

**Summary and recommendation of the
Evaluation
of
Welthungerhilfe
Liberia Agriculture / Nutrition Projects and Programs**



on behalf of Welthungerhilfe

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I Summary on evaluation findings

The 14 years civil war in Liberia made the country to one of the poorest countries in the world. Welthungerhilfe is since 2004 active in Liberia with relief and rehabilitation programs and from 2009 onwards shifting towards development programs to assist the population of Liberia in improving its life. One of the main program components is to improve the agriculture sector through support in production of staple food, vegetables to address food and nutrition security. Welthungerhilfe is intervening in two regions: the North-West (NW), namely Bomi and Montserrado County and the South-East (SE) with a focus on Grand Gedeh and River Gee County however Welthungerhilfe is/was also working in Grand Kru, Sinoe and Maryland County.

The Government of Liberia (GoL) has elaborated several policies for guiding recovery and development processes in the country. Most important is the Agenda for Transformation (AfT) that highlights the development path for 2012 to 2017. The development of Liberian agriculture is an important aspect for economic growth and to be become more food self-reliance. Other programs are: the Liberia Agriculture Sector Investment Program (LASIP), the National Policy for Agricultural Extension and Advisory Services (AEAS), the Economic Stabilization and Recovery Plan (ESRP), the draft of the National Food Security and Nutrition Strategy (NFSNS).

With focus on its vision to fight against global hunger and for sustainable food security, Welthungerhilfe has elaborated several guiding documents. Most relevant for its interventions in Liberia, respectively the current evaluation is the Orientation Framework (OF) on Sustainable Food and Nutrition Security (SFNS). This framework describes the concept and the four dimensions of SFNS. It also describes the multiples aspects to be considered when planning, implementing and monitoring SFNS interventions and gives concrete guidance and examples for considering those aspects. Further important documents and principles are the Orientation Framework WASH, the concept of Linking Agriculture, Natural Resources Management and Nutrition (LANN), the Position Paper on Rural Development, the Orientation Framework on Civil Society Cooperation, the Do No Harm principle and its condemn to land grabbing.

Welthungerhilfe interventions in the NW are focusing in supporting Urban and Peri-Urban Agriculture (UA/PUA) while the main focus in the SE is on farmer groups in rural areas through the Reintegration & Recovery Programs (RRP). The UA/PUA projects in the NW are supporting agricultural production, processing and marketing as well as nutrition education and strengthening of farmers organizations whereas the different programs in the SE are aiming to improve agricultural production, processing and marketing including relevant infrastructures (e.g. access to market roads) as well as WASH activities and nutrition education.

While the NW has relatively good conditions for marketing, the SE is suffering from a weak infrastructure and commercialization of agricultural production is therefore difficult. It's observed that agricultural production is characterized by poor soils and an unclear land tenure system. With foreign investors (multinationals) negotiating large concessions of land for their plantations, access to arable land may become a problematic aspect in future.

Relevance: All SFNS interventions of Welthungerhilfe in Liberia are relevant with regard to core problems of the target groups as they are tackling main aspects of SFNS. The interventions are also in line with relevant policies of GoL, the guiding frameworks and concepts of Welthungerhilfe.

Effectiveness: Looking at achievements of the interventions the objectives of the projects are achieved or most likely will be largely achieved however with some weakness. The RRP III final report shows that most target indicators have been surpassed. However, the assessment is based on ratings by the beneficiaries rather than objectively verifiable indicators, p.e. ...beneficiary farmers declare With regard to planning and monitoring of the interventions, baseline studies were conducted. In the SE the Participatory Rural Appraisal (PRA) method is used, however the tools used do not give full information on people's livelihood. Furthermore, some relevant quantitative data (p.e. yields of agricultural production) is not collected which limits informative value of reports. For its interventions Welthungerhilfe has set up appropriate structures realizing that adequate staffing is difficult due to the remoteness of intervention areas. Welthungerhilfe in the SE works with local NGOs as Implementing Partners (IP) with the intention that those will function as extension agents and multipliers. Through this strategy is expected to increase the potential for sustainability. However, capacities of the IP are still low. Welthungerhilfe in the SE is using the Farmer Field School (FFS) approach with some adjustments and therefore the approach used is only partly in line with the principles of the FFS.

