



FINAL DRAFT REPORT

Mid-Term Review of The Human Security
Project in Soa, Gbense & Kamara Chiefdoms-
Kono District in Sierra Leone

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TABLE OF CONTENTS

Acknowledgements.....	viii
EXECUTIVE SUMMARY	xi
1. INTRODUCTION.....	1
1.1. Overview the Project Under Review.....	1
1.2. Purpose, Objectives and Scope of the Mid-Term Review.....	2
1.2.1 Purpose:	2
1.2.2 Objectives.....	2
1.2.3 Scope:.....	3
1.4 Evaluation Criteria and Questions	4
2. THE SIERRA LEONE CONTEXT AND DEVELOPMENT CHALLENGES IN THE KONO DISTRICT	4
3. EVALUATION APPROACH AND METHODOLOGY.....	5
3.1 Review Approach	5
3.2 Review Matrix	5
3.3 Data Collection Methods	6
3.4 Data Analysis and Validation.....	7
3.5 Selection of the Sample of Stakeholders	7
3.6 Evaluability Assessment and Limitations	8
3.7 Ethical considerations	9
3.8 Major limitations of the Methodology and Evaluation Process	9
4. EVALUATION PROCESS.....	9
5. FINDINGS FROM THE REVIEW.....	11
5.1 Relevance	11
5.1.1 Relevance of the project under the existing socio-economic and political context.....	11
5.1.2 Relevance of the project response strategy	13

5.1.3 Contribution of the project to the attainment of human security in Soa, Gbense & Kamara Chiefdoms.	14
5.2 Project design.....	15
5.2.1 Application of essential instruments and tools in the project design	15
5.2.2 Appropriateness of the design in reaching beneficiaries and meeting their needs	16
5.2.3 Appropriateness of the results framework in addressing identified needs of communities	18
5.2.4 Consideration for stakeholder participation and partnerships during project design	19
5.3 Efficiency	20
5.3.1 Timeliness and appropriate use of resources for achieving intended results	20
5.3.2 Efficiency of partnership arrangement and its contribution to the achievement of results.....	22
5.3.3 Effectiveness of stakeholder participation and its impact on national ownership	23
5.4 Coherence	24
5.4.1 Integration and interconnection of project interventions.....	24
5.4.2 Internal coherence and coherence with wider UN policy	25
5.4.3 Project complementary with interventions of different development partners	27
5.5 Effectiveness	29
5.5.1 Improvement in capacity of stakeholders and the application of HSA	29
5.5.2 Overall improvement of conflict management, peace and security	32
5.5.3 Observed changes at the community and project areas.....	34
5.6 Gender and Disability Inclusion	36
5.7 Redesign and reconsideration	37
6. CHALLENGES	37
7. CONCLUSIONS.....	37
8. LESSONS LEARNED	38
9. GOOD PRACTICES.....	39
10. RECOMMENDATIONS.....	40

10. Annexes.....	42
Annex 1: Terms of Reference	42
Annex 2: Evaluation criteria and questions	52
Annex 3: Review Matrix	55
Annex 4: List of stakeholders engaged during the evaluation.....	67
Annex 5: Key Informant Interview Guide:	72
Annex 6.1. Guidance for Focus Group Discussions.....	75
Annex 6.2: Focus Group Discussion Guide.....	77
Annex 6: Calendar Workplan	78
Annex 7: Documents Consulted:.....	79

List of Figures

Figure 1: Location of Target Chiefdoms in Kono District 3
Figure 2: Selected evaluation participants..... 8
Figure 3: Phases of the mid-term review..... 10
Figure 4: Interconnection between the Human Security Project and the SDGs 13

List of Tables

Table 1: Project financial expenditure as at December, 2022 21
Table 2: UNDP and FAO interventions and their complementarity with the Strengthening Human Security Project..... 26
Table 3: Connections between the Strengthening Human Security Project and related interventions 28
Table 4: Type of disputes addressed by the GRC..... 33

List of Acronyms/Abbreviations

ADB	African Development Bank
APC	All Peoples Congress
CCG	Chieftdom coordination Group
CSOs	Civil Society Organizations
EQs	Evaluation Questions
FAO	Food and Agricultural Organization
FBO	Farmer Based Organization
FGD	Focus Group Discussions
HSA	Human Security Approach
IFAD	International Fund for Agricultural Development
IP	Implementing Partners
IVS	Inland Valley Swamp
JP	Joint Project
KII	Key Informant Interview
LPPB	Local Policing Partnership Boards
MAFF	Ministry of Agriculture and Food Security
MLGRD	Ministry of Local Government and Rural Development
MOYA	Ministry of Youth Affairs
MSWGCA	Ministry of Social Welfare, Gender and Children’s Affairs
MTNDP	Mid-Term National Development Plan
ONS	Office of National Security
PWD	People with Disability

RUF	Revolutionary United Front
SDGs	Sustainable Development Goals
SLP	Sierra Leone Police
SLPP	Sierra Leone Peoples Party
TOC	Theory of Change
UNDP	United Nations Development Programme
UNSDCDF	United Nations Sustainable Development Cooperation Framework
WB	World Bank

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The Consultant for the Mid-Term Evaluation of the Human Security Project wishes to acknowledge with sincere thanks the insights, inputs and invaluable contributions provided by key stakeholders during the course of the assignment. In particular, I would like to thank the project teams at FAO and UNDP for their time, ideas and documents shared during the period under review. To the implementing partners at the national and local levels, I thank for their great thoughts and treasured contributions that helped shaped the outcome of this report.

The consultant also expresses his sincere gratitude to the implementing partners, focal persons and beneficiaries for their time and inputs and sharing of relevant documents. In particular, I want to recognize the project management team at UNDP and FAO for their priceless support, time and thoughts on the various aspects of the human security project. The consultant remains grateful to you all.

As an independent evaluator, the consultant takes responsibility for the views and opinions expressed in the report but hope that they reflect those of the project management teams at UNDP and FAO, national and local partners, implementing partners, CSOs, local council members and beneficiaries encountered during the evaluation period. More significantly, it is the consultant's considered opinion that the findings and recommendations of the report will contribute to improving the work of the two UN Agencies in promoting human security in vulnerable communities.

Disclaimer

This Mid-Term Evaluation of the Human Security Project report was prepared by an Independent Consultant: - Hindowa B. Momoh. The findings, interpretations, and conclusions expressed herein are those of the authors and do not necessarily reflect the views of the FAO and UNDP.

Project and evaluation information details

Basic project information			
Project Title	Strengthening Human Security in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone		
Country	Sierra Leone		
Region	Africa		
Atlas ID	Project ID: 00110819 Output ID: 00125906		
United Nations Sustainable Development Cooperation Framework 2020-2023	<p>Outcome 1: By 2023, Sierra Leone benefits from more productive, commercialised and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks.</p> <p>Outcome 2: By 2023, people in Sierra Leone benefit from more gender and youth responsive institutions that are innovative, accountable and transparent at all levels and can better advance respect for human rights and the rule of law, equity, peaceful coexistence, and protection of boys and girls (children, girls), women and men including those with disabilities.</p> <p>Outcome 4: By 2023, the most vulnerable, particularly women, youth, adolescents and children (especially girls), and persons with disabilities, are empowered and benefit from increased social and economic opportunities</p>		
Project dates	Start	End	Revised end date
	January 2021	December 2022	December 2023
Project budget	US\$4,309,383		
Implementing party	United Nations Development Project (UNDP) (lead) Food and Agriculture Organization (FAO)		
Funding source	UNTFHS: \$1,010,823 African Development Bank: \$1,838,000 IFAD: \$838,560 World Bank: \$220,000 Community In-Kind: \$402,000		
National Implementing Partners	SEND Sierra Leone Fambul Tok International Network Movement for Justice & Development Political Party Registration Commission		
Evaluation Information			
Evaluation type	Project Evaluation		
Type of report	Mid-term Evaluation		
Period under evaluation	Start	End	
	January 2021	December 2022	
Evaluation dates	Start	End	
	15 November, 2022	31 January, 2023	

EXECUTIVE SUMMARY

Background and Context

UNDP, as the lead implementer, commissioned the mid-term review of the “Strengthening Human Security in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone” with the objective of identifying specific outcomes and assessing the effectiveness of the project over the first phase of implementation. The evaluation also intends to provide advice on how various project components can be improved and how local outcomes can contribute to replicable models in other localities or at the national level.

The “Strengthening Human Security” project is a joint Project implemented by United Nations Development Programme (UNDP) (lead) and Food and Agricultural Organization (FAO) with funding from United Nations Trust Fund for Human Security, International Fund for Agricultural Development (IFAD), and the World Bank (WB). The target area of the project is three chiefdoms in the Kono District of Sierra Leone, (Kamara, Gbense, and Soa) that face multiple interconnected development challenges, in the context of a country setting with high rates of poverty, food insecurity, conflict and exclusion of certain minority groups. The project uses the Human Security Approach (HSA) to address development challenges and vulnerabilities in three chiefdom areas in the Kono District.

It aims to accelerate Sustainable Development Goals (SDG) implementation, while increasing ownership in the local community. Through a people-centered, context-specific framework, the project advances the livelihood and dignity of people in the community, particularly those who are most vulnerable. The Project pursued two outcomes as follow:

- ❑ Outcome 1: The community enjoys economic, political and community security, with expanded social cohesion, all of which promote and sustain peace; and
- ❑ Outcome 2: Community farmers realize improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks through sustainable farming that also improves the nutrition status of all community residents

To achieve the objective of the evaluation, the evaluator employed the “theory of change” (TOC) by following the logical framework of the project and gleaning evidence from project report documents and collecting data through stakeholder interviews and focus group discussions to assess the causal links between the interventions that UNDP and FAO have supported and observed progress in the lives of the targeted communities and beneficiaries. The consultant designed key informant interview guide and focus

group interview instrument, and administered them among key stakeholders including donors, implementing partners, and project beneficiaries. The qualitative data was complemented by quantitative data collected through desk review.

This was complemented by a quantitative analysis of some of the information in the project documents. The methodology adopted for the evaluation included the following: data collection (desk review of relevant documents, semi-structured interviews with national and local partners, Project staff, CSOs, Development Partners and beneficiaries and observations based on field work and meetings in the targeted communities.

FINDINGS

Relevance:

Project strategy responds to some of the most critical development issues within the targeted communities in the Kono district and Sierra Leone in general. The project is well aligned with the Sierra Leone UN Sustainable Development Cooperation Framework (2019-2023) which is the document that guides the UN's work in Sierra Leone and the development priorities of Sierra Leone as established in the Sierra Leone's Medium-Term National Development Plan (MTNDP) (2019-2023). The project also responds well to the needs of gender, youth/conflict and people with disabilities (PWDs) as clear targets were set on number of these categories of beneficiaries to be reached and specific activities were designed to reach them. The consultations with local stakeholders during the project design and in the selection of the project communities and beneficiary stakeholders strengthened the relevance of the project as it helped to align the project intervention with the felt needs of the communities. In addition to strengthening community skills to address insecurity, the project strategy places a strong emphasis on locally led platforms for inclusive decision-making and processes for resolving disputes. The climate-smart agriculture component of the project safeguards the environment, helps to recover farmland that has been deemed unsuitable because of prior mining operations, and enhances community nutrition and food security while also giving young people job opportunities.

Project Design:

The project design was based on clear contextual analysis of the Kono district and backed by lessons learned from the implementation of similar projects in the District by UNDP/FAO and other development partners. The project design was guided by Human Security Guidelines 9th Edition document and further direction from the Human Security Fund Secretariat. Its interventions were informed by joint

multidimensional human security analysis, community data and UNDP/FAO long standing experience of working on similar fields in the Kono District. The project considered the full range of challenges facing the targeted communities in the Kono District and attempted to address them comprehensively. It identified capacities, assets and resources at the local level and built upon them through empowerment. It built on existing solutions and structures for monitoring early warning signs and promoting social cohesion. The approach for selecting the project's beneficiary communities included analysing a number of Sierra Leonean regions, taking into account community vulnerabilities, the strength of local community partners, and the effectiveness of recent and past projects in these communities.

Efficiency:

The project resources were used appropriately for planned activities in the project document. The project avoided duplication by achieving high interconnection with ongoing interventions within the UN and projects of other development partners. The Joint Project design coupled with partnership from other donors brought together the combined experiences, capacities, and comparative advantage which together helped to achieve more than the individual partners could have achieved. However, both UNDP and FAO activities were delayed by COVID -19 prevention measures imposed by the government during the Delta variant wave. In addition, delays in the setup of the UN-to-UN agreement between UNDP and heavy rainy season that began in June 2021 significantly affected FAO activities. By December 2022, the United Nations Development Programme (UNDP) had utilized 83.29% of its planned budget, while the Food and Agriculture Organization (FAO) had achieved 62.4% utilization. Combined, UNDP and FAO achieved a total of 72.77% utilization of their approved budget. However, due to the aforementioned delays, both organizations were unable to fully execute certain key project activities, leading to the request and approval for a one-year no-cost extension to complete the projects.

Coherence:

The Strengthening Human Security in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone reflects the interconnections between the social, economic, and environmental dimensions of sustainable development. The multifaceted nature of the Projects fosters a community that is more resilient to internal and external shocks, whether political, economic, or natural. The comprehensive strategy adopted advances a multisectoral/multi-stakeholder response and avoids a silo- or supply-driven response by addressing the underlying causes of problems that exist both within and

across chiefdom borders. The Project was able to fit in with existing projects and was consistent across several cross-cutting sectors on a variety of developmental issues, including gender mainstreaming. The outputs were mutually supportive and had strong linkages to the outcome they supported. As such, a strong causality can be observed between the Project's outputs and the outcome they supported.

Effectiveness:

The added value of the Strengthening Human Security Project is that it has improved knowledge on conflict prevention and mitigation and broadened and strengthened existing systems and structures for conflict prevention and management. By executing a number of initiatives aimed at reducing the likelihood of tension and violence in the beneficiary communities, the Project enhanced social cohesion. The project significantly improved the existing capacities in the chiefdoms under review. Over 6,500 people (65% women) directly benefited from Project activities, while 10,400 people (63% women) indirectly benefited from them. It has strengthened capacity for sustainable management of WASH facilities, strengthened capacity for effective information sharing with higher level security. By encouraging their participation on multiple platforms and giving them a voice during various decision-making forums, the initiative has also improved the role of youth, women, and people with disabilities (PWDs) in community decision-making. The project has assisted in the establishment of three youth-led cooperatives (one in each of the three chiefdoms with about 400 members) that has enabled access to finance and provided trainings for livelihood trainings which enabled people to start or improve their micro enterprises. The project's contribution to the agricultural sector cannot be overstated. It helped expand the agro-processing capacity of the communities by installing various facilities such as cassava crater, rice milling machines, and solar-powered freezers across the beneficiary communities. Farmers benefited from practical instruction provided by the Climate Agriculture expert on how to build IVS bonds, canals, and other environmentally friendly agronomic approaches to increase production. Additionally, the farmers gained the knowledge and abilities to maximise the value of the harvested husk rice and decrease post-harvest losses. The project has promoted climate smart agriculture and reclaimed 9 hectares of degraded mining lands for agriculture activities.

Good Practices:

- ❑ The Project has revealed that participatory processes where those affected are involved in co-creation of solutions to their felt needs and priorities can be a game changer.

- ❑ The Project's youth-led cooperatives component appears to have been a success and proven to be a good approach in responding to high level of employment among youth and women in the Kono District.
- ❑ The multidimensional, integrated and wholistic approach adopted coupled with multiple donors, IPs and partnerships helped to pull together resources (financial, human and materials) from multiple sources towards achieving a common objective of the Human Security Project.
- ❑ Strengthening existing structures and institutions and using them to pursue the project objective rather than introducing parallel ones was very commendable.
- ❑ The project target beneficiaries were clearly described and enumerated in the project document.
- ❑ The practice of recovering degraded mining land for farming activities using environmental and climate smart approach should be considered and extended to other mining areas.

Recommendations:

- ❑ There is the need to improve on the timelines for formalizing partnership arrangement between and among the UN agencies.
- ❑ Separate agreements with each agency can be considered for Future joint project design and implementation between UN Agencies especially in situations where bureaucratic procedures may pose unwanted delays
- ❑ To maintain the momentum of Strengthening Human Security, a long-term plan that includes institutional strengthening and human capacity building for assuring continuity beyond Project interventions is recommended.
- ❑ UN Agencies should use the achievement from this Project to push for the inclusion of the HSA in the Government of Sierra Leone's strategic and operational plans in its discussions with the government and national counterparts.
- ❑ All training tools and resources on the HSA should be extensively distributed throughout government entities as well as universities and research institutes in order to promote the HSA and sustainability of the advances made so far through this Project.
- ❑ Future projects should consider putting in an efficient coordination strategy at all levels to ensure the success of joint projects with participation from multiple stakeholders.

1. INTRODUCTION

UNDP sought the services of a consultant to conduct the mid-term review of the “Strengthening Human Security in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone” project. The objectives of the evaluation were to evaluate the Project vis-à-vis its intended objective of strengthening Human Security in the 3 chiefdoms through the HSA; to identify specific outcomes and assess the effectiveness of the project over the first phase of implementation; to advise how different aspects of the project can be enhanced in the final stage – with a specific focus on how local results can feed into replicable models in other communities or at national level; and draw up recommendations based on the review of achievements, successes, challenges, lessons of the project interventions.

This evaluation report is prepared based on review of project documents and literature related to the project as well as primary data collected from key stakeholders involved in the Project. The report presents the project overview, describes the overall methodology of the evaluation and the manner in which it was conducted, and in line with the project evaluation criteria of relevance, design, efficiency, effectiveness, coherence, redesign and reconsideration described in the ToR. The consultant added inclusion and intersectionality (human rights, gender, and disability aspects of the project) to the criteria.

The evaluation report follows the outline provided in the Evaluation Guidelines of the United Nations Development Project¹. Chapter one provides an overview of the project, purpose and objectives of the evaluation, the evaluation criteria and questions, as well as the structure of the inception report. The second chapter describes the development and economic context of the project location, while the third chapter provides an overview of the evaluation approach and methodology. The fourth and fifth chapters examine the evaluation process and the findings in accordance with the evaluation criteria and proposed evaluation questions. The observed challenges, conclusion, recommendations, lessons learned and best practices are presented in the subsequent chapters.

