

Project Evaluation Series

**Terminal evaluation of the project
“Creating peaceful societies through
women’s improved access to management
of natural resources, land tenure rights
and economic empowerment in Sierra
Leone”**

Project code: UNJP/SIL/050/PBF

Management response

Management response to the Terminal evaluation of the project "Creating peaceful societies through women's improved access to management of natural resources, land tenure rights and economic empowerment in Sierra Leone"					09/2022
Evaluation recommendation	Management response 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>Recommendation 1.</p> <p>There is a clear need for follow-up of the livelihoods component. Capacities have been built, investment opportunities have been identified, women's own resources have been mobilized but now the last mile needs to be addressed: the availability of external investment capital to leverage the limited local resourced and switch on the economic accelerator. Possibly ILO and credit or banking partners could design a suitable follow-up initiative in this area.</p>	Accepted	<p>A sustainable action of this recommendation is to link women groups/farmers with financial institutions such as Micro Finance Institutions, Agricultural Banks and Apex/Community Banks. This action could promote financial accessibility for rural women to expand on their farming activities supported by the project and to support basic household needs.</p> <p>The ILO is implementing a new project entitled Opportunity Salone, which is a part of the EU-Sierra Leone Jobs and Growth Programmes, and focusses on Enhancing agricultural value chains and entrepreneurship development; Increasing feeder road maintenance to enhance market access and support value chain development; and Creating a conducive business environment for entrepreneurship development and feeder road maintenance to support job creation. This project is being implemented in the same districts as the present project and presents opportunities for synergies regarding the livelihood component.</p>	ILO	2022 to 2025	ILO, through the Opportunity Salone project, will continue to engage in the target Districts of the project, namely Bo, Bombali, Kenema and Port Loko

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<p>Recommendation 2.</p> <p>FAO Sierra Leone should support a significant upgrading of SLIEPA in order to mitigate further land conflicts between landowning families and investors. There are currently weaknesses in the law created by SLIEPA, and complaints it has no real teeth and does not guide investors with regard to interactions with local communities.</p>	Accepted	<p>FAO has supported SLIEPA to develop an Agricultural Investment Approval Process (AIAP) which creates an easy and transparent process for agro-investors coming to invest in Sierra Leone. The AIAP was developed to guide investors on all the necessary steps to follow to become an approved responsible investor in the country. The final draft of this process is presently with SLIEPA and presentation to the inter-ministerial task force for adoption, after which SLIEPA will present it to the National Investment Board. The AIAP is part of an overall aim of creating a ‘one-stop-shop’ for investors in Sierra Leone to receive coordinated guidance.</p> <p>To mitigate land conflict between landowning families and investment companies, the Free Prior and Informed Consent (FPIC) system is mandatory for all investment companies before approval by National Investment Board and SLIEPA. SLIEPA is responsible to engage a legal advisor for the land-owning families to ensure the FPIC principles are followed.</p>	FAO/SLIEPA	AIAP expected adopted by end of 2022	FAO through another project has funds to facilitate AIAP adoption through ministerial task force

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<p>Recommendation 3.</p> <p>Given the strong connection between the mapping efforts and peacebuilding through resolution of land disputes, scale-up and sustainability should be the next steps for widespread mapping of family-owned lands. Providing a lighter version of SOLA would help in this regard, and it could also sustain mapping at the community level after project closure.</p>	Accepted	<p>Based on the piloting of the mapping by FAO in collaboration with the Ministry of Lands, the Government of Sierra Leone through the Ministry of Lands has secured funding from World Bank for the Sierra Leone Land Administration Project. The project will focus on mapping of family lands nationwide as well as registration titles. The project is expected to kick off in 2022.</p> <p>The project will scale up the mapping in the entire country in which land owning families, youths and women will be involved.</p> <p>The mapping of lands by the Sierra Leone Land Administration Project will be done by already existing Para Surveyors trained by Ministry of Lands during the pilot mapping done by FAO.</p> <p>The tool to be used (whether SOLA or other) is yet to be determined.</p>	Ministry of Lands, Housing and Country Planning (MLHCP)	Expected to start in 2022	GoSL has secured funds from the World Bank
<p>Recommendation 4.</p> <p>Boundary demarcation as part of the mapping activity needs to be improved in order to strengthen the sustainability of border harmonization efforts. At present, the paint and ‘brushing’ along the boundaries disappear quickly. Boundary trees are commonly used in demarcation</p>	Accepted	<p>Immediately after the boundaries demarcation and mapping exercise in the target regions, the implementing partners (Green Scenery and Namati) distributed fast growing multi purpose trees to be planted along the boundaries. The use of paint along the boundaries was temporary and was replaced by the planting exotic trees that are not found in the wild. This was done before the end of the project.</p>	Implementing Partners (Green Scenery and Namati)	Completed	No

