



Food and Agriculture  
Organization of the United  
Nations

## Office of Evaluation

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### Evaluation of FAO Cooperation in Zimbabwe (2006- 2010)

*Follow-up report the management response*

## Food and Agriculture Organization of the United Nations

### Office of Evaluation (OED)

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For further information, please contact:

Director, OED  
Viale delle Terme di Caracalla 1, 00153  
Rome, Italy  
Email: [evaluation@fao.org](mailto:evaluation@fao.org)

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Follow-up report of the Management response to the <b>Evaluation of FAO Cooperation in Zimbabwe</b>			Mission: Feb 2011 Report: June 2011 MR: July 2011 Follow Up Report: Oct 2012
Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures
<p>Recommendation 1</p> <p>The FAO Representative in collaboration with the Senior Management Team (SMT), and in consultation with GoZ and UNCMT, should finalize the CPF. Priorities that the FAOR and the GoZ may wish to consider for their collaboration could include gender, SLM, forestry and its interfaces with agriculture and livestock, climate change adaptation, food security and nutrition, and building capacity of farmers unions and other farmer's organizations to better provide services to their membership. The CPF should be used as a tool for advocacy and resource mobilization. The PoA should be reshaped to reflect a biennium country work plan for 2012/13 with a clear RBM framework.</p>	<p><input type="checkbox"/> CPF being finalised and priorities to cover gender, SLM, forestry, livestock, climate change, food security and nutrition, and building capacity of farmer unions</p>	<p>CPF finalized, following comments from HQ with several divisions. Framework sent to Ministry of Agriculture for signature.</p>	<p>Improved visibility of FAO programming (although final version of CPF not yet circulated to donors/UN/partners) and operational framework, in line with key – strategic and policy - national and regional frameworks &amp; documents</p>
<p>Recommendation 2</p> <p>FAO should look for opportunities to support MAMID to co-chair the relevant coordination working groups and eventually to develop coordination mechanisms at district and provincial levels. The TOR for the working groups</p>	<p><input type="checkbox"/> T.O.R of all Working Groups to be revised to enable Ministry to assume full control in chairing</p> <p><input type="checkbox"/> FAO will facilitate MAMID to have Coordination meetings at Provincial and district levels</p>	<p>MAMID chairing National Steering Committee on Agricultural Inputs, Conservation of Agriculture Task force and Irrigation Working Group</p> <p>Coordination meetings at Provincial levels</p>	<p>Positive reaction, as Government officials often lament the lack of information or the slow speed of</p>

<p>should clarify expected coordination outcomes.</p>		<p>have been organised. A system has been put in place to have regular meetings at Provincial level where issues discussed and agreed upon at central level (Harare) are also discussed and disseminated. District Agriculture Extension Officers also attend . More actions to decentralize the coordination can be put in place , aligned with CAADP, with fora agreed by all stakeholders at provincial &amp; district levels and led by government institutions/departments.</p>	<p>information flow. The provincial fora are an opportunity to engage government officials, and report back with ideas and recommendations.</p>
<p>Recommendation 3 FAO should continue providing assistance and support on policy development and the implementation framework in the areas of SLM, gender &amp; agriculture, food and nutrition policy, climate change adaptation, irrigation and water management, and agricultural extension. This will require additional support from its sub-regional and HQs services (TCS and Technical Divisions).</p>	<p><input type="checkbox"/> Regular technical support from SFS to ERCU</p>	<p>FAO actively contributed (i.e. technically and financially) to the development of the Food and Nutrition Policy.</p>	<p>The Food and Nutrition policy has implications on a multi sectoral approach of data analysis, recommendations for programming and influence on agricultural policy.</p>
<p>Recommendation 4: FAO should seek more effective forms of cooperation with Farmers Unions to strengthen the empowerment of SHFs, assisting them in developing local associative and self managed organizations that would enable them to access services and markets. This should be accompanied by a capacity development strategy for strengthening AGRITEX extension at provincial and</p>	<p><input type="checkbox"/> Inputs support through FUs discontinued.</p> <p><input type="checkbox"/> Government will be assisted to strengthen the capacity of Agritex extension at provincial and district levels</p>	<p>Done. Only NGOs are being contracted for input assistance programmes.</p> <p>Done and ongoing. Several activities done, from training on M&amp;E and data collection, crop production, livestock management. FAO has been financially supporting MoAMID in the undertaking of national and ad-hoc surveys and assessment. When possible, other support is also given for ICT</p>	<p>NGOs are better placed for input assistance programmes, as they are present in the area, and have capacity to deliver support services.</p> <p>Stronger link between FAO and MAMID (and other line ministries). The need for capacity development remains considerable.</p>

