

Project Evaluation Series

[14/2023](#)

**Evaluation of the project
“Sustaining peace and improving social
cohesion through the promotion of rural
employment”**

Project code: UNJP/LIR/026/PBF

Follow-up report

Evaluation of the project “Sustaining peace and improving social cohesion through the promotion of rural employment” – Follow-up report					12/2024
Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			Impact of, or changes resulted from taken actions
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	
<p>Recommendation 1.</p> <p>Through an inclusive and participatory approach, the consortium team should engage target stakeholders in all steps of the design phase of future PBF Peacebuilding projects including in the identification of additional sources of livelihood to cope with beneficiaries’ needs. Sufficient funds should be allocated under a suitable timeframe.</p>	Partially accepted	<p>This is partially acceptable. And this is because of the time and resources required to do this. Hence, fully accepting would only be practical if resources are adequately available to do so.</p> <p>This is, in principle, premised by the fact that project interventions should be developed with the involvement of targeted stakeholders, and designed based on felt need - even if this is achieved during a full inception phase. The involvement of key targeted stakeholders will not only enhance ownership, but sustainability as well.</p>	<p>Reflecting on the partial acceptance of this recommendation, joint projects subsequently developed now include an inception phase if time and resources for adequate stakeholder consultations were not present during the project design. The new UNJP/LIR/036/UNJ project implemented between FAO and UNDP commenced with a six-month inception.</p>	Advancing	<p>Inclusivity and local ownership of project implementation has been enhanced. Sustainability of project results higher.</p>
<p>Recommendation 2.</p> <p>This PBF project should seek further support through technical cooperation funding specific to peacebuilding and livelihoods’ development. For example, the comparative advantage of the consortium team could be useful in seeking substantial contribution from the PBF as well as from other country donor elsewhere to further support peacebuilding and livelihoods’ development.</p> <p>This could help enlarge the geographical scope of the PBF project in Liberia to at least 35% of the most violent counties. This is relevant as the needs addresses by the</p>	Accepted	<p>This is the exact approach taken on by FAO. Under its TCP resources, about USD 75 000 has been allocated by the FAO Country Office and is being used to optimize irrigation system at the model Garden in Totota and a farm-based technician has been assigned. Production levels are proudly increasing and would continue when the irrigation system is installed next year!</p> <p>Once gains are substantively made, PBF and other funding opportunities will be explored for replication/scale-up.</p> <p>This comes on the background of Liberia being yet fragile, and the needs of targeted</p>	<p>Having fully accepted the referenced recommendation, FAO Liberia utilized USD 75 000 allocated under its TCP resources to improve on irrigation system at model gardens. Though delayed due to challenges with international supply chains, contractor worked and delivered improved irrigation system at the end of February 2024.</p> <p>At the same time, a technician had been deployed at the center till end of December</p>	Good	<p>Engagements on the farms (model gardens) have increased and commitment from local actors continues to strengthen.</p> <p>With the irrigation system completed, farmers are trained in use and maintenance, thrusting</p>

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project in the two counties of project implementation are similar across the nation.		populations are many and myriads; hence, technical cooperation funding to build on gains made and additional livelihood interventions is needed more than ever.	2023. His technical backstopping helped the group to rejuvenate and they have become stronger and kept the garden under production even after the technician was withdrawn		productivity increase and sustainability of project results.
<p>Recommendation 3.</p> <p>The Consortium team should further contribute to the harmonization of data collection tools and the monitoring process among agencies through a joint M&E framework to strengthen their respective decision-making processes.</p> <p>Further reinforcement of the gender-sensitive nature of future PBF project would benefit from mandatory joint data collection among all implementation partners. This would enable disaggregated data by gender, sites and targeted groups to be generated, and would better inform the consortium team in its decision-making process regarding gender, but also more generally when needed.</p>	Accepted	Subsequent PBF project will include fulltime positions of M&E as well as a Gender & Social Inclusion Specialist, with allocation for joint monitoring missions.	Using this as lessons-learned, full-time M&E and Gender & Social Inclusion specialists have been hired under the UNJP/LIR/036/UNJ referenced above. This model will be replicated for all other joint programmes, hereafter, including PBF funded ones.	Excellent	Extremely positive impact. Both positions were added to programme support roles at UNDP and FAO, respectively. The UNJP therefore has an aligned M&E and Gender and Social Inclusion programming framework applicable to FAO, UNDP, and all partners supporting implementation

