



REPUBLIC OF LIBERIA



MINISTRY OF AGRICULTURE

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CORPORATE STRATEGIC PLAN 2025-2030

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Message from the Minister

Fellow Liberians, Distinguished Partners, Colleagues, and Friends of Agriculture,

It is with deep responsibility and renewed determination that I present the Ministry of Agriculture's Corporate Strategic Plan for 2025–2030. This plan marks a decisive chapter in our national journey toward food sovereignty, economic resilience, and inclusive rural transformation in the Republic of Liberia.

Agriculture is not simply a sector of our economy, it is the foundation of our national identity, the livelihood of most of our people, and the engine of our future prosperity. It is the backbone of our economy, and the pathway to rural prosperity, national stability, and long-term economic diversification. For decades, Liberia's agricultural potential has far exceeded its performance. Today, we commit to closing that gap.

Anchored in the National Agriculture Development Plan (NADP) This Strategic Plan is firmly aligned with the vision of the National Agriculture Development Plan (NADP): **to build a modern, competitive, inclusive, and sustainable agricultural sector that ensures national food and nutrition security, generates decent employment, strengthens value chains, and contributes significantly to economic growth and poverty reduction.**

The NADP envisions a Liberia where:

- Liberians feed themselves with dignity.
- Farmers are empowered with knowledge, technology, and market access.
- Agriculture transitions from subsistence to commercialization.
- Youth and women become leaders in agribusiness and innovation.
- Natural resources are managed responsibly for future generations.

This Corporate Strategic Plan translates that national vision into actionable institutional commitments. It clarifies our priorities, strengthens our governance systems, and establishes measurable pathways for results.

Our Strategic Direction (2025–2030)

Over the next five years, the Ministry will focus on five transformative pillars:

1. **Food and Nutrition Security** – Increasing domestic production of staple crops, livestock, and fisheries to reduce import dependency and improve household nutrition.
2. **Inclusive and Competitive Agribusiness** – Strengthening value chains, expanding agro-processing, mobilizing private investment, and creating jobs—especially for youth and women.
3. **Research, Innovation, and Extension** – Revitalizing research institutions, expanding extension coverage, and accelerating digital and climate-smart agriculture.

4. **Sustainable Natural Resource Management** – Promoting responsible land use, climate resilience, and biodiversity conservation.
5. **Institutional Governance and Sector Coordination**—Enhancing transparency, accountability, performance management, and multi-stakeholder collaboration.

This plan shifts our approach from fragmented interventions to coordinated systems transformation. It embeds monitoring, evaluation, risk management, and evidence-based planning at the core of our operations. It strengthens decentralization to ensure that every county benefits equitably from agricultural growth.

A New Era of Agricultural Transformation

Liberia currently imports a significant share of its staple food, particularly rice. This is not merely an economic issue—it is a matter of national dignity. Under the President’s “Liberians Feed Yourselves” vision, agriculture has been elevated to a strategic national priority. We are called to move from dependency to self-reliance, from vulnerability to resilience, and from potential to performance.

Our ambition is bold yet achievable:

By 2030, Liberia will have a resilient, efficient, and market-driven agricultural sector that feeds its people, competes regionally, empowers its youth, and sustains its natural heritage.

To our employees: You are the custodians of delivery. Excellence, integrity, and professionalism must define our service. Your dedication and innovation will bring this plan to life in every county and community across Liberia.

To our development partners: We thank you for your continued support and invite you to align your programs and investments with this strategic framework for maximum impact.

To our farmers and cooperatives: You are the heart of this transformation; own it.

To the private sector: We invite you to invest confidently in a sector that is reforming, modernizing, and opening new opportunities.

To the Liberian public: Agriculture is our heritage and future. We urge you to engage, innovate, and hold us accountable as we build a sector that serves all.

This document is not an aspiration—it is a performance contract with the Liberian people. It clearly defines key result areas, measurable indicators, accountability mechanisms, and institutional reforms. Progress will be monitored transparently and reported regularly. We will adapt, learn, and improve continuously.

Together, we will cultivate resilience.
Together, we will build competitiveness.
Together, we will secure Liberia's food future.
The future is fertile. The time to act is now.

With commitment and resolve,



J. Alexander Nuetah, PhD.

Minister of Agriculture
Republic of Liberia

Background

1. Historical Context and Sectoral Significance

Agriculture lies at the heart of Liberia’s economic recovery, national identity, and social well-being. With the ARREST Agenda for Inclusive Growth and Sustainable Development as our compass, the Ministry of Agriculture undertakes this strategic plan to set a clear direction for sector transformation, responding to shifting global, regional and local challenges.

This document provides a blueprint for coordinated action, resource mobilization, and continuous learning, guided by the aspirations and needs of our farmers, cooperatives, youth, and communities.

The Ministry of Agriculture of Liberia is mandated to develop, coordinate, and implement policies, programs, and strategies to drive national food security, rural development, and economic diversification. With roots in Liberia’s earliest nation-building efforts, the Ministry now stewards programs in crop production, livestock, agribusiness, extension, research, and rural infrastructure, working with government, donors and civil society.

Recent years have brought significant achievements—the National Agriculture Development Plan (NADP), expansion of climate-smart practices, mechanization hubs, and improved extension outreach. Yet challenges persist, including funding gaps, technological needs, and capacity limitations. This strategic plan addresses these challenges head-on.

This Strategic Plan provides a coordinated framework for the Ministry’s operations from 2025 through 2030, aligning departmental activities with national and international priorities, ensuring efficient resource use, and enabling adaptive responses to emerging risks and opportunities.

It is designed to

Clarify the Ministry’s mission, vision and values.:

- 1.
2. Set strategic goals responsive to Liberia’s development agenda.
3. Distill key strengths and weaknesses and assess external drivers and risks.
4. Offer clear strategies, performance indicators, strategic initiatives, and accountability mechanisms.
5. Promote innovation, inclusiveness and sustainability in every aspect of agricultural governance.

The Ministry of Agriculture’s vision is to establish a self-sufficient, self-reliant, and sustainable agricultural sector in Liberia by 2030. The mission emphasizes the creation of an enabling environment for a dynamic and vibrant agricultural sector, focused on sustainable food security, poverty reduction, and employment for all Liberians. Operationally, the Ministry positions itself as the central public service entity responsible for policy development, sector oversight, innovation, and the promotion of inclusive growth in agriculture.

The Ministry is anchored in a set of core values that guide its culture and operations:

1. Excellence and Professionalism: Commitment to high standards and continuous improvement in service delivery.
2. Integrity and Accountability: Upholding transparency, ethical conduct, and responsible use of resources.
3. Equity and Inclusiveness: Promotion of gender equity, youth empowerment, and participation of marginalized groups.
4. Partnership and Collaboration: Fostering participatory processes with private sector, civil society, and grassroots communities.
5. Efficiency and Responsiveness: Timely, effective, and client-focused public service.

These values are designed to foster public trust, drive ethical leadership, and align institutional behavior with national ideals.

Medium-term strategic priorities are focused on:

1. Enhancing food security and nutrition through increased yields, reduced import dependency, and improved value chains.
2. Promoting climate-smart and sustainable agriculture to build resilience and environmental stewardship.
3. Strengthening market access, agro-processing, and rural infrastructure for economic growth.
4. Empowering youth and women in agribusiness and decision-making.
5. Institutional reform, capacity building, and efficient resource management.
6. Strengthening partnerships, collaboration and effective communication in resource mobilization and implementation of the strategic plan

Key performance indicators (KPIs) include crop yields, self-sufficiency ratios, reduction in post-harvest losses, numbers of value-added enterprises, extension service coverage, gender/youth participation, budget utilization rates, adoption of climate-resilient practices, number of inter-and-intra departmental and sector specific meetings held, amount of funds raised from partnerships by value and types, etc.

Agriculture has long been the backbone of Liberia's economy, employing over 60% of the workforce and contributing significantly to GDP. Despite its vast potential, over 4 million acres of arable land, abundant rainfall, and rich biodiversity, the sector has remained underutilized, fragmented, and vulnerable to external shocks. Past efforts, including LASIP I & II and various donor-supported programs, laid important groundwork but lacked sustained coordination, investment, and resilience mechanisms.

This Five-Year Strategic Plan (2025–2030), embedded within the broader **National Agriculture Development Plan (NADP)**, marks a decisive shift toward sectoral transformation. It aligns with the national development agenda and the President’s “Liberians Feed Yourselves” initiative, which calls for food sovereignty, youth empowerment, and rural revitalization.

2. Rationale for the Strategic Plan

Liberia currently imports over 70% of its rice, the national staple, diverting scarce foreign exchange from infrastructure and human development. Climate change, global food insecurity, and economic volatility further threaten national stability. The strategic plan responds to these challenges by:

1. Reducing dependence on food imports
2. Creating jobs for Liberia’s youthful population (65% under age 25)
3. Harnessing natural capital valued at \$24.7 billion, including forest assets
4. Leveraging Liberia’s strategic location for regional and global trade

It is both an economic imperative and a matter of human dignity.

3. Consultative and Inclusive Formulation Process

The plan was developed through extensive consultations with:

1. Farmers and cooperatives across all counties
2. Civil society organizations and academic institutions
3. Private sector actors in agribusiness and logistics
4. Development partners and donors
5. Technical experts in climate, nutrition, and governance

This participatory approach ensures that the plan reflects grassroots realities, national priorities, and global practices.

4. Strategic Alignment and Policy Coherence

The Five-Year Strategic Plan is harmonized with:

1. Government’s ARREST Agenda
2. The ECOWAS Agricultural Policy (ECOWAP)
3. The African Union’s Comprehensive Africa Agriculture Development Programme (CAADP)
4. Global frameworks on climate resilience, food systems, and gender equity
5. UN Sustainable Development Goals, etc.

It also integrates lessons from LASIP II (2018–2022), which emphasized value chain development, agro-financing, and institutional reform.

5. Visionary Leadership and Political Will

Under the stewardship of **Dr. J. Alexander Nuetah**, Minister of Agriculture, and with the full backing of **President Joseph Nyuma Boakai**, the plan embodies a new era of political commitment to agricultural transformation. The President’s framing of agriculture as a “national dignity issue” elevates the sector from subsistence to sovereignty, from policy to purpose.

6. Implementation Readiness and Institutional Reform

The Ministry has initiated reforms to ensure effective delivery:

1. Strengthening extension services and research institutions
2. Digitizing farmer registries and subsidy systems
3. Enhancing transparency, monitoring, and public reporting
4. Building capacity at county and community levels

These reforms aim to restore public trust and attract sustained investment.

Mission Statement

“Deliver effective, efficient, and responsive agricultural services—planning, extension, policy, and development—that foster sustainable production, food security, household income growth, and improved nutrition through human and institutional capacity building, environmental stewardship, and inclusive resource mobilization.”

Vision Statement

“A resilient, efficient, and profitable agricultural sector in Liberia, driven by increased productivity, sustainable practices, and empowered farmers with modern techniques and robust market access—reducing poverty, improving food security, and building self-reliant communities.”

Core Values

The Ministry holds and actively demonstrates the following values:

1. Integrity: Upholding transparency, accountability, and ethical standards.
2. Efficiency: Delivering timely, cost-effective services and support.
3. Professionalism: Maintaining high standards in all operations and interactions.
4. Collaboration: Fostering teamwork and partnerships across sectors and regions.
5. Innovation: Embracing data-driven solutions, continuous improvement, and modern technologies.
6. Equity & Inclusion: Promoting fair treatment, equal opportunity, and gender/youth empowerment in all programs.
7. Environmental Stewardship: Integrating sustainability and ecological responsibility into planning and execution.

Mandate Clarification

Legal and Constitutional Authority

The Ministry of Agriculture (MOA) derives its mandate from the Constitution of the Republic of Liberia and relevant statutory instruments, including the Public Sector Reform Act and the Agriculture Law of Liberia. It is the principal government institution responsible for formulating, implementing, and monitoring agricultural policies, programs, and regulations across the country. ***“The Ministry shall lead the development and transformation of Liberia’s agriculture sector in alignment with national priorities, regional commitments, and global standards.”***

Core Institutional Mandate

The Ministry of Agriculture is mandated to:

1. **Ensure national food and nutrition security** through sustainable agricultural production, distribution, and consumption.
2. **Promote inclusive economic growth** by supporting agribusiness, value chain development, and rural entrepreneurship.
3. **Safeguard natural resources** through climate-smart agriculture, land governance, and biodiversity conservation.
4. **Strengthen institutional capacity** for policy formulation, service delivery, and sector coordination.
5. **Mobilize and manage public and donor investments** in agriculture, ensuring transparency, efficiency, and impact.

Policy and Regulatory Functions

The Ministry is responsible for:

1. Drafting and enforcing agricultural laws, regulations, and standards
2. Coordinating national agricultural strategies, including the National Agriculture Development Plan (NADP)
3. Regulating inputs (seeds, fertilizers, pesticides), land use, and food safety
4. Overseeing agricultural research, extension services, and farmer education
5. Monitoring and evaluating sector performance and reporting to government and stakeholders

Operational and Programmatic Roles

The Ministry executes its mandate through:

1. County Agriculture Offices and decentralized service delivery units
2. Specialized agencies and programs (e.g., Liberia Agricultural Commodity Regulatory Authority, Central Agricultural Research Institute)
3. Partnerships with farmers, cooperatives, NGOs, private sector, and development partners
4. Flagship initiatives such as the “Liberians Feed Yourselves” campaign and LASIP II legacy programs

Strategic Alignment and Coordination

The Ministry ensures coherence with:

1. The ARREST Agenda
2. The Comprehensive Africa Agriculture Development Programme (CAADP)
3. The ECOWAS Agricultural Policy (ECOWAP)
4. The Sustainable Development Goals (SDGs)

It serves as the national focal point for agricultural coordination with regional bodies, international agencies, and donor institutions.

Public Engagement and Accountability

The Ministry is committed to:

1. Transparent communication with citizens, farmers, and stakeholders
2. Participatory planning and inclusive decision-making
3. Timely publication of sector data, budgets, and performance reports
4. Upholding ethical standards and anti-corruption principles in all operations

Strategic Goals



SWOT Analysis

Strengths

1. Technical expertise in policy and sector oversight, dedicated extension services, partnerships with research institutions, and a clear set of core values.
2. Strong policy frameworks and alignment with national development plans.
3. Experienced leadership and technical staff.
4. Successful implementation of flagship programs (STAR-P, RETRAP,

Weaknesses

1. Chronic underfunding, gaps in technical capacity, inconsistent program delivery, bureaucratic delays, and limited data systems.
2. Limited technological capabilities and digital systems.
3. Funding gaps and dependency on external resources.
4. Skill gaps (GIS, data analytics, extension expertise).
5. Unclear mandates and moderate interdepartmental collaboration.

<p>SADFONS).</p> <ol style="list-style-type: none"> Operational infrastructure (mechanization hubs, cold storage, decentralized staff). Active donor engagement and sector coordination platforms. Strong values of professionalism, integrity, and collaboration. 	<ol style="list-style-type: none"> Staff turnover and incomplete career progression pathways. Data discrepancies and manual processes in some regions. Budget constraints limit innovation and outreach. Irregular or ineffective monitoring and evaluation practices.
<p>Opportunities</p> <ol style="list-style-type: none"> Adoption of new technologies, regional partnerships, youth engagement, expanded agro-processing, and private sector collaboration. Emerging technologies and digital transformation (MIS, e-extension). Public-private partnerships, donor support, and co-financing models. Regional integration and trade platforms (ECOWAS, WAAPP). Research partnerships, academic collaborations, and capacity building. Growing youth interest in agribusiness and entrepreneurship. Potential for scaling successful models to new counties and communities. Policy reform and legislative advocacy for resource mobilization. 	<p>Threats</p> <ol style="list-style-type: none"> Political instability, economic shocks, climate change impacts, donor dependency, land tenure issues, and persistent gender disparities. Political instability, shifting government priorities, and election cycles. Climate disruptions (floods, droughts, environmental degradation). Health emergencies and global trade volatility. Donor fatigue and unreliable external funding. Misinformation, negative public perception, and reputational risks. Legal disputes around land tenure and compliance gaps. Poor infrastructure affecting access, logistics, and input delivery.

PESTLE Analysis

Political Factors

- Alignment with ARREST Agenda and NADP; strong government commitment to agriculture.
- Influence of election cycles and political appointments.
- Policy reforms and decentralization trends supporting sector growth.
- Potential risks from patronage practices and shifting priorities.

Economic Factors

1. National budget allocations below Maputo Declaration targets.
2. Inflation, currency volatility, and funding delays impacting delivery.
3. Agri-finance options, commercialization, and value chain development evolving.
4. Cost-effective program models and public-private partnerships as growing drivers.

Social Factors

1. Youth and women’s empowerment is central to mission and programs.
2. Cultural traditions, local beliefs, and literacy influence service uptake and outreach.
3. Cooperative development and civic participation supporting social cohesion.
4. Migration trends and urban-rural connectivity shaping labor and service models.

Technological Factors

1. Rapid advances in digital systems, mobile platforms, and data collection tools.
2. Emergence of e-extension, mechanization, and climate-smart agriculture pilots.
3. Challenges in digital literacy, adoption gaps, and resource allocation for upgrades.
4. Integration of GIS, drones, and AMIS in planning and monitoring.

Environmental Factors

1. Climate vulnerability and disaster preparedness are increasingly prioritized.
2. Sustainable farming techniques, biodiversity indicators, and agroecology in development.
3. Environmental laws, reforestation, and carbon initiatives on the rise.
4. Need for robust natural resource management and waste reduction.

Legal Factors

1. Complex land tenure laws, compliance requirements, and dispute resolution mechanisms.
2. Procurement law, labor protections, and contract management needing regular review.
3. Alignment with international agricultural obligations and trade regulations.
4. Ongoing advocacy for legal reforms to facilitate investment, innovation, and accountability.

Stakeholder Mapping

1. Internal Government Stakeholders

Stakeholder	Role	Influence	Interest	Engagement Strategy
President of Liberia	Political leadership and national vision	Very High	Food sovereignty, rural transformation	Strategic briefings, presidential initiatives
Ministry of Finance and Development Planning	Budget allocation, donor coordination	High	Fiscal discipline, investment returns	Joint planning, budget alignment

Stakeholder	Role	Influence	Interest	Engagement Strategy
Legislature (Agriculture Committees)	Oversight, lawmaking, budget approval	High	Policy coherence, constituency impact	Policy consultations, legislative reports
County Agriculture Offices	Local implementation and service delivery	Medium	Community development, farmer support	Capacity-building, decentralized planning
Central Agricultural Research Institute (CARI)	Research and innovation	Medium	Productivity, technology adoption	Joint programs, funding support

2. Farmer and Community Stakeholders

Stakeholder	Role	Influence	Interest	Engagement Strategy
Smallholder Farmers	Primary producers	High	Inputs, markets, extension services	Farmer forums, subsidies, training
Farmer Cooperatives and Associations	Aggregation, advocacy	Medium–High	Bargaining power, access to finance	Cooperative strengthening, policy inclusion
Women and Youth in Agriculture	Labor force, innovation drivers	Medium	Empowerment, income, land access	Gender-sensitive programs, youth incubation
Traditional Leaders and Elders	Land governance, community mobilization	Medium	Cultural legitimacy, land rights	Dialogue platforms, land reform inclusion

3. Private Sector Stakeholders

Stakeholder	Role	Influence	Interest	Engagement Strategy
Agro-input Suppliers	Seeds, fertilizers, tools	Medium	Market access, regulation	Licensing, quality control, partnerships
Agro-processors and Exporters	Value addition, trade	High	Infrastructure, policy stability	Investment incentives, trade facilitation
Financial	Credit,	Medium	Risk management,	Agricultural

Stakeholder	Role	Influence	Interest	Engagement Strategy
Institutions	insurance, investment		returns on investment	finance schemes, guarantees
ICT and Logistics Firms	Digitization, transport	Medium	Innovation, efficiency	Digital platforms, public-private pilots

4. Development Partners and Donors

Stakeholder	Role	Influence	Interest	Engagement Strategy
World Bank, IFAD, AfDB	Financing, technical support	Very High	Impact, sustainability, governance	Joint programs, results-based reporting
FAO, WFP, UNDP	Policy, food systems, resilience	High	Nutrition, climate, livelihoods	Technical assistance, policy alignment
EU, JICA, GIZ	Bilateral support	High	Strategic alignment, visibility	Sector coordination, donor roundtables
ECOWAS and AU	Regional integration	Medium	Trade, policy harmonization	Regional forums, compliance tracking

5. Civil Society and Academic Stakeholders

Stakeholder	Role	Influence	Interest	Engagement Strategy
NGOs and CSOs	Advocacy, service delivery	Medium	Inclusion, accountability	Stakeholder consultations, joint projects
Universities and Research Institutes	Knowledge generation	Medium	Innovation, capacity-building	Research grants, curriculum reform
Media and Journalists	Public awareness	Medium	Transparency, education	Press briefings, media partnerships

6. International and Regional Stakeholders

Stakeholder	Role	Influence	Interest	Engagement Strategy
CAADP Secretariat (AU)	Policy alignment	Medium	Agricultural transformation	Reporting, peer review mechanisms
ECOWAS Commission	Regional policy and trade	Medium	Harmonization, food security	Regional coordination, compliance
Global Climate and Food Security Networks	Advocacy and funding	Medium	Resilience, sustainability	Project alignment, joint advocacy

Summary Matrix: Influence vs. Interest

Quadrant	Stakeholder Type	Strategy
High Influence / High Interest	President, MFDP, Donors, Farmers	Strategic partnerships, co-creation
High Influence / Low Interest	Legislature, Exporters	Advocacy, policy engagement
Low Influence / High Interest	Youth, Women, CSOs	Empowerment, inclusion
Low Influence / Low Interest	Peripheral actors	Awareness, capacity-building

Theory of Change

Liberia achieves food sovereignty, rural prosperity, and agricultural competitiveness, contributing to inclusive economic growth, national dignity, and climate resilience.

Strategic Pathway Overview

Level	Description
Impact	A transformed agricultural sector that ensures food security, creates jobs, and drives sustainable development
Outcomes	Systemic changes in production, markets, governance, and resource management
Outputs	Tangible deliverables from programs, policies, and investments
Activities	Strategic initiatives, core interventions and operational actions
Inputs	Resources, partnerships, and institutional capacity

Pathways

1. Inputs

1. Public financing and development partners' support
2. Technical expertise and research partnerships

3. Institutional reforms and capacity-building
4. Farmer engagement and cooperative networks
5. Production inputs, Digital tools and infrastructure

2. Activities

1. Develop and implement the NADP and Five-Year Strategic Plan
2. Train extension workers and deploy climate-smart technologies
3. Support agribusiness incubation and access to finance
4. Reform land governance and promote sustainable practices
5. Increase cultivation, Strengthen monitoring, evaluation, and public reporting

3. Outputs

1. Increased domestic production of rice, cassava, vegetables, poultry, and fish, etc.
2. Expanded agro-processing and rural entrepreneurship
3. Improved access to inputs, markets, and extension services
4. Digitized farmer registries and subsidy systems
5. Transparent institutional performance metrics

4. Outcomes

1. Reduced food imports and improved nutrition
2. Job creation, especially for youth and women
3. Resilient value chains and competitive agribusinesses
4. Sustainable land and forest management
5. Strengthened governance and stakeholder trust

5. Impact

1. Liberia feeds itself with dignity and resilience
2. Agriculture becomes a pillar of national development
3. Rural communities thrive economically and socially
4. The Ministry earns public confidence through results and transparency

Assumptions

1. Political will remains strong and consistent
2. Development partners alignment with national priorities is sustained
3. Climate risks are mitigated through adaptive planning
4. Farmers and cooperatives actively participate
5. Institutional reforms are implemented effectively

Risks

1. Climate shocks and global food price volatility
2. Weak coordination among sectoral actors
3. Limited infrastructure and logistics capacity
4. Corruption or mismanagement of resources
5. Youth disengagement due to unmet expectations

Monitoring and Evaluation

1. Results tracked through KPIs aligned with NADP and SDG targets

2. Annual sector performance reviews and public scorecards
3. County-level dashboards for decentralized accountability
4. Feedback loops with farmers, CSOs, and development partners

Risk Assessment Framework

1. Purpose and Scope

This framework provides a systematic approach to identifying, analyzing, mitigating, and monitoring risks that could affect the successful implementation of the Ministry’s strategic goals. It applies across all programs, departments, counties, and partnerships.

2. Risk Categories and Examples

Category	Description	Examples
Strategic Risks	Risks that affect long-term goals and sector transformation	Policy reversals, weak political will, misalignment with national priorities
Operational Risks	Risks that affect day-to-day implementation and service delivery	Poor extension coverage, logistics failures, staff capacity gaps
Financial Risks	Risks related to funding, budgeting, and resource use	Donor withdrawal, budget shortfalls, misappropriation of funds
Environmental Risks	Risks from climate, natural disasters, and ecological degradation	Floods, droughts, pest outbreaks, deforestation
Stakeholder Risks	Risks from poor coordination, resistance, or disengagement	Farmer distrust, donor fatigue, weak private sector participation
Technological Risks	Risks from digital systems, innovation, and infrastructure	ICT failures, data loss, low digital literacy
Reputational Risks	Risks that damage public trust and institutional credibility	Corruption scandals, unmet expectations, poor communication

3. Risk Matrix: Likelihood vs. Impact

Likelihood	Impact	Risk Level	Response Strategy
High	High	Critical	Immediate mitigation, contingency planning, executive oversight
High	Medium	High	Prioritized mitigation, regular monitoring
Medium	High	High	Strategic mitigation, stakeholder engagement
Medium	Medium	Moderate	Routine controls, capacity-building
Low	High	Moderate	Scenario planning, early warning systems

Likelihood	Impact	Risk Level	Response Strategy
Low	Low	Low	Acceptable risk, periodic review

4. Risk Register Template

Risk ID	Description	Category	Likelihood	Impact	Mitigation Measures	Responsible Unit	Status
R001	Climate-induced crop failure	Environmental	High	High	Promote climate-smart agriculture, early warning systems	Extension Dept.	Active
R002	Budget shortfall in Year 3	Financial	Medium	High	Diversify funding sources, phased budgeting	Finance Unit	Monitored
R003	Farmer resistance to new subsidy model	Stakeholder	Medium	Medium	Community sensitization, pilot testing	Policy & Outreach	Mitigated
R004	ICT system failure in farmer registry	Technological	Low	High	Backup protocols, vendor support	MIS Unit	Pending

5. Mitigation Strategies

1. Preventive Controls: Training, SOPs, audits, and compliance checks
2. Responsive Measures: Crisis response teams, contingency budgets, rapid communication
3. Adaptive Planning: Scenario modeling, flexible implementation timelines
4. Stakeholder Engagement: Regular consultations, feedback loops, grievance redress mechanisms
5. Monitoring Tools: Risk dashboards, quarterly reviews, independent evaluations

6. Governance and Oversight

1. Risk Management Committee: Cross-departmental body chaired by the Deputy Minister for Planning
2. County-Level Risk Focal Points: Embedded in County Agriculture Offices
3. Annual Risk Review Report: Submitted to Cabinet and development partners
4. Integration with M&E Systems: Risks tracked alongside KPIs and program outcomes

7. Capacity Building and Culture

1. Train staff in risk literacy and adaptive management
2. Embed risk awareness in planning, budgeting, and procurement
3. Promote a culture of transparency, learning, and accountability

Key Result Areas (KRAs)

Strategic Goal 1: Ensure Food and Nutrition Security

Key Results Area	Description
1.1 Increased Domestic Production of Staple Crops	Boost yields of rice, cassava, maize, and vegetables through climate-smart practices and input access.
1.2 Expanded Livestock and Aquaculture Systems	Develop poultry, piggery, and inland fisheries to diversify protein sources and reduce imports.
1.3 Improved Access to Nutritious Foods	Promote biofortified crops, school feeding programs, and nutrition-sensitive agriculture.
1.4 Strengthened Food Distribution and Storage Infrastructure	Build silos, cold chains, and rural feeder roads to reduce post-harvest losses.
1.5 Reduced Food Import Dependency	Achieve measurable reductions in rice and poultry imports through domestic substitution.

