

**Country Programme Evaluation Series  
02/2021**

**Evaluation of FAO's  
country programme  
in Sierra Leone**

**2012–2019**

**Annex 1. Terms of Reference**

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## Acronyms and abbreviations

CG	Consultative Group
CPE	Country Programme Evaluation
CPF	Country Programming Framework
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
FPMIS	Field Programme Management Information System
FSN	Food Security and Nutrition
NGO	Non-governmental organization
OED	FAO Office of Evaluation
RAF	FAO Regional Office for Africa
SCP	Smallholder Commercialization Programme
SFW	FAO Subregional Office for West Africa
SPS	Sanitary and phytosanitary
TCP	Technical Cooperation Programme
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
VGGT	Voluntary Guidelines on the Responsible Governance of Tenure

# 1. Introduction

1. The FAO Office of Evaluation (OED) has been conducting country programme evaluations since 2005 to provide accountability to Member Nations, national governments and development partners, and draw lessons and suggestions for programme improvement. In the first quarter of 2019, the FAO Representative requested for a country programme evaluation.
2. These Terms of Reference (ToR) represent a guiding document for the Evaluation Team and they are the result of the preparatory phase, consisting of: a desk review of existing internal and external documentation; a preliminary analysis of FAO's portfolio of work in Sierra Leone; and scoping interviews with FAO staff in Sierra Leone and at FAO headquarters (HQ) in Rome. The ToRs also benefited from discussions held during the inception mission with a selected number of partners at the national level including government officials, development partners, research institutes, and UN agencies.<sup>1</sup>
3. The evaluation will primarily cover the period from 2012–2019 with a more in-depth coverage of the last Country Programme Framework (CPF) cycle (2017–2019). The CPE will examine results of key projects from the previous programme cycle to assess the sustainability of these results and provide insights into the impact and sustainability over time.

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<sup>1</sup> The list of FAO staff and stakeholders met during the preparatory phase is provided in Annex B.

## 2. Purpose of the evaluation

4. The purpose of the evaluation is to provide inputs to better orient FAO's programme in Sierra Leone, to be more relevant and useful to the needs of the country. It will provide accountability to the Government and resource partners in the country. In addition to providing advice to management and staff at the national level on how to improve the impact and relevance of FAO's programme, the evaluation will also identify potential areas for future interventions in line with FAO's comparative advantages. The evaluation will aim at drawing lessons and recommendations that could inform planning of FAO's future engagement in the country, particularly given that a new CPF will be finalised in December 2019. Besides providing lessons specifically on FAO's work in Sierra Leone, the evaluation will also feed into other global programme evaluations, providing contributions to the an ongoing evaluation of the Emerging Pandemic Threats programme, as well as two other planned global evaluations- Evaluations of the Voluntary Guidelines for the Governance of Land Tenure and the Peace Building Fund.
5. The main audience of the evaluation, to which most of the lessons and recommendations will be addressed, are the FAO Representative, the Assistant FAO Representative, the Country Office staff, and the Government of Sierra Leone. Other important users of the evaluation are the FAO Sub-regional office for West Africa, the FAO Regional Office for Africa, and FAO as a whole, including divisions at the HQ and other country offices that may benefit and build on lessons learnt and good practices. Further potential users of the evaluation will be FAO's partners within the broader development community, including resource partners, NGOs, implementing partners and other UN agencies.
6. The evaluation will promote the participation of national partners, in particular of the Government and national level organizations, to ensure up-take of evaluation results and the promotion of their use at the national level. To this end, OED has taken the following steps: i) consulted widely with a broad range of governmental and non-governmental national and international stakeholders during the inception mission to discuss on the nature and scope of the evaluation, which has informed the development of these ToRs for the evaluation; ii) will establish a Consultative Group (CG) comprising of partners operating in FAO's areas of work, who serve in an advisory role during key milestones of the evaluation;<sup>2</sup> and iii) the CPE will be carried out by an evaluation team including both international and national experts, who have an in depth understanding of the context in Sierra Leone and key areas of agriculture, food and nutrition security and natural resource management.
7. This will be the second Country Programme Evaluation conducted by the FAO Evaluation Office in Sierra Leone. The first CPE was conducted in 2006.

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<sup>2</sup> Refer to paragraph 46 for more information on the consultative group.

### 3. Sierra Leone: a brief overview of the national context

8. Sierra Leone is located on the west coast of Africa and shares border with Guinea and Liberia. Sierra Leone has an estimated population of 7.1 million,<sup>3</sup> out of which 58 percent live in the rural areas.<sup>4</sup> It covers a total area of about 71 740 km<sup>2</sup> with a coastline of about 510 km<sup>2</sup>. The country is rich in natural resources (such as diamonds, titanium ore, and iron ore) and fertile arable lands for agricultural development. The country is divided into five regions: East, South, North, North-West and the Western area; with the regions further subdivided into 16 administrative districts which constitute 149 chiefdoms governed by the paramount chiefs. The country has four distinct geographical regions: coastal Guinean mangroves, the wooded hill country, an upland plateau, and the eastern mountains. The country is well watered and is one of the most humid countries of Africa with a mean annual rainfall of 2 526 mm/year, ranging from 1 900 to more than 4 000 mm/year. There are two distinct seasons: the rainy season (May to October) and the dry season (November to April).<sup>5</sup>
9. Sierra Leone gained independence in 1961, and has over the years witnessed several socio-political, economic and climatic events including civil war, natural disasters and Ebola Epidemic. From 1991 to 2002, Sierra Leone was ravaged by a civil war characterized by extreme violence resulting in over 50 000 deaths and displacement of over 2 million people. Although there are no accurate statistics of the casualties, the brutalities have been widely documented and it included widespread execution, amputation, decapitation, gang rape and abduction of children.
10. When the war was officially declared over in January 2002, Sierra Leone was ranked second worst in the UN Human Development Index (HDI); and the economy strongly recovered in the immediate post conflict with real GDP expanding by 21 percent in 2002.<sup>6</sup> The economy grew by 7.8 percent on average during 2003-2014 but contracted by 21 percent in 2015 following the Ebola epidemic and a decline in the price of iron ore, the main export product. The country witnessed a slight recovery (about 5 percent) in 2016; but the capital city of Freetown was hit by a large landslide in August 2017, which further disrupted economic activities and slowed the pace of recovery.<sup>7</sup> Sierra Leone's Human Development Index (HDI) value for the period 1990 to 2017 increased from 0.275 to 0.419, an increase of 52.4 percent. Despite the progress made, the country is in the low human development category and has a HDI ranking of 184 out of 189 countries. Sierra Leone remains one of the world's poorest countries with an average per capita income of 472.5 USD from 2010 until 2018. The Sierra Leone Integrated Household Survey reports that the 2018 overall poverty headcount is 56.7 percent compared to 53.8 in 2011. The poverty rate remains higher in rural areas (72.2 percent) than urban towns (18.4 percent in Freetown).

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<sup>3</sup> GoSL. 2015. *Population and Housing Census (PHC): summary of final results*. Accessed on 4 October 2019 at: [https://www.statistics.sl/images/StatisticsSL/Documents/final-results\\_-2015\\_population\\_and\\_housing\\_census.pdf](https://www.statistics.sl/images/StatisticsSL/Documents/final-results_-2015_population_and_housing_census.pdf)

<sup>4</sup> World Bank. 2018. World Bank data: Sierra Leone: population, total. Accessed on 19 July 2019 at: <https://data.worldbank.org/country/sierra-leone>

<sup>5</sup> FAO AQUASTAT. 2005. Sierra Leone Country Profile: Irrigation in Africa in figures – AQUASTAT Survey 2005.

