



Food and Agriculture
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United Nations



OFFICE OF EVALUATION

Project evaluation series

Final Evaluation of the Conservation Agriculture Scaling-Up (CASU) Project Funded by the European Union

ANNEX 3. Evaluation tools



July 2018

PROJECT EVALUATION SERIES

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Agriculture Scaling-Up (CASU) Project
funded by the European Union
(GCP/ZAM/074/EC)**

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1 Evaluation Matrix

Evaluation questions in the TOR	Sub-questions	Judgement criteria and Indicators	Source of data and/or methods for collecting data
RELEVANCE			
<p>a.1 To what extent is the design and implementation of CASU consistent with the Ministry of Agriculture (MoA) strategy towards promotion of CA to be the official means of increasing farm productivity among small-scale and emergent female and male producers in the country?</p>	<ul style="list-style-type: none"> • How relevant and appropriate are the project design and activities to address the needs of the Ministry of Agriculture and other relevant GRZ policies? • How relevant and appropriate are the project outputs and activities towards achieving the stated objectives of the project? For example: <ul style="list-style-type: none"> ○ CA contact centre and SMS messaging - analyse mobile phone penetration rate at farmers' level and its possible impact on the efficiency/ accessibility of mobile phone-based services – did farmers actually receive and use the messages 	<ul style="list-style-type: none"> • Assessment of consistency of CASU objectives and strategy with GRZ objectives and policies • Analysis of the Theory of Change 	<ul style="list-style-type: none"> • Primary information collection from face to face, telephone and email consultations • Desk review of secondary information
<p>a.2. To what extent is the project aligned and coherent with the EU policies and mechanisms at global and country level?</p>		<ul style="list-style-type: none"> • Assessment of consistency of CASU objectives and strategy with EU objectives and priorities, focusing on: <ul style="list-style-type: none"> ○ Synergies with the European Commission's policies and instruments at global level were identified at project design ○ The project responds to the current the European Commission's priorities both at global and country level ○ Synergies with the overall EU country support have been 	<ul style="list-style-type: none"> • Primary information collection from face to face, telephone and email consultations • Desk review of secondary information

Evaluation questions in the TOR	Sub-questions	Judgement criteria and Indicators	Source of data and/or methods for collecting data
		identified during implementation	
a.3. To what extent and how did the project integrate gender and environmental considerations in its design and throughout its implementation?	<ul style="list-style-type: none"> • Were gender champions recruited? • What support were they given and what were they tasked to do? • Status of roll-out of the gender strategy? Did it make a difference? • Did the project introduce new crop varieties that 'displaced' other potentially beneficial crops, or crop varieties which may result in the unwitting introduction of new, possibly virulent, pests and diseases to which the local crops have no resistance? • Did the project encourage, directly or indirectly Large-scale adoptions and cultivations of new crops and/or their varieties e.g. massive monocrops? • Did the project adhere to FAO's Environmental and Social Management Guidelines (http://www.fao.org/3/a-i4413e.pdf)? 	<ul style="list-style-type: none"> • Extent to which FAO's interventions take into account/address the identified needs of target populations with special attention to women; • Extent to which FAO's interventions take into account/address environmental considerations. 	<ul style="list-style-type: none"> • Primary information collection from face to face, telephone and email consultations • Desk review of secondary information
IMPACT			
b. To what extent has the program achieved or is expected to achieve its stated objective (against the impact indicators of: Household dietary diversity, household income – disaggregated by gender, and soil health)		<ul style="list-style-type: none"> • Report against the project logframe indicators, 	<ul style="list-style-type: none"> • Analysis of project database; • HH survey • Interviews with MOA staff & project staff + beneficiaries • Progress reports
EFFECTIVENESS			
3. What quantitative and qualitative outcomes are evident following about two years of project implementation? In particular, to what extent is the project strengthening capacities for	<ul style="list-style-type: none"> • How well has the project succeeded to produce the planned results & outputs, both in terms of quantitative targets & quality? 	<ul style="list-style-type: none"> • Report against the project logframe indicators, for example: • Average yields of main crops increased (for women and men) 	<ul style="list-style-type: none"> • Analysis of project database; • HH survey • Interviews with MOA staff & project staff + beneficiaries • Progress reports

Evaluation questions in the TOR	Sub-questions	Judgement criteria and Indicators	Source of data and/or methods for collecting data
<p>and contributing towards adoption of Conservation Agriculture? b.1. What outcomes – both intended outcomes and unintended outcomes — are evident following four and a half years of project implementation? In particular:</p> <ul style="list-style-type: none"> To what extent has the program achieved or is expected to achieve its stated outcome (against the outcome indicators of: Hectarage under CA, Yields of CASU promoted crops,-disaggregated by gender), under the project results framework? What quantitative and qualitative outcomes are evident in this regard? 	<ul style="list-style-type: none"> To what extent is the project strengthening capacities for and contributing towards adoption of Conservation Agriculture? What are the capacity building needs (individual, institutional/organisational, technical, enabling environment) of the project staff and the different camp/district/etc. leaders? How were they taken into account in the project? Are other positive or negative unanticipated outcomes created from the project? 	<ul style="list-style-type: none"> Increase in proportion of total land under CA Number of LFs and FFs adopting at least 2 elements of CA Improved soil biodiversity, water retention and NPK content Incidence of stakeholder mentions of ways in which CASU products/activities have affected their knowledge, attitudes or behaviours Evidence of increased capacity of CASU lead and follower farmers to practice CA, even without receiving inputs etc... 	
<ul style="list-style-type: none"> To what extent are the project outputs contributing to women's empowerment within the targeted districts? 	<ul style="list-style-type: none"> Was the gender analysis and guideline implemented? What results did it bring? Is data collection including specific gender indicators/targets or activities (at country or project/regional level) Was gender mainstreamed throughout the design? Examples? Will this be sustainable without the project? Was there equal and active participation of women in the activities? 	<ul style="list-style-type: none"> Gender indicators at output and outcome level Evidence of needs assessments conducted and targeting of interventions in support of the project's gender objectives Project activities/outputs/products are gender-sensitive. Evidence of any assessment of unintended negative impacts of CASU's activities on women and men. 	<ul style="list-style-type: none"> Primary information collection from face to face, telephone and email consultation (stakeholder questionnaires and focus groups at project sites) Desk review of secondary information

Evaluation questions in the TOR	Sub-questions	Judgement criteria and Indicators	Source of data and/or methods for collecting data
	<ul style="list-style-type: none"> Are project activities/outputs/products gender-sensitive? Could CASU have achieved gender targets better in some other way? 		
Efficiency			
<p>c. How efficient was the project management and implementation? Including an assessment of the following:</p> <ul style="list-style-type: none"> Quality and use of the CASU monitoring and evaluation system in informing project implementation; 	<ul style="list-style-type: none"> Are the decision-making structures & mechanisms clear & efficient; do partners know their mandates & duties? Have decisions / recommendations been properly followed up? In particular, have the recommendations from the MTE been taken into use? Were risks (financial/ economic, institutional, technical, environmental, socio-cultural) identified and monitored? And if they have materialised what mitigation measures were taken and how effective were they? 	<ul style="list-style-type: none"> Project implementation has not been substantially delayed due to the governance structure and institutional arrangements Project Steering Committee has made informed decisions to steer the project ahead Evidence of risk mitigation strategies considered/ implemented. 	<ul style="list-style-type: none"> Primary information collection from face to face, telephone and email consultations Desk review of secondary information
	<ul style="list-style-type: none"> How robust is the data collected in the CASU monitoring system? Was the data entered on time to be useful for implementation? 	<ul style="list-style-type: none"> Assessment of comprehensiveness and reliability of the data Consistency of data entry across the project lifespan Use of sound statistical sampling techniques Adherence to the M&E strategy of the project 	<ul style="list-style-type: none"> Review and analysis of monitoring database
	<ul style="list-style-type: none"> To what extent was the CASU monitoring and evaluation system used in informing project implementation? 	<ul style="list-style-type: none"> Assessment of whether implementation of M&E during the project was satisfactory Assessment of whether the CASU M&E system fulfilled both 	<ul style="list-style-type: none"> Primary information collection from face to face, telephone and email consultations

