



LIBERIA PREPAREDNESS PLAN FOR FOOD AND NUTRITION SECURITY CRISES



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TABLE OF CONTENTS

Preamble	i
Acknowledgements	ii
Acronyms	iii
1. Preparedness Plan objectives, priorities, and value addition	1
2. Liberia's food and nutrition security context	3
3. Defining a "major food and nutrition security crisis"	5
4. Operational arrangements	8
5. Crisis preparedness planning	21
6. Preparedness Plan operational status and maintenance	24
Annex 1: Overview of Liberia's FNS crisis risks and drivers, and lessons learned	27
Annex 2: Liberia Preparedness Plan focal points	30
Annex 3: Forward-looking and aspirational efforts to strengthen government capacity to lead and deliver the Preparedness Plan	35

PREAMBLE

When an extraordinary food and nutrition security (FNS) crisis emerges, speed and coordination save lives.

The Liberia Preparedness Plan for Food and Nutrition Security Crises (the Preparedness Plan or the Plan) is a national operational plan that provides the foundation for a timely and well-coordinated response to an extraordinary FNS crisis in the country. It is a clear and proactive plan of action for a harmonized response to FNS crises by the government of Liberia and humanitarian, development, and other partners.

The Preparedness Plan is government-owned and -led and is based on evidence-based and time-bound decision-making processes. The Plan defines an extraordinary FNS crisis in Liberia; details how FNS crisis risks are monitored and reported; establishes protocols for convening officials at varying levels of authority and responsibility to decide whether to trigger the Plan; explains how programming and financing are mobilized across all partners if the Plan is triggered; and specifies how these working arrangements are maintained and enhanced over time. It empowers all parts of Liberia's FNS crisis response ecosystem to protect lives and livelihoods and deliver better value for money with limited resources.

The Preparedness Plan has been informed by extensive consultations between government ministries and humanitarian and development partners. Technical consultations were held from August 25 to September 14, 2023, with technical workshops held on December 12–13, 2023. Partners providing technical support include the World Bank, the Food and Agriculture Organization (FAO), and the World Food Programme (WFP). Other United Nations agencies (the United Nations Children's Fund (UNICEF) and the International Fund for Agricultural Development (IFAD)), along with donors such as the United States Agency for International Development (USAID), the European Union, and multilateral institutions, provided input as the Plan was being prepared. The government expresses its deep appreciation for the support and dedication of its FNS partners in developing and implementing the Plan.

The Plan has been formally endorsed by the government of Liberia through the Ministry of Agriculture and FNS partners. It was officially launched on May 16, 2024, by the government of Liberia, with a wide group of stakeholders—including international development partners—as part of the President's 100 days in office deliverables. The Plan became operational on the same day.

Questions about the Plan can be directed to Dr. J. Alexander Nuetah, Minister of Agriculture (januetah@moa.gov.lr), or Francis F.B. Mulbah, Assistant Minister for Planning and Policy of the Ministry of Agriculture (fmulbah@moa.gov.lr).

Minister of Agriculture



Dr. J. Alexander Nuetah

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ACRONYMS

CPI	consumer price index
FAO	Food and Agriculture Organization
FNS	food and nutrition security
GAFS	Global Alliance for Food Security
GAM	global acute malnutrition
GNAFC	Global Network Against Food Crises
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
IFAD	International Fund for Agricultural Development
INGO	international nongovernmental organization
IPC	Integrated Food Security Phase Classification
LISGIS	Liberia Institute of Statistics and Geo-Information Services
MFDP	Ministry of Finance and Development Planning
MOA	Ministry of Agriculture
MOCI	Ministry of Commerce and Industry
MOGCSP	Ministry of Gender, Children and Social Protection
MOH	Ministry of Health
MOT	Ministry of Transport
NDMA	National Disaster Management Agency
NPHIL	National Public Health Institute of Liberia
SUN-L	Scaling Up Nutrition Movement of Liberia
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHH	Welthungerhilfe

1

Preparedness Plan objectives, priorities, and value addition

The goal of the Preparedness Plan is to establish a secure food environment that supports the growth of the national food reserve and ensures that all Liberians have access to safe food in adequate quantity and quality—food that is available, accessible, and affordable to satisfy their nutritional needs for optimal health throughout their lifetime. The Preparedness Plan is intended to prevent and mitigate the impacts of acute shocks that can result in the significant and atypical spread or worsening of food crisis, emergency, and catastrophe/famine food security conditions throughout Liberia.

The Preparedness Plan has set the following objectives to achieve its goal:

- **Use the revised 2015 National Food Security and Nutrition Strategy** to outline what constitutes an extraordinary FNS crisis in Liberia.
- **Outline a system for monitoring and identifying crisis risks and a clear protocol** that defines responsibilities and timeframes for early actions and financing.
- **Ensure the mobilization of timely and predictable financing and early action** to prevent and mitigate the impacts of future FNS crises.
- **Strengthen and improve the national food safety and quality control system** and institutional environment to facilitate the timely recognition of potential and emerging food security crises at the county and national levels and protect the population's health by ensuring better food utilization.
- **Put in place a well-coordinated and comprehensive food crisis management system** across government and its humanitarian and development partners.

- **Prevent shifts into Integrated Food Security Phase Classification (IPC) 3+ conditions** driven by an extraordinary acute shock.
- **Prevent shifts into IPC 4 conditions and reduce the occurrence of IPC 3 conditions** driven by an extraordinary acute shock.
- **Provide options for enhancing responses to prevent shifts into IPC 5 conditions** in counties where the population primarily experiences high and severe levels of IPC 4 food security conditions, and reduce the occurrence of IPC 4 conditions driven by an extraordinary acute shock.

These objectives align with Liberia's national FNS priorities, as articulated in various policies and strategies, including the revised National Food Security and Nutrition Strategy, the National Agriculture Development Plan 2024–2030, the National Agriculture Investment Plan 2024–2030, and the ARREST Agenda for Inclusive Development 2025–2029.

The emergence of an FNS crisis marks an urgent situation that requires an “all hands on deck” response from all partners working to meet humanitarian, development, and peace objectives. Although there are coordination mechanisms in the humanitarian and development sectors on food security and food systems in Liberia, they have often been siloed. These arrangements have evolved naturally due to varying mandates and funding streams. However, there has not been a single forum for the government of Liberia to bring together all relevant stakeholders across the humanitarian, development, and peace spectrum on food security and food systems when they are needed most. Additionally, there has not been a dedicated process for elevating Liberia's needs to relevant regional and global partners across the international system to garner additional and early support.

The Plan aims to overcome these systemic challenges by mobilizing more consistent, collective, and earlier responses to FNS crises.

In Liberia, FNS stakeholders agreed that the FNS crisis response could be strengthened through wide-ranging collaboration and partnership among multiple partners and farmer groups and cooperatives through effective resource allocation and knowledge sharing. A holistic approach is needed that tackles the immediate food insecurity and ensures long-term resilience through sustainable agriculture and local food production. Additionally, targeted interventions could ensure vulnerable populations receive the greatest food and nutrition support, which in turn will strengthen community resilience and improve national food security in Liberia.

Liberia's FNS Preparedness Plan adds value by establishing a unified framework for early detection and timely response to FNS crises, enabling the government of Liberia and its partners to act collectively and effectively. It enhances resource tracking, financing mobilization, and operational scalability, maximizing synergies through a "whole of aid" approach that integrates humanitarian, development, and peace efforts. The Plan aligns with international standards to raise awareness, secure advocacy, and mobilize resources at regional and global levels while supporting data-driven prevention strategies to mitigate acute risks and address root causes. A clear operational framework fosters timely, coordinated actions and promotes long-term investments to build resilience and prevent severe FNS crises in Liberia. The Plan seeks to enable a collective anticipatory response to an FNS crisis while identifying where longer-term structural investments are needed to address the root causes of the crisis.

The Plan defines an extraordinary FNS crisis; explains how extraordinary risks are proactively monitored, officially reported, and communicated on a regular basis; and details step-by-step

protocols, roles, and timelines for convening officials across government and its FNS partners to mobilize funding and prompt early action on emerging FNS crises. The Plan is underpinned by the principle of "do no harm"¹ and is a living document that will be updated regularly. It reflects up-to-date operational arrangements in Liberia and specifies areas that are supported by key FNS partners in the country. It also covers forward-looking efforts to strengthen the capacity of the government of Liberia to lead and deliver all aspects of the Plan over time.

The Plan adheres to international standards for FNS crisis preparedness. It connects to a global mechanism—supported by the Global Alliance for Food Security (GAFS), the Global Network Against Food Crises (GNAFC), and the Inter-Agency Standing Committee (IASC)—that convenes global and regional senior representatives across the international community to help mobilize additional support, where possible, to bolster national responses when the Plan is triggered. The Plan links to this global mechanism via the Global Food and Nutrition Security Dashboard.

Liberia's Preparedness Plan will safeguard the country's FNS resilience through early warning data collection, results-based monitoring, improved response mechanisms, and improved food security driven by increased agricultural productivity. Its objectives include improving food availability, affordability, accessibility, and use, and it establishes a framework for sustainable nutrition security. It supports Liberia's National Agriculture Development Plan and ARREST Agenda for Inclusive Development by contributing to the establishment of climate-resilient value chains in the agricultural sector for all-season food production. It also supports Liberia's National Food and Nutrition Security Strategy through its focus on coordinating agricultural and health-related interventions to reduce vulnerability and boost nutritional levels in Liberia.

¹ Preparedness Plan partners recognize the need to prevent any potential exacerbation of conflict by factoring in risk mitigation measures and clear targeting criteria during the assessment and implementation of FNS crisis response and planning. Future iterations of the Preparedness Plan will seek to expand this understanding, including through consultation with conflict-affected populations, such as internally displaced persons and refugees.

2

Liberia's food and nutrition security context

Despite the endowment of natural resources and suitable land for agricultural production, Liberia faces persistent and severe food insecurity. About 47 percent of its land is arable, and agriculture provides livelihoods for 70 percent of the population.² However, less than 5 percent of the land is under permanent cultivation, and less than 1 percent is irrigated, leaving the sector heavily reliant on rainfed subsistence farming. Most farming households grow staples such as rice, cassava, and vegetables, but productivity remains low, and the country depends heavily on imports for its staple foods. Rural poverty is widespread, with 72 percent of rural residents living in poverty and over 51 percent experiencing food poverty, compared to 32 percent and 28 percent, respectively, in urban areas. Nationally, 39 percent of the population struggles with food poverty, unable to meet basic food needs.^{3,4}

Liberia's food insecurity crisis is among the most severe in the world. In 2021, the country was reported as the most food-insecure in West Africa by the United States Department of Agriculture, a ranking corroborated by the Global Hunger Index, which described Liberia's hunger levels as "severe." By 2023, the situation had worsened, with Liberia ranked 117 out of 125 countries and classified as "alarming." The challenges are exacerbated by climate change, as erratic rainfall patterns and rising temperatures reduce soil moisture and water availability for food production. These environmental changes significantly hinder agricultural productivity, further straining an already fragile food system. Despite its agricultural potential, Liberia's dependence on imports, combined with structural challenges and environmental risks, continues to leave its population vulnerable to food insecurity and hunger.

