

Project Evaluation Series

**Final evaluation of the project
"Strengthening resilience to climate
change through integrated agricultural
and pastoral management
in the Sahelian zone in
the framework of Mali's Sustainable
Land Management approach"**

**Project code: GCP/MLI/038/LDF
GEF ID: 4822**

Management response

**FOOD AND AGRICULTURE ORGANISATION OF THE UNITED NATIONS
Rome, 2020**

Management response to the final evaluation of the project "Strengthening resilience to climate change through integrated agricultural and pastoral management in the Sahelian zone in the framework of Mali's Sustainable Land Management approach"					June 2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	Further funding required (Y or N) (f)
<p>Recommendation 1 to FAO and ESDA, with high importance.</p> <p>Advocate for the institutionalisation of the APFS approach.</p> <p>In order to address the uncertain stability of stakeholders within certain structures (especially within the technical services providing the active APFS facilitators), the project should seek from the Ministry of Agriculture an institutionalisation of the APFS approach, which is a particularly effective extension tool for building resilience to climate change.</p>	Accepted	<p>Accompany and support the DNA, which has begun the process of reviewing its texts to address their outdatedness. To this end, two series of workshops, held in March and April 2019, respectively, recommended this review to take into account certain topics including climate change, among others, and the FFS/APFS agriculture and life-skills for young people approaches in the National Agricultural Advisory System. This process of reflection launched continued until the creation of decision N°2109-OO606/MA-SG of the Minister of Agriculture, establishing and arranging the operating modalities of the Steering Committee for the process of beginning the review.</p> <p>For this agricultural campaign, the DNA has already planned to set up a thousand FFS/APFS. Since 2019, it has been advocating with certain other partners.</p> <p>The agropastoral field school approach is used in other projects of the FAO Mali as well as other development partners' and is included in the curriculum of the Faculty of Agronomy and Animal Medicine in Segou. For the process to be successful, it will be necessary to closely involve the other sectoral ministries concerned, such as the Ministry of Livestock and Fisheries and the Ministry of the Environment, Water and Sanitation.</p>	National Directorate of Agriculture (DNA) / Ministry of Agriculture	From 2019	Y

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<p>Recommendation 2 to national structures (DNA, DNPIA), FAO, with high importance.</p> <p>Build the capacities of VSLA members.</p> <p>The project has facilitated the setup of 42 VSLAs practising financial intermediation. The staff of these VSLAs needs to be more structured and trained to promote effective and efficient governance of resources in order to ensure their sustainability. Some members need to be trained in simplified bookkeeping and financial statements. The evaluation acknowledges that the project is nearing completion. FAO can advocate to the DNA and DNPIA in relation to capacity building of the VSLAs.</p>	Accepted	<p>FAO plans to integrate support for VSLAs into its various projects, providing capacity building, including to the VSLAs of this project.</p> <p>FAO will advocate to DNA and DNPIA for the mobilization of resources in order to strengthen the capacities of the established VSLAs, to develop a management strategy for VSLAs, and to support networking between the FFS and VSLAs.</p>	FAO in collaboration with the National Directorate of Agriculture / Ministry of Agriculture; The National Directorate of Animal Production and Industries (DNPIA) / Ministry of Livestock and Fisheries.	Sept 2020	Y
<p>Recommendation 3 to national structures (DNA, DNPIA), FAO, with moderate importance.</p> <p>Strengthen the various measures for implementing local adaptation strategies.</p> <p>For a better integration of locally implemented measures, it is important to build the capacities of VSLA members in the processing and preservation of agricultural and animal products. The evaluation acknowledges that the project is nearing completion. FAO can seek the capitalisation of the local adaptation strategies developed from DNA and DNPIA.</p>	Accepted	<p>FAO will advocate to DNA and DNPIA to capitalize on the developed local adaptation strategies.</p> <p>In accordance with their institutional missions, the DNA and the DNPIA will continue to strengthen the measures for implementing local adaptation strategies through various training courses to strengthen the capacities of agro-pastoralists..</p>	DNA/DNPIA	2020	N