Evaluation questions in the TOR	Sub-questions	Judgement criteria and Indicators	Source of data and/or methods for collecting data
		accountability and learning requirements	<ul style="list-style-type: none"> Desk review of secondary information
<ul style="list-style-type: none"> Implementation gaps and delays if any, their causes and consequences, between planned and implemented outputs and outcomes; and assessment of any remedial measures taken. 	<ul style="list-style-type: none"> Have there been any gaps or delays in implementation? If so, why, what was the impact and what has been done to overcome the problem? 	<ul style="list-style-type: none"> Qualitative stakeholder views Evidence that the project team implemented corrective measures as needed during implementation 	<ul style="list-style-type: none"> Primary information collection from face to face, telephone and email consultations Desk review of secondary information
SUSTAINABILITY			
d. To what extent are CASU's results sustainable? What are the prospects for sustaining and scaling-up the project's results by the Ministry of Agriculture of Zambia after the completion of the project?	<ul style="list-style-type: none"> Will the benefits produced by CASU be maintained after the termination of the external support? Has there been adequate national political acceptance and support for CASU? How did/ will beneficiaries benefit from the CASU knowledge base (e-voucher and M&E data base) during project implementation and beyond? To what extent is the private sector involved and ready to continue beyond the project? Is there adequate community level participation and ownership to enable replication of lessons learned and improved resilience? To what extent have lessons been shared and replicated with other non-participating camps? 	<ul style="list-style-type: none"> Type and effects of enabling and limiting factors (internal and external) on achievement of sustainable results Analysis of perceptions of qualified observers about how sustainable FAO-influenced change is likely to be, and why Evidence of examples of lead farmers/follower farmers who have adopted CA at their fields with own inputs Evidence of government interest in replicating/up-scaling project activities/outputs/outcomes 	<ul style="list-style-type: none"> Primary information collection from face to face, and telephone consultations Desk review of secondary information
	<ul style="list-style-type: none"> Has sustainability been addressed in implementation (for e.g., What are the other needs of participating farmers? e.g. inputs, marketing, etc. Are these needs adequately 	<ul style="list-style-type: none"> Identify if steps have been taken to ensure that project activities or impacts are sustained once the 	<ul style="list-style-type: none"> Primary information collection from face to face,

Evaluation questions in the TOR	Sub-questions	Judgement criteria and Indicators	Source of data and/or methods for collecting data
	considered and taken into account in the project implementation?) and is there a clear exit strategy?	project has finished, including identification risks, opportunities and pre-conditions • Documented exit strategy	and telephone consultations • Desk review of secondary information
ADDED VALUE			
e. To what extent CASU has made a unique contribution towards supporting MoA's objectives related to CA? If so, how?	<ul style="list-style-type: none"> • Are the project activities complementary to other development projects/donor activities? • Did CASU cooperate and coordinate with other relevant projects/processes, and especially with the private sector and civil society, have possibilities for networking & cooperation been actively applied? • To what extent has the project explored synergies with similar projects or initiatives? • Are there any missed opportunities in terms of partnerships at global and country level? 	<ul style="list-style-type: none"> • Evidence of complementarities/synergies between CASU and other relevant activities; • Evidence of partnerships/collaborations with the private sector and civil society; • Evidence of complementary partnership opportunities not taken up 	<ul style="list-style-type: none"> • Primary information collection from face to face, and telephone consultations • Desk review of secondary information

2 CASU Mid-term Evaluation Recommendations Management Response (June 2016) – and progress as assessed by Final Evaluation Team (March 2018)

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
<p>1. The capacity development actions needed to meet the planned objectives require the CASU project team to:</p> <ul style="list-style-type: none"> (i) recruit more follower farmers; (ii) produce an increased number of training materials that are also gender sensitive; and (iii) enable more contact between farmers and CEOs through the MoA (CASU project team, MoA). 	<p>The three recommendations are agreeable and already incorporated in the Year 4 work plan. However, many of the challenges of farmer-to-CEO contact are beyond the project scope. As a result, the project recommends enhancement of the e-extension to enable more farmers to access CA technical information as a complement to farmer-CEO contact.</p>	<p>Under the Year 4 work plan, the project will expand the number of beneficiaries, produce final copies of the farmer training materials and establish a CA contact centre for increased CA knowledge transfer to farmers.</p>	<p>No clear changes seen</p>
<p>a) The project needs to move as soon as possible to recruit more FFs in order to reach the target of upscaling CA. The MTE team was told in the field that there are many farmers interested to join the project, so the most logical method to recruit them would be to increase the number of LFs, as well as topping up group sizes when some farmers have dropped out (CASU).</p>	<p>It is agreeable that more follower farmers have to be recruited. There are limitations in Luapula and Muchinga provinces due to settlement patterns, whereby the nucleus settlement makes it difficult to expand the number of follower farmers within a distance easily reachable by a lead farmer.</p>	<p>The project will open and process recruitment of follower and lead farmers from July 2016. By the end of the project, the programme will plan to reach the targeted number of lead and follower farmers.</p>	<p>Target was: 21000 LFs and 315000 FFs MTE: 20224 LFs and 207454 FFs End project: 20 396 LFs and 247 741 FFs (according to Project MIS). As the figures show, there has only been a slight increase in the number of LFs, and a moderate increase FFs after the MTE.</p>
<p>b) The MTE recommends that after two seasons, LFs are weaned off the inputs and monitored to see if they still practice CA using their own resources. This will ensure the project is not creating dependence instead of incentivising LFs to adopt CA, and to help FFs to learn and adopt as well. The MTE further recommends that through a graduation model, more farmers move up from FF into LF roles, and are covered under the e-voucher, so as to increase the trial of whether this</p>	<p>The recommendation is in line with the project observation and recommendation provided in the Year 2 progress report, whereby legumes were highly promoted among lead farmers.</p>	<p>As recommended in the Year 2 progress report, the project has already implemented the suggested approach. The project will expand market linkage activities among CASU farmers during 2016, with reduced input provision to lead farmers; this will help to maintain the incentive for farmers to practise CA without the external provision of inputs. The project will target an increase of private sector takers from 2 to 5, as well as agro-dealers.</p>	<p>As agreed, there were no inputs provided in the season of 2016/17, except for bicycles and inputs for the farmers involved in the seed multiplication activity.</p> <p>The Year 3 Annual Report stated that 90 aggregation centres were established for CASU farmers, to facilitate their marketing opportunities. 51 small to medium scale private sector/agro-dealers were mobilized and contracted for aggregation and purchasing of farmer produce. However,</p>

