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**[Joint Vision Programme 4]**

**MPTF OFfice GENERIC ANNUAL programme[[1]](#footnote-1) NARRATIVE progress report**

**REPORTING PERIOD: 1 january – 31 DECEMBER 2012**

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| Programme Title & Project Number |  | Country, Locality(s), Thematic Area(s)[[2]](#footnote-2) |
| * Project Title: **Capacity Development of Smallholder Commercialization Programme (SCP) Strategic Planning and Economic Analysis Team**
* Joint Vision Programme Name and Number : **National Agricultural Response Programme - Joint Vision Programme 4 (four)**
* MPTF Office Project Reference Number: ***00078538 (*UNJP/SIL/037/UNJ)**
 | *Country/Region* **Sierra Leone, West Africa** |
| *Joint Vision Priority Area* **–** **Joint Vision Priority Area 2:** **Integrating Rural Aras into the National Economy.** |

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| Participating Organization(s) |  | Implementing Partners |
| * Organizations that have received direct funding : **Food and Agriculture Organization of the United Nations- FAO Sierra Leone.**
 | * **Ministry of Agriculture, Forestry and Food Security (MAFFS) - Smallholder Commercialization Programme**
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| Programme/Project Cost (US$) |  | Programme Duration (months) |
| MPTF/JP Fund Contribution: * *by Agency (if applicable)*
 | USD 1,503,711 |  | Overall Duration *(months)* | 36 |
| Agency Contribution* *by Agency (if applicable)*
 | Zero |  | Start Date[[3]](#footnote-3) *(dd.mm.yyyy)* | 02.05.2011 |
| Government Contribution*(if applicable)* | Zero |  | End Date (or Revised End Date)*[[4]](#footnote-4)* | 01.05.2014 |
| Other Contributions (donors)*(if applicable)* | Zero |  |  |  |
| TOTAL: | USD 1,503,711 |  |  |  |

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| Final Programme/ Project Evaluation |  | Submitted By |
| Evaluation Completed  Yes ☑ No Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Evaluation Report - Attached Yes ☑ No | * Name: **David Mwesigwa**
* Title: **Program Implementation Support Officer**
* Participating Organization (Lead): UNFAO
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**Main Abbreviations and Acronyms**:

* Agriculture Advisory Group(ADG)
* Agriculture Management Information System(AMIS)
* Agriculture Investment Plan (AIP)
* Australia Aid (Aus Aid)
* Ministry of Agriculture, Forestry and Food Security (MAFFS)
* Capacity Development (CD)
* Comprehensive Africa Agriculture Development Programme (CAADP).
* Climate Change Sierra Leone
* Civil Society Organization (CSO)
* District Council (DC)
* District Agricultural Investment Plan (DAIP)
* District Agricultural Economist(DAE)
* Development and Agricultural Strategy (DAS)
* Forestry, Agricultural Information Communication Unit (AICU)
* Food and Agriculture Organization (FAO)
* Planning Evaluation Monitoring and Statistics Division (PEMSD).
* Land Water Development Resources (LWDD)
* National Agricultural Coordination Unit (NACU)
* Global Agricultural Food Security Programme(GAFSP)
* Information Communication Technology (ICT)
* International Fund for Agricultural Development (IFAD)
* Joint Vision (JV)
* Memorandum of Understanding (MoU)
* Ministry of Agriculture ,Forestry and Food Security(MAFFS)
* Ministry of Fisheries and Marine Resources(MFMR)
* Ministry of Health and Sanitation (MHS)
* Management Information System (MIS)
* National Sustainable Agriculture Development Plan(NSADP)
* Project Steering Committee(PSC)
* Project Management Committee(PMC)
* Result Based Management (RBM)
* Strategic Planning Economic Analysis Team(SPEAT)
* Smallholder Commercialization Programme(SCP)
* Sierra Leone Agricultural Research Institute (SLARI)
* Statistics Sierra Leone(SLS)
* Sierra Leone Information Systems (SLIS)
* Technical Cooperation Programme(TCP)
* United Nations Joint Vision(UNJV)
* United Nations Development Programme (UNDP)
* United States Agency for International Development (USAID)

