Aide Mémoire        | Consultants |
| 6. Discussion of findings and comments     |             |
| 7. Final statements                        |             |

The Minister opened the meeting, highlighting the importance of the IFAD engagement for Liberia and commending the PIU for the achievements of the STCRSP.

The CPO explained the process of completion and closure of the project. She emphasised that a comprehensive impact assessment of the STCRSP is outstanding and therefore results of the mission were not final. Project activities would cease by 31 March 2018. Until closure some activities had to be completed such as closing the accounts, handing over of assets and conducting the final impact assessment.

The presentation of the Aide Mémoire was focusing on achievements and lessons learned. The evolution of the project strategy adapting to changing political, social and economic circumstances and the subsequent financings was also explained.

- Minister observed:
  - The STCRSP is a success story however an impact study was required to validate the study
- The CPO took the opportunity to comment on the discussion point.
  - The final impact assessment should be conducted by the Government in due time.

The PC thanked IFAD for the engagement and the constructive cooperation and advice given in the course of implementation during the 5 years which actually contributed to the success of the project.

GOVERNMENT OF THE REPUBLIC OF LIBERIA  
Smallholder Tree Crop Revitalization Support (STCRSP)  
Project Completion Report

STCRSP PCR Mission Wrap-up Meeting; 29 <sup>th</sup> September 2017			
NO.	NAME	POSITION	PHONE #
1	Shakib Mbabaali	IFAD Consultant	
2	Mariatu Kamara	CPO – Sierra Leone	232 76 103 806
3	Thokozile Newman	IFAD Staff Rome	39 3355677061
4	Thierry Nianogo	IFAD Consultant	0778170060
5	Chiqui Arrequi	IFAD Consultant	0778020635
6	Michael Titoe	Director	0886515569
7	Princetta Clinton-Varmah	Project Coordinator/FAD-MOA	0886547865
8	Aaron Marshall	Technical	0886110248
9	Edward B. Perry	DRDRE	0886455838
10	Charles N. McClain	Deputy Minister/Planning MOA	0886874343
11	Philomena T. Williams	Deputy Minister/Admin/MOA	0886512004
12	Davis Atugonza	IFAD Consultant	256772380597
13	James K. Morlu	Local Consultant	0886318572
14	Perry Brown	Procurement Officer/STCRSP	0886474960
15	Uku Bono	Procurement Assistant	0886586660
16	Octavious Quarbo	Asst. Minister/Admin/MOA	0886 605209
17	Edwina Williams	ICT Technician	0886766606
18	Maryann Sajery	Admin Assistant	0886523326
19	Seklau Wiles	Minster/MOA	0886126704
20	Aaron Marshall	Deputy Minister/Tech.	0886110248
21	Norwood Langley	PMU Director	0888192009
22	Chea Garley	Assistant Minister/ Tech.	077645803/088 6578465
23	Patrick S. Krah	M&E and Gender Officer	0886378730
24	J. Cyrus Saygbe Sr.	Project Coordinator/STAR-P	0880828775
25	Bill F. Enoanyi	Office Assistant	0886564215
26	Priscilla N. Thomas	Fin. Comtroller/IFAD-MOA	0886528541
27	S. Yancy Gloe	Accountant – IFAD-MOA	0886584490
28	Almilton Kemokai	Project Accountant	0886574166

## Appendix 14: Knowledge Management Compendium

# Successes and Lessons from the STCRSP

Compendium of knowledge products

### Table of Contents

<b><u>Introduction</u></b> .....	<b>105</b>
<b><u>Case 1: Cooperative development</u></b> .....	<b>105</b>
<b><u>Case 2: Farm rehabilitation</u></b> .....	<b>108</b>
<b><u>Profile: Mr Kamara Musa</u></b> .....	<b>112</b>
<b><u>Case 3: Road rehabilitation</u></b> .....	<b>113</b>
<b><u>What worked well?</u></b> .....	<b>117</b>
<b><u>What did not work well?</u></b> .....	<b>118</b>

## Introduction

As the Smallholder Tree Crop Revitalization Support Project (STCRSP) is closing, it is pertinent that main lessons from the project activities are generated and documented. This document compiles the lessons from three 'cases' within the STCRSP: cooperative development, farm rehabilitation and road rehabilitation. The strengthened cooperatives were to play a role in the rehabilitation of the cocoa farms, and an improved road network could then improve farmers' access to cooperatives and other buyers.

Although this document attempts to cover a broad range of lessons from these activities, it must be noted that the documentation activity was limited in its scope – due to time and human resource limitations, it was not possible to cover every element of the suggested case study areas from the Supervision Mission report.

This compendium consists of three case studies, which focus on the lessons learned from practical experience. These lessons are summarised thematically below. In between, and individual narrative illustrates how the activities affected the life of one of the beneficiaries.