FNS crisis risks and drivers in Liberia include the following (see Annex 1 for more detail):

- **Low agricultural productivity due to limited use or availability of fertilizers,** improved seeds, agricultural machinery, support services, and other inputs.
- **Poor market and road infrastructure, including lack of other processing and input facilities, limit the capacity to move** food from surplus areas to food-deficit areas.
- **High post-harvest losses due to limited storage facilities** and unsuitable processing and storage.
- **Long dry spells:** These spells occur when moisture availability is below the optimum level required for production at the various stages of crop growth. This is sometimes caused by unsustainable land use practices such as shifting cultivation. There has been a significant shift in seasonal rainfall patterns, duration, and distribution in recent years due to climate change, with the rainy season sometimes beginning earlier and sometimes later. Recent climate variations resulting in fluctuations and shifts in the rainy season are affecting the productivity of farmers.
- **Crop pests and disease infestation:** Crop losses to pests and diseases continue to reduce the production of food and non-food crops in Liberia. Since 2009, there have been frequent caterpillar infestations across Liberia, affecting crop yields and water sources. The rice-swarming caterpillar feeds on rice leaves, stems, and panicles, resulting in yield losses ranging from 20 percent at moderate infestation to 70 percent at severe infestation. Infestations have occurred in all counties, most frequently in the northwestern region (Gbarpolu, Grand Cape Mount, and Bomi) and north-central region (Bong, Lofa, and Nimba).

² Lomoriello, R.S., and R. Scott. 2018. "Chapter 4: What Official Development Assistance Went to Fragile Contexts?" *In States of Fragility 2020* (pp. 115-137).

³ Lomoriello, R.S., and R. Scott. 2018. "Chapter 4: What Official Development Assistance Went to Fragile Contexts?" *In States of Fragility 2020* (pp. 115-137).

⁴ 2016 Liberian Household Income and Expenditure Survey.

- **Flooding and coastal erosion:** Flooding and coastal erosion are the result of abnormal or abundant rainfall that exceeds the bank of a river or land area. Every year, high incidences of flooding occur in Liberia, mainly from August to September. These floods result in injuries, disease outbreaks, deaths, substantial damage to structures, and the displacement of people. Floods continue to pose a severe threat to livelihood activities in Liberia. Fourteen of the 15 counties in Liberia have been declared flood-prone and about 1,412,163 people are at risk.
- **High temperatures:** From January to May every year, the average daily temperature is above 31°C, affecting agricultural production and other livelihood activities in most parts of the country. The hottest average temperature is recorded in March. High temperatures also negatively affect the soil, contributing to low crop yields.
- **Health epidemics:** According to the National Public Health Institute of Liberia (NPHIL) disease surveillance dashboard, epidemics such as Lassa fever, hemorrhagic disease, measles, Ebola, and COVID-19 have occurred over the last decade, with more than 250 people affected per day.
- **Fire incidence:** Domestic/household, industrial, and forest fires caused by electrical faults, chemicals, and humans.
- **Socioeconomic factors (depreciation of domestic currency and high inflation rate):** A significant increase in the prices of food commodities leads to a high increase in the vulnerability of households that depend on markets for food.
- **Hydrology (water):** Heavy rainfall triggers flooding in low-lying communities near rivers, creeks, and streams, affecting agricultural production and other livelihood activities. This happens every year, mainly during the peak rainy season, from August to September.
- **Civil conflict:** Liberia is still recovering from the decade-long civil war, which destroyed all economic sectors. Farming households were displaced, and there were minimal farming activities, thus affecting the availability of food. No markets were available for households to access food, and livelihood activities that enhanced food access were disrupted. There was a high level of malnutrition caused by inadequate food consumption and the consumption of food lacking micronutrients.



3

Defining a “major food and nutrition security crisis”

For the purposes of the Preparedness Plan, an extraordinary FNS crisis is defined as a situation where a significant portion of the population—for example, ≥ 20 percent at the national level or ≥ 30 percent of the population of a county or at least two districts—experiences a severe food insecurity situation (IPC Phase 3, 4, or 5); global acute malnutrition (GAM) rates of ≥ 10 percent; critical and severe interruptions of crucial food and nutrition systems in the country; or a formal state of emergency declared by the President of Liberia that demands urgent and well-coordinated charitable and humanitarian interventions by the government and its partners. Additionally, the closure of any large company or work that provided employment and cash-for-work opportunities for more than 5,000 employees should trigger the Plan.

The Plan should be triggered if any of the parameters are met. These parameters are critical for ensuring that advocacy at the country, regional, and global levels and additional resource mobilization, where possible, are reserved for the most serious risks. The parameters are intended to prompt recognition of an emerging and extraordinary FNS crisis. There should be consensus among government and its humanitarian, development, and peace partners that the following criteria have been met:

- **An acute shock(s) has occurred:** Liberia is facing a clearly recognizable and distinct acute shock (or multiple acute shocks) that is highly likely to exacerbate existing chronic FNS conditions.
- **A minimum level of FNS severity has been or is expected to be met:** General severity thresholds have been breached or are projected to be breached (for example, a large number of households are or are expected to transition from IPC Phase 3 to Phase 4 or Phase 5 based on data provided by relevant sources, including the Risk Monitoring Team).
- **FNS conditions are at risk of significantly worsening:** There is a significant risk that, without further scaled-up action, the shock will increase the number of people experiencing acute food and nutrition insecurity—that is, IPC Phase 3 or worse.

In addition to these general parameters, the Plan uses triggerable events unique to Liberia that correspond with past FNS crises. Decision-makers can trigger the Plan based on the general parameters, or these events, or a combination of the two. Triggerable events for FNS in Liberia may be associated with one or more of the acute shocks summarized in Table 1.

TABLE 1: KEY PREPAREDNESS PLAN TRIGGERABLE EVENTS FOR LIBERIA

EVENT	DESCRIPTION AND HISTORICAL BASIS	MEASUREMENT TO CONFIRM EVENT
Crop pests and disease infestation	Caterpillar infestations, first reported in 2009 in Liberia, affect crop yields and water sources.	Crop losses to pests and diseases affecting about 20 percent of farms in a county or affecting two districts in a county could be considered a triggerable event when confirmed by the Risk Monitoring Team assessment report in collaboration with the Ministry of Agriculture (MOA).

EVENT	DESCRIPTION AND HISTORICAL BASIS	MEASUREMENT TO CONFIRM EVENT
Flooding and coastal erosion	Liberia experiences high incidences of flooding every year, mainly from August to September. These floods cause injuries, disease outbreaks, deaths, substantial damage to structures, and displacement of people.	Floods that affect one county or 5,000–10,000 people and confirmed by the Risk Monitoring Team in collaboration with the National Disaster Management Agency (NDMA) and MOA.
Long dry spells	There has been a significant shift in seasonal rainfall patterns, duration, and distribution in recent years, with the rainy season sometimes beginning earlier and sometimes later. Recent climate variations resulting in fluctuations and shifts in the rainy season are affecting farmers' agricultural productivity, and their annual yields are decreasing due to confusion in the planting season.	When the average daily temperature is above 31°C for five weeks in most parts of the country, especially around March, and when it negatively affects the soil, leading to low crop yields. This situation should be confirmed by the Risk Monitoring Team in collaboration with the Ministry of Transport (MOT) and MOA.
Health epidemics	Over the last decade, cases of epidemics have been reported in Liberia. According to the NPHIL disease surveillance dashboard, these epidemics occur in separate scenarios and geographical locations. It becomes a national emergency depending on the affected population and causality (more than 250 people per single locality).	When more than 100–250 people per day are affected. This should be confirmed by the Risk Monitoring Team, the Ministry of Health (MOH), and NPHIL.
Fire incidence	Domestic/household, industrial, and forest fires due to electrical, chemical, and human actions.	When more than 15–20 houses are affected by fire. This should be confirmed by the Risk Monitoring Team and the Liberia National Fire Service.
Closure of labor-intensive public works or company	Closure of large companies or work that provided employment and cash-for-work opportunities for more than 5,000 employees, such as the more than 10,000 employees from the former BMC.	When more than 5,000 employees lose their jobs within a month. This should be confirmed by the Risk Monitoring Team and the Ministry of Labour.
Socio-economic factors	Depreciation of domestic currency and high inflation rates.	When the domestic currency depreciates and the inflation rate reaches 50 percent, leading to a significant increase in the prices of food commodities and an increase in the vulnerability of households that depend on markets for food. The Risk Monitoring Team should confirm this in collaboration with the Ministry of Commerce and Industry (MOCI).

EVENT	DESCRIPTION AND HISTORICAL BASIS	MEASUREMENT TO CONFIRM EVENT
Hydrology (water)	Heavy rainfall triggers flooding in low-lying communities near rivers, creeks, and streams, affecting agricultural production and other livelihood activities. This happens every year, mainly during the peak rainy season, from August to September.	When a heavy downpour of rain over 2–3 weeks triggers flooding in low-lying communities near rivers, creeks, and streams, affecting agricultural production and other livelihood activities.
Civil conflict (war)	The decade-long civil war destroyed all the sectors in Liberia. Farming households were displaced, and there were minimal farming activities, thus affecting the availability of food. No markets were available for households to access food, and livelihood activities that enhance food access were disrupted.	When more than 10,000–20,000 people are internally displaced due to civil conflict in one or two counties of Liberia.

Understanding these triggerable events and related indicators will help ensure early identification of and intervention in FNS crises to safeguard vulnerable groups and prevent the exacerbation of shocks. A state of emergency does not necessarily have to be declared if certain parameters are met or specific triggerable events occur, although such a declaration could be needed at a later point. Instead, triggering the Plan is a proactive way for the Liberian government and its partners to quickly identify when extraordinary FNS crisis risks are emerging and to act to limit the potential impacts on lives and livelihoods, especially of the poorest.

The Plan should only be triggered in a special situation supported by data-driven and evidence-based decision-making. Based on historical experience, the Plan envisages that crises that meet the parameters and thresholds outlined above should correspond with a one-in-three-year (or more) event. Examples include the 2009 earthworm attack in Bong County, the 2014–2016 Ebola pandemic, and the 1990–2000 civil war.

These definitions and thresholds are informed by historical data that were analyzed from the following:

- **Past FNS crises in Liberia** to identify common trigger levels and their correlation with severe outcomes.
- **National benchmarks using the Liberian context** while leveraging national poverty lines and the average income of the population.

- **International standards:** Analyzing globally recognized conditions and definitions to inform, for example, IPC phases, GAM rates, and emergency situations.
- **State of emergency declared by the President or the legislature during crises:** Where a county or at least two districts or the entire population are advised to remain indoors for more than three days.

To trigger the Plan, four principles from Liberia's FNS crisis response framework must be applied:

- **Specificity and clarity:** The event that triggers the Plan should be clearly defined with a quantitative threshold.
- **FNS dimension links:** The event should clearly be linked to at least one dimension of food security and nutrition such as availability, access, utilization, and stability.
- **Evidence-based thresholds:** The event and the thresholds should be measurable and justified by existing historical crisis data and national-level benchmarks, or meet international definitions.
- **Validation of indicators/thresholds:** The threshold/indicators should be validated from regular and reliable data sources such as monitoring and regular data collection sources.

4

Operational arrangements

Operational arrangements center on the Preparedness Plan's triggering cycle. Under the leadership of the Vice President and the Minister of Agriculture, the Plan and the associated triggering cycle are supported by three teams:

1. **Risk Monitoring Team.** This team comprises data specialists led by the Liberia Institute of Statistics and Geo-Information Services (LISGIS) and MOA in collaboration with the Ministry of Gender, Children and Social Protection (MOGCSP); the Scaling Up Nutrition Movement of Liberia (SUN-L); the Food Security and Nutrition Technical Working Group; and development partners such as FAO, WFP, IFAD, UN Women, and UNICEF. They are responsible for monitoring and analyzing FNS data and making preliminary assessments after reviewing data or reports (pre-assessments) submitted by line ministries or government agencies reporting a potential FNS crisis. The Risk Monitoring Team will immediately act on the potential crisis report and conduct an immediate assessment to determine whether the definition of an extraordinary crisis may be approximated based on the new potential risk reported.
2. **Programming Team.** This team is led by MOA and includes programmatic leads across government ministries and humanitarian, development, and donor partners. It is responsible for confirming the pre-assessment or assessment by the Risk Monitoring Team and deciding when conditions warrant the attention of the Senior Team.
3. **Senior Team.** This team consists of senior food security and nutrition institutions' representatives across government ministries and humanitarian, development, and bilateral partners. The team is convened when the Programming and Risk Monitoring Teams determine that the Plan may need to be triggered. The Senior Team is led by the Office of the Vice President, the decision-making body responsible for formally triggering the Plan.

