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## **Consolidated Report on Activities Implemented under the Joint Programme “Food Security and Nutrition” in Liberia**

**Report of the Administrative Agent  
for the period January 2009 - December 2013**

**Multi-Partner Trust Fund Office**  
Bureau of Management  
United Nations Development Programme  
GATEWAY: <http://mptf.undp.org>

31 May 2014

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## PARTICIPATING ORGANIZATIONS



Food and Agriculture Organization (FAO)



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United Nations Development Programme (UNDP)



United Nations Entity for Gender Equality and the  
Empowerment of Women (UNWOMEN)



World Food Programme (WFP)

## CONTRIBUTORS



Denmark

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## Executive Summary

In response to the Global Food crisis, the Government of the Republic of Liberia, in 2008, designed and approved the national strategy for Food Security and Nutrition (NSFSN) within the wider framework of its Poverty Reduction Strategy (PRS). The NSFSN focuses on four core areas: (i) enhancing food availability by addressing production, processing and marketing constraints of small farmers and maintaining predictable and stable food imports; (ii) improving access to food, through enhancing opportunity for employment and increased incomes and improving infrastructure so that Liberians have better physical access to food; (iii) promoting better food utilization and improving nutritional status, through better prevention and more systematic monitoring of malnutrition; and (iv) providing supplementary and therapeutic feeding actions aimed at young children and pregnant and lactating mothers.

Liberia's Poverty Reduction Strategy (PRS) articulated the Government's overall vision and major strategies for moving toward rapid, inclusive and sustainable growth and development during the period 2008-2011. Specifically, the PRS was designed to be implemented between April 1, 2008 and June 30, 2011. This period was of critical significance as Liberia shifts from post-conflict stabilization to laying the foundation for inclusive and sustainable growth, poverty reduction, and progressing toward the Millennium Development Goals (MDGs).

In support of the PRS, the Government of Liberia and the United Nations developed and signed (13 June 2008) a *Joint Programme on Food Security and Nutrition (2008-2011)*, that was further extended to 2013 based on the decision of the Steering Committee. In 2009, DANIDA committed to support the Joint Programme with the objective of advancing the Millennium Development Goal 3, and a specific work plan under the title: "Improved Food Security and Nutrition Through Economic Empowerment of Women" was designed to outline the areas of intervention relating to economic empowerment of women and poverty reduction. The Multi-Partner Trust Fund Office (MPTF Office) of the United Nations Development Programme (UNDP) served as the Administrative Agent of the Denmark contribution to the Joint Programme. The MPTF Office received, administered and managed contributions from the Donor, and disbursed these funds to the Participating Organizations, in accordance with the decisions of the Steering Committee. UNDP served as the lead agency for the Joint Programme, coordinating and managing its overall implementation, monitoring and evaluation.

This Consolidated Final Report under the Joint Programme on Food Security and Nutrition in the Republic of Liberia covers the period from January 2009 to December 2013 and reports on the activities funded by DANIDA. This report is in fulfillment of the reporting requirements set out in the Standard Administrative Arrangement (SAA) concluded with the Contributor. In line with the Memorandum of Understanding (MOU) signed by Participating Organizations, the report is consolidated based on information, data and financial statements submitted by Participating Organizations. It is neither an evaluation of the Joint Programme nor an assessment of the performance of the Participating Organizations. The report provides the Steering Committee with a comprehensive overview of achievements and challenges associated with the Joint Programme.

The programme has been successful in the following ways:

- The program has promoted the economic empowerment of women by (i) enhancing women's access to resources and extension services; (ii) ensuring that interventions pay attention to women's time burden' (iii) ensuring that women friendly technologies are introduced in the strategies to increase agro production and processing; and, (iv) ensuring that women have increased voice in the governance of the sector.
- The program has *contributed* positively to the food security and nutrition situation by empowering women economically through improved agricultural productivity and improved income generation;
- The program has enhanced storage facilities through the construction of food security infrastructures (markets and warehouses equipped with processing facilities);
- In terms of sustainability, partnership and ownership of the completed markets, warehouses and processing facilities, the programme upgraded them to make them functional. This included the provision of office furniture, pallets, and scales and other supplies as well as training in record keeping and asset management to empower the management personnel of the markets and warehouses to carry out normal business transactions.

This report is presented in two parts. Part I is the Final Narrative Report and Part II is the Annual Financial Report as of 31 December 2013. The Final Financial Report will be submitted in the following year according to the signed SAA and MOU.



**PART I: FINAL NARRATIVE REPORT**

**REPORTING PERIOD: 1 JANUARY 2009 – 31 DECEMBER 2013**

<p align="center"><b>Joint Programme Title &amp; Number</b></p> <ul style="list-style-type: none"> <li>Joint Programme Title: "<b>Joint Programme in Support of the National Response to Food Price Increases and the Food Security &amp; Nutrition Strategy</b>"</li> <li>Joint Programme Number: <b>00067649</b></li> </ul>	<p align="center"><b>Country, Locality(s)</b></p> <p align="center"><b>Republic of Liberia - West Africa</b></p> <hr/> <p align="center"><b>Thematic/Priority Area(s)</b></p> <p align="center"><b>Food Security/Nutrition</b></p>
<p align="center"><b>Participating Organization(s)</b></p> <p><b>UNDP, FAO, WFP, UNWOMEN, UNICEF</b></p>	<p align="center"><b>Implementing Partners</b></p> <p><b>Government:</b> Ministries of Agriculture; Internal Affairs; Gender &amp; Development.</p> <p><b>NGOs:</b> Flehla Agriculture and Construction Enterprise (FACE), Evangelical Children Rehabilitation Program (ECREP), Work &amp; Student Assistance Program (WASAP), Widows Orphans Vulnerable Women &amp; Abandoned Children Assistance Program (WOCAP), Liberia Hunger Foundation (LHF), Search for Common Ground, Development Initiative Liberia, Rapid Action Against Poverty, Southeastern Agriculture &amp; Relief Agency, Inc., Young Liberia Business Women Org. for Improvement, Vital Women Initiative of Liberia, Kwageh Community Development, ADRA, Children Assistance Programme, Kpaquoita Community, Cooper Farm Community.</p>
<p align="center"><b>Joint Programme Cost (US\$)</b></p> <p>JP Funding (Pass-Through) from Denmark: <b>7,190,107</b></p> <p>Government Contribution: In kind contribution - Land, Office space, Local materials, Local staff, Community labour).</p> <p>Other Contributions (donors) <b>N/A</b></p>	<p align="center"><b>Joint Programme Duration</b></p> <p>Overall Duration : <b>60 Months</b></p> <p>Start Date: <b>1 January 2009</b></p> <p>End Date: <b>31 December 2013</b></p> <p>Operational Closure Date: <b>31 December 2013</b></p> <p>Expected Financial Closure Date: <b>Sept. 2014</b></p>
<p><b>Joint Programme Assessment/Review/Mid-Term Eval.</b></p> <p>Assessment/Review - if applicable <i>please attach</i></p> <p><input type="checkbox"/> <b>Yes</b>   <input type="checkbox"/> No   Date: <i>12 06 2011</i></p> <p>Mid-Term Evaluation Report – <i>if applicable please attach</i></p> <p><input type="checkbox"/> <b>Yes</b>   <input type="checkbox"/> No   Date: <i>May 2013</i></p>	<p align="center"><b>Report Submitted By</b></p> <ul style="list-style-type: none"> <li>Name: Stanley Kamara</li> <li>Title: <b>Team Leader/SET</b></li> <li>Participating Organization (Lead): <b>UNDP</b></li> <li>Email address: <a href="mailto:Stanley.kamara@undp.org">Stanley.kamara@undp.org</a></li> <li>Drafted by: Willie B. Davies/<a href="mailto:willie.davies@undp.org">willie.davies@undp.org</a></li> </ul>