## Case 1: Cooperative development

Lofa county has many cocoa and coffee cooperatives. Some had already been established in the 1990s, but the 14-year civil war severely hampered their activities. Around 2008 many of these restarted their activities. STCRSP has supported the revitalisation of sevendocoa and coffee cooperatives in Lofa County,<sup>25</sup> by providing office space, office supplies, warehouses, pick-up truck, solar dryers, and financial means to pay staff. The cooperatives are improving their business operations, but they still face challenges. What can be learned from this case?

### **Many members, few shareholders**

The cooperatives in Lofa see a growing membership (as can be seen in the table below) and a slight increase in shareholders, both due to their proactive approach to convince farmers to join the cooperative. Unfortunately the number of shareholders is still not fully flourishing, leading to a gap in the cooperatives' internal funding. More financial means would enable cooperatives to buy products at a better price, and the lack of this affects the commitment and ownership of members. Many farmers have financial restrictions to invest in the cooperatives. Some explain that they do not see the benefits of investing in shares, feeling that the cooperative is not giving anything in return. In many cases this feeling is justified, where cooperatives are not yet able to give

---

<sup>25</sup>The cooperatives purchase and sell coffee, cocoa and other crops as they are multi-purpose cooperatives. However, most switch to mainly cocoa since the prices for coffee have been dropping over the years. STCRSP supports the cooperatives and farmers in cocoa production and sales.



financial returns of investment as their operations are not profitable. Some cooperatives try to provide other inputs (tools and seedlings) to their members.

Cooperative	Year started	Member-ship before the war	Member-ship 2014/2015	Member-ship 2015/2016	Price member-ship (LD)	Share-holders	Price share (LD)
Quapatama	1977	13	671	1041	250	81	1000
Zorzor	1997	45	217	409	250	287	1000
Voinjama	1972	over 2000	937	1089	300	91	1000

### Limited support

The cooperatives received some capacity building and training through STCRSP, for example on management and financial business skills. Unfortunately these trainings did not take place on a regular basis, no refreshers were given, and the support was not always very hands-on. As a result, various members are still lacking essential skills for managing or participating in the cooperative such as computer skills – and especially Excel, to report adequately on the cooperative's finance for example. Currently, the cooperatives are in the process of developing their business plans for the upcoming five years. The role of the Cooperative Development Agency (CDA), who guides and supports cooperatives in Liberia, has been limited. This is primarily caused by their lack of internal funding to make regular visits to all cooperatives in Liberia and to provide them with adequate support.

### Unfair prices?

The seven cooperatives supported by STCRSP are in an exclusive buying contract with the Liberia Agriculture and Assets Development Company (LAADCO). This has been arranged from the start by the project. LAADCO pre-finances the cooperatives, to enable the cooperatives to buy cocoa from the farmers. The contract is signed on a yearly basis and includes prices and some arrangements for commission. However, the prices set are not embraced by the cooperatives, as they are often lower than those offered by competitors. Also, the commission regulations as set by the Liberia Produce Marketing Corporation (LPMC)<sup>26</sup> are not adopted by LAADCO. Cooperatives are often not aware of these regulations and therefore obey the rules set by LAADCO. Lower prices make it challenging for cooperatives to purchase cocoa in the field: many farmers, even members of the cooperative, side-sell because of these price differences.<sup>27</sup>

### Working capital

Another reason why farmers sell to other buying agents in addition to the cooperatives, is because farmers are in need of direct cash. Individual buying agents are often in the villages looking for cocoa to buy, while the cooperatives lack the means to be more present on the ground. The cooperatives also explain that LAADCO can delay the pre-financing, making it impossible for the cooperative to buy cocoa when needed. Farmers do not only sell to local buying

<sup>26</sup> LPMC regulates and licenses buying agents. They are not fully operational in the field yet.

<sup>27</sup> We were not able to meet LAADCO to discuss these findings with them, to get their view point on these issues.

agents, but also buying agents from Guinea who buy 1 kg for 220 LD<sup>28</sup>. The local cooperatives cannot always compete with these high prices. Some farmers explained that they are not always able to sell to the cooperatives, because some are inactive. One of STCRSP's cooperatives has been out of business for two years – yet seems to be renegotiating with LAADCO for this upcoming cocoa season. For other cooperatives outside the programme it is difficult to know how they are doing in their business operations. Farmers believe that their cooperative is inactive because they see none of its representatives in their village, the warehouse is still not in use, or when they make visits to the cooperative (in Voinjama), no one is present. Some have even become a member of two cooperatives to allow them to sell for the best price.