1.1. Overview the Project Under Review

The “Strengthening Human Security” project in the remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone is a joint Project implemented by UNDP (lead) and FAO with funding from

¹UNDP evaluation guidelines revised edition: June 2021
http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

United Nations Trust Fund for Human Security, the African Development Bank (ADB), International Fund for Agricultural Development (IFAD), and the World Bank (WB). The Human Security Joint Project (JP) uses the HAS to address development challenges and vulnerabilities in three chiefdom areas of Kono District of Sierra Leone. It aims to accelerate Sustainable Development Goals (SDG) implementation, while increasing ownership in the local community. Through a people-centered, context-specific framework, this Project advances the livelihood and dignity of people in the community, particularly those who are most vulnerable.

The target area is the three chiefdoms in the Kono District of Sierra Leone, (Kamara, Gbense, and Soa) that face multiple interconnected development challenges, in the context of a country setting with high rates of poverty and food insecurity. Over the years, these chiefdoms experienced civil conflict, unsustainable mining practices, and destructive forestry activities that have negatively impacted the survival, livelihood and dignity of the residents. Although Kono district has a productive mineral sector and has attracted many people from other parts of the country, it is one of the poorest districts in the Sierra Leone with poverty rate of 61.3 % higher than the national average of 57%.²

1.2. Purpose, Objectives and Scope of the Mid-Term Review

1.2.1 Purpose:

Overall, the purpose of the mid-term review is to support a compressive and systematic reflection of the project. The process is aimed at highlighting the achievements and proposed recommendations from key stakeholders towards an enhanced future of the project.

1.2.2 Objectives

The mid-term review seeks to achieve the following objectives:

- To identify specific outcomes and assess the effectiveness of the project over the first phase of implementation;

²Sierra Leone Multidimensional Poverty Index 2019. Online. Available at: https://ophi.org.uk/wp-content/uploads/Sierra_Leone_MPI_2019_final.pdf

- To advise how different aspects of the project can be enhanced in the final stage – with a specific focus on how local results can feed into replicable models in other communities or at national level; and
- Draw up recommendations based on the review of achievements, successes, challenges, lessons of the project interventions.

1.2.3 Scope:

Thematic scope: The review will cover all activities implemented towards the intended objective of strengthening Human Security in the 3 chiefdoms through the HSA.

Temporal scope: The mid-term review will cover the project activities implemented from January 2021 to December 2022.

Geographical scope: Mid-term review of the Human Security Project will cover the Soa, chiefdom, Gbense & Kamara chiefdoms in Sierra Leone. The location of Kono district in the geographical context of Sierra Leone has been presented in Figure 1.

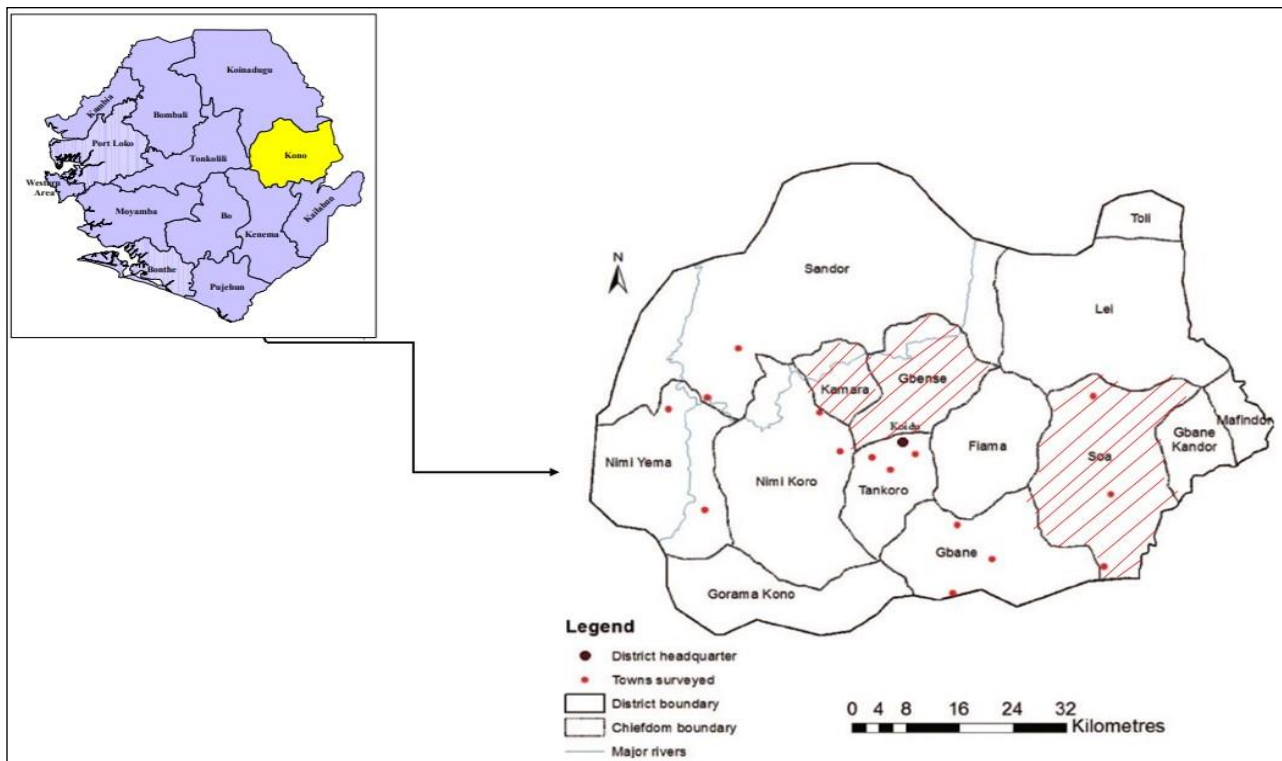


Figure 1: Location of Target Chiefdoms in Kono District

1.4 Evaluation Criteria and Questions

As indicated by the ToRs, the mid-term review used the criteria of Relevance, Design, Efficiency, Coherence and Effectiveness. In addition, the evaluation addressed some general questions and solicit information for reassigning of the project or similar future interventions as proposed in the ToR. Following a review of the ToR and project documents the consultant added cross-cutting criteria of Gender, Disability, and Human Rights to the mid-term review. The detail evaluation criteria and questions are presented in Annex 2.

2. THE SIERRA LEONE CONTEXT AND DEVELOPMENT CHALLENGES IN THE KONO DISTRICT

The politics of Sierra Leone is characterised by ethno-regionalism with the two major political parties: the APC (All Peoples Congress) and SLPP (Sierra Leone Peoples Party), reflecting a sharp North-Western and South-Eastern divide. This is further reinforced by the voting patterns, the composition of government and the public service generally (Platt et al., 2014). Since the formal declaration ending the conflict between the Government and the Revolutionary United Front (RUF) in 2002, Sierra Leone has been slowly rebuilding itself with support from the international community. The 2018 general elections marked its fourth peaceful and democratic elections since the end of the civil war. While progress has been made to promote stability and inclusive development in Sierra Leone, significant obstacles remain in realizing the SDGs.

Until the outbreak of Ebola in 2014, Sierra Leone was seeking to attain middle-income status by 2035, but the country still carries its post-conflict attributes of high youth unemployment, corruption, and weak governance. The country continues to face the daunting challenge of enhancing transparency in managing its natural resources and creating fiscal space for development. Problems of poor infrastructure and widespread rural and urban impoverishment persist despite remarkable strides and reforms (World Bank, 2021). Tensed political rivalry especially between the ruling Sierra Leone People's Party and the main opposition All People's Congress continues to characterize the complex nature of politics and this sometimes translates into violent confrontations.

Kono District is considered a conflict hot spot due to frequent clashes between youth, security personnel and traditional leaders especially during election periods. The political struggle has resulted in frequent clashes between youth, security personnel and traditional leaders, often fueled by the lack of productive livelihood opportunities for youth and a strong belief among young people that their needs are not met

by the national and local leadership structures. The enabling environment is not present for them to participate actively in national or local decision-making processes. This is especially true for vulnerable groups, such as women and girls and persons with disabilities. Low agricultural productivity stems partly from the high demand placed on land for mining rather than farming, but also from limited productive inputs to the sector. A high proportion of farming households are engaged in subsistence farming, rather than cash crop production, and a poor road network presents challenges for access to markets. Additionally, there is a limited knowledge on climate-smart growing techniques and value-added processes.

3. EVALUATION APPROACH AND METHODOLOGY

The consultant employed an inclusive and participatory approach to undertake this review. This was aimed at generating high quality evidence for accountability and learning with respect to the complex, multidimensional approach for addressing the human security needs of the poor, vulnerable women and girls.

3.1 Review Approach

The consultant applied a “theory of change” (TOC) approach to determine causal links between the interventions that UNDP and FAO have supported and observed progress in the lives of the targeted communities and beneficiaries. Based on the expected outputs and outcomes of the project, the consultant engaged stakeholders to assess the extent to which the objectives have been achieved and to what extent the observed changes in the lives of the people and at the communities of Soa, chiefdom, Gbense & Kamara chiefdoms in Sierra Leone can be attributed to the Human Security project. The consultant also solicited the view of the stakeholders on how the project can be improved and propose recommendations for future design/improvement based on inputs from the broad range of stakeholders. A wide range of partners and stakeholders were engaged in the independent mid-term review to ensure that the process is participatory, inclusive, and transparent (see section 3.5 for the list of stakeholders engaged during the evaluation).

3.2 Review Matrix

The methodology for the mid-term review as outlined in the UNDP Evaluation Guidelines, was centered around the evaluation matrix. The evaluation matrix was crucial before, during, and after data collection.

The matrix helped the consultant during the planning stage to develop a detailed schedule for collecting and analysing data as well as organising the structure of Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). The Matrix also served as a guide to ensure that data is methodically collected for all EQs and documented in a logical and organised manner during the field phase. The matrix was useful in identifying data gaps that demanded additional data collection and in determining whether sufficient evidence has been acquired to answer all EQs at the completion of the field phase. It was helpful in developing answers to each evaluation question and offering judgments and recommendations all along the reporting process. The matrix is shown in Annex 2 and details both what was reviewed (EQs for all assessment criteria and key assumptions) and how it was reviewed (i) (data collection methods, sources of information and analysis methods for each question and associated assumptions).

3.3 Data Collection Methods

The consultant collected and reviewed all relevant documents related to the assignment, which included: documents referred to by UNDP and FAO, such as project documents and reports, reports of implementation partners, donors and development partner reports, strategic frameworks of the Government of Sierra Leone, United Nations Sustainable Development Cooperation Framework (UNSDCDF) for Sierra Leone, SDG reports, UN and international best practices on HSA and lessons learned from similar interventions etc.

Qualitative data collection instruments (Focus Group Discussions and Key Informant Interviews) were developed for the different types of stakeholders based on the key evaluation questions, and related indicators as presented in Annex 4 and 5 respectively. The field data collection was aimed at promoting the feeling of ownership by openly discussing the strengths and weaknesses of the project while soliciting the views of stakeholders on corrective actions or recommendations necessary for improving the remaining phase of the project and similar future interventions. The data collection instruments were structured to increase the quality of information, check the reliability and validity of information gathered from different sources. This was complemented with observations made during field visits to the project sites and during the field interviews and meetings.

3.4 Data Analysis and Validation

Data collected from the field was cleaned, validated and analyzed as a basis for conclusions and recommendations, using appropriate software. The qualitative data from KII and FGD were documented (non-verbatim transcriptions) and coded to elicit information regarding the aspects as stated in the ToR and detailed in the review matrix. Power BI was used to gain insights into the data collected. The analytical techniques and approaches that were employed included:

Descriptive: This strategy was used to describe the project's goal, outcomes, and outputs, as well as the status of its implementation and achievement.

Change analysis: The data collected was organised and observed changes were compared to the anticipated changes outlined in the project document. This helped in drawing judgments about the project's progress toward its objectives, as well as the best approaches and recommendation for subsequent similar interventions.

Prescriptive: With the help of this method, the evaluation's key conclusions and a list of recommendations for the project and potential future interventions were outlined.

3.5 Selection of the Sample of Stakeholders

A stakeholder analysis was carried out in consultation with UNDP based on the project background to identify stakeholders concerned about the mid-term review and those that need to be covered under the review. In order to enable a clear grasp of the context and the project's outcomes, the consultant engaged a wide range of stakeholders who have direct involvement in the project. The stakeholders that the consultant interacted with through FGDs and KIIs is provided in Figure 2 and in more detail in Annex 3. The sampling approach focused on the three chiefdoms where activities and interventions have taken place during the implementation activities. This enabled an understanding of how relevant and effective the activities were prior and during the implementation itself. In each of the chiefdoms, interviews were held with implementing partners while focus group discussions were held with project beneficiaries. In addition, the consultant engaged representatives from UNDP, FAO, Government of Sierra Leone, and Donors.

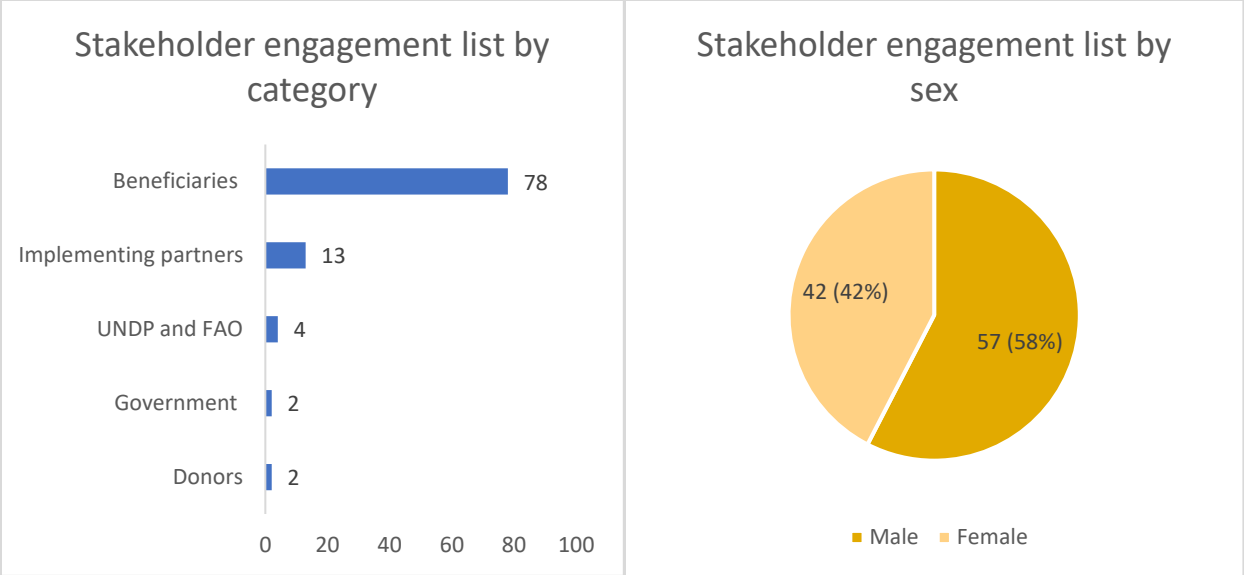


Figure 2: Selected evaluation participants

3.6 Evaluability Assessment and Limitations

To ensure solid preparation for the mid-term review and identification of potential obstacles, evaluability assessment was conducted. In order to ensure a clear emphasis on the objectives as specified by the ToRs and as stated during the kick-off meeting with UNDP and FAO, the consultant thoroughly reviewed the EQs and suggested minor revisions. The creation of the Evaluation Matrix (Annex 2), which outlined the presumptions and indicators served as the foundation for the data gathering and analysis, came next. Among the challenges encountered during the evaluation are:

- Time duration for the evaluation was roughly two months. Given the complexity of the interventions, the time frame was quite stretched. However, the consultant engaged field data collectors who worked in parallel and with the support received from the UNDP and FAO, the assignment was accomplished.
- There were difficulties in reaching some of the scheduled Key Informants in the field due to bad road network. However, the consultant managed to conduct most of the planned activities with the dedicated support of the field staff. Accordingly, and where necessary, some Key Informants were reached through telephone conversation and/or replaced by their subordinates.
- Lack of comprehensive baseline data made it difficult to measure pre and post comparisons.

3.7 Ethical considerations

The evaluation was carried out in accordance with the principles outlined in the UNEG "Ethical Guidelines for Evaluation". It was also conducted in compliance with the UNDP Evaluation Guidelines and Policies, including Evaluation guidelines during COVID-19, and the Organization for Economic Cooperation and Development (OECD) evaluation principles and Development Assistance Committee (DAC) Evaluation Quality Standards. The consultant protected the rights and confidentiality of interviewees, and stakeholders who provided information by ensuring that their names are not published or linked in anyway to the information they provided. Only the names of institutions/groups and number of persons interviewed in each institution/group was presented. The information and data gathered during the evaluation were solely used for the specified objectives of the evaluation.

3.8 Major limitations of the Methodology and Evaluation Process

The major limitations to the evaluation are:

- Some project stakeholders could not be met in person. This limitation was addressed by conducting online interviews using zoom, or MS Teams.
- Some of the original technical staff who were involved in the project design had left their positions. Nonetheless, UNDP/FAO project teams were able to contact them, and online interviews were conducted.

4. EVALUATION PROCESS

This section spells out the various processes the consultant used to complete the assignment and achieve the objectives outlined in the ToR. The steps used are described as Inception Phase (before- field work), implementation stage (during field work), and reporting phase (after field work).

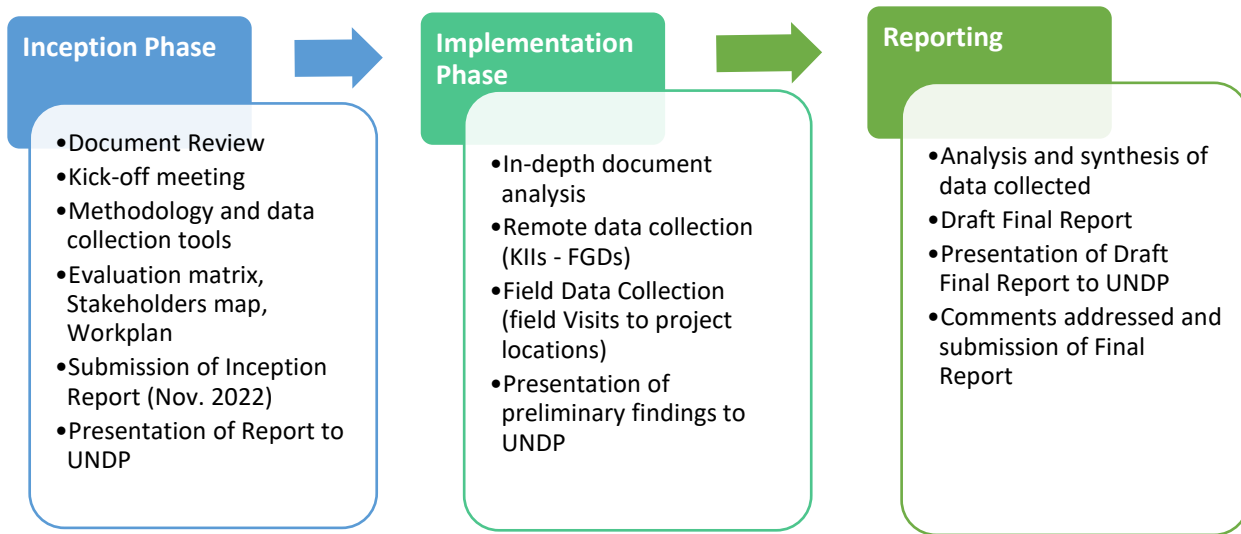


Figure 3: Phases of the mid-term review

The mid-term review was implemented through three phases in accordance with the UNDP ToRs and outlined in figure 3. The review calendar workplan is presented in **Annex 6**.

