

Country Programme Evaluation Series

Evaluation of FAO's country programme in Sierra Leone

2012–2019

Management response

Management response to the evaluation of FAO's country programme in Sierra Leone 2012–2019					09/2021
Evaluation recommendation	Management respons Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
6.2.1. Relevance, alignment, comparative advantage, partnerships and coordination					
<p>Recommendation 1.</p> <p>Building on the many positive aspects of its prior work over the years, FAO Sierra Leone needs to bring its strategic footprint in the country to its full potential, despite the limiting factors. FAO SL could do so by sustaining current priority areas of work in a consistent and continuous way, while strengthening:</p> <p>i) its technical, analytical and policy support to enhance evidence based decision-making and programming in the country; and ii) its leadership and coordination role among diverse sectoral ministries, NGOs, CSOs, national academia and UN Agencies working on sustainable agriculture, food and nutrition security, climate resilience and natural resources management.</p>	Partially accepted	<p>FAO work in the country relies on government support to ensure that the coordination mechanism is well structured to give FAO the space and platform to take lead. However, the government of Sierra Leone has expressed interest to lead all these meetings and has requested the RBAs to co-chair. This has slowed down the coordination exercise because there is no concensus about the TOR and the role of the RBAs.</p> <p>FAO will continue to improve its advocacy, and work with the government and the RBA to improve coordination within agriculture and food security sector.</p> <p>Support the finalization of the coordination TOR</p> <p>The country office has supported the set of VGGT secretariat which working well with our financial and logistical support.</p> <p>The Country office has supported the government to set up the Resposible Investment in Agriculture (RAI) working group which meets regulary</p> <p>The country office has revived Agriculture Developmnet partners group.</p>	FAOR A/FAOR/P	December 2021	Yes

Management response to the evaluation of FAO's country programme in Sierra Leone 2012–2019					09/2021
Evaluation recommendation	Management responses Accepted, Partially accepted or Rejected	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
6.2.2. Thematic and cross cutting issues					
<p>Recommendation 2.</p> <p>FAO should use the development of the new CPF to address the following changes: i) ensure consistent support to the Sierra Leone institutions to move from policy and planning 'on paper' to a pro-active implementation and monitoring of the policies and plans on the ground; ii) move from a piecemeal 'project' approach to a more integrated programme approach building on synergies and complementarities with other sectors and actors, for instance in an area-based approach focused on certain districts; iii) ensure that all programmes are based on sound needs assessments and context analysis, adaptive and flexible enough to respond to needs and changing situations, and conducted in partnerships with local, national and international partners to ensure adequate coverage and longer-term sustainability of actions undertaken; and iv) try and respond to a broader set of development challenges and seize important opportunities e.g. in livestock or aquaculture promotion.</p> <p>Help expand the provision of extension, animal and crop health, and finance services at the grassroots level to further diversify incomes and nutrition through resilient agriculture, livestock production, and aquaculture practices. FAO Sierra Leone could focus on diversifying further farmers' income, beyond crop diversification, through fostering off-farm activities and developing interventions to safeguard</p>	Partially accepted	<p>This recommendation is partially accepted because some of the conditions below are affected by external factors outside FAO's control, especially resources needed to scale up the recommendations under 267 – 273.</p> <p>FAO will work with the government to ensure that policies are supported with an implementation plan and M&E plan</p> <p>New projects will be evidence based and supported with baseline surveys to set baselines indicators.</p> <p>FAO is taking a programme approach with a new CPF (202-2023) which is aligned to the new United Nations Sustainable Development Cooperation Framework</p> <p>Actions will be taken along points 267 – 273, these actions will be reported annually along the CPF implementation period (2020-2023)</p>	FAOR A/FAOR/P	December 2023	Yes