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<p>Recommendation 4 to the Project Team, FAO and ESDA, with high importance.</p> <p>Organise a national workshop on land tenure issues after project closure.</p> <p>Equitable access to land is an essential component of land tenure security. Collaboration between stakeholders, including the State, the project, communities and chambers of agriculture, does not seem to provide a significant response to the land tenure issue in the project intervention area, particularly in the Niono area and the area covered by the Office du Niger. For the continuity and sustainability of participatory learning, APFS must have spaces dedicated to demonstrations. The ongoing process of acquiring plots is not effective and most APFS do not have their own plots. To facilitate the acquisition of these plots, the evaluation team recommends that a national workshop bringing together the various stakeholders (FAO, Project, communities, regional authorities, rural technical services, Office du Niger, etc.) should be organised in order to address the problem and find solutions.</p>	Partially Accepted	<p>The project team will no longer be in place by the end of June.</p> <p>A national workshop bringing together the different actors (FAO, communities, regional authorities, rural technical services, Office du Niger, etc.) with the aim to tackle the problem of the acquisition of plots for FFS is possible.</p>	<p>Ministry of Agriculture; Ministry of the Environment, Water and Sanitation; Ministry of Sustainable Development / ESDA; Ministry of Livestock and Fisheries / DNPIA.</p>	October 2020	Y

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<p>Recommendation 5 to the Project Team, FAO, GEF and ESDA, with moderate importance.</p> <p>Draw lessons from the weakness and difficulties in mobilising co-financing.</p> <p>Co-financing as provided for in the Project Document was not effective. Although co-financing letters were drawn up, none of these commitments were respected. In addition, the stakeholders concerned do not seem to understand GEF's co-financing policy. The mission recommends that a study be carried out prior to the closure of the project to document co-financing bottlenecks and draw lessons for other FAO/GEF projects.</p>	<p>Partially Accepted</p>	<p>Carrying out a study in order to document the blocking factors of co-financing and to draw lessons from it before the end of the project on June 30 is not feasible.</p> <p>However, starting at the design stage of GEF projects, FAO will have to ensure that the co-financing partners are reinforced in all its aspects. FAO will also have to develop a strategy for the participation of partners in co-financing which will involve:</p> <ul style="list-style-type: none"> * presenting the project idea and sharing it with the main partners; * identifying with these partners the respective areas of interest (location, components, activities, duration, cost, etc.) * engaging in discussions to agree on institutional arrangements with potential co-financing partners: ** acquiring their support for co-financing; ** formalizing commitments with co-financing agreement letters; ** planning and taking stock of activities, financial planning of co-financing before each committee meeting of which they will be members; ** presenting each year and in writing the commitments of co-financing in accordance with the established schedule and in relation to each component of the project. 	FAO/ESDA/GEF	From 2020	N

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<p>Recommendation 6 to FAO, national structures (DNA, DNPIA, Mali Meteorological Agency, IER), with high importance.</p> <p>Consolidate project achievements such as the transformation of APFS into cooperatives and cooperative union, and contribute to their scaling up with the new GEF project in the Kayes region.</p> <p>The project outcomes are very satisfactory. It is important before the end of the project to design an additional three-month programme to capitalise on the achievements and contribute to their scaling up with the new GEF project in the Kayes region. Among the achievements, we can mention the transformation of APFS into cooperatives and a cooperative union. This complementary programme must also provide for the centralisation and dissemination of good agro-pastoral practices, in particular through the implementation of a small-scale programme.</p>	Partially Accepted	<p>The project ends on June 30. By that time, it will not be possible to design a three-month supplemental program. Furthermore, there is no funding for such a program. In addition, the coordination of the current project must tackle the closing procedures. Also the new project will not be finalized until 2021.</p> <p>With the support of FAO, DNA, DNPIA, IER and Mali Meteorological Agency, ESDA and any other interested structures will be asked to make proposals regarding the possibilities of transformation and scaling up of cooperatives.</p> <p>It should be noted that the transformation of FFS into Cooperatives continues actively with currently 33 Cooperative Societies and 2 Associative Societies created with the support of the networks. The WhatsApp network [created by this project] also facilitates exchanges between different communities.</p> <p>DNA and DNPIA will continue to support and monitor this process of transforming FFS into cooperatives.</p> <p>During the formulation of the new project, this question may be considered.</p>	The National Directorate of Animal Production and Industries (DNPIA) / Ministry of Livestock and Fisheries; National Directorate of Agriculture / Ministry of Agriculture.	From the start of the new project	N