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
incentive can stimulate adoption (CASU).			subsequently the plans for marketing collapsed, partly due to problems with the WFP new project partners.
c) Farmers would appreciate more contact with CEOs and district staff. This requires increased funding to the district for transport and daily subsistence allowances, as well as better two-way planning (CASU, MoA).	The overall problem experienced in the first year was non-compliance of district expenditures to the programme work plan. The programme has observed improved quality and timeliness of reporting and accountability over the operational funds provided to the districts in line with project work plan. Accounts and work planning at provincial level have been clarified and operational funds released for provinces.	The district operational funds were tripled starting from the 2015/2016 and 2016/2017 seasons. This remains consistent with the programme budget availability and work plan.	Not clear whether there was a significant change following the MTE. During the last season there was an attempt to speed up funds transfer, once reports were approved.
d) Production of learning materials (e.g. radio programmes, pamphlets and flip charts) should be increased. In addition, ensure there is a stronger gender focus, including more diagrams of women doing stereotypical men's tasks such as ripping (and vice versa), and championing of successful female CA farmers (CASU, NAIS).	The main issue has been the consensus and endorsement of draft training materials by MoA. The project has emphasised mainstreaming of training materials and CA messages into the MoA extension service framework.	The project will produce final copies of the farmer flip charts in six common languages between August and September 2016. In addition, it will establish a CA contact centre and SMS-based CA messaging to enable farmers' access to information on CA. In addition, each district will identify at least two gender champions during the Year 4 work plan, thereby reaching up to 96 gender champions in the project locations	Final versions of flip charts produced in the six languages, but had not yet been distributed at the time of the evaluation. The incorporation of changes in the depiction of women was not strongly evident. CA phone line with recorded messages and SMSs developed. No gender champions identified.

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
<p>5) Promoting the safe use of herbicides and placing a greater emphasis on mechanization will be critical to expanding the area under CA through the CASU project, including through:</p> <p>(i) operationalization of the CASU mechanization strategy; and</p> <p>(ii) Establishing targets for improved access to mechanization implements for female CASU farmers (CASU project team).</p>	<p>The project has concentrated on developing mechanization business models that are effective throughout the entire production chain, as well as fitting into the project scope and budget.</p>	<p>Under the Year 4 work plan, the project will apply the mechanization business models developed, and profile eligible farmers appropriately.</p>	<p>The mechanization strategy was prepared but never rolled out in practice for many reasons. There are some concerns expressed by the EU and FAO regarding safe use of herbicides, and it is possible that Glyphosate will be banned in the EU in the future. Some projects are promoting herbicide use (as a way to decrease labour – e.g. CFU, CASU) while others don't promote it (e.g. COMACO). In focus group discussions, there was clear feedback that CASU farmers were associating CA with herbicide use. CASU has provided sprayers and protective gloves and masks along with herbicide to some LFs; but not all received and not all are using. Some women farmers reported spraying when early pregnant but not later, and not having protective clothing.</p>
<p>a) The MTE found that farmers were more likely to increase the area under CA where rippers were available. In view of the perceived high labour requirements in preparing the planting basins, farmers are unlikely to significantly expand the basin method area beyond the current levels per household. Mechanization (through animal and tractor-powered implements) is therefore crucial to facilitate significant expansion.</p> <p>b) Operationalization of the CASU mechanization strategy, together with supporting legume seed production and access to suitable weed control techniques, can promote achievement of the project</p>	<p>The operationalization of the mechanization strategy factors in the entire production chain, including land preparation to post-harvest handling; the existing type of equipment; desired level of mechanization by type of service required, targeting criteria and financing model; and common challenges associated with mechanization. In this regard, the project has developed the mechanization model for direct project financing, credit, and self-financing through the e-voucher.</p>	<p>The project will apply the mechanization strategy to selected farmer cooperatives with linkages to forward delivery contracts; this will help them to market their produce and form linkages to the private sector for legume seed production. Already the project has identified 49 potential cooperatives for this activity.</p>	<p>The mechanization activity could not be implemented. Legume seed multiplication took place to some degree via contracts with private agrisupplier Steward Globe. Links to market contracts were not successful. WFP P4P changed to PPP and the market disappeared in many districts.</p>

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<p>targets (assuming another El Nino phenomenon or other extreme weather events do not disrupt the activities). Targets need to be placed on improving access to the planned mechanization implements among CASU female LFs and FFs, given that they normally have less access to such inputs.</p>			
<p>b) The suitability of area expansion across the agro-ecological regions needs to be verified together with farmers (CASU and MoA).</p>	<p>In addition to the suitability of area expansion, other challenges include availability of labour or mechanized services for the subsequent critical husbandry practices such as planting, weeding and harvesting. These husbandry practices are not readily available for animal draught power (ADP) equipment. Despite mechanization at land preparation, farmers are unable to benefit from the expanded land due to the absence of labour or mechanized services for the subsequent activities.</p>	<p>During the Year 4 work plan, the project will undertake profiling of existing lead and follower farmers (relative to the availability of mechanization service providers, mechanization equipment, and relevant financing modalities) and link farmers to applicable mechanization business models.</p>	<p>The verification of expansion over the AEZs was not seemingly verified by CASU and MoA – other than via the research study by ZARI in Region III.</p>
<p>3. CASU should continue to actively pursue gender equity goals in the implementation of and reporting on the project (CASU project team).</p>			
<p>a) The CASU Gender Strategy should be tabled for endorsement and disseminated as soon as possible. The project then needs to ensure that actions are followed up (CASU and EU).</p>	<p>The gender strategy was already endorsed between EU and CASU. The performance assessment of its implementation was provided under the Year 3 Progress Report.</p>	<p>The gender strategy is formally provided under the Year 3-progress report. An assessment of its performance is also provided.</p>	<p>Some assessment of gender activities was included in the Year 3 report. Some issues were a little unclear, e.g. it was reported that 20.47% of women have access to legumes using the e-voucher system, although the project reported that more than 40% of female farmers are LFs (who should have therefore had access to legumes using the e-voucher system). In addition, most of the responses referred to mechanization and finance links, which did not eventuate.</p>