Inception Phase:

The main activities undertaken at this stage included:

- Consultations with the Project management team on the scope of work, methodology and possible case studies to be selected
- Review of initial document/data collection
- Background analysis
- Stakeholders’ identification and analysis
- Preparation of the mid-term review matrix
- Designing of theory of changes
- Identification of information gaps and of hypotheses to be tested in the field phase
- Designing of data collection tools (interviews guides, and questions for focus groups based on the key questions and related indicators for the mid-term review.
- Work plan
- Submission of the draft inception report

Implementation Phase:

- Key Informant Interviews/Focus Group Discussions with UNDP project managers and project teams, key implementing partners, relevant ministries, relevant NGOs, government officials, donors and relevant UN agencies, etc;

- Field visits to selected communities to evaluate the effectiveness and impact of the project at the community level; and
- Prepare interview reports

Reporting Phase

- Analysis of primary data
- Presentation of the initial findings of the mid-term review to the Project Team
- Preparation of Draft Report
- Final report revised and submitted based on UNDP’s feedback and comments

5. FINDINGS FROM THE REVIEW

This section of the report presents the findings and analysis of the mid-term review of the Strengthening Human Security Project. The findings are organized according to the criteria of Relevance, Project Design, Efficiency, Coherence, Gender and Human Rights Inclusion, and Redesign as specified in the Terms of Reference (see Annex 1) and in the Inception Report approved for this evaluation.

5.1 Relevance

Relevance in this mid-term review was assessed based of questions (i) the extent to which project targeted the most appropriate beneficiaries; (ii) Extent to which the selection was all inclusive and engaged beneficiaries in identifying their needs and/or modes or participation; (iii) To what extent the project was relevant under the existing socio-economic and political context.

5.1.1 Relevance of the project under the existing socio-economic and political context

The project for strengthening Human Security in the remote Chiefdoms of Gbense, Soa, and Kamara in the Kono District of Sierra Leone addresses some of the most pressing development issues faced by Sierra Leoneans and in particular the people of Kono district, which include “low agricultural productivity; insufficient access to basic services such as sanitation, water, and energy; underdeveloped infrastructure, inadequately functioning justice and governance systems, and illegal activities stemming from porous land borders with Guinea”³. The consultation identified significant compatibility between the project activities

³ UNDP (2020). Project proposal document: Strengthening Human Security in in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone

with the strategic framework of UN and national development priorities of Sierra Leone. The project identified capacities, assets and resources at the local level and built upon them through empowerment.

The project is in sync with the development priorities of Sierra Leone as established in the Sierra Leone's Medium-Term National Development Plan (MTNDP) (2019-2023).⁴ Activities implemented under the project addresses development priorities established under cluster two (diversifying the economy and promoting growth), cluster five (empowering women, children, and persons with disability), cluster six (youth employment, sports, and migration), and cluster seven (addressing vulnerabilities and building resilience) of the Sierra Leone's MTNDP (2019-2023).

The project is also aligned with the Sierra Leone UN Sustainable Development Cooperation Framework (2019-2023)⁵ which is the document that guides the UN's work in Sierra Leone. Activities implemented by UNDP and FAO under project for strengthening Human Security in the remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone addresses strategic objectives of outcome one (*sustainable agriculture, food, and nutrition, and strengthening resilience and capacities to prevent the adverse effects of climate change*), outcome 2 (*by 2023, people in Sierra Leone benefit from more gender and youth responsive institutions that are innovative, accountable and transparent at all levels and can better advance respect for human rights and the rule of law, equity, peaceful coexistence, and protection of boys and girls, women and men including those with disabilities*) and outcome four (*empowerment and social protection of women and other vulnerable members of society to be able to seize social and economic opportunities*) of the Sierra Leone UN Sustainable Development Cooperation Framework (2019-2023).

The project activities again contribute to the achievement of strategic objectives of UNDP and FAO in Sierra Leone. It contributes to outcome one (eradicate poverty in all its forms and dimensions), outcome two (accelerate structural transformations for sustainable development), and outcome three (build resilience to shocks and crises) of the UNDP Strategic Plan 2018-2021. Similarly, during the consultations with the key stakeholders, it was also confirmed that the project is aligned with strategic objectives of donors including ADB, IFAD, and WB. Overall, the link between the project and the Sustainable Development Goals (SDGs) has been presented in Figure 4.

⁴ Republic of Sierra Leone (2019). Medium-Term National Development Plan (MTNDP) (2019-2023). Available at: https://www.slurc.org/uploads/1/0/9/7/109761391/sierra_leone_national_development_plan.pdf

⁵ United Nations (2019). The Sierra Leone UN Sustainable Development Cooperation Framework (2019-2023). Available at: <https://sierraleone.un.org/sites/default/files/2020-11/unsdcf-sierra-leone.pdf>

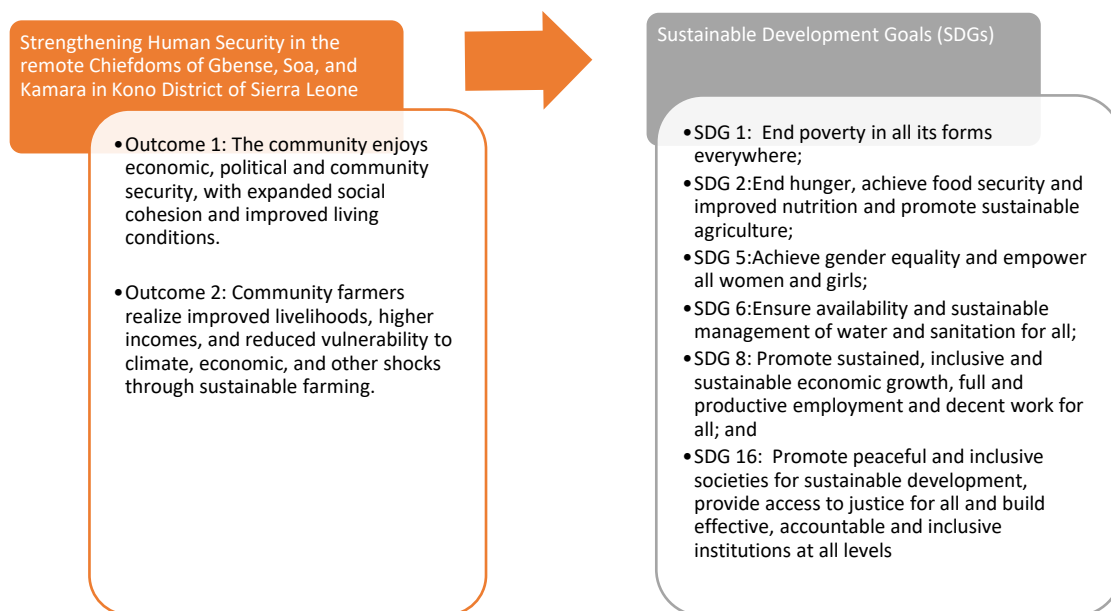


Figure 4: Interconnection between the Human Security Project and the SDGs

5.1.2 Relevance of the project response strategy

It was generally agreed by all the stakeholders covered during the evaluation that the project strategy is relevant as it responds to some of the most critical development issues within the Kono district and Sierra Leone in general. In Kono District, poverty and inequality are attributable to multiple interconnected factors. As realized under the HSA, the project strategy focuses on the root causes of insecurities and advances people-centered solutions that are locally driven and comprehensive. The project plan acknowledges the multifaceted nature of the security concerns faced in the Kono district, including but not limited to violent conflict and extreme poverty as well as their interdependencies. By doing this, the project strategy offers a useful framework for identifying a variety of challenges and provided an integrated approach for responding to the challenges.

The project approach involves a broader range of actors including the national stakeholders, local communities, international organizations, and civil society organisations, which helps to strengthen ownership and increase the sustainability of the interventions. The consultation with local stakeholders during the project design and in the selection of the project communities and beneficiary stakeholders also increases the relevance of the intervention as it helps to link the project intervention with the felt needs of the communities. At the national level, a Project Steering Committee (PSC) was established to

guide Project implementation. At the chiefdom level, local coordination groups were formed in each of the three chiefdoms to guide activity implementation.

5.1.3 Contribution of the project to the attainment of human security in Soa, Gbense & Kamara Chiefdoms

In addition to strengthening community skills to address insecurity, the project strategy places a strong emphasis on locally led platforms for inclusive decision-making and processes for resolving disputes. The Project advances the people-centered, all-encompassing, prevention-focused elements of the human security concept by comprehensively adopting both top-down protection measures, like the district code-of-conduct monitoring groups, and bottom-up empowerment measures, such as youth-led cooperatives. Involving women, young people, people with disabilities, and other underrepresented groups in community planning and decision-making also improve community participation.

The Project built on existing solutions and structures for monitoring early warning signs and promoting social cohesion. For instance, the Project training Peace Mothers and women peace ambassadors who now have skills to detect early warning signs of conflict and respond accordingly. The Peace Mothers group has a history of working in Sierra Leone and the Kono District to promote social cohesion, conflict prevention and management. The work of the Peace Mothers and women peace ambassadors models and complement existing systems for monitoring early warning sign such as the District Code of Conduct Monitoring Committees which were established across the sixteen electoral districts to monitor compliance with the Political Parties Act of 2002 in Section 6 (2) (c) and monitoring of early warning of possible conflict in the district.

Furthermore, the project plan responds to the challenge of food insecurity by enhancing the quantity and quality of food produced locally to help raise the earnings of individual farmers through the sale of surplus cash crops, assisted by activities for food processing and market connections. In addition to helping needy agricultural households, the project enhances community nutrition and food security while also giving young people job opportunities.

The climate-smart agriculture component of the project safeguards the environment and helps to recover farmland that has been deemed unsuitable because of prior mining operations. The project fosters prudent management of land, crops, livestock, aquaculture, and capture fisheries by striking a balance between immediate demands for food security and livelihoods and long-term priorities for climate change adaptation and mitigation.

5.2 Project design

The assessment of the project design focused on: the extent to which project design (i.e. priorities, outcomes, outputs, and activities) addresses the stakeholder needs that were identified; appropriateness of activities towards specified outcomes; appropriateness and usefulness of the indicators described in the project workplan in assessing the project's achievements; extent to which the project design promoted integration across partners; extent to which the assumptions were feasible and analysis of the context was fair; and extent to which instruments and tools essential for the project were identified from the very outset of the project.

5.2.1 Application of essential instruments and tools in the project design

The project design was based on clear contextual analysis of Sierra Leone generally, and Kono district in particular. The design was also backed by lessons learned from the implementation of similar projects in the Kono District by UNDP/FAO and other development partners, a principle that is critical to the human development approach. The project concept was developed by the UNDP and FAO in close collaboration with the Ministry of Local Government and Rural Development (MLGRD) and various stakeholder input from other local development partners. Hence, the project reflects the collective vision of the Government of Sierra Leone as observed in the MTNDP (2019-2023) and UN strategic priorities in Sierra Leone.

The project design was guided by Human Security Guidelines 9th Edition document and further direction from the Human Security Fund Secretariat. The proposed interventions were informed by community data and UNDP/FAO long standing experience of working on similar fields in the Kono District. The principles of "Leave No One Behind", Human Rights, Gender Equality and Women's Empowerment are reflected in the project design and clearly applied as evident in the project document. The interconnected problems facing the Kono district were clearly identified and listed in the project document based on combination of context analysis, community data collection, stakeholder consultants and specific experiences of UNDP and FAO work in the Kono District. Based on the identified problems, the document proposes solutions that consist primarily of human centered approach to Human Security.

The project contributes to environmental sustainability through the climate smart interventions that protect the environment and helps to reclaim land considered unusable for agriculture due to previous mining activities. Additionally, the climate smart interventions implemented by FAO promotes responsible

management of land, crops, livestock, aquaculture and ‘capture fisheries’ to balance short-term food security and livelihoods needs with long-term priorities for climate change adaptation and mitigation. This was in fulfillment with the Social and Environmental Standards required in project design⁶. The linkages between the project and other interactions within the sector were also well considered.

Transparent assessment of risks that could stand in the way of successful project implementation were provided in the project document. The risks identify the causes of the problem and propose possible mitigation measures to guide implementation. The risk analysis also identifies the probability of the individual risk happening and the degree of impact in case it happens. Such formulation provided good value to the team that initiated the project because it conveys a real sense of the degree of risks associated with the project and does not prescribe any measures to eliminate or mitigate certain risk factors. Similarly, key assumptions regarding the long-term sustainability of the project activities were identified in the project document.

However, not all risks were foreseen and adequately planned for. Particularly, risks related to the UN own internal bureaucratic procurement system was not anticipated. Also, risk related to community level stakeholders’ priority and preferences in the midst of the many interconnected development challenges was not foreseen. For instance, during technical consultation meetings with farming beneficiaries, every group requested post-harvest facilities like drying floors and storage facilities for crops after harvest. Unfortunately, this was not included in the JP budget due to budget limitations. If these risks have been included in the project assumption, it may have further boosted the overall achievement of the project objective as some mitigation measures may have been planned and implemented as and when they occurred.

5.2.2 Appropriateness of the design in reaching beneficiaries and meeting their needs

To address the interconnecting challenges of food security, nutrition, and economic empowerment that exist in many communities throughout Sierra Leone, UNDP and FAO collaborated to create a concept note. The concept note was informed by a joint multidimensional human security analysis supported the rich expertise and long-standing experience of UNDP and FAO’s work on similar intervention in Kono District. UN organisations have been working in Kono for many years including during and after the early

⁶ UNDP (2021). Social and Environmental Standards. Available at [UNDP Social and Environmental Standards | United Nations Development Project](#)

part of the civil war (1991-2002), during the Ebola virus disease outbreak in 2014–2015, and currently with initiatives to uphold peace and foster community development. The joint comparative advantage of the two Agencies from working in this field helped to strengthen the project design as their expertise and experiences were brought to bear. The combined effort of UNDP and FAO also offered added value to addressing the multiplicity of problems of the project communities in a complementary manner.

The approach for selecting the project's beneficiary communities includes analysing a number of Sierra Leonean regions, considering community vulnerabilities, the strength of local community partners, and the effectiveness of recent and past projects in these communities. The Participating United Nations Organizations (PUNOs) outlined potential people-centered Projects and mapped key institutions and groups based on experience working in the district, existing relationships, input from government counterparts, and knowledge of community context after gathering community data and conducting additional analysis. An area inside the Kono district was chosen as the candidate community for the Project based on the findings of the investigation and discussions with the MLGRD. The method used to choose the recipient communities was in line with the Ministry's objective of promoting local development ownership.

The approach adopted in designing the joint Project (JP) demonstrated UNDP, FAO and the donor's commitment to the principle of "Leaving No One Behind". The criteria used in selecting the beneficiary communities helped to focus on conflict prone areas for which the scars still exist and above all, this was done without involvement of the MLGRD. The criteria, therefore, helped in reaching the most vulnerable and conflict prone communities; that is those who needed the interventions the most. The selection of beneficiaries in the targeted communities was based on a right-based approach, gender equality and leave no-one behind principles.

The formation of the local coordination groups to guide activity implementation helped to further strengthen the direct role of the individual beneficiary groups in the project implementation, thus making the project more relevant and beneficial to the communities. The Project's actions strengthened gender equality in order to address women's underrepresentation in local development initiatives and access to employment opportunities. The project, which took a people-centered approach, allowed for participatory processes and the inclusion of vulnerable and marginalised groups, such as women, members of racial and ethnic minorities, and people with disabilities (PWD), in local planning and decision-making processes related to the stability and well-being of their communities.

5.2.3 Appropriateness of the results framework in addressing identified needs of communities

The strengthening Human Security in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone Project had a results framework with outcomes and outputs objectives defined at appropriate levels with clear gender-responsive and sex-disaggregated targets in the project document. Costed monitoring and evaluation activities to be implemented to support evidence-based management, monitoring and evaluation were also in place. The evaluation plan included a mid-term and final evaluation clearly budgeted for while the monitoring plan included field monitoring visits. Activities to be implemented to address the identified development challenges and achieve the respective output objectives were also specified in the project documents.

The evaluator submits that the HSA adopted was most appropriate and will most likely achieve, or contribute to, desired development results as established in the project document. By providing a holistic and contextual account of peoples' concrete needs and the factors endangering their security, the information obtained through such analyses was used in assessing existing community needs as well as possible benchmark for impact evaluation. The project activities focus on early prevention through activities that create awareness, strengthen peaceful co-existence, promote peacebuilding, and monitor locally to identify early warning signs. The project interventions also minimized the impact of insecurity and built human capacities for undertaking prevention in Kono District. This is complemented by several other intervention aimed at promoting alternative livelihoods, creating employment, and increasing income of community members. As such, the project addresses the full scope of human insecurities. It also recognizes the multi-dimensional character of security threats, which include but not restricted to violent conflict and extreme impoverishment as well as their interdependencies (both sectorally and geographically).

According to UNDP Programme and Operations Policies and Procedures, it is generally a good practice to include a theory of change diagram in the project document to illustrate the connections

between the development challenges and the immediate, and underlying root causes⁷. However, graphical Theory of Change (ToC) for the project was not included in the Project Document. Without the ToC, it is unclear how the various activities and outputs are inter-linked and the channels through which the proposed interventions will produce their effects. Whereas some logical interconnections can be observed between the various interventions, the Project implementation, monitoring and evaluation would have benefitted from the ToC diagram. Such diagram would have provided further clarification on the multidimensional and wholistic nature of the Project.

5.2.4 Consideration for stakeholder participation and partnerships during project design

The governance of the project was defined with clear roles and responsibilities that could provide active and regular oversight to inform decision-making. The project design recognized that Human security, with its focus on the interconnectedness of development challenges, requires the creation of an interconnected network of various stakeholders, utilising the skills and resources of a wide range of UN actors as well as the public and private sectors at the local, national, regional and global levels.