Strategic Goal 2: Promote Inclusive and Competitive Agribusiness

Key Results Area	Description
2.1 Strengthened Agricultural Value Chains	Develop mechanization & processing hubs and aggregation centers for rice, cassava, cocoa, and horticulture.
2.2 Increased Access to	Operationalize specialized agriculture bank, Expand

Key Results Area	Description
Agricultural Finance	credit, insurance, and grant schemes for farmers, cooperatives, and SMEs.
2.3 Youth and Women Empowerment in Agribusiness	Launch incubation programs, land access initiatives, and entrepreneurship training.
2.4 Enhanced Market Linkages and Trade Facilitation	Improve domestic and cross-border trade through digital platforms and policy reforms.
2.5 Private Sector Investment Mobilization	Attract agribusiness investors through incentives, PPPs, and enabling regulations.

Strategic Goal 3: Strengthen Agricultural Research, Innovation, and Extension Services

Key Results Area	Description
3.1 Revitalized Agricultural Research Institutions	Strengthen CARI and partner universities to lead innovation and adaptive trials.
3.2 Expanded Farmer Extension Coverage	Deploy trained extension agents and digital tools across all counties.
3.3 Adoption of Climate-Smart and Digital Technologies	Promote precision farming, mobile advisory services, and resilient seed varieties.
3.4 Knowledge Transfer and Farmer Education	Establish farmer field schools, demo plots, and radio-based learning.
3.5 Research-Policy Linkages and Evidence-Based Planning	Use data and research to inform policy, budgeting, and program design.

Strategic Goal 4: Enhance Sustainable Natural Resource Management

Key Results Area	Description
4.1 Sustainable Land Use and Tenure Systems	Implement land governance reforms and promote responsible land allocation.
4.2 Climate Resilience and Adaptation Measures	Integrate agroforestry, water harvesting, and drought-resistant practices.
4.3 Forest and Biodiversity Conservation	Support reforestation, buffer zones, and community-based forest management.
4.4 Soil and Water Resource Protection	Promote soil testing, erosion control, and irrigation infrastructure.
4.5 Environmental Safeguards in Agricultural Projects	Enforce EIA compliance and integrate safeguards into donor-funded programs.

Strategic Goal 5: Improve Institutional Governance and Sector Coordination

Key Results Area	Description
5.1 Strengthened Ministry Capacity and Decentralization	Build staff capacity, digitize operations, and empower County Agriculture Offices.
5.2 Transparent Budgeting and Financial Management	Implement performance-based budgeting and public expenditure tracking.
5.3 Enhanced Monitoring, Evaluation, and Learning (MEL)	Develop dashboards, scorecards, and feedback systems for adaptive management.
5.4 Multi-Stakeholder Coordination Platforms	Establish regular forums with donors, CSOs, private sector, and farmer groups.
5.5 Anti-Corruption and Ethics Enforcement	Promote integrity, grievance redress, and internal audit reforms across the Ministry.

Performance Indicators (KPIs)

Strategic Goal 1: Ensure Food and Nutrition Security

KRA 1.1: Increased Domestic Production of Staple Crops

1. % increase in rice, cassava, and maize yields per hectare
2. Number of farmers accessing improved seeds and inputs
3. Area (hectares) under climate-smart cultivation
4. Volume of staple crops produced annually (metric tons)
5. % reduction in post-harvest losses

KRA 1.2: Expanded Livestock and Aquaculture Systems

1. Number of livestock units (poultry, pigs, goats) distributed
2. % increase in fish production from inland aquaculture
3. Number of farmers trained in animal husbandry
4. Livestock mortality rate (annual)
5. Number of operational hatcheries and feed mills

KRA 1.3: Improved Access to Nutritious Foods

1. % of households consuming diversified diets
2. Number of nutrition-sensitive agriculture projects implemented
3. Prevalence of stunting and undernutrition in children under 5
4. Number of biofortified crop varieties introduced
5. Number of school feeding programs supported by local produce

KRA 1.4: Strengthened Food Distribution and Storage Infrastructure

1. Number of functional storage facilities and silos built
2. Kilometers of feeder roads rehabilitated for market access
3. % reduction in transport time from farm to market
4. Volume of food stored under controlled conditions
5. Number of cold chain units installed and operational

KRA 1.5: Reduced Food Import Dependency

1. % reduction in rice imports annually
2. Ratio of domestic to imported food consumption
3. Number of local food brands entering formal markets
4. Value (USD) of imported vs. locally produced food
5. Number of policies enacted to promote local food sourcing

Strategic Goal 2: Promote Inclusive and Competitive Agribusiness

KRA 2.1: Strengthened Agricultural Value Chains

1. Number of value chain studies conducted and implemented
2. % increase in processed agricultural goods
3. Number of aggregation centers and processing hubs operational
4. Number of mechanization hubs operational
5. Volume of produce traded through formal value chains
6. Number of value chain actors trained in quality standards

KRA 2.2: Increased Access to Agricultural Finance

1. Number of farmers and SMEs accessing credit
2. Number and types of schemes and credits services available to farmers
3. Value (USD) of loans disbursed to agribusinesses
4. Number of financial institutions offering agri-products
5. Loan repayment rate among agricultural borrowers
6. Number of insurance schemes piloted for farmers

KRA 2.3: Youth and Women Empowerment in Agribusiness

1. Number of youth-led agribusinesses supported
2. % of agribusiness grants awarded to women
3. Number of youth and women trained in entrepreneurship
4. Land titles issued to women and youth for agriculture
5. Number of inclusive policies enacted for agribusiness access

KRA 2.4: Enhanced Market Linkages and Trade Facilitation

1. Number of farmers linked to buyers via digital platforms
2. Volume of agricultural exports (metric tons)
3. Number of trade fairs and market events held
4. % increase in farmgate prices received by producers
5. Number of trade agreements supporting agriculture

KRA 2.5: Private Sector Investment Mobilization

1. Value (USD) of private investment in agriculture
2. Number of PPPs signed and implemented
3. Number of agribusiness incubators launched
4. % of strategic plan funding leveraged from private sector
5. Number of investor forums and pitch events conducted

Strategic Goal 3: Strengthen Agricultural Research, Innovation, and Extension Services

KRA 3.1: Revitalized Agricultural Research Institutions

1. Number of research trials conducted annually
2. Number of new crop/livestock varieties released
3. % of research budget utilized effectively
4. Number of partnerships with universities and institutes
5. Research-to-policy briefs produced and disseminated

KRA 3.2: Expanded Farmer Extension Coverage

1. Number of extension agents trained and deployed
2. Farmer-to-extension agent ratio
3. % of farmers receiving regular advisory services
4. Number of counties with active extension programs
5. Satisfaction rate of farmers with extension services

KRA 3.3: Adoption of Climate-Smart and Digital Technologies

1. Number of farmers using mobile advisory tools
2. % of farms adopting climate-smart practices
3. Number of digital platforms operational for agriculture
4. Area (hectares) under precision agriculture
5. Number of ICT training courses conducted for farmers

KRA 3.4: Knowledge Transfer and Farmer Education

1. Number of farm field schools established
2. % of farmers trained in GAP (Good Agricultural Practices)
3. Number of radio programs aired on agricultural topics
4. Literacy rate among farmers in targeted counties
5. Number of demo plots maintained annually

KRA 3.5: Research-Policy Linkages and Evidence-Based Planning

1. Number of policies informed by research findings
2. Frequency of research-policy dialogue forums
3. Number of M&E reports using research data
4. % of strategic decisions backed by evidence
5. Number of data-sharing agreements signed

Strategic Goal 4: Enhance Sustainable Natural Resource Management

KRA 4.1: Sustainable Land Use and Tenure Systems

1. Number of land titles issued to farmers
2. % of agricultural land under formal tenure
3. Number of land use plans developed and implemented
4. Number of land disputes resolved through formal channels
5. % of land under sustainable cultivation practices

KRA 4.2: Climate Resilience and Adaptation Measures

1. Number of climate-resilient projects implemented
2. % of farmers adopting drought/flood-resistant crops
3. Number of communities with climate adaptation plans

4. Area (hectares) under agroforestry systems
5. Number of climate risk assessments conducted

KRA 4.3: Forest and Biodiversity Conservation

1. Area (hectares) of forest protected or restored
2. Number of biodiversity conservation initiatives launched
3. % reduction in illegal logging incidents
4. Number of community forest management groups supported
5. Number of agroecological zones mapped and monitored

KRA 4.4: Soil and Water Resource Protection

1. Number of soil tests conducted annually
2. Area (hectares) under erosion control measures
3. Number of irrigation schemes developed
4. % of farms using water-efficient technologies
5. Number of watershed management plans implemented

KRA 4.5: Environmental Safeguards in Agricultural Projects

1. % of projects with completed Environmental Impact Assessments (EIAs)
2. Number of safeguard officers trained and deployed
3. Number of compliance audits conducted
4. % of donor-funded projects meeting environmental standards
5. Number of grievances resolved through safeguard mechanisms

Strategic Goal 5: Improve Institutional Governance and Sector Coordination

KRA 5.1: Strengthened Ministry Capacity and Decentralization

1. Number of staff trained in core competencies
2. % of County Agriculture Offices operational and resourced
3. Number of digital systems deployed for service delivery
4. Staff retention rate across departments
5. Number of institutional audits completed

KRA 5.2: Transparent Budgeting and Financial Management

1. % of budget executed on time
2. Number of financial reports published annually
3. % of funds allocated to priority programs
4. Number of procurement processes completed transparently
5. Number of financial irregularities investigated and resolved

KRA 5.3: Enhanced Monitoring, Evaluation, and Learning (MEL)

1. Number of MEL reports produced annually
2. % of programs with baseline and endline data
3. Number of KPIs tracked quarterly
4. Frequency of performance review meetings
5. Number of adaptive changes made based on MEL findings

KRA 5.4: Multi-Stakeholder Coordination Platforms

1. Number of stakeholder forums held annually
2. % of donor programs aligned with NADP
3. Number of joint work plans developed with partners
4. Stakeholder satisfaction rate with coordination mechanisms
5. Number of MOUs signed with key sector actors

KRA 5.5: Anti-Corruption and Ethics Enforcement

1. Number of ethics training courses conducted
2. % of staff signing annual integrity pledges
3. Number of corruption cases reported and resolved
4. Number of whistleblower protections activated
5. Public trust index in Ministry operations

Strategic Initiatives

Strategic Goal 1: Ensure Food and Nutrition Security

KRA 1.1: Increased Domestic Production of Staple Crops

KPI 1.1.1: % Increase in Rice, Cassava, and Maize Yields per Hectare

1. Distribute certified seeds and improved planting materials through county-level seed hubs and farmer cooperatives.
2. Expand mechanization services by deploying tractors, power tillers, and harvesters via public-private partnerships.
3. Train farmers in climate-smart agronomic practices including optimal spacing, pest control, and water management.
4. Promote integrated soil fertility management using composting, lime application, and microdosing of fertilizers.
5. Establish yield benchmarking plots and seasonal performance tracking systems to monitor productivity gains.

KPI 1.1.2: Number of Farmers Accessing Improved Seeds and Inputs

1. Digitize the national farmer registry and link it to an e-voucher system for input distribution.
2. Partner with agro-dealers to expand last-mile delivery of seeds, fertilizers, and tools in rural areas.
3. Provide starter kits to youth and women-led farms, including improved seeds, basic tools, and training materials.
4. Organize seasonal input fairs and mobile distribution campaigns to reach remote farming communities.
5. Introduce targeted subsidies for vulnerable households and climate-risk zones to ensure equitable access.

KPI 1.1.3: Area (Hectares) Under Climate-Smart Cultivation

1. Pilot climate-smart agriculture (CSA) demonstration plots in each county with bundled technologies.
2. Train extension agents in CSA protocols and participatory learning approaches for farmer engagement.
3. Promote agroforestry, intercropping, mulching, and cover cropping to enhance soil health and moisture retention.
4. Incentivize CSA adoption through grants, awards, and discounts on inputs for compliant farmers.
5. Integrate CSA modules into farmer field schools, vocational training centers, and extension curricula.

KPI 1.1.4: Volume of Staple Crops Produced Annually (Metric Tons)

1. Expand rice, cassava, and maize production zones under the Legacy Investment Program with irrigation and input support.
2. Promote double cropping and staggered planting calendars to maximize seasonal output.
3. Facilitate access to post-harvest technologies such as threshers, dryers, and improved storage units.
4. Monitor crop performance using satellite imagery, drone surveys, and field-level data collection.
5. Link producers to structured markets through aggregation centers, cooperatives, and digital platforms.

KPI 1.1.5: % Reduction in Post-Harvest Losses

1. Construct and rehabilitate community-level storage facilities with moisture control and ventilation systems.
2. Promote hermetic storage technologies including airtight bags, silos, and moisture-proof containers.
3. Train farmers in post-harvest handling techniques such as sorting, grading, and packaging.
4. Develop cold chain infrastructure for perishables including vegetables and maize in high-production zones.
5. Enforce national quality standards and grading protocols at aggregation centers and market entry points.

KRA 1.2: Expanded Livestock and Aquaculture Systems

KPI 1.2.1: Number of Livestock Units (Poultry, Pigs, Goats) Distributed

1. Launch a national livestock distribution campaign targeting youth and women-led farms in priority counties.
2. Establish regional breeding centers to supply improved poultry, pig, and goat breeds.
3. Partner with cooperatives to manage distribution logistics and ensure equitable access.
4. Integrate livestock starter kits with training in feed, housing, and basic veterinary care.
5. Monitor distribution outcomes using digital tracking systems and quarterly field verification.

KPI 1.2.2: % Increase in Fish Production from Inland Aquaculture

1. Construct and rehabilitate inland fish ponds and hatcheries in high-potential aquaculture zones.
2. Provide fingerlings, feed, and starter kits to smallholder fish farmers and cooperatives.
3. Train aquaculture extension agents in pond management, water quality, and disease control.
4. Promote integrated fish farming systems (e.g., rice-fish, poultry-fish) for resource efficiency.
5. Link fish producers to cold chain infrastructure and structured markets to reduce spoilage and boost sales.

KPI 1.2.3: Number of Farmers Trained in Animal Husbandry

1. Develop modular training curricula for poultry, pig, and goat production tailored to Liberia's agro-ecological zones.
2. Conduct county-level workshops and field demonstrations in collaboration with universities and NGOs.
3. Certify trained farmers and link them to input suppliers and veterinary services.
4. Establish mobile training units to reach remote farming communities.
5. Monitor training impact through adoption surveys and livestock productivity tracking.

KPI 1.2.4: Livestock Mortality Rate (Annual)

1. Strengthen veterinary infrastructure by upgrading clinics and deploying mobile animal health units.
2. Train para-veterinarians and community animal health workers in disease prevention and treatment.
3. Launch national vaccination campaigns for common livestock diseases.
4. Promote biosecurity protocols including proper housing, hygiene, and quarantine practices.
5. Establish livestock health monitoring dashboards to track mortality trends and response effectiveness.

KPI 1.2.5: Number of Operational Hatcheries and Feed Mills

1. Rehabilitate existing hatcheries and feed mills in strategic locations with public-private investment.
2. Provide equipment grants and technical assistance to SMEs operating in livestock input supply chains.
3. Train operators in hatchery management, feed formulation, and quality control standards.
4. Monitor production capacity and distribution reach through quarterly performance audits.
5. Link hatcheries and feed mills to farmer cooperatives and aggregation centers for consistent demand and supply.

KRA 1.3: Improved Access to Nutritious Foods

KPI 1.3.1: % of Households Consuming Diversified Diets

1. Promote home gardening and backyard farming programs with starter kits for vegetables, legumes, and fruits.

2. Launch nationwide nutrition education campaigns through radio, schools, and community health centers.
3. Integrate dietary diversity modules into farmer field schools and extension services.
4. Support women’s groups and cooperatives in producing and marketing nutritious foods.
5. Monitor household consumption patterns through annual food and nutrition surveys.

KPI 1.3.2: Number of Nutrition-Sensitive Agriculture Projects Implemented

1. Design and fund agriculture projects that explicitly include nutrition outcomes and indicators.
2. Train project staff and extension agents in nutrition-sensitive planning and delivery.
3. Partner with the Ministry of Health and NGOs to co-implement integrated food and nutrition programs.
4. Develop MEL tools to track nutrition impact across agricultural interventions.
5. Disseminate success stories and lessons learned to scale effective models.

KPI 1.3.3: Prevalence of Stunting and Undernutrition in Children Under 5

1. Support community-based nutrition screening and referral systems in farming regions.
2. Promote maternal nutrition and breastfeeding awareness through agricultural platforms.
3. Link agriculture programs to health services for targeted support to vulnerable households.
4. Introduce fortified and nutrient-dense foods into local production and distribution chains.
5. Monitor child nutrition indicators through joint MOA–MOH data systems and field surveys.

KPI 1.3.4: Number of Biofortified Crop Varieties Introduced

1. Collaborate with CARI and international research centers to develop and release biofortified seeds.
2. Fast-track registration and dissemination of vitamin A-rich cassava, iron-rich beans, and zinc-rich maize.
3. Train farmers in cultivation and post-harvest handling of biofortified crops.
4. Promote consumption through targeted awareness campaigns and cooking demonstrations.
5. Distribute biofortified seeds through nutrition-sensitive input programs and cooperatives.

KPI 1.3.5: Number of School Feeding Programs Supported by Local Produce

1. Link school feeding programs to local farmer cooperatives for consistent supply of fresh foods.
2. Develop procurement guidelines that prioritize locally grown, nutritious staples.
3. Train school cooks and staff in food safety, hygiene, and nutrition.
4. Monitor food quality, sourcing compliance, and student health outcomes.
5. Scale successful models across counties with support from MOA, MOE, and development partners.

KRA 1.4: Strengthened Food Distribution and Storage Infrastructure

KPI 1.4.1: Number of Functional Storage Facilities and Silos Built

1. Construct new community-level warehouses and silos in high-production zones using climate-resilient designs.
2. Rehabilitate existing storage infrastructure through public-private partnerships and cooperative management.
3. Provide equipment grants to farmer groups for moisture meters, pallets, and ventilation systems.
4. Develop national guidelines for storage facility standards, safety, and maintenance.
5. Monitor facility usage and capacity through digital inventory tracking systems.

KPI 1.4.2: Kilometers of Feeder Roads Rehabilitated for Market Access

1. Map priority agricultural corridors and feeder roads in collaboration with the Ministry of Public Works.
2. Mobilize funding for road rehabilitation through donor programs and national infrastructure budgets.
3. Engage local contractors and labor-intensive methods to ensure community ownership and job creation.
4. Monitor road quality, seasonal accessibility, and maintenance needs using geospatial tools.
5. Link road upgrades to market access programs, aggregation centers, and transport cooperatives.

KPI 1.4.3: % Reduction in Transport Time from Farm to Market

1. Promote shared logistics platforms and transport cooperatives for smallholder farmers.
2. Support acquisition of trucks, tricycles, and carts through credit schemes and equipment grants.
3. Digitize route planning and delivery tracking using mobile apps and GPS tools.
4. Monitor transport time benchmarks and bottlenecks through field surveys and farmer feedback.
5. Incentivize efficient delivery systems through performance-based contracts and subsidies.

KPI 1.4.4: Volume of Food Stored Under Controlled Conditions

1. Introduce controlled atmosphere storage technologies for grains, roots, and perishables.
2. Train warehouse operators and cooperatives in temperature, humidity, and pest control protocols.
3. Promote use of hermetic bags, sealed containers, and modular storage units.
4. Monitor spoilage rates and storage efficiency through quarterly audits and digital dashboards.
5. Link controlled storage facilities to school feeding programs, emergency reserves, and structured markets.

KPI 1.4.5: Number of Cold Chain Units Installed and Operational

1. Procure and deploy solar-powered cold storage units in strategic production and aggregation zones.

2. Train operators and cooperatives in cold chain management, maintenance, and energy efficiency.
3. Link cold chain units to horticulture, aquaculture, and dairy value chains.
4. Monitor uptime, temperature compliance, and utilization rates through digital sensors and reporting.
5. Expand cold chain coverage through PPPs and donor-supported infrastructure programs.

KRA 1.5: Reduced Food Import Dependency

KPI 15.1: % Reduction in Rice Imports Annually

1. Scale up domestic rice production in high-potential counties through irrigation, inputs, and mechanization.
2. Promote Liberian rice branding and marketing campaigns to boost consumer demand.
3. Provide incentives to millers and aggregators to source and process local rice.
4. Monitor import volumes and domestic substitution rates using trade and production dashboards.
5. Launch a “Grow Liberia, Eat Liberia” campaign to shift consumer preferences toward local staples.

KPI 1.5.2: Ratio of Domestic to Imported Food Consumption

1. Conduct national food consumption surveys to establish baseline and track trends.
2. Promote local food festivals, cooking competitions, and media campaigns showcasing Liberian dishes.
3. Support SMEs producing Liberian staples with packaging, certification, and retail access.
4. Develop procurement policies favoring local sourcing for schools, hospitals, and public institutions.
5. Monitor retail trends and consumer preferences through market analytics and feedback platforms.

KPI 1.5.3: Number of Local Food Brands Entering Formal Markets

1. Train SMEs and cooperatives in branding, packaging, and food safety certification.
2. Provide grants and technical assistance for product development and shelf-readiness.
3. Launch a “Made in Liberia” food label initiative with quality assurance standards.
4. Facilitate access to retail chains, supermarkets, and export channels for local brands.
5. Monitor brand visibility, shelf presence, and consumer uptake through quarterly assessments.

KPI 1.5.4: Value (USD) of Imported vs. Locally Produced Food

1. Track import and domestic production data quarterly through trade and agriculture databases.
2. Incentivize investment in local food processing and value addition enterprises.
3. Promote substitution of imported staples (e.g., rice, wheat, canned goods) with Liberian alternatives.
4. Develop dashboards for policymakers and investors showing cost-benefit comparisons.
5. Publish annual food economy reports highlighting progress and gaps in import reduction.

KPI 1.5.5: Number of Policies Enacted to Promote Local Food Sourcing

1. Draft and pass legislation mandating local sourcing thresholds for public procurement.
2. Develop national guidelines for institutional food purchasing favoring Liberian producers.
3. Engage stakeholders, farmers, processors, retailers—in policy design and review.
4. Monitor policy implementation and enforcement through compliance audits.
5. Publish policy impact assessments and revise frameworks based on performance data.

Strategic Goal 2: Promote Inclusive and Competitive Agribusiness**KRA 2.1: Strengthened Agricultural Value Chains****KPI 2.1.1: Number of Value Chain Studies Conducted and Implemented**

1. Commission comprehensive value chain assessments for priority commodities including rice, cassava, cocoa, oil palm, and horticulture.
2. Partner with universities, research institutes, and development partners to co-author and validate findings.
3. Disseminate study results through stakeholder forums, policy briefs, and digital platforms.
4. Integrate recommendations into program design, investment plans, and donor proposals.
5. Monitor implementation of study-based interventions through MEL systems and periodic reviews.

KPI 2.1.2: % Increase in Processed Agricultural Goods

1. Establish agro-processing hubs in strategic counties with access to raw materials and markets.
2. Provide equipment grants and technical support to SMEs engaged in value addition.
3. Train processors in food safety, packaging, labeling, and certification standards.
4. Facilitate access to domestic and regional markets through trade fairs and buyer linkages.
5. Monitor production volumes and quality improvements through processor registries and audits.

KPI 2.1.3: Number of Aggregation Centers and Processing Hubs Operational

1. Rehabilitate and equip existing aggregation centers with weighing scales, sorting tables, and storage units.
2. Construct new centers in underserved production zones based on commodity flow mapping.
3. Develop management models involving cooperatives, private operators, and local governments.
4. Link aggregation centers to digital platforms for inventory tracking and market access.
5. Monitor operational status, throughput, and service quality through quarterly field assessments.

KPI 2.1.4: Volume of Produce Traded Through Formal Value Chains

1. Launch a national e-marketplace platform for agricultural commodities with verified buyers and sellers.
2. Facilitate contract farming arrangements between producers and processors or retailers.
3. Promote warehouse receipt systems and structured trade mechanisms for staple crops.

4. Support transport cooperatives and logistics providers to reduce transaction costs.
5. Track trade volumes and value chain participation through digital dashboards and cooperative records.

KRA 2.2: Increased Access to Agricultural Finance

KPI 2.2.1: Number of Farmers and SMEs Accessing Credit

1. Partner with microfinance institutions and commercial banks to develop tailored loan products for smallholder farmers and agribusinesses.
2. Launch a national agricultural credit guarantee scheme to reduce lending risk and attract private capital.
3. Digitize loan application and approval processes to improve accessibility and reduce turnaround time.
4. Conduct financial literacy campaigns targeting rural farmers, youth, and women entrepreneurs.
5. Establish mobile credit kiosks and community finance agents to reach underserved farming zones.