## List of Acronyms

AWP	Annual Work Plan
CPA	Comprehensive Peace Agreement
CBRD	Community Based Recovery & Development
EU	European Union
EC	European Commission
DANIDA	Danish International Development Agency
EUFF	European Union Food Facility
FAO	Food & Agriculture Organization
GoL	Government of Liberia
LNGOs	Local Non-Governmental Organizations
MIA	Ministry of Internal Affairs
MoA	Ministry of Agriculture
MoGD	Ministry of Gender & Development
MPTF	Multi-Partner Trust Fund Office
PCAs	Project Cooperation Agreements
SAA	Standard Administrative Arrangement
SET	Sustainable Economic Transformation Pillar
SIDA	Swedish International Development Agency
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Women
UNCT	United Nations Country Team
UNOPS	United Nations Office for Project Services
UNS	United Nations System
VSLA	Village Savings and Loans Associations
VST	Vocational Skills Training
WFP	World Food Programme

## **I. Purpose**

The Joint Programme on Food Security and Nutrition aimed to provide significant and strategic support to the Government of Liberia in furtherance of its public sector reforms and economic development efforts to achieve the following outcomes: a) enhancing food availability by addressing production, processing and marketing constraints of small farmers and maintaining predictable and stable food imports; b) improving access to food, through enhancing opportunity for employment and increased incomes and improving infrastructure so that Liberians have better physical access to food; c) promoting better food utilization and improving nutritional status, through better prevention and more systematic monitoring of malnutrition and; d) providing supplementary and therapeutic feeding actions aimed at young children and pregnant and lactating mothers. With funding from DANIDA, EU, and SIDA, the programme promoted economic empowerment of women, improved productivity and income generation to enhance livelihoods, and enhanced access to storage facilities for the market women.

The “Improved Food Security and Nutrition through Economic Empowerment of Women” project, implemented in the counties of Bong, Lofa and Nimba, consisted of the following four components:

- Component 1: Support to farm mechanization, agro - processing, and farm level storage (FAO, Component C.02.01 of FS&N JP);
- Component 2: Support to construction of Drying floor, Storage facilities (Large warehouses at processing sites) and markets (UNDP Component C.02.02 of FS&N JP);
- Component 3: Linking women groups to market (WFP Component C.04.03 of FS&N JP);
- Component 4: Capacity of Ministry of Agriculture and Ministry of Gender and Development (UNIFEM, FAO, Component A.03.01 of FS&N JP).

## **II. Resources**

### **A. Financial Resources:**

The Joint Programme on Food Security and nutrition was operationally implemented under the Community Based Recovery and Development (CBRD) Project together with other donor-funded projects. All funds under this umbrella development unit complemented one another for a successful outcome. The joint programme benefited from the EU Food Facility, Human Security Trust Fund Project and the Swedish International Development Agency (Sida) funds. While these funds did not specifically contribute to the DANIDA funded Joint Programme activities, resources provided by them indirectly contributed to the overall implementation of field activities. For instance, staff, vehicles and field offices and equipment were used for joint programme purposes.

### **B. Human Resources:**

In order to facilitate the building of synergies, avoid duplication and ensure effective coordination around livelihood and community empowerment initiatives, the Joint Programme was implemented under the CBRD project. The Management Arrangement



provided the recruitment of a Programme Manager to be supervised by the Assistant Resident Representative, Pro Poor Growth, and overall guidance from the Deputy Resident Representative for the Programme. However, it is important to note that there were too many turnovers of the Programme Manager. This had a negative effect on the successful operation of the day-to-day operations of the programme. With the closure of UNDP's field offices, the staff was concentrated in Monrovia office. In effect, the CBRD did not have the required staff level to manage the huge portfolio given the attrition of staff, as the project was left to work with one (1) consultant, one (1) Assistant, one (1) procurement Assistant and a driver, with the ARR and subsequently a Programme Analyst providing programme assurance functions.

### III. Implementation and Monitoring Arrangements

The JP FSN was managed as a *joint initiative* of UN agencies and the ministries of Agriculture, Gender & Development, Public Works and Health & Social Welfare as the National Partners. Cooperation between national and international partners was achieved by the following institutional management structure: (1) JP FSN Steering Committee; (2) JP FSN Technical Working Group; and (3) JP FSN Secretariat (Food Security and Nutrition) at the Ministry of Agriculture.

The overall **monitoring** of the programme by the contributor, government counterparts and the United Nations Agencies was ensured through the regular Steering Committee (SC) meetings. Progress on each JP component was reported and the feedback from the SC was recorded for proper follow up. Apart from the SC mechanism, regular reports were sent to the contributors and the government counterparts in the form of periodic reports from the Administrative Agent or directly from the participating agencies. Whenever updates were officially or unofficially requested by the contributor or the ministries, appropriate information was provided by the JP Management Team.

