

**Project Evaluation Series**

# **Evaluation of the Zimbabwe Livelihoods and Food Security Programme**

**Project code: GCP/ZIM/025/UK**

**Management response**

Management response to the Evaluation of the Zimbabwe Livelihoods and Food Security Programme					07/2022
Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<b>Recommendation 1.</b> <b>To FCDO, FAO.</b> For future similarly comprehensive programmes and projects should adopt a similar approach, drawing on well-selected partnerships and consortia during implementation, including with NGOs, think tanks, academia and Government structures as appropriate. Such diversity brings strength during implementation.	Accepted	FCDO will continue to ensure that delivery approaches and partner selection provides good value for money. There will be continued assessment of the commercial and technical criteria against each selected partner coupled with a robust risk management oversight function. The role of government in future or similar programme is essential for delivery and for sustainability aspects. Mapping the responsibilities and the roles of various actors early on will improve the success of the delivery approach.	FCDO	Unknown	Yes
	Accepted	Future resource mobilization efforts by FAO Zimbabwe for the CPF will target interventions that are integrated and layered as was the case with LFSP and in line with the focus of the new FAO Strategic Framework. Partnership will be sought with relevant consortia for implementation of future complex programmes.	FAO-Resource Mobilisation/ Programme Management	CPF timeframe	Yes
<b>Recommendation 2.</b> <b>To FAO.</b> To maintain programme monitoring rigor and coherence in complex programmes such as LFSP, where multiple implementing partners are involved and whose internal M&E systems and capabilities may vary, a standardized programme-wide M&E plan with accompanying tools is recommended.	Partially accepted	The overall recommendation is accepted and indeed enhances efficiencies in programme monitoring. However, in similar future complex partnership arrangements as was the case for LFSP – where the responsibility was shared amongst three different organisations (Coffey, FAO, Palladium) and in the absence of formal data sharing agreements, FAO Zimbabwe can continue to innovate at country level ways to use field-based partners as entry points for standardization.	FAO M&E	N/A	N/A

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<b>Recommendation 3.</b> <b>To Palladium.</b> Market development in volatile economic contexts requires a balanced blend of market actors (small, medium and large, as well as equity-based vs. community-based) and local, regional and national players as well as duty of care when linking small holder farmers to formal markets.	<b>Accepted</b>	Palladium agrees that market development in all contexts (including in volatile economic contexts) requires a balanced blend of market actors and an imaginative blend of approaches.	Resource Mobilisation/ Programme Management	N/A	N/A
<b>Recommendation 4.</b> <b>To FCDO and FAO.</b> The design and implementation of similar programmes/projects in the future requires intentional and systematic integration of production and market interventions at farmer level to ensure appropriate sequencing and layering of synergetic interventions that boost individual production and market access at scale.	<b>Accepted</b>	The MD component supported individual entrepreneurs, organised farmers into groups for collective sales, supported farmers to organise into quasi-cooperatives termed 'farmer group enterprises' (FGE) and worked with traditional private sector actors to create tailored products or ways of working with smallholders, including promotion of a container shop model, last mile sales pilots and strengthening advocacy groups to represent agribusiness interests. FCDO provided Market development which is essential for rural economies/local economic development. The ambition and scale of any future work will need to be clearly set out, linked to the resourcing required, programmed in an adaptive and responsive manner.	FCDO	Unknown	Yes
	<b>Partially accepted</b>	The decision to separate APN and MD components was purely a resource partner's decision. However, FAO Zimbabwe in future programming will be lobbying for integrated programming and design of multi-component projects jointly with pertinent managing organisations.	FAO Resource Mobilisation/ Programme Management	CPF timeframe	Yes

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<b>Recommendation 5.</b> <b>To the Government of Zimbabwe.</b> The Government of Zimbabwe should ensure funding, human resource capacity building and continuous skills development to support all bio-fortification activities, including germplasm introduction, varietal breeding and selection, seed production, indicative grain pricing, purchasing, separation and storage modalities, as well as milling and distribution for the general population. There is need for the development of an appropriate legal framework to guide contract farming and off-taker arrangements in the country.	<b>Accepted</b>	The Government of Zimbabwe accepts the recommendation.	Government	N/A	Yes
<b>Recommendation 6.</b> The Technical Working Groups of the nine Pillars of the National Agricultural Policy Framework provide the most important avenue for sustaining and advancing stakeholder participation in the agricultural policy arena in Zimbabwe. Government, donors and development agencies should endeavour to ensure that the work of these TWG is continued and expanded to include even greater stakeholder representation.	<b>Accepted</b>	Mostly relevant to Government, however FAO Zimbabwe is already designing project for resource mobilization further actions to sustain the policy dialogue framework created by LFSP going forward in partnership with other institutions.	FAO-Resource Mobilisation/ Programme Management	CPF timeframe	Yes