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<p>Recommendation 4.</p> <p>The consortium should reinforce partnership development with national and local organisations by inviting other UN agencies and development entities during joint meetings.</p> <p>This might reinforce existing partnerships and start fruitful partnerships, such as those that has been planned under this project but were not, in the end, realized, such as with financial institutions.</p>	Accepted	<p>This is totally accepted as it will reinforce existing partnership and effective collaboration. Under this project, capacity of financial service providers was built. Their participation in meetings will ensure deeper understanding and the role they are supposed to play.</p> <p>While implementing subsequent PBF project, there is a need to have a joint programme and reinforce the delivering as one approach. Because the project is a PBF one, other UN agencies implementing other projects and not necessarily this evaluated project were most of the time on the joint programme.</p>	The joint programme approach has been prioritized and delivering as one is much more visible in ongoing UNJPs.	Good	Partnership for joint delivery is accelerating.
<p>Recommendation 5.</p> <p>Even though the project timeline has ended, the consortium team should complete the sustainability strategy by considering a second phase of the project to sustain the achieved results.</p> <p>For example, the project ought to provide the equipment to the warehouse built and ensure its maintenance and/or provide new irrigation system useful for farming where necessary. This is essential to sustain local ownership of the achieved results by the group beneficiaries in Bong and Lofa counties. Furthermore, this will provide an</p>	Accepted	<p>As stated above, FAO is leading scale-up work at the Totota Model Garden. ILO, FAO and WFP, under a Human Security Trust Fund (HSTF)-led digital village initiative, are hopeful to enhance sustainability of gains made in Bong and Lofa Counties.</p> <p>This HSTF intervention is currently building on gains made under business development skills, livelihood opportunities and cooperative development.</p>	Sustainability strategy has been built around the UNJP/LIR/035/UNO supported by the Human Security Trust Fund and FAO-funded TCPs.	Good	Continuity is helping to deepen the gains of the said PBF project.

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opportunity to reinforce the ability of government stakeholders to scale-up farming activities through for example another peacebuilding or other intervention.					
<p>Recommendation 6.</p> <p>The coordination with the government should be strengthened at the national level to better engage and ensure government ownership of achieved results. To do so, a possible avenue could be to change the leadership of the steering committee and to institute a rotative chair. This would ensure at least periodic ownership and responsibility. Another is to require a focal point to establish and strengthen that link through either incentive or required validation of outputs and reports.</p> <p>Within this collaboration, the agencies should also provide capacity building support to government entities with the aim of strengthening its institutional ability to sustain achieved results</p> <p>This needs to focus more on the design that incorporates coordination mechanisms at all levels, not just at steering committee level</p>	Partially accepted	<p>A primary factor underlying limited ownership by government staff, is lack of motivation due to direct incentive/remuneration/logistical support. Should succeeding PBF projects be able to address this that will be great! On "validation of outputs and reports", it could work for event-based, timed-activities – trainings, workshops, etc. for ongoing work like field-based daily support to farmers production-based activities, like it is done in agriculture, decentralized staff (District Agriculture Officer) have the scope to validate, which was the case for work led by FAO in Zorzor.</p> <p>On rotating the chairmanship of the PSC, it is not certain to what extent this counts as an element for strengthening political-level ownership. This is because, the Government of Liberia, through the Ministry of Youth & Sports, led the PSC, with FAO co-chairing, on behalf of the UN. If "rotation" here refers to an intra-governmental one, than it could make some real difference. Again, the</p>	<p>As stated in the previous column, this recommendation on strengthening coordination was welcome; albeit, approaches provided didn't seem aligned with the barriers to be addressed or were either impracticable in the Liberian context.</p> <p>Hence, PSC membership has been strengthened, to include, for instance, civil society organizations representation on the Sweden funded UNJP/036 project. At the technical level, representation by government has been optimized on the project implementation team (PIT) of the HSTF UNJP/035.</p> <p>Doing LOAs with government institutions to strengthen their capacity whilst delivering has</p>	Advancing	Direct support to government staff and LOAs with central level government institutions seem to help the strengthening of coordination and direct involvement of government, compared to the recommended actions/"possible avenues".

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		signaturing Government of Liberia entity(ies) has the call here much more in terms of overall leadership.	also helped with their involvement.		
Recommendation 7. The consortium team should reinforce the synergies and complementarity by adopting a triple nexus approach in the design stage under the leadership of the government from the inception phase of any future project; this will support and strengthen the interlinkages between humanitarian, development, and peace sectors.	Accepted	For future project design a team member (government or UN-based) with development background, particularly experience on mainstreaming the HDP nexus will be a penholder.	No new project has been developed in this (PBF) context since the recommendation was considered and fully accepted. Other programmes developed, therefore, have considered increasing the role of government staff in project design, and references can be made to the UNJP/036 funded by Sweden and the UNJP/035 funded by the HSTF.	Advancing	Results are positive so far.

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