### **Financial sustainability**

Currently the cooperatives do not seem to have a sustainable mode of operations. The buying agents of the cooperative, tree crop officers, are currently paid by STCRSP. It is unclear how the cooperative will manage to keep all the staff on board when the funding ends in September 2017. In addition, cooperatives receive their working capital from LAADCO, based on a certain amount of cocoa to be bought from farmers. But the purchased cocoa is graded lower by LAADCO, leading to a loss of income for cooperatives. The resulting debt in finance is a serious burden for the cooperatives and needs to be tackled in the business plans and contractual arrangements with the private sector.

### **Adopting technologies**

Cooperatives received instructions and solar plastic to build solar dryers, with which they can dry cocoa beans with better quality. The cooperatives then provided materials to farmers to build the structure themselves. In many situations the participants picked up this idea, but in some situations farmers have postponed construction of the solar dryer. The solar dryers contribute to improved quality of beans which receive a higher price in the market. Yet many farmers are still not able, or willing, to dry the beans properly. This could be explained by the absence of cooperatives in the villages to buy the beans for a fair price or the limited number of solar dryers to support all cocoa farmers.

### **Quality of cocoa**

Cooperatives, in many cases, re-dry the cocoa beans of farmers after purchasing. Farmers are not drying properly or do not make use of solar dryers (for different reasons, as described in Case 2 below). The cooperative adds a small margin to the sales price (which farmers pay) to make sure they cover their additional time invested. Some cooperatives weigh the re-dried beans again and pay the farmer once the beans are fully dried; other cooperatives make a deduction before re-drying and pay the farmer on the spot. Cooperatives measure the level of moist by using a moisture level tool. Some farmers are reluctant to sell to cooperatives because of this. Other buying agents care less about the moisture level and this motivates farmers to sell it to them instead, especially for a better price.

### **Transparency in grading and pricing**

---

<sup>28</sup> All the prices mentioned in this compendium are based on information from May-June 2017.

All the cocoa purchased by the cooperatives is exclusively sold to LAADCO. The grading and pricing of the cocoa is done by LAADCO in Monrovia, and in most cases no member of the cooperative is present during this process. Lesser quality beans are rejected rather than graded for a lower price, nor are they given back to the cooperatives. The cooperatives view this process as not transparent and are frustrated, since they are the ones paying for this deduction. Some cooperatives even have a debt with LAADCO.

STCRSP's Project Implementation Unit (PIU) explains that throughout the project period, the issue of sharing the costs of losses between cooperatives and LAADCO has been discussed with the PIU and LAADCO. As a result, LAADCO and the PIU have explained this process to the cooperatives in various meetings. They explain that LAADCO is not able to physically give back the lower quality beans, since LAADCO apparently does not separate the beans of different quality and they only indicate the percentage of lower quality beans rather than the actual amount.<sup>29</sup> This explanation was not sufficient to appease the cooperatives: Wienco, a Ghanaian-Dutch company, for example does grade and price at the farm gate, and the cocoa of lesser quality is sold for a different price. In the contract with LAADCO it states that LAADCO will grade and price at farm gate as well. Cooperatives have mentioned this to the project staff, but no practical intervention has been made so far. According to LAADCO, they lack resources for testing facilities at a local level.

### **Cooperative staff recruitment**

The recruitment of staff for the cooperatives was challenging and influenced the capacity of the cooperatives. Recruitment of staff was done according to IFAD standards, and the criteria set requested a well-educated person – however, the budget was not sufficient to pay the accompanying salary costs. As a result, less educated staff struggled to manage the cooperatives. Staff were not committed to stay in the locations of the cooperatives. A better recruitment system and proper hands-on capacity development of staff could overcome the issues faced.

## **Case 2: Farm rehabilitation**

Cocoa farms in Liberia are very old and have been poorly maintained due to the conflicts within the country. To revitalise the cocoa sector in Liberia, farmers need much support to build their capacity in proper farming techniques, including post-harvest handling. STCRSP revitalises the cocoa sector by building the capacity of institutions such as cooperatives, but also by given farmers training and inputs to boost their cocoa farms. What can be learned from this approach?

### **Selection by cooperatives**

The first phase of the capacity building of the cocoa farmers started by the selection procedure of the beneficiaries. The cooperatives were in charge of this selection, because they are familiar with the areas of cocoa production and where the need for support is the highest – and where it will give the most value

---

<sup>29</sup>Consultants were not able to meet LAADCO to verify this.

for money. This way of working seems successful, however the step before this – selecting the cooperatives itself – is not analysed yet. The cooperatives approached the communities and explained the project design to the chiefs and elders. A consultative meeting was organised to inform the farmers. Those who were interested could express their motivation. The farms of those interested were visited and measured to guarantee the project only support cocoa and coffee farmers that need support. The inclusion of elders and community leaders is very important to get their approval and support for the programme. This also creates a sense of commitment and ownership by the communities. However, more research could be done to better understand these social structures and the influence they have on project design and implementation.