The triggering cycle begins when new and official FNS risk reports are produced by the *Risk Monitoring Team*, which issues a pre-assessment as to whether the definition of a crisis has been met or is expected to be met based on the evidence included in the risk analysis. A meeting is then held with the *Programming Team* to review the analysis and pre-assessment and to decide whether the pre-assessment should be confirmed or amended. If the Programming Team finds that an extraordinary FNS crisis may emerge, the *Senior Team* is promptly convened to be briefed on the situation and to be presented with options for mobilizing a scaled-up response. The Vice President/Senior Team, in collaboration with MOA/the Programming Team, decides whether to formally trigger the Plan, thereby calling on all partners to scale up support, where possible. The triggering cycle follows an evidence-based and time-bound process. The whole process—from the initial dissemination of the new FNS report by the Risk Monitoring Team through convening the Programming Team and developing the crisis preparedness escalation package to convening the Senior Team—should occur within two weeks. An overview of these arrangements is presented in Figure 1; details concerning specific step-by-step protocols, roles, and timelines for each team are included in subsequent sections.

Government leadership and ownership of the Preparedness Plan is essential for it to be effective and sustainable over the long term. Support across the whole of government is also important for ensuring that institutional and human capacities are strengthened to respond to future FNS crises—this is critical for achieving longer-term development objectives and improving national financial planning. If the government of Liberia is temporarily unable to lead and implement the Plan, the United Nations Resident Coordinator or Humanitarian Coordinator, through WFP, should step in to coordinate and ensure the necessary response is provided.

To achieve the stated goals, the following subsections detail the operational arrangements and protocols as well as the roles and responsibilities of contributing government agencies and FNS partners:

- Continuously monitoring and quickly identifying extraordinary FNS crises will be done by all Liberian government agencies and development partners. Once a potential situation is reported, LISGIS, MOA, development partners, and the Risk Monitoring Team will conduct assessments to confirm the reported potential crises.
- MOA will convene programmatic leads across government and its humanitarian and development partners to discuss the emerging crisis risks and scale up early action as needed.
- In the event that an extraordinary crisis may be emerging, the programmatic lead will convene senior officials to collectively recognize the crisis, bridge operational and funding gaps, and promote well-coordinated and holistic responses across government and its humanitarian and development partners.

These three operational elements are interlinked and time-bound. An overview of the Preparedness Plan operational arrangements is presented in Figure 1. More details about each element are provided in subsequent sections, and a comprehensive list of focal points for each element is indicated in Annex 2 and will be updated at least twice a year.

The Preparedness Plan seeks to reinforce and strengthen existing systems and structures established through the National Food Security and Nutrition Strategy formulated by the government of Liberia in 2008 and updated and revised in 2015 to coordinate FNS in Liberia.⁵ The Plan proposes an operational framework composed of three elements: the Risk Monitoring Team, the Programming Team, and the Senior Team. The structure of these teams and roles are summarized in Figure 1.

4a. Risk Monitoring Team: Operational arrangements for monitoring, reporting, and identifying extraordinary FNS crises in Liberia

Figure 1 and Table 2 provide a schematic representation of the Preparedness Plan. LISGIS leads, with support from MOA, the national monitoring and reporting of FNS crisis risks, collecting and analyzing data on the drivers of those risks from government agencies, development partners, and humanitarian organizations. Given that Liberia's FNS crisis risks are complex, multidimensional, and cut across many sectors, several indicators are frequently monitored to properly report on key risks that could affect FNS in terms of availability, access, stability, affordability, and utilization. This includes, for example, monitoring production of Liberia's staple foods (rice and cassava), long dry spells and rainfall levels, livestock production, food imports and prices, domestic food production and prices, inflation, depreciation of the Liberian dollar, and remittances.

The government of Liberia, through MOA, MOH, LISGIS, and FNS partners, has begun to collect comprehensive FNS-related data and basic socioeconomic data to solve the data gap challenges in monitoring FNS risk indicators. Liberia lacks real-time data availability, and this initiative will provide up-to-date data to monitor FNS indicators and build stakeholders' capacity to collect field data and lead all aspects of FNS reporting in the next two years. This joint data collection initiative by MOA, MOH, and LISGIS aims to cultivate the necessary government capacity to fully manage the next round of FNS data collection in the next four years. The FNS assessment has outlined specific steps to be taken to support the collection of comprehensive FNS data in Liberia.

⁵ The 2008 National Food Security and Nutrition Strategy called for the establishment of an FNS Stakeholders' Forum, an FNS Technical Committee, and a Secretariat to monitor the food security situation in Liberia.

The Risk Monitoring Team uses an innovative data-driven approach to identify major FNS crisis risks and inform decision-making. It enhances early crisis warnings and distinguishes between chronic FNS conditions and acute moments when the country is faced with major and extraordinary shocks that could exacerbate chronic conditions and push more people into extreme states of acute food and nutrition insecurity. The Risk Monitoring Team put together robust data standards and quality checks that ensure all results are accurate, transparent, and replicable. LISGIS, with support from MOA,

leads the Risk Monitoring Team, which works closely with all FNS partners to standardize relevant FNS-related data methodologies, timing, and collection as part of its consolidated and recurring FNS reports. Additional technical details about each report are provided in Box 1.

BOX 1: LIBERIA'S OFFICIAL FOOD AND NUTRITION SECURITY CRISIS RISK MONITORING REPORTS

The FNS Risk Monitoring Team, under the leadership of LISGIS, MOA, and MOH, will remain responsible for monitoring and reporting on major FNS crisis risks and drivers. The Risk Monitoring Team will comprise senior directors responsible for monitoring and assessing the FNS risks at their respective institutions; two or three international nongovernmental organizations (INGOs) such as Action Against Hunger, Welthungerhilfe (WHH), and Concern Worldwide; the SUN-L Nutrition Secretariat; and the Food Security and Nutrition Technical Working Group. LISGIS, MOA, MOGCSP, and MOH will be technical leaders from the public sector; WFP and FAO will be the alternate technical leads from the development partners. LISGIS and MOA will produce a lighter-touch Food and Nutrition Security Joint Monitoring and Surveillance Report every three months. This report will track and consolidate key quantitative and qualitative FNS indicators from the members of the Risk Monitoring Team on a high frequency, monthly, or weekly basis. Selected quantitative indicators will be collected and analyzed to produce these reports against established thresholds, coupled with qualitative analysis, and aggregated to help identify risk drivers of food insecurity.

Funding and support: All FNS technical agencies, alongside government ministries and agencies, will need to contribute initial funding from their respective program monitoring and evaluation budgets. This will facilitate the data collection, analysis, and dissemination efforts of the Risk Monitoring Team. The monitoring system will build on existing platforms and resources of member organizations. This will ensure seamless integration and optimization of available tools.

The Programming Team will comprise heads of member institutions under the leadership of MOA and the SUN-L Secretariat in the Office of the Vice President. On receipt of briefing notes (at most two pages) on the FNS report produced by the Risk Monitoring Team, the Programming Team will meet within three days, deliberate, and assign the needed programmatic and active responses using available resources and tasks based on institutional capacities and competence to address the food security threats identified in the report.

Activation and response: Once the Risk Monitoring Team sends out a briefing note, the Programming Team will gather within three to four days. During the meeting, they will determine a targeted programmatic intervention, drawing on the team's existing resources and capacities. The Plan will be finalized before initiating resource mobilization, spearheaded by the Senior Team. The Programming Team will update the Senior Team on the current situation, the resources required, and any existing gaps in the Plan.

BOX 1: LIBERIA'S OFFICIAL FOOD AND NUTRITION SECURITY CRISIS RISK MONITORING REPORTS *cont.*

The Senior Team is led by the Vice President or the Office of the Vice President of Liberia. Membership includes the ministers of Finance and Development Planning, Agriculture, Health, Commerce and Industry, Transport, and Gender, Children and Social Protection; the heads of the Central Bank of Liberia, NDMA, and the National Food Assistance Agency; and the heads of multilateral/donor organizations such as the World Bank Group, FAO, WFP, the UN Resident Coordinator Office, UN Women, IFAD, WHH, Action Against Hunger, Save the Children, Irish Aid, JSB, and Concern Worldwide.

The Senior Team authorizes the activation of the Plan when a major FNS crisis has been acknowledged and communicated by the Programming Team.

The Senior Team will meet semi-annually to review progress in implementing food security and nutrition-related interventions and make any necessary adjustments to resource allocations for program implementation. If a major FNS crisis is acknowledged and communicated by the Programming Team, the FNS Senior Team will convene in not more than 48 hours to mobilize additional resources for intervention and trigger the Plan. During the active FNS crisis, the FNS Stakeholder Forum will meet at least after every two weeks to provide a briefing on the situation, progress made in mobilizing a scaled-up programmatic response, and the status of mobilizing additional resources from government agencies and FNS partners.