# NARRATIVE PROGRESS REPORT

1. **PURPOSE**

 **Brief introduction to the project**

Within Sierra Leone’s National Sustainable Agriculture Development Plan 2009-2030 (NSADP), the five-year (2009-2014) Smallholder Commercialization Programme (SCP) focuses on immediate priorities with the goal to reduce rural poverty and household food insecurity on a sustainable basis, and to strengthen the national economy. The SCP includes six components with a total cost of about USD 403 million: (1) smallholder agriculture commercialization: production intensification, diversification, value addition and marketing; (2) small-scale irrigation development; (3) market access expansion through feeder road rehabilitation; (4) smallholder access to rural financial services; (5) strengthening social protection, food security and productive safety nets; and (6) SCP planning, coordination, monitoring and evaluation. FAO provides technical support services to the SCP under the project “Capacity Development of SCP Strategic Planning and Economic Analysis Team” which is implemented by MAFFS and funded by the Australian Government through AusAID. This project is core to assisting the SCP Secretariat and District Councils to provide strategic planning support to all SCP components. The project is closely linked to and complements FAO’s technical assistance provided under the Global Agriculture and Food Security Programme (GAFSP) support for Sierra Leone, for which IFAD is the supervising entity.

1. **ASSESSMENT OF PROGRAMME/ PROJECT RESULTS**
2. **Narrative reporting on results.**

During the first half of the project period (January to December 2012) various activities have contributed to achieving partially the five Project Outputs. It should be noted that actual implementation of project activities only started in January 2012.

* **Expected Outcome:** The outcome expected from this project is that “National MAFFS and Local Council staffs effectively support strategic planning and implementation of SCP at District level”.
* **Output 1 : ”Formulation of a vision for agricultural development and an agricultural strategy at district level supported”:** *(1.1) Collect and analyse the strategic documents and planning tools.* PEMSD has collected strategic documents at National and District levels, including strategic plans, work plans, National Agricultural Budget and M&E templates and reports; *(1.2) Facilitate dialogue among local stakeholders (farming communities, Local Councils, Paramount Chiefs, businesses, CSOs and NGOs) and formulation of strategic vision by Local Councils.* A Memorandum of Understanding (MOU) between the MAFFS and the Ministry of Local Government was prepared; (*1.3) Analyse available statistics, socio-economic and technical studies, and lessons learned from agricultural interventions.* The project has facilitated a workshop on the development of strategic vision for agriculture in Sierra Leone involving all the agricultural stakeholders at national level for the Mano River Union. A report has been produced.

**Output 2: “Systems and procedures for the preparation of Strategic Integrated Agricultural Investment Plans are developed and introduced at national and district levels”.** Significant progress has been made: *(2.1) Analyse national and district agricultural planning processes and plans.* PEMSD has collected hard and soft copies of available documentation concerning previous Agricultural Budget Plans and M&E templates/reports from 12 Districts (except Western Area); *(2.2) Design a functional information system for strategic planning (incl. economic and technical studies, M&E and an accessible data base).* 11 Workshops have been facilitated to develop a new Management Information System (MIS) for MAFFS, including a specific MIS for SCP. A report has been produced; *(2.3) Provide technical assistance and CD for establishment/maintenance of the information system.* In collaboration with the FAO TCP for Statistics, TCP consultants have been involved in capacity development activities in Result Based Management, investment planning and MIS design; *(2.4) Design and introduce participatory procedures for strategic investment planning and M&E involving relevant stakeholders at national and district levels.* Two participatory training workshops were conducted to develop a District Agricultural Investment Plan (DAIP) template for 2013 in Bo and Makeni. A DAIP template has been elaborated; (*2.5) Establish procedures for the integration of SCP national and district agricultural investment plans into Local Council Agricultural Development Plans.* A template for the Agricultural Investment Plan (AIP) was prepared for Headquarters integrating the budget contribution of the SCP in each District. 13 DAIPs for 2013 have been elaborated at District level, including the SCP contribution.