<sup>6</sup> World Bank. 2018. World Bank data: Sierra Leone: GDP growth (annual %). Accessed on 18 July 2019 at: <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=SL>

<sup>7</sup> World Bank. 2019. Sierra Leone Overview. Accessed on 3 October 2019 at: <https://www.worldbank.org/en/country/sierraleone/overview>

11. In 2004, through the local Government Act, decentralization was initiated through a hybrid system of local governance sharing roles and responsibilities between local councils and wards, and chieftaincies. This implies that formal and customary law co-exist in parallel in Sierra Leone. According to the 2018 UN Common country assessment, the adopted hybrid system is a contributing factor to the structural discrimination against women. Sierra Leone is known to be deeply rooted in a patriarchal system, with community rules and norms characterized by entrenched traditional customs. As such the status of women remains low as a result of the patriarchal norms, with the 2017 Human Development Report reports that the gender inequality index is 0.645, placing Sierra Leone at the 150th rank out of 160 countries.<sup>8</sup>
12. The agriculture sector remains the mainstay of the economy in Sierra Leone, accounting for 60 percent of GDP and 58 percent of total employment share in 2018.<sup>9</sup> <sup>10</sup> More than 58 percent of Sierra Leone's population live in the rural areas and about 86.1 percent of the rural population are engaged in smallholder subsistence agricultural production. The sector is characterized by low-input/output production systems (both crop, livestock and fisheries); yields are low on average, leading to high food imports (such as USD 200 million of rice per year).<sup>11</sup>
13. The agriculture sector has four subsectors: crops, fisheries, forestry and livestock. Crops subsector contributes the largest share to agricultural GDP. In 2018, crops accounted for about 67 percent of the agricultural GDP, while livestock production accounted for 3 percent, fisheries account for 10 percent and forestry account for 9 percent. Crop production is predominantly based on subsistence and rain-fed agriculture by smallholder farmers with an average land holdings of 0.5-2.0 hectares. The major food crops are rice, cassava, maize, millet, sorghum, sweet potato, and groundnut. Nearly 85 percent of farmers grow rice, which makes it the most important crop in the country. Cassava is the second most important crop, with both leaves and tubers being consumed. Sierra Leone's major cash crops are cocoa, coffee, oil palm, and cashew nuts.<sup>12</sup> Livestock population was significantly reduced during the war and its contribution to the national economy consequently dropped. The reported data from the Ministry of Agriculture, Forestry, and Food Security show that cattle population is about 330 000, sheep 470 000, goats, 550 000 and poultry 1.5 million. Fish is the largest source of animal protein for majority of Sierra Leoneans, supplying about 80 percent of total animal protein consumption. The economic and food security potential of the fishing sector<sup>13</sup> is severely undermined by vast illegal fishing activities accounting for 30 percent of catches in Sierra Leone.<sup>14</sup>

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<sup>8</sup> UNDP. 2017. *Sierra Leone: Human Development Indices and Indicators: 2018 Statistical Update*. (also available at: [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/SLE.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/SLE.pdf)).

<sup>9</sup> World Bank. 2019. World Bank Agriculture share of GDP (includes forestry and fisheries) data. Accessed on 5 October 2019 at: <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?locations=SL>

<sup>10</sup> World Bank. 2019. World Bank employment in agriculture data. Accessed on 5 October 2019 at: <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=SL>

<sup>11</sup> GoSL. 2019. National Agriculture Transformation Programme 2020–2023.

<sup>12</sup> GoSL. 2018. *Report on the 2016 and 2017 Real GDP Figures at 2006 Prices*. (also available at: [https://www.statistics.sl/images/StatisticsSL/Documents/gdp/2017\\_gdp\\_analysis.pdf](https://www.statistics.sl/images/StatisticsSL/Documents/gdp/2017_gdp_analysis.pdf)).

<sup>13</sup> Sierra Leone mainly relies on coastal fisheries for the fish supply to its markets and also making revenue for the government and employment.

<sup>14</sup> BU. 2017. War, fish, and foreign fleets: The marine fisheries catches of Sierra Leone 1950–2015. Berkeley University, 2017.



14. The government's overarching strategic and policy documents – such as the Agenda for Change (2009–2013), Agenda for Prosperity (2013–2018); as well as the Smallholder Commercialization Programme<sup>15</sup> – has consistently prioritized the transformation of agriculture and also prioritised boosting the livelihoods and incomes of small-scale farmers through supporting value-chain development to move from low-input, subsistence oriented production systems, to a sector that is able to support the country's aspirations to become a middle-income country by 2035.
15. According to the 2017 World Risk Report, Sierra Leone is one of the 15 countries with the highest vulnerabilities, susceptibility, and greatest lack of adaptive capacities.<sup>16</sup> The ten years of protracted civil conflict and the recent Ebola epidemic in 2014 negatively affected food security and the country's overall socio-economic situation. Due to the very low adaptive capacity, the country is particularly vulnerable to extreme events such as food chain crisis, natural hazards (floods, droughts, mudslides). With over 58 percent of the population relying on agriculture for their livelihoods; climatic and food chain crisis events have a direct impact on food security and livelihoods across the agriculture value chains. These events have resulted in significant decreases in agricultural production, exacerbation of food insecurity and malnutrition in the country. More specifically, the Ebola epidemic resulted in 5 percent reduction in crop production and led to the decline in Sierra Leone's economic growth by 20 percent in 2014.<sup>17</sup> During the Ebola epidemic, the restricted mobility within communities (due to quarantines) as well as limited public gatherings meant that farmers were unable to work in groups nor market their produce.<sup>18</sup>
16. According to 2018 Food Security Monitoring System report, the national food insecurity rate is 43.7 percent (representing 3.2 million people); with 2.4 percent classified as severely food insecure (170 000 people). The majority of the population living in rural areas are malnourished, with approximately 70 percent living below the national poverty line, and 26 percent unable to meet the minimum consumption of 2,400 kilocalories per day. Although the results of the 2018 National Nutrition Survey showed that the prevalence of Global Acute Malnutrition (GAM) dropped drastically from 6.9 percent in 2010 to 5.1 percent in 2018, it is still within the World Health Organisation poor threshold (5–9.9 percent). Furthermore, the prevalence of undernourishment also dropped dramatically from 39.6 percent in 2004 to 22 percent in 2015, although it increased to 25.6 percent in 2018. Between 2000 and 2017, the prevalence of stunting (*children under the age of five suffering*

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<sup>15</sup> The Smallholder Commercialization Programme (SCP) was one of main programmes under the Agenda for the Change and was led by the Ministry of Agriculture and Forestry and Food Security. A key aspect of the programme was the construction of Agribusiness Centers (ABCs).

<sup>16</sup> Bündnis Entwicklung Hilft. 2017. *World Risk Report Analysis and prospects 2017*. (also available at: [https://reliefweb.int/sites/reliefweb.int/files/resources/WRR\\_2017\\_E2.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/WRR_2017_E2.pdf)).

<sup>17</sup> FAO. 2015. GIEWS Country Brief: Sierra Leone. Reference date: 23 January 2015. (also available at: [http://www.fao.org/giews/countrybrief/country/SLE/pdf\\_archive/SLE\\_Archive.pdf](http://www.fao.org/giews/countrybrief/country/SLE/pdf_archive/SLE_Archive.pdf)).

