UTF/MOZ/071/MOZ
Independent Project Evaluation – September 2006
Management Response – January 2007

Format for Management response to recommendations								
Recommendations	Further donor funding required (yes or no)	**Acceptance by Management**			**Comments on the Recommendation**	**Action to be taken**		
		Accept	Partially Accept	Reject		Action	Timing	Unit Responsible
To the Ministry of Agriculture and to the Government of Mozambique								
a) in the immediate future, possibly by the end of 2007, SETSAN should be placed at a high and visible level within MoA: the most appropriate position, given the current institutional structure, would be attached directly to the Minister's cabinet, with its full title Secretariado Tecnico para a Segurança Alimentar e Nutricional;	No	X			a)SETSAN will become National Directorate.	Approval of the organigram by the Council of Ministers.	June	MINAG
b) the position of SETSAN Co-ordinator should be merged with that of Executive Secretary, to allow SETSAN fuller autonomy of relation with other GoM organisations, within the scope and mandate defined by the annual budget exercise (PAAO);	No	X			b)Accept.SETSAN will be fully coordinated by the Executive Secretariat			
c) the initially foreseen rotating Presidency among different Ministries involved, should be implemented and their financial commitment to SETSAN should be clearly quantified, starting with the annual budget exercise 2008.	No		X		c)According to the work in progress SETSAN will become a National Council of FSN with Prime Minister on the Presidency and two Ministers as the Vice-Presidents		June	MINAG
d) SETSAN needs to be able to make the necessary requests for disbursements, have control over the process, and Government needs to respond in a transparent and timely fashion to such requests according to its pre-determined funding commitments.	No	X			d)With above set up SETSAN will be an independent unit with more administrative and financial control	Organigram	May	DNSA
The TE team recommends that SETSAN structure at central level should include at least	Yes	X			With the allocation of $200,000 into the	1)Opening of new bank	Mar/Apr	MINAG

the following core competencies and staff: b) the executive secretary/coordinator c) one management assistant, directly attached to the executive secretary, responsible for administration and secretariat organisation; d) one Head of Policy Unit; e) one Head of Information System Unit; f) one communication expert; g) one training expert; h) one nutritionist; i) one database expert; j) one WG secretary, responsible for the daily co-ordination and running of working groups; k) one secretary; l) one accountant.					GOM budget line, SETSAN will be able to recruit: -One Communication Officer -One Policy Officer -One Information Officer -One Senior Administrative Assistant -One Accountant -One Senior Adviser -One Data Analysis and Mapping Officer -Five Short term consultants	account 2)Initiate recruitment process -Definition of clear TOR and scope of work. 3)Hiring one national consultant with clear TORs and task	Mar/Apr Jun-Dec	SETSAN
The TE recommends establishing the appropriate, agile and transparent mechanism to ensure a dedicated budget allocation to SETSAN from the PROAGRI, to be replenished by donors starting from 2008, to cover ALL recurring costs of the Secretariat.	Yes	X			Mechanism will be put in place by 2007			MINAG
At the Provincial level, the TE recommends as follows: a) SETSAN Focal Points should be given the title of Provincial FNS Co-ordinator. Each Coordinator should be assigned full time to the task, and would be part of the Governor's cabinet technical staff, to allow direct access of top-level decision makers to timely information on food security issues in the Province. b) A detailed job description should be prepared, including among others: communication about FNS at provincial level, the circulation of memos to all interested departments, and to SETSAN-C; support to all provincial departments for integration of FNS concepts into their planning; planning and implementation of monitoring and evaluation activities. Adequate delegations of authority should be given to each Co-ordinator, to fulfil her/his mandate, including mobilisation of logistic means. S/he should be given an in-depth training to complement present skills and competencies (e.g. planning, co-ordination, communication skills, etc.).	No	X X			This is now underway The work started in January 2006 is underway	Seminar and round tables Discussion at national and provincial level in progress	March June	SETSAN SETSAN C/P
The TE recommends to GoM and SETSAN that a high level debate should be organised with all GoM stakeholders about the most appropriate position of the Secretariat within the national organisational structure and about each organisation's strategic and operational involvement and commitment to the implementation of the Strategy. This step should possibly happen within the framework of the finalisation of ESAN II and its associated documents, i.e. ESAN Plan of Action and SETSAN Statute.	No	X			This work will be carried out in line with ESAN2 and PASAN	Hold SETSAN´s Consultive consultation(board of national directors of 11 Ministries	May	Presidency of SETSAN
To the European Commission								