Monitoring of programme implementation was done in various forms. Monitoring missions have been conducted from Monrovia to the counties, either by individual agency or jointly with the partner agencies, government counterparts and at times involving contributor representatives. For instance, a joint monitoring mission with the DANIDA Programme Officer from the Embassy of Denmark in Accra Ghana, relevant ministry departments together with FAO, UNDP, UN Women and WFP was organized in Bong County during May 2012. Programme progress was also monitored through the quarterly joint monitoring missions organized by the county level field staff of the participating UN agencies and the counterpart Government ministries, including the Agriculture, Gender and the County Authorities. Reports of these missions were submitted regularly to all the agencies and relevant government authorities in Monrovia. In addition the participating agencies also followed their own internal monitoring and reporting mechanism to monitor the activities under their respective components and report at the Technical Working Group meetings, Steering Committee meetings or in the form of quarterly progress report on regular basis. In addition, Operational meetings were organized in a planned or ad-hoc manner at the county level in order to assess the interim results or a final implementation of certain activities.

A final Joint Monitoring Mission involving representation from all the stakeholders, designed as a consultative and lesson learning event took place in May 2013 (see Section V for details).

## IV. Results

Under the Joint programme, the target smallholder farmer in Bong, Lofa and Nimba counties (about 17,500) have been provided with improved production inputs (seeds, fertilizers, tools and machinery); better storage options (new warehouses and drying floors); and improved post-harvest processing machines and equipment (threshers, winnowers and milling machines for rice, rice parboiling equipment and cassava graters). The support has also included inputs including infrastructure for poultry production and aquaculture as a means of expanding production of protein-rich food products and diversifying agricultural production. In addition, the target smallholder farmers have been assisted to acquire improved skills in production, post-harvest handling, and value added processing. These interventions have contributed to the following results: (i) increased productivity and improved diversity of agricultural products, and (ii) improved farm outputs and incomes in the target communities.

### **Component 1: Support to farm mechanization, agro - processing, and farm level storage**

Through the Joint programme support, targeted women groups in Bong, Lofa and Nimba have been supported with improved seeds of rice, vegetables and legumes for cultivation; labour saving production machines such as power tillers, agro-processing facilities and machines, poultry houses and stocks, small ruminants, fish ponds, training in improved crop and livestock production.

50 women groups (comprising 9,085 beneficiaries) were organized and engaged by the project. In first year of programme 6,320 beneficiary farmers (pooled from 37 groups) cultivated rice and 1,641 beneficiaries from 25 groups cultivated cassava. In second year 2,869 beneficiaries (38 groups) cultivated vegetables. With the aid of taring and equipment delivered. A total of 1,146ha was cultivated in lowland rice and 1,061ha in vegetable and a total of 1,382ha was cultivated in upland rice while 820ha was in cassava.

25 lead farmers were trained as extensionists. Due to limited staff and wide coverage of the project, lead farmers have been assisting in conducting farmers' mobilization and sensitization, disseminating information and awareness messages to other farmers about project benefits and rewards as well as community level training

***Protein-rich food sources and production increased:*** 10 women groups in the target counties of Lofa, Bong and Nimba were provided 1000 day-old chicks each to be used as stock for their respective poultry farms. The assistance also included construction of improved poultry buildings, provision of feeds, medications and vaccines. 4 of the poultry buildings were constructed during the reporting period. In addition, 40 women from the target groups were trained in the cultural practices of improved poultry production including formulation of chicken feeds using local raw materials (corn, beans, groundnuts, snail shells etc.).

20 fish ponds were constructed and stocked with at most 24, 000 fingerlings for the benefit of – women groups. Also, training in fish pond management including fish processing, preservation and marketing was provided to 60 women selected from the target groups.

***Post-harvest processing and storage services improved:*** Improved post-harvest processing machines for rice including a milling machine and thresher were provided and installed for 17

women farmer groups in Lofa, Bong and Nimba. Another 21 women groups engaged in cassava farming were each provided a cassava grater and accessories. Delivery of the machines was accompanied by the training of 50 group members in the skills for basic maintenance and repair of the different machines and operational management of the assets. The women now have access to milling services and they can keep clean rice ready for selling at the project sites or for transportation to other market places. This has increased chances for the women to store their rice for longer term than before, given the seasonality of production in the country, thus they can be able to supply rice during the high demand period. The women groups also have an opportunity for selling their rice to WFP at a better market price. The milling facilities continue to serve to the satisfaction of the women thus increasing their chances to increase their income and reduce their labor constraints.

## **Component 2: Support to construction of Drying floor, Storage facilities (Large warehouses at processing sites) and markets**

The construction of markets and warehouses for the storage of farm produce was seen as an imperative for addressing the structural barriers facing women in agricultural production, a key component to reduce food insecurity and address malnutrition at household levels. This intervention has facilitated the reduction in post-harvest losses as a result of the storage and preservation facilities, because the women now have access to facilities to store their produce once harvested or brought to the market for sale. Before the construction of these facilities, produce brought to the market and not sold, were transported back home. Sometimes the women had to walk long distances with the load of produce on their heads to and from the market. These facilities have significantly helped to ease their burden.

With DANIDA funding, UNDP's intervention supported the construction of three (3) warehouses each equipped with by a drying floor, gender sensitive latrine and a hand pump; and three (3) markets – One of each in the three selected counties (Bong, Nimba and Lofa). All the markets and warehouses were completed and turned over to the communities. Among market projects, the Flumpa Market project in Nimba County completed in 2010, was turned over and dedicated on July 26<sup>th</sup> 2010 by the President of Liberia, H.E. Ellen Johnson-Sirleaf during the July 26th Independence Celebration. Given the impact of the facilities on livelihood creation, other donors (EU and SIDA) took interest in the Joint programme and provided funding for the construction of additional facilities, bringing to a total of 11 warehouses and 3 markets that were constructed/renovated under the programme. These facilities are currently serving nearly 20,000 women.

Considering the comprehensive role of the women at household level that includes taking care of children, and considering the key role of women in agriculture sector, the construction of the markets incorporated gender aspects – roles of the women in caring for children. For this reason, all the market structures have a component of children's day care centre and a playground to provide an opportunity for child development while mothers are selling their goods at the market.

The project agreements also included gender sensitive toilets with an agreed location recommended by the Ministry of Gender and Development. Some of the gender sensitive recommendations made by the Ministry of Gender and Development included the distance and location of the toilets from the market and separation of compartments of women's toilet

from that of men. For each project site, there is a component of water pump to provide water to the marketers and to the general community in the area.

