

## > Tactical responses - how GROW Liberia delivered results in a thin and crisis-affected setting

26 April 2022



**Alex Elphinstone**  
Africa Programme Director  
Adam Smith International



**Kim Beevers**  
Senior Strategy Advisor &  
Technical Director  
GROW Liberia



**Sabine Garbarino**  
Gender, Diversity & Inclusion  
Advisor  
GROW Liberia



**Umar Mohammed**  
Team Leader  
GROW Liberia



# Delivery in thin and crisis-affected contexts

Reflections from the GROW Liberia programme

April 2022



# Agenda



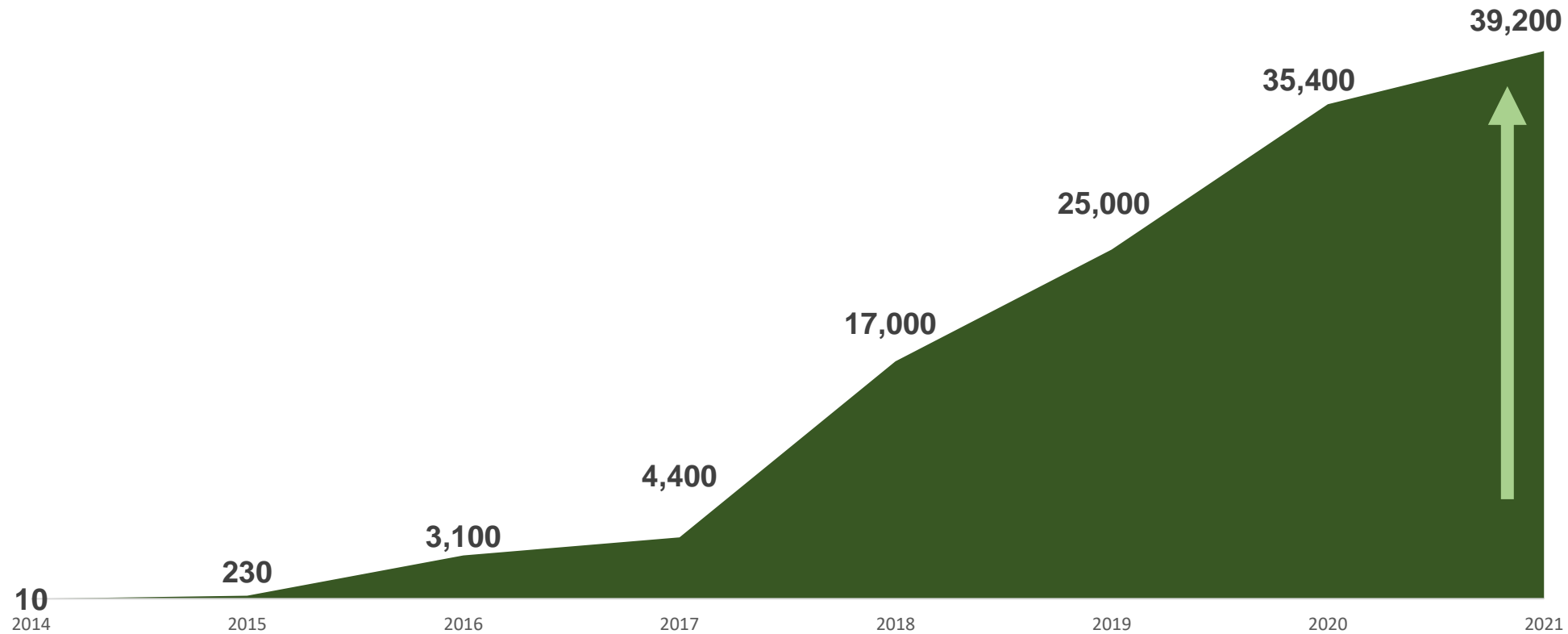
- 01** About GROW Liberia.
- 02** Liberia Context & GROW's Approach
- 03** Case Study 1. Using Gender Data to Make Inclusion a Programming Reality
- 04** Case Study 2: Influencing & Coordinating Markets through Non-Tradition Promotion

# About **GROW** Liberia

- **Market systems** development programme focused on increasing incomes for low-income households in Liberia
- **Sectors:**
  - Cocoa, Vegetables
  - Rubber, Agro-Processing, Oil Palm
- **Long-Term.** GROW Liberia comes to a close in June 2022 after nine years of implementation.
- **Funded by**  **Sida**
- **Convening Role & Facilitative Approach**



# Impact **Slow start, but strong end results**



# Context **Thin, crisis-affected market**



Liberia is a thin and crises-affected market.

Unpredictable, shock-prone environment. Large, protracted humanitarian presence. Extractive state and elite capture. Private sector limited in capital and capacity.