**Output 3 : “Human and institutional capacity improved at national and district levels for strategic planning and economic analysis”**. *(3.1) Develop a methodology for capacity development planning.* The methodology for capacity assessment which has been developed and implemented at HQ and in all 13 Districts has been updated; *(3.2) Identify main stakeholders involved in strategic planning and economic analysis at national and district levels, including functions and responsibilities, and assess their capacity***.** The list of main stakeholders has been updated and 14 on-the-job trainings on Capacity Assessment Methodology was organised at Headquarters and 13 Districts; *(3.3) Define required capacities for effective SPEA for each main stakeholder.* On the basis of the capacity assessment, three priority areas have been identified: (i) Result Based Management; (ii) strategic planning; and (iii) financial and economic analysis; *(3.4) Identify stakeholders’ capacity development needs vis-à-vis their functions and responsibilities and prepare capacity development plan.* The capacity development needs assessment at HQ and District level and preparation of CDP has been completed for 70 SPEAT members, including 48 from the Districts (including 22 from District Councils) and the rest from MAFFS Headquarters; *(3.5) Conduct capacity development activities and initiatives in strategic planning, economic analysis and related areas for selected stakeholders.* A formal training on RBM for 32 senior staff at Headquarters was organised. An evaluation report was elaborated. A training of trainers in Investment Planning has been organised for 6 MAFFS HQ staff. CD-ROMs for self-training on Impact Assessment of Large-Scale Food Security Programmes (developed by FAO) was distributed to 13 Districts. Thirteen on-the-job training sessions in RBM-oriented Investment Planning was carried out for 149 MAFFS District staff in the 13 Districts.

**Output 4: Planning facilities and communication capacity at national and district levels improved, including the implementation of an efficient Information and Communication Technology (ICT) network.** *(4.1) Assess present mobility and ICT facilities at national and district level and identify needs.* The report on the inventory of ICT facilities in the districts and at MAFFS PEMSD/SCP is in progress. *(4.3) Develop an efficient ICT Network Strategy.* An ICT Network structure has been designed for MAFFS. A report on the MAFFS ICT Network Strategy for MAFFS has been produced. A new IT network infrastructure strategy has been designed to integrate a capacity of 200 computers. A MAFFS network infrastructure strategy report has been produced; *(4.4) Procure computers and strategic Information and Communication technology (ICT) equipment and infrastructure.*  Procurement of: (i) two rack-mounted servers; (ii) five video projectors (on per car plus office); *(4.5) implement ICT Network Strategy, including pertinent internet access.* An Invitation-To-Bid (ITB) has been launched for the provision of V-SAT internet service to MAFFS including the project offices. 16 workstations have been set up in the new SPEAT computer room, equipped with 12 desktop computers and 2 printers. A LAN cable network has been installed in the western mid-wing of the 1st and 2nd floors of the Youyi building to accommodate 100 computers. Installation of three new professional servers is in progress. A Tripartite inauguration by the Hon. Minister of Ministry of Agriculture, Forestry and Food Security, the Australian High Commissioner, and the FAO Representative has been organized on 4th October 2012; *(4.6) Train relevant national and district staff in ICT use including strategic planning tools and related areas.* To-date, training courses in “Excel for Investment Planning” have taken place in six districts for a total of 55 particpants: Kailahun, Kenema, Koinadugu, Bombali, Bo and Pujehun. The majority of participants were Ministry of Agriculture,Forestry and Food Security staff (70%) with the remainder from district and city councils (26%) and other organisations (4%).