Stakeholder participation and partnership arrangements as well as project finance and co- finance were identified and consulted during project design. Therefore, the approach adopted for the project design resulted in the creation of partnerships and synergies with national and local actors as well as donors and other development partners including ADB, IFAD and WB who provided additional funding for the project activities. The consultations with stakeholders including local champions, the government, NGOs, international donors, and civil society organisations was instrumental in identifying, mapping and prioritizing human security threats in the three chiefdoms and developing a Project that precisely and thoroughly addresses the unique local needs of the targeted communities. UNDP was selected as the lead Agency due to its expertise in leading complex Projects of this kind.

A Project Steering Committee (PSC) was established to oversee Project execution in order to maximise project results and promote community ownership. Local Coordination Committees were

⁷ UNDP POPP. Available at: https://popp.undp.org/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Formulate%20Programmes%20and%20Projects_Project%20Document%20Template.doc?Web=1

established in each of the three chiefdoms to support the execution of activities at the chiefdom level. In close cooperation with civil society organisations, religious authorities, chiefdom councils and community "champions" were chosen for certain initiatives. The ability to organise and lead others, as well as their commitment to a participative approach to planning, decision-making and execution of activities, will be important selection criteria. These advocates will receive instruction on how to involve pertinent stakeholders through interactive forums and inclusive decision-making processes. The CCG in each chiefdom is responsible for ensuring that these engagements happen regularly over the course of an activity and for supporting their continuation after the period of Project implementation, as is the case with cooperative agricultural activities.

5.3 Efficiency

Efficiency assessed how the project utilised resources for delivery of the intended objectives, timeliness of the delivery of activities and whether the project was participatory in all its aspects. The strategies used by UNDP & FAO strong partnership, the overall partnership between UNDP/FAO and the implementing partners and how this impacted on efficiency is also assessed.

5.3.1 Timeliness and appropriate use of resources for achieving intended results

To a very large extent, resources were used appropriately for planned activities in the project document. Resources were utilized to advance the human security, livelihood and dignity of people particularly those who are most vulnerable in the three chiefdoms. The efficient use of resources includes the absence of duplications of initiatives achieved through complementarities and coherence with ongoing interventions within the UN and other agencies. For instance, by sharing project concept and update with other UN Agencies through the UNCT, UNDP and FAO avoided possible duplication with UN projects. UNDP and FAO also shared updates, lessons and good practices with the IOM and UNODC for the anticipated Human Security Project on 'Enhanced Resiliency for Communities Impacted by COVID-19 and other Crises' and explored possible joint trade promotion activities between the Kono communities and other vulnerable communities targeted by the new Project. Similarly, UNDP engaged Implementing Partners (IPs) (SEND, NMJD and Fabul Tok) who were involved in similar field of activities and by so doing avoided duplication and strengthened interconnection between the Human Security Project and other Project with similar objectives.

Experience of UNDP and FOA in working on similar fields of activities in the Kono District with structures already on the ground facilitated transitioning from design to implementation. The initiative expanded on

best practices and methods from prior work and built on community insights and partnerships formed by UNDP and FAO with local stakeholders and civil society groups. Lessons from the experiences of UNDP and FAO in working on similar interventions helped in shaping the activities under the “Strengthening Human Security in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone” through the adoption of tried and tested mechanisms without the need for trial and error. The inclusion of climate change and environmental concerns into the project design and activities enhanced the efficiency of the project when resources are considered in terms of its full economic cost (human, environmental, financial and time) and in terms of contribution to the SDGs.

Field activities were affected by the restriction of travel and gathering caused by the outbreak of the Delta variant wave of COVID-19 infections in Sierra Leone (May to July 2021). Because of this, Project launch in Kono District did not occur until August 2021. While Joint Annual Work planning meant better planning, the evaluation noted that delays in the setup of the UN-to-UN agreement between UNDP and FAO, something that was required for FAO to receive JP funds and start work, affected timely delivery of FAO activities. The agreement was not in place until May 2021 and further internal financial protocols were then required. The delay in the implementation of the key agricultural activities to be implemented by the FAO were further compounded by the rainy season (seasonality) that began in June 2021.

The aforementioned factors affected timely execution of planned activities especially in 2021 and delayed the rolling out of FAO activities. The causes of the delay are well explained and thus accounted for through annual progress reports shared with the donors. Against this backdrop, UNDP achieved 83.29% expenditure on planned budget while FAO achieved 62.4% as at December 2022. In total, both UNDP and FAO achieved 72.77% of their approved budget.

Table 1: Project financial expenditure as at December, 2022

Implementing Organization	Approved budget year 1 &2 (A)	Total funds received to December 2022 (B)	Expenditure to December 2022 (C)	Balance of received funds (B-C)	Utilization rate (C/B)
Organization A – UNDP	596,651.00	496,120.00	413,222.00	82,898.00	83.29
Organization B – FAO	548,725.96	505,350	315,591	189,759	62.40%
Total	1,145,376.96	1,001,470.00	728,813.00	272,657.00	72.77

Source; Annual Report 2022

Due to the delays mentioned above, FAO was unable to complete the implementation of some significant activities by the end of December 2022. The project team, therefore, requested for a no additional cost extension which was granted, extending the project end date to December 2023.

It is generally observed that UNDP and FAO allocated sufficient resources to achieve the Project objectives. However, FAO activities were affected by the soaring prices of commodities due to covid 19 outbreak, resulting in undercutting the initial budget. For example, the price of fertilizers went up by 100% from \$30. The same was the case for input materials such as tricycles, motor bikes, machetes, rakes, seed rice etc. The situation has worsened by the conflict in Ukraine, which has also caused financial meltdown that affected the project.

5.3.2 Efficiency of partnership arrangement and its contribution to the achievement of results

The Joint project design and implementation brought together the combined experiences, capacities and comparative advantage of both UNDP and FAO towards achieving Human Security and the SDGs within the project beneficiary communities. UNDP and FAO operated on harmonized work plans with consolidated budget. The two UN Agencies garnered partnership with a number of donors, local institutions including ADB, IFAD, WB, the district council and traditional leaders. The partnership with donors helped to accumulate resources beyond the individual capacities of UNDP and the FAO thereby helping to achieve agglomeration impact beyond what each of those organisations could have achieved. For instance, funding provided by ADB (\$1,838,000), IFAD (\$838,560) and WB (\$220,000) form 67% of the total Project budget of \$4,309,383. Without the partnership and necessary funding from these donors, there would not have been adequate resources to implement the project and a wholistic Human Development Approach adopted by the project would not have been possible.

The consultant established that UNDP and FAO have continued to manage donor partnerships well by maintaining the confidence of donors in the Project management and administration of the funds entrusted to them. UNDP oversaw all UNDP activities including recruitment and work of several consultants who implemented the activities. The UNDP was responsible for organizing periodic meetings

of the UNDP and FAO staff working on the Project. The implementation, monitoring and reporting on the Project were done by both agencies with UNDP taking the lead.

5.3.3 Effectiveness of stakeholder participation and its impact on national ownership

As a steering and decision-making body, a Project Steering Committee (PSC) was established to oversee the project, approve any significant deviations from the project document and approve annual plans and budget, assess annual progress reports, and offer recommendations. The PSC oversaw establishing the overall strategic direction and dealing with issues that could compromise the success of the Project's objectives. The MLGRD, Ministry of Gender and Children's Affairs, as well as the Kono District Council and District Youth Council, were represented at the PSC along with participants from the two UN implementing agencies. The PSC was supposed to convene twice a year. However, it only managed to meet once. The participation of National Ministry representatives on the PSC enabled local control over the project's direction and ownership.

Beneficiaries and stakeholders were impressed with the Project's community engagement strategy. The District Chairman, the Paramount Chiefs in the three chiefdoms, the District Agriculture Officers, the District and Chiefdom youth leaders, the Office of National Security, Fambul Tok and other CSOs were all involved in the project's early planning stages to promote local ownership. The partners were also urged to recommend ways to promote sustainability. This did not only serve to create a shared understanding of the project concept and plan, but it also promoted ties between the three chiefdoms. Key players in each chiefdom were briefed on the human security strategy and given copies of the final Project documents. The Project's ability to lower vulnerability and conflict while enhancing livelihoods and human security was emphasised during FGDs with beneficiaries and stakeholder's consultations.

The presence of coordinating mechanisms in the chiefdoms served to distinguish the Project's implementation. CCG is a significant organisation that was established in each of the three chiefdoms to support the execution of activities. The CCG was made up of delegates from community organisations, NGOs, Zonal Youth Councils, and Chiefdom Youth Councils. The JP team effectively explained to CCG members their roles and responsibilities as well as the importance of the group's presence at the local level in order to support the Project outcomes and the good of the entire community as opposed to just for personal gain. The CCGs have set up WhatsApp groups as a way to share information. The regional

coordination teams met at least four times per year. Meetings were called by the FAO and UNDP. The authorised work plan, monitoring framework and budget documents served as a guidance for CCGs as they dealt with challenges connected to the execution of certain Project activities. The establishment of the CCG improved community ownership by delegating accountability and transparency to the community, which was crucial for JP monitoring. This mechanism also encouraged a change in perspective from thinking in terms of one's own interests to considering the interests of the entire community.

A grievance redress committee (GRC) was established to support peace and security within their respective communities. Members of the GRC included section chiefs, female and youth leaders, heads of religious and community cultural institutions, representatives of the local police partnership board, and civil society organisations, came together to form grievance redress committees (GRC) at the chiefdom level. Members received a one-day orientation on the GRC's powers and duties as well as the prevention, management, and settlement of local conflicts.

5.4 Coherence

Coherence examines how integrated the project interventions were, the extent to which the interventions were coherent with other interventions which have similar objectives, and the extent to which the interventions were coherent with wider UN policy.

5.4.1 Integration and interconnection of project interventions

The project reflects the interconnections between the social, economic, and environmental dimensions of sustainable development. The HSA, used by the Project, employs a framework that is context-specific, people-centered and considers all of the issues that communities face. The review of the Project documents shows interconnections between peace, security, economic development and the environment. The multifaceted nature of the Projects fosters a community that is more resilient to internal and external shocks, whether political, economic or natural. The Project's structure was such that it enabled sustainable agriculture, food security, livelihood, economic diversity and resilience. Together, activities implemented under the Project supported the community's cohesiveness, livelihood, and dignity.

The Project engaged actors and stakeholders at different levels and across different sectors, and used integrated solutions based on partnerships and common objectives in the areas of community, economic,

food, personal and environmental security. The comprehensive and integrated strategy adopted advances a multisectoral/multi-stakeholder response and avoids a silo- or supply-driven response by addressing the underlying causes of problems that exist both within and across chiefdom borders. Developing mechanisms for peace and stability in a region that has long been subjected to conflict and upheaval form the foundational element for economic empowerment. The impact of a Project was maximised by using mechanisms like grievance redress committees and multi-stakeholder platforms, as well as by collaborating with existing organisations that are familiar with the situation and the issues at hand. Relevant risk and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. The project design integrated sustainability and resilience dimensions of development challenges.

The outputs were mutually supportive and had strong linkages to the outcome they supported. As such, a strong causality can be observed between the Project's outputs and the outcome they support. For instance, "Outcome 2: Community farmers realize improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks through sustainable farming" is achieved through three strongly connected outputs namely "Outputs 2.1: Inputs and structures needed for sustainable, integrated community farming activities (production, processing, and marketing) to include year-round vegetables, rice, bananas and cassava, as well as honeybees, fish, poultry and livestock; Output 2.2: Training for farmers on agribusiness, land reclamation, Climate smart resilience farming and enterprise development for recovery, development and sustainability; and Output 2.3: Market linkages established between the community and private/public partners for the sale of farm produce and other agricultural products.

5.4.2 Internal coherence and coherence with wider UN policy

The Project was able to fit in with existing projects and was consistent across several cross-cutting sectors on a variety of developmental issues, including gender mainstreaming. The result of the Project is aligned with the Sierra Leone UN Sustainable Development Cooperation Framework (2019-2023), which is the document that guides the UN's work in Sierra Leone. In terms of complementarity, both desk review and key informant interviews revealed that the Strengthening Human Security in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone built on the ongoing/past activities implemented by UNDP and FAO. A sample of the projects implemented by UNDP and FAO and their complementarity with the Strengthening Human Security Project have been presented in Table 3

Table 2: UNDP and FAO interventions and their complementarity with the Strengthening Human Security Project

Intervention Name/ Implementing Partner	Project focus	Complementarity with Strengthening Human Security Project
People’s Planning Process in Kono District (UNDP)	District stakeholders and community representatives collectively identify needs of the community and prioritize most urgent for action. Final community plans are then incorporated into district development plans.	Lesson from this project supports Output 3.1 activities on stakeholder decision-making platforms and grievance redress mechanisms (using Fambul Tok approach)
Reducing vulnerability of cross-border women traders in Kono District (UNDP)	Informal and vulnerable women traders are provided with capacities to grow their business, livelihood support, access to markets and decision-making structures	This complements the provision of businesses skills to youth and women entrepreneurs.
Enabling sustainable livelihoods for improved natural resource governance and economic diversification in Kono District (FAO)	Poultry and aquaculture enterprises are established to increase the livelihoods of youth and women farmers in Kono district; feed is produced for poultry and fish; there is large scale production of maize crop, a key ingredient in feed.	The poultry and fish feed produced by this Project provide needed inputs for the planned poultry and fish enterprises.
Green Jobs for Rural Youth Employment (FAO)	Rural Youth enhance their access to new employment and entrepreneurship opportunities in the green economy	Opportunities identified through this Project benefited the apprenticeship Project under the strengthening Human Security Project

Source; Project proposal document

As presented in Table 1, interventions such as reducing vulnerability of cross-border women traders in Kono District (UNDP), enabling sustainable livelihoods for improved natural resource governance and economic diversification in Kono District (FAO) and Green Jobs for Rural Youth Employment (FAO) among

others provided the foundation and lessons that informed the Strengthening Human Security Project. For instance, opportunities identified through the FAO intervention on green jobs for rural youth employment benefited the apprenticeship activities under the Strengthening Human Security Project.

Additionally, desk review and key informant interviews established that the UNDP and FAO provided overall coordination for project activities, including monitoring of the interrelationship between the various activities, in order to ensure coordination and avoid duplication of activities. UNDP and FAO ensured that issues addressed by the Strengthening Human Security Project would not result in duplication throughout the UN system via the United Nations Country Team (UNCT) network. For instance, project manager made presentations and gave update to UNCT on the HSA and how it is being applied in Kono District.

5.4.3 Project complementary with interventions of different development partners

UNDP and FAO have demonstrated the valuable benefits of joint project design and partnerships by bringing synergies and complimentary expertise for a larger overall impact. In the consultant's assessment, the Project maintained good working relations with the MLGRD, Ministry of Agriculture, Forestry, and Food Security, Ministry of Youth affairs, PPRC, District Council, Youth Council, MAFFS, as well as Paramount Chiefs (chiefdom level) and Town Chiefs, and CSOs involved into the Project. Partners were very positive in their feedback on partnership with the Project, which can be attributed to a strong emphasis on relationship management by the Project. For instance, desk review indicated that UNDP and FAO purposefully disseminated details of the project design to District Chairman, Paramount Chiefs in the three chiefdoms, District Agriculture Officers, and District and Chiefdom youth leaders, Office of National Security, Fambul Tok, and other CSOs.

Key informants and the desk assessment both showed that UNDP and FAO kept up regular coordination with the donors and the MLGRD and MAFFS. Key informant interviews also revealed that various coordination mechanisms were used to guarantee that the activities of the Project were complementary with those of other entities and continued to be used after the project's planning phase. The Project established complementarities with interventions of other International Development Entities and CSOs in Sierra Leone. Sample of established complementarities between the Strengthening Human Security and projects of other development entities is presented in Table 2. The complementarities were further strengthened by engaging CSOs who were already working on similar projects to implement activities

under the Strengthening Human Security Project. As seen in Table 2, UNDP engaged SEND Sierra Leone and NMJD who were operating similar interventions to implement activities of the Project thereby helping to avoid duplication. In this regard, the initiative implemented by NMJD in supporting the local communities through environmental Justice and human rights project, reducing injustice and building empowered societies complemented the activity of women as peace ambassadors and the activity to mentor women under the Strengthening Human Security to be meaningfully engaged in community decision making.

Table 3: Connections between the Strengthening Human Security Project and related interventions

Intervention Name/ Implementing Partner	Project focus	Complementarity with Strengthening Human Security Project
GIZ (German Development Agency)	Support farmers on Inland valley swamp development, seed and input distribution	These Projects contribute towards building agricultural livelihoods and diversifying the economy
World Vision NGO	Support Women in Pig farming, Rice production, seed and cash	
Oxfam NGO	Support farmers on crop and livestock production.	
Welt Hunger Hilfe NGO	Supports important cornerstones along the value chain, such as planting, harvesting, processing and marketing, for small-scale farmers growing coffee and cocoa	The project provided lessons on how to establish important value chain components in the community for agricultural products
Network Movement for Justice and Development NGO	Support the community through environmental Justice and human rights project; Reducing injustice and building empowered societies; Public Interest lawyering; Economic Social Justice and Promoting Sustainable Co-existence.	These initiatives worked in tandem with the community peace, justice and inclusion activities.

Social Enterprise Development (SEND) NGO	Strengthens women's participation in politics and governance by supporting them on knowledge and advocacy skills.	This complemented the activity of women as peace ambassadors and the activity to mentor women to be meaningfully engaged in community decision making.
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Source; Project proposal document

5.5 Effectiveness

This criterion focuses on the core results attained by the project; the overall improvement of conflict management and capacity of the community; changes in the project areas; local mechanisms and systems that have been put in place as a result of the project; extent to which locally led mechanisms are applying the HSA; and how/where human security brings values in the establishment of the locally led mechanisms.

5.5.1 Improvement in capacity of stakeholders and the application of HSA

The Strengthening Human Security initiative placed a strong emphasis on capacity building as one of the means for responding to the root causes of conflict within the beneficiaries’ communities. In this way, the Project significantly improved the existing capacities in the Kono District. The establishment of the CCG in each Chiefdom to support the implementation of the Project activities was part of the capacity enhancement. A positive move that can be repeated elsewhere is the addition of this framework to the multifaceted project, “Strengthening Human Security”.