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
<p>b) The project should continue to target women as LFs and FFs during recruitment, as it is critical to ensure that they receive the same information as men. Otherwise, it is likely that mainly men will attend trainings and field days (CASU).</p>	<p>Using SMS messages, CA contact centres and radio/TV programmes ensures that all male and female farmers access the same level of information.</p>	<p>Further registrations of farmers are planned under the Year 4 work plan; the programmes will continue targeting at least 40% female farmers.</p>	<p>As there were limited new LFs or FFs registered this recommendation was not really applied. The recommendation was originally referring to more than just SMS and radio information. Fewer women than men are likely to own a mobile phone or radio, but it is assumed that information disseminated by this method did not vary so much.</p>
<p>c) Publicity on female farmers can be strengthened through awareness raising by, for example, nominating female champion farmers for awards; interviews with female farmers on the radio; including more stories in CASU newsletters to increase learning among districts; showcasing women LFs and FFs on World Food Day or International Women's Day celebrations in districts and nationally; and running workshops for female LFs from different camps to share experiences (CASU, NAIS, districts, field staff).</p>	<p>This recommendation is already under implementation. For example, 2015 World Food Day was hosted by a Female CASU lead farmer.</p>	<p>Under the Year 4 work plan, the project will expand the number of gender champions by setting up a programme target of 96 gender champions across all 48 districts of project implementation.</p>	<p>No additional targeted gender work apparent, including no gender champions. This was perhaps a missed opportunity to promote the successful examples of female farmers that CASU has supported, in order to attract additional female farmers.</p>
<p>4. Strengthen project management and monitoring through the adoption of a revised logical framework and timely analysis of monitoring data, the results of which inform regular reports and feedback to CASU stakeholders and implementing partners (CASU project team, EU).</p>	<p>The proposed logframe modification presents an improved Theory of Change and is much more streamlined.</p>	<p>Considering the practical implications of the change in logframe and that less than one year of project implementation remains, the project recommends knowledge management activities as opposed to a revised logframe.</p>	<p>CASU developed an updated logframe, based on the one proposed by the MTE. However, it was not applied in practice. No reports written since then have used the new logframe (the progress 2013-2016 brochure shared in the SC meeting in 8.2017 used the old logframe result areas. A decision was taken to not change the MOUs with the district, so they continued to report against the original logframe</p>

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
<p>a) The MTE recommends that the logical framework of the project be revised in order to address its logic and measurability issues. CA impacts need to be clearly determined (for example, on yields and household food security) and gender needs to be meaningfully mainstreamed across the logframe. The MTE has proposed an alternative logframe in Annex 7 (EU and CASU).</p>	<p>The revised logframe is well refined and better outlines the theory of change. However, with less than one year left for the project implementation, there may not be enough time to achieve the revised outputs.</p>	<p>Considering the practical implementation of the revised logframe (e.g. adjustment of budget framework and reporting templates, indicator tracking tables, already signed LOAs with districts and provinces, visibility material already under production), the project recommends maintaining the current logframe. However, under the Year 4 work plan, the project will produce thematic knowledge management documents on a number of topics, including:</p> <ul style="list-style-type: none"> • Employment of ICT in delivery of CA programmes; • Implications from soil and water health quality assessments; • Performance of farmer-to-farmer linkages in extension delivery systems; • Demonstrated potential for modernization of agricultural extension delivery services; • Mainstreaming of gender issues in CA promotion; • Methodologies for CA monitoring and impact assessments; • Demystifying the conservation agriculture versus conventional farming paradigm; • Application of e-vouchers to agricultural services delivery; • Scaling up of mechanization for CA among small-scale farmers. 	<p>The evaluation team understands that changing the LOAs would have been problematic. However, there does not appear to have been any tracking or reporting of the 'new indicators' designed by the project.</p> <p>The thematic knowledge management documents mentioned are important but not directly linked to the logframe and its use in monitoring.</p>
<p>b) Better feedback, information sharing and links with districts and camps are vital. There is too long a lag time between doing monitoring and carrying out the analysis. CASU should give feedback to the districts and camps on the results of the monitoring, which can inform any corrective actions as necessary, and not just provide feedback</p>	<p>The project's delays in data analysis and corrective indicators have since been resolved, and the data analysis backlog has been cleared. The project has an outline of specific indicators it analyses relative to the project logframe.</p>	<p>The project will share the analysis of only the project log frame indicators with districts.</p> <p>The other analytical information will be shared through knowledge management tools provided in the response to 4.a. above.</p>	<p>No evidence that the analysis of the monitoring information was shared with districts.</p> <p>Districts reported that the feedback they received from CASU was mainly with respect to the quality of their reporting.</p>

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
<p>on the quality of the report (CASU).</p>			
<p>c) The MTE team recommends that the annual report prepared by the CASU team should include more data on results and gender (disaggregated data), as well as information from the monitoring system. Project stakeholders should be requested to give feedback within a set time, in order to avoid excessive delays for approval (CASU and EU).</p>	<p>The project experienced delays in data analysis, and corrective indicators have since been introduced, leading to a clearing of the backlog of data analysis. This improved the consistency of the project's data handling and management plan.</p>	<p>The project technical committee has outlined a schedule of activities leading to the clearance of project reports. No further action is expected.</p>	<p>No evidence that the data analysis was expedited. The last annual report prepared was for June 2016, almost immediately following the MTE. Some data analysis took place for the steering committee of August 2017, but this was not fed back to the district stakeholders.</p>
<p>5. An extension or new phase of the project is recommended, as a number of positive outcomes from the project are already evident; however the time remaining for the project is likely insufficient to sustain these results (EU).</p>	<p>The project has initiated a number of systems and business models that are critical for the MoA, including but not limited to CA promotion. These systems have supported the CA scaling up activities, and could contribute more to the overall MoA activities.</p>	<p>The project strongly recommends a new programme focused on the commercialization of small-scale farmers, with strong components on CA and station research, as well as the application of marketing, mechanization and financing business models developed and applied under CASU, in addition to other farmer support activities.</p>	<p>The project was extended by 6 months primarily to facilitate the transfer of the CASU MIS/FIVMS to the Government of Zambia, and a new project is under planning.</p>
<p>a) CASU should be extended (ideally by two years) in order to achieve its planned results, rather than moving into a new phase. There is always a risk of delays in the handover between phases. Extra time would allow time for some LFs to graduate and bring in new FFs. The project could then monitor what happens to those who are weaned off of support and inputs, especially to track whether they continue with CA.</p>	<p>CASU implementation has been building upon the project activities over time. The current status and scope of the project provides a good opportunity for forthcoming activities to contribute to the commercialization of small-scale farmer production activities in the longer term. The subsequent programme should build on this foundation to support small-scale farmers to reach an advanced stage, as opposed to completely refocusing the target group.</p>	<p>The project suggests building synergies with other programmes on specific components (such as PEP on the modernizing MoA extension and M&E systems) while a new programme is developed to expand on CA research, mechanization, and marketing and financing related to the commercialization of small-scale farmers.</p>	<p>The project was extended by 6 months. However, the main focus of the work moved to the handover of the e-voucher and ZIAMIS system to the GRZ.</p>