Efficiency in terms of input-output relation is not assessable as quantitative data on output are missing. In general the cost-beneficiary relation is acceptable but in some occasions activities have been very expensive and did not bring an output yet (e.g. greenhouses in the NW). Close coordination with relevant authorities and stakeholders contributes to an efficient implementation of the programs.

Looking at sustainability the various interventions present a diverse picture whereby some groups are well organized and engaged in further advancing their activities while others are weak or even no longer existing. Nevertheless knowledge about agricultural production and nutrition practices is likely to be used after the end of the project by a number of beneficiaries.

With regard to impact and based on the qualitative information provided by the programs it is most likely that Welthungerhilfe interventions have brought positive changes for a reasonable number of beneficiaries. In the RRP a reasonable number of beneficiaries, according to their own assessment during the evaluation mission, have diversified production, applied improved production technologies and have increased market share of agricultural production. However no quantitative, objectively verifiable data (such as achieved yields/ha) are available for cross-checking. For UA/PUA an increased production, knowledge and skills as well as improved nutrition and healthier children are reported. Also farmers unions are in place to further support farmers.

II Recommendations

II.I Interventions areas

Agriculture plays a major role when trying to scale up nutrition and improving people's livelihoods. Nutrition sensitive agriculture is a food based approach which looks at agriculture with a specific "nutrition lens". (<http://www.Welthungerhilfe.de/en/about-us/media-centre/artikel/mediathek/nutrition-sensitive-agriculture.html> , access 20.12.2015) It puts nutritionally rich foods, dietary diversity, and food fortification at the heart of overcoming malnutrition. The main objective of nutrition sensitive agriculture is the promotion of farming and food systems, which battle nutritional deficiencies in a sustainable way.

With this focus future interventions of Welthungerhilfe may consider:

1. Conservation Agriculture in upland agriculture, Natural Resource Management (NRM) & Bufferzone Management of national parks (Grebo forest and Sapo National Park) in the intervention area of Welthungerhilfe in the SE

Justification

The land-use system in practice still is shifting cultivation. The growing population with its extended need in land and new concessions coming in are raising pressure on available land. Fallow periods getting shorter and soil fertility is decreasing, resulting in decrease of yields. Therefore introduction of alternative land-use is a must.

Transforming Grebo Forest into a national park may become a challenge for the rural population living in the area and exploring the forest. Population in bordering villages to the park may be restricted in further exploring the forest. This may hamper peoples' livelihood and food security as forest products (animals/bush meat and wild plants) are actually an important source of food and income. With regard to the use of bush meat Welthungerhilfe interventions are already working on promotion of alternative sources for nutrition and income. Little attention is paid on the value of wild plants: wild or semi-domesticated varieties of legumes, grains, fruits, vegetables and mushrooms, as well as non-timber forest species, however these are Neglected and Underutilized Species (NUS) may offer a potential for food security and income. (see also: <http://www.Welthungerhilfe.de/en/about-us/media-centre/artikel/mediathek/neglected-species.html> for Welthungerhilfe activities in this domain).

The upcoming park (see chapter 1.2.3 of main report) offers opportunities to Welthungerhilfe for collaboration with financing and implementing stakeholders (WCF/GIZ/KfW) in buffer zone management and promoting conservation agriculture.

This intervention area should include activities for:

- **sensitisation on NRM** and peoples livelihood
- inventory of actions and experiences in other regions, such as in Sinoe county (see: <http://www.rightsandresources.org/en/news/34801/> , access 2.1.2016)
- inventory of natural resources and participatory land use assessment by the different stakeholders
- **participatory land use and rural planning** based on this assessment
- development of a concept for appropriate buffer zone management that respects livelihood of population in the bordering villages as well as common guidelines for stabilization of a farming system that combines needs of people in using value of the forest and protection requirements