<sup>18</sup> This is significantly crucial in Sierra Leone since the mechanization of agriculture is non-existence in Sierra Leone and therefore forming a labour group between friends, relatives were critical for agricultural production.

from chronic undernutrition) decreased from 38.4 to 31.3 percent, but still above the World Health Organisation 'high' threshold (>30 percent).<sup>19 20</sup>

17. Land disputes are the most common conflicts in Sierra Leone, with land rights issues constraining the expansion of sustainable agriculture.<sup>21</sup> Sierra Leone has a dual tenure system: freehold/leasehold and customary (communally-owned) lands. Most of the agricultural land (95 percent) are communal-owned and managed under customary rules of tenure where traditional leaders act as custodians and administer land. It has been repeatedly mentioned that tension over land, as well as the highly unequal distribution of other natural resources, were key factors for Sierra Leone civil war. Globally, Sierra Leone is recognised as one of the best practise for the implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT).<sup>22</sup> In 2015, the Government issued the National Land Policy<sup>23</sup> which incorporated the principles of the VGGT. Furthermore, the Fisheries bill were drafted based on the Voluntary Guidelines.

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<sup>19</sup> GoSL. 2017. *2017 National Nutrition Survey*. (also available at: <https://reliefweb.int/sites/reliefweb.int/files/resources/Sierra%20Leone%20National%20Nutrition%20Survey%202017%20Final%20Report%20-%20signed.pdf>).

<sup>20</sup> REACH. 2018. Multi-sectoral Nutrition Overview, February 2018. (also available at: [https://www.unnetworkforsun.org/sites/default/files/201902/MNO\\_Sierra\\_Leone\\_final\\_%2011Jul2018.pdf](https://www.unnetworkforsun.org/sites/default/files/201902/MNO_Sierra_Leone_final_%2011Jul2018.pdf)).

<sup>21</sup> FAO. 2016. Non-judicial grievance mechanisms in land-related disputes in Sierra Leone. FAO Legal Paper.

<sup>22</sup> "The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) are an international instrument on the governance of tenure, which places secure access to land, fisheries and forests firmly in the context of food security. The VGGT were officially endorsed by the Committee on World Food Security (CFS) at its Thirty-eighth Session on 11 May 2012. Sierra Leone launched the process of implementing the VGGT on 1 February 2014 through a multi-sectoral intervention focusing on land, fisheries and forestry and on crosscutting issues such as gender, human rights and access to justice."

<sup>23</sup> GoSL. 2015. *Final National Land Policy*. Accessed on 7 September at: <http://extwprlegs1.fao.org/docs/pdf/sie155203.pdf>

## 4. FAO's programme in Sierra Leone

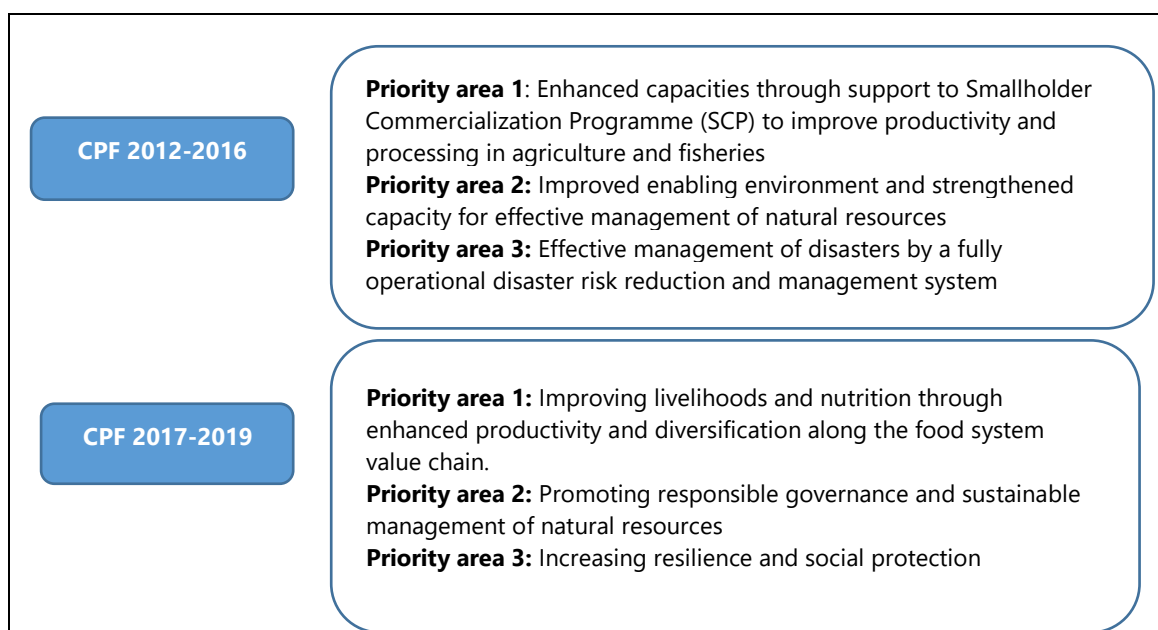
### 4.1 The Country Office

18. The Republic of Sierra Leone became a Member Nation of FAO in 1961, and in 1978 the Organization strengthened its presence through the establishment of a fully-fledged Representation in Freetown. In the last forty years, FAO has been actively providing policy guidance, as well as implementing a portfolio of programmes and projects to improve food security and the management of natural resources in Sierra Leone. The FAO Representation in Sierra Leone currently comprises 38 personnel, including 8 FAO staff and 30 employed as consultants of which five are international.<sup>24</sup>
19. The UNDAF for Sierra Leone (2015–2018) comprises seven thematic pillars: (i) economic diversification to promote inclusive growth; (ii) managing natural resources; (iii) accelerating human development; (iv) labour & employment; (v) strengthen social protection systems; (vi) governance and public sector reform; and (vii) gender equality and women's empowerment. FAO is the convener of the UNDAF Pillar 2, "managing natural resources". FAO is also a contributing agency to results under the pillar on economic diversification to promote inclusive growth and labour & employment.

### 4.2 FAO's Country Programming Framework

20. The CPF is the principal instrument that defines the development priorities for collaboration between FAO and the government of Sierra Leone. The FAO Sierra Leone has so far developed two Country Programme Frameworks over the period 2012–2019. Box 2 presents the priority areas of both CPFs. The current CPF covers the period 2017–2019, and as such, aims to align with the national overarching strategy-agenda for prosperity.

#### Box 1: Progression of FAO Sierra Leone's CPF priority areas



<sup>24</sup> Based on information presented in the 2019 Sierra Leone Key Management Indicators Report.

### 4.3 FAO projects portfolio (2012–2019)

21. Over the evaluation period (2012–2019), FAO implemented 55 projects in Sierra Leone: of which 33 were country-dedicated projects, 7 regional projects, 6 interregional projects and 9 global projects. Table 1 presents the distribution of projects by geographical coverage. The estimated total budget for country-dedicated projects active during the evaluation periods (2012–2019) is approximately USD 32 million, with a total delivery of USD 30.9 million.
22. The specific budget allocation for the regional, interregional and global projects in Sierra Leone are not available. Therefore, budget and delivery figures presented in Table 1 for the global/regional/interregional projects are OED estimates. Over the evaluation period, OED estimates a total budget of USD 5.9 million and a total delivery of USD 5.2 million for global projects.

