



Food and Agriculture  
Organization of the United  
Nations

## Office of Evaluation

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**Emergency assistance for the food production  
and income generation of 5 000 urban and  
peri-urban inhabitants vulnerable to soaring food  
prices in 5 counties - OSRO/LIR/903/SWE**

*Follow-up report to the management response*

March 2013  
Final

## Food and Agriculture Organization of the United Nations

### Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

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Follow-up report of the Management response to project - OSRO/LIR/903/SWE			Date
Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures
<p><b>Recommendation 1</b></p> <ul style="list-style-type: none"> <li>invite local participation e.g. for identification of suitable beneficiaries, to help strengthen the commitment and support of the communities as well as social cohesion;</li> <li>improve market access, not only to established markets but also in the creation of new market opportunities (e.g. in form of farmer markets, road site markets etc.);</li> <li>improve storage facilities, post-harvest handling and to include value adding activities and related training.</li> </ul>	<p>Recruit a social organizer as part of the ECRU project implementation team. Amend LOAs to more explicitly state community participation during project planning and implementation</p> <p>Develop a multi-year programme based on value chain approach</p>	<p>The project recruited a National Project Coordinator (NPC) with a solid background in social work/community development. He has 8 years of experience in community development with Save the Children UK and is currently with FAO.</p> <p>HQ supported a mission to develop a multi-year programme based on value chain approach which was shared with SIDA at country level. No feedback has been received from SIDA. They were working on a 5 years investment plan.</p>	<p><b>Reinforcement of Human Resources capacity</b> within the Offices.</p> <p><b>Development of project linkages</b> : The project beneficiaries were linked with European Commission funded vegetable project in 2011 which has a component on value chain addition.</p>
<p><b>Recommendation 2</b></p> <ul style="list-style-type: none"> <li>Using a standardized vulnerability analysis approach, carried out by an independent consultant and not by the Implementing Partners.</li> <li>Strictly reduce free hand-outs to the most vulnerable households.</li> <li>Ensure appropriate communication within the communities regarding their rationale of the selection process and targeting choices, makes the selection of beneficiaries more transparent to the local population</li> </ul>	<p>The recommendation to conduct independent vulnerability analysis by a consultant other than implementing partner is accepted and will be incorporated in future emergency / recovery interventions</p> <p>The recommendation to restrict free inputs provision to the most vulnerable households is partially accepted. The argument is based on the fact that it is not always possible to reach the most vulnerable through inputs provision. The ability to utilize inputs remains the foremost criteria followed by the vulnerability of targeted households.</p>	<p>The vulnerability assessment was integrated into the multi-year programme and it is also considered in current project proposals.</p>	<p>On-the-job training of project staff in social mobilization</p> <p>Social mobilization is now a key component of trainings.</p>

can help avoid social tensions	The recommendation to ensure appropriate communication within the communities to improve their understanding of the project, rationale, beneficiary selection criteria and related aspects is accepted		
<b>Recommendation 3</b> Make use of Geographic Information Systems (GIS), as an appropriate means to locate farmers and farmer groups, to help avoid duplications of efforts as well as to identify other farmer groups in need	Integrate GIS mapping in future projects and training of project staff through LISGIS. Training of staff to be adequately budgeted in future projects.	All project staff were trained to the use of GPS by LISGIS. The staff have used GPS for mapping and crop cutting/yield measurement. LISGIS has produced geographic information through the use of GPS for FAO.	Projects are reporting projects activities with the use of GIS data. Still to be reinforced so far.
<b>Recommendation 4</b> For future projects an initial survey is needed to identify the “intra-urban” farmers and their farming potential and needs	Organize a field mission of the Rome based “Food in the Cities / Urban Agriculture Unit” to assess the impact of ERCU collaboration with CARE International and GAA and identify opportunities for scaling up these activities in Liberia	The specific mission could not take place due to limited attention of donors to funds the Urban Agriculture in Liberia but further mission should include the meeting with such partners to discuss related collaboration and scaling up.	Not applicable
<b>Recommendation 5:</b> On community targeting suggests to reduce free hand-outs to a minimum. In those cases when nevertheless items are distributed for free, distributions should not be done once only but at least twice for those who are in need - and this could apply to all emergency projects. A second round would allow farmers to continue training programmes, learn from best practices and draw consequences from own failures during the first distribution	In the development and implementation of future projects emphasis will be put on strengthening food production and income generation capacities based on a value chain approach	All projects including the multi- year programme is based on value chain approach.	Food production and marketing is now a strong component of the projects
<b>Recommendation 6:</b> Gender need to be given more attention, not only in the project	The consideration and importance of gender mainstreaming is well noted and accepted. ERCU Liberia will	The Operations Officer for Liberia attended the Gender Marker Training to be able to	Gender mainstreaming is considered in all projects design and implementation. HQ review all project using gender marker to

<p>management and design but also, more importantly, in the field. It is recommended to work more closely with UNIFEM for example. Projects need a “watchdog” regarding some of the approaches. Here the employment of more female extension officers is required</p>	<p>explore possibilities to strengthen this important aspect of field programming through the training and sensitization of FAO and IP staff and strengthen partnership with gender focused UN agencies (UN-Women) and NGOs. TCE in collaboration with ESW is taking measures to improve gender mainstreaming in its programme. Following the joint ESW/TCE Gender Workshop, A gender mainstreaming road map that includes more capacity for both field and HQ staff</p>	<p>support the country Office.</p> <p>FAO TCE/HQ facilitated the assignment of a gender specialist from NRC to support FAO emergency projects .. The specialist worked with all UN agencies and organizations especially on the emergency projects</p> <p>Gender training and sensitizations activities of FAO to implementing partners were implemented. In partnership with UN-Women.</p>	<p>ensure gender consideration is cardinal.</p> <p>Gender mainstreaming in emergency projects has been reported on, and the Gender Marker for the CERF project proposal submitted was rated 2a (IASC Gender Marker Rating) Still, an effort to keep the Gender Mainstreaming on the agenda has to be maintained.</p>
<p><b>Recommendation 7:</b> For future projects it is recommended to move beyond seed distribution and to strengthen local seed production and preservation through involvement of local farmers and by supporting seed storage facilities. With respect to vegetable seed production closer collaboration with CARI and the WFP School Garden Program should be intended. It also appears important to make more use of the indigenous vegetables, e.g. fever leave, careless green and a local variety of eggplant, where leaves and fruits are eaten and which are preferred by the local people.</p>	<p>Initiate discussions with donor agencies to support the multi-year Urban / Peri-Urban Agriculture Programme. Discussions are underway with SIDA for possible funding but it will take several months before the donor agency finalizes an investment plan for the disbursement of Euro 55 million over 5 years .</p> <p>Preparation of a project to increase the production of indigenous vegetable</p>	<p>A multi-year urban and peri-urban agriculture programme was developed with support from HQ and submitted to SIDA. Initiate discussions were held but SIDA promised to get back to FAO after developing the 5 years investment plan.</p> <p>Projects including TCP, CERF, EUFF etc promoted the production of local/indigenous seeds which has enhance the procurement of local seed. Most of the seeds under ECHO project, OSRO/LIR/102/EC were procured locally.</p>	<p>No feedback has being received from the donor.</p> <p>A DRM regional strategy for west Africa and Sahel for DRM strategy 2011-2013 has been formulated and include Liberia as well</p> <p>FAO/TCE facilitated a DRM workshop for all UN and NGOs in Liberia</p>