

Evaluation of FAO Cooperation in Zimbabwe (Mission Feb 2011)								
FAO Zimbabwe Management Response to the Country Evaluation Report (Draft and Final Report April & May 2011, MR submitted 8 July 2011)								
Recommendations	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
		Accepted	Partially Accepted	Rejected		Action	Timing	Unit Responsible
Recommendation 1 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.	Yes	Accepted			- Country Programme Framework is being finalised and a Gender expert to mainstream the document is being recruited. Once mainstreamed, the Framework will be submitted to Government (Ministries of Agriculture, Lands and Rural Resettlement and Environment and Natural Resources Management) for final comments and finalization. - The CPF will be used to mobilise financial resources from the donor community - The PoA will be reflected in the CPF with clear RBM framework	CPF being finalised and priorities to cover gender, SLM, forestry, livestock, climate change, food security and nutrition, and building capacity of farmer unions	Sept 2011	Programme Unit

Recommendation 2 FAO should look for opportunities to support MoAMID 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 should clarify expected coordination outcomes.	No	Accepted			MoAMID approached to chair some working groups and is already chairing the Summer Inputs Group	- T.O.R of all Working Groups to be revised to enable Ministry to assume full control in chairing - FAO will facilitate MoAMID to have coordination meetings at Provincial and district levels	Aug 2011	ERCU
Recommendation 3 FAO should continue providing assistance and support on policy development and the implementation framework in the areas of SLM, gender & 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).	Yes	Accepted			FAOR will coordinate SFS to provide technical support in respective areas. If experts are not available RAF and HQ will be approached	Regular technical support from SFS to ERCU	August 2011	FAOR
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 district levels. Providing free inputs through FUs should be avoided as this may create a distraction to their core mission.	Yes	Accepted			- Strengthening of Farmers Unions ongoing	- Inputs support through FUs discontinued. - Government will be assisted to strengthen the capacity of Agritex extension at provincial and district levels	August 2011	ERCU

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.	Yes	Accepted			Mainstreaming gender in programmes commenced	To have a gender expert in the country team are on the agenda of the Country Team put in place when resources available.	Aug 2011	
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.	Yes	Accepted			Already ongoing	- All new projects under formulation to include integrated farming models and extension materials - Household livelihood studies to be done and best practices to be incorporated in new projects	Aug 2011	
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.	Yes	Accepted			Definition of target groups and criteria to select beneficiaries to be done in close consultation with Ministry of Agriculture, Mechanization and Irrigation Development	Criteria for selection of target groups will be developed	Aug 2011	ERCU
Recommendation 8: Consider reengineering the technological component in the CA package to optimize the contribution of 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.	Yes	Accepted			CA need to integrate livestock, trees and appropriate technology for poor households	- Integration of CA with livestock and trees will be initiated in consultation with stakeholders for ongoing and new projects being formulated - Equipment and new technology will be adapted in new projects of CA	Aug 2011	ERCU
Recommendation 9:	No	Accepted			Transparency selection of IPs	Clear criteria for	July	ERCU

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.					should be in compliance with MS 507	selection of IPs developed in line with organizational procedures as contained in MS 507. Local NGOs to be included in future programmes • A mix of LOAs and MoUs to be used in contracting IPs and Government • Finance and Procurement now involved from programme formulation	2011 June 2011 Aug. 2011	Administration Unit
Recommendation 10: Move away from direct distribution of inputs. Seek guidance from CSAP to test the use of vouchers (with or with or without contribution by farmers) as an effective means for helping farmers purchase their inputs and strengthen markets.	Yes	Accepted			• The office will move away from direct inputs distribution	• Use of vouchers for distribution of inputs to farmers will be used	July 2011	Regular Programme and ERCU
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.	No	Accepted			• The Government and the communities should be involved in setting up modalities for the revolving funds, and must be included in the LoAs	• All FAO staff have been informed of the position • 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	July 2011	ERCU

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/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 & financial) priorities, and key FAO messages and organizational positions. To maximize the feedback 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.	No	Accepted			• The Programme Unit and ERCU to work on a strategic programme under the CPF for planning and implementing the overall field programme • 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	Dec 2011	FAOR
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