

MANAGEMENT RESPONSE – MID-TERM REVIEW OF PROJECT
GCP/MOZ/081/NET

Introduction

The Mid Term Evaluation of the project took place at the end of February. A draft report was presented at the debriefing and was subsequently widely circulated for comments. Responses from the Centro de Formação Jurídica e Judiciária (CFJJ), project staff, and all partners were generally very positive, and no-one questioned the main points regarding project performance, or recommendations directed principally at the project itself.

Few comments were returned in writing, but in a follow-up Technical Backstopping Mission to discuss the results of the review, project partners and the donor all confirmed the broad support and appreciation of the review process and its conclusions.

In this same mission, a formal Tripartite Meeting was convened on 4 April 2007, taking the draft report as the basis for discussion. The Tripartite Meeting report was then sent to the head of the review team leader for consideration when drafting the Final Report. Key recommendations of the review team regarding the extension of the project and activities linked to the wider CFJJ mandate and other contextual issues were not altered in the Final Report, even though the Tripartite Report altered substantially some of these proposals.

This Management Response therefore reflects operational reactions not just to the Final Report, but also to decisions in the Tripartite Review meeting. Both reports should be consulted when assessing the accompanying table. The actions listed correspond directly to each Recommendation listed in the Final Report, on pages 23 to 25.

General Comments

The CFJJ-FAO project management considers the review to be a fair and accurate account of project performance to date. The overall set of critical comments and suggestions are well founded and make sense, and will be implemented subject to wider contextual constraints and other alterations arising from the Tripartite Meeting.

The two main areas where the Tripartite Meeting has already altered the Final Report recommendations are:

- a) the proposed time frame for extending the project
- b) the role of FAO and the project in the discussions surrounding the mandate and future structure of the CFJJ, and the development of its 3-5 strategy

The team fully accepts the donor position that a 9 month extension is preferable, with up to US\$600,000 additional funding, to complete the current programme and add some additional elements to strengthen its results. The donor also added that they would be interested to discuss a possible new phase, as being both a correct technical response to

an innovative programme that needs to be consolidated and developed; and a sound strategic choice for supporting an institution that while robust in its approach and its commitment to the rule of law and equitable development in Mozambique, is still fragile institutionally and will benefit from a further and extended period of FAO-Netherlands support.

The institutional reform and mandate issues raised in the Final Report are being tracked by the project team, which will continue to engage in discussions with the CFJJ and its sector partners as and when appropriate. The team accepts however that these issues are beyond the mandate of both FAO and the project, and must be left to the counterpart and its sector partners to address.

The Final Report recommendations are useful and interesting in this context, but cannot at this stage be used as the basis for planning longer term changes to the way GCP/MOZ/081/NET-supported training is implemented by the CFJJ. This level of planning – which will inevitably have consequences for the shape and content of the new project - must await the resolution of mandate and statute discussions still ongoing between the CFJJ, the Ministry of Justice and other sector partners.

The Tripartite Meeting did however accept that GCP/MOZ/081/NET could usefully facilitate this discussion, by providing resources for the CFJJ to host a seminar between the sector stakeholders in the mandate discussions. The donor also sees resolution of these wider mandate questions as an essential precondition for developing a new, third project as proposed in the Tripartite Meeting (and recorded in the meeting report). The CFJJ-FAO project team also agrees that resolution of these questions is an essential precondition for launching the project design process.

These questions aside, and assuming the project now runs to the end of December 2008 with additional budget of US\$600,000, all other Final Report recommendations regarding the project work plan and activities are useful and will be incorporated. Appropriate re-planning of the work plan and the requisite budget revision have been completed by FAO and CFJJ and submitted for approval to the donor. This includes phasing the existing work plan through to the end of 2008, and adding in all new activities suggested in the Final Report.

All the above comments are reflected in the accompanying Management Response Table.

PROJECT: GCP/MOZ/081/NET - Management response to Mid Term Review Recommendations (1) (2)