Following the construction of the market complexes and warehouses, the JP interventions focused on the efficient operations, sustainability, partnership and ownership of these structures. During the last year of the JP implementation, efforts were directed at upgrading the facilities to make them usable and sustainable. Accordingly, the warehouses and markets in Bong, Nimba and Lofa counties were equipped with pallets, office furniture and stationery, empty bags, platform scales and wheelbarrows.

### **Component 3 - Linking women groups to market**

Capacity building of women farmers is a major challenge in Liberia. In most rural communities, women farmers are deprived of many development opportunities such as access to land ownership, micro/business loans, and training opportunities. Through the joint efforts made in collaboration with the Ministry of Gender and Development, the Ministry of Internal affairs and the Ministry of Agriculture, the Joint Programme has enabled women groups in Liberia to participate in training programmes further linking them to market opportunities:

- Women groups in rural Liberia participated in programs which created opportunities for them to have legal ownership of land with title deeds, which is an aspect of empowerment as they can use their land as assets for many other development opportunities in the future;
- Training of Trainers (TOT) workshop on business, basic finance and marketing skills was provided for 40 women;
- Through the MOGD, farmer-to-farmer training on business skills and marketing was conducted 860 women;
- 600 Women were trained in rice parboiling and grain quality management;
- In some project communities, WFP through its Purchase for Progress (P4P) program concluded a contract with the Rural Women Structures to supply rice for the WFP's school feeding program. The P4P project provided market opportunity for the sale of local rice produced by the women. The women were also trained in value addition including power boiling systems and packaging.
- Production of rice by women groups as well as their incomes were improved as evidenced by the participation of 4 women groups in local procurement contracts involving the aggregation, processing and sale of the surplus production of their members to the school feeding programme. Similarly, several women groups produced and sold improved rice seeds to NGOs and other stakeholders.
- Women beneficiaries of the sustainable livelihoods projects in Nimba, Bong, Lofa and Montserrado counties received training in Village Savings and Loan Association (VSLA) methodology. A total of 1,326 beneficiaries (1,303 women and 23 males) benefited from the training. The women were trained on how they can use available resources in their areas to enhance livelihood status of their families. The women have been capacitated to come together, pulling resources together, drawing joint bylaws and constitutions and agreeing on the membership criteria. They also pulled money together as group savings which forms the basis for the VSLA and members can subsequently borrow and pay with interest. During the last day of the training workshop, the women received certificates of participation, metal savings boxes; record books and make their initial group deposit. Through this initiative, women are now making use of micro-finance institutions and other credit services to boost their

individual business. They are able to send their children to school and pay school fees without any stress.

- To ensure the effective management and sustainability of the constructed warehouses and markets, management groups of the warehouses and markets received training in leadership skills and business management skills, organizational management and participatory monitoring and evaluation. Through the intervention of UNDP, the groups were assisted to develop governance structures including bylaws and constitution with the participation of beneficiaries, and facilitated their registration with relevant agencies of government to ensure smooth and legal transactions. They were provided the necessary information and awareness, linking them to service providers including micro-credit and extension services. As a result, many of the groups have been able to receive micro-credit from the Central Bank of Liberia (CBL). Their formalization as registered groups has now improved their chances of operating as cooperatives to access finance and other opportunities, including leveraging procurement related to activities of multinational companies. One female group was particularly appreciative of this gesture when they visited the UNDP management to request more assistance for their formalization. Prior to the programme, 7 structures existed while additional 18 structures were established by the programme.

#### **Component 4: Capacity of Ministry of Agriculture and Ministry of Gender and Development**

The **Food Security and Nutrition (FSN) Unit** which was established to serve as the JP FSN secretariat was strengthened with adequate staff comprising executive, technical and support personnel. The FSN Unit has demonstrated improved capacity to coordinate JP interventions and take leadership role in almost JP activities including (i) the publication of the market bulletin, organization of the JP FSN Technical Working Group and Steering Committee meetings, conduct of the nation-wide comprehensive food security and nutrition survey and the organization of training sessions on M&E and Food Security Analysis. In collaboration with the participating agencies the Secretariat conducted some on-site M&E exercises and produced reports that have been disseminated to government counterparts and participating UN agencies.

During the last budget revision of the DANIDA funds, a budget line was allocated to support the FSN Unit in the Ministry of Agriculture; partly meeting cost of staff, operations and M&E capacity strengthening. Under the cooperation agreement with the Ministry of Gender and Development, UN WOMEN provided logistical and technical support in facilitating the FSN Program Coordinator and gender empowerment officers' work in the field.

Under this component, a **FS&N monitoring system (FSNMS)** was established and operationalized. WFP provided capacity building support to the Government to set up and manage a national food security monitoring and nutrition surveillance system through training in data collection, technical backstopping in market and food security analysis, and re-enforcing the capacity of MOA to improve coordination.

The MOA in collaboration with WFP has conducted several rounds of market data surveys on main food commodities and other key non-food items from strategic food markets in Liberia.

The market data were analyzed and the findings were published at the Liberia Market Bulletin on a monthly basis, and circulated to over 100 stakeholders.

With technical backstopping from WFP, a nation-wide comprehensive food security and nutrition survey was coordinated by the Food Security Unit of the Ministry of Agriculture working in collaboration MOHSW and LISGIS , UN agencies and NGO partners during 2012.

## **Documentary**

The Joint Programme sought to document the results, benefits, challenges, success stories, important lessons and experiences gained from the Joint Programme on Food Security and Nutrition in Liberia as a whole. A consultant was hired to produce a short video documentary, four case studies, and a picture book depicting the project's gains and successes.

The documentary was executed in July and concluded in October 2013 with over twelve field interviews conducted and over 20 hours of filming done. Five sets of clips were produced. A much lengthy 15 minute documentary and sector-specific 5 minutes clips around key project interventions. All five clips were finalized awaiting reviews and inputs from the JP Steering Committee. The documentary focused on real life story of five principal beneficiaries, around which, most of the program gains and achievements were observed. Though five characters were profiled, the documentary also looked at other aspects of the program.