**Output 5** : **“Project effectively managed to achieve project results including capacity development in all aspects of project management”.** *(5.1) Establish and maintain effective project management structures (incl. SPEAT, PSC, PTF, PMC).* The Strategic Planning Economic Analysis Team (SPEAT), Project Task Force (PTF) and Project Management Committee (PMC) are operational. A new Project Assistant has been recruited in July 2012. The Agriculture Advisory Group (AAG) has agreed to act as the Project Steering Committee (PSC). The first AAG meeting on the project has been held in May 2012; *(5.2) Establish and implement an effective system for project planning, M&E, reporting and learning.* A framework for project planning, M&E and reporting has been updated. The first Project Task Force (PTF) Meeting and the first Tripartite Project Management Committee (PMC) Meeting have been held on 24 April and 2 May 2012 respectively. Annual Progress Report 1 has been prepared. The second PTF Meeting and the second Tripartite PMC Meeting have been held on 17 and 18 October 2012 respectively. The Six-Months Progress Report (1 May – 31 Oct. 2012) has been prepared; *(5.3) Establish and implement an effective financial management system, including procurement.*An outline for results-based budgeting (RBB) has been prepared which will be implemented by the project. A Procurement Plan has been prepared for the period July-December 2012. *(5.4) Strengthen capacity of relevant project stakeholders in project management.* Capacity development of relevant project stakeholders in the area of project management continues in the form of on-the-job training and learning-by-doing. Four mobile units consisting of 1 vehicle, 1 printer, 1 laptop, 1 video projector and a flipchart were provided for strategic planning and capacity development trainings; *(5.5) Build effective partnerships with relevant stakeholders.* Partnerships with relevant stakeholders including private sector, Government agencies and development projects are being established and/or reinforced.

1. **Describe any delays in implementation, challenges, lessons learned & best practices:**
* **Changes in Project Design**;

Some changes in the project design were agreed at the first Project Management Committee(PMC) meeting in May 2012.While the overall concept remained valid, the hierarchy of project objectives had been adjusted to be with good practice and to provide a consistent framework for effective Results-Based Management(RBM).The outputs had been refined accordingly and a fifth outputs added to (i) accommodate project management activities that are cross-cutting and necessary to achieve outputs 1-4; and (ii) provide a consistent framework for Results-Based Budgeting (RBB).

* ***Recruitment of district economists by the SCP-GAFSP;***

During the project implementation support mission in October 2011 it was agreed with Ministry of Agriculture, Forestry and Food Security Senior Management that 13 District Economists(one per district) will be recruited using SCP-GAFSP funds. This decision was confirmed by the first PMC meeting in May 2012.However,these positions are yet to be filled as MAFFS has explained that it is still waiting for the’’No-Objection’’ from IFAD(the supervising entity of the SCP-GAFSP) which requested a justification for recruiting district economists(as the original budget only included district technicians).This situation has delayed the introduction of strategic planning at district level as district economists would play a key role in the preparation of strategic district agricultural investment plans. It is also a missed opportunity as the district economist supposed from the ongoing capacity development under the project. It has been agreed at the second PMC meeting that MAFFS would take the necessary action to start the recruitment process without further delay.

* ***The list of main stakeholders in planning of government-supported agricultural interventions***

MAFFS still needs to prepare a list of stakeholders at headquarters and district level including function and responsibilities and it has been agreed at the second PMC meeting that the list will be finalized before 2012.

* ***The integration of the project in the SCP Components;***

MAFFS has yet to take full advantage of the strategic thinking/planning support from the project. In that regards, it had been suggested that each SCP Component Working Group identifies key intervention areas that require strategic planning, and work together with the project on how to improve planning.

**Qualitative assessment:**

“Capacity Development” (CD) is one of the MDGs’ cross-cutting issues. This project is developing capacities at human resources and Information Communication Technology infrastructure levels with a focus on strategic planning and economic analysis. Capacity Development is carried out in an integrated manner actively involving Headquarter and the District staff in the preparation and implementation of Capacity Development events. The project is also putting emphasis on building synergies between the various projects and programmes supported by Government and Development Partners supporting the Smallholder Commercialization Programmes and the strategic decision making processes in the agricultural sector.