Recommendations	Further donor funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
		Accept	Partially Accept	Reject		Action	Timing	Unit Responsible
Recommendation 180 <i>Extend project by 18 months with extra US\$1.2 million</i>	YES	NO	Yes		Donor rejects proposal but counterproposal is to extend by 9 months with extra US\$600,000, and draft new 3 year project to be submitted to the donors	Revise plan of activities until December 2008, and budget to include additional funds	June 07	Project
Recommendation 181 <i>Revise Plan of Activities and Budget taking into account proposed new activities (i) to (vii)</i>	NO	YES			See Recommendation 1: - Plan to reflect 9 month and not 18 month extension. - Action to be done by existing project team with current resources	See above	June 07	Project
Rec 181, Activity (i)	NO		YES		Consultancy rejected by counterpart; project to facilitate stakeholder meeting	Organise stakeholder meeting (CFJJ Directorate to act)	Aug 07	CFJJ and Project
Rec 181, Activity (ii)	NO		YES		Depends upon outcome of stakeholder meeting and decisions taken	Pending	Pending	CFJJ, project
Rec 181, Activity (iii)	YES	YES			Requires joint programming with other donor (Norway); process still under discussion.	Joint discussions with project and other donor; achieve agreement on recruitment and timing	Jan 08	Project & FAOR
Rec 181, Activity (iv)	YES	YES			To be incorporated in new 2008 plan; 5-6 ministries involved (MINAG, MITUR, MICOA, MP, MPF, MOPH)	Organise seminar	By June 08	Project
Rec 181, Activity (v)	YES		YES		Include if feasible within project and CFJJ programme	Assess CFJJ programme and feasibility of activity	By June 08	Project
Rec 181, Activity (vi)	YES	YES			Activity already foreseen and established with support to ASL	Two seminars in 2008 with accompanying materials	By May 08	Project and ASL / CTA
Rec 181, Activity (vii)	YES		YES		Some of the issues identified can be included in current project to Dec 08; others to be included in longer term plan.	Revise workplans of Provincial Team, to address thematic issues (first – community investor partnerships, with IFAD); gender to	To end of Project	Project and partners

						be strengthened with new specialist when recruited (activity iii)		
Recommendation 182 <i>CFJJ to strengthen core HR capacity</i>	MAYBE	YES			CFJJ must address this issue within its relationship with MJ and CFJJ sector partners; project can support with new staff (gender specialist, field officers)	Dialogue with CFJJ; CFJJ to request response from MJ etc	ASAP	CFJJ
Recommendation 183 <i>CFJJ to include 3-5 year training plan</i>	NO		YES		CFJJ accepts the argument and will address it in context of discussions with MJ and other sector partners	CFJJ to take appropriate action, with Rec 2 Activity (i) as first step	Dec 08	CFJJ
Recommendation 184 <i>MINAG and MITUR to improve methods on consultations etc, with CFJJ/FAO support</i>	YES	YES			To be addressed within the current training, and a new workshop programme; additional funds required for workshops and to extend this activity to end of 2008	Promote dialogue with MINAG and MITUR through workshops and other meetings	Dec 08	CFJJ and Project
Recommendation 185 <i>Paralegals should manage and support consultative process between communities and external actors</i>	NO		YES		Project can promote this idea but response depends upon position of MINAG and MITUR; workshop and other dialogue as per Rec 5 can facilitate discussion.	See Rec 5	Dec 08	CFJJ and Project
Recommendation 186 <i>Continue current commitment to good governance and advocacy on NRs, with other Justice Group donors</i>	NO	YES			Donor already strong in this respect and committed to continuing this approach.	Dialogue with other sector donors; advocacy in other donor forums (PROAGRI, Land Group, ITC (3), Environment Group, etc)	To end 2008	Donor
Recommendation 187 <i>Include a list of activities (I – viii) in project workplan</i>	YES	YES			Agree with all activities proposed provide they are feasible within the overall capacity and workplan of the CFJJ; additional funds required in context of 9 month extension (operational costs, material, TA etc)	Incorporate proposals into workplan (Recommendation 1 above)		
Recommendation 188 <i>FAO to support completion of delimitation</i>	Not applicable to GCP081	YES			To be decided by FAOR with GCP /MOZ/027/BEL; CFJJ-FAO team ready to support as per existing TA agreements.	FAOR and GCP /MOZ/027/BEL team to analyse proposal and suggest action to be taken; project	Sept 08	FAOR and GCP /MOZ/02

<i>and titling in GCP /MOZ/027/BEL¹ communities (Manica)</i>						could consider supporting funding proposals to ITC project.		7/BEL
Recommendation 191 <i>FAOR to improve administrative tools as per Country Evaluation, and try out MOU instrument</i>	YES	YES			Additional funding required to support administrative capacity in context of extension to end-2008; Adoption and use of a Memorandum of Understanding (MoU), for transferring the responsibility for some operational activities, and managing and disbursing the related funds to a national entity (e.g. for pilot activities) still not possible under present FAO rules (FAOR to continue advocating for this)	Integrate administrative support into budget revision as required; FAOR to press for rule changes and introduction of MOU at HQ level.	No set date	Project (budget); FAOR (MOU and rules)
Recommendation 192 <i>FAO Technical divisions to draw lessons from project and integrate into normative work at global level and in other countries</i>	YES	YES			Additional funding for workshops and Regional Conference in Oct 2008; FAO HQ and technical divisions to consider programme and funding implications with support from Project TA and FAOR.	Analysis and reporting on project experience and results (discussion documents etc promoted by technical divisions); workshops and Regional Conference to be organised.	Up to Oct 2008	Project, LEGN, NRLA, etc

- (1) Recommendations are dealt with one by one following list beginning bottom of page 23 of Final Report
- (2) See Tripartite Meeting Report which provides explanation and background for Comments etc
- (3) ITC – Iniciativas para Terras Comunitárias, a new funding programme supported by DfID and five other donors.

¹ “Improving Nutrition and Household Food Security in Manica Province”