The context influences actor behavior and capabilities.

No long-term planning. Business fundamentals absent. Aid lures investment and talent. Significant and varied financial pressures.



Delivering effective, private sector-led, and inclusive economic growth is difficult.



# Approach **Adapting team, partner engagement, and organizational systems to respond to context**

## **Performance-based partner engagement**

Limited information and capabilities requires a new partner selection and engagement process.

## **Creative, skilled team working on-site with partners**

Bespoke business advisory adapted to the environment.

## **Flexible funding & close collaboration with donor**

Strong fiduciary management but flexible budgeting and spending.

## **Real-time intelligence to inform and influence**

Case 1 – Information & data

Case 2 – Influencing at multiple levels



# CASE STUDY 1

Using Gender Data to  
Make Inclusion a  
Programming Reality





# Issue **The Gender (Data) Gap**



About 60% of productive agricultural labour in sub-Saharan Africa is conducted by women.



Closing the gender gap in agriculture would raise total agricultural output in developing countries by 2.5- 4%.



# Tactics Gender Data – Makes women & their work visible

**01.**

## **Disaggregated GROW Data**

Disaggregation throughout logframe ensures timely adjustments

**02.**

## **Disaggregated Partner Data**

Gender data integrated in business advisory services

**03.**

## **Gender Responsive Research**

Equal representation in sampling, practical gender needs, same-sex interviewers etc.

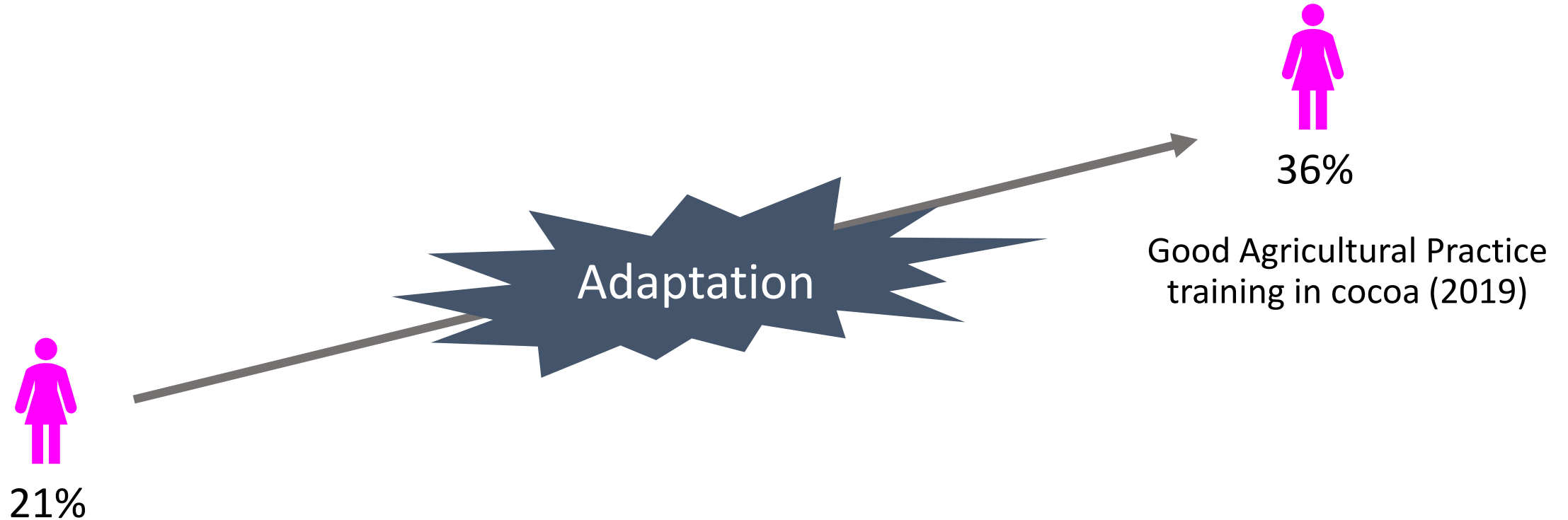
**04.**

## **Gendered Value Chain Analysis**

Nuanced data to understand division of labour, make women's work visible and enable better sector programming