**Table 1: Projects distribution by geographical coverage (2012–2019)**

Geographical Coverage	No. of projects	Total Budget	Total Delivery
Country	33	32 096 011	30 971 729
Global*	9	5 948 200	5 203 561
Interregional*	6	2 753 803	1 456 573
Regional*	7	1 198 290	952 888
<b>Grand Total</b>	<b>55</b>	<b>41 996 304</b>	<b>38 584 752</b>

Source: FPMIS (September 2019)

\* Note: OED estimates

23. As shown in table 2, the country-dedicated projects during the evaluation period included 15 TCP projects, with an average budget each of USD 318 000. In the current CPF period (2017–2019), the TCPs supported the piloting of the Sierra Leone Community Based Forestry Concept, implementation of the VGGTs, preparedness work for the Fall Armyworm Outbreak, restoring productive capacities of households affected by the floods, and economic diversification interventions.

**Table 2: Country-dedicated projects in Sierra Leone by fund type**

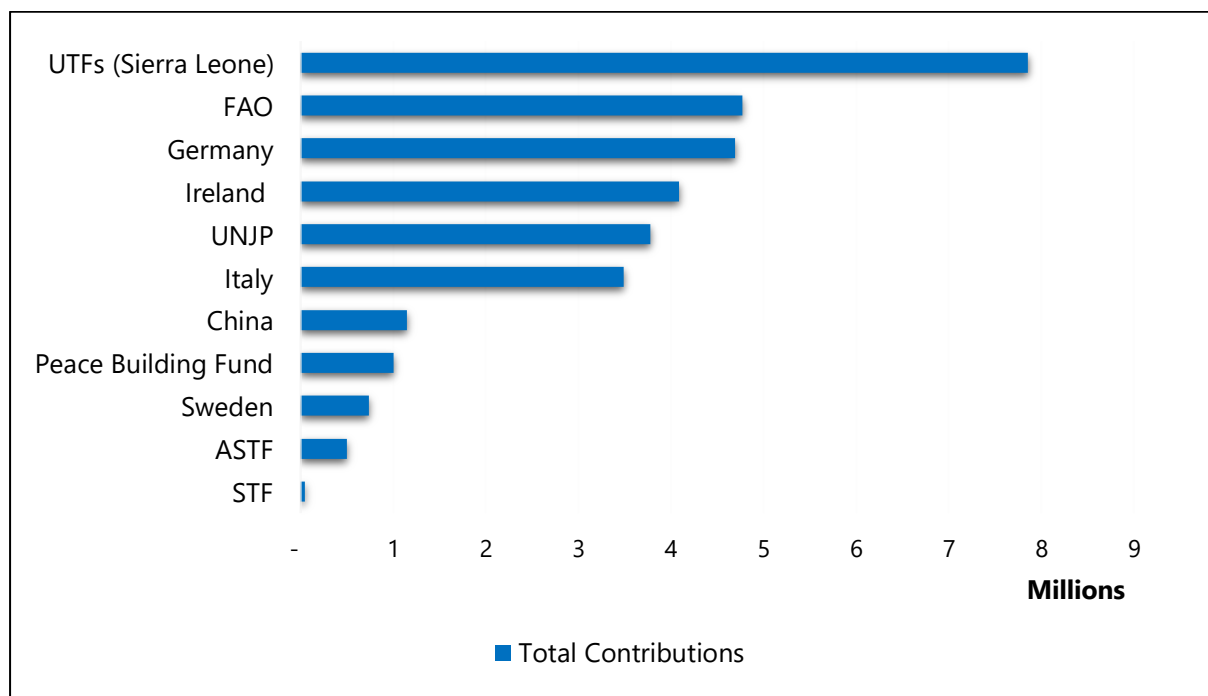
Funding Group	No. of projects	Total Budget	% Share of total Budget
GCP	9	13 960 414	43
UTF	2	7 853 241	24
UNJP	6	4 774 464	15
TCP	15	4 771 298	15
OSRO	1	736 594	2
<b>Grand Total</b>	<b>33</b>	<b>32 096 011</b>	<b>100</b>

Source: FPMIS (September 2019)

24. Figure 1 presents the main resource partners for FAO Sierra Leone's country dedicated projects during the evaluation period. The top four resource partners are: Sierra Leone with approximately 24.5 percent share of total projects budget (through 2 Unilateral Trust fund projects), FAO with approximately 15 percent share of total projects budget (through 15

Technical Cooperation Projects), Germany with approximately 14.6 percent share of total projects budget (through 2 projects), and Ireland with approximately 13 percent share of total projects budget (through 3 projects).

Figure 1: Main resource partners for FAO Sierra Leone country-dedicated projects (in USD)<sup>25</sup>



Source: FPMIS (September 2019)

25. During the evaluation period, nine global projects<sup>26</sup> were implemented in Sierra Leone: 4 USAID-funded project focusing on animal health, 3 Germany-funded project focusing on the implementation of the VGGTs and responsible agriculture investment, one Ireland-funded project focusing on the support to FAO's One Health initiative and 1 SFERA-funded

<sup>25</sup> As of September 2019.

<sup>26</sup> The global projects are implemented in Sierra Leone active during the evaluation period (2012–2019):

OSRO/GLO/506/USA: Global Support for the implementation of EPT-2 Programme.

OSRO/GLO/504/USA: Global Stockpile of Emergency Animal Disease.

OSRO/GLO/507/USA: Supporting the Global Health Security Agenda (GHSA) to address Zoonotic Disease and Animal Health in Africa.

GCP/GLO/892/USA: Strengthening Global Veterinary Epidemiology Capabilities and Rapid Regional Disease Surveillance Information and Sharing.

GCP /INT/920/GER: Enhancing the enabling environment for responsible investment in agriculture and food systems.

GCP/GLO/784/GER: Promoting strategic intervention to achieve long term implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT).

OSRO/GLO/104/IRE: Support to FAO's One Health initiative.

SFERA/GLO/002/MUL Baby07: Liberia/Sierra Leone Support to capacity building exercise.