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
b) Extending the project would also allow more than one season to trial the mechanization vouchers, as well as time to conduct research – or to at least to contract someone who can look at the monitoring data and analyze impacts – and somehow combine the CA and IAPRI and ICRISAT findings.	The findings from IAPRI and ICRISAT and other assessments paint a mixed picture of CA, and raise contradictory messages on CA's impact.	Under the Year 4 work plan, the project is initiating technical discussions on demystifying the CA versus conventional farming paradigm. This will be a significant step in advocacy of CA.	The ET does not have evidence of this activity
c) In the case that the EDF 11 funds cannot be used for an extension of the current project, the MTE team recommends that a new phase should be planned, with an overlap with the current phase. This would ensure that institutional memory is maintained. The current phase should be funded for a bridging period to enable a handover of information, analysis of the data from the final agricultural season, and consolidation and dissemination of knowledge gained.	The current status and scope of CASU offers a good opportunity for forthcoming activities to contribute to the commercialization of small-scale farmer production activities. The subsequent programme should build on this foundation to support small-scale farmers to reach an advanced stage, as opposed to completely refocusing the target group.	The project recommends a strong research component that incorporates agronomic principles of CA, systematic soil health monitoring, and econometric modelling, as well as a methodology for measuring CA impact vis-a-vis conventional farming. This research should build upon work initiated under CASU.	The project was extended and a new project is under planning.
d) If no extension is possible, CASU should focus on the mechanization e-voucher, and not on the credit voucher, as there will not be sufficient time to try out yet another tool that is still in development. It will be more important to focus on the core activities, such as the CA training (CASU).	It is critical to provide a sustainable business model for scaling up the mechanization for CA among small-scale farmers who often: <ul style="list-style-type: none"> • Do not get financing because their level of mechanization is limited and transaction costs are too high/uneconomical for private sector financial institutions to provide credit for their mechanization financing; • Do not have collateral for high end machinery and often do not qualify for such financing schemes; • Can only mechanize with ADP, which currently only provides for land preparation and fails to mechanize the subsequent practices such as planting, weeding, harvesting, thereby making it hard for farmers to sustain land expanded using ADP. 	The project recommends application of both the mechanization and credit vouchers. The business model for mechanization is in two parts: <ul style="list-style-type: none"> • Provision of free mechanization e-vouchers to eligible farmers; and • Mechanization e-vouchers are provided on credit to 49 selected cooperatives, with forward delivery contracts issued by the private sector for produce (legumes) and linked to the private sector for legume seed production. The second business model is already under discussion and provides a critical pilot for scaling up of mechanization under CA. This leads to commercialization of small-scale farmers and is a significant opportunity for scaling up mechanization services in a sustainable way. 	The project was extended and a new project is under planning. Mechanization e-vouchers, either as grants or credit, were not successfully rolled out.

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
<p>e) If CASU intends to expand the number of farmers' camps within districts, the MTE team recommends that CASU should do it in regions demonstrating the most interest and potential (e.g. Mpongwe rather than Kazungula or Sinazongwe); however, the MTE team also acknowledges the need to continue supporting those camps in the drier zones until the end of the phase, as this is where food insecurity challenges are greatest (CASU).</p>	<p>The practical challenge for the expansion of CA areas and farmers is avoiding duplication and overlaps with other stakeholders promoting CA, as well as reviewing farmers' settlement patterns to maximize the performance of the lead farmers.</p>	<p>As part of the recruitment of additional lead and follower farmers scheduled for July 2016, the project will review the current deficits of targeted farmers and expand accordingly without duplicating or creating overlaps with other stakeholders promoting CA.</p>	<p>The number of farmers did not significantly change after the MTE: Target was: 21000 LFs and 315000 FFs MTE: 20224 LFs and 207454 FFs End project: 20 396 LFs and 247 741 FFs (according to Project MIS).</p>
<p>6. In order to achieve the expected results by the end of project, the CASU team is recommended to undertake actions related to:</p> <ul style="list-style-type: none"> (i) increased recruitment of LFs and FFs; (ii) the mechanization e-voucher; (iii) better use of existing disaggregated data to inform planning; (iv) development of input and output markets for legumes; and (v) improved training materials and training of agribusiness. 	<p>A number of the observations under this recommendation are linked to earlier recommendations above. There are a number of processes ongoing that address the recommendations and enable the project achieve its objectives.</p>	<p>The project will implement a number of interventions and activities to address the individual recommendations made as outlined below.</p>	<p>These activities were either not rolled out or were not successful. There was limited recruitment of new LFs and FFs. The mechanization e-voucher was developed but not implemented. Limited use of data to inform planning. Attempts were made to improve legume seed production (Stewart Globe) but the output markets were not successful. Training materials were improved but not distributed (due to not yet receiving approval by the GRZ). Agribusiness training was provided to some ToTs but not clear if this was further rolled out.</p>

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
<p>a) CASU should focus on the mechanization e-voucher, and not on the credit voucher, as there will not be sufficient time to try out yet another tool that is still in development. Mechanization will support the provision of ripping services, but also other services such as shellers for groundnuts and sprayers (CASU).</p>	<p>This recommendation is a repeat of 5.d above. As described above, there are practical considerations to be made for sustainable mechanization through the direct provision of equipment to farmers by the project. Such considerations include: linkage and effectiveness of such equipment to the promotion and sustainability of CA practices; availability of the equipment on the market; and the modality of transferring the equipment to farmers (e.g. credit/financing, direct provision of equipment, linking farmers to output markets enabling them to procure equipment directly). The project notes that the most sustainable mechanization approaches link financing for the equipment to services directly contributing to CA practices; create an enabling environment for farmers to finance equipment from their own income; or offer financing from non-traditional financing models as suggested under the project mechanization strategy.</p>	<p>As outlined under 5.d above, the project recommends application of both the mechanization and credit vouchers. The business model for mechanization is in two parts:</p> <ul style="list-style-type: none"> • Provision of free mechanization e-vouchers to eligible farmers; and • Mechanization e-vouchers are provided on credit to 49 selected cooperatives, with forward delivery contracts issued by the private sector for produce (legumes) and linked to the private sector for legume seed production. The second business model is already under discussion and provides a critical pilot for scaling up of mechanization under CA. This leads to commercialisation of small-scale farmers and is a significant opportunity for scaling up mechanization services in a sustainable way. 	<p>Mechanization e-vouchers, either as grants or credit, were not successfully rolled out. Credit was not available from Vision Fund in the end, as the EU could not finance a loan guarantee. It proved problematic to get sufficient market for mechanization services within focused geographic areas.</p>
<p>b) Recruitment of new FFs is a priority. The average group number should be raised from 10 FFs per LF to 15. If LFs wish to have more than 15 members they should be permitted to do so, providing they can provide adequate support to the FFs. The provision of bicycles should assist LFs to reach more FFs (CASU and MoA).</p>	<p>This recommendation is a repeat of recommendation 1.a. above. It is agreeable that more follower farmers have to be recruited. There are practical limitations in Luapula and Muchinga provinces due to settlement patterns, whereby the nucleus settlement makes it difficult to expand the number of follower farmers within a distance easily reachable by a lead farmer. However, for efficiency and effectiveness of the farmer field principle, the expansion beyond 15 follower farmers per lead farmer is not recommended by the programme.</p>	<p>The project will open and process recruitment of follower and lead farmers from July 2016. By the end of the project, the programme will plan to reach the targeted number of lead and follower farmers.</p>	<p>The number of farmers did not significantly change after the MTE: Target was: 21000 LFs and 315000 FFs MTE: 20224 LFs and 207454 FFs End project: 20 396 LFs and 247 741 FFs (according to Project MIS). Bicycles were distributed, but this occurred quite late and also went to FFs as well as LFs (therefore did not really achieve the purpose of assisting the LFs to reach more FFs). This actually caused some problems within communities as farmers were uncertain why they had</p>