# Tactics Gender Data - Data fuels adaptive programming

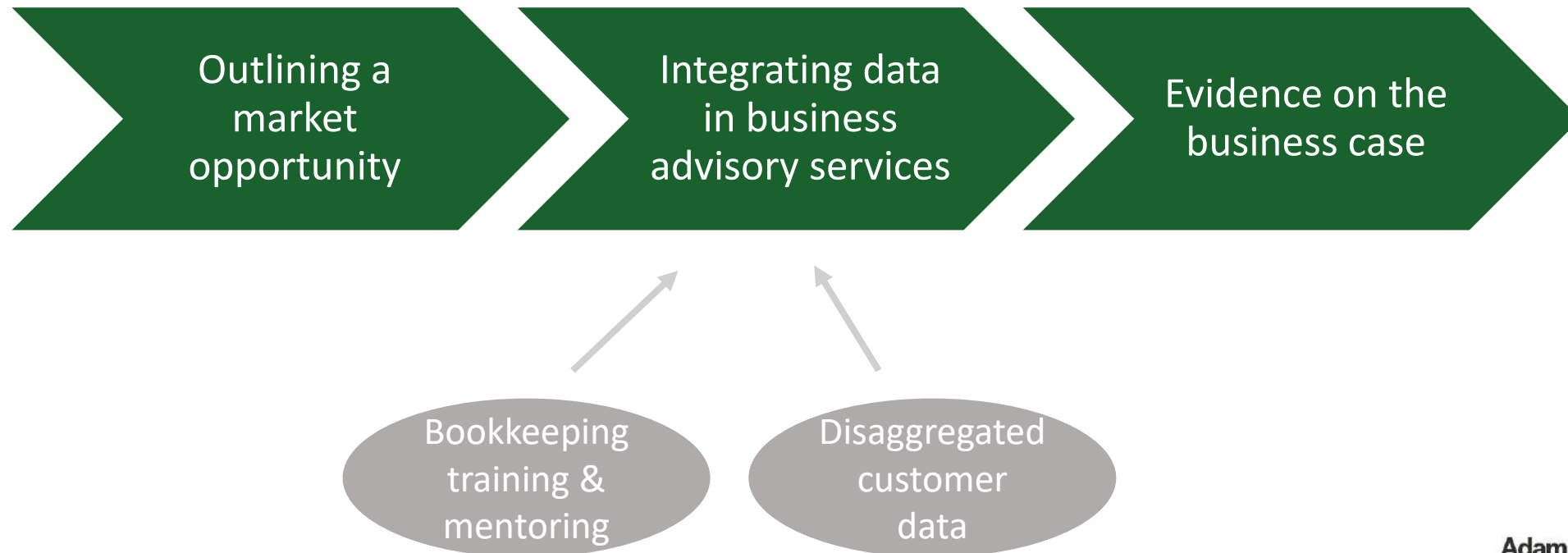


Good Agricultural Practice training in cocoa (2018)

# Tactics Gender Data – Influences partners

*60% of vegetable farmers in Liberia are female BUT less than a third of agro-dealer customers were female!*

*Agro-dealers' female clients have grown by 120% (while the overall client base has doubled).*





# CASE STUDY 2

Influencing &  
Coordinating Markets  
Through Non-  
Traditional Promotion



# Issue Harmful Cocoa Sector Policies & Regulations

## Government-Led

Government sought to reverse cocoa sector governance from a market driven to a public sector driven model

## Single Exporter

Change of Act would have made GoL or its representative the sole exporter for all cocoa from Liberia



**Continued conventional / bulk market focus incentivizes low quality production and keeps farmer incomes low.**



**Loss of private company and donor investment in Liberia's cocoa market.**



**Potential loss of Liberia's primary trade partners in Europe; EU regulations require sustainable production.**



**Possible low buying price needed to cover government investment, further challenging farmer incomes.**



# Tactics **Wielding indirect influence at multiple levels**

**01.**

## **Influential champion**

Identifying a govt champion (Minister of Agric); preparing a brief for the Minister showcasing implications and impact of proposed change to the cocoa governance act for the Minister to present at cabinet meeting

**02.**

## **Building the case more widely**

Presenting implications to legislative officials to provide a counter-factual argument against GoL proposal and keep officials engaged in developments

# Tactics **Wielding indirect influence at multiple levels**

**03.**

## **Strategic communications**

Promoting alternative information and governance options using strategic communications campaigns that included premium market research, introduction to EU regulations, and alternative governance models.

**04.**

## **Leveraging non-traditional relationships**

Engaging the diplomatic corps and donors to present implications of regulatory changes and supporting donor coordination group to present joint position to GoL (e.g. EUD, Swedish & American Ambassadors).



## Distinct characteristics of thin and crisis-affected markets require distinct technical and organizational management tactics.

**Performance-based  
partner  
engagement**

**Creative, skilled  
team working on-  
site with partners.**

**Flexible funding &  
close collaboration  
with donor**

**Real-time  
intelligence to  
inform and  
influence**

## Read more about our work and learning.



[info@growliberia.com](mailto:info@growliberia.com)



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