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<b>Recommendation 7.</b> <b>To FAO, FCDO and the Government of Zimbabwe.</b> Donors and development agencies (including FCDO and FAO) should consider supporting the recently constituted local policy think-tank, the Center for Agriculture and Food Policy (CAFP), and government should work with the CAFP and other policy analysis and support entities to develop and understand agricultural policy priorities and obtain and develop evidence to optimize policy decisions for the benefit of all Zimbabweans.	Accepted	FAO Zimbabwe will continue to collaborate where relevant and in line with new programmes with all relevant policy actors including CAFP.	FAO-Resource Mobilisation/ Programme Management	CPF timeframe	Yes
	Partially accepted	FCDO will continue working with Ministry of Agriculture and other stakeholders on Agriculture policy development, formulation and monitoring.	FCDO	Unknown	Yes
<b>Recommendation 8.</b> <b>Ti FAO, FCDO and the Government of Zimbabwe.</b> There is need to give more time to interventions designed to promote the development of the rural finance sector as the learning curve for rural finance development require a bit more time. Future RF interventions should consider diversifying the product portfolio to fully address the needs of the smallholder farmers. <b>Suggested actions to be considered:</b> i. Lease financing products for the acquisition of farm equipment and machinery. This is one way of also addressing the collateral challenges that smallholder farmers face in addition to the cash flow-based lending model that the LFSP	Accepted	FCDO-The rural finance (RF) interventions including linking farmers to financial service providers, capacity building of community-based financial institutions through financial literacy trainings ISAL methodology, entrepreneurship trainings and creation of look and learn exchanges provided a range of actors with improved operational and technical capacity at most levels.  The provided recommendations are noted and are subject to affordability and strategy decisions within FCDO. The extensive lessons from LSFP will be shared widely and will be used to inform similar interventions within a specific Zimbabwe context.  FCDO will continue to monitor viability of actions within the RF space, reviewing aspects such as the economic and climate outlook, policy coherence and implementation.	FCDO	Unknown	Yes

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<p>implemented. The performance of the smart subsidy facility demonstrates potential for lease financing. (Action: FCDO, FAO, RF Institutions).</p> <p>ii. Recoverable grants for the capacitation of market actors instead of matching grants. This may deter those market actors who join the project just for getting the matching grant and abandon the project activities immediately after benefiting from the matching grant or when the project comes to an end. (Action: FCDO).</p> <p>iii. Recoverable revolving smart subsidies to increase outreach where resources are limited. The use of recoverable revolving smart subsidies will also encourage beneficiaries to make better productive use of the resources acquired by the subsidies as they will be knowing that they will have to pay back. The evaluation found that the smart subsidy facility generated a lot of interest amongst LFSP beneficiaries but not all could benefit as the envelope was not enough to meet the needs of the farmers. (Action: FCDO).</p>	<b>Accepted</b>	As per the new FAO Strategic Framework and the CPF currently under development future programming will take lessons from LFSP and adopt innovative rural finance approaches such as blended finance and risk sharing. FAO Zimbabwe has already started implementing some of the innovative approaches in the ongoing programmes like AgrilInvest. In addition to time, a stable macroeconomic environment is also necessary to sustain and allow for scaling up of interventions.	FAO-Resource Mobilisation/ Programme Management	CPF timeframe	Yes

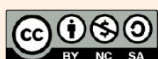
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<b>Recommendation 9.</b> <b>To FAO and the Government of Zimbabwe.</b> There is need for proper validation of new technologies through critical well analysed on-farm research activities before technologies are promoted on a wider scale to beneficiary communities.	<b>Accepted</b>	LFSP conducted a number of pilots to facilitate this learning and adaption. A number of useful documentation on these have been produced and provides a stepping stone for further analysis and upscaling in future programmes.	FAO-Resource Mobilisation/ Programme Management	CPF timeframe	Yes
<b>Recommendation 10.</b> <b>To FAO, FCDO and the Government of Zimbabwe.</b> Future projects should capitalize on all opportunities for evidence generation. In the LFSP this would have involved quantitative or semi-quantitative (e.g., farmer's satisfaction and estimates of productivity) analysis of technologies and methodologies demonstrated in the target communities as compared to current farmer practices, including realistic economic analysis.	<b>Partially accepted</b>	This would be the ideal situation, to the extent possible these were included as part of the annual crop and livestock surveys although indepth analysis may not have been conducted to the extent recommended here. This has to be addressed at design level as it has significant resource implications. The LFSP did one round of Local Economy-wide Impact Evaluation (LEWIE) study.	FAO-M&E/ Programme Management	CPF timeframe	Yes
<b>Recommendation 11.</b> <b>To FAO and the Government of Zimbabwe.</b> There is need for additional and follow up support to the agroecology interventions that were introduced late into the programme, to ensure their appropriate dissemination, wide adoption by farmers and sustainability.	<b>Accepted</b>	FAO Zimbabwe has designed follow up and upscaling proposal which will be used for resource mobilization. However, some of the learnings from LFSP are already being applied in ongoing programmes with the Government of Zimbabwe, FAO, NGOs, UNDP and other organisations (pfumvudza, Black Soldier Fly-BSA, Acaricide model, biofortification). In addition, the NPF Pillar 8 continues to champion policy dialogue and evidence sharing of the agroecology practices.	Resource Mobilisation/ Programme Management	CPF timeframe	Yes

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<b>Recommendation 12.</b> <b>To FAO.</b> FAO should ensure that the repository of information developed and published by all partners under, and supported by, the LFSP is complete, catalogued, and made available online, at least in summary form.	<b>Accepted</b>	Repository actions ongoing (website, Onedrive, etc).	Communications	2023	No
<b>Recommendation 13.</b> <b>To the Government of Zimbabwe, FAO.</b> The Government of Zimbabwe is a key player in agricultural development programmes. Success relies heavily on having a sound and stable policy environment in place, which supports all aspects of the agricultural value chains. The government should therefore consider the need to protect emerging agriculture-based value chains, and FAO should support government's efforts in ensuring that all policies in associated sectors of the economy do not undermine, reverse, or significantly impact negatively on the efforts of small holder farmers in increasing productivity and market access.	<b>Accepted</b>	FAO Zimbabwe has developed a post LFSP policy proposal which seeks resources and partnerships to continue with policy support work to the Government of Zimbabwe.	Resource Mobilisation/ Programme Management	CPF timeframe	Yes



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