FIGURE 1: OVERALL SCHEMATIC

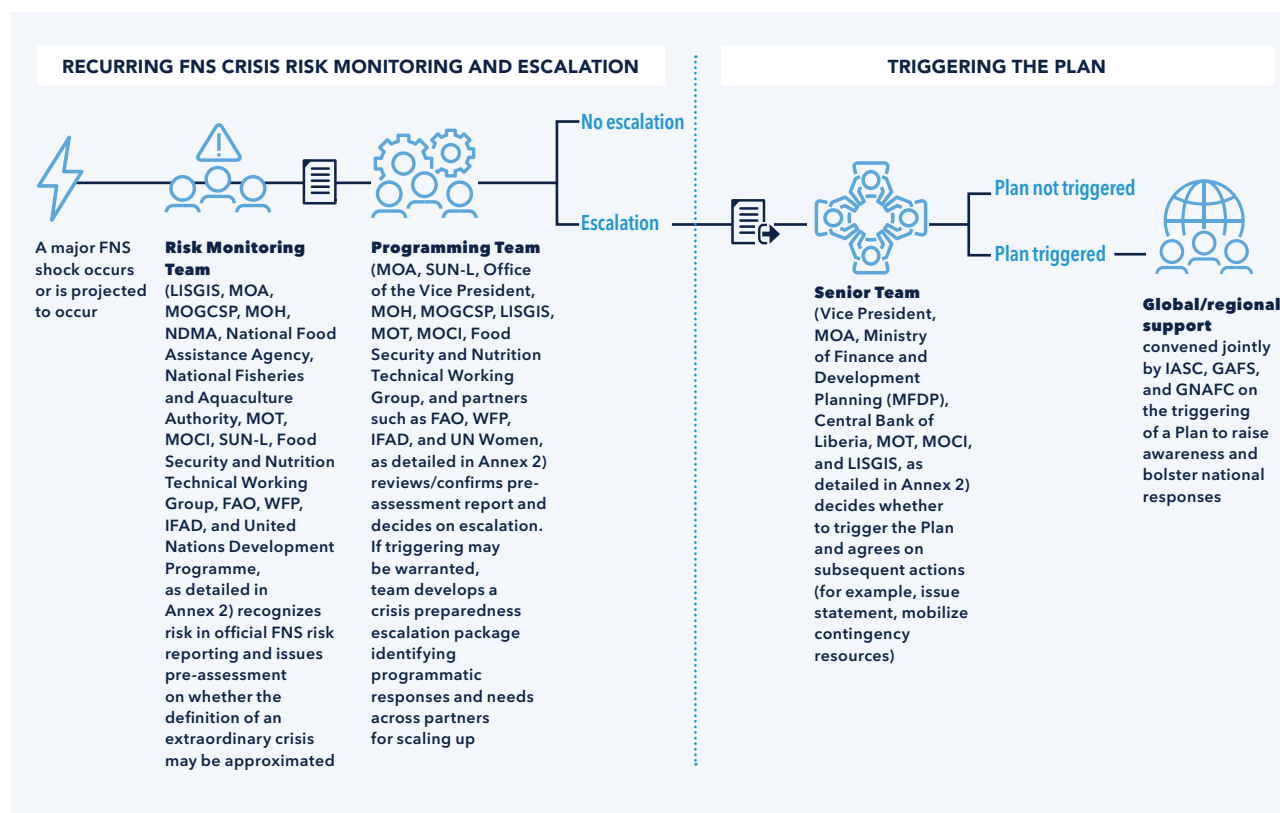


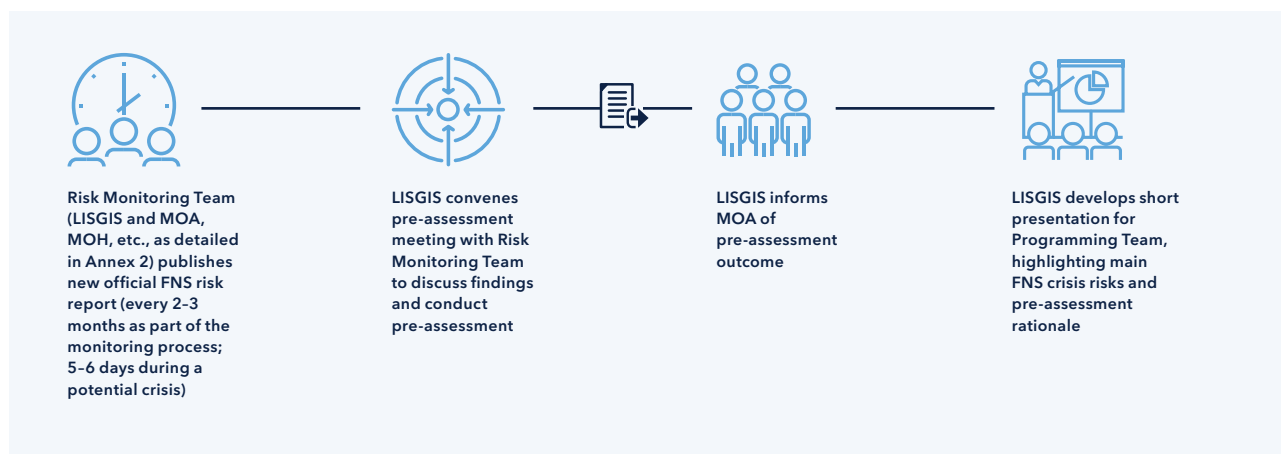
TABLE 2: OVERALL SCHEMATIC–FNS CRISIS RISK MONITORING AND ESCALATION

STEP	ACTIVITY	ROLES	TIMELINE (DAYS)
	Data collection and reporting	FNS Risk Monitoring Team	After every 3 months or as needed during a crisis.
1	Action: Collect data, analyze against FNS crisis triggers, and produce the Joint Monitoring and Surveillance Report.	Leads LISGIS and MOA Contributors MOH, MOGCSP, INGOs, SUN-L, nutrition cluster representatives FNS technical partners (FAO, WFP, IFAD, UN Women)	3-5 days to draft the report once a potential crisis has been identified.
2	FNS intervention planning Action: Convene to develop and assign programmatic interventions based on the FNS report.	Programming Team Led by MOA Contributors MOH, MOGCSP, NDMA, National Fisheries and Aquaculture Authority, SUN-L, Food Security and Nutrition Technical Working Group, etc. FNS technical partners (FAO, WFP, IFAD, UN Women, WHH, Save the Children, ActionAid)	Intervention rollout within 3-4 days to finalize the initial response plan after receiving the briefing note from the Risk Monitoring Team.
3	Crisis mobilization	Senior Team Led by the Vice President of Liberia	Within 2 days of a major crisis being acknowledged.
4	Senior Team Action: Convene, mobilize resources, and formally trigger the FNS Preparedness Plan.	Lead Office of the Vice President or the Vice President of Liberia Contributors Ministers of Finance, Agriculture, MOGCSP, Health, Commerce and Industry, Transport, etc. Heads of development cooperations, UN agencies, development partners, and donors	Within 2 days to activate the Plan and initiate resource mobilization.

The triggering process for the Preparedness Plan begins when the risk assessment analysis report is published. Under the Plan, a pre-assessment report will be issued when MOA publishes the risk analysis results to determine whether an extraordinary FNS crisis—as defined by the Plan—may be emerging. Such an assessment is based on integrated analysis (both quantitative and qualitative data) of factors including food production, livelihoods, and the country’s nutrition

situation. Additionally, the pre-assessment is confirmed by LISGIS in consultation with technical FNS partners. The Minister of Agriculture is responsible for confirming and disseminating the risk analysis. Figure 2 summarizes the protocols of the Risk Monitoring Team and its members’ roles, and Table 3 shows the protocols that the Risk Monitoring Team will lead as part of the Preparedness Plan triggering process.

FIGURE 2: RISK MONITORING TEAM PROTOCOLS



The following are some of the survey-based and geospatial indicators covering current and projected FNS outcomes:

- Food availability (rainfall/temperature performance and forecasts and their estimated impacts on water availability, agricultural crops, pasture, livestock production, and livelihood coping) and other drivers such as pest infestations or animal diseases.
- Food access (market price trends in both urban and rural settlements, trends in remittances, food consumption score, household diet diversity score, household hunger score, and reduced coping strategies).

- Food stability (population movement, affordability, and insecurity).
- Food utilization and nutritional outcomes.

These FNS risk indicators will be monitored for any significant deterioration. Areas where households are likely to be impacted by a deteriorating FNS situation will be identified for further monitoring. These alerts contribute to the overall FNS outlook and narrative of the Risk Monitoring Team.

TABLE 3: RISK MONITORING TEAM PROTOCOLS FOR TRIGGERING THE PREPAREDNESS PLAN PROCESS

STEPS	RESPONSIBLE	DUE
1. New FNS crisis risk analysis is published by the Risk Monitoring Team; Risk Monitoring Team technical members convene Preparedness Plan pre-assessment meeting. <ul style="list-style-type: none"> Official crisis risk analyses are produced by the Risk Monitoring Team every 3 months. A summarized analysis will be produced for publications. 	Leads LISGIS and MOA Contributors Risk Monitoring Team: MOH and other FNS partners (WHH, Concern Worldwide)	3 days after publication
2. The Risk Monitoring Team convenes Preparedness Plan pre-assessment meeting: <ul style="list-style-type: none"> The Risk Monitoring Team discusses the findings of the new report. The Risk Monitoring Team conducts pre-assessment analysis to determine if evidence from the report approximates the definition of an FNS crisis as specified in the Plan. 	Lead Risk Monitoring Team (MOA and LISGIS co-chair)	3 days after publication
3. Following the pre-assessment meeting, the Risk Monitoring Team informs the Programming Team of the pre-assessment outcome. <ul style="list-style-type: none"> The Risk Monitoring Team sends a copy of the new FNS crisis risk analysis to the Programming Team. 	Leads LISGIS and MOA	5 days
4. MOA presents highlights of the main emerging FNS crisis risks to the Programming Team.	Lead MOA in consultation with Risk Monitoring Team	Ahead of Programming Team meeting

NB: The Liberia Household Social Registry, which falls under the Ministry of Gender, Children and Social Protection, will enhance precision and accuracy in the targeting of FNS interventions in Liberia, and improve data management during an FNS crisis. The Preparedness Plan will incorporate the registry as an integral part of the strategy. This will improve responsiveness to crises, as outlined below:

- Improve targeting:** The registry will support the establishment of the needed database on vulnerable households, which will ensure quick and accurate identification of those in critical need of assistance during emergencies or crises.
- Enable adaptiveness and social protection:** The registry serves as infrastructure for all social protection measures. It will be able to rapidly scale up food or cash transfers directly to households.
- Improve coordination:** Avoid duplication of efforts by establishing a comprehensive directory of humanitarian agencies, including various government ministries, agencies, and humanitarian partners.

4b. Programming Team: Operational arrangements for convening and decision-making to escalate emerging FNS crises

Programming Team: The Programming Team is led by MOA and all programmatic leads across government ministries and agencies, and humanitarian and development partners. This team is responsible for confirming and furthering the pre-assessment and assessment, and the monitoring risk report provided by the Risk Monitoring Team to the Senior Team, and then implementing the outcomes when the Plan is triggered. This team decides whether the conditions reported warrant the attention of the Senior Team and leads the update of a database on FNS crisis risks, ensuring that it is maintained.

The team is responsible for:

- Ensuring that information from FNS partners is provided on time and timeously shared with members of the FNS Senior Team.
- Organizing meetings to brief the Senior Team and the Vice President of Liberia.
- Assisting the chair of the Senior Team in coordinating the team's actions.
- In the absence of a crisis, members of the FNS Steering Committee will meet semi-annually to update the Vice President and other Senior Team members on programmatic interventions in the FNS sector. The Minister of Agriculture will provide a semi-annual briefing on Liberia's FNS situation.
- On receipt of updated FNS reports, assessing changes in the risk of acute shocks and drivers of the food and nutrition crisis and assigning appropriate programmatic actions through existing activities to help mitigate any potential impacts.
- Assessing the severity of emerging crisis conditions in the event of extraordinary crisis risks reported by the Risk Monitoring Team and deciding whether it is worth the attention of the Senior Team, which decides whether to activate escalation protocols.
- Sharing, learning, and building on best practices in FNS crisis responses, and leveraging the expertise and experience of a wide range of stakeholders.
- Informing and leveraging humanitarian and developmental policy in programmatic responses.
- Reviewing the performance of the Preparedness Plan and reporting the status to the Senior Team.

Operational arrangement: MOA is responsible for convening and leading the decision-making processes associated with the Programming Team, such as meetings and logistical arrangements. The Programming Team comprises designated FNS leads (or focal points) across ministries and agencies, multilateral and bilateral partners, international financial institutions, and civil society organizations. The programmatic leads oversee the implementation of FNS-related programming for their respective institutions. A primary and an alternative focal point are nominated by their respective agencies. MOA maintains a record of focal points.

In addition to contributing to the decision-making processes to trigger the Preparedness Plan, the Programming Team works to enhance FNS crisis preparedness in the country and helps periodically update the Plan's operational arrangements.

Figure 3 summarizes the protocols that the Programming Team leads as part of the Preparedness Plan triggering process, while Table 4 shows these processes in more detail. The triggering process for the Preparedness Plan starts once LISGIS, in collaboration with MOA, produces the new FNS crisis risk monitoring report to determine whether an extraordinary FNS crisis, as defined in the Preparedness Plan, has emerged. LISGIS is responsible for the presentation and briefing note to be presented to the Programming Team, highlighting the main emerging FNS crisis risks and the rationale for the pre-assessment.