## **V. Evaluation, best practices and lessons learned**

A Joint Monitoring Mission comprising the Government of Liberia (Ministry of Agriculture and Ministry of Internal Affairs and Ministry of Gender and Development) and the United Nations Organizations (FAO, WFP, UNDP and UN Women) carried out a joint monitoring and evaluation of the DANIDA Project in Bong, Nimba and Lofa Counties. The objective was to assess the Programmes' relevance, sustainability, effectiveness, efficiency and impact, as well as document lessons and good practices in a manner which is forward-looking, and which will guide the design of future Joint Programmes. The exercise was carried out from May 12 -16, 2013. The mission developed a series of monitoring tools to evaluate the project objectives and key deliverables, undertook field site visits and held focus groups discussions with communities.

The mission was divided into two teams to visit rural women structures in the counties. Team One was responsible to visit sites in Upper Bong County and Nimba County; while Team Two was responsible to visit sites in Lower Bong County and Lofa County. The following rural women structures were visited: Palala, Sanoyea, Sanniquellie, Forquelleh, Dulemoe, Gbalorkpala, Yanewoun, Botota, United Muslim, War Affected women Education Empowerment, Garmue, Bellemu, Wellekarmah, Dokodan Farmers' Cooperative society, Karnplay, Beeplay, Upper Lofa, Gboni Farmers Multipurpose Cooperative Society and Salayea

### ***Objectives:***

The objectives of the mission were:

- To monitor and review targeted interventions in the three Counties (Bong, Nimba and Lofa); and
- To allow feedback and reflection from the different stakeholders in determining the level of impact these interventions/project have provided.

### ***Methodologies used during the M&E***

#### **Monitoring Tool:**

Questions were developed by the Ministry of Agriculture and used by the teams.

#### **Focus Groups Discussions:**

Three formal focus group discussions were held with all stakeholders in Bong, Lofa and Nimba Counties respectively. The rationale for these deliberations was to establish the activities carried out, achievements/impacts made, lessons learned, challenges and the way forward or recommendations. These focus group discussions brought together the membership of the mission, representatives from each of the rural women structures, local counties officials, local agriculture officials, local gender and development officials and WFP Field Staff in each of the three counties. The discussions were participatory and interactive. It provided an opportunity for the representatives of the structures and mission members to exchange ideas.

#### **Sites Visitations:**

The Mission visited some of the structures and was met upon arrival by groups of jubilant women. They sang and danced in their traditional fashion – welcoming the team to the structures. The team was also opportune to meet the women parboiling and drying rice. It was observed that some of the drying floors constructed were too small for the quantity of rice being parboiled. As a result, the women were also using tarpaulins as replacements for the drying floors.

The Mission members expressed their heartfelt happiness to see the level of work being carried out by the group members. The Head of the Mission, Mrs. Deroe A. Weeks did express thanks and appreciation to the women for their total involvement in the process. She admonished the group to have sufficient food for themselves and their families and not to sell everything they have harvested on their farms, to include the poultry; but also eat sufficiently, especially the children. She further advised them to see agriculture as a business that can sustain them as a family and not just as farming for subsistence purposes.

### ***Joint Monitoring Accounts: Achievements/Impacts***

The joint monitoring intervention was very significant because it enabled the teams to capture the following facts from the field:

#### **Achievements:**

- All of the structures still have active members;
- The VSLA program is ongoing and its is seen as a sustainable venture;
- The warehouses are being used to store rice and other commodities for market women;

- The women are continuously using the drying floors to dry their rice before parboiling;
- The women in the adult literacy program are now able to read and write;
- Some of the women groups now have bylaws and constitution, proper management structures in place and bank accounts;
- Some of the women groups keep their money within a local financial group known as “Susu”;
- Some of the women are now serving as facilitators for TOTs – conducting trainings in other areas;

Impacts:

- The program has significantly empowered the women. Many of the women explained that prior to the programme; they were looked down upon because they were not in the position to contribute to the upkeep of the homes. But through the programme, they find themselves contributing meaningfully as bread winners because of the knowledge gained from the project. They are able to provide meals at least two to three times for their families, most especially the children. School fees for the children are being paid with or without the support of their husbands;
- The women are actively involved in the parboiling of rice. They can now process the rice for value addition. The knowledge gained has reduced their post-harvest losses;
- Based on the knowledge acquired from the business development skills training, the women are now able to manage their business properly. It has helped them to make a difference in their attitudes towards their businesses and customers;
- Some of the women groups are benefiting from poultry production intervention. This has developed into a win-win opportunity wherein the groups benefit from the sales of the birds and are able to obtain nutritional value also;
- The women groups are now able to generate income and have built their houses from the sale of the produce.

Programme Impacts in pictures



Women farmers parboiling and sun drying newly harvested rice for storage and marketing.



Heads of rural women structures discuss the impact and challenges of the projects, while jubilant marketers appreciate the joint monitoring visit to one of the project sites in remote village of Kamplay, Nimba County – one of the two villages where the civil crisis began in 1989.



The preliminary findings and recommendations were presented to be perused, scrutinized and approved by the JP Steering Committee. Important lessons learned were documented from the evaluation, particularly regarding the factors that lead to the achievement and non-achievement of results.

**i) Reasons for achievement of results**

- Achievements were higher where the results and indicators were clearly articulated, timely, measurable and achievable (SMART).
- From the design of the JP FSN programme, the UN implementing agencies were committed to provide a common response in support of Government's strategic priorities. Hence the formalization of the "Delivering as One" strategy at Government's request in 2010. As stated in the project document, each output/component has a lead UN implementing agency and the overall coordination of the programme is the responsibility of the Resident Coordinator, acting on behalf of the co-chair of the JP Steering Committee.
- Overall, there is evidence to suggest that the greatest impacts have been achieved for women where several interventions have been carefully sequenced to target the same groups of women. For example, the Evaluation conducted states, "The hugely improved women's status, respondents explained, was due to the training they had received through the JP FSN in leadership, financial and business management, adult literacy, and various technical skills and assets that had empowered them to properly feed their families, earn money and spend it as they saw fit, such as paying for their children's education, family healthcare, and savings for emergencies as well as for investments. All of this, they added, was contributing to the upgrading of their status in their respective communities. Thus the JP FSN has once again achieved one of its expected outcomes under Gender Equality and Women's Empowerment, a cross-cutting issue addressed in the project document and specifically targeted by the DANIDA funding".