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
			received bicycles, as it was not a reward for good performance.
<p>c) New LFs could be recruited in camps and districts with the greatest potential, where CA is showing promising results and demonstrating the most interest and potential (e.g. Mpongwe or others, as demonstrated by results from the 2015/16 season). However, the MTE team also acknowledges the need to continue supporting those camps in the drier zones until the end of the phase as this is where food insecurity challenges are greatest (CASU and MoA).</p>	<p>This recommendation is a repeat of recommendation 5.e above. As already outlined, the practical challenge for the expansion of CA areas and farmers is avoiding duplication and overlaps with other stakeholders promoting CA, as well as reviewing farmers' settlement patterns to maximize the performance of the lead farmer.</p>	<p>As part of the recruitment of additional lead and follower farmers scheduled for July 2016, the project will review the current deficits of targeted farmers and expand accordingly without duplicating or creating overlaps with other stakeholders promoting CA.</p>	<p>The number of farmers did not significantly change after the MTE: Target was: 21000 LFs and 315000 FFs MTE: 20224 LFs and 207454 FFs End project: 20 396 LFs and 247 741 FFs (according to Project MIS).</p>
<p>d) Ensure that the inputs for LFs are delivered to the agri-businesses in time for the coming season (CASU).</p>	<p>This challenge is well noted and remains a practical limitation to the free market system promoted under the project. It particularly affects remote areas where the supplier-to-agro-dealer network is not significantly developed.</p>	<p>The project expects to continue weaning farmers from inputs under the 2016/2017 seasons. Nevertheless, considering that farmers already have smart cards, the project will ensure that contracts for supplying inputs to agro-dealers are completed by September 2016, so that farmers can obtain inputs.</p>	<p>Most LFs did not receive inputs in the 2016/17 season as they were weaned off. Only those working with the legume seed-multiplication programme received inputs. Their continuing activity to meet as a CA group and use CA techniques in many areas was a good predictor of sustainability.</p>

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
<p>e) Focus on timely disaggregated data analysis and reporting, and disseminate the results for use in planning the next season and informing the districts; this information can also be used to provide lessons for the future EDF11 programming (CASU).</p>	<p>This recommendation is a repeat of 4.b. As indicated above (under 4.b) the project experienced delays in data analysis and corrective indicators have since been undertaken, leading to clearing of the backlog of data analysis. The project has an outline of specific indicators it analyses relative to the project logframe. Other than the outlined indicators, the project management further utilizes results of this analysis for activity planning.</p>	<p>As already outlined above, the project will share the analysis of only the project logframe indicators with districts. The other analytical information will be shared through knowledge management tools provided in the response to 4.a. above. However, the districts have access to the datasets through the FIVMS and can analyze their district-specific information depending on their needs. The products outlined under section 4.a and 5.b above are expected to contain lessons learned from the project that can also feed into the planning for future EDF 11 programming.</p>	<p>As noted above, there was no evidence that the analysis of the monitoring information was carried out, nor that it was shared with districts. Most district staff do not have sufficient internet access to be downloading data from a website, while they do not have strong monitoring skills. This should be the task of the project. It would be vitally important to not only collect monitoring data but to also analyze it and use it for planning the next season.</p>
<p>f) The soil baseline status findings need to be packaged into appropriate formats and disseminated widely. The results (e.g. on pH and liming requirements) can be used for planning the 2015/2016 inputs packages and to ensure that corrective measures are made.</p>	<p>This recommendation is noted. It is however important to highlight the objective of soil health and water quality monitoring linked to the CA practices. The project would like to demonstrate changes in soil health in virgin areas, land under CA and land under conventional farming. For this analysis and comparison to take place, there is a need for another round of monitoring as the soil parameters change. Under water quality, the project would like to monitor traces of herbicides in surface water where herbicides are being utilized under CA.</p>	<p>The process of proper presentation of the soil health and water quality baseline is underway, along with production of the geo-database. More meaningful comparisons of the soil health and water quality parameters will be undertaken after the second round of soil health monitoring in August 2016.</p>	<p>Districts commented that they have not received the results of the second round of soil health monitoring.</p>

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
g) Develop the training materials and disseminate them widely. This can include finalization and printing of the training flipcharts, brochures on various topics, and even printing CA messages on chitenges (not only logos but actual training messages) (CASU).	This recommendation is a repeat of 1.d. above. As already indicated, the overall issue has been the consensus and endorsement of draft training materials by MoA. The project has emphasized the mainstreaming of training material and CA messages into the MoA extension service framework.	The project will explore the possibility of producing CASU cloths depending on availability of services and budget. As outlined above, the project will produce final copies of the farmer flip charts in six common languages between August and September 2016. In addition, it will establish a CA contact centre and SMS- based CA messaging to help farmers access information on CA. Each district will identify at least two gender champions during the Year 4 work plan, thereby selecting up to 96 gender champions in the project locations.	As noted above, the flip charts were finalized. Distribution has still not taken place, as they have not been approved by the GRZ. Phone messages on CA have been recorded in 7 languages and made available to the MoA to use in a telephone advice service. Gender champions were not chosen. CASU logo and colour scheme makes it easily identifiable but it is unclear how much the brochures and posters have been used.
h) Provide targeted capacity building for agri-businesses on CA techniques, seed varieties, herbicide types and uses to enable them to provide information to all farmers visiting their business (CASU and MoA).	This recommendation is noted. However, the programme does not recommend the trainings on these topics with agri-businesses. These trainings are incorporated within the supplier contracts to enable their outlets to explain their products to farmers.	The project will continue encouraging and demanding adherence to product labelling by suppliers in line with regulatory authorities. The project will maintain training of agri-businesses as part of the contract with suppliers to their agro-dealers. The project will also explore the use of community level demonstration centres by the private sector as part of their interaction with the project.	Training was not provided to agribusinesses outside of the contractual arrangements mentioned in the management response.
i) Continue to develop the input and output markets for legumes. The results of the 2015/16 marketing should be analysed and shared widely via all media, and access to legume seed enhanced, to encourage farmers to grow legumes in the next season (CASU and WFP).	The recommendation is noted and there is room for implementation of some of the recommendation.	This activity is already scheduled and outlined under the Year 4 work plan. The project will expand the role of the private sector in farmer produce off-take in addition to the demand by WFP.	Changes in the WFP model meant that the market for legumes was problematic. In the 2016/17 season there was a bumper crop so the prices fell.
j) CASU to prepare an exit strategy together with the EU delegation (CASU, MoA and EU).	The recommendation is noted and there is room for implementation of some of the recommendation.	This activity is already scheduled under the Year 4 work plan. The project expects to implement an exit strategy during the last six months of the project implementation.	Plans for activities the final 6 months were included in the addendum. These mainly concerned handover of the ZIAMIS and e-voucher system, finalization of training materials and preparation of SMS and phone messages. Somewhat

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
			optimistically, ZNFU or other financiers were expected to support small-scale credit for mechanization.
k) CASU to contract a short-term expert to review the monitoring data and analyze impacts – and aim to combine the CASU and IAPRI and ICRISAT findings, in order to develop recommendations of tailored solutions for applying CA in different agro-ecological zones and farm sizes (CASU).	This recommendation is a repeat of 5.b above. The findings from IAPRI and ICRISAT and other assessments paint a mixed picture of CA and raise contradictory message on the impact of CA.	Under the Year 4 work plan, the project is initiating technical discussions and analysis regarding field-based evidence on the impact of CA. Outputs from the activities outlined under 4.a and 5.b above should be adequate to achieve this recommendation.	Technical discussions were proposed but did not take place. A short-term expert was not employed. A research paper modelling the impacts of CA was prepared, apparently with the support of the project. However, this was a desk/conceptual study, not using any data from the project. It was not used for analysis.
l) Consolidation and documentation of lessons learned and success achieved (CASU), including on drivers for and against FF retention among LFs.	This activity is linked to recommendation 4.a; 5.b; and 6.k. above. The recommendation is noted and there is room for implementation of some of the recommendation.	As outlined under 4.a above, under the Year 4 work plan, the project will produce thematic knowledge management documents on a number of topics, including those outlined below. These should provide lessons learned from the project. <ul style="list-style-type: none"> • Employment of ICT in delivery of CA programmes; • Implications from soil and water health quality assessments; • Performance of farmer-to-farmer linkages in extension delivery systems; • Demonstrated potential for modernization of agricultural extension delivery services; • Mainstreaming of gender issues in CA promotion; • Methodologies for CA monitoring and impact assessments; • Demystifying the conservation agriculture versus conventional farming paradigm; • Application of e-vouchers to agricultural services delivery. • Scaling up of mechanization for • CA among small-scale farmers. 	The PMT indicated that these documents will be produced by June 2018.