As indicated earlier, the Project facilitated in the establishment of three youth-led cooperatives (one in each of the three chiefdoms). The cooperatives were provided with the necessary support to become formally operational, including the creation of a group bylaw, the choice of leaders and Board members, and the provision of total of \$22,842 in start-up materials. The cooperatives received training in governance, fund management and general business operations. Additionally, the management and growth capabilities of 15 enterprises run by women and 15 by young people were strengthened. 30 groups with membership ranging from 10 to 12 of equal gender (5 to 6 men and women) have received over \$116,800 as loans through the Cooperative Unions.

Over 800 members per cooperative, 70% of them women, have seen their lives transformed through the loans and business training they received. The consultant found during the focus group discussions with

cooperative members that many young women's life has changed through the business and skills training and financial support obtained from the cooperatives, transforming them from kitchen cooks to small traders. *“We can take loans from our corporations and invest it in various business. From the profit made we can attend to our immediate needs like supporting the households, provide lunch for our school going kids and even make savings”*, one young woman remarked during focus group discussions with the beneficiaries of the cooperatives. Another woman also stated that *“we are now free from being tortured and our husbands have respect for us because we can support them financially”*.

The FAO provided the farmers with farming inputs including six (6) tricycles, three (3) cassava crater machines, three(3) rice milling machines, six(6) solar-powered freezers, 300 bags of NPK fertilizers, six(6) digital weighing scales, and some other local farm tools to help farmers cultivate crops on a large scale across the three chiefdoms.⁸ In order to guarantee the effective and efficient use of the farming machinery, the FAO, in partnership with the Ministry of Agriculture and Food Security, trained 90 farmers on how to use tricycles, rice mills, and cassava graters effectively. They were then given advice on fee structures and/or other financing mechanisms to help raise money to keep the machinery in good working condition and replace it when necessary. The findings from the harvest showed a satisfactory yield throughout the six project locations.

108 farmers benefited from practical instruction provided by the Climate Agriculture expert on how to build IVS bonds, canals, and other environmentally friendly agronomic approaches to increase production. The practical instruction on rice's post-harvest procedures gave participants knowledge on when and how to harvest rice to maximise investment returns and husk rice quality. The benefiting farmers received instruction on how to do post-harvest tasks on their properties using straightforward visual cues and techniques that may work with their particular production system. Through this training, the farmers gained the knowledge and abilities to maximise the value of the harvested husk rice and decrease post-harvest losses.

By encouraging the participation of women, young people, PWDs and other underrepresented groups in community planning and decision-making, the Project strengthened local governance and helped those groups regain their respect and human dignity. In Soa, Gbense, and Kamara Chiefdoms, 150 people (75 young women and 75 PWDs) were formed into a functional group as part of the Project's activities. The

⁸ See the 2021 Progress Report for details

project united PWDs and young women under a single umbrella with one executive and shared leadership roles. The Project capacitated the women and PWDs to advocate for their own needs to increase their participation in development and governance processes. The women and PWDs group engagement in Chiefdom Councils for their inclusion in the Chiefdom Council Committee because of the capacity building they received. The MLGRD has now granted approval for the women and PWDs to be represented at all levels of decision-making at the Chiefdom level, thus giving them a voice. The participatory and human centered approach adopted by the project brought people from different background to interact and have their say in the activities meant to improve their livelihoods, environment, peace and security. Through the participatory process the people from different background shared ideas, information and learned to tolerate each, thereby promoting cohesion and peaceful co-existence.

Grants worth \$3,100 were presented to three strong groups of young women and PWDs united in the three beneficiary chiefdoms of Gbense, Kamara, and Soa chiefdoms in order to engage in economic activities so they can economically support themselves rather than rely on others. Each group received a check for \$1,000 to fund an action project. The groups chose to engage in soap making as a means of producing cash for the good of the community. This has altered perception about PWDs and helped to reduce discrimination against them. The people involved in the action initiative have, more importantly, been gainfully employed and this will have positive impact on their dependents.

One hundred fifty (150) young people have received training in entrepreneurship and apprenticeship as a result of the Project's collaboration with the Kono District Youth Council (KDYC) and the Ministry of Youth Affairs (MOYA). The training culminated in the signature of an MOU with MOYA to assure project beneficiaries' compliance and continued use of the knowledge acquired.

The project has improved the targeted communities' capacity for sustainable use and management of WASH infrastructure. Through the project intervention, the communities now have more and technically competent technicians to provide WASH services such as routine maintenance of the WASH infrastructure, production and marketing of suitable household sanitation products and replacement of parts. Training for WASH committees for the management of water supply systems and Community Health Workers on behaviour change communication was conducted to promote sustainable management of the Project's completed WASH infrastructure and to contribute to the attainment of the Project's objectives. To spread hygiene and sanitation messages and to teach WASH in schools,

community-level groups and clubs were formed. Additionally, workshops for community-based artisans and business owners (with 50% of the participants being young people) were held to train them in the provision of WASH services, such as routine maintenance of the WASH infrastructure and the production and marketing of suitable household sanitation products and replacement of parts. Additionally, contract management and borehole siting were taught to technicians.

5.5.2 Overall improvement of conflict management, peace and security

The added value of the Strengthening Human Security Project is that it has improved knowledge on conflict prevention and mitigation and broadened and strengthened existing systems and structures for conflict prevention and management. By executing a number of initiatives aimed at reducing the likelihood of tension and violence in the beneficiary communities, the Project promoted and enhanced social cohesion. The chiefdom and district security teams received capacity-building training on effective information sharing with higher level security, coordination and wide-scale monitoring for early warning indicators of security and conflict situations. Progress reports state that 42 people including 18 Chiefdom Security Committee (CHISEC) members (six from each of the 3 chiefdoms), 20 District Security Committees (DISEC) members, and 4 LPPB members (one chairman from the Tankoro division and three coordinators representing the 3 chiefdoms) participated in training on early warning signs of conflict and early response mechanisms. Participants in the training learned how they could effectively use or contribute to early warning systems like the DISEC, and Provincial Security Committees (PROSEC), as these committees are responsible for sending in intelligence security information to the national database to help them know what is happening and be able to respond quickly.

As part of the Project activities, Peace mothers were selected and equipped to engage in dialogue and conflict mediation utilising conventional procedures and techniques with the view to facilitate the reduction of tensions and conflict. The peace mothers and women peace ambassadors (360 in total) were identified at the sectional level within chiefdoms and received training in techniques for spotting early warning indicators of conflict as well as local peace monitoring systems to handle grievance/conflict concerns in their communities. Women's empowerment, the nature and causes and effects of intercommunal conflict, community peace building, the formulation of strategies for fostering peace and social cohesion and venues for engagements were all topics covered in the trainings, which also included practical exercises.

The implementation of the young peace model ambassadors, a community-based Project made up of both in and out-of-school teenagers, further strengthened social cohesiveness and peace. While the participating out-of-school youth target the larger community, the in-school Peace Model Ambassadors focus on schools. They joined the Chiefdom Development Committee, took part in community initiatives to promote peace and assisted in planning volunteer events. Youth involvement fora in schools and with youths who were not enrolled in school allowed for peer-to-peer development of peace-building skills. At sectional levels, an equal number of male and female community teenagers (50 each) were gathered and given access to fundamental experiential learning workshops on conflict prevention and peace building. About 600 young people have been reached with this intervention. As most children had not personally experienced the conflict, these took the form of oral history presentations, folk tales, and storytelling by four respected community elders for each portion. These activities had positive impact/effect on the targeted community, by significantly increasing the number of people with the knowledge, skills and abilities to prevent and resolve conflicts that can negatively affect social cohesion. The extensive conflict awareness and management interventions implemented as part of the project activities have enhanced awareness particularly among the youth on the possible causes of conflict including those that led to the civil war, how they can be tolerant with each other and help prevent possible future conflict.

Chiefdom level Grievance Redress Committees (GRC) were established with diverse stakeholders including section chiefs, female and youth leaders, heads of religious and community cultural institutions, representatives of the local police partnership board and civil society organisations. Members received a one-day orientation on the GRC's powers and duties as well as the prevention, management and settlement of local conflicts. The issues that the GRCs handle are listed in the following Table 3.

Table 4: Type of disputes addressed by the GRC

Location	Types of Disputes					Total
Chiefdom	Marital Disputes	Land Disputes	Inheritance	Maintenance	Community Level	
Kamara	6	3	--	9	--	18
Soa	12	--	--	17	5	34
Gbense	14	7	3	26	--	50
Total	32	10	3	52	5	102

Source: Annual report 2021

There have been 15 quarterly sectional outreach sessions with women, kids and community leaders. These sessions focused on a number of key themes, such as how local leaders abuse their positions of authority, how women and youth are involved in decision-making, youth gangs, political intolerance, inheritance and family issues, disagreements over communal land boundaries, and conflicts between crop farmers and cattle herders, among others. The nomination of sectional executives and agreement on the steps to be taken in support of peace, social cohesion, and violence-free elections, particularly for the presidential election in 2023 were comprehensively covered.

By addressing some fundamental areas of contention that will assist to weather the storms before the elections, the Strengthening Human Security Project comes at a very crucial time. Communities contain many socio-economic "cracks" that are difficult to see from the outside, but effective engagements through this Project have enabled community mobilizers to create confidence in regard to peace and social cohesion. Young people and women have shown extreme commitment to the Project and have taken part in the events to help their communities promote peace and unity.

5.5.3 Observed changes at the community and project areas

Through top-down protection strategies, like monitoring early warning signs through district code of conduct monitoring groups and bottom-up empowerment strategies, like youth-led cooperatives, indentureship, and participatory local decision making, the Project has advanced the people-centred, comprehensive, prevention-oriented features of the HSA.

Over 6,500 people (65% women) directly benefited from Project activities, while 10,400 people (63% women) indirectly benefited from them. The start-ups and agribusinesses that the project recipients are currently running are among the most obvious economic improvements in their daily lives. Over 1350 people work in small-scale entrepreneurship, catering, or agribusinesses, with about 70% of these businesses being led by women or men. Building entrepreneurship capacities and developing soap-making skills have aided in community cohesion and contributed to the removal of young women off the streets, and the creation of alternative sources of income.

The Project has assisted approximately 1,000 participants who are currently working on farm-based activities. These recipients took part in FBO activities, received assistance in acquiring land for farming and/or received seedlings for planting. Acres of land that had been deemed unfit for agriculture because of prior mining activities were reclaimed, turned into arable land, and returned to communities for

agricultural use. FAO completed the rehabilitation of 9 Hectares of complex Inland Valley Swamps (IVS) and Reclaimed Land used to grow NERICA rice during the last cropping season. The reclamation of the IVS by bush removal, falling, and stumping was also started by IFAD, and the restoration of the bonds is almost finished. Thus, in addition to protecting the environment, the project has promoted responsible land management and to balance immediate demands for food security and livelihoods with long-term priorities for mitigating and adapting to climate change.

The Project has improved bottom-up community empowerment and produced sustained effects by strengthening the economic role of youth through the provision of seed funding, microcredit and lending schemes to youth-led cooperatives. By encouraging their participation on multiple platforms and giving them a voice during various decision-making forums, the initiative has also improved the role of youth, women, and people with disabilities (PWDs) in community decision-making. PWDs' humanity and dignity were restored as a result of their inclusion in ward committees for the first time.

In an effort to accomplish the Project's objective, several platforms were created where both local and national actors came together to interact. Many of the capacity-building initiatives also brought together local and national actors on a single platform where they could exchange ideas and information while also increasing coordination and communication. Part of the established link between the national and local level actors can be observed in how those actors worked together in support of specific interventions and achievement of the Project objectives. For instance, through the Project, the DISEC, NGOs, Local Councils, Mining Companies, and CSOs came together to advocate for 5% allocation of the DACDF and CDF for effective performance of the LPPB, whose role is very crucial in Strengthening Human Security and complementing the effort of the Sierra Leone Police (SLP) and the ONS. The process of working together to promote the effective functioning of the LPPB, offered the national and local actors to share ideas on the strengthening of the coordination link between and among themselves.

The World Bank built a feeder road from Koidu to Gbangadu in the Gbense chiefdom, which helped connect more than 1,100 farmers to towns with bigger markets in terms of infrastructure. In addition to the 28-processing equipment cited around the beneficiary communities and the renovation of office LPPB, the African Development Bank's WASH infrastructure have been completed. In addition to their economic advantages, these infrastructure projects have boosted intercommunity connection, which has aided in the promotion of social cohesion.

5.6 Gender and Disability Inclusion

UNDP and FAO were very focused on mainstreaming gender and right-based issues in all of Project interventions. In the design, implementation and monitoring of the Strengthening Human Security Project, UNDP and FAO have demonstrated commitment in ensuring effective inclusion and participation of women, PWDs and the marginalised as reflected in Project proposal document and reports. The Project was designed with specific targets for both men and women to be reached. Although, the issues of PWDs were not clearly specified in the project proposal document, it evolved to be included in the implementation stage. In particular, UNDP activities implemented through NMJD and SEND focused on implementing interventions aimed at supporting the participation of women and PWDs in the decision making at the local level. One of the clear achievements of the Project was in the area of getting representatives of women and PWDs on the chiefdom council committees. Legal aid groups were supported to assist survivors of gender-based violence.

The Project livelihood interventions were informed by a Gender Needs Assessment. As part of the needs assessment, FGDs were held with 120 people (60 men and 60 women) to identify their capacity related to identify their capacities, needs, and priorities related to livelihoods. Cultural and religious understandings of gender roles in the agricultural value chain were examined, providing insight into norms, traditions, attitudes, and behaviors to inform solution design for critical issues. Thus, the Project is significantly benefitting many women whose lives are being transformed through the livelihood training and financial support accessible to them. Gender was mainstreamed in all the trainings and capacity building workshops conducted under the Project. The Project has strengthened the role of women in conflict prevention and management through the Peace Mothers who are involved in the monitoring of early warning signs.

With Gender Maker Score 2, the project significant contributes to the objective of promoting gender equality. To strength the efforts towards delivering strong gender equality results can be assessed through the UNDP gender equality seal initiative. UNDP gender seal initiative requires earmarking 15% of entire project budget for gender specific interventions as part of its effort to advance the gender seal initiative, thus, contributing to enhancing the integration of gender in its interventions and operations. In this regard, the Strengthening Human Security Project can be judged to have contributed significantly to gender mainstreaming as more than 50% of the project budget has gone into activities that benefitted women.

5.7 Redesign and Reconsideration

Considerations for redesign are encapsulated in the challenges, best practices and recommendations presented under sections 6, 7, and 8.

6. CHALLENGES

- ❑ Whereas UNDP and FAO met regularly during development of the proposal and reporting periods, same was not observed in operational meetings and monitoring. The field implementation coordination between the UNDP, its IPs and the FAO field staff were not as frequent as may be desirable
- ❑ The process of formalizing the partnership arrangement between UNDP and FAO took longer than expected resulting in delay in the release of resources to FAO to start its activities on time.
- ❑ It took over 6 months for FAO activities to start owing to UN specific internal contracts (delays in the formalization of the partnership arrangement between UNDP and FAO) and external challenges including excessive rainfall and the Covid-19 pandemic.

7. CONCLUSIONS

The consultant concludes that the Human Security project have immeasurably contributed to dealing with the root causes of conflict in the affected communities. The multidimensional, integrated and wholistic approach adopted by the project helped in responding to the interconnected factors that underpin most conflict in the project communities. Overall, UNDP and FAO have made note-worthy progress in the implementation of most outputs despite delays caused by the COVID-19 Delta variant wave, extended period in the setup of the UN-to-UN agreement between UNDP and heavy rainy season that began in June 2021. The project has advanced the cause of the poor, women and PWDs. It has strengthened local capacity to deal with the root causes of conflict within the targeted communities. Through the project intervention some signs of improved social cohesion can be observed within the communities as more people are now knowledgeable and aware of the triggers of conflict, how to monitor those triggers in timely manner and how to appropriately respond to them. The project beneficiaries are now economically empowered and less motivated to engage in conflict and community disturbances.

In addition to the enormous results achieved by the project, it offers some lessons and good practices that need to be considered in the remaining part of this project. The participatory processes where those affected are involved in co-creation of solutions to their felt needs and priorities have been very laudable.

The Project's youth-led cooperatives component has also been a success and need to be extended to more localities. Another commendable practice was the strengthening and use of existing structures for implementing project interventions rather than introducing parallel or new structures.

8. LESSONS LEARNED

- ❑ The Project identified, assessed, and improved existing assets and capacities within the target communities and built on the existing experience of UNDP and FAO in working in the Kono District. Implying that there was less need for trial and error or experimentation, thereby contributing to the project success.
- ❑ Prior consultations with stakeholders are quintessential in project planning and prioritization of activities. During technical consultation meetings with farming beneficiaries, every group requested post-harvest facilities like drying floors and storage facilities for crops after harvest. Unfortunately, this was not included in the JP budget, due to budget limitations. Future programme design should incorporate direct engagement with prospective beneficiaries at the local level so that their felt needs can be incorporated into the project activities.
- ❑ The establishment of the CCG helped to improve community ownership by delegating accountability and transparency to the community, which proved crucial for JP monitoring. This mechanism encouraged a change of perspective from thinking in terms of one's own interests to considering the interests of the entire community. Future projects can adopt this mechanism for its potentials for contributing to ownership and sustainability.
- ❑ Evidence from the from the micro credit activities have shown that given the necessary capacity building, members can manage their groups effectively and earn profits for ongoing investment in businesses.
- ❑ The involvement of government technical staff in training beneficiaries for both farming machine operation and Inland Valley Swamp development was highly valuable due to their consistent presence in the community. It is recommended future similar interventions should include government technical staff in all technical training initiatives to facilitate the sustainability of programme outcomes beyond the implementation phase.
- ❑ The efforts of the Peace Mothers have been deemed an effective means of promoting conflict mediation and reducing tensions, leading to greater social cohesion within the community. This indigenous approach has the potential to make a significant impact beyond the project area and

even beyond the duration of the project itself. Its effectiveness makes it a worthy model for replication in similar contexts.

