

## Institutional Development

The Liberia Agriculture Sector Investment Program (LASIP) identifies priority areas from which investment projects aligning national objectives and the Comprehensive African Agriculture Development Programme (CAADP) are to be developed. These objectives are embodied in Liberia's national vision and goal for the agriculture sector as stated in the Lift Liberia Poverty Reduction Strategy (PRS), as well as the food and agriculture sector vision contained in the Food and Agriculture Policy and Strategy (FAPS).

### Vision and Goals

According to the national PRS vision, Liberians want to build a new nation that is peaceful, secure and prosperous, with democratic and accountable governance based on the rule of law and sustainable livelihoods and other economic opportunities. The PRS seeks to revitalize the food and agricultural sector to contribute to shared, inclusive, and sustainable economic growth and development, provide food security and nutrition, increase employment and income, and measurably reduce poverty. The goal of the Food and Agriculture Sector Vision (FAPS) is to create a nation with food security and nutritional adequacy that enables a nourished population, thus contributing to the optimal health, education and training, economic growth and development, and improved and sustained quality of life of the people. The Agriculture Sector Investment Program (LASIP) seeks to transform Liberian agriculture and in so doing maximize the sector's contributions to economic growth through employment and income generation, food and nutrition security, and poverty reduction. To overcome pervasive structural impediments and a poor policy environment which have undermined agricultural growth and development (i.e. low yields, depleted infrastructure, weak institutional capacity and poor market linkages), LASIP adopts a pro-poor approach to raising agricultural productivity, strengthening institutions, and making markets work for households and communities through commercialization and private sector initiatives. The key performance indicator for agriculture is the Expansion of agricultural production by about 3.6% per annum through 2011 and 6% per annum by 2015 to sustain food and nutrition security, increase employment and income, and reduce poverty. The LASIP will have four major programs:

1. Land and Water Development
2. Food and Nutrition Security
3. Competitive Value Chains and Market Linkages
4. **Institutional Development**

### Objectives and Outcomes

Public support for the agriculture sector has long been recognized as ineffective and previous technical reviews have made recommendations to reform the Ministry of Agriculture and related agencies. Low institutional capacities have in turn made it difficult for these organizations to perform core responsibilities of policy development, regulation and the provision of essential services. This component will develop enduring capacities in the public sector for evidence-based policy formulation, planning, coordination and supervision, together with the implementation of programs and projects. Key services such as research and extension will be developed in a participatory manner and supplied on a demand-driven basis. Agricultural education and training will be emphasized and funded at all levels to ensure that skills and knowledge needed to sustain agricultural growth and development are available. Farm-based

organizations will also be promoted and strengthened to facilitate the mobilization of resources needed by individual producers.

### SUB-PROGRAMS

#### **I. REBUILDING THE MINISTRY OF AGRICULTURE AND AGRICULTURAL PARASTATALS**

*Target:* Rebuilding and decentralizing the ministry's activities to achieve is pre-war status in the next five years and restructuring agricultural parastatals to focus them on regulation and provision of essential services.

*Activities:*

- (i) Clarifying roles, responsibilities and relationships of the Ministry of Agriculture and/with other key ministries and agencies;

- (ii) Providing staff training in evidence-based policy development and analysis, monitoring and evaluation, information and statistical data collection and dissemination, agricultural risk and vulnerability management and program development and coordination;
- (iii) Assess and redefine the roles of agricultural parastatals and develop appropriate legislation and institutional arrangements; and
- (iv) Provide education and training in specialized fields of agriculture and rural development to staff of the ministry and parastatals.

## 2. REVITALIZING AGRICULTURAL RESEARCH

*Target:* To rebuild the Central Agricultural Research Institute (CARI) to its pre-war status and implement a participatory, demand-driven agricultural research paradigm.

*Activities:*

- (i) Arriving at consensus on the strategic vision for a rebuilt agricultural research service;
- (ii) Establishing appropriate legal and governance framework to provide efficiency and flexibility in managing human, physical and human resource and to ensure accountability to client, funders and other stakeholders;
- (iii) Developing linkages with other internal and external research providers, clients, technology transfer agencies and developmental organizations;
- (iv) Formulating a national agricultural research strategy to guide research activities including adaptive research; and
- (v) Implementing phases I, II, and III of the CARI rehabilitation strategy.

## 3. TECHNOLOGY DISSEMINATION AND ADOPTION

*Target:* To capacitate and transform the national extension service into a decentralized demand driven farm advisory system in the next three years.

*Activities:*

- (i) Promulgate a technology dissemination policy in line with regional best practices;
- (ii) Rebuild and expand the capacity of the national extension service;
- (iii) Provide support for participatory and pluralistic extension approaches and gender mainstreaming; and
- (iv) Develop an enabling agricultural communication strategy and support the modernization of associated systems to increase the availability and accessibility of information and communications technologies in rural areas.

## 4. RENEWING AGRICULTURAL EDUCATION AND TRAINING

*Target:* Improving training institutions to meet pre-war status and include higher education in specialized fields in agriculture.

*Activities:*

- (i) Support to universities and colleges to initiate graduate training and broaden undergraduate education in agricultural disciplines such as fisheries, animal husbandry, postharvest technology, etc;
- (ii) Improvement of technical/vocational skills training and replication of special training programs; and
- (iii) Promotion of business and career opportunities in agriculture through special awareness and continuous learning programs;
- (iv) Incorporation of agriculture in the curricula of postsecondary institutions; and
- (v) Provision of scholarships and other forms of assistance for agricultural students at the undergraduate and graduate levels.

## 5. PROMOTING AND STRENGTHENING FARM-BASED ORGANIZATIONS

*Target:* To build the capacity of at least 10 farm-based organizations in each county and strengthen the Cooperative Development Agency.

*Activities:*

- (i) Undertake a comprehensive assessment of the performance of FBOs to date;
- (ii) Formulate appropriate strategies and institutional arrangements;
- (iii) Rebuild selected farm-based community organizations; and
- (iv) Strengthen the Cooperative Development Agency and other apex organizations

## 6. IMPROVED COORDINATION AND MANAGEMENT

*Target:* To enhance sector and inter-agency coordination and program management.

*Activities:*

- (i) Establish and strengthen the Project Coordination Unit at the Ministry of Agriculture;
- (ii) Establish appropriate monitoring, evaluation and reporting systems; and
- (iii) Develop policies and strategies to enable coordination of land and water development, food and nutrition security, competitive value chains and market linkages, and institutional development in the sector.

*Cost:* The estimated cost of this investment program is \$67.5 million. The components and associated costs are shown in the table below:

**Cost of PRS/LASIP Program 4: Institutional Development (\$ millions)**

<b>Sub-programs</b>	<b>Cost</b>
1. Rebuilding the Ministry of Agriculture	11.0
2. Revitalizing agricultural research	10.0
3. Enhancing technology dissemination and adoption	8.0
4. Renewing agricultural education and training	30.0
5. Farm-based organizations	5.0
5. Coordination and Management	3.5
<b>Total</b>	<b>67.5</b>