KPI 2.2.2: Value (USD) of Loans Disbursed to Agribusinesses

1. Create dedicated agribusiness investment windows within national development banks and donor programs.
2. Offer matching grants and blended finance packages to stimulate private sector lending.
3. Develop performance-based loan incentives for agribusinesses that meet productivity and employment benchmarks.
4. Monitor disbursement volumes by region, gender, and value chain to ensure equity and impact.
5. Publish quarterly loan disbursement reports to promote transparency and attract additional funding.

KPI 2.2.3: Number of Financial Institutions Offering Agri-Products

1. Train bank staff in agricultural lending, risk assessment, and value chain finance.
2. Incentivize financial institutions to develop seasonal loan products aligned with crop cycles.
3. Host agri-finance innovation challenges to encourage new financial product development.
4. Establish a national agri-finance accreditation system for institutions meeting service standards.
5. Monitor product uptake and client satisfaction through regular surveys and feedback platforms.

KPI 2.2.4: Loan Repayment Rate Among Agricultural Borrowers

1. Provide business coaching and repayment planning tools to borrowers through extension services.
2. Link loans to cooperative performance and group guarantees to reduce default risk.
3. Monitor repayment behavior using digital dashboards and early warning systems.
4. Offer interest rate discounts or credit score improvements for timely repayment.

5. Introduce mobile repayment options and SMS reminders to improve compliance.

KPI 2.2.5: Number of Insurance Schemes Piloted for Farmers

1. Partner with insurance companies to design crop, livestock, and weather-indexed insurance products.
2. Pilot insurance schemes in climate-vulnerable counties with bundled input and advisory services.
3. Train farmers in risk management and insurance literacy through field schools and radio programs.
4. Subsidize premiums for smallholders and cooperatives to encourage uptake.
5. Monitor claims processing, payout efficiency, and farmer satisfaction to refine future offerings.

KRA 2.3: Youth and Women Empowerment in Agribusiness

KPI 2.3.1: Number of Youth-Led Agribusinesses Supported

1. Launch a national youth agribusiness challenge fund with seed capital, mentorship, and incubation support.
2. Establish county-level agribusiness incubators targeting youth innovators in production, processing, and tech.
3. Provide access to startup kits including inputs, equipment, and digital tools for youth-led enterprises.
4. Facilitate market linkages and branding support for youth agribusiness products.
5. Monitor youth enterprise growth through quarterly business performance tracking and mentorship reviews.

KPI 2.3.2: % of Agribusiness Grants Awarded to Women

1. Set minimum gender quotas for all public and donor-funded agribusiness grant programs.
2. Train grant evaluators in gender-sensitive selection criteria and inclusive outreach.
3. Launch targeted grant windows for women-led cooperatives and SMEs in agriculture.
4. Provide technical assistance to women applicants in proposal writing and business planning.
5. Track grant disbursement and impact by gender through MEL systems and public dashboards.

KPI 2.3.3: Number of Youth and Women Trained in Entrepreneurship

1. Develop tailored entrepreneurship curricula for youth and women in agribusiness, finance, and marketing.
2. Partner with vocational institutions and NGOs to deliver hands-on training and coaching.
3. Host county-level bootcamps, hackathons, and business plan competitions.
4. Provide certification and link trainees to credit, inputs, and market opportunities.
5. Monitor training outcomes through post-training surveys, business registration rates, and income tracking.

KPI 2.3.4: Land Titles Issued to Women and Youth for Agriculture

1. Collaborate with the Liberia Land Authority to fast-track land titling for youth and women farmers.
2. Launch a subsidized land registration program for vulnerable groups in agriculture.
3. Conduct awareness campaigns on land rights, inheritance, and legal processes.
4. Establish mobile land clinics and legal aid services in rural communities.
5. Monitor issuance rates and land use compliance through geospatial mapping and field verification.

KPI 2.3.5: Number of Inclusive Policies Enacted for Agribusiness Access

1. Draft and enact national agribusiness inclusion policies with gender and youth equity provisions.
2. Establish a multi-stakeholder policy review committee including youth and women representatives.
3. Conduct policy audits to identify and remove barriers to access for marginalized groups.
4. Launch public consultations and feedback platforms to inform inclusive policy design.
5. Monitor policy implementation and impact through annual scorecards and stakeholder satisfaction surveys.

KRA 2.4: Enhanced Market Linkages and Trade Facilitation

KPI 2.4.1: Number of Farmers Linked to Buyers via Digital Platforms

1. Develop and launch a national agri-marketplace app that connects farmers to verified buyers, processors, and exporters.
2. Train farmers and cooperatives in digital literacy and mobile trading tools through extension services.
3. Partner with telecom providers to offer subsidized data packages for agricultural transactions.
4. Integrate digital platforms with warehouse receipt systems and aggregation centers.
5. Monitor platform usage, transaction volumes, and satisfaction rates through real-time analytics.

KPI 2.4.2: Volume of Agricultural Exports (Metric Tons)

1. Identify and prioritize export-ready value chains (e.g., cocoa, oil palm, cassava derivatives, horticulture).
2. Support SMEs and cooperatives with export certification, packaging, and logistics compliance.
3. Establish export facilitation desks at major ports and border crossings.
4. Promote Liberian agricultural products through international trade missions and expos.
5. Monitor export volumes and destinations through customs data and trade dashboards.

KPI 2.4.3: Number of Trade Fairs and Market Events Held

1. Organize annual national agribusiness expos showcasing products, technologies, and investment opportunities.
2. Host county-level market days and buyer-seller forums to stimulate local trade.
3. Partner with chambers of commerce and development partners to co-sponsor trade events.

4. Provide exhibition grants and branding support to youth and women-led agribusinesses.
5. Track attendance, deals closed, and media coverage to assess event impact.

KPI 2.4.4: % Increase in Farmgate Prices Received by Producers

1. Promote structured marketing systems including contract farming and cooperative sales.
2. Train farmers in price negotiation, grading, and quality assurance to command premium prices.
3. Support real-time price information systems via SMS and radio broadcasts.
4. Reduce post-harvest losses and transport costs through improved infrastructure and logistics.
5. Monitor farmgate price trends across counties and commodities using MEL dashboards.

KPI 2.4.5: Number of Trade Agreements Supporting Agriculture

1. Negotiate bilateral and regional trade agreements that prioritize agricultural commodities and inputs.
2. Establish an inter-ministerial task force to align trade, agriculture, and investment policies.
3. Conduct stakeholder consultations to identify priority products and market barriers.
4. Monitor compliance and utilization of trade agreements through exporter registries and customs data.
5. Disseminate agreement terms and opportunities to farmers, SMEs, and cooperatives via workshops and digital platforms.

KRA 2.5: Private Sector Investment Mobilization

KPI 2.5.1: Value (USD) of Private Investment in Agriculture

1. Launch an “Invest in Agriculture Liberia” campaign targeting domestic and international investors with sector profiles and incentives.
2. Establish an Agricultural Investment Facilitation Desk to support investor onboarding, licensing, and land access.
3. Provide tax breaks and duty exemptions for agribusiness investments in priority value chains.
4. Develop bankable project pipelines and investment prospectuses for donor and private sector engagement.
5. Monitor investment flows through a national agri-investment dashboard linked to the Ministry of Finance and Planning.

KPI 2.5. 2: Number of PPPs Signed and Implemented

1. Identify strategic infrastructure and service delivery gaps suitable for PPP models (e.g., irrigation, storage, processing).
2. Develop standardized PPP templates and legal frameworks to streamline negotiation and implementation.
3. Host matchmaking events between government agencies and private sector actors to co-design PPPs.

4. Provide technical assistance and risk-sharing mechanisms to de-risk PPP investments.
5. Track PPP performance through joint monitoring committees and quarterly implementation scorecards.

KPI 2.5.3: Number of Agribusiness Incubators Launched

1. Establish regional agribusiness incubators in collaboration with universities, NGOs, and private firms.
2. Provide seed funding, mentorship, and workspace to startups in production, processing, and agri-tech.
3. Develop incubation curricula covering business planning, finance, marketing, and innovation.
4. Link incubators to credit schemes, input suppliers, and market platforms.
5. Monitor incubator success rates through startup graduation, revenue growth, and job creation metrics.

KPI 2.5.4: % of Strategic Plan Funding Leveraged from Private Sector

1. Map strategic plan components with high private sector investment potential and ROI.
2. Develop blended finance models combining public, donor, and private capital for key initiatives.
3. Engage private sector actors in co-financing arrangements for infrastructure, extension, and value chain development.
4. Publish quarterly investment leverage reports to promote transparency and accountability.
5. Incentivize private contributions through recognition programs and policy dialogue platforms.

KPI 2.5.5: Number of Investor Forums and Pitch Events Conducted

1. Organize annual national agribusiness investment forums showcasing opportunities and success stories.
2. Host county-level pitch events for youth and women-led agribusinesses to attract seed capital.
3. Partner with chambers of commerce and development partners to co-sponsor investor roundtables.
4. Develop pitch decks and investment profiles for priority projects and SMEs.
5. Track forum outcomes including deals signed, follow-up meetings, and investor satisfaction.

Strategic Goal 3: Strengthen Agricultural Research, Innovation, and Extension Services

KRA 3.1: Revitalized Agricultural Research Institutions

KPI 3.1.1: Number of Research Trials Conducted Annually

1. Develop a national agricultural research agenda prioritizing staple crops, livestock, and climate-resilient technologies.
2. Rehabilitate field stations and laboratories to support multi-location trials across agro-ecological zones.

3. Partner with universities and international research centers to co-design and implement trials.
4. Train researchers and technicians in experimental design, data collection, and analysis.
5. Monitor trial performance and publish annual research activity reports for transparency and learning.

KPI 3.1.2: Number of New Crop/Livestock Varieties Released

1. Accelerate breeding programs for high-yield, disease-resistant, and climate-adapted varieties.
2. Streamline variety release protocols through national seed boards and regulatory agencies.
3. Conduct participatory varietal selection with farmers to ensure relevance and adoption.
4. Promote released varieties through demonstration plots, seed fairs, and extension campaigns.
5. Track adoption rates and performance of new varieties through field surveys and feedback systems.

KPI 3.1.3: % of Research Budget Utilized Effectively

1. Establish transparent budgeting and expenditure tracking systems for research institutions.
2. Link budget allocations to performance indicators and deliverables across research programs.
3. Conduct quarterly financial audits and publish utilization scorecards.
4. Train research administrators in financial planning, procurement, and reporting.
5. Mobilize additional funding through competitive grants and donor partnerships tied to strategic priorities.

KPI 3.1.4: Number of Partnerships with Universities and Institutes

1. Sign MoUs with national and international universities for joint research, training, and innovation.
2. Launch collaborative research projects addressing food security, climate resilience, and value chain development.
3. Host annual research symposia and knowledge exchange forums with academic partners.
4. Facilitate student internships, fellowships, and joint publications to deepen institutional ties.
5. Monitor partnership outcomes through joint activity reports and impact assessments.

KPI 3.1.5: Research-to-Policy Briefs Produced and Disseminated

1. Train researchers in policy writing, evidence synthesis, and strategic communication.
2. Develop a standardized template for research-to-policy briefs aligned with national priorities.
3. Disseminate briefs through stakeholder roundtables, ministry portals, and media platforms.
4. Establish a peer review mechanism to ensure quality, relevance, and credibility.
5. Track policy uptake and influence through citation analysis and feedback from decision-makers.

KRA 3.2: Expanded Farmer Extension Coverage

KPI 3.2.1: Number of Extension Agents Trained and Deployed

1. Develop a national extension training curriculum focused on climate-smart agriculture, value chains, and digital tools.
2. Partner with agricultural colleges and vocational institutes to certify new extension agents annually.
3. Launch a recruitment and deployment program targeting youth graduates from rural communities.
4. Provide mobility support (motorbikes, fuel stipends) and digital kits to deployed agents.
5. Monitor agent deployment and activity through GPS tracking and monthly performance reports.

KPI 3.2.2: Farmer-to-Extension Agent Ratio

1. Establish county-level benchmarks for optimal farmer-to-agent ratios based on population and geography.
2. Deploy additional agents to underserved districts using GIS-based gap analysis.
3. Promote group-based extension models (e.g., farmer field schools, lead farmer networks) to scale outreach.
4. Introduce digital extension platforms to supplement face-to-face advisory services.
5. Monitor ratio improvements through annual extension coverage audits and farmer registries.

KPI 3.2.3: % of Farmers Receiving Regular Advisory Services

1. Digitize farmer profiles and link them to extension service schedules and feedback systems.
2. Develop seasonal advisory calendars aligned with crop cycles and livestock production.
3. Train agents in participatory learning methods and inclusive communication strategies.
4. Use radio, SMS, and mobile apps to deliver timely advisory content to remote farmers.
5. Track service frequency and reach through extension logbooks and farmer feedback surveys.

KPI 3.2.4: Number of Counties with Active Extension Programs

1. Map existing extension coverage and identify counties with inactive or underperforming programs.
2. Allocate budget and personnel to reactivate dormant county extension offices.
3. Partner with NGOs and development partners to co-implement extension programs in priority areas.
4. Launch county-level extension coordination platforms to harmonize activities and share resources.
5. Monitor program activation and continuity through quarterly county performance scorecards.

KPI 3.2.5: Satisfaction Rate of Farmers with Extension Services

1. Conduct biannual farmer satisfaction surveys using mobile tools and in-person interviews.

2. Establish feedback mechanisms (hotlines, suggestion boxes, community forums) for service improvement.
3. Train agents in customer service, empathy, and responsive advisory delivery.
4. Recognize high-performing agents through awards, incentives, and public acknowledgment.
5. Use satisfaction data to refine training, deployment, and content delivery strategies.

KRA 3.3: Adoption of Climate-Smart and Digital Technologies

KPI 3.3.1: Number of Farmers Using Mobile Advisory Tools

1. Develop and launch a national mobile advisory app offering localized agronomic tips, weather alerts, and market prices.
2. Partner with telecom providers to offer subsidized data bundles and SMS-based advisory services.
3. Train extension agents and lead farmers to onboard users and demonstrate mobile tool functionality.
4. Translate content into local languages and adapt for low-literacy users using voice and icon-based interfaces.
5. Monitor user engagement and feedback through analytics dashboards and periodic surveys.

KPI 3.3.2: % of Farms Adopting Climate-Smart Practices

1. Establish CSA demonstration plots in each county showcasing integrated soil, water, and crop management.
2. Train farmers in practices such as agroforestry, mulching, cover cropping, and efficient irrigation.
3. Provide incentives (grants, input discounts) for farms that meet CSA adoption benchmarks.
4. Integrate CSA modules into farmer field schools, vocational curricula, and extension programs.
5. Track adoption rates through field verification, satellite imagery, and farmer self-reporting.

KPI 3.3.3: Number of Digital Platforms Operational for Agriculture

1. Map existing digital platforms and identify gaps in advisory, finance, input access, and market linkage.
2. Support development of new platforms through innovation grants and public-private partnerships.
3. Establish interoperability standards to link platforms with national databases and MEL systems.
4. Promote platform uptake through awareness campaigns, training, and integration with extension services.
5. Monitor platform performance, user growth, and service delivery quality through quarterly reviews.

KPI 3.3.4: Area (Hectares) Under Precision Agriculture

1. Pilot precision agriculture technologies (e.g., GPS mapping, soil sensors, drone imagery) in high-potential zones.
2. Train farmers and cooperatives in data-driven decision-making and equipment use.
3. Partner with agri-tech firms to offer bundled precision services at subsidized rates.
4. Develop national guidelines for precision agriculture standards, safety, and data privacy.
5. Monitor expansion of precision agriculture through geospatial mapping and service provider reports.

KPI 3.3.5: Number of ICT Trainings Conducted for Farmers

1. Design ICT training modules tailored to farmers' literacy levels and agricultural needs.
2. Deliver trainings through mobile units, community centers, and vocational institutions.
3. Partner with youth-led tech hubs to facilitate peer-to-peer learning and mentorship.
4. Provide certification and link trained farmers to digital platforms and service providers.
5. Track training coverage, retention, and impact through pre- and post-training assessments.

KRA 3.4: Knowledge Transfer and Farmer Education**KPI 3.4.1: Number of Farm Field Schools Established**

1. Identify priority counties and communities for farm field school rollout based on production potential and extension gaps.
2. Develop standardized curricula for field schools covering crop, livestock, and climate-smart practices.
3. Train facilitators and lead farmers in participatory learning methods and seasonal modules.
4. Provide starter kits (inputs, tools, manuals) to each field school to support hands-on learning.
5. Monitor field school performance through attendance records, adoption surveys, and yield tracking.

KPI 3.4.2: % of Farmers Trained in GAP (Good Agricultural Practices)

1. Develop GAP training modules tailored to Liberia's major commodities and agro-ecological zones.
2. Conduct county-level GAP workshops in collaboration with extension agents and cooperatives.
3. Certify farmers who complete GAP training and link them to input suppliers and buyers.
4. Disseminate GAP materials through radio, mobile apps, and printed guides in local languages.
5. Track training coverage and adoption through farmer registries and field verification.

KPI 3.4.3: Number of Radio Programs Aired on Agricultural Topics

1. Partner with community radio stations to produce weekly agricultural education segments.
2. Develop content calendars aligned with seasonal farming activities and national priorities.
3. Feature expert interviews, farmer testimonials, and call-in Q&A sessions to enhance engagement.

4. Translate programs into local dialects and rebroadcast in remote farming areas.
5. Monitor listenership and impact through surveys, feedback lines, and extension agent reports.

KPI 3.4.4: Literacy Rate Among Farmers in Targeted Counties

1. Launch adult literacy programs integrated with agricultural training in high-need counties.
2. Partner with the Ministry of Education and NGOs to deliver functional literacy curricula.
3. Train facilitators in agro-literacy, numeracy, and business skills for farmers.
4. Provide learning materials and incentives (e.g., inputs, certification) to encourage participation.
5. Monitor literacy progress through pre- and post-assessments and community feedback.

KPI 3.4.5: Number of Demo Plots Maintained Annually

1. Establish demonstration plots in each county showcasing improved varieties and practices.
2. Link demo plots to farm field schools, cooperatives, and extension programs for maximum reach.
3. Provide inputs and technical support to maintain plots throughout the cropping season.
4. Host field days and learning visits to promote peer-to-peer knowledge exchange.
5. Track plot performance and farmer adoption through yield data and extension reports.

KRA 3.5: Research-Policy Linkages and Evidence-Based Planning

KPI 3.5.1: Number of Policies Informed by Research Findings

1. Establish a national agricultural policy review unit that integrates research evidence into policy formulation.
2. Require all new policies and strategies to include a research justification section referencing empirical data.
3. Develop a repository of validated agricultural studies accessible to policymakers and planners.
4. Train ministry staff in evidence synthesis and policy brief development.
5. Monitor policy development cycles to ensure timely integration of research findings.

KPI 3.5.2: Frequency of Research-Policy Dialogue Forums

1. Institutionalize quarterly research-policy roundtables involving government, academia, and development partners.
2. Launch an annual “Agriculture Evidence Week” to showcase research and foster policy debate.
3. Create thematic working groups (e.g., food security, climate resilience) to sustain ongoing dialogue.
4. Provide funding and logistical support for decentralized forums at county and regional levels.
5. Document forum outcomes and track policy uptake through post-event reports and action matrices.

KPI 3.5.3: Number of M&E Reports Using Research Data

1. Develop standardized M&E templates that require integration of primary and secondary research data.
2. Train M&E officers in data sourcing, validation, and triangulation techniques.
3. Link M&E systems to national research databases and dashboards for real-time access.
4. Conduct periodic audits of M&E reports to assess evidence quality and relevance.
5. Publish annual compendiums of evidence-based M&E findings to inform strategic planning.

KPI 3.5.4: % of Strategic Decisions Backed by Evidence

1. Mandate evidence briefs for all major strategic decisions within the Ministry and affiliated agencies.
2. Establish a decision-support unit that reviews and validates evidence before executive approval.
3. Promote a culture of data-driven leadership through training and performance incentives.
4. Integrate decision tracking tools that log evidence sources and rationale.
5. Monitor and report on evidence use through quarterly governance scorecards.

KPI 3.5.5: Number of Data-Sharing Agreements Signed

1. Draft and standardize MoUs for data sharing between the Ministry, universities, NGOs, and development partners.
2. Establish a national agricultural data governance framework to ensure security, ethics, and interoperability.
3. Host stakeholder consultations to identify priority datasets and sharing protocols.
4. Launch a centralized data portal with tiered access for research, planning, and public use.
5. Track agreement implementation and data exchange frequency through a digital registry.

Strategic Goal 4: Enhance Sustainable Natural Resource Management

KRA 4.1: Sustainable Land Use and Tenure Systems

KPI 4.1.1: Number of Land Titles Issued to Farmers

1. Launch a national land titling campaign targeting smallholder farmers, youth, and women in priority agricultural zones.
2. Digitize land registration processes in collaboration with the Liberia Land Authority to reduce bottlenecks.
3. Provide subsidized legal and survey services to vulnerable farming households.
4. Conduct mobile land clinics and community sensitization on land rights and documentation.
5. Monitor titling progress through a centralized dashboard linked to county land offices.

KPI 4.1.2: % of Agricultural Land Under Formal Tenure

1. Map agricultural land holdings using GIS and satellite imagery to establish tenure baselines.
2. Integrate formal tenure requirements into agricultural subsidy and credit programs.
3. Partner with traditional leaders and local governments to harmonize customary and statutory land systems.

4. Develop a national land tenure strategy with clear targets and timelines.
5. Track tenure formalization through annual land audits and farmer registries.

KPI 4.1.3: Number of Land Use Plans Developed and Implemented

1. Develop county-level agricultural land use plans based on ecological zones, production potential, and infrastructure.
2. Engage stakeholders—including farmers, planners, and environmental experts—in participatory land use planning.
3. Integrate land use plans into investment decisions, zoning regulations, and extension services.
4. Provide technical assistance to counties for plan implementation and monitoring.
5. Review and update land use plans every five years to reflect changing dynamics and priorities.

KPI 4.1.4: Number of Land Disputes Resolved Through Formal Channels

1. Establish agricultural land dispute resolution units within county land offices.
2. Train mediators, legal officers, and community leaders in conflict resolution and land law.
3. Launch public awareness campaigns on formal dispute resolution procedures.
4. Digitize case tracking systems to monitor resolution timelines and outcomes.
5. Publish quarterly reports on dispute resolution performance and lessons learned.

KPI 4.1.5: % of Land Under Sustainable Cultivation Practices

1. Promote agroecological zoning and land suitability assessments to guide sustainable cultivation.
2. Train farmers in soil conservation, crop rotation, and integrated land management.
3. Provide incentives for adoption of sustainable practices through input subsidies and certification schemes.
4. Monitor land degradation and restoration efforts using remote sensing and field surveys.
5. Integrate sustainable land use indicators into extension programs and national reporting systems.

KRA 4.2: Climate Resilience and Adaptation Measures

KPI 4.2.1: Number of Climate-Resilient Projects Implemented

1. Launch county-level climate resilience programs integrating water harvesting, soil conservation, and early warning systems.
2. Mobilize donor and private sector financing for bundled climate-smart agriculture (CSA) interventions.
3. Integrate climate resilience components into all new agricultural infrastructure and value chain projects.
4. Establish a national climate resilience project registry to track implementation and impact.
5. Promote community-led adaptation initiatives through grants and technical assistance.

KPI 4.2.2: % of Farmers Adopting Drought/Flood-Resistant Crops

1. Fast-track release and distribution of certified drought- and flood-tolerant crop varieties.

2. Conduct farmer field trials and demonstrations to showcase performance under stress conditions.
3. Provide input subsidies and starter kits for climate-resilient crops in vulnerable zones.
4. Train extension agents in climate risk profiling and varietal recommendation.
5. Monitor adoption rates through digital farmer registries and seasonal crop surveys.

KPI 4.2.3: Number of Communities with Climate Adaptation Plans

1. Develop community-based climate adaptation planning toolkits in collaboration with MOA and EPA.
2. Train local leaders and farmer groups in participatory risk mapping and resilience planning.
3. Integrate adaptation plans into county development strategies and agricultural investment programs.
4. Provide technical and financial support for plan implementation and monitoring.
5. Track plan coverage and effectiveness through annual climate resilience scorecards.

KPI 4.2.4: Area (Hectares) Under Agroforestry Systems

1. Promote agroforestry models combining food crops, timber, and soil-enhancing tree species.
2. Provide seedlings, fencing materials, and training to farmers adopting agroforestry practices.
3. Establish demonstration plots and farmer field schools focused on agroforestry benefits.
4. Integrate agroforestry into land use plans and CSA extension curricula.
5. Monitor expansion through satellite imagery, field verification, and cooperative records.

KPI 4.2.5: Number of Climate Risk Assessments Conducted

1. Develop standardized climate risk assessment protocols for agriculture and natural resource sectors.
2. Conduct county-level assessments identifying hotspots for drought, flooding, and soil degradation.
3. Train ministry staff and partners in climate modeling, vulnerability analysis, and scenario planning.
4. Publish assessment findings and integrate into policy, planning, and investment frameworks.
5. Update assessments every three years to reflect evolving climate patterns and risks.

KRA 4.3: Forest and Biodiversity Conservation

KPI 4.3.1: Area (Hectares) of Forest Protected or Restored

1. Launch a national reforestation campaign targeting degraded forest corridors and buffer zones.
2. Establish community-led forest restoration programs with seedling nurseries and agroforestry incentives.
3. Partner with EPA and Forestry Development Authority to designate and enforce protected forest areas.

4. Mobilize donor and private sector funding for forest rehabilitation and ecosystem services.
5. Monitor restoration progress using satellite imagery, drone mapping, and field verification.

KPI 4.3.2: Number of Biodiversity Conservation Initiatives Launched

1. Develop biodiversity action plans for priority ecosystems including wetlands, mangroves, and forest reserves.
2. Support conservation NGOs and research institutions in launching species protection and habitat restoration projects.
3. Integrate biodiversity conservation into agricultural and infrastructure planning frameworks.
4. Promote eco-tourism and conservation education in schools and communities.
5. Track initiative outcomes through biodiversity indicators, species inventories, and conservation dashboards.

KPI 4.3.3: % Reduction in Illegal Logging Incidents

1. Strengthen forest patrol units and surveillance systems using GPS, drones, and mobile reporting tools.
2. Enforce penalties for illegal logging through judiciary coordination and public accountability.
3. Launch public awareness campaigns on forest laws, community rights, and environmental impact.
4. Provide alternative livelihoods (e.g., agroforestry, NTFPs) to reduce economic dependence on illegal logging.
5. Monitor incident trends through forest crime databases and quarterly enforcement reports.