### **Target beneficiaries**

However, it appears that in the selection of beneficiaries, there was little or no attention to prioritizing the poorest section of the population. Cooperatives calculated the number of beneficiaries per area, and used a 'first come, first serve'-method. Selection of farmers should have included 30% female-headed households and 25% unemployed youth, but there is limited data on the achievements on these targets. In many cases the target group was a 'potential farmer', indicating someone with certain advantages already in place. In addition, the targeting criteria prioritises cooperative membership. If indeed being a cooperative member is a prerequisite to benefit from the new agricultural extension technology, this would potentially cripple effectiveness of the programme.

### **Training and inputs**

Farmers were trained by the cooperatives on proper farm management, including under brushing, pruning, shade management, debarking, black pod management, *chupon* management, fermenting, drying, and nursery management. In addition to the training, the project hired youth from the communities to underbrush one hectare of each beneficiary. This created employment opportunities for youth and motivated them to work in the cocoa sector. However, the actual hours of work were rather limited (STCRSP evaluation, FGD report, KIT 2016). The project decided to change their approach in the new project in Nimba, and work using a *kuu* system with the beneficiaries themselves.

The cocoa farms are old and underbushing the whole farm is still a huge challenge for farmers. Farmers often hire labour, but this requires money. Access to cash could be a possible solution, in combination with the usage of (organic) weedicide to make sure the level of weeds is tackled more constructively. The project does not seem to have a solution in place for these challenges.

Next to the under brushing, seedlings and tools were provided. However, the seedlings were not enough to replant the whole farm or even extend the farm significantly. The training was sometimes given in a meeting room, and other times in the field. Training on agricultural practices to adults is most effective when using a learning-by-doing approach. Only sitting and listening rarely leads to behaviour change.

### **Replicating the techniques**

Farmers have picked up most of the improved techniques and are now spending more time in their farm. Their yields have increased, motivating the farmers to extend their farm. Farmers who were not enrolled in the programme have started copying the improved techniques from their neighbours. One man explained that he trained three of his good friends. This positive effect of the training activities was not planned by the project. A few farmers were hesitant to implement some of the new practices, like de-shading, but seeing the improvement in the farms of the others convinced them to take up this practice as well. Some of the techniques are simple to implement and can thus easily be copied by those who were not in the training. Learning from the 'lead farmer model' used in ASRP would allow STCRSP to support sharing of practices in the cocoa regions.

### **Poor fermenting and drying practices**

The fermenting and drying of the cocoa is not taken up properly by many farmers (for the consequences of this, see Case 1 above). Proper fermenting requires six days, including turning of pods every two days, and drying another seven days. Some farmers only ferment the beans for three days without turning the pods, believing this is sufficient. Also the drying is often done in a rush and results into mouldy beans and a high moisture level. This shows that some farmers are not implementing the new techniques as explained to them. Farmers may also decrease the drying and fermenting process because they are in need of cash.

Cooperatives have been telling farmers about the advantages of good quality cocoa, but this strategy does not seem to pay off fully. Farmers might not see a direct benefit to investing the extra labour and time in proper fermenting and drying. Alternatively, farmers may believe their current practices are sufficient and are therefore not motivated to change their behaviour. These two reasons require a different approach and understanding the farmers' ways of reasoning is of great important for the next project to succeed.

### **'Dependency syndrome'**

The project intended to give the seedlings, tools and under brushing activities as a loan. The farmers were supposed to repay 40%, at a rate of 10% per year. The money was supposed to be collected by the cooperatives and used as input for other activities. Until this day, none of the farmers linked to the visited cooperatives have repaid their loan either in cash or in-kind. One reason is the mentality among farmers and cooperatives that development support is relief-based and free of charge. The Supervision Mission report notes that repayment was emphasised in meetings and group discussions and that the concept seemed to be well understood and agreed upon. Nonetheless, some farmers now indicate to not have been sufficiently informed on the conditions of the support given – nor have the cooperatives, who have shown little initiative to collect repayments.

In some cases, it appears that the peoples' 'charity mentality' is mentioned as a pretext as to why things are not moving, as an excuse for the weakness of the project implementation. However, it is the responsibility of institutions and staff

that if services and products are given on a 'credit' basis, it is clearly communicated to beneficiaries from the outset – as well as reminded throughout – that repayment is a must. Complacency on the part of the institutions and non-paying neighbour farmers demotivate repayment even by farmers who have the capacity to repay.

### **Limitations for higher impact**

The project did not include any kind of rural financing/VSLA service. Farmers who want to invest in their farm are restricted to their own savings. Especially women would benefit from such flexible financial services, since they are the ones mostly responsible for household welfare. Institutional saving services provide additional benefits to women who are often dependent on the income of the husband, to set aside some resources, which they can access anytime they need it. This would be a resource they can control, enhancing their bargaining power with in the household, and beyond.

