



EVALUATION BRIEF

June 2021

EX-POST EVALUATION OF THE PROJECT “STRENGTHENING DISASTER PREPAREDNESS AND RESPONSE IN SIERRA LEONE”

This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluators for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.

Evaluation type:	Ex-post internal evaluation
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Interviews dates:	03 November - 02 December 2020
Final report date:	04 June 2021

Commissioned by: IOM Mission in Sierra Leone

Managed by: James BAGONZA, Project Manager in Sierra Leone

Evaluation purpose: To promote transparency and accountability, which will, in turn, assist the donor (the IOM Development Fund) in its decision-making and future project funding desires; To identify lessons learned, good practices, and demonstrate the donor’s ongoing commitment to results based management.

Evaluation criteria: Relevance, coherence, effectiveness, efficiency, impact, sustainability and gender.

Evaluation methodology: The data collection for the evaluation involved documentary review; semi-structured key informant interviews and focus group discussions, online questionnaires and a final debrief with IOM in Sierra Leone.

PROJECT SUMMARY

In recent years, following recurring and major disasters, the Government of Sierra Leone has made disaster preparedness and risk management one of its top priority. In this regard, the Government has requested IOM’s assistance in strengthening its capacity, especially that of its Office of National Security (ONS).

In this context, in 2018, IOM in Sierra Leone received funding from the IOM Development Fund to support national efforts by **contributing to improving the effectiveness of disaster preparedness and response in disaster-prone districts in Sierra Leone through strengthened coordination mechanisms and by building community resilience (objective).**

More specifically, this 18-month project aimed that **the improved coordination mechanisms for preparedness and response to the natural disaster in the disaster-prone districts facilitate the protection of affected population (outcome 1)** through the achievement of the following results:

- The coordination capacities for disaster preparedness and response of the Office of National Security and other relevant stakeholders are enhanced (output 1.1) through theoretical and practical capacity building, including through relevant simulation exercises as well as through the provision of

Project information:

Geographical coverage:	Sierra Leone
Project type:	Internally Displaced Persons / Community Stabilization Initiatives
Project code:	DP.1885
Gender marker:	N/A
Project period:	01 January 2018 to 31 July 2020
Donor:	IOM Development Fund

supplies, equipment and materials.

- **Community resilience and capacity of preparedness and response for disaster is enhanced (output 1.2).** through disaster risk assessments, tailored sensitization and training events, as well as displacement profiling and registration) would

The project foresaw that strengthening national stakeholders’ capacities as well as building communities’ resilience would contribute to improve the effectiveness of disaster preparedness and response in Sierra Leone, especially in targeted localities, while reducing disasters impacts.

KEY FINDINGS & CONCLUSIONS

Relevance: The project was found relevant as per Sierra Leone's context, fully aligned with national policies and priorities, as well as with IOM and the donor's objective and criteria.

Coherence: The project was found coherent. While the possibility to create synergies and interlinks with other interventions was limited due to the few interventions in the country, the project managed to build on a previous IOM implemented project and coordinate with partners, such as WFP, while ensuring alignment with and advancing on international policies.

Effectiveness: The intervention was found effective to the extent of its limited scope as it successfully managed to achieve its objective and intended results. The project activities implemented have been very helpful for the targeted communities to understand disasters' risks but also to prepare and respond to them.

Efficiency: The efficiency of the project was assessed as less satisfactory. While good practices were identified (e.g. monitoring of expenses, good communication), the project experienced delays of which some can be attributed to the project management (delays in reporting or revision request). In addition, no M&E system nor tools had been set-up to collect and communicate project data.

Impact: The intervention is seen as having had a short-term impact on targeted localities with communities having changed the way they manage disaster issues with a better anticipation and preparation. However, future higher-level change seems unlikely without the implementation of additional similar activities.

Sustainability: The project activities have a good potential to last considering measures taken: Office of National Security was the key partner during the entire project implementation and the project engaged directly with the impacted communities, thus ensuring that the knowledge would stay with the beneficiaries. However, to be certain that the project results are still lasting in the long term, an assessment will be needed in the near future.

Gender: The project has mainstreamed gender however gender mainstreaming could have been further emphasized with a gender analysis, gender specific activities/components, and/or gender sensitive indicators. Similarly, efforts within the project reporting could have also been done to better explain the work done. Yet, the project achieved to target a balanced ratio of men and women, and to encourage gender equality.

KEY RECOMMENDATIONS

General recommendation:

- The project team should explicitly mention to beneficiaries when stipends are not foreseen under activities' implementation and explain the reason why.
- When developing the project budget, project developers should ensure that staff costs are budgeted together with the Resource Management Officer in order to anticipate and reflect as much as possible the real costs of the foreseen positions.
- The project team should familiarize with IOM Manuals related to gender (MA/59 & MA/62) in order to better develop gender sensitive projects by integrating gender sensitive indicators, thereby demonstrating the knowledge and application of the Organization policy on gender.

On project management:

- As per IOM Project Handbook guidelines, PRISM access should be granted to the Project Manager from the start of the project implementation or at the beginning of his/her assignment as such access allows to ensure an efficient project management.
- The Project Manager should familiarize with the contractual requirements stated in the donor agreement and notify the donor when delay or difficulty is foreseen.
- The Project Manager and/or the project team should regularly communicate with the donor (via in persons meetings if the context allows, emails and/or phone calls) in order to have the donor buy in.

For future interventions:

- IOM in Sierra Leone should continue its work on disaster preparedness and response. Replicating such activities would allow to expand the impact to other disaster-prone localities and increase the chances for a future higher-level change.

On project management & For future interventions:

- The inclusion of an inception phase (from 1 to 3 months depending of the project length) in future interventions could be a good practice in order to set-up the project team, to launch the project, to familiarize with the proposal and donor agreement.
- A monitoring system should be established in future interventions as it would help the project team to track the implementation of activities, to ensure compliance between activities and project requirements, but also to identify at the earliest potential threats towards project implementation.