FIGURE 3: PROGRAMMING TEAM PROTOCOLS

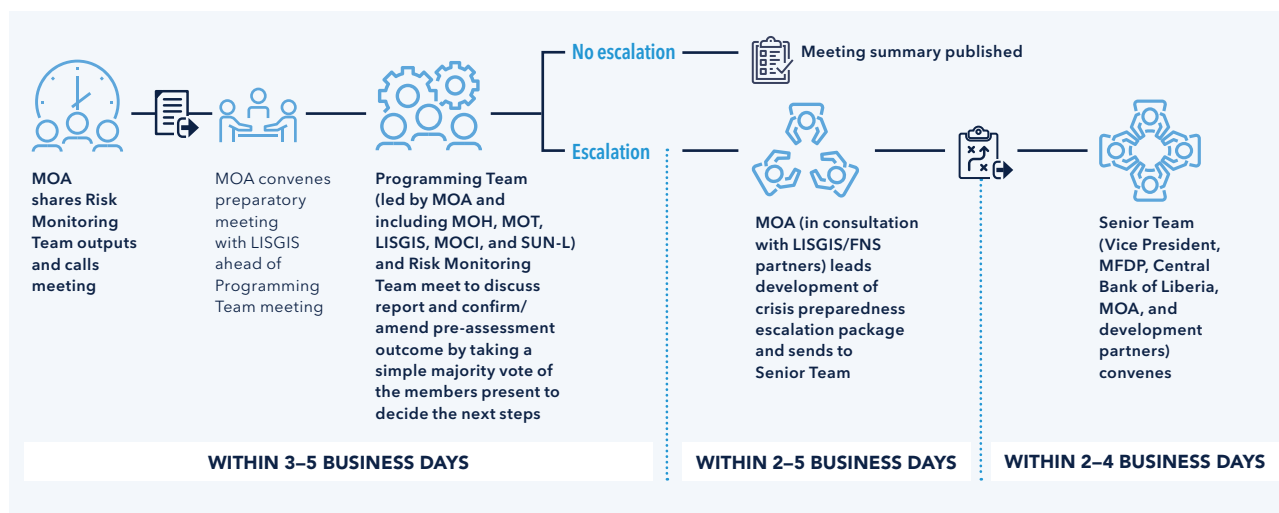


TABLE 4: PROGRAMMING TEAM PROTOCOLS AS PART OF THE PREPAREDNESS PLAN TRIGGERING PROCESS

STEPS	RESPONSIBLE	DUE
1. On receiving the official FNS crisis risk monitoring report and pre-assessment from LISGIS, MOA shares the risk assessment report with the Programming Team and calls for a meeting to be held within 2 business days.	Lead MOA Contribution Risk Monitoring Team: MOA, MOH, LISGIS, SUN-L, Food Security and Nutrition Technical Working Group, and other FNS development partners (WHH, FAO, WFP, IFAD)	Day 2
2. MOA convenes Programming Team preparatory meetings, including MOH and technical line ministries/agencies. <ul style="list-style-type: none"> The Risk Monitoring Team discusses the findings of the new report. The Risk Monitoring Team conducts pre-assessment analysis to determine if evidence from the report approximates the definition of an FNS crisis as specified in the Plan. 	Lead MOA Contribution Discuss the magnitude of the crises. Discuss needed intervention and response capacity.	Day 2-4

STEPS	RESPONSIBLE	DUE
<p>3. MOA convenes the meeting of Programming and Risk Monitoring Teams.</p> <ul style="list-style-type: none"> • MOA opens the meeting and conducts roll call. • The Risk Monitoring Team (LISGIS) presents findings from the official risk analysis, based on the pre-assessment outcome. • The Programming Team asks questions about the risk report and discusses current and projected FNS crisis risks. Technical line ministries will facilitate discussion on relevant matters. • The Programming Team confirms or amends the pre-assessment. • Based on a simple majority vote, the Programming Team decides whether to alert the Senior Team to the emerging FNS crisis conditions. • To escalate, members should ensure that the following criteria have been met: <ul style="list-style-type: none"> i. All the general FNS crisis definition parameters and/or specific trigger event threshold(s) defined in the Plan have been met. ii. The pre-assessment is backed by compelling data and evidence captured in the FNS crisis risk reports as well as by relevant qualitative confirmation from affected districts, regions, and/or subnational government(s). iii. The expected impacts of the emerging conditions threaten to extend well beyond what can be addressed with existing operations. The Programming Team is invited to share any major FNS programming updates and any other related matters. • MOA summarizes the meeting and the agreed next steps and closes the meeting. 	<p>Lead MOA</p> <p>Contribution Key messages from the report. The final Preparedness Plan pre-assessment outcome.</p>	Day 4
<p>4. MOA, in consultation with technical line ministries and the Risk Monitoring Team, drafts and circulates a short (two-page) summary of the meeting with the Risk Monitoring, Programming, and Senior Teams and the Global FNS Dashboard.</p>	<p>Lead MOA</p>	Day 4-10

Activation and response: Once the FNS Risk Monitoring Team sends out a briefing note, the Programming Team will gather within 3-4 days. During the meeting, they will determine a targeted programmatic intervention, drawing on the team's existing resources and capacities. The Plan will be finalized before initiating resource mobilization, spearheaded by the Senior Team. The Programming Team will update the Senior Team, informing them about the current situation, the resources required, and any existing gaps in the Plan.

At the conclusion of the meeting, two outcomes may materialize:**Scenario 1: No escalation**

If the Programming Team decides not to escalate to the Senior Team, MOA drafts and circulates a short summary of the meeting and shares it with the Risk Monitoring, Programming, and Senior Teams. This summary will be published promptly on the Global FNS Dashboard to facilitate transparency and accountability in the decision-making process and to convey to the country, regional, and global stakeholders that the Plan process is operational and being properly maintained. This officially ends the triggering cycle.

Scenario 2: Escalation

If the Programming Team finds that an extraordinary FNS crisis could emerge, MOA, in consultation with technical line ministries, develops a crisis preparedness escalation package within 15 business days of the meeting. The development of the escalation package will be led by select focal points appointed across Programming Team members and will include partners. This package will include: (i) a summary outlining the findings of the FNS report and the rationale as to why the Programming Team has escalated to the Senior Team; (ii) copies of the FNS crisis risk monitoring report and presentation(s) made by LISGIS; and (iii) proposed recommended adjustments to partner FNS programs to address the crisis, and an indicative estimate of the additional resources needed to make such adjustments. Once the package is developed, MOA, on behalf of the Programming Team, sends the Senior Team the escalation package and proposed agenda, requesting a special meeting of the Senior Team within 5–8 business days.

Liberia's revised National Food Security and Nutrition Strategy projected that a comprehensive FNS survey should be conducted every two years; however, the last Cadre Harmonize survey was conducted six years ago. The data from the recent Comprehensive Food Security and Nutrition Survey is being analyzed by the leadership of MOA, LISGIS, and MOH, alongside FNS technical partners such as UN agencies (FAO, WFP, and UNICEF) and the food security, nutrition, and protection working group in Liberia.

4c. Senior Team: Operational arrangements for convening and decision-making to trigger the Preparedness Plan

The Office of the Vice President of Liberia leads and coordinates the Senior Team, with the Vice President serving as the chair. The Senior Team comprises the most senior country-level representatives across FNS-related government agencies and major partners. These officials are responsible for overseeing their

agencies' overall FNS engagement in Liberia.

The head of each institution serves as the primary focal point, and an alternate (deputy) focal point may also be appointed in their absence. The Senior Team is primarily responsible for triggering and overseeing the Plan and its outcomes, supporting the Plan's crisis preparedness escalation procedures, and facilitating strong collaborations across FNS partners.

The Senior Team meets within 2–4 business days of the Programming Team requesting a meeting after an escalation scenario. The Senior Team may also meet immediately in times of emergency or other special situations based on need. Figure 4 summarizes the protocols that the Senior Team leads as part of the Preparedness Plan triggering process, which are further detailed in Table 5.

FIGURE 4: SENIOR TEAM PROTOCOLS

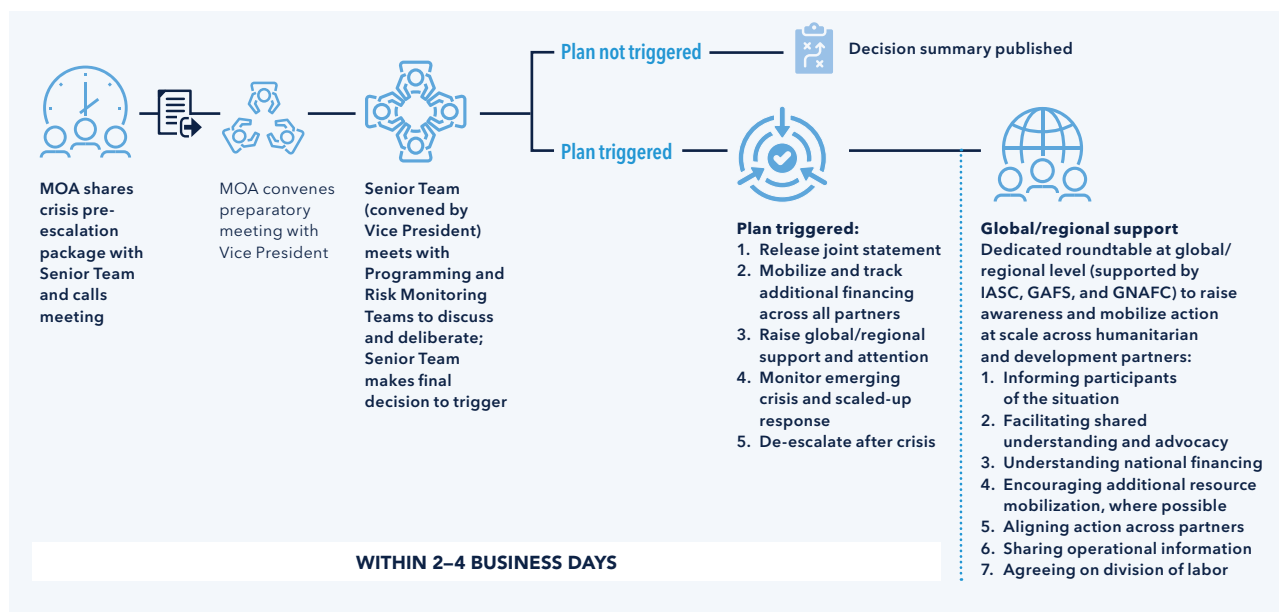


TABLE 5: SENIOR TEAM PROTOCOLS AS PART OF THE PREPAREDNESS PLAN TRIGGERING PROCESS

STEPS	RESPONSIBLE	DUE
1. Office of the Vice President will circulate the crisis escalation package to the Senior Team alongside a calendar invitation with the specified location; a virtual connection will also be made available. The meeting will be scheduled within 2-5 business days of receiving the outputs.	Lead Vice President	Day 2-3
2. Office of the Vice President convenes a preparatory meeting that includes MOA. Run of show, key discussion topics, and other relevant issues are discussed.	Lead Vice President Contribution Talking points and key messages for the Senior Team discussion.	Day 2-4
3. Office of the Vice President convenes the meeting of the Senior Team. <ul style="list-style-type: none"> • Vice President chairs the meeting. • MOA: (i) presents the key findings from the updated FNS report(s); (ii) details the rationale for the Programming Team to escalate conditions to the Senior Team; (iii) provides an overview of the potential interventions that could be prioritized across partners to scale up responses using existing programs; and (iv) outlines associated financing gaps and related details. • Vice President facilitates discussion among the Senior Team members. The Senior Team is invited to ask clarifying questions. The Senior Team discusses the emerging situation, the proposed operational responses, financing gaps, and other relevant matters. 	Lead Vice President (chair) Contribution Coordinating Senior Team members. Mobilizing resources to fill the financing gap and related actions.	Day 2-4

STEPS	RESPONSIBLE	DUE
<ul style="list-style-type: none"> The Senior Team deliberates and advises the chair, who decides whether to trigger the Plan based on the evidence and recommendations provided by the Programming and Risk Monitoring Teams. 		