The TE recommends to the EC to define precisely what type of support they are willing to offer SETSAN to operate in 2007 and possibly beyond, including the offer of US$ 200,000 from the currency gains, if still valid, and the specific conditionality attached to this support. This decision is urgent since the withdrawal of the UTF support around June 2007 will close a major source of financing and could paralyse the structure.		X						
The TE recommends that EC considers the possibility that its future disbursements under this additional funding for 2007 would take place according to the following: a) the progress of activities outlined in SETSAN work plan, to be updated also thanks to a proposed TA as outlined below, and submitted to Government and Donor by 30/01/07; b) actually recorded disbursements by the Government out of its budgetary commitment to SETSAN.		X						
The TE further recommends that if the EC intends to secure continuation of specific activities in the area of FNS as presently carried out, planned and/or co-ordinated by SETSAN, it will need to arrive at a clear understanding with MoA over the longer-term implications of transferring all the future funding responsibilities to MoA.		X						
The TE recommends that an appropriate mechanism should be set up to monitor and backstop SETSAN on managerial, financial and technical issues during this period. One person should be appointed in common agreement between the EC and SETSAN, to provide backstopping on managerial and financial issues on a regular basis, at a distance through email and through quarterly one week full time sessions.		X						
Insofar as technical backstopping is concerned, requirements should also be met, according to needs identified by either of the two parties. The TE recommendations to SETSAN about future activities provide an indication of what type of expertise would be necessary.		X						
The TE recommends to agree with MoA on the appointment of the appropriate government entity which will carry out a financial audit of SETSAN for the 2007 accounts and ideally thereafter.		X						
To SETSAN								
SETSAN should update ToR for its existing staff and ToR for new posts, indicating required experience and competencies for each position. Recruitment should be done accordingly. To the maximum possible extent, core staff should be on SETSAN payroll, through secondment from other GoM organisations or direct outsourcing.	No	X			This will be fully covered with the finalization of SETSAN regulations	Round tables are now taking place at National, Regional and Provincial levels	June	
SETSAN should make efforts to complement its core competencies with technical assistance provided by partner GoM organisation and others, providing them with office space and integrating them into SETSAN activity according to agreed terms of reference. The TE team also recommends that SETSAN explores actively the possibility to collaborate with students from Eduardo Mondlane University, recruited on temporary	No	X						