- collaboration with research institutions for further analysis of the land-forest use system currently in place as basis to development of an appropriate concept
- study the local land tenure system, awareness raising on **land rights** and **advocacy** that the population concerned has appropriate access to land
- promote conservation agriculture methods such as **agro forestry**, **improved fallow** with leguminous, mulching, improved practices of slash and burn (cold burning, maintenance of some valuable trees, tree regeneration...) production and use of compost for small scale production but also including **improving productivity of upland rice**. The maintenance of good soil quality is vital for the environmental and economic sustainability of annual cropping.
- promotion of beans, peas and **leguminous plants** for better nutrition (substituting animal/bush meat with plant based proteins) but also for soil fertility. This should include leguminous plants in cassava plantation to further improve cassava production
- promotion of tree planting for ex.: Moringa & fruit trees
- facilitate access to and promotion of **high quality seeds** (including an appropriate seed management system) and **market linkages** (for both see potential activities above) as well as promotion of appropriate **food storage** systems are important to stimulate a conservation agriculture.
- Investigate in neglected and underutilized species (NUS) that may offer a potential for food security. (see also: <http://www.Welthungerhilfe.de/en/about-us/media-centre/artikel/mediathek/neglected-species.html> for Welthungerhilfe activities in this domain).

2. Promotion of irrigation agriculture in lowlands for improving rice production

Justification

Rice is the main staple food for Liberian population. Despite the good production potential the population in the SE is far from covering its needs from own production. And, despite various interventions for strengthening the sector in the past and within current cooperation, those by far will not cover all potential areas.

Therefore exists a need to further invest in the sector. Within RRP IV, the main focus will be the Zleh Town Cluster (RRP IV Inception Report_050615 p.26). And some first thoughts to invest in rehabilitation of Zleh town lowland already happened; a related assessment has been planned for 2015. This is very much appreciated but results should be provided to further crosscheck and specify recommendations.

Interventions:

This sector is complex and **only can bring an adequate outcome once all relevant issues** (availability and access to water and land, water collection and distribution infrastructure, water management and water distribution systems, maintenance of infrastructure, land use, production and post-harvest technology as well as marketing) **are addressed and a long term approach/support is assured**. Consequently a holistic approach is needed, such an approach comprises:

- make inventory of potential swamps to be put in value, including
 - analysis of the potential for irrigation and analysis of use, economic importance (production potential cost-benefit analysis) and ecology of water sheet
 - analysis of the land tenure system & assure access to land for vulnerable HH
- rehabilitation / installation of the necessary infrastructure, including
 - the referring ecological, technical and topographic studies for layout for scheme, ...
 - the solid construction of the infrastructures: distribution + drainage structures surface irrigation and water capturing through river-dam-reservoir structures
 - the set up and accompany of a functioning maintenance-system
- organize, train and accompany farmers
 - for appropriate water management and - distribution

- for system (hardware) maintenance in respect of the set up maintenance schedule
- for knowledge transfer and –management
- promote lowland rice production, including
 - access to technical, economic & organizational knowledge
 - reinforcing introduction of SRI
 - assure sustainable access to high quality seeds
 - reinforce local processing/ rice mills
 - strengthen marketing
 - promote adequate storage systems at household and/or community level

Those interventions have to be tailor-made in line with the respective natural conditions of the swamp in question. Besides rice and in line with water availability other crops, e.g. vegetables in dry season also may be provided.

3. Promotion of Urban and Peri-Urban Agriculture (UA/PUA)

Justification:

Urban and Peri-Urban Agriculture (UA/PUA) has been successfully promoted by Welthungerhilfe in the North-West of Liberia. Urban and peri-urban farmers have been benefited from short food chains and direct market linkage. UA/PUA plays a significant role in local food and nutrition security as well as in the local economy. However, agricultural production in urban and peri-urban areas is rarely the only or even the major livelihood activity of households. It is combined and sometimes integrated with other part- or full time activities. Furthermore land tenure questions are arising and waste and waste water are hampering

Nevertheless, results are visible and Welthungerhilfe is well recognized by GoL and Monrovia City Corporation for its interventions. Interventions in the greater Monrovia region are important for public relation, relation with GoL and maintaining easy contact with and esteem by GoL.

