

**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**

**Management response**

Management response to the evaluation of the project “Sustaining peace and improving social cohesion through the promotion of rural employment”					08/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted or</b> <b>Rejected</b>	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><b>Recommendation 1.</b></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>	<b>Partially accepted</b>	<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 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>	FAO/WFP/ILO	3 months minimum	Yes
<p><b>Recommendation 2.</b></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 percent of the most violent counties. This is relevant as the needs addressed by the project in the two counties of project implementation are similar across the nation.</p>	<b>Accepted</b>	<p>This is the exact approach taken on by FAO. Under its TCP resources, about \$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 oportunities will be explored for replication/scale-up.</p>	FAO, WFP ILO,	12 months	

Management response to the evaluation of the project "Sustaining peace and improving social cohesion through the promotion of rural employment"					08/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted or</b> <b>Rejected</b>	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
		This comes on the background of Liberia being yet fragile, and the needs of targeted populations are many and myraid; hence, technical cooperation funding to build on gains made and additional livelihood interventions are needed more than ever.			
<p><b>Recommendation 3.</b></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&amp;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>	<b>Accepted</b>	Subsequent PBF project will include full-time positions of M&E as well as a Gender & Social Inclusion Specialist, with allocation for joint monitoring missions.	FAO and PUNOs, government	Project duration	Yes
<p><b>Recommendation 4.</b></p> <p>The consortium should reinforce partnership development with national and local organizations 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 had been planned under this project but were not, in the end, realized, such as with financial institutions.</p>	<b>Accepted</b>	<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</p>	ILO, WFP, FAO		

Management response to the evaluation of the project “Sustaining peace and improving social cohesion through the promotion of rural employment”					08/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted or</b> <b>Rejected</b>	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
		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><b>Recommendation 5.</b></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 opportunity to reinforce the ability of government stakeholders to scale up farming activities through for example another peacebuilding or other intervention.</p>	<b>Accepted</b>	<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>	FAO, ILO, WFP	12 months minimum	Yes
<p><b>Recommendation 6.</b></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</p>	<b>Partially accepted</b>	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’	N/A	Project duration	Yes

Management response to the evaluation of the project "Sustaining peace and improving social cohesion through the promotion of rural employment"					08/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted or</b> <b>Rejected</b>	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>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 their 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>		<p>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 &amp; Sports, led the PSC, with FAO co-chairing, on behalf of the UN. If "rotation" here refers to an intra-governmental one, then it could make some real difference. Again, the signaturing Government of Liberia entity/entities have the call here much more in terms of overall leadership.</p>			
<p><b>Recommendation 7.</b></p> <p>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.</p>	<b>Accepted</b>	<p>For future project design a team member (government or UN-based) with development background, particularly experience in mainstreaming the HDP nexus, will be a penholder!</p>	FAO/ILO/WFP and Government of Liberia	Project design stage	Yes

Office of Evaluation  
E-mail: [evaluation@fao.org](mailto:evaluation@fao.org)  
Web address: [www.fao.org/evaluation](http://www.fao.org/evaluation)

**Food and Agriculture Organization of the United Nations**  
Rome, Italy