The project invested in training 52 farmers on the use of organic fertilizer/pesticides and weedicides, but some of the other farmers indicated that this could still be expanded and further increase yields.

Finally, better support from (well-managed) cooperatives in these activities could have increased the long-term continuation of the improvement processes on the farms.

### **Successes**

- Measuring in **price increase** and **income for cocoa farmers**, the activities have been successful. The price of cocoa is increasing because of an increased worldwide demand. Before STCRSP, farmers sold cocoa for 40-50 LD per kilo; now cooperatives can purchase cocoa for 150 LD or more for the same amount. Middle buyers sometimes offer up to 220 LD per kilo. Nonetheless, due to price fluctuations and biased reporting on prices, further evaluation of prices offered is necessary.
- In terms of **yield**, the success is limited. Farmers, cooperatives and support staff all indicate to see an increase in cocoa production, but an evaluation conducted by KIT does not show a strong increase of production as intended. Farmers often do not exactly know how much they harvest and sell.
- Measuring **uptake of improved farm techniques**, the success is also limited. Farmers use the improved farming techniques as taught in the training, maintaining the farms, knowing the essence of techniques (pruning, de-shading, debarking). However, they also indicate non-full adoption of all techniques – especially the fermenting and drying.



## I. Mr Kamara Musa

Mr. Kamara Musa is a 23-year old man from Quardu-Gboni District, with no formal education. In his community, polygamy is quite common, and many households tend to be quite large. He lives in a family of 11: with four sisters, three brothers, his mother and father, his grandfather and his father's second wife.

From birth, Mr. Kamara Musa has lived his life with physical challenges. But the opportunities opening up for youth in his area are relevant for him and others as well – as long as they are ready to engage and make use of the opportunities.

This young man has a very clear vision for his future, and is working hard to achieve that vision. He owns 12 hectares of land, inherited from his grandfather – one of the first five settlers in the area, coming from Mali in the 1930s.

Working together with his *kuu* group, Mr. Kamara Musa uses his land to grow cocoa (six hectares), coffee (two hectares), and *Makendo* (palm oil) (four hectares). He took part in a STCRSP training of several days, looking at tree crops and how to work in groups. He also received some tools (a cutlass and file), as well as seedlings. He gets advice from the extension officer from the cooperative, who comes to the area at least once in a week. The cocoa is now bearing fruits.

In the previous year, Mr. Kamara Musa managed to sell his crops for around 10,000 LD. Before the project support, his income amounted to only 4,000 LD. He is thankful to IFAD, like many of the other young people that took part in the project. He says other youngsters would like to be like him, and are learning from him. He appears to be a role model for these youth, who are otherwise less interested in agricultural activities. They generally consider it hard and dirty work, and are often more interested in activities like driving motorcycle taxis.

In spite of his physical challenges, Mr. Kamara Musa is highly motivated to work and improve his future. He plans to marry next year, and marry one new wife every year. He has plenty of land, and as he explains: the more money one has, the more wives one can marry.

He spends one day a week on his own land, where he grows crops. In addition, he works six days a week on other people's land in the area. This potential income of 4,800 LD per year is the result of the IFAD project. Because of the new extension service, many households want their land prepared for crops like cocoa, coffee, as well as other crops like rice, palm, pepper, groundnuts, etc. For these activities, the demand for young people's labour has increased. For young people interested in agricultural work, this is a great opportunity.

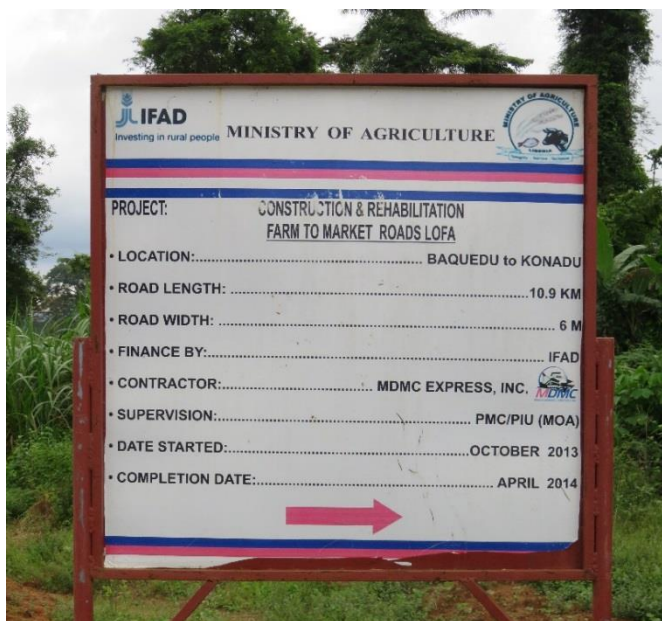
Mr. Kamara Musa had to cut the discussion short as his *kuu* group colleagues were waiting to start working on his farm together. He quickly changed





## Case 3: Road rehabilitation

Only 6% of the roads are paved in Liberia.<sup>30</sup> The road conditions are challenging and affect the people of Liberia socially and economically. STCRSP has rehabilitated 'Farmer to Market' roads to improve the access to the cocoa producing areas in Lofa County. STCRSP intended to pave 315 kilometres of rural roads, specifically for the cocoa farmers and cooperatives that were involved with the project. At the end of the project only 153.5 km has been paved. Still the project seems successful, and provides lessons learned for future initiatives.