There has been a clear established performance indicators under United Nations Joint Vission Programme 4.Overall,implementation under each output in on track with 89% of all planned activities started after 12 months. During the reporting period, some specific request were made to the project by Ministry of Agriculture ,Forestry and Food Security to implement which were not in the project work plan, such as support to building a Management and Information System(MIS) ,and to the elaboration of all the 13 District Agricultural Investment Plans for 2013.This required work plan adjustment and affected the implementation progress of some activities.However,despite these changes, overall the project implementation is on target.

The likelihood that the project outcome will be achieved by the end of the project is high as it is expected that the project outputs will enable National MAFFS and Local Council staff effectively support strategic planning and implementation of Smallholder Commercialization Programme at district level. However, whether the project outcome can be sustained in the long-term will depend primarily on the availability of Government resources to (i) maintain the approaches and systems established by the project, and (ii) retain the staff whose capacity has been built under the project. To which extent the project outcome will contribute to improved impact of SCP interventions will depend on the political will to (a) base decision making in agriculture and rural development on strategic planning and economic analyses; and (b) effectively link the strategic planning processes at national and district levels.

**III. EVALUATION & LESSONS LEARNED**

1. **Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no evaluation of the programme have been done yet?**

 Not applicable.

1. **Explain, if relevant, challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources, as well as the actions taken to mitigate, and how such challenges and/or actions impacted on the overall achievement of results.**

The recruitment process of the International Economist by FAO took longer than expected (as the vacancy announcement had to be re-issued due to the limited number of candidates initially applying) and the Economist assumed duties only in January 2012. Furthermore, MAFFS requested specific assistance from the project which was not part of the project’s original work plan, such as support to building a Management and Information System (MIS), and to the elaboration of all the 13 District Agricultural Investment Plans for 2013. This required work plan adjustments and affected the implementation progress of some activities. However, despite these delays and the need to implement additional activities, overall the project implementation is on target which is reflected by the project achievements to-date. The high turnover of newly recruited MAFFS staff, mainly resulting from low salaries and a lack of a human resources development plan in MAFFS, negatively affects the sustainability of the capacity developed in the Ministry by the project. In this regard, proposals for changing the civil servant remuneration system and/or outsourcing some MAFFS functions have been discussed with MAFFS Senior Management.

1. **Report key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.**

A Mid-term Review is scheduled for March 2013 which will provide the basis of the formulation of a second phase of the project.