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
Good practice suggestions			
7. Capacity Development			
a) More consideration should be given to the role of agro- dealers in CA – not just in distribution. They have a potential role in scaling up CA to many more farmers by discussing it with farmers who visit their store; agro-dealers should receive training and pamphlets for distribution (CASU, CFU, districts).	The project has identified the following areas as critical for agro-dealer and private sector involvement in sustainable CA scaling up: <ul style="list-style-type: none"> • Input provision; • Aggregation and marketing of produce; • Provision and management of credit/financing for CA. 	The project will expand production of materials for distribution through agro-dealers. It will also continue with engagement of agro-dealers in aggregation and marketing of produce. Under the Year 4 work plan, the project will promote agro-dealer engagement in the provision and management of credit to selected cooperatives.	The ET does not have evidence of this activity taking place
b) In setting up demos/field days there is a need to consider some of the concerns and misunderstandings of farmers, and establish demos and tailored training to clarify these. Most misunderstandings are the result of mind-set issues and a natural inclination towards old habits, and it requires innovation in setting up learning plots to provide more evidence (CASU, districts, LFs).	The recommendation is noted and there is room for implementation of some of the recommendations.	The programme will continue knowledge transfer activities using the framework of topics identified and incorporated in the Farmer Flipchart.	The ET does not have evidence of changes taking place
c) Document and disseminate innovations and lessons at all levels and share the information (CASU).	The recommendation is noted and there is room for implementation of some of the recommendation.	The project will implement the knowledge management activities as outlined in Recommendation 4 above.	as above
d) Use remaining funds in contingency to pay for more training materials – especially the further development and printing of the flipcharts (EU, CASU).	The recommendation is noted and there is room for implementation of some of the recommendations.	An overall budget revision was proposed, taking into account a number of other pending activities to be completed by the project.	More training materials were seemingly produced but not yet distributed.
e) More training needed in farming as a business, safe herbicide storage, mixing and application (CASU).	The recommendation is noted and there is room for implementation of some of the recommendations.	The project will expand the training as initiated under financial literacy with SBFIC. The project will target the training of 700 individual farmers and 49 cooperatives in financial literacy.	Training of 64 MoA field staff and 2321 agro-entrepreneurs by the end of 2015. However, it is not clear whether this continued.
f) Provide more dissemination materials of different types to FFs: pamphlets; radio programmes to local community radio stations; DVDs could be copied to CEOs for showing on laptops or on TVs (CASU,	The recommendation is noted and there is room for implementation of some of the recommendation.	The project will expand on already existing activities and will produce the proposed IEC materials for further use by MoA field staff. It will further introduce the CA contact centre to consolidate access to CA information.	As above – preparation of materials for handover to the MoA has taken place (e.g. SMS messages) but it is unclear how much of the radio programs were directly influenced by CASU.

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
NAIS).			
g) More work is needed on Insaka establishment, and making action plans, particularly at provincial and district levels (CASU, CFU, districts and provinces).	The recommendation is noted and there is room for implementation of some of the recommendation.	The project proposes to focus on the existing coordination platforms at the district and provincial levels, such as the district development committees where all sector partners already participate.	Limited INSAKAs at district level continued.
h) Farmer-to-farmer exchange visits are recommended, especially for women, who are less likely to travel otherwise (CASU, districts).	Considering the number of farmers and the geographical spread of the project, this recommendation will be implemented through district farmer exchange visits.	Under the Year 4 work plan, the project will expand the number of gender champions by setting up a programme target of 96 gender champions across all 48 districts of project implementation. The project recommends maintaining the intra-district farmer exchange visits, considering the logistics and large number of farmers involved under the programme.	No gender champions were appointed. No evidence of the farmer-to-farmer visits.
8. Project management and monitoring			
It is critically important that inputs are provided to the stores in time for the next agricultural season. This requires good information sharing with the agro-suppliers, and setting deadlines for them to provide set quantities to the agro-dealers (CASU and agro-suppliers).	The recommendation is noted and there is room for implementation of some of the recommendation.	The project will ensure the announcement of input requirements in advance of the season (by the end July); however, it recommends maintaining private sector operations in the free marketing season. The current e-voucher system allows farmers flexibility in shopping for inputs from multiple outlets.	As inputs were not provided to general farmers for the 2016/17 season, this is not relevant. Some farmers participating in the legume seed production activity complained that the inputs were late.
Funds should also be made available from CASU or MoA for some form of district experience sharing regarding the outcomes of CA (not just procedures). Ideally, this would take place in person, through a workshop – or better still through shared field monitoring activities (CASU	The recommendation is noted and there is room for implementation of some of the recommendation.	The recommendation is noted, however, the project recommends maintaining the programme review meetings; sharing of experiences will be added to such meetings.	The ET does not have evidence of how many review meetings took place after the MTE.

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
and districts, provinces).			
Use remaining funds under vehicles budget line (originally intended to buy another Land Cruiser) to buy more motorbikes for use at field level (EU and CASU).	This recommendation was already implemented as per the notification dated April 2015.	No further action to be undertaken.	The MTE was informed that it had not yet happened by 3.2016 – that is why it was suggested. Good that it was done
Prepare informal reports on a quarterly basis for improved information sharing with EU, FAO task force and MoA (simple, bullet point format, not requiring any comments or approvals). This will enable reporting of seasonal data in the quarter when it is collected, rather than waiting for the following annual report (CASU).	The recommendation is noted and there is room for implementation of some of the recommendation.	Considering the time remaining for project implementation, the project recommends concentrating on sharing policy briefs and knowledge management documents, as outlined in recommendation 4.a above.	Did not take place. EU Delegation contends that this was agreed verbally. There was some feedback in the SC meetings.
Involve the FAO task force more in supervision and technical backstopping – send the quarterly reports, hold quarterly Skype link ups, send any formal report or strategy guideline two weeks prior to deadline for comments (CASU and task force members). The FAO mechanization experts should be engaged in finalizing and operationalizing the CASU mechanization strategy (CASU and FAO task force).	This recommendation is already implemented within the FAO guidelines of task force operations.	Members of the task force are engaged in a specific technical field and within the FAO Project Cycle manual guidelines. Already the mechanization team is engaged for finalization of the mechanization strategy; the agronomy and economics team is engaged for the technical review of methodologies for measuring CA impact; the M&E team is engaged in the implementation of the M&E and data management strategy. No further action to be taken.	One of the Task Force has been involved more in the preparation of the new project. However, TF members not based in Zambia report limited interactions with CASU.
9. Action research			
Engagement with MoA, ZNRA, farmers and researchers to identify areas of adaptive research that might be feasible within the remaining period, probably involving the use of CASU's existing data (CASU, MoA).	This recommendation is already implemented and contracting for ZARI already undertaken.	The programme plans to continue with the current three protocols as outlined in the Year 3 progress report.	Research activity on the three protocols was conducted with ZARI