9. GOOD PRACTICES

- ❑ The Project's youth-led cooperative component appears to have been a success and need to be extended to more localities. For instance, the cooperative's access to microfinance significantly improved the economic and food security of young people and other vulnerable persons and families. Therefore, it is vital to apply some of the key lessons and best practices from this present phase to other communities where other UN Projects are also active in order to increase the impact of human security intervention.
- ❑ The multidimensional, integrated and wholistic approach adopted coupled with multiple donors, IPs and partnerships helped to pull together resources (financial, human and materials) from multiple sources towards achieving a common objective of the Human Security Project. This is seen as a major facilitating factor in achieving human security development in the targeted communities as the group strength with its coherence and integration is likely to exceed that of individual effort.
- ❑ Strengthening existing structures and institutions and using them to pursue the project objective rather than introducing new and/or parallel ones was very commendable. For instance, the use of the existing structures made it quick to transition from design stage to implementation. The existing institutions are also considered more sustainable than new ones.
- ❑ The project target beneficiaries were clearly described and enumerated in the project document. In all cases, sex disaggregation was provided, making it clear how the project integrated gender as crosscutting issue into the project design and implementation.
- ❑ The practice of recovering degraded mining land for farming activities is a good way of balance immediate demands for food security and livelihoods with long-term priorities for mitigating and adapting to climate change
- ❑ The CCG has currently set up a WhatsApp group where they communicate and share information. Through CCG, local interest, contributions, and support for Project activities were harnessed, fostering ownership and assisting in the sustainability of Project interventions as capacity was integrated within the community, making it to easily track successes and quickly detect

challenges. The capacities of the CCG members were enhanced through learning by doing as part of the process of supporting the implementation of the project activities.

10. RECOMMENDATIONS

- ❑ There is the need to improve on the timelines for formalizing partnership arrangement between and among the UN agencies. This may involve UN actors in regional and HQ offices, tracking closely, and ensuring that established Standard Operating Procedures for partnership arrangements are reviewed and improved. Alternatives and special dispensation can be made available in support of emergency and special situations.
- ❑ Future Project must be accompanied by a ToC diagram that helps to clearly delineate the interconnections between various interventions and results so that implementation can be better guided towards harnessing of the interconnections between various interventions. Establishing pertinent interconnections between the various project interventions and results in the affected communities will help to further develop and sustain the holistic approach to addressing vulnerability issues in the communities.
- ❑ Although it is acknowledged that each agency had its own monitoring system, it is crucial to acknowledge the requirement for information to be accessible to and used by all partners, which is the basis of joint partnerships. For the joint partners to share information and contribute to the integrated approach, it is necessary to set up a single Project database for joint project design and Project monitoring.
- ❑ To maintain the momentum of Strengthening Human Security, a long-term plan for assuring continuity beyond current Project interventions is recommended.
- ❑ UN Agencies should use the achievement from this Project to push for the inclusion of the HSA in the Government of Sierra Leone's strategic and operational plans in its discussions with the government and national counterparts. It should be clearly stated that incorporating the views of people in the plans and proposed solutions to ease their many insecurities is not just a humanitarian objective for emergency situations but also a long-term strategy for preventing and lessening the effects of risks.

- ❑ All training tools and resources on the HSA should be extensively distributed throughout government entities as well as universities and research institutes in order to promote the HSA and sustainability of the advances made so far through this Project.
- ❑ To avoid unwarranted expectations and continuing reliance on the Project, the exit strategy incorporated into the Project design should be explained to all parties involved from the outset of Project interventions and activated at the earliest possible time.
- ❑ There is the need for improvement in the systemization of the project's monitoring and evaluation, for instance, through the development of data collection, analysis, and data use plan which is duly follow through in the course of implementation to track the progress of implementation for adaptive management. of the project monitoring and evaluation activities through Systemic gaps were observed in the timely monitoring and tracking of Project results.
- ❑ Given the multidimensional and multiple stakeholders involved in the project, multi-stakeholder coordination plan is needed to better guide ongoing coordination efforts.

10. Annexes

Annex 1: Terms of Reference

Background

The Human Security joint Project (JP) uses the HSA to address development challenges and vulnerabilities in three chiefdom areas of Kono District of Sierra Leone. It aims accelerate Sustainable Development Goals (SDG) implementation, while increasing ownership in the local community. Through a people-centred, context-specific framework, this Project advances the livelihood and dignity of people in the community, particularly those who are most vulnerable.

The target area is three chiefdoms in the Kono District of Sierra Leone, (Kamara, Gbense, and Soa) that face multiple interconnected development challenges, in the context of a country setting with high rates of poverty and food insecurity. Over the years, these chiefdoms experienced civil conflict, unsustainable mining practices, and destructive forestry activities that have negatively impacted the survival, livelihood and dignity of the residents. Although Kono district has a productive mineral sector and has attracted many people from other parts of the country, it is one of the poorest districts in the country.

Intersecting challenges include a non-diversified economy and inadequate governance systems for community decision making. Kono District is considered a conflict hot spot due to the regionalized party politics, especially during periods surrounding elections. This political struggle has resulted in frequent clashes between youth, security personnel and traditional leaders, often fueled by the lack of productive livelihood opportunities for youth and a strong belief among young people that their needs are not met by the national and local leadership structures. The enabling environment is not present for them to participate actively in national or local decision-making processes. This is especially true for vulnerable groups, such as women and girls and persons with disabilities.

Low agricultural productivity stems partly from the high demand placed on land for mining rather than farming, but also from lack of productive inputs to the sector. A high proportion of farming households are engaged in sustenance farming, rather than cash crop farming, and a poor road network presents challenges for access to markets. Plus, there is a lack of knowledge on climate-smart growing techniques and value-added processes.

The multifaceted nature of the Projects is in keeping with the human security people-centred approach and fosters a community that is more resilience to internal and external shocks, whether political, economic, or natural. The Project is designed in a way that one arm ensures transformational community governance through empowerment, knowledge, capacity and diverse input to decision making, whilst the other enables sustainable agriculture, food security, livelihood and economic diversity and resilience. Together, these initiatives support the community's cohesiveness, livelihood, and dignity.

Through support for registration and the provision of seed funds, microcredit, and loan schemes to youth led cooperatives, the Project will enhance bottom-up community empowerment and bring concrete, sustainable benefits. Enhancing the economic role of youth considering mutually supportive of the other initiatives designed to increase the role of youth in community decision making.

The climate-smart agriculture approach not only focuses to protect the environment, but also reclaim land considered unusable for agriculture due to previous mining activities. It aims at promoting responsible management of land, crops, livestock, aquaculture and 'capture fisheries' to balance near-term food security and livelihoods needs with long-term priorities for climate change adaptation and mitigation.

The project seeks to achieve –

1. Outcome 1: The community enjoys economic, political and community security, with expanded social cohesion, all of which promote and sustain peace.
 - a. Output 1.1: The foundation for a diversified economy that provides sustainable economic benefits for all
 - b. Output 1.2: Projects to reduce political tensions, improve social cohesion, and foster a non-violence culture among youth.

- c. Output 1.3: Locally led mechanisms for addressing grievances and platforms for inclusive decision-making, along with enhanced community capacities and skills to address insecurities.
 - d. Output 1.4: The community has sustainable WASH service delivery
- 2. Outcome 2: Community farmers realize improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks through sustainable farming that also improves the nutrition status of all community residents
 - a. Outputs 2.1: Inputs and structures needed for sustainable, integrated community farming activities (production, processing, and marketing) to include year-round vegetables, rice, bananas and cassava, as well as honeybees, fish, poultry and livestock.
 - b. Output 2.2: Training for farmers on agribusiness, land reclamation, Climate smart resilience farming and enterprise development for recovery, development and sustainability.
 - c. Output 2.3: Market linkages established between the community and private/public partners for the sale of farm produce and other agricultural products

The project covered the Soa, Kamara & Gbense Chiefdoms of Kono District.

The Project is being implemented through the following partner institutions –

- SEND Sierra Leone
- Fambul Tok International
- Network Movement for Justice & Development
- Political Party Registration Commission
- FAO is implementing directly in collaboration with the Ministry of Agriculture.

Overall, it is assumed that the review process will be an excellent project instrument which helps for a compressive and systematic reflection of the project. The process is instrumental since it highlights the achievements and it forwards recommendations from everyone involved towards an enhanced future of the project. UNDP therefore seeks the services of an international consultant to conduct the mid-term review with the following objectives -

Objectives

The review will assess the performance of first half of the Project in achieving its intended results.

- Evaluate the Project vis-à-vis its intended objective of strengthening Human Security in the 3 chiefdoms through the HSA;
- To identify specific outcomes and assess the effectiveness of the project over the first phase of implementation;
- To advise how different aspects of the project can be enhanced in the final stage – with a specific focus on how local results can feed into replicable models in other communities or at national level;
- Draw up recommendations based on the review of achievements, successes, challenges, lessons of the project interventions;

Key Focus Areas

Relevance

- Has the project targeted the most appropriate beneficiaries? Who are the beneficiaries? Was the selection all inclusive? Did it engage beneficiaries in identifying their needs and/or modes or participation?
- To what extent is the project relevant under the existing socio-economic and political context?
How does the project align with SDGs?
- Is the project located in the most suitable and appropriate counterparts?
- To what extent does the overall and specific outcomes contribute towards the attainment of human security in Soa, Gbense & Kamara Chiefdoms?
- What types of interconnected challenges are addressed by the project? Is the response strategy by the project relevant?

Design

- Does the project design (i.e., priorities, outcomes, outputs and activities) address the stakeholder needs that were identified? Specifically, does the project design addresses the human security issues in their communities?
- Does the project include appropriate activities towards specified outcomes? How appropriate and useful are the indicators described in the project workplan in assessing the project's achievements? Are the targeted indicators realistic and can they be tracked?
- Does the project promote integration across partners? In what ways in this integration manifested in the Project design?
- How fair or feasible are the project assumptions and sound analysis of the context?
- Have risks been properly identified and addressed in project design and implementation?
- Are instruments and tools essential for the project identified from the very outset of the project?
- How were project sites selected?

Efficiency

- How efficient is the project in terms of proper resource utilization, delivery, timeliness and expertise?
- Is the project participatory in all its aspects?
- What strategies are UNDP & FAO employing to ensure strong partnership? How are each of these strategies contributing to an integrated approach, efficiency, better engagement with local communities, and new ways of approaching local challenges, among others?
- How is the overall partnership between UNDP/FAO and the implementing partners? And how has this impacted on efficiency? (positive or negative)
- How is the project managed to achieve agreed results?
- Does the project management arrangement include various stakeholders? If so, how did this facilitate efficiency and result orientation of the project?
- How have stakeholders been involved in project implementation?
- How effective has the project been in establishing national ownership?
- Does the project receive adequate technical and administrative support from UNDP, FAO and its national implementing partners?

Coherence

- How integrated are the project interventions?
- To what extent are the interventions coherent with other interventions which have similar objectives?
- To what extent is the intervention coherent internally?
- To what extent is the intervention coherent with wider UN policy?

Result

- What are the core results attained by the project? Had the project contributed to the overall improvement of conflict management and resolving capacity of the community?
- What has changed as a result of the introduction and implementation of this project at community/district level?
- Have situations improved in the project areas?
- What local mechanisms and systems have been put in place as a result of the project? What are their eventual contributions to human security and peace?
- To what extent the locally led mechanisms are applying the HSA?
- How/where human security brings values in the establishment of the locally led mechanisms?
- Stakeholders understand human security and do they use the terminology when discussing the project
- How can local authorities and communities sustain the outcomes of the project?

General Inquiry

- To what extent are existing local solutions incorporated into and/or providing the foundation for the Project? Has this helped scale local initiatives?
- To what extent has there been co-creation with local communities/actors?
- What strengths, assets and capacities at the local level are being leveraged in the Project? What are the outcomes of this?

- To what extent has the Project strengthened the link between national and local actors on development issues? How has this been achieved? What are the implications?
- Have there been mechanisms or processes that enable regular interaction between diverse actors (national and municipal officials, community leaders, grassroots organizations, and the private sector, etc.)? What have been the outcomes of these mechanisms or processes?
- To what extent has the Project strengthened the link across sectors in advancing development initiatives? How has this been achieved? What are the implications?
- What is the role of municipal leaders in the Project?
- To what extent has local ownership of the development progress increased? What are the indications of this?
- To what extent has the Project introduced or enhanced participatory governance? What are the indications of this? Redesign and reconsideration
- Best practices for future considerations by the project?
- Aspects of the project that need redesigning and reshaping?
- New result areas to be considered?
- Project instruments and tools for consideration?
- Adjustments to strengthen the application of human security?

Duties and Responsibilities Scope of work:

The evaluator will undertake the following tasks:

- Conduct a desk review and analysis of reports related to the project
- Consult with the Project management team on the scope of work, methodology and possible case studies to be selected;
- Draft the inception report outlining the evaluation methodology as well as interview and work plan and schedule;
- Develop the research questions and interview questionnaires based on the agreed evaluation plan and other creative methodologies to collect data from the various stakeholders as and project beneficiaries in line with the project objectives

- Conduct interviews with the relevant Project staff, donors, implementing partners, and other selected stakeholders;
- Undertake field visits to selected communities to evaluate the effectiveness of the project at the community level;
- Identify key learnings from our strategy and propose some recommendations to inform and improve future Projects/projects.
- Draft the evaluation report based on the findings for the review of the Project team;
- Conduct a presentation on the draft report to the Project team and incorporate feedback from the Joint Project management;
- Submit final evaluation report to the Project Management team. [Expected outputs and deliverables:](#)

Deliverables and Timelines

Deliverable 1 - Inception report outlining the evaluation methodology and suggested report outline (Due 1 week after commencement of assignment)

Deliverable 2 - Submission of interview reports (Within two weeks of contract signature)

Deliverable 3 - Presentation of the initial findings of the mid-term review to the Project Team (Within three weeks after signature)

Deliverable 4 - Draft evaluation report and PowerPoint presentation on findings on the draft report to the Project Team (within five weeks of contract signature)

Deliverable 5 - Final report, based on feedback received from the Project team (Within six weeks of contract signature)

A Final comprehensive analytical report (not exceeding 20 pages, Word format, single spaced, in English) and all raw data files including quantitative output, qualitative transcripts etc.

The report shall include, but is not necessarily limited to, the following components:

- Executive summary
- Description of the evaluation methodology

- Analysis of the results, impact, resources, partnerships, management/working methods, and implementation strategy
- Presentation of key findings
- Conclusions and recommendations (including for M&E framework)
- Annexes
 1. Questionnaires developed by consultants and used for the evaluation
 2. List of persons interviewed, summary interview and mission reports
 3. Any other relevant material that supports evaluation findings and recommendations
 4. List of documents reviewed Payment Schedule:
 - a) 20% payment on submission and clearance of Inception report outlining the evaluation methodology and suggested report outline
 - b) 40% payment on submission and clearance of Presentation of the initial findings of the mid-term review to the Project Team
 - c) 40% payment on submission and clearance of Final Report

Management Arrangements and Reporting

The consultant will report to the Team Leader of the Governance Cluster of the UNDP and will liaise with the Project Manager during the assignment.

Evaluation methodology

The evaluator will rely mainly on the following sources of information:

- Desk review of relevant project documents and interviews with a wide range of stakeholders and partners. Interviewees will include the Project agencies (UNDP and FAO), key partners in government and civil society, and the Chiefdom Coordination Group.
- Field visits to communities where the project activities were implemented should be undertaken to conduct direct observation.

- The final methodology for the evaluation will be completed within the first two weeks of the contract in consultation with the Project team.
- The methodology shall be participatory and ensure a mixture of qualitative and quantitative methods.

Duration of Assignment: 7 weeks

Competencies

Substantive and technical expertise in one or more of the following issues:

- Master's degree in social science, Peace & Development, Political Science or related field
- Design of Integrated and comprehensive development approaches to addressing vulnerability including the HSA
- Good understanding of Project design modalities, particularly in post-conflict settings is an asset.
- Strong Proactive in problem-solving and recommendation for conflict prevention and resolution;
- Ability in managing confidential and politically sensitive issues, in a responsible way, and in accordance with protocols.

Interpersonal and communication skills:

- Strong communication skills and proven ability to collaborate between different actors and high level of internal and external relationship management;
- Uses tact and sensitivity when delivering sensitive information or resolving delicate issues; • Demonstrates openness to change and ability to manage complexities;
- Remains calm, in control even under pressure.
- Demonstrates strong ability to manage, facilitate, and engage in discussions with multiple stakeholders in a formal setting, seeking to encourage participation in an open and collegial environment.
- Proactive in problem-solving and recommendation for conflict prevention and resolution;
- Strong communication skills and proven ability to collaborate between different actors and high level of internal and external relationship management;

- Uses tact and sensitivity when delivering sensitive information or resolving delicate
- Demonstrates openness to change and ability to manage complexities;
- Remains calm, in control and good humoured even under pressure.