KPI 4.3.4: Number of Community Forest Management Groups Supported

1. Formalize and register community forest groups with legal mandates and governance structures.
2. Provide training in sustainable forest management, conflict resolution, and benefit-sharing models.
3. Allocate technical and financial resources for forest inventory, mapping, and monitoring.
4. Link community groups to carbon credit schemes, eco-tourism, and NTFP markets.
5. Track group performance through annual scorecards and participatory evaluations.

KPI 4.3.5: Number of Agroecological Zones Mapped and Monitored

1. Conduct national agroecological zoning using GIS, soil surveys, and climate data.
2. Develop interactive maps and dashboards for planners, investors, and extension agents.
3. Integrate zoning data into land use planning, crop suitability analysis, and CSA promotion.
4. Train ministry staff and partners in zone monitoring and data interpretation.
5. Update maps every five years to reflect environmental changes and land use dynamics.

KRA 4.4: Soil and Water Resource Protection

KPI 4.4.1: Number of Soil Tests Conducted Annually

1. Establish mobile soil testing units and deploy them across counties during peak farming seasons.
2. Partner with universities and research centers to expand laboratory capacity and technician training.
3. Integrate soil testing into input distribution programs to ensure tailored fertilizer recommendations.
4. Launch awareness campaigns on the benefits of soil testing for productivity and sustainability.
5. Digitize soil test results and link them to farmer profiles for longitudinal tracking and advisory services.

KPI 4.4.2: Area (Hectares) Under Erosion Control Measures

1. Promote contour farming, terracing, and vegetative barriers in erosion-prone zones.
2. Provide grants and technical support for community-led erosion control projects.
3. Establish demonstration plots showcasing integrated soil conservation techniques.
4. Train extension agents and farmers in erosion risk assessment and mitigation planning.
5. Monitor erosion control coverage using satellite imagery and field verification tools.

KPI 4.4.3: Number of Irrigation Schemes Developed

1. Conduct feasibility studies to identify viable irrigation sites based on water availability and crop demand.
2. Mobilize funding for small-scale and community-managed irrigation systems, including solar-powered pumps.
3. Train farmers in irrigation scheduling, maintenance, and water-use efficiency.
4. Integrate irrigation schemes into climate resilience and food security programs.
5. Monitor scheme functionality and impact through quarterly technical audits and farmer feedback.

KPI 4.4.4: % of Farms Using Water-Efficient Technologies

1. Promote drip irrigation, sprinkler systems, and moisture sensors through input subsidy programs.
2. Train farmers in water budgeting, mulching, and crop selection for water efficiency.
3. Partner with agri-tech firms to pilot smart irrigation solutions in high-value crop zones.
4. Launch awareness campaigns on water conservation and climate-smart farming.
5. Track adoption rates through extension records, farmer registries, and field assessments.

KPI 4.4.5: Number of Watershed Management Plans Implemented

1. Develop integrated watershed management plans in collaboration with EPA and local communities.
2. Conduct participatory mapping and risk profiling of critical watersheds.
3. Implement reforestation, buffer zone protection, and water harvesting interventions.
4. Train community watershed committees in governance, monitoring, and conflict resolution.

5. Monitor plan implementation through annual scorecards and environmental impact assessments.

KRA 4.4.5: Environmental Safeguards in Agricultural Projects

KPI 4.5.1: % of Projects with Completed Environmental Impact Assessments (EIAs)

1. Institutionalize EIA requirements for all agricultural infrastructure and investment projects above a defined threshold.
2. Develop a fast-track EIA review system in collaboration with the Environmental Protection Agency (EPA).
3. Train project managers and implementing partners in EIA procedures, documentation, and compliance.
4. Create a centralized digital registry of EIA reports linked to project approval workflows.
5. Monitor EIA completion rates through quarterly environmental safeguard scorecards.

KPI 4.5.2: Number of Safeguard Officers Trained and Deployed

1. Develop a national training curriculum for environmental safeguard officers tailored to agriculture.
2. Partner with universities and technical institutes to certify officers in environmental law, risk assessment, and monitoring.
3. Deploy trained officers to county agriculture offices and major project sites.
4. Provide field kits and digital tools for real-time safeguard monitoring and reporting.
5. Track deployment coverage and performance through a national safeguard officer dashboard.

KPI 4.5.3: Number of Compliance Audits Conducted

1. Establish an Environmental Compliance Unit within the Ministry to lead audits and enforcement.
2. Develop standardized audit protocols and checklists for agricultural projects.
3. Conduct quarterly audits of donor-funded and large-scale agricultural investments.
4. Publish audit findings and recommendations to promote transparency and corrective action.
5. Monitor audit frequency and follow-up through a centralized compliance tracking system.

KPI 4.5.4: % of Donor-Funded Projects Meeting Environmental Standards

1. Align national safeguard frameworks with international donor environmental guidelines (e.g., World Bank, IFAD, AfDB).
2. Require environmental compliance clauses in all donor-funded project agreements.
3. Conduct joint environmental reviews with donor agencies during project implementation.
4. Provide technical assistance to project teams for meeting safeguard benchmarks.
5. Monitor compliance rates through donor coordination platforms and annual performance reviews.

KPI 4.5.5: Number of Grievances Resolved Through Safeguard Mechanisms

1. Establish grievance redress mechanisms (GRMs) for all agricultural projects, including community hotlines and feedback boxes.

2. Train safeguard officers and project staff in conflict resolution and grievance handling protocols.
3. Digitize grievance tracking systems for transparency and timely resolution.
4. Conduct public awareness campaigns on environmental rights and complaint procedures.
5. Monitor resolution rates and community satisfaction through quarterly GRM reports.

Strategic Goal 5: Improve Institutional Governance and Sector Coordination

KRA 5.1: Strengthened Ministry Capacity and Decentralization

KPI 5.1.1: Number of Staff Trained in Core Competencies

1. Develop a national training framework covering planning, M&E, financial management, extension, and digital literacy.
2. Partner with universities, civil service institutes, and international agencies to deliver certified training programs.
3. Conduct annual competency gap assessments to inform targeted capacity-building plans.
4. Establish a Ministry Learning Hub with modular courses and blended learning formats.
5. Monitor training uptake and impact through staff performance reviews and post-training evaluations.

KPI 5.1.2: % of County Agriculture Offices Operational and Resourced

1. Conduct a baseline assessment of infrastructure, staffing, and equipment across all county offices.
2. Allocate budget for rehabilitation, furnishing, and ICT upgrades in underperforming offices.
3. Deploy multidisciplinary teams to counties with clear mandates and service delivery targets.
4. Establish county-level coordination platforms to align with local governments and development partners.
5. Monitor operational status and service quality through quarterly county scorecards.

KPI 5.1.3: Number of Digital Systems Deployed for Service Delivery

1. Develop and roll out integrated digital platforms for farmer registration, input tracking, and extension services.
2. Digitize internal workflows including HR, finance, procurement, and project management.
3. Train staff in system use, data entry, and cybersecurity protocols.
4. Partner with ICT firms and donors to ensure system interoperability and sustainability.
5. Monitor system functionality, user adoption, and service impact through digital dashboards.

KPI 5.1.4: Staff Retention Rate Across Departments

1. Conduct annual staff satisfaction surveys to identify retention drivers and challenges.
2. Introduce performance-based incentives, career progression pathways, and recognition programs.

3. Improve working conditions through office upgrades, wellness programs, and flexible work policies.
4. Strengthen HR systems for transparent recruitment, promotion, and grievance handling.
5. Monitor retention trends and departmental turnover through HR analytics and exit interviews.

KPI 5.1.5: Number of Institutional Audits Completed

1. Establish an Internal Audit Unit with trained personnel and clear audit protocols.
2. Conduct annual financial, operational, and compliance audits across central and county offices.
3. Publish audit findings and corrective action plans to promote transparency and accountability.
4. Train department heads in audit readiness and internal control systems.
5. Monitor audit completion and follow-up through a centralized audit tracking system.

KRA 5.2: Transparent Budgeting and Financial Management

KPI 5.2.1: % of Budget Executed on Time

1. Develop and enforce a fiscal calendar with clear timelines for budget approval, disbursement, and execution.
2. Train departmental heads and finance officers in budget planning, forecasting, and cash flow management.
3. Digitize budget tracking systems to monitor real-time execution across programs and counties.
4. Establish quarterly budget performance reviews to identify bottlenecks and accelerate spending.
5. Link timely budget execution to performance incentives and accountability metrics for program managers.

KPI 5.2.2: Number of Financial Reports Published Annually

1. Institutionalize quarterly and annual financial reporting requirements across all departments and projects.
2. Develop standardized reporting templates aligned with national public financial management (PFM) guidelines.
3. Train finance staff in report preparation, data visualization, and narrative synthesis.
4. Publish financial reports on the Ministry's website and share with stakeholders for transparency.
5. Monitor report quality and timeliness through an internal audit and compliance dashboard.

KPI 5.2.3: % of Funds Allocated to Priority Programs

1. Conduct annual budget alignment exercises to match allocations with strategic goals and KRAs.
2. Establish a priority program classification system with clear criteria and thresholds.
3. Engage stakeholders in participatory budgeting to validate priority areas and funding needs.

4. Monitor allocation trends through budget analytics and program-level dashboards.
5. Publish budget allocation summaries highlighting investment in priority programs.

KPI 5.2.4: Number of Procurement Processes Completed Transparently

1. Digitize procurement workflows in collaboration with PPCC using e-procurement platforms with public access to tender notices and awards.
2. Train procurement officers in ethical standards, competitive bidding, and contract management.
3. Establish an independent procurement oversight committee to review high-value transactions.
4. Conduct regular procurement audits and publish findings to promote accountability.
5. Launch public awareness campaigns on procurement rights, procedures, and grievance mechanisms.

KPI 5.2.5: Number of Financial Irregularities Investigated and Resolved

1. Set up a Financial Integrity Unit within the Ministry to investigate and resolve irregularities.
2. Develop whistleblower protection protocols and confidential reporting channels.
3. Train internal auditors and compliance officers in forensic accounting and fraud detection.
4. Publish investigation outcomes and corrective actions to deter future violations.
5. Monitor resolution timelines and recurrence rates through a financial risk dashboard.

KRA 5.3: Enhanced Monitoring, Evaluation, and Learning (MEL)

KPI 5.3.1: Number of MEL Reports Produced Annually

1. Develop a national MEL reporting framework with standardized templates for quarterly, mid-year, and annual reports.
2. Train MEL officers and program managers in data synthesis, visualization, and narrative reporting.
3. Digitize MEL workflows using dashboards and automated reporting systems.
4. Establish reporting deadlines and accountability protocols across all departments and counties.
5. Publish MEL reports on the Ministry's website and share with stakeholders to promote transparency and learning.

KPI 5.3.2: % of Programs with Baseline and Endline Data

1. Mandate baseline and endline studies for all new programs and donor-funded projects.
2. Develop toolkits and protocols for conducting baseline surveys and impact assessments.
3. Partner with universities and research institutions to support data collection and analysis.
4. Allocate dedicated MEL budget lines for baseline and endline activities.
5. Monitor compliance through a centralized MEL registry and periodic audits.

KPI 5.3.3: Number of KPIs Tracked Quarterly

1. Develop a national KPI dashboard aligned with strategic goals, KRAs, and program targets.

2. Assign MEL focal points in each department to ensure timely data collection and reporting.
3. Train staff in indicator definitions, data sources, and verification methods.
4. Conduct quarterly data validation exercises to ensure accuracy and completeness.
5. Review and update KPI frameworks annually to reflect evolving priorities and lessons learned.

KPI 5.3.4: Frequency of Performance Review Meetings

1. Institutionalize quarterly performance review meetings at national and county levels.
2. Develop structured agendas and scorecards to guide discussions and decision-making.
3. Include cross-departmental and partner participation to ensure holistic evaluation.
4. Document meeting outcomes and action points for follow-up and accountability.
5. Monitor meeting frequency and effectiveness through MEL dashboards and feedback surveys.

KPI 5.3.5: Number of Adaptive Changes Made Based on MEL Findings

1. Establish a formal feedback loop between MEL units and program implementation teams.
2. Develop an adaptive management protocol for revising strategies, budgets, and activities based on evidence.
3. Host biannual learning workshops to reflect on MEL findings and co-design improvements.
4. Track and document adaptive changes through change logs and program revision notes.
5. Recognize and reward teams that demonstrate evidence-based adaptation and innovation.

KRA 5.4: Multi-Stakeholder Coordination Platforms

KPI 5.4.1: Number of Stakeholder Forums Held Annually

1. Institutionalize quarterly national and county-level stakeholder forums focused on agriculture, food systems, and rural development.
2. Develop thematic forum calendars aligned with NADP pillars and emerging sector priorities.
3. Provide logistical and technical support for inclusive participation, especially youth, women, and local actors.
4. Publish forum proceedings and action matrices to ensure transparency and follow-through.
5. Monitor forum frequency, diversity of participation, and policy influence through annual coordination scorecards.

KPI 5.4.2: % of Donor Programs Aligned with NADP

1. Develop a donor alignment framework mapping NADP goals to ongoing and planned donor interventions.
2. Host annual donor coordination summits to review alignment, gaps, and opportunities.
3. Establish a joint results framework and reporting template for donor-funded programs.
4. Provide technical support to donors during program design to ensure NADP integration.
5. Monitor alignment through a centralized donor program registry and periodic reviews.

KPI 5.4.3: Number of Joint Work Plans Developed with Partners

1. Facilitate co-creation of annual work plans with NGOs, CSOs, private sector, and development partners.
2. Develop standardized joint planning templates with shared indicators and resource commitments.
3. Assign focal points within the Ministry to coordinate partner engagement and plan harmonization.
4. Digitize joint work plans and link them to MEL systems for real-time tracking.
5. Monitor implementation progress and revise plans through biannual coordination reviews.

KPI 5.4.4: Stakeholder Satisfaction Rate with Coordination Mechanisms

1. Conduct annual stakeholder satisfaction surveys covering inclusiveness, responsiveness, and transparency.
2. Establish feedback channels (hotlines, suggestion boxes, digital forms) for continuous input.
3. Train coordination staff in facilitation, conflict resolution, and stakeholder engagement.
4. Recognize high-performing coordination platforms through awards and public acknowledgment.
5. Use satisfaction data to refine coordination protocols and improve service delivery.

KPI 5.4.5: Number of MOUs Signed with Key Sector Actors

1. Identify priority institutions (e.g., universities, agribusinesses, NGOs) for strategic collaboration.
2. Develop standardized MOU templates outlining roles, responsibilities, and shared outcomes.
3. Host partnership signing ceremonies to formalize commitments and build visibility.
4. Monitor MOU implementation through joint activity reports and coordination dashboards.
5. Review and renew MOUs every two years to reflect evolving sector needs and performance.

KRA 5.5: Anti-Corruption and Ethics Enforcement**KPI 5.5.1: Number of Ethics Training Courses Conducted**

1. Develop a national ethics and integrity curriculum tailored to agricultural governance and public service standards.
2. Conduct quarterly ethics training workshops for central and county-level staff, including new recruits.
3. Partner with the Liberia Anti-Corruption Commission (LACC) and Civil Service Agency to certify ethics trainers.
4. Integrate ethics modules into all capacity-building programs and leadership retreats.
5. Monitor training coverage and effectiveness through pre- and post-training assessments.

KPI 5.5.2: % of Staff Signing Annual Integrity Pledges

1. Institutionalize an annual Integrity Week during which all staff publicly sign and renew integrity pledges.

2. Digitize the pledge process and link it to HR performance systems and personnel files.
3. Display signed pledges in offices and publish departmental compliance rates.
4. Provide orientation sessions explaining the meaning, expectations, and consequences of the pledge.
5. Monitor pledge adherence through periodic ethics audits and staff feedback mechanisms.

KPI 5.5.3: Number of Corruption Cases Reported and Resolved

1. Establish a confidential reporting system for corruption cases, including hotlines and digital platforms.
2. Train internal audit and compliance units in investigative procedures and case documentation.
3. Collaborate with LACC and judiciary bodies to ensure timely resolution and prosecution.
4. Publish anonymized case summaries and resolution outcomes to promote transparency.
5. Monitor case trends and resolution rates through a corruption incident dashboard.

KPI 5.5.4: Number of Whistleblower Protections Activated

1. Develop and disseminate a whistleblower protection policy aligned with national legislation.
2. Train staff and stakeholders on their rights and responsibilities under the protection framework.
3. Establish secure channels for whistleblower submissions, including encrypted digital platforms.
4. Provide legal and psychosocial support to whistleblowers facing retaliation.
5. Track activation and resolution of whistleblower cases through a confidential registry.

KPI 5.5.5: Public Trust Index in Ministry Operations

1. Conduct annual public perception surveys assessing trust in Ministry transparency, service delivery, and ethics.
2. Launch a public accountability portal with real-time updates on budgets, projects, and performance.
3. Host community engagement forums to explain policies, address concerns, and build credibility.
4. Respond promptly to public inquiries and grievances through a centralized feedback system.
5. Monitor trust trends and adjust communication strategies based on survey findings.

This Corporate Strategic Plan (2025–2030) represents more than a policy document; it is a unified commitment to transform Liberia’s agricultural sector into a resilient, inclusive, and market-driven engine of national growth. It consolidates our vision, strategic goals, key result areas, performance indicators, and implementation frameworks into a coherent roadmap that aligns institutional reform with farmer empowerment, food sovereignty, and sustainable resource management.

The strategies outlined herein are grounded in evidence, shaped by broad stakeholder consultation, and reinforced by robust monitoring, risk management, and governance systems. Their success will depend on disciplined execution, sustained political will, transparent resource management, and active collaboration with farmers, private sector actors, development partners, and communities across all counties.

As we transition from strategic intent to operational delivery, the following annexes provide the detailed matrices, technical frameworks, implementation schedules, budgeting tools, and reference instruments that will guide day-to-day execution, monitoring, and evaluation of this plan. Together, they serve as the operational backbone of our transformation agenda and the practical instruments through which our vision will be realized.

Annex 1: Resource Mobilization Strategy

Strategic Objective

To mobilize adequate, predictable, and diversified financial and technical resources to implement the Ministry’s Five-Year Strategic Plan, aligned with the National Agriculture Development Plan (NADP), donor priorities, and Liberia’s ARREST Agenda for Inclusive Development (AAID).

1. Resource Needs Assessment

Action	Description
Costing of Strategic Plan	Develop detailed budget envelopes for each Strategic Goal, KRA, and KPI.
Gap Analysis	Compare available government allocations with total resource requirements.
Prioritization Matrix	Rank interventions by urgency, impact, and funding feasibility.
Annual Resource Maps	Create rolling 5-year maps showing funding needs by source and timeline.
County-Level Disaggregation	Break down resource needs by region to support decentralization.

2. Domestic Resource Mobilization

Action	Description
Increase National Budget	Advocate for higher agriculture share in the national budget

Action	Description
Allocation	(target: 10% per Maputo Declaration).
Leverage County Development Funds	Align county-level investments with strategic agricultural priorities.
Introducing Agricultural Levies	Explore modest levies on exports, inputs, or agribusiness licenses to fund extension and research.
Public-Private Partnerships (PPPs)	Mobilize private capital for infrastructure, processing, and mechanization.
Diaspora Engagement	Launch diaspora investment bonds and agribusiness matchmaking platforms.

3. International Donor Engagement

Action	Description
Donor Roundtables	Host annual donor coordination summits to align funding with NADP and strategic goals.
Joint Programming	Co-design programs with IFAD, AfDB, World Bank, EU, FAO, and others.
Multi-Donor Trust Fund	Establish pooled funding mechanism for agriculture and food systems.
Grant Development Proposal	Build internal capacity to write and submit high-quality proposals.
Donor Performance Dashboards	Track disbursements, alignment, and impact of donor-funded projects.

4. Private Sector and Impact Investment

Action	Description
Agribusiness Investment Forums	Host annual events to showcase bankable projects and attract investors.
Investment Incentive Packages	Offer tax breaks, land access, and fast-track licensing for priority sectors.
Blended Finance Models	Combine grants, loans, and equity to de-risk private investment.
Impact Bonds and Green Financing	Explore climate-smart agriculture bonds and ESG-aligned instruments.
Agri-tech and Startup Support	Partner with incubators and accelerators to fund youth-led innovations.

5. Resource Tracking and Accountability

Action	Description
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Action	Description
Digital Resource Tracking System	Develop a dashboard to monitor inflows, allocations, and expenditures.
Quarterly Financial Reviews	Conduct joint reviews with donors and internal audit teams.
Public Disclosure Mechanisms	Publish budget execution reports and donor contributions online.
Performance-Based Disbursement	Link funding to KPI achievement and milestone delivery.
Grievance Redress and Fiduciary Oversight	Strengthen internal audit and anti-corruption safeguards.

6. Capacity Strengthening for Mobilization

Action	Description
Establish Resource Mobilization Unit	Create a dedicated team within the Ministry for fundraising and donor relations.
Train Staff in Proposal Writing and Negotiation	Build skills in grant development, budgeting, and partner engagement.
Develop Resource Mobilization Toolkit	Standardize templates, pitch decks, and investment profiles.
Engage Parliament and Civil Society	Build political and public support for increased agriculture funding.
Monitor Capacity Gaps	Conduct annual assessments and tailor training accordingly.

Implementation Timeline

Year	Focus
Year 1	Costing, gap analysis, donor mapping, unit setup
Year 2	Launch PPPs, diaspora investment program, proposal pipeline
Year 3	Establish trust fund, host investment forum, expand dashboards
Year 4	Scale blended finance, deepen county-level mobilization
Year 5	Consolidate gains, publish impact report, renew strategy

Annex 2: Human Resource Strategy

Strategic Objective

To build a competent, motivated, and decentralized workforce that delivers inclusive, accountable, and results-driven agricultural services across Liberia.

1. Workforce Planning and Organizational Structuring

Action	Description
HR Audit and Skills Inventory	Conduct a nationwide audit of staff qualifications, roles, and deployment gaps.
Organizational Restructuring	Align departmental functions with strategic goals and KRAs.
Workforce Forecasting	Project staffing needs by county, division, and strategic priority.
Job Description Harmonization	Update and standardize TORs for all technical and support roles.
Organogram Redesign	Develop a clear, scalable organogram reflecting decentralization and service delivery tiers.

2. Capacity Building and Professional Development

Action	Description
Core Competency Framework	Define essential skills for planning, MEL, finance, extension, and coordination.
Annual Training Plans	Develop rolling plans for in-service training, certifications, and leadership development.
Partnerships with Universities	Formalize MoUs for joint training, fellowships, and research placements.
E-Learning and Digital Literacy	Launch online courses and ICT bootcamps for staff across counties.
Leadership and Ethics Academy	Establish a flagship program for senior managers focused on integrity, strategy, and reform.

3. Decentralization and County-Level Empowerment

Action	Description
County Staffing Plans	Recruit and deploy multidisciplinary teams to all 15 counties.
County HR Units	Establish HR focal points in each County Agriculture Office.
Local Training Hubs	Set up regional centers for continuous learning and peer exchange.
Performance Contracts	Introduce results-based agreements for county directors and technical leads.
County Service Dashboards	Monitor staff presence, service delivery, and citizen feedback in real time.

4. Performance Management and Incentives

Action	Description
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Action	Description
Annual Appraisal System	Implement a KPI-linked evaluation framework for all staff.
Promotion and Career Pathways	Develop transparent criteria for advancement and specialization.
Recognition and Rewards	Launch “Excellence in Agriculture” awards for high-performing teams.
Grievance and Disciplinary Mechanisms	Strengthen internal systems for conflict resolution and accountability.
Retention Strategy	Offer housing, transport, and hardship allowances for rural postings.

5. HR Digitization and Systems Strengthening

Action	Description
HRMIS Deployment	Roll out a Human Resource Management Information System for payroll, attendance, and records.
Biometric Registration	Digitally verify and track staff across all counties.
Integrated Payroll Audits	Link HRMIS to financial systems to prevent ghost workers and leakages.
Digital Leave and Appraisal Tools	Automate leave requests, performance reviews, and training logs.
HR Analytics Dashboard	Monitor staffing trends, training uptake, and performance metrics.

6. Institutional Culture and Change Management

Action	Description
Values Charter	Co-create a Ministry-wide charter on integrity, service, and professionalism.
Onboarding and Orientation	Standardize induction for new staff with ethics and strategic alignment modules.
Internal Communication Strategy	Launch newsletters, town halls, and feedback loops to build cohesion.
Gender and Inclusion Mainstreaming	Ensure equitable recruitment, promotion, and training access.
Wellness and Mental Health Support	Provide counseling, peer support, and stress management resources.

Implementation Timeline

Year	Focus Areas
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Year	Focus Areas
Year 1	HR audit, organogram redesign, HRMIS launch, training plan development
Year 2	County deployment, onboarding systems, performance framework rollout
Year 3	Leadership academy, biometric registration, incentive scheme launch
Year 4	Career pathways, digital appraisal tools, institutional culture programs
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Tools

1. Quarterly HR Performance Reviews
2. Annual Staff Satisfaction Surveys
3. Training Impact Assessments
4. Audit Reports and Compliance Logs

Annex 3: ICT and Digital Transformation Strategy

Strategic Objective

To leverage digital technologies and ICT infrastructure to improve agricultural governance, service delivery, data systems, and stakeholder engagement across Liberia.

Digital Infrastructure Development

Action	Description
National Agriculture Data Center (NADC)	Establish a centralized, secure data hub for storing and managing agricultural data.
Connectivity Expansion	Equip County Agriculture Offices with internet access, solar backup, and ICT hardware.
Cloud Migration Strategy	Transition key systems to cloud-based platforms for scalability and resilience.
ICT Equipment Rollout	Procure and distribute laptops, tablets, and smart devices to field staff.
GIS and Remote Sensing Integration	Deploy geospatial tools for land use mapping, crop monitoring, and climate risk analysis.

Digital Governance and Systems Automation

Action	Description
e-Agriculture Portal	Launch a public-facing platform for policies, market info, extension content, and feedback.
HRMIS and e-Payroll Systems	Digitize human resource management and payroll tracking.
e-Procurement and Asset Management	Automate procurement workflows and inventory tracking.
Digital MEL Dashboards	Build real-time dashboards for KPI tracking, program

Action	Description
	performance, and adaptive learning.
Farmer Registry System	Develop a biometric, geo-tagged registry of farmers and cooperatives.