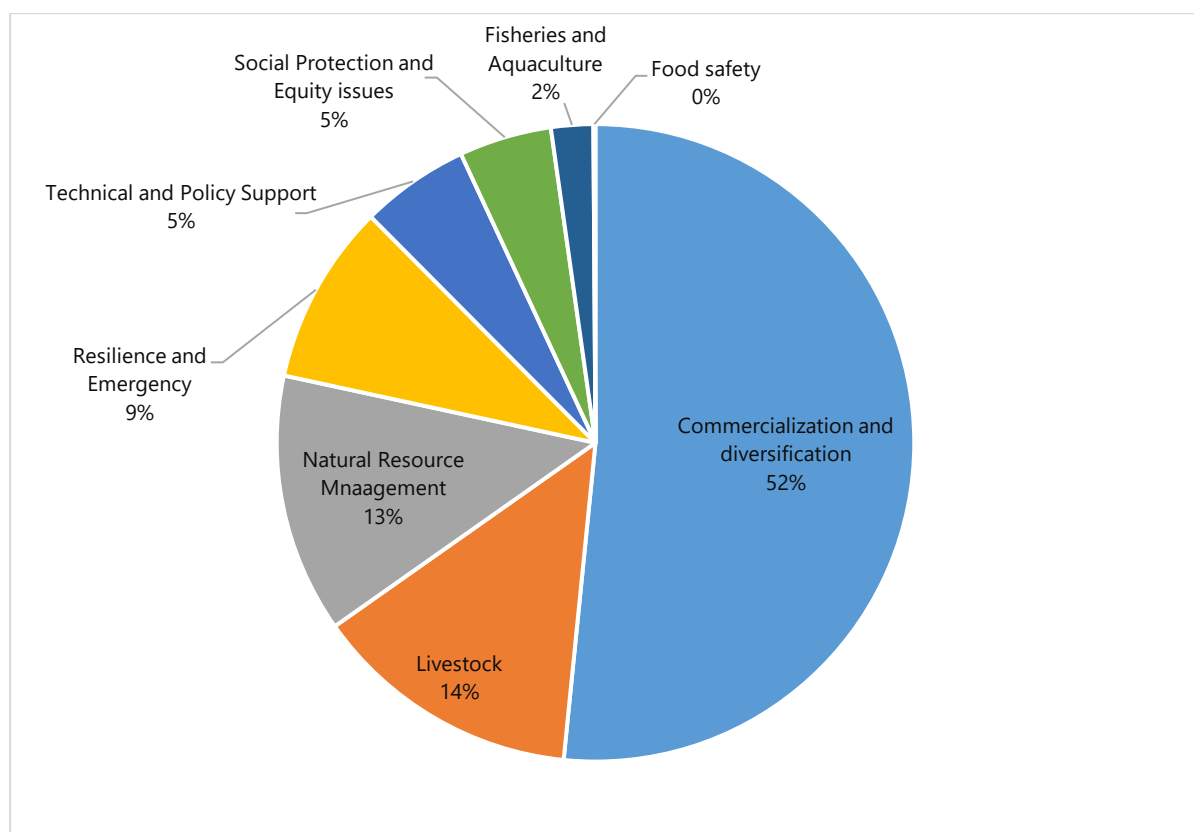
project to support capacity building. In addition, there are seven regional projects,<sup>27</sup> funded by Japan, Italy, Spain and FAO, as well as five interregional projects<sup>28</sup> funded by GEF, Italy, UK and STB.

26. As the priority areas of the current CPF are quite broad, for the purposes of this evaluation the projects will be clustered into themes. Based on the preliminary analysis of FAO's portfolio in Sierra Leone during the evaluation period, the projects have been categorised into eight themes: (i) commercialization and diversification; (ii) natural resource management; (iii) livestock; (iv) resilience and emergency; (v) capacity building, technical and policy support; (vi) social protection and gender; (vii) fisheries and aquaculture, and (viii) food safety. Based on the preliminary analysis, the main four thematic areas in terms of budget share are Commercialization and Diversification (accounts for 52 percent of the portfolio through 8 projects), Livestock (14 percent through 8 projects), Natural Resource Management (13 percent through 12 projects), and Resilience and Emergency (9 percent through 8 projects). Appendix 1 presents the projects under each thematic area.

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<sup>27</sup> The regional projects are : **TCP/RAF/3505** (Support to strengthening ECOWAS institutional capacity for livestock development); **GCP /RAF/461/SPA** ("Building Capacity of ECOWAS for effective CAADP Implementation in West Africa"); **GCP /SFW/001/JPN** (Support to implementation of the 2009 FAO Agreement on Port State Measures and the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries for sustainable fisheries and maritime security in the Gulf of Guinea); **GTFS/RAF/426/ITA** (Inter-Country Coordination for projects); **TCP/RAF/3309** (Development of a Strategy and Pilot Food Security Information System for the Mano River Union); **TCP/SFW/3402** (Support to policy initiatives for the development of livestock/meat and dairy value chains in West Africa); and **TCP/SFW/3403** (Support for sustainable climate change adaptation in marine artisanal fisheries communities in West Africa).

<sup>28</sup> The interregional projects are: **EP/INT/503/GEF** (Integrated Natural Resources Management of the Fouta Djallon Highlands); **GCP /INT/100/ITA** (Support to the implementation process of the NEPAD Comprehensive Africa Agriculture Development Programme, CAADP); **GCP /INT/328/UK** (Supporting the Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests - phase II); **MTF /INT/034/STB** (Set up of child centers "We are the Future" (WAF) to deliver an effective urban gardening and nutrition and health education programme for children and youth, especially of orphans and vulnerable children); and **MTF /INT/661/MUL**(Indian Ocean Tuna Commission).

**Figure 2: Mapped themes of the FAO Programme (2012–2019)**

Source: FPMIS (September 2019)

27. The commercialisation and diversification portfolio consist of eight projects and mainly focused on supporting the National Programme-Smallholder Commercialization Programme (SCP)<sup>29</sup> and the National Agricultural Response Programme (NARP) to Mitigate Increasing Food Prices. The four commercialisation projects (UTF /SIL/038/SIL, GTFS/SIL/028/ITA, GCP /SIL/042/GER, and UNJP/SIL/037/UNJ) constitute 47 percent of the entire Sierra Leone’s country-dedicated projects during the evaluation period.
28. The Natural Resource Management portfolio consist of 12 projects<sup>30</sup> and focused on supporting the Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests; implementation of the 2009 FAO Agreement on Port State Measures; enhancing the enabling environment for responsible investment in agriculture and food systems; Integrated Natural Resources Management of the Fouta Djallon Highlands; piloting the Sierra Leone Community Based Forestry Concept; Protecting women’s customary land rights in Sierra Leone; supporting sustainable climate change adaptation in marine artisanal fisheries communities.
29. The livestock portfolio consist of eight projects which mainly focused on supporting the One Health initiative; the Global Health Security Agenda (GHSA) to address zoonotic disease and animal health; strengthening the veterinary epidemiology capabilities, disease

<sup>29</sup> Reference project symbols: (UNJP/SIL/037/UNJ, UTF/SIL/038/SIL, GCP/SIL/035/CPR, GTFS/SIL/028/ITA.

<sup>30</sup> Reference project symbols: EP/INT/503/GEF, GCP/INT/328/UK, GCP/INT/920/GER, GCP/SFW/001/JPN, GCP/SIL/049/IRE, MTF/INT/661/MUL, TCP/SFW/3403, TCP/SIL/3404, TCP/SIL/3601, TCP/SIL/3602, UNJP/SIL/050/PBF.

surveillance and information sharing; strengthening institutional capacity for livestock development, estimation of demographic and production parameters in the livestock population; as well as policy support for the development of meat and dairy value chain.

30. The resilience and emergency portfolio consist of 8 projects and focused on supporting the operationalization of a National Early Warning System on Food and Nutrition Security in Sierra Leone (NEWS), Post-Ebola Recovery of the agribusiness sector, assistance to strengthen disease response capacities at the human-wildlife-ecosystem interface, emergency agricultural support to flood-affected households and preparedness for the Fall Armyworm outbreak.



## **5. Scope of the evaluation**

31. Country evaluations are designed to assess the totality of the organisation's assistance provided to a FAO member nation, irrespective of the source of funding. This includes activities funded through the regular programme as well as extra-budgetary resources; national, regional and global projects and initiatives; emergency and development interventions. Since the CPE is a programme evaluation, the exercise will not focus on single projects, but rather assess FAO's overall contribution to development changes in the priority areas defined in the CPF. The evaluation will examine the three CPF outcome areas of the current CPF mentioned above. The evaluation will also cover the following crosscutting issues: gender, governance, climate change adaptation and nutrition.