At the conclusion of the meeting, two outcomes may materialize:

Scenario 1: Preparedness Plan not triggered

If the Plan is not triggered, the Office of the Vice President will develop a short summary (~1 page) reflecting the Senior Team's decision and rationale. This decision will be promptly made publicly available, including as part of the Global FNS Dashboard, to facilitate transparency and accountability in the decision-making process. This officially ends the triggering cycle.

Scenario 2: Preparedness Plan triggered

If the Plan is triggered, the following actions will be undertaken by the Office of the Vice President within 1–4 days after the meeting of the Senior Team:

- 1. Release of a joint statement:** The Senior Team will release a statement—drafted by MOA in coordination with the Office of the Vice President and technical line ministries—formally recognizing the emerging and extraordinary conditions and calling on all partners to adjust existing programs; scale up additional financing, where possible; and mobilize early responses to mitigate the expected impacts. The statement will also indicate the special arrangements that will be put in place to monitor the status of the conditions and response. This joint statement will be published within 15–20 business days of the decision to trigger the Plan and will be disseminated widely, including to regional and global counterparts as part of the Global FNS Dashboard. The Senior Team authorizes the activation of the Plan when a major FNS crisis has been acknowledged and communicated by the Programming Team.
- 2. Mobilization and tracking of additional financing to bolster national responses:** Partners, where possible, will mobilize additional financing, including using available and eligible contingency resources and modalities to bolster national responses. This could include signaling any major changes in programming to address the emerging needs. Additionally, the partners agree to share timely information about new commitments or (re)allocations made in response to the emerging crisis, including using International Aid Transparency Initiative (IATI) reporting arrangements—such as the use of specialized financial tracking codes—which will be coordinated by the Global FNS Dashboard.
- 3. Raising global/regional attention:** The Senior Team, and particularly the Liberian government and international partners, will liaise closely with their regional and global counterparts to raise the profile of the emerging conditions and bolster additional financing and programming, where possible. This will include the participation of MFDG and supporting members of the Senior Team in a dedicated roundtable held jointly by GAFC, GNAFC, and IASC at the global/regional level to raise the profile of the emerging needs and seek additional support, where possible.
- 4. Monitoring the emerging crisis and scaled-up responses:** The Senior Team will task the Programming Team with monitoring conditions and generating short monthly reports. A consolidated monthly report will be shared with the Senior Team, detailing the status of the crisis conditions and the response, including additional resources mobilized across partners. The Senior Team will also meet and be briefed on a quarterly basis.
- 5. De-escalation:** These special arrangements will remain in place until official FNS crisis risk monitoring reports indicate that the acute shock no longer poses a significant risk. At such point, the Senior Team will issue a joint statement to mark the end of these special arrangements. The statement will be published publicly and disseminated widely, including as part of the Global FNS Dashboard. The Senior Team will then task the Programming Team with reviewing the performance of the Plan's operational arrangements, highlighting lessons learned and areas of improvement to be integrated into an updated version of the Plan to strengthen operational arrangements and collaboration among FNS partners. This review will also identify opportune points to transition immediate and short-term responses into longer-term resilience-building efforts. The analysis will be provided to the Senior Team within six months of the conclusion of the triggered event.

This section outlines financing and response modalities that can be explored across government and humanitarian, development, and donor partners when the Plan is triggered, to mobilize a timely and comprehensive response to mitigate emerging crisis conditions, particularly for the most vulnerable populations. It also details general targeting criteria to help guide interventions.

5a. Mobilizing contingency financing to scale up responses to an emerging FNS crisis

To scale up responses when the Plan is triggered, additional ex-ante funding will need to be mobilized across all partners—including the Liberian government and humanitarian, development, and donor partners. The ability to provide additional funding, however, varies across partners and institutions and often follows specific budgetary cycles. Funding streams may have caps and/or specific terms that limit how funds can be used, when funds can be accessed, and who can receive funds.

The objective of the Plan is to clarify, amplify, and expand (without replacing or replicating) existing financing modalities. Typically, three options can be explored for mobilizing resources when the Plan is triggered:

1. Dedicated/special contingency financing facilities/vehicles/instruments/windows:

These resources—typically set aside as a “rainy day” fund—are designed to respond specifically to emerging FNS crises. For some, these set-asides may have FNS crises written into their modus operandi, whereas others may have a more general or global pool of contingency resources that can be drawn on for various crises (one of which could be an FNS crisis). Examples of such financing

modalities include the FAO Special Fund for Emergency and Rehabilitation Activities, the United Nations Central Emergency Response Fund, the World Bank’s Crisis Response Window Early Response Financing, and START Network’s START Ready.⁶ These also include, where relevant and available, dedicated disaster risk management instruments, including insurance vehicles such as those provided by the African Risk Capacity. Micro-level contingent financing mechanisms such as index-based livestock insurance for herders may also be available.

2. Reallocation of existing funding modalities:

These resources represent financing reallocated or shifted from existing portfolios to respond to an FNS crisis, rather than new or additional funding. Some partners may have discretion or specific modalities (for example, crisis modifiers) to reallocate funds across their country and, in some cases, regional/global portfolios.

3. New funding modalities:

These resources represent new funding—that is, additional to existing and/or planned funding—mobilized in response to an FNS crisis. For some, mobilizing new funding may require approval by senior administrators, congresses/parliaments, and/or boards. This could also include raising additional funding in the markets (for example, bond issuances) or via special appeals.

⁶ Pre-positioned funding for crises that happen with regular and predictable patterns of recurrence, such as floods and droughts, based on financing using advanced planning.

The Liberian government and its partners aim to track their respective contingency resources and share information about these resources on a regular basis, including as part of the Global FNS Dashboard. If, however, integrated financial tracking and aid systems covering all relevant partners (holistic support approach) do not exist in Liberia, then the Programming Team will conduct a just-in-time stock-take of financing options that can potentially be drawn on during an escalation scenario. This information will form part of the development of the crisis preparedness escalation package to be sent to the Senior Team and will adhere to the five-business-day development schedule for the overall package. Resources mobilized in response to the triggered Plan will be monitored by the Vice President's Office and the Global FNS Dashboard, including through special IATI reporting arrangements (see Box 2).

BOX 2: SPECIAL INTERNATIONAL AID TRANSPARENCY INITIATIVE (IATI) FINANCIAL TRACKING ARRANGEMENTS

When the Preparedness Plan is triggered, it is critical that financing mobilized across partners be monitored closely to ensure financing gaps are addressed in a timely manner and that the Liberian government and its partners understand the real-time status of the response.

To enable the timely reporting of this financing across all partners, special IATI reporting codes will be used. Organizations that publish data using the IATI data standard can include a specific "tag" that will help partners find and use that data. For Liberia's Preparedness Plan, organizations can do this by adding the tag #PPFNS-Liberia to their IATI data in any of the relevant data fields—activity title, activity description, or description of any relevant transaction—or in the specific tag field of the IATI standard, if the organization uses that.

For further help and guidance, the IATI Support Team can be reached at support@iatistandard.org.

5b. Scaling responses when the Preparedness Plan is triggered

Developing options for scaling up responses starts with recognizing MOA's FNS priorities, as indicated by the National Agriculture Development Plan, the National Agriculture Investment Plan, and the ARREST Agenda for Inclusive Development. Additionally, reducing food insecurity and malnutrition in Liberia will require consolidated efforts and proper coordination of FNS interventions. The response needed to prevent or mitigate the expected impacts of an emerging FNS crisis will depend on the specific acute shock(s) affecting Liberia at the time the Preparedness Plan is triggered. Responses will also be determined by the type of emerging risks, the programmatic interventions that are put in place to rapidly provide the capacity needed for the implementing agencies to scale up and reach the affected areas, and the availability of additional resources. Tracking available financing options and the ability to regularly take stock of FNS-related programming across government and its humanitarian and

development partners are remarkably challenging in Liberia. No funding is allocated to address emergencies due to the tight fiscal space and limited or insufficient funding across development partners. Currently, the Preparedness Plan relies on a manual approach to request and collate information from institutions across the Liberian government and FNS development partners.

For the time being, the Plan seeks to identify overarching strategic responses that can be scaled up across the Liberian government and its FNS partners. Should the Plan be triggered, the Programming Team may consider the operational response categories listed below for scaling up. The crisis preparedness escalation package will elaborate on the specific programs and projects that would be used by the contributing partners.

- **Food security interventions**—operational responses to improve the availability of food for people facing severe acute food insecurity and to protect rural livelihoods and related sources of food and income.

- **Nutrition interventions**—operational responses to strengthen the prevention of acute malnutrition among vulnerable groups, especially children under five and pregnant and lactating women.
- **Safety net and adaptable social protection interventions**—operational responses to enhance access to food, such as cash transfers and cash for work.
- **Water, sanitation, and hygiene interventions**—operational responses to provide emergency water, sanitation, and hygiene services to prevent waterborne diseases and related risks.
- **Catastrophe bonds and insurance:** Governments can attach catastrophe bonds or insurance products to loans from the World Bank. These risk-transfer instruments provide payouts to a country in the event of a disaster while assigning financial risks to international markets.
- **Climate resilience debt clauses:** These clauses could also be attached to loans from the World Bank. Such clauses allow a country to have a moratorium on interest and fee payments on underwater debt after a disaster. This pause is critical in enabling government funds to target recovery instead of debt servicing.

Potential funding sources for financing the Preparedness Plan include the following:

1. Liberia's national budget and contingency funds

The primary source of funding is the national budget, specifically the budget line for emergency allocations. These funds can be set aside for use during an emergency. A contingency fund provides an immediate and easily accessible "rainy day" reserve that is used solely for emergency responses without requiring parliamentary approval or complex borrowing processes. Coordination with the Ministry of Finance is required to ensure that these funds are secured and released without unnecessary red tape during a crisis.

2. World Bank

- **Development Policy Financing with a Catastrophe Deferred Drawdown Option:** This facility pre-arranges a line of credit for a country to draw on immediately after natural disasters or public health emergencies. The mechanism helps countries access fresh financing quickly but without increasing the country's fresh debt during the crisis itself.
- **Rapid Response Option:** This allows a country to quickly reallocate and use a maximum of 10 percent of its undisbursed World Bank financing across an array of ongoing development projects to meet urgent emergency needs. It is meant to fill the gap between the crisis and the arrival of fresh resources for longer-term needs.

- **Contingent emergency response components of World Bank-financed projects/programs:** This will enable an immediate response if an eligible crisis or emergency arises. This World Bank contingent financing mechanism provides its borrowers with rapid access to resources to respond swiftly in the event of an eligible crisis or emergency.

3. The emergency support budgets of all FNS partners are also potential sources.

5c. General targeting criteria

The general targeting criteria are guided by the FNS priorities of the National Agriculture Development Plan. They seek to ensure that the people most in need within the crisis-affected population are prioritized for immediate support. The realities on the ground and the speed at which a crisis may be unfolding make it difficult to conduct a comprehensive needs assessment without sacrificing the opportunity to put together an early action plan. Liberia's many FNS development partners are already using targeting criteria to deliver their development and humanitarian assistance, which can also help expedite this step. The Programming Team, under the leadership of MOA, will identify specific activities to be scaled up based on their existing geographic coverage and beneficiary population when the Plan is triggered and will detail how their programming can be expanded to reach additional crisis-affected districts and/or populations. It is expected that all activities supported by FNS development partners adhere to general targeting principles, such as:

- **Geographic targeting:** Focus on key geographic locations/livelihood zones where there is a high concentration of needs and/or hazards, as highlighted by the FNS risk reporting.
- **Categorical targeting:** Ensure that the most helpless group such as young women, young children, internally displaced people, the elderly, and poor households are reached. Special attention is needed to address food insecurity in post-conflict-affected areas and should be delivered in ways that strengthen resilience and production capacity.