Farmer-Facing Digital Services

Action	Description
Mobile Advisory Services	Launch SMS and voice-based advisory tools for weather, GAP, and market prices.
Digital Input Vouchers	Pilot e-voucher systems for seeds, fertilizers, and mechanization services.
Agri-Market Platforms	Develop mobile apps linking farmers to buyers, processors, and exporters.
Digital Literacy Campaigns	Train farmers in basic ICT skills, mobile usage, and digital finance.
Feedback and Grievance Channels	Enable farmers to report issues and access support via digital platforms.

Data Governance and Cybersecurity

Action	Description
Data Protection Policy	Develop and enforce a policy aligned with national and international standards.
Cybersecurity Protocols	Implement firewalls, encryption, and access controls across all systems.
Data Sharing Agreements	Formalize protocols for sharing data with donors, partners, and other ministries.
Open Data Framework	Promote transparency through public access to non-sensitive datasets.
Digital Risk Assessments	Conduct periodic audits of digital systems and vulnerabilities.

Institutional Capacity and Digital Culture

Action	Description
ICT Unit Strengthening	Expand and train the Ministry's ICT team with clear mandates and resources.
Digital Champions Program	Identify and empower staff in each department and county as tech ambassadors.
Annual ICT Training Plans	Develop rolling plans for digital skills development across all staff levels.

Action	Description
Change Management Strategy	Facilitate cultural shift toward digital adoption through leadership engagement.
Performance Incentives	Reward innovation and digital excellence through recognition and career advancement.

Partnerships and Innovation Ecosystem

Action	Description
MoUs with Tech Firms and Universities	Collaborate on system design, training, and innovation pilots.
AgriTech Innovation Fund	Support startups developing digital solutions for agriculture.
Hackathons and Innovation Challenges	Host events to crowdsource ideas and build local capacity.
Donor Alignment and Co-Financing	Integrate ICT components into donor-funded programs.
Regional Knowledge Exchange	Participate in ECOWAS and AU digital agriculture platforms.

Implementation Timeline

Year	Focus Areas
Year 1	ICT audit, infrastructure rollout, e-agriculture portal launch
Year 2	Farmer registry, mobile advisory pilot, HRMIS deployment
Year 3	MEL dashboards, cybersecurity protocols, digital voucher system
Year 4	Agri-market platforms, open data portal, innovation fund launch
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Tools

1. Quarterly ICT Progress Reports
2. Digital Service Uptake Metrics
3. Farmer Satisfaction Surveys
4. System Uptime and Security Logs
5. Annual Digital Transformation Scorecards

Annex 4: Procurement Strategy

Strategic Objective

To establish a transparent, accountable, competitive and performance-driven procurement system that supports timely delivery of agricultural goods, services, and infrastructure across all strategic goals and KRAs.

Procurement Planning and Alignment

Action	Description
Annual Procurement Plans (APPs)	Develop rolling APPs aligned with strategic goals, KRAs, and budget ceilings.
Multi-Year Framework Contracts	Establish long-term contracts for recurring needs (e.g., inputs, equipment, fuel).
Decentralized Procurement Calendars	Create county-level procurement schedules linked to seasonal cycles.
Needs-Based Prioritization	Use MEL data and field assessments to prioritize procurement items.
Integration with Budgeting	Ensure procurement plans are fully costed and synchronized with PFM systems.

Regulatory Compliance and Policy Strengthening

Action	Description
Adherence to PPCC Guidelines	Align all procurement activities with Liberia's Public Procurement and Concessions Act.
Procurement Policy Review	Update Ministry-specific procurement policies to reflect strategic reforms.
Standard Operating Procedures (SOPs)	Develop SOPs for goods, works, and services procurement.
Legal Risk Assessments	Conduct periodic reviews to ensure compliance and mitigate litigation risks.
Audit Trail Strengthening	Ensure all procurement transactions are documented and traceable.

Institutional Capacity and Systems Strengthening

Action	Description
Procurement Unit Restructuring	Expand and professionalize the Procurement Division with clear mandates.
Staff Certification and Training	Enroll procurement officers in PPCC-accredited programs and refresher courses.
Digital Procurement System	Deploy e-procurement platforms for bidding, evaluation, and contract management.
Procurement Performance Dashboards	Monitor timelines, cost savings, and compliance in real time.
County-Level Procurement	Establish trained officers in each County Agriculture Office.

Action	Description
Focal Points	

Vendor Management and Market Engagement

Action	Description
Vendor Prequalification and Registration	Maintain an updated database of vetted suppliers and contractors.
Market Price Surveys	Conduct quarterly market assessments to inform cost estimates.
Supplier Performance Reviews	Evaluate vendors based on delivery, quality, and responsiveness.
Local Content Promotion	Prioritize Liberian suppliers and SMEs where feasible.
Transparent Tendering Processes	Publish tenders widely and ensure fair competition.

Risk Management and Anti-Corruption Safeguards

Action	Description
Procurement Risk Matrix	Identify and mitigate risks such as delays, collusion, and cost overruns.
Whistleblower Mechanisms	Enable confidential reporting of procurement irregularities.
Independent Oversight Committees	Establish review panels for high-value and strategic procurements.
Conflict of Interest Declarations	Require all procurement staff to sign annual integrity pledges.
Post-Procurement Audits	Conduct regular audits and publish findings for public accountability.

Strategic Procurement Categories

Category	Examples
Agricultural Inputs	Seeds, fertilizers, agrochemicals, tools
Equipment and Machinery	Tractors, irrigation kits, processing units
Infrastructure Works	Silos, feeder roads, cold storage, offices
Consulting Services	Technical assistance, MEL, training, design
ICT and Digital Tools	Tablets, software, connectivity, dashboards

Implementation Timeline

Year	Focus Areas
Year 1	Procurement audit, APP development, SOP rollout
Year 2	Staff training, vendor registry, digital system pilot
Year 3	County-level procurement decentralization, dashboard launch

Year	Focus Areas
Year 4	Performance reviews, risk matrix activation, policy update
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Tools

1. Quarterly Procurement Performance Reports
2. Annual Compliance Audits
3. Procurement Efficiency Indicators (e.g., cost savings, delivery time)
4. Stakeholder Satisfaction Surveys
5. PPCC Review and Feedback Mechanisms

Annex 5: Infrastructure Development Plan Strategy

Strategic Objective

To expand, rehabilitate, and maintain agricultural infrastructure that enables production, processing, distribution, and resilience across the 15 counties and major agro-ecological zones.

Strategic Infrastructure Mapping and Prioritization

Action	Description
National Agricultural Infrastructure Audit	Conduct a baseline assessment of existing roads, storage, irrigation, and facilities.
Geospatial Infrastructure Mapping	Use GIS to identify gaps and overlay with production zones, markets, and climate risks.
County-Level Infrastructure Plans	Develop localized investment plans aligned with strategic goals and decentralization.
Infrastructure Prioritization Matrix	Rank projects by impact, urgency, cost-efficiency, and alignment with NADP.
Integrated Planning with other Ministries	Coordinate with Public Works, Lands, and Energy for cross-sectoral synergies.

Rural Roads and Market Access Infrastructure

Action	Description
Feeder Road Rehabilitation Program	Upgrade priority farm-to-market roads in high-production corridors.
Bridge and Culvert Construction	Ensure year-round access to remote farming communities.
Road Maintenance Units	Establish county-based teams for routine upkeep and emergency repairs.
PPP Models for Road Development	Engage private contractors through performance-based contracts.
Monitoring via GPS and Drone	Track road conditions and construction progress digitally.

Action	Description
Surveys	

Storage, Processing, and Cold Chain Infrastructure

Action	Description
Silo and Warehouse Construction	Build regional grain storage facilities to reduce post-harvest losses.
Cold Chain Expansion	Install cold rooms and refrigerated transport for perishables.
Agro-Processing Hubs	Develop multi-purpose centers for cassava, rice, cocoa, and horticulture.
Community Aggregation Centers	Support cooperatives with shared storage and sorting facilities.
Smart Inventory Systems	Digitize stock management and link to market platforms.

Irrigation and Water Management Infrastructure

Action	Description
Small-Scale Irrigation Schemes	Construct gravity-fed and pump-based systems in priority zones.
Water Harvesting Structures	Build reservoirs, check dams, and rainwater tanks for dry-season farming.
Drainage and Flood Control Works	Protect lowland farms from seasonal flooding.
Irrigation Maintenance Protocols	Train communities in upkeep and water-use efficiency.
Climate-Resilient Design Standards	Ensure infrastructure withstands droughts and extreme weather.

Institutional and Service Delivery Infrastructure

Action	Description
County Agriculture Office Rehabilitation	Renovate and equip offices with ICT, labs, and training rooms.
Extension and Research Stations	Build or upgrade field stations for trials, training, and outreach.
Veterinary Clinics and Feed Centers	Establish livestock service hubs in key production zones.
Mobile Service Units	Deploy vehicles for outreach, inspection, and emergency response.
Green Building Standards	Promote solar power, rainwater harvesting, and eco-

Action	Description
	friendly materials.

Infrastructure Governance and Sustainability

Action	Description
Infrastructure Investment Framework	Develop a policy guiding design, financing, and maintenance.
Community Ownership Models	Engage local groups in planning, construction, and stewardship.
Maintenance Funds and Protocols	Allocate budgets and define roles for upkeep and repairs.
Environmental and Social Safeguards	Conduct EIAs and ensure inclusive, conflict-sensitive implementation.
Infrastructure Monitoring Dashboards	Track progress, budgets, and impact through digital tools.

Implementation Timeline

Year	Focus Areas
Year 1	Infrastructure audit, mapping, policy development, pilot projects
Year 2	Road and irrigation rollout, county office upgrades, cold chain pilots
Year 3	Agro-processing hubs, mobile units, community aggregation centers
Year 4	Maintenance systems, green standards, institutional infrastructure scale-up
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Tools

1. Quarterly Infrastructure Progress Reports
2. GIS-Based Impact Maps
3. Beneficiary Satisfaction Surveys
4. Maintenance Logs and Budget Tracking
5. Annual Infrastructure Scorecards

Annex 6: Monitoring & Evaluation Strategy

Strategic Objective

To establish a robust, decentralized, and digital M&E system that tracks progress, measures impact, informs policy, and supports continuous learning across all strategic goals and KRAs.

M&E System Design and Institutional Architecture

Action	Description
M&E Framework Development	Design a results-based framework aligned with strategic goals, KRAs, and KPIs.

Action	Description
Theory of Change and Logical Models	Develop goal-specific logic models to guide planning and evaluation.
M&E Unit Strengthening	Expand and equip the central M&E Division with skilled staff and digital tools.
County-Level M&E Focal Points	Deploy trained officers in all 15 counties to support decentralized tracking.
Inter-Ministerial Coordination	Align M&E systems with NADP, AAID, and donor MEL protocols.

Planning, Data Collection, and Reporting Cycles

Action	Description
Annual M&E Plans	Develop rolling plans with timelines, responsibilities, and data sources.
Baseline and Endline Studies	Conduct rigorous assessments for all major programs and KRAs.
Quarterly and Annual Progress Reports	Standardize reporting formats for internal and external stakeholders.
Field Monitoring Missions	Schedule regular site visits and verification exercises.
Digital Data Collection Tools	Use tablets, mobile apps, and cloud platforms for real-time data capture.

Performance Tracking and KPI Management

Action	Description
Strategic KPI Dashboard	Develop a live dashboard tracking all strategic indicators across goals and counties.
KPI Scorecards by Department	Assign and monitor performance targets for each technical unit.
Traffic Light System	Use red-yellow-green coding to flag progress and bottlenecks.
Geo-Tagged Data Visualization	Map results spatially using GIS for planning and communication.
Quarterly KPI Review Meetings	Host cross-departmental sessions to assess progress and recalibrate.

Evaluation, Learning, and Adaptive Management

Action	Description
Mid-Term and Final Evaluations	Commission independent evaluations of strategic plan implementation.
Thematic and Impact Studies	Conduct deep dives into priority areas like food security, youth empowerment, and climate resilience.
Learning Briefs and Policy Notes	Translate findings into actionable insights for decision-makers.
Adaptive Planning Protocols	Adjust programs based on evidence and stakeholder feedback.
Knowledge Management System	Create a digital repository for reports, data, and lessons learned.

Stakeholder Engagement and Feedback Mechanisms

Action	Description
Participatory M&E Tools	Use community scorecards, focus groups, and farmer feedback surveys.
Donor Alignment and Reporting	Harmonize indicators and reporting cycles with development partners.
Public Transparency Portals	Publish M&E findings and dashboards for citizen access.
Grievance Redress and Feedback Channels	Enable farmers and stakeholders to report issues and suggest improvements.
Annual Agriculture Sector Review	Host inclusive forums to present results and gather input.

Capacity Building and System Sustainability

Action	Description
M&E Training Plans	Develop annual training schedules for central and county staff.
Certification and Mentorship Programs	Partner with universities and donors to certify M&E officers.
M&E Toolkit Development	Standardize templates, indicators, and reporting formats.
Budget Allocation for M&E	Ensure dedicated funding in annual budgets for MEL activities.
Institutionalization of M&E Culture	Promote results-based management across all levels of the Ministry.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, baseline studies, dashboard setup, staff training
Year 2	County rollout, quarterly reviews, adaptive protocols
Year 3	Mid-term evaluation, thematic studies, learning briefs
Year 4	System refinement, stakeholder feedback integration
Year 5	Final evaluation, impact reporting, strategy renewal

Monitoring Tools and Outputs

1. Strategic KPI Dashboard
2. County Scorecards
3. Quarterly and Annual Reports
4. Mid-Term and Final Evaluation Reports
5. Learning Briefs and Policy Notes
6. GIS Maps and Data Visualizations
7. Stakeholder Feedback Logs
8. Public Reporting and Transparency Portal

Annex 7: Institutional Governance Strategy

Strategic Objective

To build a transparent, accountable, and performance-driven governance architecture that enables effective policy implementation, stakeholder coordination, and institutional transformation.

Governance Architecture and Policy Alignment

Action	Description
Institutional Governance Framework	Develop and adopt a governance framework aligned with NADP and AAID.
Organizational Restructuring	Realign departments, units, and county offices to reflect strategic priorities and decentralization.
Policy Harmonization	Review and update internal policies to ensure consistency with national laws and donor protocols.
Governance Charter	Establish a Ministry-wide charter outlining principles of transparency, ethics, and service.
Inter-Ministerial Coordination Mechanism	Formalize collaboration with key ministries (Finance, Public Works, Commerce, etc.) for cross-sectoral delivery.

Leadership, Decision-Making, and Accountability

Action	Description
Executive Leadership Retreats	Host annual retreats to align leadership on strategic goals and performance targets.
Decentralized Decision Protocols	Empower County Agriculture Offices with delegated authority and clear mandates.
Performance Contracts for Directors	Introduce results-based agreements for senior managers and technical leads.
Internal Audit Strengthening	Expand audit coverage and capacity to ensure financial and operational integrity.
Governance Scorecards	Track leadership performance and accountability through quarterly dashboards.

Transparency, Ethics, and Anti-Corruption

Action	Description
Annual Integrity Pledges	Require all staff to sign and renew ethics commitments.
Whistleblower Protection System	Establish secure channels for reporting misconduct and ensure legal safeguards.
Ethics and Governance Training	Conduct regular workshops on integrity, conflict of interest, and fiduciary responsibility.
Public Disclosure Protocols	Publish budgets, procurement outcomes, and performance reports online.
Grievance Redress Mechanism	Enable citizens and stakeholders to report issues and receive timely responses.

Institutional Capacity and Change Management

Action	Description
Capacity Needs Assessment	Conduct baseline analysis of skills, systems, and institutional gaps.
Annual Capacity Development Plans	Develop rolling plans for training, mentorship, and organizational learning.
Change Management Strategy	Facilitate cultural transformation through leadership engagement and staff empowerment.
Knowledge Management System	Create a digital repository for policies, reports, and best practices.
Succession Planning Framework	Identify and prepare future leaders through structured career pathways.

Stakeholder Engagement and Collaborative Governance

Action	Description
Multi-Stakeholder Coordination Platforms	Host regular forums with donors, CSOs, private sector, and farmer groups.
Joint Work Planning with Partners	Co-develop annual plans with implementing partners and technical agencies.
Community Accountability Forums	Engage citizens in monitoring service delivery and policy implementation.
Public-Private Dialogue Mechanisms	Institutionalize engagement with agribusinesses and investors.
Stakeholder Satisfaction Surveys	Track perceptions of transparency, responsiveness, and coordination.

Implementation Timeline

Year	Focus Areas
Year 1	Governance framework, policy review, integrity systems, capacity assessment
Year 2	Performance contracts, decentralization protocols, stakeholder platforms
Year 3	Audit expansion, grievance systems, leadership retreats
Year 4	Succession planning, knowledge systems, collaborative governance
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Tools

1. Governance Performance Dashboards
2. Quarterly Leadership Scorecards
3. Annual Governance Audit Reports
4. Stakeholder Feedback Logs
5. Ethics Compliance Reviews

Annex 8: Internal Control Systems Strategy

Strategic Objective

To establish and institutionalize robust internal control mechanisms that safeguard resources, ensure compliance, and promote transparency in the implementation of agricultural programs and services.

Internal Control Framework Design and Policy Alignment

Action	Description
Internal Control Policy Manual	Develop and adopt a comprehensive manual aligned with national laws, PPCC guidelines, and donor standards.
Control Environment	Conduct baseline analysis of existing controls, gaps, and

Action	Description
Assessment	vulnerabilities.
Risk-Based Control Mapping	Identify high-risk areas (procurement, payroll, asset management, grants) and design tailored controls.
Segregation of Duties Protocols	Define and enforce clear roles across financial, operational, and administrative functions.
Integration with Strategic Plan	Align control mechanisms with KRAs, KPIs, and implementation workflows.

Financial Controls and Asset Safeguarding

Action	Description
Budget Execution Controls	Implement pre-approval workflows, expenditure ceilings, and real-time budget tracking.
Cash and Bank Reconciliation Systems	Automate monthly reconciliations and flag discrepancies.
Asset Management System	Digitize asset registers with geo-tagging and lifecycle tracking.
Inventory Control Protocols	Introduce barcode systems, stock cards, and periodic physical verification.
Fraud Prevention Measures	Enforce dual signatories, audit trails, and surprise checks.

Operational Controls and Service Delivery Oversight

Action	Description
Procurement Controls	Require bid evaluation committees, standardized documentation, and post-award monitoring.
Program Implementation Checklists	Develop SOPs for field activities, extension services, and input distribution.
Travel and Logistics Controls	Introduce approval workflows, fuel logs, and trip verification protocols.
County-Level Oversight Mechanisms	Empower regional offices with control tools and reporting templates.
Beneficiary Verification Systems	Use biometric and geo-tagged registries to confirm service delivery.

Audit, Monitoring, and Compliance Systems

Action	Description
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Action	Description
Internal Audit Expansion	Recruit and train auditors for central and county-level coverage.
Annual Audit Plans	Develop risk-based audit schedules covering financial, operational, and compliance areas.
Audit Management Software	Digitize audit workflows, findings, and follow-up tracking.
Compliance Dashboards	Monitor adherence to policies, timelines, and corrective actions.
Audit Committee Activation	Establish a high-level committee to review reports and enforce accountability.

Staff Capacity, Ethics, and Control Culture

Action	Description
Internal Control Training Plans	Conduct annual workshops on control systems, ethics, and risk management.
Code of Conduct Enforcement	Require all staff to sign and adhere to updated ethical guidelines.
Whistleblower Protection Mechanisms	Establish secure reporting channels and legal safeguards.
Control Champions Program	Identify and empower staff in each department to lead control initiatives.
Performance-Based Incentives	Reward compliance and integrity through recognition and career advancement.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, policy manual, baseline assessment, training launch
Year 2	Financial and asset controls rollout, audit expansion, SOP development
Year 3	Digitization of controls, compliance dashboards, county-level systems
Year 4	Culture-building, whistleblower systems, performance incentives
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Tools

1. Quarterly Internal Control Compliance Reports
2. Annual Audit Findings and Resolution Logs
3. Control Effectiveness Scorecards
4. Staff Ethics and Integrity Surveys
5. Risk Register and Mitigation Tracking

Annex 9: Audit and Oversight Strategy

Strategic Objective

To institutionalize a robust, independent, and risk-based audit and oversight system that ensures compliance, safeguards public resources, and enhances trust in agricultural governance and service delivery.

Audit Framework and Institutional Architecture

Action	Description
Audit Policy Manual	Develop and adopt a comprehensive audit manual aligned with IAA, GAC, PPCC, and donor standards.
Audit Charter and Mandate	Define the legal and operational authority of the Internal Audit Division.
Audit Committee Activation	Establish a high-level committee to oversee audit planning, findings, and corrective actions.
County-Level Audit Units	Deploy trained auditors in all 15 counties to support decentralized oversight.
Integration with Strategic Plan	Align audit coverage with KRAs, KPIs, and high-risk program areas.

Risk-Based Audit Planning and Execution

Action	Description
Annual Audit Plans (AAPs)	Develop rolling plans prioritizing high-value, high-risk, and donor-funded activities.
Audit Universe Mapping	Identify all auditable entities, processes, and assets across the Ministry.
Risk Assessment Protocols	Conduct periodic risk profiling to inform audit scope and frequency.
Thematic and Program Audits	Focus on procurement, input distribution, payroll, infrastructure, and grants.
Audit Sampling and Field Verification	Use statistical sampling and site visits to validate records and service delivery.

Financial, Compliance, and Performance Audits

Audit Type	Purpose
Financial Audits	Verify accuracy of financial statements, budget execution, and fund utilization.
Compliance Audits	Assess adherence to laws, regulations, and internal policies.

Audit Type	Purpose
Performance Audits	Evaluate efficiency, effectiveness, and value-for-money of programs and projects.
Procurement Audits	Review tendering, contracting, and delivery against PPCC standards.
ICT and Digital Systems Audits	Assess integrity and security of digital platforms and data systems.

Oversight Mechanisms and External Collaboration

Action	Description
Joint Oversight Missions	Collaborate with IAA, GAC, PPCC, and donor agencies for coordinated reviews.
Public Expenditure Tracking Surveys (PETS)	Engage civil society in tracking resource flows and service delivery.
Grievance Redress and Whistleblower Systems	Enable confidential reporting and resolution of irregularities.
Oversight Dashboards	Develop real-time dashboards showing audit coverage, findings, and resolution status.
Parliamentary Reporting Protocols	Submit annual audit summaries to relevant legislative committees.

Capacity Building and Ethics Enforcement

Action	Description
Audit Staff Training Plans	Conduct annual workshops on audit standards, forensic techniques, and ethics.
Certification and Accreditation	Partner with LIPA, universities, and international bodies for auditor certification.
Ethics and Integrity Workshops	Promote a culture of accountability across all departments.
Audit Tools and Technology	Equip auditors with laptops, audit software, and mobile verification kits.
Performance-Based Incentives	Recognize and reward audit excellence and integrity.

Implementation Timeline

Year	Focus Areas
Year 1	Audit charter, policy manual, risk assessment, staff training
Year 2	County audit units, thematic audits, oversight dashboards
Year 3	PETS rollout, joint missions, ICT audit protocols

Year	Focus Areas
Year 4	Performance audits, grievance systems, ethics campaigns
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Tools

1. Quarterly Audit Progress Reports
2. Annual Audit Findings and Resolution Logs
3. Audit Coverage and Risk Index Dashboards
4. Stakeholder Satisfaction Surveys
5. Compliance and Ethics Scorecards

Annex 10: Legal and Regulatory Compliance Strategy

Strategic Objective

To institutionalize a robust legal and regulatory compliance system that ensures adherence to national laws, international standards, donor protocols, and internal policies across all operations and service delivery mechanisms.

Legal Framework Review and Harmonization

Action	Description
Comprehensive Legal Audit	Review all existing laws, regulations, and policies governing agriculture, land, environment, procurement, and labor.
Gap Analysis and Reform Roadmap	Identify outdated, conflicting, or missing provisions and develop a reform agenda.
Policy Harmonization Workshops	Convene inter-agency forums to align Ministry policies with NADP, AAID, and ECOWAS protocols.
Drafting and Amendment Support	Collaborate with legal experts and the Ministry of Justice to revise and draft new legislation.
Legislative Advocacy Strategy	Engage Parliament and civil society to support passage and implementation of reforms.

Compliance Systems and Institutional Protocols

Action	Description
Compliance Management Framework	Develop a Ministry-wide framework outlining roles, responsibilities, and procedures.
Standard Operating Procedures (SOPs)	Create SOPs for procurement, HR, finance, MEL, and service delivery aligned with legal requirements.
Internal Compliance Checklists	Introduce routine checklists for departments and county offices to assess compliance.
Legal Risk Register	Maintain a dynamic register of legal risks and mitigation

Action	Description
	strategies.
Compliance Monitoring Dashboards	Digitize tracking of legal adherence, policy enforcement, and audit findings.

Staff Capacity and Legal Literacy

Action	Description
Legal and Compliance Training Plans	Conduct annual workshops on relevant laws, ethics, and regulatory obligations.
Legal Literacy Campaigns	Develop simplified guides and visual materials for staff and stakeholders.
Certification Programs	Partner with LIPA and universities to certify compliance officers and legal focal points.
County Legal Focal Points	Deploy trained compliance officers in all County Agriculture Offices.
Legal Helpdesk and Advisory Services	Establish an internal unit to provide legal guidance and support to staff.

Enforcement, Oversight, and Grievance Redress

Action	Description
Compliance Audits	Conduct periodic legal and regulatory audits across all departments and projects.
Grievance Redress Mechanism (GRM)	Enable citizens, vendors, and staff to report violations and receive timely resolution.
Whistleblower Protection System	Institutionalize secure and anonymous reporting channels with legal safeguards.
Disciplinary Procedures	Enforce sanctions for non-compliance, misconduct, and legal breaches.
Oversight Committee Activation	Establish a compliance oversight body to review reports and recommend actions.

Donor and International Standards Alignment

Action	Description
Donor Compliance Protocols	Align Ministry operations with AfDB, EU, FAO, and World Bank legal requirements.
Environmental and Social	Ensure all projects meet EIA, land use, and community

Action	Description
Safeguards	engagement standards.
Contractual Compliance Systems	Monitor adherence to terms and conditions in donor-funded agreements.
Reporting and Disclosure Mechanisms	Publish compliance reports and updates for donor and public access.
International Treaty Integration	Incorporate obligations under ECOWAS, AU, and WTO frameworks into national practice.