Management response to the evaluation of FAO's country programme in Sierra Leone 2012–2019					09/2021
Evaluation recommendation	Management respons Accepted, Partially accepted or Rejected	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
<p>livelihoods and cushion farmers' incomes in years of poor returns. Land tenure security can help de-risk investment and ensure responsible agricultural finance for increased commercialization and diversification in out-grower schemes. The ABCs, FBOs and FFS serve a critical role for diversification, commercialization, scaling up livestock production interventions and services (animal health, extension, financial services and VC development) and are a means of establishing integrated systems that support aquaculture, livestock, and biodiverse crop and tree production for adaptation to climate change. To support them, there is need to develop a framework for a village-based business promotion and extension network. FAO should also continue to support the training of Community Animal Health Workers (CAHWs), and in collaboration with partners of the One Health (OH) platform, advocate for the enactment of the platform into a functional government secretariat, as originally planned.</p> <p>Aquaculture presents significant potential for diversification, provided FAO works closer with national authorities. Any future support to the aquaculture sector should concentrate on providing technical support to national stakeholders rather than on implementing projects with beneficiaries directly. FAO should help the Ministry of Fisheries and Marine Resources (in coordination with World Fish) make food security and nutrition a key priority of fisheries policy, while ensuring the long-term viability of fish stocks. The focus should be on</p>					

Management response to the evaluation of FAO's country programme in Sierra Leone 2012–2019					09/2021
Evaluation recommendation	Management respons Accepted, Partially accepted or Rejected	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
<p>resilient integrated aquafarming systems that provide diverse, sustainable food sources for vulnerable populations, e.g. through farmer field school and FBO capacity development, as done in crop production.</p> <p>Raise awareness about over-fishing. FAO, working with the Institute of Marine Biology and Oceanography (IMBO) of the University of Sierra Leone and World Fish, could present to the Government of Sierra Leone, development partners and UN Agencies a snapshot of the current situation facing Sierra Leone capture fisheries, and the impact that over-fishing could have on employment, food security and nutrition in the country. To this end, urgent consideration should be given to developing an appropriate TCP or similar project. Such a project would attend to the lack of internal capacity within FAOSL through the recruitment of a dynamic fisheries expert able to restore a constructive relationship and technical reputation with MFMR and major fisheries donors, and to contribute to fisheries policy development and implementation.</p> <p>Expand land governance efforts. FAO should consider expanding its policy and capacity development support to deal with the growing number of land-related disputes, notably between herders and farmers. Greater attention should be placed on seeking the involvement of customary civil society, over and beyond the use of Paramount Chiefs. Moreover, the law on compensation for lands taken by the state for mineral exploitation and other</p>					

Management response to the evaluation of FAO's country programme in Sierra Leone 2012–2019					09/2021
Evaluation recommendation	Management responses Accepted, Partially accepted or Rejected	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
<p>reasons needs to be updated, as do other natural resource management and exploitation laws, so that these are brought into alignment with the National Land Policy. FAO Sierra Leone should also support the institutionalization of SLIEPA, including the afferent laws. There is currently no educational degree on land surveying in the country, a gap which FAO could help fill by partnering with Njala University and/or vocational education institutions. Likewise, there is the potential at Njala University for a curriculum on 'responsible land governance' as a short-term course for professionals. To fund these interventions, FAO Sierra Leone would do well to put together a broad land rights program that comprises a cohesive theory of change and set of project components that different donors can fund individually. This will support sustainability and scalability, attract ongoing funding, and so that all funding actors can be clear about what they are trying to achieve in the context of a common agenda.</p> <p>Resource permitting, FAOSL has an opportunity to provide more technical support to the Forestry directorate through the promotion of sustainable charcoal production. FAOSL could also step up its leadership in climate resilience through the promotion of integrated sustainable agriculture and natural resource management systems that provide food and nutrition security in its current portfolio.</p> <p>Continue to promote gender empowerment and youth employment. Based on the Gender Assessment</p>					