Interventions

Based on achieved results and remaining questions further fine-tuning of measures implemented is recommended:

- Conduct a proper baseline, including
 - a livelihood-system analysis including the land tenure system, access to land and the deployment of household resources in livelihood strategies
 - a economic analysis of viability and a framework conditions for processing units and other IGAs supported and such with potential
 - a complete market study including important stakeholders and their involvement in the sector, marketing chains; offer, demand and prices during the various season to calculate viability and
 as basis for fine-tuning and/or elaborating the appropriate intervention strategy.
- Continue strengthening crop (mainly vegetable) production according to results of the livelihood and market study and using Low External Input Sustainable Agricultural (LEISA) respectively organic production technologies including:
 - soil fertility measures
 - promotion of pulses/leguminous crops for soil fertility as well as for nutrition
 - application of organic plant protection measures / use of biological pesticides to control pests and diseases
 - crop rotation and mixed cropping / inter-planting
- training of farmers in farm management and farming as a business including
 - setting up market information system (the collection of data on the market in SE is already a first step in this direction)

- training of beneficiaries on appropriate cost-benefit analysis and planning of their production in line with the price fluctuations in order to have continuous production. In order to set up proper monitoring and to give concrete guidance to farmers Welthungerhilfe should investigate in cost-benefit analysis and related data collection.

Looking at the holistic concept of SFNS UA/PUA has to go together with:

- land rights and land property
- waste and waste water management and use
- food safety and WASH activities.
- nutrition education (with special attention to the critical 1,000 day window)

Animal production promoted within UPANI I and II has some challenges and success seems to remain questionable. It is recommended not to invest much in this sector.

4. Improving livelihoods and SFNS of rural households in the South-East

Justification:

Welthungerhilfe, besides some shortcomings, is successfully implementing programs to improve livelihoods of the population and refugees in the South-East of Liberia. With regard to SFNS people have been assisted in agricultural production through training and support with inputs, setting up linkages to markets, rural infrastructure such as market places and feeder roads, processing, nutrition education and WASH. Despite some important progress made in the sector, only a limited portion of the population has been targeted so far.

Interventions:

It is therefore recommended to further strengthen the sector through:

a) Strengthening processing of:

• **Cassava**

Based on experiences in current and past project it is supposed that cassava processing can add value for farmers. Cassava processing may be specifically lucrative for remote areas with difficult market access. Nevertheless, as no proper feasibility study for the sector has been made yet, it is highly recommended:

- to check economic viability and use of the existing unit in Jones Gbaye
- to look into and to assess production capacities in potential areas
- to make reliable business plans for the units to be provided
- to build up on reliable groups and train people to adequately manage the units
- not to give out the units for free, cost-sharing with (contribution from) beneficiaries should be practiced to strengthen ownership
- to assist groups with technical training in processing technology, food hygiene, package, handling and marketing as well as maintenance of processing units
- based on viability and use of existing unit in Jones Gbaye and potential in other potential areas reflect on technology to be used: mobile processing unit versus stationary

• **Red Palm Oil**

Red palm oil is the most important cooking oil in SE region. Most of the palm oil is processed using traditional technology. Selling palm oil is also a relevant source of income for some farmer (groups). Based on a rough estimation of AMENU cooperative in Zleh town, Grand Gedeh county, interventions in the area are assessed as viable. Simple improved technology is available. Nevertheless

- potential of the areas/communities has to be found out and

- a more profound analysis of market potential for palm oil has to be done in potential areas when elaborating referring project propos

for all support in the area of processing interventions must include:

- Organize farmer for group processing (and marketing)
- Train and accompany (to strengthen ownership and responsibility) the groups in group management + leadership
- Train and accompany the groups in economic viability of their business: including business-planning, record keeping, input-output analysis , ... as well as marketing
- Facilitating market linkages

b) Promotion of vegetable & Moringa production for strengthening use & utilization of food as well as for availability and access to food, through