Implementation Timeline

Year	Focus Areas
Year 1	Legal audit, framework design, SOP development, staff training
Year 2	County focal points, GRM rollout, donor alignment protocols
Year 3	Legislative reform advocacy, dashboard launch, compliance audits
Year 4	Whistleblower system, disciplinary enforcement, treaty integration
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation

1. Quarterly Compliance Reports
2. Annual Legal Risk Assessments
3. Audit and Oversight Logs
4. Staff Legal Literacy Surveys
5. Grievance Resolution Metrics
6. Donor Compliance Scorecards

Annex 11: Anti-Corruption Strategy

Strategic Objective

To prevent, detect, and respond to corruption risks across all levels of the Ministry through systems strengthening, transparency, enforcement, and ethical leadership.

Institutional Integrity Framework

Action	Description
Anti-Corruption Policy Manual	Develop and adopt a comprehensive policy aligned with IAA, LACC, GAC, PPCC, and donor standards.
Integrity Charter	Establish a Ministry-wide code of conduct and values statement signed by all staff.
Corruption Risk Assessment	Conduct baseline analysis of high-risk areas (procurement, payroll, grants, input distribution).

Action	Description
Anti-Corruption Action Plan	Develop a rolling five-year plan with targets, timelines, and responsible units.
Integration with Strategic Goals	Embed anti-corruption safeguards into all KRAs and implementation workflows.

Prevention Systems and Controls

Action	Description
Segregation of Duties Protocols	Ensure clear separation of roles in finance, procurement, and service delivery.
Digital Systems Rollout	Automate payroll, procurement, asset management, and reporting to reduce manual manipulation.
Transparent Procurement Processes	Publish tenders, awards, and delivery milestones on public platforms.
Beneficiary Verification Systems	Use biometric and geo-tagged registries to confirm service delivery.
Conflict of Interest Declarations	Require annual disclosures from all staff and committee members.

Detection, Investigation, and Enforcement

Action	Description
Internal Audit Expansion	Strengthen audit coverage and capacity across central and county offices.
Whistleblower Protection Mechanism	Establish secure, anonymous reporting channels with legal safeguards.
Grievance Redress System (GRM)	Enable citizens and vendors to report corruption-related complaints and receive timely resolution.
Case Management Protocols	Develop SOPs for investigating, documenting, and escalating corruption cases.
Sanctions and Disciplinary Procedures	Enforce penalties for misconduct, fraud, and ethical breaches.

Ethics Education and Culture Building

Action	Description
Annual Ethics Training Plans	Conduct workshops on integrity, fiduciary responsibility, and anti-corruption laws.
Onboarding Integrity Modules	Include ethics and anti-corruption orientation for all new staff.
Integrity Champions	Identify and empower staff in each department and county as role

Action	Description
Program	models.
Public Service Campaigns	Promote anti-corruption messages through radio, posters, and community forums.
Recognition and Incentives	Reward ethical behavior through awards, promotions, and public acknowledgment.

Oversight, Collaboration, and Transparency

Action	Description
Partnership with IAA, LACC and GAC	Formalize collaboration for joint investigations, audits, and training.
Donor Compliance Alignment	Ensure all donor-funded projects meet anti-corruption standards and reporting protocols.
Civil Society Engagement	Involve watchdog groups in monitoring procurement, service delivery, and budget execution.
Public Disclosure Platforms	Publish financial reports, procurement outcomes, and audit summaries online.
Annual Integrity Forums	Host multi-stakeholder events to review progress and renew commitments.

Implementation Timeline (2025–2030)

Year	Focus Areas
Year 1	Policy manual, risk assessment, GRM setup, staff training
Year 2	Digital systems rollout, whistleblower mechanism, audit expansion
Year 3	Integrity campaigns, sanctions enforcement, donor alignment
Year 4	Civil society partnerships, case management protocols, transparency portals
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Tools

1. Quarterly Anti-Corruption Compliance Reports
2. Annual Audit and Investigation Logs
3. Whistleblower Case Resolution Metrics
4. Staff Ethics Surveys and Feedback
5. Public Trust and Transparency Index
6. Donor Oversight Reviews

Annex 12: Ethics and Conduct Policy Strategy

Strategic Objective

To establish and enforce a values-driven ethics and conduct framework that promotes transparency, accountability, professionalism, and citizen-centered service across the Ministry’s operations.

Policy Development and Institutionalization

Action	Description
Ethics and Conduct Policy Manual	Draft and adopt a comprehensive manual aligned with national laws, civil service codes, and international standards.
Code of Ethics and Professional Conduct	Define core values, behavioral expectations, and prohibited practices for all staff.
Policy Validation Workshops	Engage stakeholders—including staff, unions, civil society, and oversight bodies—in reviewing and endorsing the policy.
Legal Harmonization	Align the ethics policy with Liberia’s Anti-Corruption Act, PPCC guidelines, and donor protocols.
Policy Dissemination Plan	Print, digitize, and distribute the policy to all departments, counties, and field offices.

Enforcement Mechanisms and Accountability Systems

Action	Description
Ethics Oversight Committee	Establish a high-level body to monitor compliance, review violations, and recommend sanctions.
Disciplinary Procedures and Sanctions Matrix	Define clear, proportionate consequences for breaches of conduct.
Annual Integrity Pledges	Require all staff to sign and renew personal commitments to ethical behavior.
Conflict of Interest Declarations	Mandate annual disclosures for staff in sensitive roles (procurement, finance, HR).
Case Management Protocols	Develop SOPs for investigating, documenting, and resolving ethics violations.

Capacity Building and Culture Transformation

Action	Description
Ethics Training Curriculum	Develop and deliver annual training modules for all staff, tailored by role and risk exposure.
Onboarding Ethics Orientation	Integrate ethics and conduct modules into induction programs for new employees.
Integrity Champions	Identify and empower staff in each department and county as

Action	Description
Program	role models and peer educators.
Ethics Week and Public Campaigns	Host annual events to promote values, showcase best practices, and engage the public.
Recognition and Incentives	Reward ethical behavior through awards, promotions, and public acknowledgment.

Monitoring, Evaluation, and Continuous Improvement

Action	Description
Ethics Compliance Dashboards	Track training completion, pledge renewals, case resolution, and grievance trends.
Staff Perception and Culture Surveys	Conduct annual surveys to assess ethical climate, trust, and morale.
Grievance Redress and Whistleblower Systems	Enable secure, anonymous reporting of misconduct with legal protections.
Annual Ethics Audit	Commission independent reviews of policy implementation and institutional integrity.
Policy Review and Update Cycle	Revise the ethics policy every two years based on feedback, legal changes, and emerging risks.

Implementation Timeline (2025–2030)

Year	Focus Areas
Year 1	Policy drafting, validation, dissemination, training launch
Year 2	Oversight committee activation, onboarding integration, dashboard setup
Year 3	Integrity campaigns, sanctions enforcement, grievance system rollout
Year 4	Culture surveys, ethics week, policy revision
Year 5	Final audit, impact assessment, strategy renewal

Monitoring Tools and Evaluation Indicators

1. % of staff trained in ethics annually
2. % of staff signing annual integrity pledges
3. % of ethics violations reported and resolved
4. Staff perception scores on ethical climate
5. % of departments with active integrity champions
6. Timeliness of grievance resolution
7. Frequency of policy updates and audits

Annex 13: Data Governance Strategy

Strategic Objective

To establish a secure, interoperable, and value-driven data governance ecosystem that supports evidence-based decision-making, transparency, service delivery, and national agricultural transformation.

Data Governance Framework and Institutional Architecture

Action	Description
National Agriculture Data Governance Framework (NADGF)	Develop and adopt a comprehensive framework aligned with NADP, AAID, and ECOWAS protocols.
Data Governance Policy Manual	Codify standards for data ownership, access, classification, and lifecycle management.
Data Governance Steering Committee	Establish a high-level body to oversee strategy implementation, compliance, and innovation.
County-Level Data Focal Points	Deploy trained officers in all 15 counties to support decentralized data governance.
Integration with National Systems	Align with LISGIS, MFDP, MOCI, and donor platforms for interoperability.

Data Architecture, Standards, and Interoperability

Action	Description
Data Taxonomy and Classification Protocols	Define categories (e.g., farmer data, input data, market data, climate data) and sensitivity levels.
Metadata Standards	Establish consistent tagging, indexing, and documentation practices.
Data Integration Blueprint	Design APIs and middleware for linking systems (HRMIS, MEL, GIS, procurement, finance).
Master Data Registry	Create centralized registries for farmers, cooperatives, assets, and service points.
Data Quality Assurance Protocols	Implement validation rules, error checks, and periodic cleansing routines.

Data Security, Privacy, and Risk Management

Action	Description
Data Protection Policy	Align with Liberia’s Data Protection and Privacy Act and international standards (GDPR, AU Convention).
Access Control Systems	Define role-based permissions and authentication protocols.
Cybersecurity Measures	Deploy firewalls, encryption, intrusion detection, and backup systems.
Incident Response Plan	Establish protocols for data breaches, loss, and unauthorized access.

Action	Description
Risk Register and Mitigation Strategy	Identify vulnerabilities and track mitigation actions across systems.

Data Collection, Management, and Use Protocols

Action	Description
Standardized Data Collection Tools	Develop templates and digital forms for field, survey, and administrative data.
Digital Data Capture Systems	Use tablets, mobile apps, and cloud platforms for real-time collection.
Data Storage and Archiving Protocols	Define retention periods, formats, and archival procedures.
Data Use Agreements (DUAs)	Formalize protocols for internal and external data sharing.
Open Data Portal	Publish non-sensitive datasets for public access and innovation.

Capacity Building and Institutional Culture

Action	Description
Annual Data Governance Training Plans	Conduct workshops for central and county staff on standards, ethics, and tools.
Data Literacy Campaigns	Promote understanding of data rights, responsibilities, and utility across all levels.
Certification Programs	Partner with LISGIS, universities, and donors to certify data officers.
Data Champions Program	Identify and empower staff in each department as advocates and peer educators.
Performance Incentives	Reward data excellence through recognition, promotions, and awards.

Monitoring, Evaluation, and Continuous Improvement

Action	Description
Data Governance Dashboards	Track compliance, quality, usage, and security metrics in real time.
Annual Data Audits	Conduct independent reviews of data systems, practices, and risks.
User Satisfaction Surveys	Assess perceptions of data accessibility, reliability, and

Action	Description
	responsiveness.
Lessons Learned Repository	Document challenges and innovations to inform future reforms.
Policy Review and Update Cycle	Revise governance policies every two years based on feedback and emerging needs.

Implementation Timeline (2025–2030)

Year	Focus Areas
Year 1	Framework design, policy manual, taxonomy, training launch
Year 2	County rollout, integration blueprint, cybersecurity protocols
Year 3	Master registries, open data portal, risk register
Year 4	Dashboards, audits, certification programs, lessons learned
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring Tools and Evaluation Indicators

1. % of staff trained in data governance annually
2. % of counties with active data focal points
3. % of data breaches resolved
4. % of research/assessments using minimum standardized collection tools
5. Number of systems, software and statistical tools integrated into the MOA data system
6. Number of data breaches and incidents found internally
7. Number of data breaches reported
8. Number of reports and outputs published annually
9. number of datasets published on open data portal
10. Frequency of policy updates and audits

Annex 14: Public Financial Management Strategy

Strategic Objective

To institutionalize a transparent, accountable, and performance-based financial management system that supports effective budgeting, expenditure control, reporting, and donor coordination in line with national and international standards.

Budget Planning and Strategic Alignment

Action	Description
Medium-Term Expenditure Framework (MTEF)	Develop rolling 3–5-year budget envelopes aligned with strategic goals and KRAs.
Program-Based Budgeting	Link budget allocations directly to results, KPIs, and service delivery targets.

Action	Description
Annual Budget Planning Calendar	Synchronize internal planning with MFDP and legislative cycles.
County-Level Budget Forecasts	Disaggregate budgets by region to support decentralization.
Donor Budget Integration	Consolidate donor commitments into national budget frameworks for transparency.

Budget Execution and Expenditure Control

Action	Description
Commitment Control Systems	Prevent over-expenditure through pre-approval and commitment tracking.
Cash Flow Management Protocols	Forecast and manage liquidity needs to avoid service disruptions.
Procurement-Linked Disbursement	Tie payments to verified delivery milestones and contract terms.
County-Level Financial Delegation	Empower regional offices with budget execution authority under strict controls.
Digital Payment Systems	Use mobile money and e-banking for input subsidies and field operations.

Financial Reporting and Transparency

Action	Description
Quarterly Financial Reports	Standardize internal and external reporting formats for all programs.
Annual Financial Statements	Prepare and publish audited financials in line with IPSAS standards.
Donor Financial Reporting Protocols	Align with AfDB, EU, FAO, and World Bank requirements.
Public Disclosure Platforms	Publish budgets, expenditures, and performance reports online.
Citizen Budget Summaries	Develop simplified versions of budgets for public understanding and engagement.

Internal Controls and Audit Integration

Action	Description
Financial Control Framework	Define roles, workflows, and safeguards for all financial transactions.
Integrated Financial Management	Digitize budget execution, accounting, and

Action	Description
Information System (IFMIS)	reporting.
Internal Audit Expansion	Strengthen audit coverage and capacity across central and county offices.
Risk-Based Audit Plans	Prioritize high-value and high-risk areas for review.
Audit Resolution Protocols	Track and enforce corrective actions from audit findings.

Capacity Building and Institutional Strengthening

Action	Description
PFM Training Plans	Conduct annual workshops on budgeting, accounting, reporting, and compliance.
Certification Programs	Partner with LIPA and universities to certify finance officers.
County Finance Units	Establish and equip financial management teams in all County Agriculture Offices.
Performance-Based Incentives	Reward financial discipline and reporting excellence.
PFM Helpdesk and Advisory Services	Provide on-demand support to departments and counties.

Donor Coordination and Fiduciary Assurance

Action	Description
Donor Roundtables and Joint Reviews	Host annual forums to align funding, reporting, and fiduciary expectations.
Multi-Donor Trust Fund Participation	Engage in pooled funding mechanisms for agriculture.
Fiduciary Risk Assessments	Conduct periodic reviews to assure donors of financial integrity.
Co-Financing Protocols	Define rules for blending government and donor resources.
Donor Compliance Dashboards	Track disbursements, reporting, and audit outcomes.

Implementation Timeline

Year	Focus Areas
Year 1	MTEF design, budget calendar, financial control framework
Year 2	IFMIS rollout, county finance units, donor reporting protocols
Year 3	Audit expansion, digital payments, citizen budget summaries
Year 4	Performance incentives, trust fund participation, risk assessments
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring Tools and Evaluation Indicators

1. % of budget linked to KPIs and results
2. % of quarterly reports submitted on time
3. % of audit findings resolved annually
4. % of counties with active finance units
5. % of donor funds integrated into national budget
6. Staff certification and training completion rates
7. Public access to financial reports and summaries

Annex 15: Accountability and Transparency Strategy

Strategic Objective

To embed a culture of integrity, openness, and results-based accountability in all operations, ensuring that public resources are managed responsibly and citizens are informed, engaged, and empowered.

Institutional Framework and Governance Architecture

Action	Description
Accountability and Transparency Charter	Develop and adopt a Ministry-wide charter outlining principles, commitments, and standards.
Governance Scorecards	Track leadership performance, service delivery, and ethical compliance quarterly.
Decentralized Oversight Protocols	Empower County Agriculture Offices with localized accountability tools and reporting mandates.
Integration with AAID	Align transparency efforts with national development priorities and cross-sectoral reforms.
Inter-Ministerial Coordination	Formalize collaboration with MFDP, IAA, GAC, LACC, and civil society watchdogs.

Public Disclosure and Open Governance

Action	Description
Open Data and Budget Portals	Publish budgets, procurement outcomes, KPIs, and audit summaries online.
Citizen Budget Summaries	Develop simplified, visual versions of annual budgets for public understanding.
Quarterly Performance Reports	Release progress updates on strategic goals, KRAs, and service delivery.
Public Procurement Tracker	Digitize and disclose tender timelines, awards, and delivery milestones.

Action	Description
Transparency in Donor Financing	Publish donor commitments, disbursements, and program results.

Monitoring, Evaluation, and Public Oversight

Action	Description
Strategic KPI Dashboards	Develop real-time dashboards tracking results across all departments and counties.
Community Scorecards and PETS	Engage citizens in evaluating service delivery and tracking public expenditure.
Annual Agriculture Sector Review	Host inclusive forums to present results, gather feedback, and renew commitments.
Independent Oversight Missions	Invite civil society and media to participate in field verification and audits.
Grievance Redress Mechanism (GRM)	Enable citizens and stakeholders to report issues and receive timely resolution.

Ethics, Integrity, and Staff Accountability

Action	Description
Annual Integrity Pledges	Require all staff to sign and renew personal commitments to ethical conduct.
Performance Contracts for Directors	Link leadership roles to measurable targets and public reporting.
Whistleblower Protection System	Institutionalize secure, anonymous reporting channels with legal safeguards.
Disciplinary Procedures and Sanctions Matrix	Define clear consequences for misconduct and non-performance.
Ethics and Transparency Training Plans	Conduct annual workshops on fiduciary responsibility, public service ethics, and citizen engagement.

Stakeholder Engagement and Civic Inclusion

Action	Description
Multi-Stakeholder Coordination Platforms	Host regular forums with farmers, cooperatives, CSOs, donors, and private sector actors.
Public Service Campaigns	Promote transparency messages through radio, posters, and community dialogues.
Feedback and Suggestion Channels	Enable citizens to contribute ideas and report gaps via SMS, email, and town halls.
Youth and Women Inclusion	Ensure marginalized groups are represented in oversight

Action	Description
Forums	and planning processes.
Transparency Champions Program	Identify and empower staff and community leaders as role models and advocates.

Implementation Timeline

Year	Focus Areas
Year 1	Charter development, dashboard setup, GRM launch, staff training
Year 2	County rollout, procurement tracker, citizen budget summaries
Year 3	Sector review forums, PETS pilots, whistleblower system
Year 4	Independent missions, youth inclusion, ethics campaigns
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring Tools and Evaluation Indicators

- % of strategic KPIs publicly reported quarterly
- % of staff signing annual integrity pledges
- % of grievances resolved within 30 days
- % of procurement contracts disclosed online
- % of community scorecard exercises conducted
- % of citizens accessing budget summaries
- Staff and citizen satisfaction scores on transparency

Annex 16: Policy Harmonization Strategy

Strategic Objective

To harmonize agricultural policies, regulations, and operational guidelines across all departments, counties, and partner institutions to ensure coherence, efficiency, and alignment with national development priorities and international standards.

Policy Audit and Mapping

Action	Description
Comprehensive Policy Audit	Review all existing policies, strategies, regulations, SOPs, and guidelines within the Ministry.
Cross-Sectoral Mapping	Identify overlaps and gaps with policies from MFDP, MOCI, MOJ, MPW, EPA, and LISGIS.
Donor and International Alignment Review	Map donor-funded program policies and international frameworks (e.g., ECOWAS, AU, FAO, WTO).
Policy Inventory Database	Create a centralized digital repository of all active policies

Action	Description
	and instruments.
Legal and Regulatory Gap Analysis	Identify outdated, conflicting, or missing provisions requiring reform.

Harmonization Framework and Protocols

Action	Description
National Agricultural Policy Harmonization Framework (NAPHF)	Develop a guiding framework for policy alignment, review, and integration.
Standardized Policy Development Protocols	Define procedures for drafting, reviewing, validating, and approving new policies.
Inter-Ministerial Harmonization Committee	Establish a technical body to coordinate cross-sectoral policy alignment.
County-Level Policy Adaptation Guidelines	Ensure national policies are contextually adapted for decentralized implementation.
Policy Harmonization Matrix	Track alignment status across strategic goals, KRAs, and implementation areas.

Stakeholder Engagement and Validation

Action	Description
Multi-Stakeholder Policy Forums	Convene regular forums with farmers, CSOs, donors, academia, and private sector actors.
Policy Validation Workshops	Engage technical departments, county offices, and partners in reviewing harmonized drafts.
Public Consultation Mechanisms	Use town halls, radio, and digital platforms to gather citizen input.
Legislative Engagement Strategy	Collaborate with Parliament to support legal reforms and policy ratification.
Feedback and Revision Protocols	Institutionalize mechanisms for continuous improvement based on stakeholder input.

Capacity Building and Institutional Strengthening

Action	Description
Policy Literacy Campaigns	Educate staff and stakeholders on harmonized policies and their implications.
Training Modules on Policy Analysis	Build capacity in policy formulation, review, and impact assessment.

Action	Description
County-Level Policy Focal Points	Deploy trained officers to support local adaptation and compliance.
Policy Helpdesk and Advisory Services	Provide technical support to departments and counties on policy interpretation.
Performance-Based Incentives	Reward departments and counties demonstrating strong policy compliance and innovation.

Monitoring, Evaluation, and Continuous Improvement

Action	Description
Policy Harmonization Dashboard	Track progress, gaps, and compliance across all departments and counties.
Annual Policy Review Reports	Publish findings on alignment, implementation challenges, and recommendations.
Policy Impact Assessments	Evaluate the effectiveness and relevance of harmonized policies.
Lessons Learned Repository	Document successes and failures to inform future reforms.
Policy Update Cycle	Review and revise harmonized policies every two years or as needed.

Implementation Timeline

Year	Focus Areas
Year 1	Policy audit, mapping, framework development, stakeholder engagement
Year 2	Harmonization protocols rollout, validation workshops, dashboard setup
Year 3	County adaptation, training programs, legal reform advocacy
Year 4	Impact assessments, feedback integration, lessons learned
Year 5	Consolidation, strategy renewal, institutionalization of reforms

Monitoring Tools and Evaluation Indicators

1. % of Ministry policies harmonized with national and donor frameworks
2. % of outdated/conflicting policies revised or repealed
3. % of counties with adapted and validated policy instruments
4. % of stakeholders engaged in policy validation processes
5. % of staff trained in policy literacy and analysis
6. Frequency of policy review and update cycles
7. Stakeholder satisfaction scores on policy clarity and coherence

Annex 17: Public Engagement and Education Strategy

Strategic Objective

To institutionalize inclusive, transparent, and culturally resonant public engagement and education systems that foster agricultural literacy, citizen participation, and trust in the Ministry’s programs and reforms.

Strategic Communication and Public Awareness

Action	Description
National Agriculture Communication Framework (NACF)	Develop a unified strategy for messaging, outreach, and media engagement.
Public Messaging Calendar	Align campaigns with seasonal cycles, national events, and strategic milestones.
Radio and Community Broadcasts	Use local stations to disseminate updates, advisories, and success stories.
Mobile Messaging Platforms	Launch SMS and voice-based alerts for farmers and cooperatives.
Visual and Multilingual Materials	Produce posters, infographics, and audio content in Liberian English and local dialects.

Agricultural Education and Literacy

Action	Description
National Agricultural Literacy Campaign	Promote basic knowledge on food systems, climate resilience, and nutrition.
School-Based Agriculture Clubs	Partner with MOE to integrate agriculture into primary and secondary school curricula.
Farmer Field Schools and Demonstration Plots	Use hands-on learning to teach GAP, post-harvest handling, and agroecology.
Youth and Women Empowerment Modules	Develop tailored content for marginalized groups in rural areas.
Digital Learning Platforms	Launch e-learning portals and mobile apps for extension and training.

Civic Participation and Stakeholder Dialogue

Action	Description
Community Agriculture Forums	Host quarterly town halls in all counties to gather feedback and share updates.
Participatory Planning Workshops	Involve citizens in shaping local agricultural priorities and budgets.
Public Consultation Protocols	Institutionalize citizen input in policy, program, and infrastructure decisions.
Multi-Stakeholder Platforms	Convene regular dialogues with CSOs, private sector,

Action	Description
	academia, and donors.
Feedback and Suggestion Channels	Enable SMS, email, and in-person submissions for ideas and complaints.

Knowledge Management and Storytelling

Action	Description
Agriculture Knowledge Hub	Create a digital and physical repository of reports, manuals, and case studies.
Success Story Campaigns	Highlight farmer innovations, youth-led agribusinesses, and community impact.
Monthly Agriculture Bulletin	Publish updates, tips, and policy briefs for public and institutional audiences.
Media Partnerships	Collaborate with journalists and influencers to amplify agricultural narratives.
Cultural Integration Strategy	Use music, drama, and storytelling to embed agricultural values in public consciousness.

Monitoring, Evaluation, and Adaptive Learning

Action	Description
Public Engagement Dashboards	Track outreach activities, participation rates, and feedback trends.
Annual Civic Engagement Surveys	Assess public trust, awareness, and satisfaction with Ministry programs.
Education Impact Assessments	Evaluate changes in knowledge, behavior, and productivity among target groups.
Lessons Learned Repository	Document successes and challenges to inform future campaigns.
Adaptive Communication Protocols	Adjust messaging based on feedback, analytics, and emerging needs.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, campaign launch, school partnerships, baseline surveys
Year 2	County forums, mobile platforms, youth modules, knowledge hub setup
Year 3	Storytelling campaigns, civic planning workshops, dashboard rollout
Year 4	Impact assessments, cultural integration, adaptive messaging

Year	Focus Areas
Year 5	Consolidation, strategy renewal, institutionalization of reforms

Monitoring and Evaluation Indicators

1. % of counties hosting quarterly community forums
2. % of farmers reached through radio and mobile platforms
3. % of schools with active agriculture clubs
4. % of feedback submissions resolved within 30 days
5. % increase in agricultural literacy among youth and women
6. % of success stories published and broadcast
7. Public trust and engagement scores (annual survey)

Annex 18: Interagency Collaboration and Coordination Strategy

Strategic Objective

To institutionalize structured, inclusive, and results-driven collaboration across government ministries, agencies, counties, and development partners to deliver integrated agricultural transformation.

Governance Architecture and Institutional Framework

Action	Description
National Coordination (NACF)	Agricultural Framework Develop a formal framework defining roles, protocols, and coordination tiers.
Inter-Ministerial Steering Committee (IMASC)	Agriculture Establish a high-level body chaired by MOA with representation from MFDP, MPW, MOCI, MOJ, EPA, LISGIS, and MOE.
County-Level Platforms	Coordination Activate regional forums for joint planning, implementation, and monitoring.
Joint Work Planning Protocols	Align annual plans and budgets across ministries and agencies.
Memoranda of Understanding (MoUs)	Formalize collaboration with key institutions and partners.

Strategic Alignment and Policy Coherence

Action	Description
Policy Workshops	Harmonization Convene regular sessions to align agriculture-related policies across sectors.