**ii) The main reasons for non-achievements of results are:**

- The frequent turnover of the programme manager/coordinator, which changed four times (the last one left permanently in mid-2011). An agency noted that the absence of a programme manager delayed the completion of activities as well as the finalization of the JP FSN reports, which was the responsibility of the programme manager/coordinator. Another agency stated that the lack of a common appeal for funds, and the completion among agencies for the latter was largely due to the absence of such key staff.
- The turnover in Government counterparts following the 2011 elections also delayed the work of the Steering Committee (SC).
- The slow/late release of funds, which started trickling in 2009, whereas the programme was launched in 2008.

**iii) Lessons learned were:**

- All agencies stated that "Delivering as One" maximized programme outcomes for the beneficiaries, as it allowed implementers to develop and strengthen synergies and complementarities towards achieving a common objective, while avoiding unnecessary duplications. However, being practiced for the first time, concerned implementing agencies felt that some missteps were unavoidable, and vowed to learn

from this experience and take corrective action, including harmonizing their administrative and financial practices to the extent possible. Hence, the commitment again to “Deliver as One” under UNDAF 2013/17.

- Working through the respective government ministries at national and local levels has been a major strength for the programme in terms of programme ownership, particularly in ensuring government standards in construction of food security infrastructure for replication.
- Organizing joint monitoring field visits with the government partners at county and national level has been a practical way of ensuring joint impact and learning as well as strengthening national-ownership;
- The active role of the government at all levels has helped in shaping the success of the program. At county level, the program was coordinated by County Coordinators – Agriculture as well as Gender and Development.
- Increased participation, and bottom to top approach in the selection of programme sites and beneficiaries, strengthened ownership and utilization of the programme outputs particularly in terms of being responsive and demand driven.
- Complex programmes such as the JP FSN should have competent, fulltime managers to ensure the coordination and leadership necessary for the smooth implementation of the programme.
- There appears to have been no common appeal for funds, due in part to the lack of a fulltime programme manager capable of helping organize such a drive. Launching a common appeal for funds would have mitigated the competition for funds among agencies.
- The need to consult with the direct beneficiaries and their communities before any intervention concerning them has proved instrumental in ensuring the sustainability of the outputs and outcomes such intervention may generate (e.g. making sure market-related infrastructures are constructed on secure land, a case often encountered during the implementation of the JP FSN).
- The Lead Agency –UNDP, realized that its comparative advantage was not in infrastructure construction, and decided that in the future, it would leave such functions to UNOPS, a specialised UN agency in that area.
- Baseline studies are essential before the start of a programme in the field

#### **iv) Recommendations**

- Although results achieved by the JP FSN are well appreciated, they are still fragile, and therefore need regular monitoring and support as required.
- Looking forward, expand the programme, using lessons learned, laying emphasis on capacity building as recommended by most respondents in the field. The context for doing this is appropriate (see Agenda for Transformation’s emphasis on agriculture as a source employment, food security, broad-based/inclusive growth).

**Finally**, the preliminary findings and recommendations of the evaluation suggests that “... all in all, the respondents gave a resounding approval to the way the JP FSN was changing their lives, strengthening their household food security and helping them meet other basic needs. Looking forward, they wanted the programme to continue, putting more emphasis on training, improving access to quality inputs, spare parts and adequate repairs services for the machinery provided. They also expressed the hope that the programme will be extended to other communities.”

## **PART II: ANNUAL FINANCIAL REPORT OF THE ADMINISTRATIVE AGENT**

## DEFINITIONS

### **Allocation**

Amount approved by the Steering Committee for a project/programme.

### **Approved Project/Programme**

A project/programme including budget, etc., that is approved by the Steering Committee for fund allocation purposes.

### **Contributor Commitment**

Amount(s) committed by a donor to a Fund in a signed Standard Administrative Arrangement (SAA) with the UNDP Multi-Partner Trust Fund Office (MPTF Office), in its capacity as the Administrative Agent. A commitment may be paid or pending payment.

### **Contributor Deposit**

Cash deposit received by the MPTF Office for the Fund from a contributor in accordance with a signed Standard Administrative Arrangement.

### **Delivery Rate**

The percentage of funds that have been utilized, calculated by comparing expenditures reported by a Participating Organization against the 'net funded amount'.

### **Indirect Support Costs**

A general cost that cannot be directly related to any particular programme or activity of the Participating Organizations. UNDG policy establishes a fixed indirect cost rate of 7% of programmable costs.

### **Net Funded Amount**

Amount transferred to a Participating Organization less any refunds transferred back to the MPTF Office by a Participating Organization.

### **Participating Organization**

A UN Organization or other inter-governmental Organization that is an implementing partner in a Fund, as represented by signing a Memorandum of Understanding (MOU) with the MPTF Office for a particular Fund.

### **Project Expenditure**

The sum of expenses and/or expenditure reported by all Participating Organizations for a Fund irrespective of which basis of accounting each Participating Organization follows for donor reporting.

### **Project Financial Closure**

A project or programme is considered financially closed when all financial obligations of an operationally completed project or programme have been settled, and no further financial charges may be incurred.

### **Project Operational Closure**

A project or programme is considered operationally closed when all programmatic activities for which Participating Organization(s) received funding have been completed.

### **Project Start Date**

Date of transfer of first instalment from the MPTF Office to the Participating Organization.

### **Total Approved Budget**

This represents the cumulative amount of allocations approved by the Steering Committee.

## 2013 FINANCIAL PERFORMANCE

This chapter presents financial data and analysis of the JP Liberia Food Security using the pass-through funding modality as of 31 December 2013. Financial information for this Fund is also available on the MPTF Office GATEWAY, at the following address:

<http://mptf.undp.org/factsheet/fund/JLR00>.

### 1. SOURCES AND USES OF FUNDS

As of 31 December 2013, one contributor has deposited US\$ 7,190,107 in contributions and US\$ 39,241 has been earned in interest,

bringing the cumulative source of funds to US\$ 7,229,348 (see respectively, Tables 2 and 3).

Of this amount, US\$ 7,145,548 has been transferred to four Participating Organizations, of which US\$ 7,030,745 has been reported as expenditure. The Administrative Agent fee has been charged at the approved rate of 1% on deposits and amounts to US\$ 71,901. Table 1 provides an overview of the overall sources, uses, and balance of the JP Liberia Food Security as of 31 December 2013.