### Identification process

The rehabilitation of roads started with the identification of roads by the cooperatives since they know best which area and villages are most supportive in the provision of cocoa. By improving those roads, the cooperative would be able to source significantly more cocoa.

### Implementation

The project plan was shared with the Ministry of Public Works and compared with the County Agenda, to ensure that the activities complement each other and do not duplicate efforts. As part of the selection of roads, a road condition survey was carried out to calculate the amount of kilometres to be rehabilitated, the level of drainage, etc. The Project Implementation Unit in Lofa was responsible for the road design and cost estimate. The implementation was done in three phases, and for these different phases, different contractors were hired. Local contractors were encouraged to apply, which stimulated local business activities and employment. The communities connected by the roads are trained in maintenance of the road and have received proper tools and training to do so. Training communities in maintaining roads, and having them participate in the construction of the roads, increased their sense of ownership and enabled them to keep the roads in good condition.

### Quality over quantity

The intended amount of kilometres was not reached in the end. The project implementation was more complex than anticipated, since road construction needed to adhere to high national quality standards that were adjusted right before activities were to start – e.g. concerning the thickness of the road.

<sup>30</sup><https://www.cia.gov/library/publications/the-world-factbook/geos/li.html>



STCRSP has, wisely, prioritised quality over quantity, making the original target not feasible.

### Participation

Communities were asked to participate in the road-work for which they were paid accordingly. This included side-brushing activities – simple tasks to support the contractors. Communities were also asked to provide materials. This was not mentioned by the community visited, but has been by others (STCRSP evaluation, FGD report, KIT 2016). The inclusion of communities in the construction and maintenance is of great importance to create a sense of ownership and make sure the roads are looked after once constructed.

### Side-effects: improved access

Roads were rehabilitated with the intent to improve the sourcing of cocoa by cooperatives. Yet the roads are used by many people and therefore serve many different purposes. Roads facilitate travel to markets and allow traders to come to the villages. Before people would eat their own agricultural produce or let it spoil; now they have buyers and access to markets and are motivated to sell their produce. Income is increasing and is motivating farmers to increase their farms. In some villages the access to clinics and schools is improved, which is especially beneficial for pregnant women. Besides, the travel time and money spent on motorbikes has decreased significantly (see table below), allowing people to travel more freely. Unfortunately, the improved road conditions also enable people to steal sheep and goats.

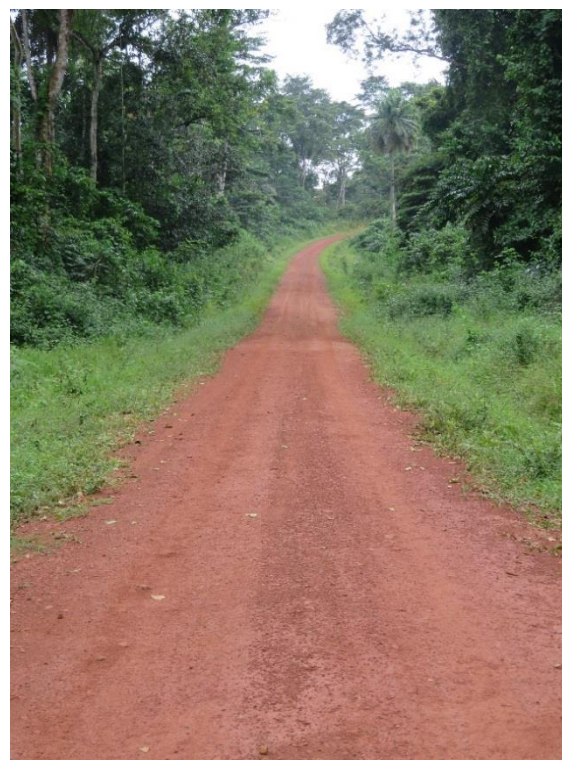
From	Travel time before	Travel time now	Costs before (motorbike)	Costs now (motorbike)
Town to Voinjama	2 hours	20 minutes	250 LD	100 LD
Town to Kondau	1.5 hours	15 minutes	200 LD	70 LD

Yet most primary roads in Liberia are of poor quality. Constructing farmer to market roads is only beneficial if they connect to a town or to other improved roads – otherwise people are still restricted in their movement.