Selection Criteria

Offers received will be evaluated using the below methodology:

- 15% for academic credentials
- 55 % for technical proposal; full marks awarded for excellent sample evaluations previously done -

Annex 2: Evaluation criteria and questions

Evaluation criteria	Evaluation questions
Relevance	<p>EQ1: Has the project targeted the most appropriate beneficiaries? Who are the beneficiaries? Was the selection all inclusive? Did it engage beneficiaries in identifying their needs and/or modes or participation?</p> <p>EQ2: To what extent is the project relevant under the existing socio-economic and political context? How does the project align with SDGs?</p> <p>EQ3: Is the project located in the most suitable and appropriate counterparts?</p> <p>EQ4: To what extent does the overall and specific outcomes contribute towards the attainment of human security in Soa, Gbense & Kamara Chiefdoms?</p> <p>EQ5: What types of interconnected challenges are addressed by the project? Is the response strategy by the project relevant?</p>
Design	<p>EQ6: Does the project design (i.e., priorities, outcomes, outputs and activities) address the stakeholder needs that were identified? Specifically, does the project design addresses the human security issues in their communities?</p> <p>EQ7: Does the project include appropriate activities towards specified outcomes? How appropriate and useful are the indicators described in the project workplan in assessing the project’s achievements? Are the targeted indicators realistic and can they be tracked?</p> <p>EQ8: Does the project promote integration across partners? In what ways in this integration manifested in the Project design?</p> <p>EQ9: How fair or feasible are the project assumptions and sound analysis of the context?</p> <p>EQ10: Have risks been properly identified and addressed in project design and implementation?</p>

	<p>EQ11: Are instruments and tools essential for the project identified from the very outset of the project?</p> <p>EQ12 How were project sites selected?</p>
Efficiency	<p>EQ13: How efficient is the project in terms of proper resource utilization, delivery, timeliness and expertise?</p> <p>EQ14: Is the project participatory in all its aspects?</p> <p>EQ15 What strategies are UNDP & FAO employing to ensure strong partnership? How are each of these strategies contributing to an integrated approach, efficiency, better engagement with local communities, and new ways of approaching local challenges, among others?</p> <p>EQ16 How is the overall partnership between UNDP/FAO and the implementing partners? And how has this impacted on efficiency? (Positive or negative)</p> <p>EQ17: How is the project managed to achieve agreed results?</p> <p>EQ18 Does the project management arrangement include various stakeholders? If so, how did this facilitate efficiency and result orientation of the project?</p> <p>EQ19: How have stakeholders been involved in project implementation?</p> <p>EQ20: How effective has the project been in establishing national ownership?</p> <p>EQ21: Does the project receive adequate technical and administrative support from UNDP, FAO and its national implementing partners?</p>
Coherence	<p>EQ22: How integrated are the project interventions?</p> <p>EQ23: To what extent are the interventions coherent with other interventions which have similar objectives?</p> <p>EQ24: To what extent is the intervention coherent internally?</p> <p>EQ25: To what extent is the intervention coherent with wider UN policy?</p>
Effectiveness	<p>EQ26: What are the core results attained by the project? Had the project contributed to the overall improvement of conflict management and resolving capacity of the community?</p> <p>EQ27: What has changed as a result of the introduction and implementation of this project at community/district level?</p> <p>EQ28: Have situations improved in the project areas?</p> <p>EQ29: What local mechanisms and systems have been put in place as a result of the project? What are their eventual contributions to human security and peace?</p>

	<p>EQ30: To what extent the locally led mechanisms are applying the HAS?</p> <p>EQ31: How/where human security brings values in the establishment of the locally led mechanisms?</p> <p>EQ32: Stakeholders understand human security and do they use the terminology when discussing the project</p> <p>EQ33: How can local authorities and communities sustain the outcomes of the project?</p>
and General Inquiry	<p>EQ34: To what extent are existing local solutions incorporated into and/or providing the foundation for the Project? Has this helped scale local initiatives?</p> <p>EQ35: To what extent has there been co-creation with local communities/actors?</p> <p>EQ36: What strengths, assets and capacities at the local level are being leveraged in the Project? What are the outcomes of this?</p> <p>EQ37: To what extent has the Project strengthened the link between national and local actors on development issues? How has this been achieved? What are the implications?</p> <p>EQ38: Have there been mechanisms or processes that enable regular interaction between diverse actors (national and municipal officials, community leaders, grassroots organizations, and the private sector, etc.)? What have been the outcomes of these mechanisms or processes?</p> <p>EQ39: To what extent has the Project strengthened the link across sectors in advancing development initiatives? How has this been achieved? What are the implications?</p> <p>EQ40: What is the role of municipal leaders in the Project?</p> <p>EQ41: To what extent has local ownership of the development progress increased? What are the indications of this?</p> <p>EQ42: To what extent has the Project introduced or enhanced participatory governance? What are the indications of this?</p>
Redesign reconsideration	<p>EQ43: Best practices for future considerations by the project?</p> <p>EQ44: Aspects of the project that need redesigning and reshaping?</p> <p>EQ45: New result areas to be considered?</p> <p>EQ46 Project instruments and tools for consideration?</p>

Gender, Human Rights and Disability Inclusion	EQ47: To what extent have groups with diverse identities i.e., women, men, persons with differing characteristics based on their socio – economic class, political ideology, religious identity/ethnicity, physical ability, and other disadvantaged and marginalized groups been considered during the design, implementation, and monitoring phase?
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Annex 3: Review Matrix

Key Assumptions	Indicators	Data sources	Data collection techniques
<p>Relevance:</p> <p>EQ1: Has the project targeted the most appropriate beneficiaries? Who are the beneficiaries? Was the selection all inclusive? Did it engage beneficiaries in identifying their needs and/or modes or participation?</p> <p>EQ2: To what extent is the project relevant under the existing socio-economic and political context? How does the project align with SDGs?</p> <p>EQ3: Is the project located in the most suitable and appropriate counterparts?</p> <p>EQ4: To what extent does the overall and specific outcomes contribute towards the attainment of human security in Soa, Gbense & Kamara Chiefdoms?</p> <p>EQ5: What types of interconnected challenges are addressed by the project? Is the response strategy by the project relevant?</p>			
The project approaches and methodologies are well suited to the priorities and policies of	<ul style="list-style-type: none"> • Extent of alignment with national policies • Extent of alignment with UN, UNDP and FOA strategies and policies 	Project Documents UNDP staff FAO Staff Government Donors	Desk Review KIIs

Key Assumptions	Indicators	Data sources	Data collection techniques
Sierra Leone, UNDP, FAO and donors priorities	<ul style="list-style-type: none"> • Extent of alignment with Donors strategies in Sierra Leone 		
The project’s beneficiaries targeting approach was appropriate to the context and focused on those who were much in need of the intervention	<ul style="list-style-type: none"> • Evidence of vulnerability assessment • Extent to which targeting approach focused on reaching the most vulnerable and marginalize groups • Evidence of necessary justification or reasons for selecting locations and beneficiaries 	Project Documents UNDP staff FAO Staff Donors	Desk Review KIIs
Stakeholders confirm the relevance of the project towards human security in Soa, Gbense & Kamara Chiefdoms and positive change in the lives of beneficiaries	<ul style="list-style-type: none"> • Extent to which project strategy addresses the human security needs of Soa, Gbense & Kamara Chiefdoms • Extent to which beneficiaries report positive changes in the communities and in the lives of beneficiaries • Extent of local ownership of project interventions 	Project Documents UNDP staff FAO Staff Government Donors Beneficiaries	Desk Review KIIs FGDs
<p>Project Design:</p> <p>EQ6: Does the project design (i.e. priorities, outcomes, outputs and activities) address the stakeholder needs that were identified? Specifically, does the project design addresses the human security issues in their communities?</p> <p>EQ7: Does the project include appropriate activities towards specified outcomes? How appropriate and useful are the indicators described in the project workplan in assessing the project’s achievements? Are the targeted indicators realistic and can they be tracked?</p>			

Key Assumptions	Indicators	Data sources	Data collection techniques
<p>EQ8: Does the project promote integration across partners? In what ways in this integration manifested in the Project design?</p> <p>EQ9: How fair or feasible are the project assumptions and sound analysis of the context?</p> <p>EQ10: Have risks been properly identified and addressed in project design and implementation?</p> <p>EQ11: Are instruments and tools essential for the project identified from the very outset of the project?</p> <p>EQ12 How were project sites selected?</p>			
Stakeholders played an important role during project design	<ul style="list-style-type: none"> • Extent to which government was consulted during project design • Extent to which other stakeholders were consulted during project design • Degree of national ownership of project activities 	Project Documents UNDP staff FAO Staff Government Donors	Desk Review KIIs
The project mainstreamed gender and utilized the principle of 'Leave No one Behind' and a rights-based approach in the project design	<ul style="list-style-type: none"> • Degree to which gender was mainstreamed • Degree to which vulnerable groups were identified during project design design • Extent of application of the principle of leaving no one behind and a rights-based approach 	Project Documents UNDP staff FAO Staff Government Donors Implementing partners	Desk Review KIIs
The project implementation strategies were backed by context analysis and conflict sensitivity	<ul style="list-style-type: none"> • Evidence on context analysis conducted • Evidence of conflict sensitivity and risk matrix developed and continuously updated 	Project Documents UNDP staff FAO Staff Donors Implementing partners	Desk Review KIIs

Key Assumptions	Indicators	Data sources	Data collection techniques
The project interventions (i.e., the major activities) were appropriately designed and executed to meet the needs of target beneficiaries	<ul style="list-style-type: none"> • Extent to which the project interventions focused on areas and locations of greatest need • The extent to which the project strategy focused on reaching the furthest behind first (Women, girls, boys, PWD, etc.) 	Project Documents UNDP staff FAO Staff Donors Implementing partners	Desk Review KIIs
Project activities are aligned with expected outcomes and impact as established in the logframe	<ul style="list-style-type: none"> • Extent of alignment between project activities and indicators in the logframe 		

Efficiency:

EQ13: How efficient is the project in terms of proper resource utilization, delivery, timeliness and expertise?

EQ14: Is the project participatory in all its aspects?

EQ15 What strategies are UNDP & FAO employing to ensure strong partnership? How are each of these strategies contributing to an integrated approach, efficiency, better engagement with local communities, and new ways of approaching local challenges, among others?

EQ16 How is the overall partnership between UNDP/FAO and the implementing partners? And how has this impacted on efficiency? (Positive or negative)

EQ17: How is the project managed to achieve agreed results?

EQ18 Does the project management arrangement include various stakeholders? If so, how did this facilitate efficiency and result orientation of the project?

EQ19: How have stakeholders been involved in project implementation?

EQ20: How effective has the project been in establishing national ownership?

EQ21: Does the project receive adequate technical and administrative support from UNDP, FAO and its national implementing partners?

Key Assumptions	Indicators	Data sources	Data collection techniques
Project resources are adequately used to achieve the intended results and objectives	<ul style="list-style-type: none"> • Extent to which mobilized resources adequately meet budget • Extent to which project resources have been flexibly deployed in response to the changing development context • Extent to which activities are well budgeted and consistently audited and reported upon 	Project Documents UNDP staff FAO Staff	Desk Review KIIs
The project has been on track in terms of implementation and funds were disbursed in a timely fashion	<ul style="list-style-type: none"> • Evidence of timely disbursement of funds • Evidence of timely implementation of activities as per workplan • Extent to which delays have been accounted for by the project 	Project Documents UNDP staff FAO Staff Donors Implementing partners	Desk Review KIIs
The implementational arrangement and partnership between UNDP and FOA ensured coherence, harmonization, and synergy in functions and contributed to achievement of project results	<ul style="list-style-type: none"> • Evidence of clearly delineated responsibilities in a complementary manner? • Extent to which partnership mechanisms ensured coherence, harmonization, and synergy in functions among project partners • Extent of stakeholder involvement in the implementation 	Project Documents UNDP staff FAO Staff Donors Implementing partners	Desk Review KIIs

Key Assumptions	Indicators	Data sources	Data collection techniques
Project monitoring system was adequate, and contributed to timely and efficient tracking and reporting activities delivery and results	<ul style="list-style-type: none"> • Extent to which M&E system is developed • Extent to which indicators are well defined and allowed for data disaggregation • Extent to which reporting is conducted in a timely manner • Evidence of use of M&E data for adaptive project management 	Project Documents UNDP staff FAO Staff Donors Implementing partners	Desk Review KIIs
Project implementation strategies and models have been effective	<ul style="list-style-type: none"> • Extent to which implementation strategies have been flexible and resilient • Extent to which the project has been able to adapt to changes on the ground • Extent to which the project approaches have enabled the achievement of intended results 	Project Documents UNDP staff FAO Staff Donors Implementing partners	Desk Review KIIs
<p>Coherence:</p> <p>EQ22: How integrated are the project interventions?</p> <p>EQ23: To what extent are the interventions coherent with other interventions which have similar objectives?</p> <p>EQ24: To what extent is the intervention coherent internally?</p> <p>EQ25: To what extent is the intervention coherent with wider UN policy?</p>			
Coordination between UNDP and FAO has enabled coherence and effective implementation of the project	<ul style="list-style-type: none"> • Evidence of clear roles and responsibilities between the partners • Evidence of regular meetings among the partners 	UNDP Staff FAO Staff	KIIs

Key Assumptions	Indicators	Data sources	Data collection techniques
	<ul style="list-style-type: none"> • Evidence of synergies between the different activities • Evidence and outcome of coordination with other UN projects in Sierra Leone 		
<p>The partnership between UNDP and FAO has eliminated possible duplication across the Projects of the two agencies, and promoted joint design of some activities of other UN Agencies</p>	<ul style="list-style-type: none"> • Evidence of availability of work plans of UNDP and FAO to the staff of both Agencies • Existence of complementarity across the activities of UNDP and FAO • Existing of complementarity among the project intervention and other UN related projects in Sierra Leone • Extent of complementarity between the project activities and that of other development partners operating in the same field in Sierra Leone. 	<p>UNDP Staff FAO Staff</p>	<p>KIIs</p>

Results:

EQ26: What are the core results attained by the project? Had the project contributed to the overall improvement of conflict management and resolving capacity of the community?

EQ27: What has changed as a result of the introduction and implementation of this project at community/district level?

EQ28: Have situations improved in the project areas?

Key Assumptions	Indicators	Data sources	Data collection techniques
<p>EQ29: What local mechanisms and systems have been put in place as a result of the project? What are their eventual contributions to human security and peace?</p> <p>EQ30: To what extent the locally led mechanisms are applying the HSA?</p> <p>EQ31: How/where human security brings values in the establishment of the locally led mechanisms?</p> <p>EQ32: Stakeholders understand human security and do they use the terminology when discussing the project</p> <p>EQ33: How can local authorities and communities sustain the outcomes of the project?</p>			
<p>The planned results have been delivered and have contributed to achieving the overall purpose of the project.</p>	<ul style="list-style-type: none"> • Evidence of improved economic, political and community security • Evidence of improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks among Community farmers realize • Extent of achievement of project outcomes and outputs • Examples of changes that can be observed as a result of projects outputs 	<p>Project Documents</p> <p>UNDP staff</p> <p>FAO Staff</p> <p>Donors</p> <p>Government</p> <p>Implementing partners</p> <p>Beneficiaries</p>	<p>Desk Review</p> <p>KIIs</p> <p>FGD</p>
<p>The project has contributed to improved local understanding of conflict management and strengthened existing/new structures for resolving conflict at the community level</p>	<ul style="list-style-type: none"> • Examples of human security and peace capacity building interventions implemented • Evidence of improved knowledge and understanding of conflict management in the communities • Examples of conflicts that have been successfully resolved 	<p>Project Documents</p> <p>UNDP staff</p> <p>Government</p> <p>FAO Staff</p> <p>Donors</p> <p>Implementing partners</p> <p>Beneficiaries</p>	<p>Desk Review</p> <p>KIIs</p> <p>FGD</p>

Key Assumptions	Indicators	Data sources	Data collection techniques
	<p>through the project interventions</p> <ul style="list-style-type: none"> Differences in the conflict situation of the chiefdoms now and before 		
<p>Project implementation strategies and models have been effective</p>	<ul style="list-style-type: none"> Degree of national and local governments commitment to peace and security practices introduced by the project Degree of local community members commitment to peace and security practices introduced by the project Extent to which particular needs of disadvantaged groups been taken into account in the implementation, benefits sharing, and monitoring of the project? 	<p>Project Documents UNDP staff Government FAO Staff Donors Implementing partners Beneficiaries</p>	<p>Desk Review KIIs FGD</p>

General Inquiry:

EQ34: To what extent are existing local solutions incorporated into and/or providing the foundation for the Project? Has this helped scale local initiatives?

EQ35: To what extent has there been co-creation with local communities/actors?

EQ36: What strengths, assets and capacities at the local level are being leveraged in the Project? What are the outcomes of this?

EQ37: To what extent has the Project strengthened the link between national and local actors on development issues? How has this been achieved? What are the implications?

Key Assumptions	Indicators	Data sources	Data collection techniques
<p>EQ38: Have there been mechanisms or processes that enable regular interaction between diverse actors (national and municipal officials, community leaders, grassroots organizations, and the private sector, etc.)? What have been the outcomes of these mechanisms or processes?</p> <p>EQ39: To what extent has the Project strengthened the link across sectors in advancing development initiatives? How has this been achieved? What are the implications?</p> <p>EQ40: What is the role of municipal leaders in the Project?</p> <p>EQ41: To what extent has local ownership of the development progress increased? What are the indications of this?</p> <p>EQ42: To what extent has the Project introduced or enhanced participatory governance? What are the indications of this?</p>			
<p>The project interventions are backed by contextual analysis and leveraged on existing structures and capacity</p>	<ul style="list-style-type: none"> • Extent of integration of recommendations of previous studies and best practices used to inform the project design of the project interventions • Extent to which local inputs were used in the project design • Evidence of existing local structures that were used to deliver the project interventions • Contributions of existing structures to the achievement of project objectives 	<p>Project Documents UNDP staff FAO Staff Donors Implementing partners</p>	<p>Desk Review KIIs FGDs</p>
<p>The project activities have led to improved coordination, cooperation, and capacity at the national and sub-</p>	<ul style="list-style-type: none"> • Evidence of strengthened institutional capacity of national and local level structures for peace, security, and development 	<p>Project Documents UNDP staff FAO Staff Donors Implementing partners</p>	<p>Desk Review KIIs</p>

Key Assumptions	Indicators	Data sources	Data collection techniques
national levels on development issues	<ul style="list-style-type: none"> Evidence of meetings and dialogue sessions between local actors at the national and sub-national level on development issues Examples of the positive outcome of meetings/dialogue between the national and sub-national actors 		
The project intervention has ensured coherence, harmonization, and synergy in functions among national and local level actors on security and development issues	<ul style="list-style-type: none"> Extent to which intervention implemented at the national and local levels are complementary and coherent Extent to which project activities has promoted social inclusion 	Project Documents UNDP staff FAO Staff Donors Implementing partners	Desk Review KIIs
<p>Redesign and reconsideration:</p> <p>EQ43: Best practices for future considerations by the project?</p> <p>EQ44: Aspects of the project that need redesigning and reshaping?</p> <p>EQ45: New result areas to be considered?</p> <p>EQ46 Project instruments and tools for consideration?</p>			
Project was aware of enabling factors and challenges and constantly thrived to address challenges and capitalise on enabling factors	<ul style="list-style-type: none"> Evidence of lessons learned note in the project reports Example of the greatest lessons from the perspectives of stakeholders Examples of stakeholders' recommendation on how to improve the project 	Project Documents UNDP staff Government FAO Staff Donors Implementing partners Beneficiaries	Desk Review KIIs FGD

Key Assumptions	Indicators	Data sources	Data collection techniques
	<ul style="list-style-type: none"> • Examples of project activities that should be changed, terminated, or expanded • Example of what is needed to improve the project's effectiveness 		
<p>Gender, Human Rights and disability inclusion</p> <p>EQ47: To what extent have groups with diverse identities i.e., persons with differing characteristics based on their socio – economic class, political ideology, religious identity/ethnicity, physical ability, and other disadvantaged and marginalized groups been considered during the design, implementation, and monitoring phase?</p>			
<p>The project design, implementation and monitoring promoted social inclusion</p>	<ul style="list-style-type: none"> • Extent to which the project has the project promoted a rights-based approach for all groups of persons and especially promote international laws and commitments made by Sierra Leone? • Extent to which as the project promoted positive changes in gender equality and advanced the empowerment of women? • Evidence that persons with disabilities consulted and involved in project planning and delivery? 	<p>Project Documents</p> <p>UNDP staff</p> <p>Government</p> <p>FAO Staff</p> <p>Donors</p> <p>Implementing partners</p> <p>Beneficiaries</p>	<p>Desk Review</p> <p>KIIs</p> <p>FGD</p>