**Table 1. Financial Overview, as of 31 December 2013 (in US Dollars)\***

	Annual 2012	Annual 2013	Cumulative
<b>Sources of Funds</b>			
Gross Contributions	2,642,517	-	7,190,107
Fund Earned Interest and Investment Income	5,269	266	27,414
Interest Income received from Participating Organizations	1,309	-	11,827
Refunds by Administrative Agent to Contributors	-	-	-
Fund balance transferred to another MDTF	-	-	-
Other Revenues	-	-	-
<b>Total: Sources of Funds</b>	<b>2,649,095</b>	<b>266</b>	<b>7,229,348</b>
<b>Uses of Funds</b>			
Transfers to Participating Organizations	2,616,092	218,000	7,145,548
Refunds received from Participating Organizations	-	-	-
<b>Net Funded Amount to Participating Organizations</b>	<b>2,616,092</b>	<b>218,000</b>	<b>7,145,548</b>
Administrative Agent Fees	26,425	-	71,901
Direct Costs: (Steering Committee, Secretariat...etc.)	-	-	-
Bank Charges	69	3	4,175
Other Expenditures	-	-	-
<b>Total: Uses of Funds</b>	<b>2,642,586</b>	<b>218,003</b>	<b>7,221,624</b>
<b>Change in Fund cash balance with Administrative Agent</b>	<b>6,509</b>	<b>(217,738)</b>	<b>7,724</b>
Opening Fund balance (1 January)	218,952	225,461	-
<b>Closing Fund balance (31 December)</b>	<b>225,461</b>	<b>7,724</b>	<b>7,724</b>
Net Funded Amount to Participating Organizations	2,616,092	218,000	7,145,548
Participating Organizations' Expenditure	2,754,958	296,241	7,030,745
<b>Balance of Funds with Participating Organizations</b>			<b>114,803</b>

\* Due to rounding of numbers, totals may not add up. This applies to all numbers in this report.

## 2. PARTNER CONTRIBUTIONS

Table 2 provides information on cumulative contributions received from all contributors to this Fund as of 31 December 2013.

**Table 2. Contributors' Deposits, as of 31 December 2013 (in US Dollars)\***

Contributors	Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Total
Government of Denmark	7,190,107	-	7,190,107
<b>Grand Total</b>	<b>7,190,107</b>	<b>-</b>	<b>7,190,107</b>

## 3. INTEREST EARNED

Interest income is earned in two ways: 1) on the balance of funds held by the Administrative Agent ('Fund earned interest'), and 2) on the balance of funds held by the Participating Organizations ('Agency earned interest') where their Financial Regulations and Rules allow return of interest

to the AA. As of 31 December 2013, Fund earned interest amounts to US\$ 27,414 and interest received from Participating Organizations amounts to US\$ 11,827, bringing the cumulative interest received to US\$ 39,241. Details are provided in the table below.

**Table 3. Sources of Interest and Investment Income, as of 31 December 2013 (in US Dollars)\***

Interest Earned	Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Total
<b>Administrative Agent</b>			
Fund Earned Interest and Investment Income	27,149	266	27,414
<b>Total: Fund Earned Interest</b>	<b>27,149</b>	<b>266</b>	<b>27,414</b>
<b>Participating Organization</b>			
UNDP	10,131	-	10,131
UNWOMEN	1,696	-	1,696
<b>Total: Agency earned interest</b>	<b>11,827</b>	<b>-</b>	<b>11,827</b>
<b>Grand Total</b>	<b>38,975</b>	<b>266</b>	<b>39,241</b>

## 4. TRANSFER OF FUNDS

Allocations to Participating Organizations are approved by the Steering Committee and disbursed by the Administrative Agent. As of 31 December 2013, the AA has transferred US\$ 7,145,548 to four Participating Organizations (see list below).

Table 4 provides additional information on the refunds received by the MPTF Office, and the net funded amount for each of the Participating Organizations.

**Table 4. Transfer, Refund, and Net Funded Amount by Participating Organization, as of 31 December 2013 (in US Dollars)\***

Participating Organization	Prior Years as of 31-Dec-2012			Current Year Jan-Dec-2013			Total		
	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded
FAO	2,680,309	-	2,680,309	109,000	-	109,000	2,789,309	-	2,789,309
UNDP	1,908,310	-	1,908,310	-	-	-	1,908,310	-	1,908,310
UNWOMEN	836,146	-	836,146	-	-	-	836,146	-	836,146
WFP	1,502,783	-	1,502,783	109,000	-	109,000	1,611,783	-	1,611,783
<b>Grand Total</b>	<b>6,927,548</b>	<b>-</b>	<b>6,927,548</b>	<b>218,000</b>	<b>-</b>	<b>218,000</b>	<b>7,145,548</b>	<b>-</b>	<b>7,145,548</b>

## 5. EXPENDITURE AND FINANCIAL DELIVERY RATES

All final expenditures reported for the year **2013** were submitted by the Headquarters of the Participating Organizations. These were consolidated by the MPTF Office.

### 5.1 EXPENDITURE REPORTED BY PARTICIPATING ORGANIZATION

As shown in table 5 below, the cumulative net funded amount is US\$ **7,145,548** and cumulative expenditures reported by the Participating Organizations amount to US\$ **7,030,745**. This equates to an overall Fund expenditure delivery rate of **98** percent. The agencies with the highest delivery rates are FAO and UN Women.

**Table 5. Net Funded Amount, Reported Expenditure, and Financial Delivery by Participating Organization, as of 31 December 2013 (in US Dollars)\***

Participating Organization	Approved Amount	Net Funded Amount	Expenditure			Delivery Rate %
			Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Cumulative	
FAO	2,789,309	2,789,309	2,624,155	167,713	2,791,869	100.09
UNDP	1,908,310	1,908,310	1,889,206	14,871	1,904,077	99.78
UNWOMEN	836,146	836,146	729,620	106,526	836,146	100.00
WFP	1,611,783	1,611,783	1,491,523	7,131	1,498,654	92.98
<b>Grand Total</b>	<b>7,145,548</b>	<b>7,145,548</b>	<b>6,734,505</b>	<b>296,241</b>	<b>7,030,745</b>	<b>98.39</b>

### 5.2 EXPENDITURE REPORTED BY CATEGORY

Project expenditures are incurred and monitored by each Participating Organization and are reported as per the agreed categories for inter-agency harmonized reporting. In 2006 the UN Development Group (UNDG) established six categories against which UN entities must report inter-agency project expenditures. Effective 1 January 2012, the UN Chief Executive Board (CEB) modified these categories as a result of IPSAS adoption to comprise eight categories. All expenditures incurred prior to 1 January 2012 have been reported in the old categories; post 1 January 2012 all expenditures are reported in the new eight categories. The old and new categories are noted to the right.