- Scaling up **backyard gardening for nutrition**, in (peri)urban and remote (distant to market places) areas with objective to improve home consumption and a balanced nutrition and including
 - use of simple appropriate technology such as
 - small scale irrigation using water from wells with appropriate, simple pumps, e.g.: paddle pumps or water harvesting from roofs and /or
 - intensifying production on limited space/land as small kitchen garden using polyethylene bags or other containers to plant.
- Promotion of Moringa
- Training on food safety issues, including storage and handling
- Training on nutrition

Nevertheless in order to elaborate/propose site-specific interventions a special nutrition survey should be realized to know more about HH nutrition habits and food intake in remote rural areas to better address the problem of FNS in these areas:

- Is malnutrition higher in remote areas?
- Is use of forest products more developed in these areas for food and nutrition? Are there any species from the forest with high nutritional interest that could be grown in backyard gardens?
- Promotion for **income generating** for farmers (groups) close to main roads and with good access to markets
 - Based on LEISA or organic agricultural production technology (see above) and
 - Including business training for farmers and support to market linkages
 - Training on food safety issues, including packaging and labeling
 - Selection of species should be based on market requirements and conditions, e.g. in productions areas farer to consumers such species should be selected that are more suitable for storage and not sensible to transport (e.g. bitterball, cabbage, onions). Furthermore, agronomic adaptability to natural conditions has to be taken into account.

c) Strengthen access to high quality seeds

As there are no improved seeds on the market in the SE, it is recommended to

- Conduct a study to properly analyze the sector
- And elaborate an appropriate strategy to further strengthen the sector

An appropriate strategy for the sector may include to

- link with and strengthen the private sector in getting into the seed market, especially for improved varieties and those species that are difficult to multiply

- link with national research and regional cross border seed multipliers (Ghana, Ivory Coast)
- train farmer on seed production, selection and storage
- organize seed fairs

d) VSLA / Warrantage as complementary measure

Experiences of the Village Saving & Loan concept promoted within the UPANI project has been promising, respond to the overall lack of capital and missing access to finance institutions.

→ it is recommended to further encourage and to transfer / try out in the SE.

As storage and selling products when prices are higher is not yet common in the regions, especially in the SE it is proposed to tried out the warrantage approach, however as warrantage requires strong groups it should be tried as pilot in few selected communities where groups are already well functioning.

Crosscutting topic, that should be included in all intervention areas:

5. Awareness raising on the **land tenure system and land rights**, including

- study the local land tenure system,
- networking and follow up on actual discussion with the national land commission
- awareness raising on land rights and
- advocacy that population concerned has appropriate access to land

II.II Approaches

II.II.I Intervention strategy

In line with the SFNS OF Welthungerhilfe Liberia → should look for **longer term engagements** vis à vis the targets groups; with regard to **LRRD approach**, interventions for only one project period mostly is not enough to achieve long lasting and sustainable results. The current initiative in RRP IV of “after care/sustainability monitoring” is already going in this direction but still the envisaged after care support period is still too short to achieve sustainability (e.g. Putuken rice mill group).

Intervening through clusters is an adequate strategy to optimize use of resources and should also be used in future interventions.

Furthermore, promoting SFNS can be controversial to economic value chain development, especially for vegetable production. Especially in the SE, market may require storable and transportable commodities while other species may be more appropriate when focusing on improving nutrition. Going in both directions requires more resources and interventions become ambitious. Focusing on one direction only is easier to manage and allows a better focus on results: **“less is more”**.

Women are the main caretakers of families; they are the ones assuring good and healthy food to their families. For SFNS there should be also a **particular focus on women**, who constitute a big number of smallholder producers and the agricultural labor force in general. → It is to strengthen women’s access to, and control over, resources as well as to ensure that interventions are taken account of their special needs. Furthermore they are the main contacts for nutrition activities.

Special attention → should be given to **young people**. Many are trying to make their way in seeking an employment and better living conditions; but often they remain marginalised with only little perspectives. It is therefore vital to offer opportunities to them: agriculture is one that should be made attractive for youth through income generating opportunities (farming as a business).

