

Country Programme Evaluation Series

[02/2021](#)

Evaluation of FAO's country programme in Sierra Leone

2012–2019

Follow-up report

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Rome, 2023

Evaluation of FAO's country programme in Sierra Leone 2012–2019 - Follow-up report				09/2023	
Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Action agreed in the management response	Description of actions actually taken, or reasons for actions not taken	MAR score	Impact of, or changes resulted from taken actions
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 Sierra Leone could do so by sustaining current priority areas of work in a consistent and continuous way, while strengthening: 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, civil society organizations, 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 consensus about the TOR and the role of the RBAs. 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 The country office has supported the set of VGGT secretariat which is working well with our financial and logistical support.</p> <p>The Country Office has supported the government to set up the Responsible Investment in Agriculture (RAI) working group which meets regularly. The country office has revived Agriculture Development partners group.</p>		Advancing	<p>FAO further revived the Food Security Working Group that meets on monthly basis, food security reports are utilized from this platform to develop programmes.</p> <p>While there has been no joint program, it is worth mentioning that members of the Food Security Working Group jointly participate in Food Security Monitoring Systems (FSMS), Comprehensive Food Security Vulnerability Analysis, (CFSVA), Data in Emergency Monitoring (DEM & Cadre Harmonise (CH Analysis)</p>

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6.2.2. Thematic and cross cutting issues					
<p>Recommendation 2.</p> <p>FAO should use the development of the new Country Programming Framework (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 proactive 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>Partially accepted</p>	<p>This recommendation is partially accepted because come 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 (2020–2023) 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>		<p>Advancing</p>	<p>FAO is supporting the government on several policy initiatives on land, Mechanization, Irrigation, Cattle settlement, pesticides using programme approach. Supporting new programme initiatives such as South/South Cooperation, bringing in new partners in the area of Global Environmental programmes to build resilient structures based on the needs of the government.</p> <p>Furthermore, FAO was the lead agency that supported the government for the 2021 UN food system dialogue. Sierra Leone is part of the pilot countries for the post dialogue initiatives looking at comprehensive pathways to transform the food system. Funding will be needed to roll out those initiatives.</p>

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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 subregional offices, as well as from a range of divisions at headquarters.</p>	Accepted	<p>FAO Sierra Leone will reorganize its organogram and increase the capacity of the newly formed divisions:</p> <ol 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 		Advancing	<p>Funding is required to support few vacant positions like Fisheries, Resource mobilization and Forestry. However, this recommendation is on track because majority of the positions are filled and functioning. The country office is working with the regional/sub-regional offices on all programme related initiatives including technical backstopping and resource mobilization. The new CPF will be extended for a year based on the request from the government to align the progress with the UNDCF and the NMTDP.</p>

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		government) we are now sourcing for an expert; and ix. The theory of change was part and parcel of the new CPF.			

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