### No cooperatives

Yet the improved road conditions did not seem to increase the presence of cooperatives in all the villages. Members of cooperatives visited say they do not see the cooperative at their farms, ready to buy their cocoa. Instead they sell to middlemen who come from Guinea, who purchase the cocoa for 50 LD per kilo and coffee for only 30 LD. However, due to time restrictions only one community was visited, more research needs to be done to verify this data.

### Delays in implementation



PIU Lofa explained that the financial and management capacity of the contractors was low and delayed activities, especially at the start of the activities. In addition, there was a significant delay in receiving the anticipated funds from IFAD HQ in Rome: the plan was sent in September and only received a 'no objection' in February.

### **Repayment**

The project originally expected the STCRSP beneficiaries to repay the road construction. Beneficiaries argued that is not only them using the road, and unfair to only ask them to contribute. This repayment element was then dropped. A toll road system might be a way to recover costs, but this would require all people to pay.

### **More investigation necessary**

USAID is responsible for Based Routine Maintenance. We have not had the chance to talk with them about this project.



Road mapping exercise to guide the discussion about improvements and changes.

[illegible]

## What worked well?

### Technology adoption

- To a certain degree, solar dryers were adopted by cooperatives and farmers. This was a result of the increased prices farmers received from the cooperatives for properly dried cocoa, as well as the provision of plastic by the cooperatives.
- A learning-by-doing approach, training farmers in the field rather than a classroom, seems to be the most effective way of transferring technologies.
- Farmers seem to copy behaviour once they see the positive change in other farms. This is a key element for learning: farmers need to see changes before adopting them themselves. Working with farmer field schools and/or demonstration plots is very important, even though it is time consuming (cocoa trees take three years to mature).
- Training communities in maintaining roads, and having them participate in the construction of the roads, increased their sense of ownership and enabled them to keep the roads in good condition.
- Members of the cooperatives have to a certain extent adopted business skills, including computer skills. This as a result of training given. Also, the clear need for such the skills in their daily work motivated cooperative members to do so.

### Working with farmer groups

- Cooperatives proactively explain to farmers why they will benefit by joining the cooperative, which has helped to steadily increase membership and shareholders over time.
- The inclusion of communities in the construction and maintenance of roads is of great importance to create a sense of ownership and make sure the roads are looked after once constructed.
- People have become more aware of the advantages of joining cooperatives compared to working with middle men, who only come occasionally and offer short term benefits. Some farmers indicated that they want to be loyal to the cooperative and repay their debts – even though these people too are becoming discouraged observing the weaknesses of the cooperatives.

### Working with the private sector

- Increased market prices and demand for cocoa have has increased prices and opportunities for cocoa farmers to sell their produce.
- Strong competition, even from neighbouring countries, has increased prices and opportunities for cocoa farmers to sell their produce. The market potential for cocoa has increased.

### Institutional dynamics



- Regarding road rehabilitation, there was a good working relationship between the PIU and the government at County level to discuss the plans and to make sure all was done according the new quality standards.

#### Gender and youth inclusivity

- The female-headed households who have gained more income and won leadership positions in the communities – though still few in numbers – can serve as role models for other women to learn about the potential change that can be achieved, and potentially positively impact community-level gender norms.
- Youth are seeing increasingly more opportunities: working on other people's land but also on their own farms, including on leased land, as well as engaging in trading, agro-processing, etc.

## What did not work well?

#### Technology adoption

- Many farmers in the area are used to free inputs and want quick money, they do not see the direct value of using new improved techniques. There are various factors that might contribute to this attitude:
  - Either farmers' mentality to make a change is absent → how do we change this mentality? What is driving their mentality? Price?
  - The training given to the farmers was not sufficient → how to improve training method, skills of trainers, quantity of training given?
  - Only training is not enough → can we explore opportunities to provide access to finance and other inputs, to provide a 'full package'?
  - The cooperatives are not on the ground to purchase cocoa, therefore farmers lack motivation to produce high quality cocoa. This can be price driven.

#### Working with farmer groups

- Repayment of farm inputs did not work accordingly. Farmers claim that the system was not explained well, while others claim that farmers were simply unwilling. Clearly, it needs to be better understood how the repayment system failed and how it could improve in future interventions. Failure to collect credit distributed in the localities limits the cooperative in providing further services to the target group. This further erodes the trust of (potential) cooperative members. The staff need to be aggressive and assertive enough to make sure that credit is paid back in full. Possibly, a down-payment could naturally select those farmers interested in learning and improving long-term, and those who merely want to benefit from free inputs. It is suggested to look at the [One Acre Fund approach](#) to see how a project can include a repayment system and provide all inputs needed for successful farming.
- Consistent repayment to the cooperative can strengthen the financial position of the cooperative, which can be used to buy members' crop. Indeed, strong credit management experience is a foundation for the

growth of cooperatives. It has direct implication for the potential linkage that the cooperative can establish with banks for potential loans.