The “do no harm” principle will be strictly observed to ensure that beneficiaries are protected from violence, exploitation, and abuse; there is non-discrimination, transparency,

and accountability in decision-making; and the response is inclusive. Monitoring of scaled-up activities by LISGIS and the Risk Monitoring Team will include verifying adherence to do no harm by government, implementing agencies, and FNS partners in their programs.

Programming Team members will collectively identify activities to be scaled up across geographic areas and populations affected by the emerging crisis and will then maximize coverage of assistance through coordinated responses while minimizing the risk of inclusion and exclusion errors.⁷ The Programming Team is responsible for ensuring that the operational responses put forward in the crisis preparedness escalation package sent to the Senior Team adhere to these guidelines.

6 Preparedness Plan operational status and maintenance

The Plan has been formally endorsed by the government of Liberia and is considered fully operational as of May 16, 2024. The Plan has been shared with FNS development and humanitarian partners leading programmatic responses in the country and has been endorsed and launched by H.E. Joseph Nyuma Boakai, Sr., President of Liberia, the Minister of Agriculture, and the Minister of Finance and Development Planning, among others. The Plan is supported by Liberia’s National Agriculture Development Plan, National Food and Nutrition Security Strategy, National Agriculture Investment Plan, and ARREST Agenda for Inclusive Development, which authorizes the Plan to be operational and ensures that it will be properly staffed and maintained.

MOA serves as the primary lead of the Plan under the supervision of the Vice President of Liberia. Questions concerning the Plan should be directed to the Minister of Agriculture.

The Plan is authorized for public dissemination and can be found on the Global FNS Dashboard. The Plan will be updated with pertinent changes on an ongoing basis and will be reviewed once per year by the Programming Team. A more comprehensive evaluation of the Plan’s performance and efficacy in meeting its stated objectives will be conducted every three years.

⁷ Food Security Cluster. 2021. “Yemen Food Security and Agriculture Cluster Vulnerability and Targeting Guidance Note.” https://fscluster.org/sites/default/files/documents/fsac_vulnerability_targeting_guidance_final_june_2021.pdf.

6a. Liberia FNS crisis monitoring and reporting plan

Table 6 presents a structured approach to monitoring and reporting Liberia's FNS crises. It indicates the activities/outputs, responsible persons/entities, and timelines for initiating a response, escalation, and dissemination to key actors and targeted audiences.

TABLE 6: FNS CRISIS MONITORING AND REPORTING PLAN

MONITORING AND REPORTING ACTIVITY	OUTPUT	RESPONSIBLE ENTITY	DATA SOURCES AND TOOLS	ESCALATION DECISION AND TIMELINE	DISSEMINATION PLATFORM/METHODS
Data collection/rapid assessment	Survey to gather raw data on food availability, access, utilization, and nutrition status. Conduct rapid assessments.	MOA, MOH, MOGCSP, LISGIS, WFP, FAO, INGOs (WHH, Concern Worldwide, Action Against Hunger, etc.).	Comprehensive Food Security and Nutrition Survey, Cadre Harmonize survey, rapid assessments, market surveys, health surveillance data (Liberia Household Social Registry), etc.	The ongoing 2025 Comprehensive Food Security and Nutrition Survey and the Cadre Harmonize survey will provide a baseline data point to identify emerging trends.	Comprehensive Food Security and Nutrition Survey for both internal and external dissemination on websites such as LISGIS, MOH, and MOA. Internal reports for FNS agencies and line ministries.
Data entry and analysis	Cleaning data and updating datasets. Analyzing the datasets by identifying anomalies in FNS indicators. Computing GAM rates and food consumption scores.	LISGIS, MOA, MOH, MOGCSP, WFP, FAO, Food Security and Nutrition Technical Working Group.	Online databases, IPC analysis, GAM analysis, software: SPSS, R, Stata.	Identifying "crisis" levels (IPC Phase 3/4/5 thresholds). Regular/routine (monthly/quarterly). During crises (4–5 days).	Food Security and Nutrition Technical Working Group, FNS partners, and relevant ministries.
Risk Monitoring Team: Revision, classification, and interpretation of data results	Conduct regular meetings of the Risk Monitoring Team to review analyzed data. Classifying severity using national/international benchmarks such as IPC scale or GAM rate.	Risk Monitoring Team members and FNS partners.	Produce an analytical report. Agreed-on FNS crisis thresholds (41% acute malnutrition, food consumption gaps).	The Plan escalation decision on FNS crisis is triggered when IPC Phase 3, 4, or 5 is declared. Regular (monthly quarterly, and annually) and weekly during crisis period.	Programming and Senior Teams, including Vice President; ministers of Agriculture, Health, and Finance, etc.; UN Resident Coordinator and Catholic Relief Services; heads of donor and international agencies.

MONITORING AND REPORTING ACTIVITY	OUTPUT	RESPONSIBLE ENTITY	DATA SOURCES AND TOOLS	ESCALATION DECISION AND TIMELINE	DISSEMINATION PLATFORM/METHODS
FNS Crisis Plan activation and coordination	<p>Authorizing triggering the FNS Crisis Plan based on crisis classification.</p> <p>State of emergency declared by the President or the legislature of Liberia for more than three days.</p>	Senior Team: Vice President of Liberia; ministers of Agriculture, Health, and Finance; Executive Director of NDMA; UN Resident Coordinator and Catholic Relief Services; heads of donor and international agencies.	The FNS Crisis Plan roles and responsibilities and operationalization protocols as outlined.	<p>Immediately declare crisis within 1–2 days.</p> <p>Any state of emergency declared by the President or the legislature of Liberia for more than three days.</p>	Programming Team (INGOs, UN), general public.
Implementation of response intervention and monitoring of progress	Implementing agreed-on FNS interventions such as food assistance, nutrition programs, and livelihood support, and continuous monitoring of intervention impacts.	All members of the Programming Team (including MOA, NDMA, MOH, National Food Assistance Agency, WFP, FAO, and all other INGOs) and Food Security and Nutrition Technical Working Group members along with the Risk Monitoring Team for closely monitoring and reporting on progress.	<p>Programmatic data, monitoring and evaluation data, routine FNS indicators, post-distribution monitoring report by the Risk Monitoring Team led by MOA and MOH, and supported by LISGIS/WFP.</p> <p>For the duration of the crisis.</p>	Adjustment in response based on progress indicated by the monitoring data.	Progress and situation reports for all stakeholders, and regular public updates through radio, electronic/social media, press releases, and press conferences.
Report dissemination	Preparation of program intervention reports, policy briefs, and public communications. Sharing information with all relevant FNS stakeholders in Liberia and abroad.	Programming and Risk Monitoring Teams and UN agencies.	Risk Monitoring Team will share reporting templates. Dashboards. Public information platforms.	Policy decisions and resource mobilization. Regular (quarterly, monthly) and weekly/biweekly during crisis.	Senior Team: Office of the President and Vice President, Cabinet ministers, donors, media, affected populations, general public.

Overview of Liberia's FNS crisis risks and drivers, and lessons learned

This annex details key policies and strategies, and lesson learned, including a historical analysis of factors affecting food availability, food access, food stability, and food utilization that can lead to an extraordinary FNS crisis in Liberia.

Policies and strategies

The **National Food Security and Nutrition Strategy** was formulated in 2008, and revised in 2015, on the premise that the government has the moral obligation to ensure that all Liberians have reliable access to the food they need and can use that food to live active and healthy lives. This means national policies should ensure that: (i) enough food is always available in all communities of the country; (ii) Liberian households can access this food either directly through their own productive efforts in food crop production, livestock husbandry, hunting, fishing, or the use of other communal resources; or through the market using income earned through sustainable and productive employment; (iii) food in the household and for each member can be properly used to enhance and maintain the nutritional status of all members; and (iv) the supply of food in households remains constant during the year and over the long term, and the effects of external shocks are minimized.

The **Food and Agriculture Policy and Strategy** was formulated in 2008 to revitalize and modernize the food and agriculture sector so that it contributes to the shared, inclusive, and sustainable economic growth and development of Liberia. As part of its guiding principles, the policy sought to achieve self-sufficiency in the production of the country's staple food crops (rice and cassava) to enhance national food security. As the country's priority strategy on improved food security and nutrition, it sought to ensure that "safe and nutritious foods are available in sufficient quantity and quality at all times to satisfy the nutrition needs for all Liberians." Through the policy, the government committed to pursuing a broad-based, inclusive

approach to achieving the three dimensions of food security by improving food availability and adequacy through self-reliance, enhancing food accessibility for the population, and promoting food utilization and improved nutrition.

The **Liberia National Rice Development Strategy I** was formulated in 2012 to rebuild and strengthen the rice subsector by developing appropriate interventions to enhance rice production and productivity in both upland and lowland ecosystems, so promoting national food security. Recognizing the critical role of rice in achieving food security, the strategy sought to expand farmers' access to high-yielding rice varieties to help boost productivity. At the time of formulation, only 10 percent of Liberia's 600,000 hectares of irrigable land was under cultivation. Consequently, the strategy envisioned expanding irrigated rice cultivation and increasing farmers' access to improved rice varieties and other improved production inputs to double rice production by 2018 to attain national self-sufficiency in rice production. By increasing domestic rice output, the strategy sought to substantially improve food security for all segments of the population.

The **National Fisheries and Aquaculture Policy and Strategy** considers the vital role small-scale fisheries play in the food value chain and their contributions to ensuring national food and nutrition security. The government formulated the strategy in 2014, and amended it in 2019, to ensure that small-scale fishers continue to contribute to poverty alleviation and social coherence, support the creation of employment opportunities, particularly for women, as well as support income generation and enhance food security.

The **Liberia Agriculture Transformation Agenda** was developed in 2015 to enhance Liberians' economic resilience through improved livelihoods, and food and nutrition security. It seeks to permanently address food insecurity and malnutrition through the development of agricultural value chains that can achieve systemic change at scale. The agenda supports three of the four dimensions of food security (access, affordability, and utilization) by strengthening agricultural value chain development that leads to increased farm incomes and hence increased food security.⁸

The **Liberia Agriculture Sector Investment Program 2011-2015**—developed in partial fulfillment of the requirements of the Comprehensive Africa Agriculture Development Programme—focused its first program on achieving the 2008 National Food Security and Nutrition Strategy objective of ensuring that all Liberians have reliable access to the food they need and can use that food to live active and healthy lives.⁹ It included four subprograms designed to support food and nutrition security: food crop production and productivity enhancement; improved nutritional status and management of food emergencies; fisheries development; and livestock development and promotion. Recognizing the important role of women in attaining food and nutrition security, the program also sought to develop and implement a Rural Women Empowerment Program to enhance women's decision-making powers and access to credit, land, extension services, technology, and market information to ensure their active participation in the development of food commodity value chains.

The **Liberia Agriculture Sector Investment Plan 2018-2022** focused on putting in place a reliable and functioning FNS information and monitoring system; ensuring effective management and prevention of chronic and acute food insecurity and malnutrition; increasing the productive capacity and income levels of poor and vulnerable farmers; and improving nutrition and food access for all Liberians. The plan also sought to promote and support the annual national Comprehensive Food Security and Nutrition Survey.¹⁰

Although the government of Liberia developed these policies and strategies to guide national programs for attaining food security, most of their targets have not been met due to implementation challenges, and 32.4 percent of Liberians continued to face serious food insecurity in 2022.¹¹ The Preparedness Plan will contribute to the achievement of the objectives of these strategies by providing detailed operational arrangements and time-bound protocols for monitoring and identifying emerging FNS crisis risks and providing guidance for programmatic responses to emerging food crises by the government and humanitarian, development, and donor partners. The Preparedness Plan also details protocols for coordinating food security activities and escalating additional financing and programmatic needs to senior officials to recognize and mitigate emerging crises and bridge funding and programming gaps.