basis at a minimum cost as trainees and young professionals.								
The TE team recommends that an analysis be made in the immediate future of the functions and role of the different working groups. In particular, the TE suggests the following: SETSAN should include in its budget running costs for all WGs, and support accordingly WG Chairs in their tasks; a Chair of VAC/GAV should be appointed and recruited immediately for one year full time, to make the best possible use of the baseline survey in terms of analysis of results, identification of in depth-studies, monitoring activities, diffusion of results, etc.; an agreement should be reached as soon as possible with the appointed chair of SANHA and her alternate, in terms of actual time availability and location of appointment, with a view to the smooth running of the WG activity; GAPSAN should be revived and made operational; its Chair should be appointed within MoA's Early Warning Department. Terms of Reference and membership should be updated, formal commitment to participate on the basis of an annual work plan from partner organisations should be sought; if possible, closer relations should be established with FEWS-NET. UCEA should cease being a SETSAN WG, due to its operational mandate and MoA should decide upon its institutional position; SETSAN should participate as a member; the Food Balance Working Group (Folha do Balanço Alimentar/FBA) should be suspended; in its place, in consideration of the importance of trade dynamics for FSN in Mozambique, adequate agreements should be established with SIMA/MoA and INFOCOM/MIC to receive inputs on the basis of a commonly agreed work plan, to support establishing the food balance sheet. SETSAN should continue to contribute to the monitoring of FNS indicators within PARPA through revised modalities of working groups functioning agreed with PARPA Secretariat; the Planning and Budget WG should be strengthened to include addressing planning and budget issues at Province level; the mandate of the WG Policy Information and Formulation should be the main responsibility of the Policy Unit of SETSAN, which will be supported by a technical assistant provided by FNPP starting soon. Thus, the TE recommends that the decision to revive this WG and its ToR be taken by the Unit and the TA in due time; all other working groups, namely GMAS[1], GAN, the Government-NGOs and International Agencies Coordination Working Group, should be suspended for the time being, if not abolished definitely.	No		X		SETSAN needs to concentrate its efforts on the strengthening of the permanent units: Information and Policy. Closer relation with FEWSNET will strengthen the creation of Data Management and Mapping sector	Two retreats will be held this year with the aim to redefine vision/goals/outputs expected from each unit. organigram		

[1] GMAS: Grupo do Meio Ambiente e Monitoria do Saneamento/Environment and Sanitation Monitoring WG

The TE recommends that unless a major disruption in the next cropping season happens, VAC/GAV efforts for 2007 should be concentrated on analysis of the baseline survey, identification and implementation of case-studies on the causes of food insecurity and malnutrition for the different livelihood groups in the different areas of the country; diffusion of results for different users' groups; monitoring of areas most at risk.	Yes	X			Since December 2006 SETSAN/GAV has baseline reports and further work will rely on monitory and data anallysis			
The TE recommends also that results stemming from the analysis of the baseline survey be used actively as inputs into the policy making process at national level, for those sectors involved. Close collaboration will have to be pursued through VAC/GAV work and SETSAN Policy Unit.	Yes	X						
The TE recommends that an assessment be made of the mentor system to the Provinces (madrinha/padrinho) in terms of its effectiveness, and suggests that it could be revised as follows: a maximum of three staff members of SETSAN should be mentor/focal points at central level for three/four provinces each.	No	X						
The TE recommends that by the end of 2007, SETSAN designs and agrees with partners the Mozambique Food Security Information System, built on the FIVIMS model. This should integrate all relevant information systems in the country, harmonising in a cost-effective way and along an appropriate timeline, data collection and monitoring systems, for both "normal" and critical years and locations.	Yes	X			With support from UTF/071 SETSAN will create a dynamic data base on key FSN indicators and in link with FIVIMS model. The aim of this work is to link FSN information from Province-National-Province.	-Workshop will be held in May -SETSAN through the Information Unit will do backstopping to the 10 Provinces	May Aug/Sept	
The TE team recommends that SETSAN should finalise its communication strategy, keeping in mind the need to differentiate information products for different stakeholders, including high-level decision makers, and cost-effectiveness of different products.	No	X			With the support from UTF project TORs were developed and consultancy work is in place for 5 months.		June	
The TE encourages SETSAN to pursue its plans of a door-to-door information and awareness campaign at Ministerial level, to inform about FNS issues and their integration into sectoral development plans.	No	X			This activity is a permanent and is underway.			
The TE recommends that as a complement to District Administrators training, informative training events be organised for Province Governors and Permanent Secretaries, on FSN issues and their integration into province development strategies.	Yes	X			This work is underway in the northen and central provinces	Ensure good appointments with provincial secretariats.		
The TE recommends to SETSAN in the medium term, with support from partners, to cover assessment and analysis of urban and peri-urban FSN.	Yes	X			This is a new area that SETSAN needs to work in line with the preparation of ESANII			