Action		Description
Cross-Sectoral Mapping	Strategic	Identify shared goals and overlapping mandates with NADP, AAID and donor frameworks.
Joint Policy Mechanisms	Review	Institutionalize co-review of new policies and reforms.
Integrated Templates	Planning	Develop standardized tools for multisectoral program design.
Legislative Strategy	Coordination	Engage Parliament to support cross-sectoral bills and reforms.

Programmatic Collaboration and Resource Sharing

Action		Description
Joint Program Design and Implementation		Co-create initiatives with MPW (feeder roads), MOCI (agribusiness), MOE (school gardens), EPA (climate resilience), and MOH (nutrition).
Shared Infrastructure and Logistics		Pool vehicles, ICT, and facilities for field operations.
Integrated Services	Extension	Coordinate training and outreach with MOE, MOH, and MOCI.
Co-Financing and Pooling	Budget	Blend resources for high-impact programs and donor alignment.
Joint Monitoring Missions		Conduct field visits and evaluations with partner institutions.

Data, Knowledge, and Information Exchange

Action		Description
Interagency Data Protocols	Sharing	Define standards for exchanging farmer registries, market data, and GIS maps.
Agriculture Knowledge Hub		Create a centralized repository for reports, manuals, and dashboards.
Joint Research and Innovation Platforms		Collaborate with universities, LISGIS, and EPA on studies and pilots.
Monthly Interagency Briefings		Share updates, challenges, and opportunities across ministries.
Digital Collaboration Tools		Use shared platforms for planning, reporting, and communication.

Capacity Building and Relationship Management

Action	Description
Interagency Leadership Retreats	Host annual retreats to build trust, alignment, and shared vision.
Joint Training Modules	Develop cross-sectoral courses on planning, MEL, procurement, and ethics.
Coordination Focal Points	Appoint liaison officers in each ministry and county office.
Collaboration Scorecards	Track engagement, responsiveness, and joint outcomes.
Recognition and Incentives	Reward successful collaborations through awards and public acknowledgment.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, committee activation, MoUs, strategic mapping
Year 2	Joint planning, shared infrastructure, data protocols, training launch
Year 3	Program co-financing, field missions, knowledge hub rollout
Year 4	Legislative coordination, scorecards, innovation platforms
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring Tools and Evaluation Indicators

1. No. of joint programs designed and implemented
2. % of policies harmonized across sectors
3. No. of interagency meetings and briefings held annually
4. % of counties with active coordination platforms
5. No. of shared infrastructure and logistics arrangements
6. Stakeholder satisfaction scores on collaboration effectiveness
7. % of strategic goals achieved through multisectoral efforts

Annex 19: Partnership Development Strategy

Strategic Objective

To cultivate and institutionalize strategic partnerships that enhance agricultural investment, innovation, service delivery, and inclusive growth across Liberia's agro-ecological zones.

Partnership Framework and Institutional Architecture

Action	Description
National Agricultural Partnership Framework (NAPF)	Develop a guiding framework outlining partnership types, principles, and protocols.
Partnership Coordination Unit (PCU)	Establish a dedicated unit within MOA to manage partner relations, agreements, and reporting.
Stakeholder Mapping and	Identify and categorize potential partners by sector,

Action	Description
Segmentation	geography, and thematic focus.
Partnership Policy Manual	Codify procedures for engagement, due diligence, MoUs, and performance tracking.
County-Level Partnership Focal Points	Deploy trained officers to facilitate local collaboration and outreach.

Public Sector and Intergovernmental Partnerships

Action	Description
Inter-Ministerial Collaboration Protocols	Formalize joint initiatives with MFDP, MPW, MOCI, MOE, EPA, and MoH.
County Government Engagement Strategy	Align agricultural programs with county development plans and local governance structures.
Legislative Partnership Strategy	Engage Parliament to support agriculture-friendly legislation and budget allocations.
Regional and ECOWAS Partnerships	Participate in regional platforms for trade, research, and policy harmonization.
Joint Planning and Budgeting Mechanisms	Coordinate resource allocation and implementation with other ministries.

Private Sector and Agribusiness Partnerships

Action	Description
Agribusiness Investment Promotion Strategy	Attract domestic and foreign investors through incentives, profiles, and matchmaking.
Public-Private Partnership (PPP) Framework	Develop models for co-investment in infrastructure, inputs, and value chains.
SME and Cooperative Engagement Protocols	Support smallholder-inclusive partnerships with processors, buyers, and service providers.
Innovation and Technology Partnerships	Collaborate with startups and tech firms on digital agriculture, mechanization, and logistics.
Market Linkage Platforms	Facilitate connections between producers, aggregators, and exporters.

Donor, Multilateral, and International Partnerships

Action	Description
Donor Coordination Forums	Host quarterly roundtables to align funding, reporting, and strategic priorities.
Multi-Donor Trust Fund	Engage in pooled financing mechanisms for agriculture

Action	Description
Participation	and food systems.
Fiduciary Assurance and Compliance Protocols	Ensure transparency and accountability in donor-funded programs.
Joint Monitoring and Evaluation Missions	Collaborate with donors on field visits, reviews, and learning.
Global Knowledge Exchange Platforms	Participate in FAO, IFAD, AU, and CGIAR networks for policy and innovation sharing.

Civil Society, Academia, and Community Partnerships

Action	Description
CSO Engagement Strategy	Partner with NGOs and community groups on extension, nutrition, and resilience.
University and Research Collaboration Protocols	Co-develop studies, pilots, and curricula with academic institutions.
Farmer Organization Strengthening	Build capacity of cooperatives and producer groups to engage in partnerships.
Youth and Women Inclusion Platforms	Ensure marginalized groups are represented in partnership design and implementation.
Community-Led Development Models	Support participatory planning and co-management of local initiatives.

Partnership Management, Monitoring, and Learning

Action	Description
Partnership Database and Dashboard	Digitize partner profiles, agreements, activities, and performance metrics.
Annual Partnership Review Reports	Publish findings on effectiveness, gaps, and strategic recommendations.
MoU Compliance Tracking System	Monitor deliverables, timelines, and mutual obligations.
Recognition and Incentive Program	Celebrate high-performing partners through awards and visibility.
Lessons Learned Repository	Document successes and challenges to inform future engagements.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, stakeholder mapping, PCU setup, donor forums
Year 2	MoU rollout, county focal points, PPP pilots, dashboard launch
Year 3	Joint programs, SME engagement, academic partnerships
Year 4	Monitoring missions, innovation platforms, regional alignment
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Indicators

1. No. of formal partnerships established and active
2. % of strategic goals supported by partner contributions
3. No. of joint programs implemented with co-financing
4. % of counties with active partnership focal points
5. Partner satisfaction scores (annual survey)
6. No. of donor coordination meetings held
7. % of MoUs with tracked and fulfilled deliverables

Annex 20: Agricultural Advocacy and Messaging Strategy

Strategic Objective

To institutionalize a dynamic, inclusive, and values-driven advocacy and messaging system that promotes agricultural transformation, secures stakeholder buy-in, and builds national pride in Liberia’s food systems.

Advocacy Framework and Institutional Architecture

Action	Description
National Agricultural Advocacy Framework (NAAF)	Develop a guiding framework that defines goals, audiences, channels, and protocols.
Advocacy and Communications Unit (ACU)	Establish a dedicated unit within MOA to lead messaging, campaigns, and stakeholder engagement.
Advocacy Calendar and Milestones	Align messaging with planting seasons, national holidays, budget cycles, and global observances (e.g., World Food Day).
County-Level Advocacy Focal Points	Deploy trained officers to lead local campaigns and community engagement.
Integration with Strategic Goals	Ensure all advocacy efforts reinforce KRAs, KPIs, and flagship programs.

Messaging Strategy and Narrative Development

Action	Description
Core Messaging Pillars	Define themes such as “Feed Liberia,” “Farmers First,” “Youth

Action	Description
	in Agriculture,” and “Climate-Smart Farming.”
Values-Based Storytelling	Embed national pride, legacy, and ethical citizenship into all messaging.
Multilingual Messaging	Translate key messages into Liberian English and local dialects for inclusivity.
Visual Identity and Branding Toolkit	Standardize logos, colors, fonts, and templates for all materials.
Message Testing and Feedback Loops	Pilot messages with target audiences and refine based on response.

Media Engagement and Public Campaigns

Action	Description
Radio and Community Broadcasts	Use local stations for farmer advisories, policy updates, and success stories.
Television and Documentary Series	Produce features on agricultural innovation, youth agripreneurs, and market access.
Social Media Strategy	Launch campaigns on Facebook, WhatsApp, and YouTube with tailored content.
Billboards and Posters	Place visuals in strategic rural and urban locations.
Public Service Announcements (PSAs)	Disseminate messages on subsidies, climate alerts, and program launches.

Stakeholder Advocacy and Political Engagement

Action	Description
Legislative Advocacy Strategy	Engage Parliament to support agriculture-friendly laws and budget allocations.
Donor and Diplomatic Briefings	Host quarterly sessions to showcase impact and funding needs.
Farmer and Cooperative Mobilization	Empower producer groups to advocate for their interests and policy inclusion.
Youth and Women Advocacy Platforms	Elevate voices of marginalized groups in national dialogues.
Agriculture Champions Program	Identify and promote influential advocates across sectors.

Education, Outreach, and Civic Engagement

Action	Description
School-Based Agriculture Clubs	Partner with MOE to promote farming and nutrition in

Action	Description
	schools.
Community Dialogues and Town Halls	Host forums to gather feedback and share updates.
Agricultural Literacy Campaigns	Disseminate knowledge on food systems, climate resilience, and nutrition.
Cultural Integration Strategy	Use music, drama, and storytelling to embed agricultural values.
Public Exhibitions and Trade Fairs	Showcase innovations, products, and partnerships.

Monitoring, Evaluation, and Adaptive Learning

Action	Description
Advocacy Performance Dashboard	Track reach, engagement, sentiment, and conversion across platforms.
Annual Advocacy Impact Reports	Publish findings on public awareness, behavior change, and stakeholder support.
Audience Perception Surveys	Assess trust, clarity, and relevance of messages.
Lessons Learned Repository	Document successes and challenges to inform future campaigns.
Adaptive Messaging Protocols	Adjust narratives based on feedback, analytics, and emerging priorities.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, unit setup, message development, pilot campaigns
Year 2	County rollout, media partnerships, youth platforms, dashboard launch
Year 3	Legislative engagement, cultural integration, donor briefings
Year 4	Impact assessments, adaptive messaging, trade fairs
Year 5	Consolidation, strategy renewal, institutionalization of reforms

Monitoring Tools and Evaluation Indicators

1. % of citizens reached through media and outreach
2. No. of advocacy campaigns launched annually
3. % of counties with active advocacy focal points
4. No. of legislative engagements and policy wins

5. Public trust and awareness scores (annual survey)
6. No. of youth and women-led advocacy initiatives
7. No. of feedback submissions and message adaptations

Annex 21: Media and Communication Strategy

Strategic Objective

To institutionalize a dynamic, inclusive, and values-driven media and communication system that informs, educates, and mobilizes citizens, partners, and policymakers around Liberia’s agricultural transformation agenda.

Strategic Communication Framework and Governance

Action	Description
National Agriculture Communication Framework (NACF)	Develop a guiding document that defines goals, audiences, channels, and protocols.
Communications and Media Unit (CMU)	Establish a dedicated unit within MOA to lead media relations, content creation, and campaign management.
Annual Communication Plans	Align messaging with strategic milestones, seasonal cycles, and national events.
County-Level Communication Focal Points	Deploy trained officers to support local outreach and media engagement.
Integration with Strategic Goals and KRAs	Ensure all communication efforts reinforce implementation priorities.

Messaging Strategy and Narrative Development

Action	Description
Core Messaging Pillars	Define themes such as “Feed Liberia,” “Farmers First,” “Youth in Agriculture,” “Climate-Smart Farming,” and “Agriculture for Peace.”
Values-Based Storytelling	Embed national pride, legacy, and ethical citizenship into all narratives.
Multilingual Messaging	Translate key messages into Liberian English and local dialects for inclusivity.
Visual Identity and Branding Toolkit	Standardize logos, colors, fonts, and templates for all materials.
Message Testing and Feedback Loops	Pilot messages with target audiences and refine based on response.

Media Engagement and Content Dissemination

Action	Description
Radio and Community Broadcasts	Use local stations for farmer advisories, policy updates, and success stories.
Television and Documentary Series	Produce features on agricultural innovation, youth agripreneurs, and market access.
Social Media Strategy	Launch campaigns on Facebook, WhatsApp, and YouTube with tailored content.
Print Media and Newsletters	Publish bulletins, brochures, and newspaper inserts on key programs.
Billboards and Posters	Place visuals in strategic rural and urban locations.

Stakeholder Communication and Political Engagement

Action	Description
Legislative Briefing Kits	Develop concise, visual materials for Parliamentarians and policymakers.
Donor and Diplomatic Communication Protocols	Standardize updates, impact stories, and funding appeals.
Farmer and Cooperative Mobilization Materials	Create toolkits for grassroots advocacy and engagement.
Youth and Women Messaging Platforms	Elevate voices of marginalized groups in national dialogues.
Agriculture Champions Program	Identify and promote influential advocates across sectors.

Public Education and Civic Engagement

Action	Description
Agricultural Literacy Campaigns	Disseminate knowledge on food systems, climate resilience, and nutrition.
School-Based Agriculture Clubs	Partner with MOE to promote farming and nutrition in schools.
Community Dialogues and Town Halls	Host forums to gather feedback and share updates.
Cultural Integration Strategy	Use music, drama, and storytelling to embed agricultural values.
Public Exhibitions and Trade Fairs	Showcase innovations, products, and partnerships.

Monitoring, Evaluation, and Adaptive Learning

Action	Description
Media and Communication Dashboard	Track reach, engagement, sentiment, and conversion across platforms.
Annual Communication Impact Reports	Publish findings on public awareness, behavior change, and stakeholder support.
Audience Perception Surveys	Assess trust, clarity, and relevance of messages.
Lessons Learned Repository	Document successes and challenges to inform future campaigns.
Adaptive Messaging Protocols	Adjust narratives based on feedback, analytics, and emerging priorities.

Implementation Timeline (2025–2030)

Year	Focus Areas
Year 1	Framework design, unit setup, message development, pilot campaigns
Year 2	County rollout, media partnerships, youth platforms, dashboard launch
Year 3	Legislative engagement, cultural integration, donor briefings
Year 4	Impact assessments, adaptive messaging, trade fairs
Year 5	Consolidation, strategy renewal, institutionalization of reforms

Monitoring and Evaluation Indicators

1. % of citizens reached through media and outreach
2. No. of media campaigns launched annually
3. % of counties with active communication focal points
4. No. of legislative engagements and policy wins
5. Public trust and awareness scores (annual survey)
6. No. of youth and women-led media initiatives
7. No. of feedback submissions and message adaptations

Annex 22: Grievance Reporting and Redress Strategy

Strategic Objective

To establish a robust, inclusive, and accountable grievance reporting and redress system that empowers citizens, farmers, vendors, and stakeholders to report concerns, receive timely resolution, and participate in agricultural governance.

Institutional Framework and Governance Architecture

Action	Description
National Grievance Redress Framework (NGRF)	Develop a formal framework outlining principles, channels, protocols, and escalation pathways.
Grievance Redress Unit (GRU)	Establish a dedicated unit within MOA to manage complaints, investigations, and resolutions.
County-Level Grievance Focal Points	Deploy trained officers in all 15 counties to receive and process local grievances.
Oversight Committee Activation	Establish a multi-stakeholder body to monitor grievance trends and ensure impartiality.
Integration with Strategic Goals	Align grievance systems with service delivery, procurement, MEL, ethics, and anti-corruption reforms.

Reporting Channels and Accessibility

Action	Description
Multi-Channel Reporting System	Enable complaints via SMS, toll-free hotline, email, web portal, suggestion boxes, and in-person visits.
Mobile Grievance App	Launch a user-friendly app for farmers and stakeholders to report issues and track resolution.
Community Liaison Officers	Assign outreach staff to remote areas to collect and relay grievances.
Inclusive Language and Formats	Ensure materials are available in Liberian English and local dialects, with visual aids for low-literacy users.
Anonymous and Confidential Options	Allow secure, non-retaliatory reporting for sensitive cases.

Investigation, Resolution, and Escalation Protocols

Action	Description
Standard Operating Procedures (SOPs)	Define timelines, roles, and steps for intake, investigation, resolution, and appeal.
Case Management System	Digitize complaint tracking with status updates, deadlines, and resolution logs.
Categorization Matrix	Classify grievances by type (e.g., corruption, service failure, abuse, procurement irregularities).
Escalation Pathways	Route unresolved or high-risk cases to senior management, legal units, or external oversight bodies.
Resolution Feedback Mechanism	Notify complainants of outcomes and allow satisfaction ratings.

Capacity Building and Institutional Culture

Action	Description
Annual Training Plans	Train staff on grievance handling, ethics, conflict resolution, and trauma-informed response.
Ethics and Integrity Integration	Link grievance systems to broader anti-corruption and conduct policies.
Performance-Based Incentives	Reward departments and counties with high resolution rates and citizen satisfaction.
Staff Accountability Protocols	Enforce disciplinary measures for mishandling or ignoring complaints.
Public Service Culture Campaigns	Promote responsiveness, empathy, and transparency across all levels.

Public Awareness and Stakeholder Engagement

Action	Description
Grievance Awareness Campaigns	Use radio, posters, town halls, and social media to educate citizens on how to report issues.
Farmer and Vendor Outreach	Target cooperatives, market actors, and service beneficiaries with tailored messaging.
Youth and Women Inclusion Strategy	Ensure marginalized groups are aware of and empowered to use grievance systems.
Civil Society Partnerships	Collaborate with NGOs and watchdog groups to monitor and support redress efforts.
Annual Public Forums	Present grievance trends, resolutions, and reforms to citizens and stakeholders.

Monitoring, Evaluation, and Learning

Action	Description
Grievance Dashboard	Track volume, type, resolution rate, and geographic distribution of complaints.
Quarterly Grievance Reports	Analyze trends, bottlenecks, and systemic issues for leadership review.
Satisfaction Surveys	Assess user experience and trust in the grievance system.
Lessons Learned Repository	Document case studies and reforms triggered by grievance insights.
Adaptive System Reviews	Update protocols and tools based on feedback and performance

Action	Description
	data.

Implementation Timeline (2025–2030)

Year	Focus Areas
Year 1	Framework design, unit setup, SOP development, pilot channels
Year 2	County rollout, mobile app launch, staff training, dashboard setup
Year 3	Public campaigns, stakeholder partnerships, escalation protocols
Year 4	Satisfaction surveys, adaptive reforms, performance incentives
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring Tools and Evaluation Indicators

1. % of grievances resolved within 30 days
2. No. of grievances reported annually (by channel and category)
3. % of counties with active grievance focal points
4. Citizen satisfaction scores (annual survey)
5. No. of systemic reforms triggered by grievance insights
6. % of staff trained in grievance handling
7. No. of anonymous reports received and resolved

Annex 23: Cultural and Gender Inclusion Strategy

Strategic Objective

To mainstream cultural sensitivity and gender equity in all agricultural programs, policies, and institutional practices—ensuring inclusive participation, equitable access to resources, and respect for Liberia’s diverse identities and traditions.

Institutional Framework and Policy Integration

Action	Description
National Inclusion Framework for Agriculture (NIFA)	Develop a guiding framework aligned with the Gender Policy, Land Rights Act, and ECOWAS protocols.
Gender and Inclusion Policy Manual	Codify standards for inclusive planning, budgeting, staffing, and service delivery.
Inclusion Focal Points in All Departments	Appoint trained officers to lead gender and cultural integration across units.
County-Level Inclusion Officers	Deploy representatives in all 15 counties to support local adaptation and outreach.
Integration with Strategic Goals and KRAs	Embed inclusion indicators into all implementation matrices and MEL systems.

Gender Equity in Agricultural Access and Empowerment

Action	Description
Gender-Responsive Budgeting Protocols	Allocate resources specifically for women-led initiatives and services.
Land Access and Tenure Support for Women	Partner with Land Authority and civil society to promote equitable land ownership and use.
Women in Agribusiness Program	Provide training, finance, and market access for female entrepreneurs.
Gender-Sensitive Extension Services	Recruit and train female extension agents; tailor outreach to women's schedules and needs.
Gender Disaggregated Data Systems	Track participation, access, and impact by gender across all programs.

Cultural Sensitivity and Traditional Knowledge Integration

Action	Description
Cultural Mapping of Agro-Ecological Zones	Document local practices, taboos, and indigenous knowledge systems.
Traditional Leader Engagement Protocols	Formalize collaboration with chiefs, elders, and spiritual leaders in program rollout.
Culturally Adapted Messaging	Use local idioms, symbols, and storytelling in public communication.
Respect for Ritual Calendars and Land Customs	Align interventions with community rhythms and sacred land practices.
Integration of Indigenous Crops and Techniques	Promote traditional varieties and agroecological methods in research and extension.

Inclusive Participation and Decision-Making

Action	Description
Community Inclusion Forums	Host quarterly dialogues with women, youth, elders, and marginalized groups.
Participatory Planning Protocols	Ensure diverse representation in policy design, budgeting, and program review.
Youth and Women Advisory Councils	Institutionalize consultative bodies at national and county levels.
Accessibility Standards for Meetings and Materials	Provide translation, visual aids, and inclusive formats for all engagements.
Feedback and Grievance Channels for Marginalized Voices	Enable safe, responsive systems for reporting exclusion or discrimination.

Capacity Building and Institutional Culture

Action	Description
Annual Inclusion Training Plans	Conduct workshops on gender equity, cultural sensitivity, and unconscious bias.
Onboarding Inclusion Modules	Integrate inclusion principles into staff induction programs.
Performance Incentives for Inclusion Champions	Recognize departments and individuals advancing equity and cultural respect.
Inclusion Scorecards and Dashboards	Track progress on gender and cultural indicators across all units.
Public Service Culture Campaigns	Promote values of dignity, empathy, and inclusion throughout the Ministry.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, policy manual, focal point deployment, baseline mapping
Year 2	Budgeting protocols, extension reform, cultural engagement pilots
Year 3	Advisory councils, grievance systems, traditional knowledge integration
Year 4	Scorecard rollout, staff incentives, public campaigns
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring and Evaluation Indicators

1. % of women accessing land, finance, and extension services
2. No. of culturally adapted programs and messages
3. % of counties with active inclusion officers
4. No. of community forums with diverse representation
5. Staff training completion rates on inclusion topics
6. Citizen satisfaction scores (disaggregated by gender and region)
7. No. of reforms triggered by inclusion feedback

Annex 24: Capacity Building and Training Strategy

Strategic Objective

To institutionalize a structured, inclusive, and performance-driven capacity building system that equips Ministry staff, county officers, farmers, and partners with the skills, knowledge, and tools needed to drive agricultural transformation.

Institutional Framework and Governance

Action	Description
National Agricultural Capacity Building Framework (NACBF)	Develop a guiding framework aligned with NADP, AAID and donor protocols.

Action	Description
Capacity Building Coordination Unit (CBCU)	Establish a dedicated unit within MOA to manage training plans, partnerships, and evaluations.
County-Level Training Focal Points	Deploy officers in all 15 counties to coordinate local training activities.
Annual Capacity Building Plans	Align training priorities with strategic goals, KRAs, and performance gaps.
Integration with HR and MEL Systems	Link training outcomes to staff performance reviews and institutional learning.

Technical and Functional Training Programs

Action	Description
Agricultural Extension and Advisory Services	Train field officers in GAP, climate-smart agriculture, post-harvest handling, and agroecology.
Planning, Budgeting, and MEL	Build capacity in program design, results-based budgeting, monitoring, and evaluation.
Procurement and Financial Management	Train staff on PPCC protocols, donor compliance, and fiduciary integrity.
Digital Agriculture and ICT Tools	Equip staff and farmers with skills in mobile data collection, GIS, and digital platforms.
Gender, Inclusion, and Ethics	Conduct workshops on equity, cultural sensitivity, and professional conduct.

Farmer and Community Capacity Building

Action	Description
Farmer Field Schools and Demonstration Plots	Use hands-on learning to teach improved practices and technologies.
Youth and Women Agripreneurship Programs	Provide training in business planning, marketing, and financial literacy.
Cooperative Development Modules	Strengthen governance, recordkeeping, and negotiation skills for producer groups.
Nutrition and Resilience Education	Promote knowledge of food security, climate adaptation, and sustainable livelihoods.
Community-Based Training of Trainers (TOT)	Build local capacity to cascade knowledge and sustain learning.

Institutional Partnerships and Certification

Action	Description
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Action	Description
University and TVET Collaboration Protocols	Partner with UL, Cuttington, and vocational institutes for curriculum development and delivery.
Donor and NGO Training Alignment	Harmonize external training with national priorities and standards.
Certification and Accreditation Systems	Recognize staff and farmer competencies through formal credentials.
Regional and ECOWAS Knowledge Exchange	Participate in cross-border learning platforms and study tours.
Private Sector Engagement	Collaborate with agribusinesses and service providers for specialized training.

Knowledge Management and Learning Systems

Action	Description
Agriculture Knowledge Hub	Create a digital and physical repository of manuals, toolkits, and case studies.
E-Learning Platforms and Mobile Apps	Launch digital tools for self-paced learning and remote training.
Monthly Learning Seminars	Host internal knowledge-sharing sessions across departments.
Lessons Learned Repository	Document innovations, failures, and adaptations to inform future programs.
Performance Dashboards	Track training completion, competency gains, and institutional impact.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, unit setup, baseline assessments, pilot trainings
Year 2	County rollout, curriculum development, digital platform launch
Year 3	Certification systems, TOT programs, MEL integration
Year 4	Regional exchanges, private sector partnerships, dashboard rollout
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring Tools and Evaluation Indicators

1. % of staff trained annually (by department and county)
2. No. of farmers reached through field schools and community trainings
3. % of training programs aligned with strategic goals and KRAs
4. No. of certified staff and farmers
5. Staff and beneficiary satisfaction scores (annual survey)
6. % of training modules digitized and accessible online

7. No. of reforms or innovations triggered by capacity building insights

Annex 25: Change Management Strategy

Strategic Objective

To institutionalize a structured, inclusive, and adaptive change management system that enables the Ministry to successfully implement reforms, overcome resistance, and sustain agricultural transformation.