## **6. Objectives**

32. The specific objectives of the CPE are to:
- i. assess the relevance and strategic positioning of FAO's interventions in responding to country needs and priorities;
  - ii. assess FAO's contributions to results and outcomes in areas identified in the CPF under the three priority areas;
  - iii. identify lessons learnt as well as enabling and limiting factors for results; and
  - iv. identify gaps in FAO's country programming and potential areas of future work.

## 7. Evaluation questions

33. The questions presented in Box 2 have been developed to further define the objective of the evaluation. These questions will be further developed by the evaluation team and validated by the FAO Country office staff at the beginning of the in-country investigation phase tentatively planned to start in November 2019.

### Box 2: Evaluation Questions

#### **Relevance and strategic positioning**

- To what extent and how effectively has FAO been addressing the most acute and relevant challenges in the areas of FAO's mandate in relation to the needs of the people, the ecosystems, as well as the national priorities and systems?
- To what extent has FAO's CPFs and programmes in Sierra Leone been in line with and supportive of FAO's Strategic Framework and the relevant UN frameworks (UNDAF and UNSDCF)? To what extent have the partnerships FAO has engaged with been complementary and synergistic with a view of achieving better results?
- To what extent has FAO supported and led the coordination of actors working in the sectors of FAO's responsibilities (agriculture, food and nutrition security, natural resource management)?
- Against the evolving context in the country, what should FAO's role and focus be in terms of continuing to meet the needs of the population and support the implementation of strategies, policies and systemic transformation conducive to sustainable development? Are there any gaps in areas of FAO's mandate, where Sierra Leone needs help?

#### **Programme contribution and results**

- **What have been the positive and negative, intended and unintended results of FAO's interventions at community and institutional levels?**
- **To what extent have development and emergency programmes integrated preparedness and resilience perspectives including climate change, food chain crises and other risks?**
- **To what extent has FAO's programmes integrated cross-cutting issues such as gender, nutrition and environmental sustainability?**
- **Based on current exit strategies, to what extent are the changes achieved sustainable? Is there a strong enough engagement with stakeholders and/or beneficiaries, and ownership of the results?**
- **Based on analysis and results from the current programmes and activities, what are the best practices (and identified gaps) for future program development?**

#### **Organizational performance**

- To what extent have FAO's internal coordination and management structure, processes and operations been conducive to effective programming and delivery of results?

#### **Coherence and synergies**

- To what extent have FAO's global and regional initiatives provided coherent and/or complementary support to national programmes, in view of achieving the intended results?
- To what extent has FAO HQ, Regional Office and Sub-regional Office for West Africa represented an added value, particularly in terms of technical support?
- Has FAO's knowledge base (normative products, guidelines, publications, etc.) been effectively used at country level in the areas of FAO's comparative advantage?
- How cohesive and coherent is the whole programme. In particular, are emergency, development and resilience projects contributing to coherent results?

## 8. Methodology

34. The evaluation will adopt a consultative approach, seeking and sharing feedback with stakeholders at different stages throughout the process. Different sources will be used to verify information.
35. The overarching evaluation questions presented in box 2 will guide the evaluation and will form the basis for specific evaluation sub-questions to be contextualised according to activity, project, and stakeholder. Appendix 1 presents the evaluation matrix, which shows the sources of information, methods and tools to answer each evaluation question and sub-question accordingly. The evaluation matrix and the various data collection tools will be finalised prior the main evaluation phase. The main data collection will be conducted from Mid-November to first week of December.
36. The evaluation will use a mix of quantitative and qualitative methods taking into consideration resources available. The evaluation team will use different evaluation tools, to collect the views of the beneficiaries and other stakeholders. In particular, the evaluation team will use the following primary data collection methods:
  - i. Structured focus group discussions with beneficiaries and cooperating partner staff (grouped by portfolio activity and disaggregated by sex as required).
  - ii. Structured key informant interviews with beneficiaries, cooperating partner staff, national and local government representatives, United Nations agency representatives, and other key stakeholders in the country portfolio sectors.
  - iii. Direct observation of country office activities (coordination and technical meetings) and outputs such as rehabilitated and new community and household assets, distribution, and storage and complementary assets.
  - iv. A debriefing presentation with FAO Sierra Leone at the end of fieldwork to discuss preliminary findings and the next steps in the evaluation process.
  - v. A debriefing presentation with the Consultative Group to discuss preliminary findings.
37. Information from stakeholders will be triangulated by eliciting a wide range of responses to the same issues from different stakeholders, participating in different activities, and examining these issues in differing social and environmental contexts. This will be complemented by periodic reviews of data quality, accuracy, and reliability and cross-referencing with other data sources, including secondary data.
38. To answer the questions under relevance, strategic positioning and coherence and synergies; the evaluation team will first conduct a stakeholder mapping and analysis exercise. The evaluation team will examine whether the FAO programme/CPF was based on a preliminary assessment of the needs of different stakeholders: e.g. national government, regions, chiefdoms, and communities. It will then identify what those needs were, and assess whether the programme/CPF is aligned to respond to them. It will also assess the process of project formulation and targeting (sectoral, geographic and beneficiary levels); and how projects been based on identified needs and problems. The methods to be used will include a desk review of relevant policy and project documents, minutes of coordination meetings, key informant interviews, roundtable discussions and

finally information collected and analysed on beneficiary targeting and gender considerations.

39. To answer the questions under the "*Programme contribution and results*", emphasis will be placed on assessing positive and negative, intended and unintended outcomes resulting from or associated with FAO's activities. The evaluation team will seek to identify relevant examples of changes that have taken place under each of the CPF outcome areas and the seven mapped themes, and then determine, to the extent possible, FAO's specific contribution to those changes. This approach, rather than measuring progress towards predetermined objectives, collects evidence on achievements and works backwards to determine how a particular intervention or project contributed to the change.
40. After an initial assessment (document reviews and preliminary interviews) the evaluation team will select interventions that will be examined in more detail through extensive visits of a purposeful sample of projects sites mapped out in collaboration with the country team. The number of interventions site selection for the fieldwork will depend on resource availability and time constraints. The methods/approaches used for assessing FAO's contribution at the community level will be essentially qualitative, based on focus group and individual interviews as well as direct observations. Project sites for field visits will be selected after discussion with the Country Office, aiming at reflecting the different programmes and themes, different periods of implementation and a representation from the five regions. In 2018, OED conducted a project evaluation,<sup>31</sup> which included a comprehensive field work to assess the project results. As such, the evidence collected and findings from this project evaluation will feed into the CPE.
41. The evaluation will adhere to the UNEG Norms & Standards and be in line with the OED Evaluation Manual and Guidelines for the conduct of Country Programme Evaluations. Gender and equity aspects will be examined throughout the evaluation as it is a cross-cutting theme.

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<sup>31</sup> Evaluation of FAO's contribution to the Smallholder Commercialisation Programme (SCP) Global Agriculture and Food Security Programme (GAFSP) in Sierra Leone. The field work were undertaken in the following districts Kailahun districts (eastern region), Bo (southern region), Bombali and Kambia (Northern region).