To the Project, including Budget Holder and Lead Technical Unit								
a) assist SETSAN's Coordinator in the formulation of a Strategic plan for SETSAN for the next two years: this could be done by the CTA or through a specific support, to be agreed by all parties concerned;	No			X	SETSAN strategic planning must follow the preparation of the ESAN II – which will only be ready by Oct/07 (see SETSAN workplan 2007)	Draft a TOR that can be used by the SETSAN Coordinator at a later date and with other funding sources.		
b) provide TA to SETSAN's Coordinator on management and budgeting: this could take the form of a two-three weeks mission of an expert to evaluate the internal needs of SETSAN, and building on the actual experience of the UTF, assist in formulating a detailed plan of priorities and activities for 2007. S/He will assist in the definition of recurrent and variable costs of SETSAN for the completion of its activities together with a full review of additional human resources to be inserted in the Secretariat as soon as possible with full job description. S/He will also assist in the review and if necessary reformulation of the job description of existing members of staff	No	X			An important operational constraint will be that neither EC nor PAAO funds will be available during the first quarter of 2007. Key issue is not budget but funds dispersed by MinAg.	Consultancy confirmed Consultancy to finalize materials. Finalize main report		
c) full implementation of the planned training programme for SETSAN-P staff and District Administrator; finalisation of material at the end of the training round;	No	X			Key constraint in the lack of government human resource to lead/coordinate this training.	Identify analytical question for case study		
d) assistance to SETSAN in defining short to medium term training needs both at central and district/province level in 2007.	No	X				Support SETSAN in analysis and write up		
e) technical support to VAC/GAV through the CTA until end of January and through the LTU until UTF NTE date, in the analysis of the baseline survey results, including technical and financial support to the elaboration and implementation of one case-study stemming from the analysis;	No	X			Given above, likely that only the already planned administrator and SETSANp training will be feasible during 2007.	Completed: TORs drafted for consultancies (communication strategy, FSIS data base, library set up, finalization of training material)		
f) assistance to SETSAN for the drafting of ToR for the additional technical assistance (short & medium length international consultancy/ies) required for the strengthening of SETSAN during 2007.	No	X			SETSAN needs to make data available to members & partners for the purposes of defining and supporting case studies based on the baseline survey.			

a) Carry out a thorough joint examination of accounts: in particular, UTF and SETSAN's management should look carefully at the cost structure of the project, consider redirecting single lines of expenditure and operate any savings where costs appear excessive for the residual life of the UTF. A case in point is General Salaries where approximately US$ 55,000 represent the cost of one administrative assistant/secretary and a driver;	No		X		SETSAN has made a request to continue with the operational support (admin assistant and driver) until the end of the project	Contracts have been renewed in Jan07 – with a contract that has maintained the current salary while reducing benefits for a net result of 30% decrease in total staff cost.		
b) The joint review of the already compiled full balance sheet of SETSAN with inventory of durable equipment (fixed assets purchased through project funding).	No	X				Inventory of assets and materials and plan for handover made.		
c) Elaboration of a comprehensive and simple to manage Profit and Loss account for the future smooth running of the operation.	No		X		Unclear what a profit and loss account means in a non-profit/public organization.	Will be undertaken by Mgmt Consultant		
To FAO								
The TE team recommends that retribution levels and terms of contract of project staff be fully shared among all concerned parties in the organisation, the Budget Holder being the one responsible for the final decision in case of disagreement, once appropriate justification is provided.	No	X						
The TE team recommends that a more comprehensive analysis of transaction costs across the whole of FAO organisation, including its image in terms of accountability, be done whenever making decision about opening new project account and codes.	No	X						
The TE recommends to FIVIMS Initiative to include the results stemming from the Mozambique experience in its normative work at global level, including illustrating it through its web-site.	No	X						