Lessons learned

1. **Uncoordinated response plan between the Liberian government and partners and among partners to tackle household vulnerability to food insecurity caused by demographic characteristics or gender makeup of the household heads.** According to the 2022 Rapid Food Security, Nutrition, Livelihoods, and Markets Assessment, 56 percent of rural households are headed by females, with agriculture being the main source of livelihood activities. These households are more exposed to threats of food insecurity and nutrition deficit than their male counterparts. However, little has been done to comprehensively address the problem of household vulnerability based on demographic characteristics. The government and its partners encouraged and trained farmers in forming cooperatives and farming groups, but many have been unsuccessful due to lack of agricultural equipment to improve production and lack of access to reliable markets and transport facilities. Programs designed to support mothers and women household heads include a Kitchen Garden initiative by Concern Worldwide, which helped rural female farmers balance nutritional needs with generating income.¹²

⁸ Preamble of the Liberia Agriculture Transformation Agenda, 2015, p. 4.

⁹ Liberia Agriculture Sector Investment Program (LASIP) Report, 2010, p. 21.

¹⁰ Strategic objectives and framework, Liberia Agriculture Sector Investment Program, 2018-2022, p. 29.

¹¹ Global Hunger Index: Food Systems Transformation and Local Governance, 2022.

¹² Accelerating Nutrition and Sustainable Agriculture and Resource Management (ANSARM) program in Liberia, 2017-2022.

2. Technical limitations and gaps around missing data, timely data collection, data quality, and limited use. There is no comprehensively agreed-on methodology or timeframe for the FNS data collection process. MOA and its partners conduct FNS surveys based on available funding. There are significant uncertainties about data accuracy, timing, and seasonal fluctuations in food prices during national holidays or triggers for food crises requiring humanitarian response, which together limit the accuracy of IPC-based early warnings. Data gaps also persist across several areas: there is no age-disaggregated data; limited data exists on the impacts of the COVID-19 pandemic on food and nutrition; and there is insufficient data on adolescents, small businesses' contribution to food security and nutrition, and minimum acceptable diets. Moreover, weaknesses in sampling approaches for collecting data on crop and livestock production result in data that are not statistically robust. The methodology used for analysis and interpretation of output is not comprehensive, relying largely on the normative judgments of hired consultants, with limited involvement of LISGIS. Resolving technical issues around the timeframe, funding, and methodology is essential for gathering comprehensive early warning information.

3. Strengthening government statistical capacity. There is a need to strengthen the statistical capacity of Liberia's line ministries and agencies in the agriculture and nutrition sector using LISGIS. Line ministries, agencies, and related institutions should be trained to understand statistical analysis using a monitoring dashboard for key FNS indicators. Strengthening statistical capacity should focus on data reliability, quality assurance, analysis, and using data points as predictors of emerging crises in a timely manner. This statistical analysis can be built on a modeling approach that uses historical FNS data to predict FNS crises such as the 2009 earthworm attack and the 2014–2016 Ebola pandemic.

This could be used to improve IPC analyses and help identify emerging indicators that may be linked to IPC predictions.

4. Lack of effective political will. There has been limited demonstrated political will to support the agricultural sector through the government's budgeting process. Although the agricultural sector provides livelihood opportunities for more than 40 percent of Liberia's population and contributes more than 36 percent of the country's GDP,¹³ the sector receives less than 10 percent of the government's US\$625.57 million budget.¹⁴ While previous governments have identified agriculture as a top priority in development plans, this commitment has not been reflected during the budgeting process. The lack of effective political will has resulted in underfunding, leaving most agricultural activities dependent on development assistance. This has led to poor or ineffective local production and low nutritional intake among rural families, who are the most affected by low investment in the sector.

5. Limited or no proper coordination mechanism during pandemics and disease outbreaks such as Ebola and COVID-19. Public health crises are regarded as a notable cause of food insecurity crises in Liberia. These crises not only affect farmers but also disrupt market activities, leading to reduced availability and accessibility of food and nutrition. Liberia's experiences with the Ebola outbreak and the COVID-19 pandemic offer lessons for managing future pandemics. During both outbreaks, the government of Liberia successfully mobilized resources through its partners to quickly respond from a public health perspective. However, significant loss of life occurred due to fragmented and uncoordinated response efforts by the government and its partners. The lack of a proper coordination mechanism also affected the post-pandemic economic recovery, undermining response efforts.

¹³ World Bank Climate Change Knowledge Portal, <https://climateknowledgeportal.worldbank.org>.

¹⁴ Liberia National Budget FY2024.

Liberia Preparedness Plan focal points

TABLE 7: FOCAL POINTS

MINISTRY/AGENCY	PRIMARY RESPONSIBILITIES	FOCAL POINT AND ALTERNATIVE	TITLE	EMAIL	PHONE
Risk Monitoring Team					
Liberia Institute of Statistics and Geo-Information Services (LISGIS)	Lead	Emmanuel V. Kaye	Agro Statistician	kayemmanuelv@gmail.com	+231887814535
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Ministry of Health	Lead	Dr. Bedee Duworko Gbozee	Director, Nutrition Division	bduworko@gmail.com	+231886581779
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National Disaster Management Agency (NDMA)	Lead	Abraham Jabate Paasewe	Assistant Director, Emergency and Response and Recovery	abrahamjpaasewe@gmail.com	+231 886233642 +231770136019
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	Alternate	Hon. Bob Kortu	Deputy General		+231777840310
Ministry of Transport	Lead	Albert M. Sherman	Assistant Director, Liberia Meteorology Service	albertmsherman@gmail.com	+231886565078 +231776679045
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Concern Worldwide	Lead	Joseph Odyek	Program Director	joseph.odyek@concern.net	+231776342535
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Central Bank of Liberia	Lead				
	Alternate				
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	Alternate	Joseph Odyek	Program Director	joseph.odyek@concern.net	+231776342535
Action Against Hunger	Lead	Laurence Gros	Country Director	cd@lr-actionagainsthunger.org	+231777478516
	Alternate	Tekar Jallah Bundor	Head of Nutrition and Health Department	nhhod@lr-actionagainsthunger.org	+231776985991
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MINISTRY/AGENCY	PRIMARY RESPONSIBILITIES	FOCAL POINT AND ALTERNATIVE	TITLE	EMAIL	PHONE
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	Alternate	Bill McGee Jones	Deputy Minister for Administration		
Ministry of Agriculture	Lead	Hon. J. Alexander Nuetah	Minister	januetah@moa.gov.lr	+231886808382 0770475189
	Alternate	Hon. Anthonette Dukuly	Deputy Minister for Administration	adukuly@moa.gov.lr	+231886553810
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	Alternate				
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Forward-looking and aspirational efforts to strengthen government capacity to lead and deliver the Preparedness Plan

This annex captures planned efforts to build the government of Liberia's capacity to lead and deliver the Preparedness Plan. While the core Plan document represents active operational arrangements, efforts captured in this annex are not yet in place and/or require additional time to become operational. These aspirational efforts are time-bound and specific, and the progress made in achieving these targets will be included in the annual performance reviews submitted to the Senior Team.

TABLE 8: FORWARD-LOOKING AND ASPIRATIONAL EFFORTS TO STRENGTHEN GOVERNMENT CAPACITY TO LEAD AND DELIVER THE PREPAREDNESS PLAN

CAPACITY-BUILDING GOAL	DESCRIPTION	RESPONSIBLE AGENCIES	ACTION STEPS AND TIMELINE
Enhanced capacity to lead the Risk Monitoring Team's operational arrangements for monitoring, reporting, and identifying extraordinary FNS crises in Liberia			
Training for ministries, agencies, and partners to support better use of WFP Market Monitoring Report and other food price and related nutrition data to facilitate effective implementation of the Preparedness Plan in the short and medium term.	Through the Market Monitoring Report, WFP collects monthly food prices and transport costs across Monrovia and other major cities in Liberia. LISGIS could use the data to both supplement its current (consumer price index, CPI) food price inflation estimates and conduct its own food security assessment to better support the implementation of the Preparedness Plan. Other line ministries such as MOCI and MOA could also use the data to inform their operations.	LISGIS with support from MOA and WFP	Mobilization of resources for staff training (LISGIS, MOCI, MOA, and others) in vulnerability analysis and mapping data analysis and reporting within the next six months to ensure that price data are ready to be used for February 2025 reporting.

CAPACITY-BUILDING GOAL	DESCRIPTION	RESPONSIBLE AGENCIES	ACTION STEPS AND TIMELINE
Financial and technical support in the medium term for LISGIS to improve price data collection and analysis by moving away from the current Monrovia-based CPI estimates for the entire country to a nationally representative CPI by collecting price data in at least the most populated cities of each region, such as Monrovia, Ganta, Buchanan, Gbarnga, Kakata, Harbel, and Voinjama.	Current LISGIS price inflation estimates based on data collected in Monrovia is insufficient to support Preparedness Plan implementation nationwide in the long run.	LISGIS, supported by MOA statistical units	High-level leadership action and financial support are necessary to address the current CPI funding gaps and existing Preparedness Plan coordination challenges to enable LISGIS to collect price data across all regions. Increasing online information dissemination after completion of the platform, a cloud-based server for data storage, and trained staff are already available to MOA, MOH, LISGIS, and Food Security and Nutrition Technical Working Group members. Timeframe for this activity is by March 2025.
Enhanced capacity to lead the Programming Team's operational arrangements for convening and decision-making			
Strengthen the technical capacity of the FNS Secretariat at the Office of the Vice President to respond promptly and dedicate itself to Preparedness Plan coordination in government to ensure regular updates of annexes.	The Preparedness Plan annexes require updating to ensure that FNS projects falling within the scope of scaling up after the Plan is triggered in a particular year are captured accurately. This can be done by creating an online platform and operational protocol allowing automatic updates of annexes through direct partner input and an agreed timeframe (for example, monthly or bimonthly basis).	MFDP, MOA	MFDP to allocate funding for the secretariat operations. The Preparedness Plan team will design the online platform, draft the protocol, and provide training on its implementation. Timeframe for completion of this activity is by June 2025.
Technical support for lead technical ministry/agency in assessing evidence on emerging crisis and effective monitoring of Preparedness Plan indicators and providing recommendations.	Technical leadership required to cultivate analytical skills in scrutinizing evidence of emerging crises and providing recommendations for action at technical working group.	MOA, MOH, MOT, LISGIS, MOCI, and partners	Technical assistance to be provided to the technical lead ministries to build necessary capacities in analytical skills and scrutinizing evidence.

CAPACITY-BUILDING GOAL	DESCRIPTION	RESPONSIBLE AGENCIES	ACTION STEPS AND TIMELINE
Enhanced capacity to lead the Senior Team's operational arrangements for convening and decision-making to trigger the Preparedness Plan			
Technical and financial support to capacitate the Secretariat for the Preparedness Plan. The Secretariat is responsible for operational arrangements for scaling up activities, including monitoring an emerging crisis and the scaled-up response; providing quarterly briefings to the Senior Officials Group in element 3; communicating with relevant stakeholders; and preparing a joint statement to stand down the Preparedness Plan crisis response.	Operational delivery and oversight of the scaled-up activities requires a dedicated team with clear roles, responsibilities, and accountability to ensure effective early responses, communications, and monitoring of the scaled-up activities.	MOA and SUN-L	Fill staffing gaps, train staff of the Preparedness Plan technical working group, and hold an orientation meeting for the Senior Officials Group by July 2025.
Enhanced capacity for crisis preparedness planning (for example, financing and programming)			
Establish a clear and effective contingency financing or scaling-up mechanism to enable early response.	Map all available contingency financing or programs that could be scaled up during an FNS crisis in Liberia through predetermined contingent early earmarked funding for response.	MOH, Vice President Office Secretariat, MFDP	Convene a high-level meeting with donor group and partners by March 2025.



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