district levels. Providing free inputs through FUs should be avoided as this may create a distraction to their core mission.		and transport, rainfall measurement, etc..	
Recommendation 5: FAO should mainstream gender both in FAO's interventions and in those of the sector. It should specifically develop clear gender equity outcomes and indicators for the Program, and establish clear gender mainstreaming responsibility and accountability internally within management job descriptions.	<input type="checkbox"/> To have a gender expert in the country team are on the agenda of the Country Team put in place when resources available.	A gender expert is recruited as and when required. Depending on availability of funds a full time expert will be recruited in future.	Improved mainstreaming of gender issues in CPF and programming
Recommendation 6: In collaboration with FNC and other partners, undertake household livelihood studies to support the development of integrated farming models and extension material and interventions for more viable SHFs and targeted asset building interventions for the chronically food insecure.	<input type="checkbox"/> All new projects under formulation to include integrated farming models and extension materials <input type="checkbox"/> Household livelihood studies to be done and best practices to be incorporated in new projects	New farming models piloted and best practices being replicated throughout the country. Extension materials being updated and printed in both English and vernacular languages before dissemination for efficient and effective extension services.	Improve delivery of services.
Recommendation 7: Adopt clear principles that should be followed in identifying and reaching the target groups. Based on these principles, project documents should provide a clear definition of target groups and should specify the criteria and mechanisms to be used to select and reach the target groups.	<input type="checkbox"/> Criteria for selection of target groups will be developed	Done in 2011	Improved programme implementation
Recommendation 8: Consider reengineering the technological component in the CA package to optimize the contribution of	<input type="checkbox"/> Integration of CA with livestock and trees will be initiated in consultation with stakeholders for ongoing and	Done. New CA technologies currently being tested under the auspices of the CA Task Force.	Too early to say. Testing still ongoing. Considerable enthusiasm from stakeholders, as these technologies promise

<p>livestock and trees to SHFs' livelihoods in a landscape planning approach. This requires including action research within agricultural extension to involve farmers in designing appropriate farming systems in different agro-ecological zones, that integrate CA with livestock and trees (CALT), testing adapted mechanized CA equipment, and assessing how new technology can be accessed by poor households.</p>	<p>new projects being formulated</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Equipment and new technology will be adapted in new projects of CA</li> </ul>		<p>to open a new era of CA promotion. There are different packages/technologies for different natural regions, different farmer profiles (e.g. with draught power or not), requiring extended research and testing by all stakeholders</p>
<p><b>Recommendation 9:</b> Selection and management of partnerships - Improved transparency of IP selection through establishing clear criteria, performing a capacity analysis of all partners, include NGOs at local level who may not be members of ACWG, in compliance with procedures in MS 507. For contracting with IPs, use a mix of LoAs and MoUs with Government and other partners, e.g. MoUs for general over-arching activities and LoAs for specific activities with specified outcomes etc. For operational efficiency – involve finance, logistics/procurement from the programme design and planning stage.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Clear criteria for selection of IPs developed in line with organizational procedures as contained in MS 507. Local NGOs to be included in future programmes</li> <li><input type="checkbox"/> A mix of LOAs and MoUs to be used in contracting IPs and Government</li> <li><input type="checkbox"/> Finance and Procurement now involved from programme formulation</li> </ul>	<p>Done</p> <p>Whenever possible, done. Some donors still reluctant with direct contract with GoZ</p> <p>Done</p>	<p>Procedures are more transparent, records are kept for future reference. However, the process is slower as it has strict requirements and involves many people</p> <p>Better integration, planning and financial preparedness</p>
<p>Recommendation 10: Move away from direct distribution of inputs. Seek guidance from CSAP to test the use of vouchers (with or without contribution by farmers) as an effective means for helping farmers purchase their inputs and strengthen markets.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Use of vouchers for distribution of inputs to farmers will be used</li> </ul>	<p>Done</p>	<p>Although the 2012/13 will be the first season for FAO to implement large-scale voucher programme, the shift from free distributions to voucher-based is having a massive impact on the markets, encouraging small and medium-size</p>

			entrepreneurs to enter in the business. It is also helping with the change of mindset, moving away from the dependency syndrome.
<p>Recommendation 11: Where an asset is created (i.e. from demonstration plots) or a farmer repayment is envisioned i.e. into a revolving fund or put towards a public good, the modalities for managing and using the proceeds should be discussed and agreed by the community and documented. This approach should be made explicit in the LoAs and appropriate controls built in to ensure accountability.</p>	<input type="checkbox"/> All FAO staff have been informed of the position  <input type="checkbox"/> FAO will facilitate the process of setting up revolving funds and the modalities for managing and using the proceeds for the benefit of the communities	<p>Done</p> <p>Projects with sufficient lifespan are required to be able to implement revolving funds, which was not the case in 2011-12. However, under the new DfID funding for drought mitigation / livestock, a system will be put in place for farmer associations to collect farmer contributions and use them for project activities (water rehabilitation, vaccine etc)</p>	<p>Clearer understanding from all FAO staff on the procedures and implications of asset management.</p> <p>Not yet implemented</p>
<p>Recommendation 12: The FAO Representative, TCEO, ADG/RAF and OSD should consider combining the two units i.e. the Programme Unit and the ERCU, to create a strategic planning/s programming function, and an operations function that would have responsibility for planning and implementing the overall field programme. The FAO Representative should establish regular Senior Management Team (SMT) meetings to discuss strategic direction of the programme, resource mobilization (human &amp; financial) priorities, and key FAO messages and organizational positions. To maximize the feedback</p>	<input type="checkbox"/> The Programme Unit and ERCU to work on a strategic programme under the CPF for planning and implementing the overall field programme <input type="checkbox"/> The Regular Senior Management Team is already in place and is called the Country Team, and it will incorporate the M & E Officer and the Gender focal point	<p>Concept Note on combining Regular Programme and ERCU in place, and to be submitted for approval.</p> <p>The M&amp;E officer is part of the Country Team, which can be assimilated to the SMT. Gender focal point person not yet in place due to resources</p>	

loop between learning and programming, and to ensure gender mainstreaming receives adequate attention, the mission recommends that both the M&E Officer and Gender focal point be included in the SMT.			
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