**IV. INDICATOR BASED PERFORMANCE ASSESSMENT**

| **Original Outputs** | **Revised** **Outputs** | **Performance Indicators** | **Indicator Baselines** | **Planned Indicator Targets** | **Achieved Indicator Targets** | **Reasons for Variance****(if any)** | **Source of Verification** | **Comments** **(if any)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Outcome** National MAFFS and SCP Secretariat staff and district government officials effectively support strategic planning and implementation across SCP Components, including National and District Council level |
| **Indicator (i)** Each district has prepared an agricultural investment plan which will be incorporated into the District Development Plan. | 0 | 13 | 0 | **Comments:**13 districts have been assisted in preparing their existing workplans for 2013-2015 using an RBM-oriented template that will intgrate the SCP contributions. The SCP investments have been estimated in each district including the needed contribution of the SCP to each District. It is still required to estimate the ongoing SCP contribution in each District and compare the needs with the present support of SCP. |
| **Indicator (ii)** SCP interventions at district level are planned on the basis of sound economic and technical analyses, and incorporated in the SCP Work Plan | 0 | 13 | 0 |
| **Output 1****Strategic investment plans based on economic and technical studies prepared for each district focused on key commodities targeted by the SCP.** | **Output 1****Formulation of a vision for agricultural development and an agricultural strategy at district level (DASP) supported.** | **Indicator 1.1**By the end of 2013, at least 2 pilot districts have prepared their agricultural strategies (DASP). | 0 | 2 pilot districts  | 0 | Activity planned in 2013 | District Agricultural Strategic Planning (DASP)  | The DASP will be aligned with the Agenda for Prosperity at District level. |
| **Output 1****Strategic investment plans based on economic and technical studies prepared for each district focused on key commodities targeted by the SCP.** | **Output 2****Systems and procedures for the preparation of Strategic Agricultural Investment Plans (DAIP) are developed and introduced at national and district levels.** | **Indicator 2.1**A Planning and Management Information System (PMIS) including tools and reporting system is created and tested at national and district levels. | 0None of the budgets at district level are RBM oriented | 2 pilot districts | 13(650%) |  | The District Agricultural Investment Plans 2013-2015 | Each District had prepared a district agricultural Investment Plan DAIP for 2013-2015 using RBM. |
| **Indicator 2.2** PMIS and related tools have been disseminated for use by all districts.  | 0%(PMIS not existing) | 50%Conception of the MIS architecture only | 50% | Only the DAIP templates have been distributed to all the Districts. | Report on the MAFFs MIS Architecture | MIS architecture for Agriculture has been conceived by the project. The MAFFS is in charge to develop and implement it. |

| **Original Outputs** | **Revised** **Outputs** | **Performance Indicators** | **Indicator Baselines** | **Planned Indicator Targets** | **Achieved Indicator Targets** | **Reasons for Variance****(if any)** | **Source of Verification** | **Comments** **(if any)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Indicator 2.3**Planning and Economic Analysis related tools have been disseminated for use by all districts.  | 0%(Adapted tools not existing) | 100% | 50% | The Economic Analysis toolkit and strategic planning guidlines still to be elaborated and distributed  | DAIP template.Financial and Economic Analysis Resource Book and Toolkit. | Activities planned for 2013-2014. |
| **Output 2****Human and institutional capacity improved at national and district government levels for strategic planning and economic analysis.** | **Output 3****Human and institutional capacity developed at national and district levels for strategic planning and economic analysis.** | **Indicator 3.1**At least 65% of all relevant national and district level stakeholders have received training in Strategic Planning, Economic Analysis and related areas. | 0No specific trainings in Strategic Planning or Economic Analysis | 65% (78) of relevant stakeholders (120) involved in Strategic Planning have received appropriate trainings | 40% (54) relevant stakeholders have received relevant training  | Activity planned in 2013 | Report on trainings | Activity in progress. |
| **Output 3****Mobility and physical information and communication technology (ICT) capacity at national and district SCP coordination units improved.** | **Output 4****Planning facilities and communication capacity at national and district levels improved, including Agricultural Management Information System (AMIS).** | **Indicator 4.1**By the end of 2013, a pool of vehicles and adequate ICT facilities for strategic planning of SCP are functional. | 0No IT network at the MAFFS,No facilities for Trainings and Planning | 100% By the end of 2013, a pool of vehicles and adequate ICT facilities for strategic planning of SCP are functional. | 60% | Activity started in 2011 and ends in April 2014 | Report on the ICT Strategy | Activity in progress. |
| **Output 5****Project effectively managed to achieve project results including capacity development in all aspects of project management.** | **Indicator 5.1**At least 80% of project targets achieved by the end of the project. | 0% | At least 80% of the project targets achieved | 50% | Project still at mid-term | Annual Progress ReportsProject Management Committee Meeting Minutes | Activities are ending in April 2014. |

1. The term “programme” is used for programmes, joint programmes and projects. [↑](#footnote-ref-1)
2. Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF. [↑](#footnote-ref-2)
3. The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](http://mdtf.undp.org/). [↑](#footnote-ref-3)
4. As per approval by the relevant decision-making body/Steering Committee. [↑](#footnote-ref-4)