Annex 4: List of stakeholders engaged during the evaluation

FAO/UNDP Management

No	Name	Organization	Contact
1	Kadi Jumu-Peters	UNDP	076605579
2	Mahmoud Conteh	UNDP	078444712
3	Josephine Scott-Manga	UNDP	076761133
4	Adamu Sanidanya	FAO	079045535

STRENGTHENING HUMAN SECURITY			
BENEFICIARIES			
No.	NAME	ORGANISATION	CONTACT
1.	IBRAHIM TURAY	DISEC	76691233
2.	TAMBA ABU KANAWA	DISEC	78290661
3.	ALIE LAMIM	DISEC	78381703
4.	AGNES SAFFA	PWDs	77839746
5.	CHARLES T. KANDEH	PWDs	80127405

6.	AIAH S. LEBBIE	LPPB	88271261
7.	EDWARD K. NJA	LPPB	76676528
8.	KOMBA A.S MBAYO	KOAKOR	079 195 135
9.	DOMINIC T. LEBBIE	KOIDU	034 984 825
10.	MARTHA HGOMBU	GBENSE	030 484 541
11.	FINDA F. TARAWALLY	GBENSE	077 325 811
12.	MARY NYANDEMOH	GBENSE	076 890 543
13.	FRANCESS S. FILLIE	GBENSE	076 878 302
14.	SAHR M.K GBONDO	GBENSE	078 447 564
15.	KUMBA J. GBANDEH	GBENSE	077 261 670
16.	AIAH ROLAND KONOYIMA	GBENSE	077 886 45
17.	ESTHER K. KPAKIWA	GBENSE	088 952 488
18.	DEBORAH F. LEBBIE	GBENSE	076 722 47
19.	ISATA KAMENDU	GBENSE	077 588 215
20.	ALHAJI P. MANSARAY	TOMBODU-NMJD	099 982 501
21.	SAHR JOHN YONGAI	TOMBODU-NMJD	075 418 655
22.	OSMAN MUSA	KOMARO-NMJD	078 454 596
23.	KALLIE TUARY	TOMBODU-NMJD	078 961 054
24.	MARIAMA SESAY	TOMBODU-NMJD	033 453 299
25.	STEPHEN T.GANDA	TOMBODU-NMJD	076 263 036
26.	JONATHAN KELLIE	TOMBODU-NMJD	077 918 225
27.	BRIMA S. MUSA	TOMBODU-NMJD	078 411 533
28.	SAA G. BABONGA	TOMBODU-NMJD	079 752 273
29.	SHAKA SAMURA	TOMBODU	077 269 323
30.	SAHR D. MAMIE	TOMBODU	099 831 094
31.	HAWA KAMARA	KAMADU	072 499 579
32.	ALHAJI YORO MANSARAY	TOMBODU	078 448 401
33.	FATORMA KARKU	TOMBODU	078 681 902
34.	FATMATA MANSARAY	MOINDEMA	078 791 518
35.	MOHAMED TUARY	TOMBODU	088 417 122
36.	EDWARD KOI	WORDU	076 605 635

37.	VICTOR A. MENJOR	TOMBODU	079 118 142
38.	FATMATA LEBBIE	TOMBODU	808 428 695
39.	YEI SOKITIE	TOMBODU	
40.	NANCY S. THE	TOMBODU	088 350 858
41.	ELIZABETH KABBA	TOMBODU	080 720 928
42.	SIA NAMRAH	TOMBODU	
43.	FINDA FABU	TOMBODU	077 811 679
44.	SATTA LEBBIE	TOMBODU	080 387 317
45.	HAWA PETTE	TOMBODU	080 543 937
46.	KADIATU THE	TOMBODU	099 265 612
47.	ALICE KEMBAY	TOMBODU	080 279 748
48.	SARRAN SANDI	TOMBODU	080 440 156
49.	KUMBA AMIE KOROMA	TOMBODU	080 838 081
50.	AMIE MANNIE	TOMBODU	
51.	MARGRET KOMBA	TOMBODU	099 251 904
52.	KAI D. SESSIE	TOMBODU	099 522 078
53.	MOHAMED KABBA	TOMBODU	080 278 930
54.	TAMBA S. BUNDEH	GBENDU	080 513 530
55.	YUSUFU A. MANSARAY	TOMBODU	077 578 826
56.	IBRAHIM MARAH	KONO METAL W/SHOP	088 528 732
57.	AIAH KAMANDA	KONO METAL W/SHOP	099 761 852
58.	FATMATA KOROMA	MONDEMA WOMEN'S GROUP	088 980 591
59.	MATINA TUARY	WOMEN'S GROUP	
60.	ELIZABETH ALIE	CONCERN WOMEN GROUP	090 560 014
61.	TAMBA ISSA	COMMUNITY DEV.ORG	077 315 595
62.	TAMBA KOMBA	CONCERN WOMEN GROUP	080 453 235
63.	HAWA MARAH	CONCERN WOMEN GROUP	079 063 324
64.	DALINGTON FENGAI	COMMUNITY DEV.ORG	077 810 501
65.	MARIAMA SOW	COMMUNITY DEV.ORG	077 508 786

66.	SAHR KONAH	HARD WORKING GROUP BAYAMA	076 549 352 /077 277 405
67.	MADIYNA KAMARA	CONCERN WOMEN GROUP	
68.	FEMUSU BABONJOH	CONCERN WOMEN GROUP	
69.	MARIAMA BRIMA	CONCERN WOMEN GROUP	
70.	MAAH JAWARA	BABSI	078 626 211
71.	ABU BAKARR JUSU	BABSI	075 109 912
72.	ABDULAI ISSA K.	HARD WORKING GROUP	077 292 970
73.	FINDA KOMBA	HARD WORKING GROUP	074 044 070
74.	DAVID S. BONGA	HARD WORKING GROUP	099 876 132
75.	JOHN SAFFA	HARD WORKING GROUP	077 518 551
76.	TITY SIMBO KAMARA	SEND-SL	078 845 564
77.	JENEBA A. COMBE	SEND-SL	076 602 765
78.	ALHAJI F. KAMARA	SEND-SL	076 411 866

STRENGTHENING HUMAN SECURITY				
IMPLEMENTING PARTNERS				
No.	NAME	ORGANISATION	POSITION	CONTACT
1	TITY SIMBO KAMARA	SEND-SL	PROJECT MANAGER	078 845 564
2	ANDREW M. SAFFA	SEND-SL	PROJECT OFFICER	076 677 523
3	JOSEPH AYAMGA	SEND-SL	COUNTRY DIRECTOR	078 206 853
4	AMINATA A THOLLEY	SEND-SL	M&E MANAGER	078 158 945
5	ALHAJI MARRAH	SEND-SL	PROJECT MANAGER	079 051 615
6	JATTU MOMOH	SEND-SL	ADMIN/HR MANAGER	078 783 562

7	JENEH AMADU	PPRC	DIRECTOR OF MEDIATION & PROJECTS	078 290 588
8	OLU DAVIES	PPRC	EXECUTIVE SECRETAY	078 443 294
9	JOHN CAULKER	FAMBUL TOK	EXECUTIVE DIRECTOR	076 656 556
10	LILIAN	FAMBUL TOK	PROJECT OFFICER	076 477 556
11	AIAH MANGA	KOCHEADEH IN ACTION FOR YOUTHS	CHAIRMAN	076 219 267
12	AIAH A. BEMBO	SOA INVESTMENT GROUP		076 243 479
13	Sahr O. Fallah	FAO	DISTRICT YOUTH CHAIRMAN	
14	John Caulker	Fambul Tok	Executive Director	076656556
15	Joe Ansumana	NMJD	Project Manager-Kono	076709268

Annex 5: Key Informant Interview Guide:

E Q s	Interview Guide				
		Project Staff (UNDP/FOA)	Donors	Government	Implementing Partners
Relevance	To what extent is the project alignment with national policies			X	
	To what extent is the project aligned with UN, UNDP and FOA strategies and policies	X			
	To what extent is the project aligned with Donors strategies in Sierra Leone		X		
	Is there evidence of vulnerability assessment during the project design	X	X		
	To what extent did the targeting approach focused on reaching the most vulnerable and marginalize groups	X	X	X	
	Is there any evidence of necessary justification or reasons for selecting locations and beneficiaries	X	X	X	
	To what extent did the project strategy address the human security needs of Soa, Gbense & Kamara Chiefdoms	X	X	X	
	Are they are reported positive changes in the communities and in the lives of the beneficiaries	X		X	X
	What is the extent of local ownership of project interventions			X	
Project Design	How was government consulted during project design			X	
	How were other stakeholders were consulted during project design	X	X	X	
	What is the degree of national ownership of project activities			X	
	How was gender mainstreamed in the project design	X	X		X
	How were vulnerable groups identified during the project design	X		X	
	How was the principle leaving no one behind applied in the project design	X		X	
	Was context analysis conducted during the project design				
	Was conflict sensitivity and risk matrix developed during the project design and continuously updated during implementation	X			X
	To what extent did the Project strategy focused on reaching the furthest behind first (Women, girls, boys, PWD, etc.)	X		X	X
To what extent is the project activities aligned with indicators in the logframe	X				
Efficiency	Does mobilized resources adequately meet budget	X			
	To what extent have project resources been flexibly deployed in response to the changing development context	X	X		

	To what are activities well budgeted and consistently audited and reported upon	X			
	To what extent was funds timely disbursed	X	X		
	Were activities implemented in a timely manner as per workplan	X			X
	How were delays accounted for by the project	X			X
	How were responsibilities delineated and how does the role of the implementing partners complement each other	X		X	X
	To what extent did partnership mechanisms ensure coherence, harmonization, and synergy in functions among project partners	X			
	What is the extent of stakeholder involvement in the implementation	X		X	X
	How was M&E system is developed and implemented	X			X
	To what extent were indicators well defined and allowed for data disaggregation	X			X
	To what extent was reporting is conducted in a timely manner	X	X		X
	How was M&E data used for adaptive project management	X			X
	To what extent have the implementation strategies been flexible and resilient	X			X
	How did the project adapt to changes on the ground	X			X
	How have the project approaches enabled the achievement of intended results	X			X
Coherence	How clear were the roles and responsibilities between the partners	X	X	X	X
	How often did the project partners meet for Programmatic related discussions	X		X	X
	How were synergies created between the different activities	X			
	How was the project outcome coordinated with other UN projects in Sierra Leone	X			
	Was the work plans of UNDP and FAO made available to the staff of both Agencies	X			
	What was the complementarities between the activities of UNDP and FAO	X		X	X
	What were complementarities among the project intervention and other UN related projects in Sierra Leone	X		X	X
	What was the extent of complementarity between the project activities and that of other development partners operating in the same field in Sierra Leone.	X		X	X
Results	To what extent has the project contributed to improved economic, political and community security	X		X	X
	To what extent has the project contributed to improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks among Community farmers realize	X		X	X
	To what extent has the project achieve its intended outcomes and outputs	X		X	X
	What are some of the changes that can be observed as a result of projects outputs	X		X	X
	How has the project contributed to improved knowledge and understanding of conflict management in the communities	X		X	X
	What are some of the examples of conflicts that have been successfully resolved through the project interventions	X		X	X
	Are there any differences in the conflict situation of the chiefdoms now and before	X		X	X
	What is the degree of national and local governments commitment to peace and security practices introduced by the project	X		X	

	To what extent were the particular needs of disadvantaged groups taken into account in the implementation, benefits sharing, and monitoring of the project	X		X	X
General Inquiry	How were recommendations of previous studies and best practices used to inform the project design and interventions	X			X
	How were local inputs used in the project design	X		X	
	How were existing local structures used to deliver the project interventions	X		X	X
	How has the existing structures contributed to the achievement of project objectives	X			X
	How did the project contribute to strengthening the institutional capacity of national and local level structures for peace, security, and development	X		X	X
	How did the project promote dialogue and engagement between local actors at the national and sub-national levels on development issues	X		X	X
	What are some of the examples of positive outcome of meetings/dialogue between the national and sub-national actors	X		X	X
	How has the project intervention promoted project social inclusion	X		X	X
Redesign and	How were lessons learned compiled and used	X			X
	What have been some of the greatest lessons from the project	X		X	X
	How do you think the project can be improved or should be improved	X	X	X	X
	Are there any examples of project activities that should be changed, terminated, or expanded	X		X	X
	What should be done to improve the project's effectiveness	X		X	X
Gender, Human	To what extent did the project adopt a rights-based approach for all groups of persons and especially promote international laws and commitments made by Sierra Leone	X		X	
	To what extent has the project promoted positive changes in gender equality and advanced the empowerment of women	X		X	X
	How were persons with disabilities consulted and involved in project planning and delivery?	X		X	X

Annex 6.1. Guidance for Focus Group Discussions

PROTOCOL:

Greetings!!

My name is _____. I am a Consultant working on behalf of The UNDP and FAO on the Strengthening Human Security in Soa, Gbense & Kamara chiefdoms in Sierra Leone, implemented with SEND Sierra Leone, Fambul Tok International, Network Movement for Justice & Development, Political Party Registration Commission. I am conducting a mid-term review of the project implementation. The project intention is to accelerate Sustainable Development Goals (SDG) implementation, while increasing ownership in the local community through advances the livelihood and dignity of people in the community, particularly those who are most vulnerable

Purpose of the Mid-Term Review: Is to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of similar future project design

The objectives of the Mid-Term Review:

- a) Evaluate the Project vis-à-vis it's intended objective of strengthening Human Security in the 3 chiefdoms through the HSA;
- b) To identify specific outcomes and assess the effectiveness of the project over the first phase of implementation;
- c) To advise how different aspects of the project can be enhanced in the final stage – with a specific focus on how local results can feed into replicable models in other communities or at national level; and
- d) Draw up recommendations based on the review of achievements, successes, challenges, lessons of the project interventions **Benefits:**

Currently, there are No direct benefits to you as a participant in this review. However, there are indirect social benefits; for example, it will help the project best align its priorities and strategies to better facilitate shorter and more immediate results that would help host communities and beneficiaries improve their state of living with tangible benefits.

Confidentiality and Consent:

The answers you give will be known to us only and kept strictly confidential, with your name not being reported. Results will be reported in general terms. The discussion will take about 1 hour to complete. All participants will be 18 years, and above, and participation is voluntary. However, I request your full participation given that your views are very important. Thank you!!

I have a set of questions to guide our discussion. May we start the discussion (Yes/No)?

Date of FGD:-----Time of the FGD-----

Details of the respondents:

Males:----- Females:-----

Location-----

Annex 6.2: Focus Group Discussion Guide

E Q s	Interview Guide
Relevance	To what extent did the project strategy address the human security needs of Soa, Gbense & Kamara Chiefdoms
	Are there any positive changes in the communities and in your lives as the beneficiaries
	What is the extent of local ownership of project interventions
Results	To what extent has the project contributed to improved economic, political and community security
	To what extent has the project contributed to improved livelihoods, higher incomes, and reduced vulnerability to climate, economic, and other shocks among Community farmers realize
	What are some of the changes that can be observed as a result of projects outputs
	How has the project contributed to improved knowledge and understanding of conflict management in the communities
	What are some of the examples of conflicts that have been successfully resolved through the project interventions
	Are there any differences in the conflict situation of the chiefdoms now and before
	What is the degree of national and local governments commitment to peace and security practices introduced by the project
	To what extent were the particular needs of disadvantaged groups taken into account in the implementation, benefits sharing, and monitoring of the project
General Inquiry	How were local inputs were used in the project design
	How were existing local structures used to deliver the project interventions
	How has the existing structures contributed to the achievement of project objectives
	How did the project contributed to strengthening the institutional capacity of national and local level structures for peace, security, and development
	How did the project promote dialogue and engagement between local actors at the national and sub-national levels on development issues
	What are some of the examples of positive outcome of meetings/dialogue between the national and sub-national actors
	How has the project intervention promoted project social inclusion
Redesign and	
	What have been some of the greatest lessons from the project
	How do you think the project can be improve or should be improved
	Are there any examples of project activities that should be changed, terminated, or expanded
	What should be done to improve the project's effectiveness

Gender, Human Rights and	To what extent has the project promoted positive changes in gender equality and advanced the empowerment of women
	How were persons with disabilities consulted and involved in project planning and delivery?

Annex 6: Calendar Workplan

Activity	November				December			
Inception Phase								
1.1 Review of initial document/data collection								
1.2 Consultations with the Project management team on the scope of work, methodology and possible case studies to be selected								
1.3 Designing of data collection tools (interviews guides, and questions for focus groups based on the key questions and related indicators for the mid-term review.								
1.4 Drafting and finalization of inception report								
Implementation phase								
1.5 Key informant interviews/Focus Group Discussions with UNDP project managers and project teams, key partners, relevant ministries, relevant NGOs, government officials, donors and relevant UN agencies, etc								
1.6 Field visits to selected communities to evaluate the effectiveness of the project at the community level								

Activity	November				December			
Field mission debriefing								
Reporting phase								
Analysis of primary data								
Presentation of the initial findings of the mid-term review to the Project Team								
Preparation of Draft Report								
Final report revised and submitted based on UNDP's feedback and comments								

Annex 7: Documents Consulted:

1. Strengthening Human Security in in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone Project Proposal
2. Multi Year workplan of the Strengthening Human Security in in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone
3. 2021 Annual Report of the Strengthening Human Security in in the Remote Chiefdoms of Gbense, Soa, and Kamara in Kono District of Sierra Leone
4. Entity Accountability Framework. UN Disability and Inclusion Strategy: <https://www.un.org/en/disabilitystrategy/resources>
5. Evaluation Guidelines of the United Nations Development Project. Source: <http://www.undp.org/evaluation>
6. Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices. Source: <http://www.unevaluation.org/document/detail/1452>
7. OECD (FEBRUARY 2020). BETTER CRITERIA FOR BETTER EVALUATION. Source: <https://www.oecd.org/dac>
8. Outline of the final evaluation report, Source: <http://web.undp.org/evaluation/guideline/documents/PDF/section-6.pdf>
9. UNDP Outcome–level evaluation: A Companion Guide – Sample Evaluation Matrix, p.33-35.
10. UNDP (2009). Handbook on Planning, Monitoring and Evaluating for Development results, Source: <http://www.undp.org/eo/handbook>
11. UNDP Evaluation Guidelines (2021). Source: http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

12. UNDP Quality Assessment Checklists-June 2021 accessible here:
<http://web.undp.org/evaluation/guideline/section-6.shtml>
13. UNDP Evaluation guidelines during COVID-19: Source:
<http://web.undp.org/evaluation/guideline/covid19.shtml>
14. UNDP Evaluation report template and quality standards (pages 117-121). Source:
<http://www.unevaluation.org/document/detail/100>
15. UNEG guidelines, Source: <http://www.unevaluation.org/document/detail/100>