Change Governance and Leadership Architecture

Action	Description
National Agricultural Change Management Framework (NACMF)	Develop a guiding framework aligned with NADP, AAID, and civil service reform protocols.
Change Management Steering Committee (CMSC)	Establish a high-level body to oversee change initiatives, resolve bottlenecks, and ensure alignment.
Departmental Change Champions	Appoint trained officers in each unit to lead internal transformation and staff engagement.
County-Level Change Coordinators	Deploy focal points in all 15 counties to support local adaptation and feedback loops.
Integration with Strategic Goals and KRAs	Embed change indicators into all implementation matrices and MEL systems.

Stakeholder Engagement and Communication

Action	Description
Change Communication Strategy	Develop a messaging plan that explains the rationale, benefits, and roadmap of reforms.
Town Halls and Listening Sessions	Host quarterly forums with staff, farmers, cooperatives, and partners to gather input and address concerns.
Feedback and Suggestion Channels	Enable SMS, email, and in-person submissions for ideas, complaints, and innovations.
Change Narrative Toolkit	Provide leaders with talking points, visuals, and FAQs to guide consistent messaging.
Public Service Culture Campaigns	Promote values of adaptability, integrity, and service excellence across all levels.

Capacity Building for Change Readiness

Action	Description
Change Leadership Training Modules	Equip directors and managers with skills in adaptive leadership, emotional intelligence, and strategic communication.
Staff Orientation and	Integrate change principles into induction programs for new

Action	Description
Onboarding Reform	employees.
Resilience and Stress Management Workshops	Support staff through transitions with wellness and coping strategies.
Peer Learning and Mentorship Programs	Foster cross-departmental learning and support networks.
Performance Incentives for Change Agents	Recognize individuals and teams driving successful reforms.

Systems, Processes, and Technology Adaptation

Action	Description
Process Reengineering Protocols	Review and redesign workflows to improve efficiency and service delivery.
Digital Transformation Roadmap	Guide the rollout of ICT tools, dashboards, and automation systems.
Policy and SOP Revision Cycles	Update manuals and procedures to reflect new roles, tools, and standards.
Pilot Testing and Iterative Rollout	Introduce reforms in phases, starting with pilots and refining based on feedback.
Change Impact Assessments	Evaluate the effects of reforms on staff, systems, and stakeholders.

Monitoring, Evaluation, and Adaptive Learning

Action	Description
Change Management Dashboard	Track reform milestones, staff engagement, resistance levels, and resolution rates.
Quarterly Change Progress Reports	Analyze trends, challenges, and success stories for leadership review.
Staff and Stakeholder Surveys	Assess perceptions, readiness, and satisfaction with change efforts.
Lessons Learned Repository	Document insights from implementation to inform future reforms.
Adaptive Strategy Review Protocols	Revise change plans based on performance data and stakeholder feedback.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, committee setup, baseline assessments, pilot reforms
Year 2	County rollout, training programs, communication campaigns

Year	Focus Areas
Year 3	Process reengineering, digital tools, stakeholder engagement intensification
Year 4	Impact assessments, adaptive revisions, performance incentives
Year 5	Consolidation, institutionalization, strategy renewal

Monitoring Tools and Evaluation Indicators

- % of staff trained in change leadership and readiness
- No. of reforms successfully piloted and scaled
- Staff and stakeholder satisfaction scores (annual survey)
- % of departments with active change champions
- No. of feedback submissions and adaptations made
- % of strategic goals achieved through change initiatives
- No. of lessons documented and reforms improved

Annex 26: Knowledge Management Strategy

Strategic Objective

To establish a dynamic, inclusive, and interoperable knowledge management system that captures, organizes, disseminates, and applies agricultural knowledge for evidence-based decision-making, institutional learning, and national transformation.

Institutional Framework and Governance Architecture

Action	Description
National Agricultural Knowledge Management Framework (NAKMF)	Develop a guiding framework aligned with NADP, AAID and ECOWAS protocols.
Knowledge Management Coordination Unit (KMCU)	Establish a dedicated unit within MOA to lead KM strategy, systems, and partnerships.
County-Level Knowledge Focal Points	Deploy trained officers in all 15 counties to support local documentation and learning.
Knowledge Management Policy Manual	Codify standards for data capture, documentation, sharing, and intellectual property.
Integration with MEL, HR, and ICT Systems	Link KM with performance tracking, staff development, and digital infrastructure.

Knowledge Capture and Documentation

Action	Description
Standardized Documentation Protocols	Define templates and workflows for capturing lessons, reports, manuals, and field insights.
After-Action Reviews and	Institutionalize post-activity reflections across programs

Action	Description
Learning Logs	and departments.
Farmer and Community Knowledge Mapping	Document indigenous practices, innovations, and local wisdom.
Staff Knowledge Diaries and Journals	Encourage reflective documentation of field experiences and technical insights.
Knowledge Harvesting Missions	Conduct periodic field visits to collect stories, practices, and innovations.

Knowledge Organization and Storage Systems

Action	Description
Agriculture Knowledge Hub	Create a centralized digital and physical repository for all Ministry knowledge assets.
Metadata and Tagging Standards	Ensure consistent indexing and searchability of documents and datasets.
Version Control and Archiving Protocols	Track updates and preserve historical records for institutional memory.
Interoperability with LISGIS, MFD, and Donor Systems	Align formats and access protocols for cross-sectoral knowledge exchange.
Data Security and Access Control	Protect sensitive information while enabling appropriate sharing.

Knowledge Sharing and Dissemination

Action	Description
Monthly Knowledge Seminars	Host internal learning sessions across departments and counties.
Community Knowledge Forums	Engage farmers, cooperatives, and CSOs in participatory learning exchanges.
Digital Learning Platforms and Mobile Apps	Launch tools for remote access to manuals, videos, and training modules.
Public Knowledge Bulletins and Newsletters	Disseminate updates, insights, and innovations to stakeholders.
Multilingual and Inclusive Formats	Translate materials into Liberian English and local dialects with visual aids.

Institutional Learning and Adaptive Management

Action	Description
Lessons Learned Repository	Document successes, failures, and adaptations to inform future planning.

Action	Description
Knowledge-Informed Policy Protocols	Require evidence and insights to guide new policies and reforms.
Staff Learning Plans and Portfolios	Track individual growth, training, and contributions to KM.
Innovation Labs and Pilot Programs	Test new ideas and document results for scale-up.
Adaptive Strategy Review Mechanisms	Use knowledge insights to revise strategic goals and implementation plans.

Partnerships and Capacity Building

Action	Description
University and Research Collaboration Protocols	Partner with UL, Cuttington, and international institutions for joint studies and publications.
Donor and NGO Knowledge Alignment	Harmonize learning agendas and reporting formats with partners.
Training Modules on KM Tools and Ethics	Build staff capacity in documentation, analysis, and responsible sharing.
Recognition and Incentives for Knowledge Champions	Reward individuals and teams contributing to institutional learning.
Regional and Global Knowledge Exchange Platforms	Participate in ECOWAS, FAO, and AU forums for cross-border learning.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, unit setup, baseline mapping, documentation protocols
Year 2	Knowledge hub launch, county rollout, training programs
Year 3	Digital platforms, community forums, lessons learned repository
Year 4	Innovation labs, policy integration, regional exchanges
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring Tools and Evaluation Indicators

1. No. of knowledge assets documented and stored
2. % of staff contributing to KM systems annually
3. of community knowledge forums held
4. % of policies informed by documented insights
5. Staff and stakeholder satisfaction scores (annual survey)
6. No. of partnerships supporting KM activities
7. No. of reforms or innovations triggered by knowledge insights

Annex 27: Baseline Assessment Strategy

Strategic Objective

To conduct a rigorous, inclusive, and multi-dimensional baseline assessment that establishes reference values for all strategic indicators, enabling evidence-based planning, monitoring, and evaluation of agricultural transformation efforts.

Institutional Framework and Governance

Action	Description
National Baseline Assessment Framework (NBAF)	Develop a guiding framework aligned with NADP, AAID, and donor MEL protocols.
Baseline Coordination Taskforce (BCT)	Establish a multi-disciplinary team within MOA to lead design, execution, and validation.
County-Level Assessment Focal Points	Deploy trained officers in all 15 counties to support data collection and stakeholder engagement.
Integration with MEL and Strategic Planning Units	Ensure baseline data directly informs implementation matrices and performance dashboards.
Partnerships with LISGIS, MFDP, MOCI, EPA, and Donors	Align methodologies and data standards across sectors and partners.

Indicator Mapping and Assessment Design

Action	Description
Strategic Indicator Inventory	Compile all KPIs, KRAs, and goals from the strategic plan requiring baseline values.
Indicator Classification Matrix	Categorize indicators by type (quantitative, qualitative), level (national, county, community), and domain (production, finance, gender, climate, etc.).
Assessment Methodology Protocols	Define tools (surveys, interviews, GIS, administrative data), sampling frames, and validation techniques.
Baseline Data Collection Instruments	Design standardized questionnaires, checklists, and templates for field use.
Pilot Testing and Refinement	Conduct small-scale pilots to test tools and adjust for clarity, relevance, and cultural fit.

Data Collection and Field Operations

Action	Description
Enumerator Recruitment and Training	Hire and train field staff in ethical data collection, digital tools, and community engagement.
Digital Data Capture Systems	Use tablets, mobile apps, and cloud platforms for real-time collection and geo-tagging.

Action	Description
Community Entry and Consent Protocols	Engage local leaders and ensure informed consent for all respondents.
Multi-Level Data Collection	Gather data at national, county, district, and community levels to support disaggregation.
Quality Assurance and Supervision	Implement spot checks, back-checks, and real-time monitoring to ensure data integrity.

Data Analysis, Validation, and Reporting

Action	Description
Data Cleaning and Coding Protocols	Standardize formats, correct errors, and prepare datasets for analysis.
Statistical and Thematic Analysis	Use descriptive statistics, cross-tabulations, and qualitative synthesis to generate insights.
Triangulation and Validation Workshops	Cross-check findings with administrative records and stakeholder feedback.
Baseline Report Production	Develop comprehensive reports with indicator tables, maps, and narrative summaries.
Dissemination and Use Protocols	Share findings with departments, counties, donors, and the public to inform planning.

Adaptive Integration and Continuous Improvement

Action	Description
Baseline-to-Target Conversion Protocols	Use baseline values to set realistic targets and performance thresholds.
Integration into Strategic Matrices and Dashboards	Populate implementation tools with validated baseline data.
Lessons Learned Repository	Document challenges, innovations, and adaptations for future assessments.
Annual Data Refresh Strategy	Update key indicators annually to track progress and recalibrate interventions.
Feedback Loops to Planning and MEL Units	Ensure baseline insights inform program design, resource allocation, and policy reform.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, indicator mapping, tool development, pilot testing
Year 2	Full-scale data collection, analysis, validation, baseline reporting

Year	Focus Areas
Year 3	Integration into dashboards, adaptive planning, annual refresh protocols
Year 4	Midterm review alignment, stakeholder feedback, lessons documentation
Year 5	Final refresh, impact assessment preparation, strategy renewal

Monitoring Tools and Evaluation Indicators

1. % of strategic indicators with validated baseline values
2. No. of counties with completed baseline assessments
3. % of staff and enumerators trained in baseline protocols
4. No. of stakeholders engaged in validation workshops
5. % of strategic matrices populated with baseline data
6. No. of reforms or program adjustments triggered by baseline insights
7. Data quality scores (completeness, accuracy, timeliness)

Annex 28: Midterm Review Strategy

Strategic Objective

To conduct a rigorous, inclusive, and evidence-based midterm review that evaluates progress against strategic goals, identifies implementation gaps, and informs adaptive planning for the remaining years of the strategic cycle.

Institutional Framework and Governance

Action	Description
Midterm Review Coordination Taskforce (MRCT)	Establish a multi-disciplinary team within MOA to lead the review process.
Review Terms of Reference (ToR)	Define scope, methodology, timelines, and stakeholder roles.
County-Level Review Focal Points	Deploy officers in all 15 counties to support data collection and validation.
Integration with MEL and Strategic Planning Units	Ensure review findings directly inform updated implementation matrices and dashboards.
Partnerships with LISGIS, MFDP, MOCI, EPA, and Donors	Align review protocols with national and partner expectations.

Performance Assessment and Indicator Tracking

Action	Description
Strategic Indicator Inventory Update	Revisit all KPIs, KRAs, and goals to assess progress and relevance.
Data Collection and Validation Protocols	Use surveys, administrative records, GIS, and stakeholder interviews.

Action	Description
Progress Scoring System	Rate each indicator as “Achieved,” “On Track,” “Delayed,” or “Off Track.”
Disaggregated Analysis	Assess performance by region, gender, program, and funding source.
Gap and Bottleneck Identification	Highlight areas of underperformance and root causes.

Stakeholder Engagement and Participatory Review

Action	Description
Midterm Review Consultations	Host forums with farmers, cooperatives, CSOs, donors, and private sector actors.
County-Level Review Dialogues	Engage local stakeholders in validating findings and proposing solutions.
Youth and Women Inclusion Strategy	Ensure marginalized voices are represented in review processes.
Feedback and Suggestion Channels	Enable SMS, email, and in-person submissions for ideas and concerns.
Review Validation Workshops	Present preliminary findings for stakeholder critique and endorsement.

Strategic Recalibration and Adaptive Planning

Action	Description
Strategic Goal and KRA Adjustment Protocols	Revise targets, timelines, and priorities based on review findings.
Budget and Resource Reallocation Strategy	Redirect funding to high-impact or underperforming areas.
Policy and Program Reform Recommendations	Propose changes to improve efficiency, equity, and impact.
Updated Implementation Matrices	Reflect revised goals, KPIs, and activities for Years 4–5.
Integration with Donor and National Planning Cycles	Align recalibrated strategy with AAID, and partner frameworks.

Reporting, Dissemination, and Institutional Learning

Action	Description
Midterm Review Report Production	Develop a comprehensive document with findings, recommendations, and updated plans.
Executive Summary and Citizen Briefs	Create simplified versions for policymakers and the public.

Action	Description
Public Dissemination Campaigns	Use radio, posters, and social media to share results and next steps.
Lessons Learned Repository	Document insights to inform future planning and reforms.
Annual Learning Integration Protocols	Use review findings to guide Year 4 and Year 5 implementation.

Monitoring Tools and Evaluation Indicators

1. % of strategic indicators assessed and validated
2. No. of stakeholders engaged in review consultations
3. % of goals revised or recalibrated post-review
4. No. of counties with completed midterm dialogues
5. Staff and stakeholder satisfaction scores (review process)
6. No. of reforms or reallocations triggered by review findings
7. Timeliness and quality of midterm review report dissemination

Timeline Overview

Phase	Timeline	Key Activities
Preparation	Q1–Q2, 2027	Taskforce setup, ToR, tool design, stakeholder mapping
Data Collection	Q2–Q3, 2027	Field surveys, interviews, administrative data review
Analysis & Validation	Q3–Q4, 2027	Indicator scoring, stakeholder workshops, draft report
Recalibration & Planning	Q4, 2027–Q1, 2028	Strategy updates, budget adjustments, matrix revision
Dissemination & Integration	Q1–Q2, 2028	Public release, learning sessions, Year 4–5 rollout

Annex 29: Impact Evaluation Strategy

Strategic Objective

To institutionalize a robust, evidence-based impact evaluation system that measures the long-term effects of agricultural interventions on productivity, livelihoods, resilience, equity, and national development.

Institutional Framework and Governance

Action	Description
National Agricultural Impact Evaluation Framework (NAIEF)	Develop a guiding framework aligned with NADP, AAID and donor MEL protocols.

Action	Description
Impact Evaluation Taskforce (IET)	Establish a multi-disciplinary team within MOA to lead design, execution, and learning.
County-Level Evaluation Focal Points	Deploy trained officers in all 15 counties to support field operations and stakeholder engagement.
Integration with MEL, Strategic Planning, and Knowledge Units	Ensure impact insights inform future strategies, reforms, and learning systems.
Partnerships with LISGIS, MFDP, MOCI, EPA, Universities, and Donors	Align methodologies and leverage technical expertise across sectors.

Evaluation Design and Methodology

Action	Description
Theory of Change and Results Chain Mapping	Define causal pathways from inputs to long-term outcomes across strategic goals.
Evaluation Questions and Hypotheses	Frame key questions around productivity, income, equity, resilience, and institutional performance.
Mixed-Methods Design	Combine quantitative (surveys, administrative data, GIS) and qualitative (interviews, focus groups) approaches.
Counterfactual and Comparison Groups	Use quasi-experimental designs (e.g., difference-in-differences, propensity score matching) to isolate impact.
Sampling Strategy and Power Calculations	Ensure statistical rigor and representativeness across regions and demographics.

Data Collection and Field Operations

Action	Description
Enumerator Recruitment and Training	Hire and train field staff in ethics, tools, and community engagement.
Digital Data Capture Systems	Use tablets, mobile apps, and cloud platforms for real-time collection and geo-tagging.
Community Entry and Consent Protocols	Engage local leaders and ensure informed consent for all respondents.
Longitudinal Tracking Systems	Monitor selected households, cooperatives, and service points over time.
Quality Assurance and Supervision	Implement spot checks, back-checks, and real-time monitoring to ensure data integrity.

Analysis, Interpretation, and Validation

Action	Description
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Action	Description
Data Cleaning and Coding Protocols	Standardize formats, correct errors, and prepare datasets for analysis.
Statistical and Thematic Analysis	Use regression models, trend analysis, and thematic synthesis to generate insights.
Triangulation and Validation Workshops	Cross-check findings with stakeholders, administrative records, and field observations.
Equity and Inclusion Lens	Analyze differential impacts by gender, age, region, and socioeconomic status.
Impact Scorecards and Dashboards	Visualize results for leadership, donors, and the public.

Learning, Dissemination, and Policy Influence

Action	Description
Impact Evaluation Report Production	Develop comprehensive reports with findings, recommendations, and strategic implications.
Executive Summaries and Citizen Briefs	Create simplified versions for policymakers and the public.
Public Dissemination Campaigns	Use radio, posters, and social media to share results and lessons.
Policy Dialogue Forums	Host roundtables with Parliament, donors, and civil society to discuss implications.
Lessons Learned Repository	Document insights to inform future planning, reforms, and donor engagement.

Adaptive Strategy and Institutionalization

Action	Description
Integration into Strategic Planning Cycles	Use impact findings to shape future goals, KRAs, and investment priorities.
Annual Learning Integration Protocols	Feed insights into Year 4–5 implementation and midterm review updates.
Institutional Capacity Building	Train staff in evaluation design, analysis, and evidence-based decision-making.
Donor and Partner Alignment	Ensure impact evidence informs co-financing, program design, and fiduciary assurance.
Recognition and Incentives for Evidence Use	Reward departments and leaders who apply impact insights to improve performance.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, theory of change mapping, baseline alignment
Year 2	Sampling setup, pilot studies, longitudinal tracking launch
Year 3	Full-scale data collection, stakeholder validation, interim analysis
Year 4	Dissemination, policy dialogues, adaptive planning
Year 5	Final evaluation, institutional learning, strategy renewal

Monitoring Tools and Evaluation Indicators

1. % of strategic goals with validated impact evidence
2. No. of stakeholders engaged in validation and dissemination
3. % of policies or programs revised based on impact findings
4. No. of households or cooperatives tracked longitudinally
5. Staff and stakeholder satisfaction scores (annual survey)
6. No. of reforms or innovations triggered by evaluation insights
7. Timeliness and quality of impact evaluation report dissemination

Annex 30: Sustainability Strategy

Strategic Objective

To institutionalize environmental, economic, institutional, and social sustainability across all agricultural programs, policies, and investments—ensuring enduring impact, climate resilience, and intergenerational equity.

Environmental Sustainability and Climate Resilience

Action	Description
Climate-Smart Agriculture Protocols	Promote agroecological practices, soil health, water conservation, and carbon sequestration.
Agroforestry and Landscape Restoration	Integrate trees into farming systems and rehabilitate degraded lands.
Sustainable Input Use Guidelines	Regulate fertilizers, pesticides, and irrigation to minimize ecological harm.
Climate Risk Mapping and Early Warning Systems	Use GIS and mobile alerts to guide planting, harvesting, and disaster preparedness.
Green Infrastructure Investments	Prioritize renewable energy, eco-friendly storage, and low-emission transport.

Economic Sustainability and Market Viability

Action	Description
Value Chain Development Strategy	Strengthen production-to-market linkages for priority crops and livestock.

Action	Description
Agribusiness Incubation and SME Support	Empower youth and women entrepreneurs with finance, training, and mentorship.
Public-Private Partnership (PPP) Framework	Mobilize co-investment in infrastructure, processing, and logistics.
Sustainable Financing Mechanisms	Establish revolving funds, blended finance models, and insurance schemes.
Local Procurement and Market Access Protocols	Promote domestic sourcing for school feeding, hospitals, and public institutions.

Institutional Sustainability and Capacity Strengthening

Action	Description
Workforce Development Strategy	Build long-term capacity in planning, MEL, extension, and digital agriculture.
Knowledge Management Systems	Preserve institutional memory through documentation, repositories, and learning platforms.
Decentralization and County Empowerment	Strengthen local offices with resources, autonomy, and accountability.
Policy Continuity and Reform Protocols	Ensure strategic alignment across political transitions and leadership changes.
Digital Transformation Roadmap	Institutionalize ICT tools for planning, service delivery, and citizen engagement.

Social Sustainability and Equity

Action	Description
Gender and Inclusion Strategy	Ensure equitable access to land, finance, training, and leadership roles.
Youth Engagement Platforms	Institutionalize youth councils, agripreneurship programs, and innovation labs.
Community-Led Development Models	Empower local groups to co-design and co-implement agricultural initiatives.
Nutrition and Food Security Integration	Align programs with health, education, and social protection sectors.
Cultural Sensitivity Protocols	Respect indigenous knowledge, land customs, and traditional leadership structures.

Monitoring, Evaluation, and Adaptive Learning

Action	Description
Sustainability Scorecards and	Track environmental, economic, institutional, and social

Action	Description
Dashboards	indicators.
Annual Sustainability Audits	Assess program footprints, resource use, and long-term viability.
Lessons Learned Repository	Document successes, failures, and adaptations for future planning.
Stakeholder Feedback Loops	Use surveys, forums, and grievance systems to refine strategies.
Adaptive Strategy Review Protocols	Revise plans based on performance data, climate shifts, and emerging risks.

Implementation Timeline

Year	Focus Areas
Year 1	Framework design, baseline mapping, pilot programs
Year 2	County rollout, PPP activation, climate-smart training
Year 3	Scorecard launch, youth platforms, institutional reforms
Year 4	Midterm sustainability audit, adaptive revisions
Year 5	Consolidation, impact assessment, strategy renewal

Monitoring Tools and Evaluation Indicators

1. % of programs with climate-smart components
2. No. of agribusinesses supported through sustainable finance
3. % of counties with active sustainability focal points
4. No. of policies revised for long-term viability
5. % of land rehabilitated or protected
6. Gender and youth participation rates in leadership and training
7. Staff and stakeholder satisfaction scores (annual survey)

Annex 31: Exit or Transition Strategy

Strategic Objective

To institutionalize a structured, inclusive, and forward-looking exit and transition process that consolidates achievements, sustains reforms, and prepares the Ministry and its partners for the next strategic phase.

Institutional Framework and Governance

Action	Description
Strategic Transition Framework (STF)	Develop a formal roadmap outlining exit protocols, handover procedures, and sustainability mechanisms.
Transition Coordination	Establish a multi-disciplinary team to oversee the exit process,

Action	Description
Taskforce (TCT)	including MEL, planning, finance, and county representatives.
County-Level Transition Focal Points	Deploy officers to coordinate local-level handover, documentation, and stakeholder engagement.
Integration with MEL and Knowledge Units	Ensure transition planning is informed by impact evaluations, lessons learned, and institutional memory.
Alignment with NADP, and Donor Cycles	Synchronize exit activities with national development frameworks and partner timelines.

Programmatic Closure and Sustainability Planning

Action	Description
Exit Readiness Assessments	Evaluate each program's capacity for continuation, handover, or closure.
Sustainability Action Plans	Develop tailored plans for priority programs, including financing, staffing, and institutional anchoring.
Handover Protocols for Assets and Infrastructure	Formalize transfer of equipment, facilities, and digital systems to permanent custodians.
Final Beneficiary Engagements	Conduct closing dialogues with farmers, cooperatives, and communities to reinforce ownership.
Documentation of Program Legacy	Archive manuals, reports, and success stories for future reference and replication.

Staff Transition and Institutional Continuity

Action	Description
Staff Transition Plans	Define roles, reassignments, and capacity needs for post-strategy operations.
Retention and Succession Protocols	Identify key personnel for continuity and prepare successors through mentorship.
Exit Interviews and Knowledge Capture	Document insights from departing staff to preserve institutional memory.
Performance Recognition and Closure Events	Celebrate contributions and reinforce morale during transition.
Integration into Civil Service Reform	Align staffing transitions with broader public sector modernization efforts.

Knowledge Management and Learning Integration

Action	Description
Final Lessons Learned	Compile insights from implementation, midterm review,

Action	Description
Repository	and impact evaluation.
Strategic Knowledge Products	Produce synthesis reports, policy briefs, and toolkits for future use.
Digital Archiving and Access Protocols	Ensure secure, searchable storage of all strategic documents and data.
Learning Forums and Dissemination Events	Share findings with stakeholders, partners, and the public.
Integration into Future Strategy Design	Use insights to inform the next five-year plan and sectoral reforms.

Stakeholder Engagement and Policy Transition

Action	Description
Final Stakeholder Consultations	Engage partners, donors, CSOs, and communities to validate exit plans and sustain collaboration.
Policy Continuity Protocols	Ensure strategic reforms are embedded in legislation, regulations, and institutional mandates.
Donor Transition Briefings	Align funding and technical support with post-strategy priorities.
Public Communication Campaigns	Share achievements, next steps, and gratitude through media and outreach.
Parliamentary and Executive Engagements	Secure political support for sustaining reforms and launching the next strategy.

Implementation Timeline (2029–2030)

Phase	Focus Areas
Q1 2029	Transition framework design, readiness assessments, taskforce activation
Q2 2029	Sustainability planning, staff transition mapping, stakeholder consultations
Q3 2029	Knowledge capture, asset handover, donor briefings
Q4 2029	Final evaluations, public dissemination, closure events
Q1 2030	Launch of next strategic planning cycle, institutional handover

Monitoring Tools and Evaluation Indicators

1. % of programs with completed sustainability plans
2. No. of assets and systems formally handed over
3. % of staff transitioned or retained for continuity
4. No. of lessons learned products published
5. Stakeholder satisfaction scores (exit process)
6. % of strategic reforms institutionalized in policy
7. Timeliness and quality of transition report dissemination