## 9. Organisation of the evaluation

### 9.1 Roles and Responsibilities

42. **Office of Evaluation:** OED is responsible for managing the evaluation and leading the team through the designated evaluation manager and associate evaluation manager. During the preparatory phase, the evaluation manager is responsible for drafting the ToRs for the evaluation, selecting team members, and drafting individual ToRs. In the main evaluation phase, the evaluation manager will oversee and guide the evaluation team, especially during the launch, and subsequently draft the report. Towards the end of the evaluation, the evaluation manager will facilitate discussions during the analysis of findings, conclusions and recommendations. OED, in collaboration with the Consultative Group and the Country Office, will promote the dissemination of the report.
43. **Evaluation team:** The evaluation team will be responsible for collecting data and analysing evidence to develop findings, conclusions and recommendations under their areas of responsibility. For this purpose, the team members will participate in the initial briefing sessions by OED, and through group discussions will contribute to the refinement of the methodology and preparation of the evaluation tools. At the beginning of the main evaluation phase, each team member will carry out a desk review of documents in their area of work. During the investigation phase, team members will conduct individual and group interviews with internal and external stakeholders, participate in field visits to project sites, participate in the analysis session and at the initial stakeholder debriefing, contribute written inputs to the evaluation report and support the evaluation manager in the consolidation of the inputs and the preparation of the draft report. Once the draft report is circulated and the comments received, the team members will provide advice on the integration of comments received.
44. **FAO Country Office:** The Country Office staff will provide comments on the ToRs, support OED in mapping FAO's stakeholders in the country, support the preparation of the evaluation programme and the identification of locations for the field visits, ensure that the team has access to all relevant documentation, be available for meetings and discussions with the evaluation team, provide administrative and logistical support to the evaluation as needed, and provide comments to the draft report. The FAOR (with the support of RAF and with inputs from relevant units at HQ and in SFW) is responsible for leading and coordinating the preparation of the management response, and after one year of preparing the follow-up report informing on progress in the implementation of the evaluation's recommendations.
45. **FAO RAF, SFW and HQ divisions:** Relevant HQ divisions and FAO staff backstopping the country programme will also provide their comments to the draft ToRs and later to the draft report, ensure time for meetings with team members, and provide information and documentation upon request.
46. **Consultative Group:** The Consultative Group, consisting of representatives from FAO counterpart institutions<sup>32</sup> – *government, resource partners, and implementing partners* –, will be an integral part of the process to improve the relevance and use of the evaluation. The

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<sup>32</sup> Composition of the consultative group to be confirmed at the inception of the main evaluation mission.

CG will help guide the evaluation, providing advice at key stages throughout the process. In particular, the group will be asked to i) provide comments on the ToRs; ii) assume an advisory role for the evaluation team during the main mission to refine the methodology and, if needed, facilitate meetings with national government officials at the central and decentralized levels; iii) provide comments on the draft report and lastly iv) ensure the promotion and use of evaluation results through dissemination within the government and amongst external stakeholders.

## 9.2 Composition and profile of the evaluation team

47. In addition to the OED team (evaluation manager and associate evaluation manager), the evaluation team will consist of a mix of regional and national experts. Following the preparatory phase, the necessary expertise identified for members of the evaluation team is as follows:
- i. agricultural economics, value chain development, including extension and financing;
  - ii. sustainable food systems;
  - iii. governance of land and natural resources;
  - iv. forestry, natural resource management, climate change, biodiversity;
  - v. veterinary medicine, epidemiological-surveillance and livestock production;
  - vi. equity, social inclusion approaches, nutrition and gender; and
  - vii. fisheries and aquatic health.
48. Team members should have the relevant technical expertise as well as demonstrated evaluation experience.

## 9.3 Tentative evaluation timeline

August-September 2019	Preparatory work
September 2019	Inception mission with the aim of consulting the Government of Sierra Leone, FAO staff and partners in the evaluation process. Initiate context and portfolio analysis.
October 2019	Drafting the ToR and sharing them with the FAO Country Office and Consultative Group for their comments. Finalisation of the ToR. Development of protocols for field studies.
November–December 2019	Main evaluation mission (data collection), including field visits. Workshops with the country office team and consultative group at the end of the mission for a debriefing on preliminary findings. Presentation of preliminary findings and conclusions and participatory development of recommendations through an evidence-based stakeholder workshop.
December 2019–January 2020	Analysis of data and drafting of report.
February 2020	Distribution of draft report to FAO Country Office and to Consultative Group for comments.
February 2020	Integration of comments and preparation of the final draft report.
March 2020	Finalisation of the report and Management Response.

## Appendix 1. Project portfolio (2012–2019)

Focus	Project Symbol	Project Title	Actual EOD	Actual NTE	Total Budget	Total Delivery
Technical and Policy Support	GCP /INT/100/ITA	Support to the implementation process of the NEPAD Comprehensive Africa Agriculture Development Programme (CAADP)	2010-04-20	2015-01-31	281 818	281 805
	GCP /RAF/461/SPA	"Building Capacity of ECOWAS for effective CAADP Implementation in West Africa"	2012-01-16	2019-09-30	251 004	242 016
	GTFS/RAF/426/ITA	Inter-Country Coordination for projects GTFS/SEN/060/ITA, GTFS/MLI/030/ITA, GTFS/GAM/025/ITA, GTFS/GBS/028/ITA, GTFS/GUI/019/ITA, GTFS/SIL/028/ITA and GTFS/LIR/010/ITA	2008-04-01	2013-11-30	506 623	504 707
	SFER/GLO/002/MUL BABY07	LIBERIA/SIERRA LEONE Support to capacity building exercise	2012-02-02	2013-12-31	202	202
	TCP/RAF/3309	Development of a Strategy and Pilot Food Security Information System for the Mano River Union.	2011-08-01	2013-07-30	66 753	66 753
	TCP/SIL/3401	Strengthening Statistical Data Collection, Analysis and Planning Capacity of the Planning Evaluation Monitoring and Statistics Division of the Ministry of Agriculture Forestry and Food Security (Strengthening PEMSD)	2012-04-02	2014-08-31	482 184	482 184
	TCP/SIL/3402	TCP Facility: Guiding the Bio-Energy Policy Development in Sierra Leone(BABY1),Current State of Land-related Investments; and Support to South-South Cooperation between Sierra Leone and Brazil – Agricultural Technologies for Enhanced Production of Rice and Cassava in Sierra Leone – Fact Finding and Formulation Mission	2012-03-01	2013-12-31	224 900	224 900
	TCP/SIL/3403	Strengthening Capacity for a Food and Nutrition Security, Early Warning, Response and Resiliency in Sierra Leone	2012-12-14	2015-12-31	403 345	403 345
	TCP/SIL/3505	TCP Facility: Building Capacity for Strategic Planning and Monitoring.	2015-09-17	2017-12-31	97 745	97 745
Commercialization and diversification	GCP /SIL/032/GER	Seed Enterprise Enhancement And Development (Seed) Project In Sierra Leone	2009-02-01	2012-12-31	2 200 001	2 254 040
	GCP /SIL/033/MUL	Support to the National Agricultural Response Programme (NARP) to Mitigate Increasing Food Prices	2009-07-01	2013-11-30	2 632 093	2 632 582
	GCP /SIL/035/CPR	Technical Assistance under the South-South Cooperation (SSC) with the Government of The People's Republic of China in Support to Sierra Leone's National Programme for Food Security (Small-holder Commercialization Scheme)	2010-09-01	2012-08-31	1 149 180	1 148 567