Table 6 reflects expenditure reported in the UNDG expense categories. Where the Fund has been operational pre and post 1 January 2012, the expenditures are reported using both categories. Where a Fund became operational post 1 January 2012, only the new categories are used.

In **2013**, the highest percentage of expenditure was on Contractual Services.

#### 2012 CEB Expense Categories

1. Staff and personnel costs
2. Supplies, commodities and materials
3. Equipment, vehicles, furniture and depreciation
4. Contractual services
5. Travel
6. Transfers and grants
7. General operating expenses
8. Indirect costs

#### 2006 UNDG Expense Categories

1. Supplies, commodities, equipment & transport
2. Personnel
3. Training counterparts
4. Contracts
5. Other direct costs
6. Indirect costs

**Table 6. Expenditure by UNDG Budget Category, as of 31 December 2013 (in US Dollars)\***

Category	Expenditure			Percentage of Total Programme Cost
	Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Total	
Supplies, Commodities, Equipment and Transport (Old)	998,840	-	998,840	15.27
Personnel (Old)	1,014,561	-	1,014,561	15.51
Training of Counterparts (Old)	168,065	-	168,065	2.57
Contracts (Old)	1,349,852	-	1,349,852	20.64
Other direct costs (Old)	137,487	-	137,487	2.10
Staff & Personnel Costs (New)	347,592	63,295	410,887	6.28
Suppl, Comm, Materials (New)	863,901	(455,726)	408,175	6.24
Equip, Veh, Furn, Depn (New)	145,508	44,643	190,151	2.91
Contractual Services (New)	461,333	550,399	1,011,732	15.47
Travel (New)	178,292	46,296	224,588	3.43
Transfers and Grants (New)	297,728	(5,102)	292,626	4.47
General Operating (New)	299,721	33,361	333,082	5.09
<b>Programme Costs Total</b>	<b>6,262,880</b>	<b>277,165</b>	<b>6,540,045</b>	<b>100.00</b>
Indirect Support Costs Total	471,625	19,076	490,700	7.50
<b>Total</b>	<b>6,734,505</b>	<b>296,241</b>	<b>7,030,745</b>	

**Indirect Support Costs:** The timing of when Indirect Support Costs are charged to a project depends on each Participating Organization's financial regulations, rules or policies. These Support Costs can be deducted upfront on receipt of a transfer based on the approved programmatic amount, or a later stage during implementation.

Therefore, the Indirect Support Costs percentage may appear to exceed the agreed upon rate of 7% for on-going projects, whereas when all projects are financially closed, this number is not to exceed 7%.



## 6. COST RECOVERY

Cost recovery policies for the Fund are guided by the applicable provisions of the JP Project Document, the MOU concluded between the Administrative Agent and Participating Organizations, and the SAAs concluded between the Administrative Agent and Contributors, based on rates approved by UNDG.

The policies in place, as of 31 December 2013, were as follows:

- **The Administrative Agent (AA) fee:** 1% is charged at the time of contributor deposit and covers services provided on that contribution for the entire duration of the Fund. Cumulatively, as of 31 December 2013, US\$ 71,901 has been charged in AA-fees.
- **Indirect Costs of Participating Organizations:** Participating Organizations may charge 7% indirect costs. In the current reporting period US\$ 19,076 was deducted in indirect costs by Participating Organizations. Cumulatively, indirect costs amount to US\$ 490,700 as of 31 December 2013.
- **Direct Costs:** The Fund governance mechanism may approve an allocation to a Participating Organization to cover costs associated with Secretariat services and overall coordination, as well as Fund level reviews and evaluations. These allocations are referred to as 'direct costs'. In 2013, there were no direct costs charged to the Fund.

## 7. ACCOUNTABILITY AND TRANSPARENCY

In order to effectively provide fund administration services and facilitate monitoring and reporting to the UN system and its partners, the MPTF Office has developed a public website, the MPTF Office Gateway (<http://mptf.undp.org>). Refreshed in real time every two hours from an internal enterprise resource planning system, the MPTF Office Gateway has become a standard setter for providing transparent and accountable trust fund administration services.

The Gateway provides financial information including: contributor commitments and deposits, approved programme budgets, transfers to and expenditures reported by Participating Organizations, interest income and other expenses. In addition, the Gateway provides an overview of the MPTF Office portfolio and extensive information on individual Funds, including their purpose, governance structure and key documents. By providing easy access to the growing number of narrative and financial reports, as well as related project documents, the Gateway collects and preserves important institutional knowledge and facilitates knowledge sharing and management among UN Organizations and their development partners, thereby contributing to UN coherence and development effectiveness.

**ANNEX**

**Table for the Evaluation conducted.**

Table 1: OVERALL RATING OF THE DELIVERY AND RELEVANCE OF THE JP FSN BY SELECTED BENEFICIARY GROUPS									
Counties	Structures	Membership, gender, age group	Nuisance (-1)	Nil (0)	Poor (1)	Fair (2)	Good (3)	Very good (4)	Excellent (5)
Bong Co.	War Affected Women Educational Empowerment (WAWEEP), Melekie.	25 (20 women, 5 men, all aged 30 - 40)	-1	0	1	2	3	4	5
	Welekemai Rural Women Structure	25 (10 men, 15 women); 15 aged 22 - 35	-1	0	1	2	3	4	5
	Yandiwoun Rural Structure	Not given	-1	0	1	2	3	4	5
	Foyah Rural Women Structure (since 2009)	100 (10 men); 42 aged <35	-1	0	1	2	3	4	5
Lofa Co.	Foyah Youth Agriculture Project (since 2010)	200 (75 women); 150 aged <35	-1	0	1	2	3	4	5
	Kolahun United Women Group (since 2009; subgroup since 2011)	35 (6 men); 25 aged < 35	-1	0	1	2	3	4	5
	Upper Voinjama Rural Women (since 2009)	35 (5 men); 13 aged < 35	-1	0	1	2	3	4	5
Nimba Co.	Karn Play Rural Women Structure (since 2008)	86 (4 men); 37 aged < 35	-1	0	1	2	3	4	5
	Leewhypea Rural Women Structure (since 2003)	64 (7 men); 22 aged < 35	-1	0	1	2	3	4	5