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exercises and should be implemented in Sierra Leone. Local farmers indicate that mango is the commonly used boundary tree. Implementation of permanent boundary markers should be part of the mapping activities.					
<p>Recommendation 5.</p> <p>Monitoring community-based peace and conflicts is a good sustainability strategy. The project should ensure this system is properly handed over to the Government, through the Ministry of Local Government and Rural Development, and Ministry of Lands, to ensure continued functionality. Where possible, FAO or ILO, jointly or separately, should encourage the Government or other donor partners to scale-up this system to other districts across the country, this time for longer, especially to allow the economic empowerment</p>	Accepted	<p>The community-based conflict monitors have been linked with the Ministry of Land, Housing and Country Planning (MLHCP).</p> <p>FAO supported Green Scenery through other project funds to provide refreshers trainings for both the Gender Champions in December 2021, in collaboration with MLHCP.</p> <p>The Sierra Leone Land Administration Project funded by World Bank will establish District Land Commissions who will make use of the community-based conflict monitors and Village Area Land Committees to monitor and mediate land related conflicts at community/village level. Thus there is potential for this model to be scaled up through this project.</p> <p>The ILO, together with UNCDF, is implementing a new project funded by the UN Peacebuilding entitled “Women for Water and Peace” in five Wards of Freetown. The overall objective is to promote peace and social cohesion at the community level</p>	MLHCP/FAO	Expected to start in 2022	GoSL has secured funds from the World Bank

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outcomes/impacts to be strengthened.		through women's empowerment along the water value chain. The project is planning to work with the West Africa Network for Peacebuilding (WANEP), a CSO partner to the present project, which would make it possible to replicated emerging best practice in other coummuntieis.			
<p>Recommendation 6.</p> <p>This intervention has proven that UN agencies can work together on critical issues. However, the scale of this was small. This joint collaboration should be tested on a larger scale to see what the partnership will look like, and then reach broader conclusions on such partnership. A likely venture will be the scaled-up version of this same intervention.</p>	Accepted	<p>The partnership of UN Agencies to address a particular critical issue has proven to be very successful over the years. The major challenge over the years is that each agency implementation parttern is focused on their organizational policy which sometimes affect the timely completion of the project.</p> <p>Agencies should learn to implement joint project with the focus of achieving a single goal of the project and not to satisfy their individual agencies' priorities.</p> <p>Overall, the project provided a valuable opportunity to work in a complementary manner on issues of joint concern. Knowledge and experience gained through the implementation of the project would inform future collaboration between the two organizations and allow to scale best parcices.</p> <p>FAO and ILO continue discussions on future collaborations when relevant funding opportunities are available.</p>	FAO/ILO	TBD	Yes

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<p>Recommendation 7.</p> <p>Both ILO and FAO will need to prioritise and strengthen their monitoring and evaluation systems to adequately support implementation in future joint programmes.</p>	Accepted	<p>Community based structures such as the Community Based Conflict Monitors, Gender Champions and the Village area Land committes were established to work and monitor the impact of the project. Through the exit strategy of the project, traditional leaders were fully involved to work with the community structures to monitor and capture key impact of the project.</p> <p>During the project implementation, an M&E officer was recruited by FAO to mainly monitor the progress of the project implementation and to conduct a mid-term and endline evaluation of the project.</p> <p>In 2021 FAO recruited an M&E specialist who is tasked with strengthening organizational M&E and ensure proper M&E strategies are implemented across projects.</p>	FAO/ILO	On-going	

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