- Trainings and capacity building for cooperatives needs to be done regularly and repeatedly, to have the desired result among members.
- Being a cooperative member appears to be a prerequisite to benefit from the new agricultural extension technology: this could potentially cripple the effectiveness of the programme. Joining cooperatives should be on a voluntary basis, and should include only those who expect to benefit from being in a cooperative. Those who prefer to remain independent should not be excluded from benefiting from the agricultural extension programme, which could be possible if other (government) institutions were able to serve as providers of extension services.
- The project did not include any kind of flexible rural financing service/Village Saving and Loan Associations. Perhaps in the future cooperatives could be supported in providing such services to their members. In STCRSP programme areas, households are often subject to variety of vulnerabilities, for which they need liquidity. But converting assets such as crops into cash as and when needed is not easy in the localities. Reliable cooperatives can serve as a source of empowerment to these vulnerable populations through stronger financial management.

#### Working with the private sector

- Contractual arrangements with LAADCO are challenging cooperatives in their operations. There is a power imbalance between the cooperative and LAADCO. This is caused by financial means: the cooperative needs the working capital to purchase cocoa. The pre-financing by LAADCO is often delayed, causing troubles for the buying agents of the cooperative. The cooperatives should develop their business plans and get a good understanding of their financial needs and balance. Either they negotiate for better contractual arrangements, or they look for other ways of financing their activities. IFAD is developing a rural finance programme, linking up the cooperatives this could be a good pilot case.
- The cooperatives do not have access to all relevant information. They are not aware of LMPC and the 10% commission rule. It is necessary to strengthen cooperatives in their knowledge and linkages to relevant institutions so they can act based on their rights and obligations.
- Grading product quality at farm gate is missing in the cooperative set-up. For the upcoming project in Nimba, project staff is considering to pilot a structure to add a level of quality control by installing an independent grader at farm gate. The project is willing to pay for this pilot. Remaining questions to be considered are where this pilot could be based, who would contract the independent grader, who would be willing to invest, etc. In the past LMPC had many graders and even the cooperatives had their own testing service – possibly these bodies could be reinstated.
- There is limited government control in the sector, and no price and quality control by the government.

#### Institutional dynamics

- The role of CDA seems limited in this project, even though they are a key player in the development of cooperatives.
- There is limited working capital in cooperative to buy cocoa – see above.
- There have been different expectations in exchange of information between PIU and MoA to support M&E activities.
- The capacity of Cooperative Management and the Board is still limited. It is recommended to support both to become shareholders, which could create a stronger accountability from cooperatives towards members and willingness of farmers to also become shareholders.
- Cooperatives do not have a business plan that they actually use.
- The recruitment of staff for the cooperatives was challenging and influenced the capacity of the cooperatives. An appropriate budget for hiring staff, a better recruitment system and proper hands-on capacity development of staff could overcome the issues faced.

### Gender and youth inclusivity

- Limited attention to gender and youth within the programme, except for the enrolment of a certain number of women and youth. No special training or information is provided.
- It appears that in the selection of beneficiaries for farm rehabilitation, there was little or no attention to prioritizing the poorest or marginalised section of the population. To support very poor and vulnerable segments of the population, the Graduation Model<sup>31</sup> (pioneered by BRAC, Bangladesh Rural Advancement Committee) is now being adopted in rural areas of many countries with similar contexts. It is recommended that the following projects look into this.
- The office of Agriculture staff in Lofa County believe that women extension officers have a better chance of attracting and serving women farmers. Yet, in many instances the number of female extension officers is negligible. The target for women (= female-headed households) in the programme is 30%, which seems more or less clear among stakeholders. However, what is required to really promote empowerment of women and gender equality does not come out clearly from the discussions with these stakeholders. But more is necessary beyond promoting a certain percentage of women in a cooperative: issues like the potential impact of the programme on household level division of labour, or its impact on enhancing women's decision making power at household and community level, or their promotion to leadership positions, is never discussed at all.

---

<sup>31</sup>The Graduation model is a comprehensive, multi-sector, pro-poor programme whereby the very poor receives an extensive support to capacitate them in terms of livelihoods, business, access to finance, market linkage, counselling, etc. for a certain period of time (often 18-24 months) during which time they are expected to have developed essential skills and mental preparation to escape their poverty situation) after which they will 'graduate' and become threatened the same way like the rest of the population. Several reports from different countries who applied this approach indicate that more than 85% of those in the programme manage to escape out of their difficult situation, proving that the model is an effective instrument to address problems of people in high level poverty and vulnerability situation.