## Annex 1. Terms of Reference

Focus	Project Symbol	Project Title	Actual EOD	Actual NTE	Total Budget	Total Delivery
	GCP /SIL/042/GER	Mainstreaming food and nutrition security and the right to food into the Smallholder Commercialization Programme of Sierra Leone	2012-07-01	2016-12-31	2 495 349	2 433 368
	GTFS/SIL/028/ITA	Food Security through Commercialization of Agriculture (FSCA)	2008-07-01	2013-12-31	3 486 593	3 483 308
	UNJP/SIL/037/UNJ	Smallholder Commercialization Programme	2011-05-09	2015-06-30	1 503 711	1 459 611
	UNJP/SIL/040/UNJ	Local Governance and Decentralization	2012-04-13	2012-12-31	588 000	587 651
	UTF /SIL/038/SIL	Smallholder Commercialization Programme (SCP) - Global Agriculture and Food Security Programme (GAFSP)	2011-12-01	2019-03-31	7 612 825	7 604 786
Food safety	MTF /SIL/043/STF	Integrating SPS in Sierra Leone: A whole chain approach to developing the National Food Safety Management System	2013-11-01	2015-12-31	44 099	40 827
Livestock	OSRO/GLO/104/IRE	Support to FAO's One Health initiative	2012-05-01	2015-12-31	391 336	373 289
	OSRO/GLO/504/USA	Global Stockpile of Emergency Animal Disease	10/1/2015	12/31/2019	1 000 000	1 000 000
	OSRO/GLO/506/USA	Global Support for the implementation of EPT-2 Programme	10/1/2015	12/31/2019	1 000 000	1 000 000
	OSRO/GLO/507/USA	Supporting the Global Health Security Agenda (GHSA) to address Zoonotic Disease and Animal Health in Africa	10/1/2015	12/31/2019	1 000 000	1 000 000
	TCP/RAF/3505	Support to strengthening ECOWAS institutional capacity for livestock development	2015-10-01	2017-06-30	16 767	16 767
	GCP/GLO/892/USA	Strengthening Global Veterinary Epidemiology Capabilities and Rapid Regional Disease Surveillance Information and Sharing	2017-17-09	2020-18-09	1 000 000	1 000 000
	TCP/SFW/3402	Support to policy initiatives for the development of livestock/meat and dairy value chains in West Africa	2013-02-01	2015-12-31	32 990	32 990
	TCP/SIL/3504	Support to estimation of demographic and production parameters in the livestock population in Sierra Leone	2015-09-03	2017-02-28	288 971	293 141
Natural Resource Management	EP /INT/503/GEF	Integrated Natural Resources Management of the Fouta Djallon Highlands (FULL-SIZE PROJECT) : Follow up of EP/INT/108/GEF - (Ex-UN 58/2.116)	2009-07-01	2021-12-31	1 375 000	872 183

Focus	Project Symbol	Project Title	Actual EOD	Actual NTE	Total Budget	Total Delivery
	GCP /INT/328/UK	Supporting the Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests - phase II	2018-03-15	2020-03-14	420 592	194 043
	GCP/GLO/501/GER	Learning programmes to support the implementation of the VGGT in five countries. (under PGM/MUL/2012-2015 VG)	2014-04-01	2018-03-31	303 600	303 600
	GCP/GLO/347/GER	Support for Country Level Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests	2013-11-28	2017-07-28	905 264	905 264
	GCP/GLO/784/GER	Promoting strategic intervention to achieve long term implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) Phase II	2017-03-01	2019-03-01	556 662	526 470
	GCP /INT/920/GER	Enhancing the enabling environment for responsible investment in agriculture and food systems	2018-12-01	2021-11-30	615 140	48 565
	GCP /SFW/001/JPN	Support to implementation of the 2009 FAO Agreement on Port State Measures and the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries for sustainable fisheries and maritime security in the Gulf of Guinea	2019-04-01	2020-03-31	250 000	15 502
	GCP /SIL/049/IRE	Protecting women's customary land rights in Sierra Leone	2017-10-01	2018-11-30	580 725	529 557
	TCP/SIL/3404				289 503	289 503
	TCP/SIL/3601	Piloting the Sierra Leone Community Based Forestry Concept	2017-02-01	2018-06-30	187 000	195 477
	TCP/SIL/3602	Sustaining the implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Lands, Fisheries and Forestry in the Context of National Food Security (VGGT) at national and district level in Sierra Leone	2017-03-02	2018-10-31	249 000	251 321
	UNJP/SIL/050/PBF	Creating Peaceful Societies through women's improved access to management of natural resources, land tenure rights and economic empowerment in Sierra Leone	2019-01-01	2020-06-30	1 000 000	663 126
Resilience and Emergency	GCP /SIL/045/IRE	Support to the Operationalization of a National Early Warning System on Food and Nutrition Security in Sierra Leone (NEWS)	2014-01-27	2017-06-15	872 374	861 409
	GCP /SIL/046/MUL	Post-Ebola Recovery of the Agribusiness sector in Sierra Leone	2015-02-01	2016-01-31	500 000	488 463
	OSRO/SIL/501/SWE	Post Ebola Recovery, Agribusiness, food and nutrition security and women's empowerment	2016-01-01	2016-12-31	736 594	735 523

## Annex 1. Terms of Reference

Focus	Project Symbol	Project Title	Actual EOD	Actual NTE	Total Budget	Total Delivery
	TCP/SIL/3501	Emergency assistance to strengthen Ebola virus disease response capacities at the human-wildlife-ecosystem interface	2014-07-16	2015-12-31	451 654	451 654
	TCP/SIL/3506	Emergency Agricultural Support to flood-affected households in Bo, Bonthe and Pujehun districts	2016-03-01	2017-05-31	467 117	467 117
	TCP/SIL/3603/C1	Preparedness for Fall Armyworm Outbreak Project	2018-01-01	2018-12-31	99 000	77 080
	TCP/SIL/3701	Restoring and increasing Agriculture households' productive capacities, particularly in the floods a	2018-04-02	2020-04-30	480 000	392 429
	UTF /SIL/047/SIL	Implementation of the Comprehensive Country Assessment on Food Security in the context of Ebola Virus Disease in Sierra Leone	2015-03-01	2015-11-15	240 416	227 605
Social Protection and Gender	MTF /INT/034/STB	Set up of child centres "We are the Future" (WAF) to deliver an effective urban gardening and nutrition and health education programme for children and youth, especially of orphans and vulnerable children (OVCs)	2006-12-12	2015-10-31	61 253	59 977
	TCP/SIL/3503	Promoting Effective Engagement in Agribusiness for Women's Cooperatives in Sierra Leone	2015-09-01	2017-10-31	227 776	227 776
	UNJP/SIL/036/UNJ	Delivery as One Programme 18 Rural Empowerment	2010-11-01	2013-12-31	555 400	553 706
	UNJP/SIL/039/UNJ	Youth Employment Programme in Sierra Leone	2012-01-06	2013-06-30	603 353	451 462
	UNJP/SIL/048/UNJ	Enabling Sustainable Livelihoods Through Improved Natural Resource Governance and Economic Diversification in the Kono District, Sierra Leone	2015-11-11	2018-06-02	524 000	501 755
Fisheries and Aquaculture	MTF /INT/661/MUL	Indian Ocean Tuna Commission	1997-04-15	2020-12-31		
	TCP/SFW/3403	Support for sustainable climate change adaptation in marine artisanal fisheries communities in West Africa	2013-05-01	2015-12-31	74 155	74 155
	TCP/SIL/3502	Sustainable Aquaculture for Food Security, Livelihood and Nutrition Project in Sierra Leone	2015-03-31	2017-12-31	327 103	327 103
	TCP/SIL/3702	Enabling Sustainable Livelihoods Through Economic Diversification in the Kono District, Sierra Leone	2018-10-01	2020-09-30	496 000	133 608
Grand Total					40 439 642	36 754 682