Intervening through **local partners** and organizing target population in groups (that may become cooperatives in the long run) will help to strengthen the local self-help capacities for certain activities. However, as individualism in Liberia seems to be high, Welthungerhilfe has to decide case by case when working through groups is essential (p.e. for irrigation schemes, ...) and when it is sufficient to have valuable results on individual farm level (p.e. increased productivity on household level through vegetable production for commercial purposes)

A valuable and realistic **exit strategy** has to become an integrative component of all interventions / project proposals.

II.II.II Knowledge transfer and -management & monitoring

Knowledge and knowledge management is an important issue for all development interventions. Welthungerhilfe Liberia seems not to have a strong institutional knowledge management system. Especially in the SE, a lot of activities have been initiated and tried out but little is properly documented and well analyzed: what interventions worked well (success-factors) which didn't work and why? Latter need self-critical reflection and sometimes self-critics. Staff turnover resulted that valuable information got lost. But still capacities to proper analyzing systems are lacking for a big part of Welthungerhilfe staff. The proper use of PRA methods normally facilitates such a process. PRA are already used the programs of the SE but still suffering some bottlenecks.

➔ It is therefore recommended to **reinforce PRA**, including system analysis and proper documentation using e.g. FAO SEAGA (Socio-Economic and Gender Analysis) approach¹ or DIFIDs SLA (Sustainable Livelihood Approach) approach² as well as to further enhance the staff capacity for monitoring (including data management, documentation, analysis, reporting, and communication of monitoring results). Monitoring and critical reflection should become a task of the whole team and not only of the M&E Department. Participatory approaches have to be accompanied by proper socio-economic studies/analysis such as the **HEA approach**³ to provide concrete data for baseline and monitoring on household production, yields, income as well as use of production and income. Such a survey can go together with a **nutrition/food consumption survey** that collects data on food intake and nutrition habits.

Little exchange seems to have happened between technical Welthungerhilfe teams in the SE and the NW. E.g. some good training material has been elaborated in the NW but not shared with the colleagues in the SE, while these do not have appropriate training material and are still struggling to improve training guidelines. ➔When starting further interventions in the NW regular exchange of knowledge and experience should become an integrated component of all interventions.

Different methods have been tried out to best addressed to farmers and rural HH, e.g.: their so called FFS approach which is in Welthungerhilfe activities in the SE can be considered as demo-sites with group based extension service. ➔ As already mentioned FFS approach has the potential to become a cornerstone of smallholder based agricultural development if principles are respected and applied. FFS can contribute to team building and therefore strengthen groups. Further developing the FFS approach within current and new projects and programs is recommended.

¹ For details on the SEAGA approach see: <http://www.fao.org/docrep/012/ak214e/ak214e00.pdf>

² The DFID SLA approach is described by many websites: p.e.: <http://www.enonline.net/dfidsustainableliving>

³ For details on the HEA approach see: <http://www.heawebsite.org/about-household-economy-approach> and/or https://www.savethechildren.org.uk/sites/default/files/docs/The_Practitioners_Guide_to_HEA_1.pdf

Furthermore in following seasons/years further training subjects like nutrition, food quality, food preparation and preservation can be included in the training contents as the groups advance in their knowledge, experience and market orientation. While ongoing in their engagement for development of their communities FFS groups may move forward to Farmer Live Schools and/or Farmer Business Schools.

Furthermore approaches for extension and **access to innovation + knowledge** should build up on local capacities through:

- local IP can be upgraded as master trainer/training and extension service provider that have demonstration sites / model farms that also may serve as additional income for these IP (but this needs still a long term approach to invest in capacity building and training to achieve sustainability of the system)
- innovative farmers working on specific topics (according to the Head of Agricultural Unit of RRP/ESP there are positive examples) should be linked with Welthungerhilfe activities for exchange and training purpose. Some topping up may be needed to encourage them to collaborate with Welthungerhilfe
- exchange: people from SE visiting innovative farmers from NW may specifically bring new ideas and motivation to involved farmers but also IPs and Welthungerhilfe field staff
- improve learning approach during ToT and farmers training, through more participatory methods and by introducing more practical sessions: compost making, planting in row and intercropping, preparation and application of bio pesticide solution....
- FFS and variation (see above) + competitions (best FFS award)
- radio programs and follow up discussion groups can help further dissemination of innovation and awareness-raising on different topics. A lot of examples for radio scripts are given at www.farmradio.org
- seed fairs may help to build up the seed market
- campaigns may conducted for awareness-raising and mass-sensitisation of on specific topics (e.g: for NRM, land rights)

Furthermore **successful rural extension and training methodologies need to be adapted to the urban conditions**, p.e. urban farmer field schools.