Management response to the evaluation of FAO's country programme in Sierra Leone 2012–2019					09/2021
Evaluation recommendation	Management respons Accepted, Partially accepted or Rejected	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
<p>of 2016, FAO should continue to ensure that barriers to gender equity and empowerment are being addressed. FAO scaling up its support in innovative and sustainable ways of making agriculture more attractive to the youths could increase their engagement and empowerment in the field, and contributions to economic development. FAO can use the FFS, FBOs and ABCs as key mechanisms for enhancing youth skills for employment. FAO can also build upon the new Green Jobs for Rural Employment project to target agriculturally related jobs.</p> <p>Develop the capacity of national actors. FAO has an opportunity to have greater influence and sustained impact in the government's change initiatives, institutional strengthening and farmer training through a) supporting and facilitating a coherent evidence based decision making process across relevant sectors that focuses in on the studies and evidence that will be required to advance sustainable agriculture, food and nutrition security and natural resources management b) evaluating, with support from FAO headquarters, how best to reinvigorate the capacity of the MAF counterparts for sustained capacity and effective implementation; and c) viewing how the diverse set of training activities that FAO undertakes can complement one another and how they can be cascaded to be more effective for farmers and other natural resource managers.</p>					

Management response to the evaluation of FAO's country programme in Sierra Leone 2012–2019					09/2021
Evaluation recommendation	Management responses Accepted, Partially accepted or Rejected	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
6.2.3. Enabling environment and organizational performance					
<p>Recommendation 3.</p> <p>In order to support the two recommendations above, FAO will need to step up several aspects of its internal capacity, in terms of programmatic and monitoring functions, communications, learning advocacy and resource mobilization, as well as in some areas of technical staffing and administrative systems and support. This cannot be achieved by the country office alone and needs to be supported from the regional and sub-regional offices as well as from a range of divisions at headquarters. This may involve:</p> <ul style="list-style-type: none"> i. increased opportunities for the FAOR and her staff to spend more time and efforts to liaise with FAO regional and headquarters offices, to enhance relationships with officers working on agroecology, fisheries, livestock, forestry and climate change among others in preparation for project development within the new CPF; ii. that the vacant assistant FAOR position be filled by a dynamic programme manager skilled in project design, programme management and resource mobilization; iii. securing a full time, experienced gender / equity coordinator, given the strong presence of women and youth among the beneficiaries of 	Accepted	<p>FAO Sierra Leone will reorganize its organization and increase the capacity of the newly formed divisions:</p> <ul style="list-style-type: none"> i. the Country Office is working closely with the SFW, and RAF, all projects are formulated with their guidance; ii. the Head of programme (A/FAOR/P) is already filled, he oversees team of programme officers (experts in various fields); iii. resource mobilization and programme development experts (short term consultancies based on available opportunities); iv. Food Security specialist to support food security information analysis; v. operation team (already in place); vi. M&E team (already in place); vii. Gender expert (already in place); viii. Fisheries officer (was recruited but went back to the government) we are now sourcing for an expert; and ix. theory of change was part and parcel of the new CPF. 	FAOR/A/FAOR/P	December 2021	Yes

Management response to the evaluation of FAO's country programme in Sierra Leone 2012–2019					09/2021
Evaluation recommendation	Management respons Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p>FAO's projects and the need to "leave no one behind";</p> <p>iv. recruiting, based on resources, a fisheries expert to help support the Ministry of Fisheries and Marine Resources;</p> <p>v. considering the employment of a full-time monitoring, evaluation and learning expert to design and operate a system for the entire FAO program (following the CPF) and support the reporting capacity of national partners, e.g. the District Agriculture Offices, thus ensuring better project reporting and documentation.</p> <p>vi. developing a robust theory of change in all programmes going forward with clearly articulated expected livelihoods outcomes; and</p> <p>vii. ensuring better orientation for new employees.</p>					

Office of Evaluation
evaluation@fao.org
www.fao.org/evaluation

Food and Agriculture Organization of the United Nations
Rome, Italy



Some rights reserved. This work is available
under a CC BY-NC-SA 3.0 IGO licence.