Monitoring

Using GIS and Akvo-FLOW

GIS was introduced in UPANI project. GIS nowadays provides relevant data for monitoring. Therefore, GIS should also be included in further interventions in the SE respectively in all interventions. It is especially important for interventions on lowland-irrigation and NRM/conservation agriculture. ⇒ *for further ideas consult with Welthungerhilfe HO Bonn*

Using smartphone-based survey methodologies for data collection and analyze are current state of the art for monitoring and quality management. RRP/ESP is introducing Akvo-FLOW for monitoring of it interventions in the WASH and nutrition sector → it is strongly recommended to further streamlined and extend for monitoring interventions in the agriculture and infrastructure sector. Proper cost–benefit analysis also should become a standard part of monitoring of agricultural activities.

Monitoring, result sharing and critical reflection should become a task of the whole team and not only of the M&E Department. It has to be done on a regular basis to identify lessons learnt at an early stage and enable the staff to make timely modifications.

Bigger investments/support, such as processing units, irrigation systems, etc. should be based on proper business plans and business training for beneficiaries. Management of those installations

and availability of relevant data for assessing economic viability of investment should be followed up closely by Welthungerhilfe.

Involvement in policy discussions/exchange

Linkages and networking with other organizations working in the region are essential in order to look for synergies and complementarity.

Welthungerhilfe is actively participating in the coordination structures at county level (→ this has to continue) and engaged in different thematic working groups on national level, above all the Food Security Cluster

→ It is recommended that Welthungerhilfe continue its active engagement and support to the **Food Security Cluster**, such a support however has to be conditioned that the cluster will be hosted at MoA to further strengthen MoA in its leading role for coordination of food and nutrition security activities in the country.

Despite that land rights and land grabbing is an important topic in Liberia Welthungerhilfe Liberia is not part of The Civil Society Council of Liberia and its Thematic Working Group on Concessions, Environment, Natural Resource Management and Human Rights.

→ Due to the high importance of the topic it is strongly recommended that Welthungerhilfe Liberia gets actively engaged in this group.

II.III Partnerships:

Welthungerhilfe is working in close **cooperation with government line ministries**, p.e. the MoA on county level. Further build up capacities within these structures will help government to take over responsibility for sustainable development.

To ensure that interventions lead to lasting changes and result in continued benefits for the target population involvement of local government / local authorities as well as systematic support and capacity building for MoA and agencies at county level, → strengthening of community ownership and involving national government and line ministries are continuing being essential elements of future interventions of Welthungerhilfe in Liberia.

Coordination of activities and exchange of experiences with other intervening partners (such of government programs and such of NGOs) by local government is essential for well balanced and suitable development of an area. The **foods security cluster** of MoA is one important example for coordination of activities that should go on.

In the SE Welthungerhilfe has started to work with **local partners** as IPs. However, these organizations are still young, created recently. Capacities of those generally are low. This approach is valuable but → there is still a big need for Welthungerhilfe to further invest and strengthen capacities of those partners in order to become an adequate support organization that can - in the long run – independently be used as service provider (master trainer, extension service) to farmers.

Spectrum of potential international NGO partners is limited. For collaboration with international partners/alliances Welthungerhilfe just have created with ACF and ZOA the Liberia Food Security and Livelihoods (FSL) consortium to further boost cooperation with EU and to submit a proposal for 12 months as well as for longer-term funding for intervention in the NW. → When elaborating the proposal it should be paid attention that the Welthungerhilfe guiding principles are well represented. Furthermore, with regard to ZOAs primary engagement in relief and recovery, special attention has to be paid that approaches looking for sustainable long term development are adequately reflected in the proposal. Further potential collaborators with the NGO spectrum have still to sound out.