Recommendation	CASU programme comment	Programme response and action to be undertaken (6.2016)	Assessment of progress by programme end (3.2018)
<p>One adaptive research area CASU could address in the remaining time is to determine the actual contribution of CA practices to yield increases, which would help to answer the question: "How much of the yield increase is emanating from CA practice and not just from improved management?" As of now, the data is aggregated at farm level and one cannot definitively say that CA is the causal factor, since there are no plot level comparisons. In the remaining season (although it is usually better to have more than one season), a student could be assigned to undertake this work and decipher the different sources of yield increase (such as increasing the use of improved seed, fertilizer, herbicides, or other land conservation techniques and agroforestry practices). These are practices that can also be applied by conventional farmers and are not necessarily CA specific. Sustainability assessments are recommended (which can be done over a relatively short period), together with trade-off analyses of the practices, particularly herbicide use (CASU, MoA).</p>	<p>The recommendation is noted and there is room for implementation of some of the recommendation.</p>	<p>The programme recommends undertaking this activity as part of the knowledge management activities proposed in recommendation 4.a above. A separate exercise is deemed redundant.</p>	<p>This did not take place – the ET cannot see where this was considered as a knowledge management activity.</p>

3 Revised Logframe and Evaluation Findings

Intervention Logic		Indicators			Baseline (Reference year -2014)		Targets (Reference year 2017)		Sources and means of verification	CASU progress as reported by project	Findings of the evaluation from the field & Household Survey	
Impact (Overall Objective)	To contribute to reduced hunger, improved food security, nutrition and income while promoting sustainable use of natural resources in Zambia	Impact indicator 1	Household dietary diversity (HHDD, WDD)		Score	Proportion of Households	Score	Proportion of Households	1.Sentinel site and post-harvest report 2. Nutrition survey		Farmers consistently reported that they are eating better and more. Qualitative field data show that there are no hungry months now (compared with 5 years ago). Increase in quantity and diversity of crops, especially legumes, which they eat in home for most of year (sometimes all)	
				Household Dietary Diversity (HHDD)	7.79	65%	8.7 out of 9	50 %		In Annual report Year 3, 5.2016 – reported 8.95 and 8.45 for LFs and FFs respectively. CASU MIS Year 4: HDD:8.31 out of 9, 65% HH over target	Already quite good to start with	
				Women Dietary Diversity (WDD)	5.09	63%	5.8 out of 6	50 %		In Annual report Year 3, 5.2016 – reported 5.5 and 5.4 for LFs and FFs respectively. CASU MIS Year 4: 5.41 out of 6, 66% of HH over target	Already quite good to start with	
		Impact Indicator 2	Household income (ZWK) disaggregated by gender		Amount	Proportion of Households	Amount	Percentage Increase	1. Sentinel site and post-harvest report		CASU Sentinel monitoring data showed an increase in incomes for both women and men headed households.	Most farmers report an increase in yields but not necessarily income, as the prices last year were poor. However, many reported that with the increased income from CASU they have built houses, bought vehicles, paid school fees, etc.
				Male headed Farmer Households	K 8.50	719	K 11.90	40		K11,180 32 % increase	UNZA study showed an increase for male headed households, and a decrease for female headed households. Average household incomes between farmer groups shows that CASU farmers' income increased between the 2012/13 and 2016/17 production seasons while that of the Non CASU farmers reduced between the two time periods	
				Female headed Farmer Households	K6.20	543	K 11.90	40		K8,979 49 % increase		
		Impact Indicator 3	Soil health characteristics in CASU implemented areas	Organic matter	Percentage	1.10%	Percentage	3%	Project soil survey reports	CA practices led to significant increases in levels of N, P, Ca and levels of microbial biomass carbon in soils over a two year period in plots under CA (UNZA Soil Study). No significant changes in water quality for irrigation, other than an increase in levels of salts in water associated with dry season. None of	Farmers report that their soils retain moisture much better (with basins or ripping, and retention of crop residues) than under conventional systems. They also consider that fertilizer is less likely to leach out of basins than from ridges during heavy rain. They also consider the soils to be more fertile – stating that they can obtain better yields from less land. Those growing <i>Glyricidia</i>	

										the 9 pesticides & 5 herbicides tested for in water samples were detected	reported improved fertility when using the leaves as mulch and fertilizer.	
				Hardpan*	cubic cm	1.39	cubic cm	1.39		Organic matter, Year 4 - 2,05 %		
				Cation Exchange Capacity*	cmol/kg	0.34	cmol/kg	0.22		Hardpan, Year 4 – 1.43		
										Cation Exchange Capacity, Year 4 – 0.21		
Outcome (Purpose)	To increase crop productivity and production for the target farmers of which at least 40% should be women	Outcome Indicator 1	Cultivated area under CA		Lead Farmers	Follower Farmers	Lead Farmers	Follower Farmers	Project post-harvest surveys		Most farmers claim in focus groups with the ET that they are implementing all principles within the land parcels under CA.	
				All three CA principles (full CA practice)	0.25 Ha per farmer	0.37 Ha per farmer	0.38 Ha per farmer	0.5 Ha per farmer		In Annual report Year 3, from 8.2015 – reported 0.59 and 0.29 ha for LFs and FFs respectively	UNZA HH Survey – didn't measure the ha – in line with the baseline survey question, measured application of principles in general	
				At least 2 CA Principles including minimum tillage practice (Partial CA Practice)	0.72 Ha per farmer	0.97 Ha per farmer	0.82Ha per farmer	1.025Ha per Farmer		End Year 4 MIS – 0.74 and 0.54 ha respectively		
						Lead Farmers	Follower Farmers	Lead Farmers	Follower Farmers	1. Post-harvest surveys 2. CSO/MAL annual crop yield statistics 3. Other research institute crop yield data 4. Project mid-term and final evaluation reports		
		Outcome Indicator 2	Yields (MT/ha) of main promoted crops under CASU disaggregated by farmer type	Maize	2.8MT/Ha	2.141 MT/Ha	3.92 MT/Ha	2.996 MT/Ha	In Annual report Year 3, from 8.2015 – reported 1.77 and 0.89 MT/ha for LFs and FFs respectively		UNZA HH Survey – 2.632 and 2.200 MT/ha respectively	
				Soya	0.69MT/Ha	0.55 MT/Ha	0.966 MT/Ha	0.77 MT/Ha	End Year 4 MIS – 3.5 and 3.26 ha respectively			
				Cow peas	1.07MT/Ha	0.849 MT/Ha	1.498 MT/Ha	1.1886 MT/Ha	In Annual report Year 3, from 8.2015 – reported 3.18 and 1.80 MT/ha for LFs and FFs respectively		UNZA HH Survey – 1.229 and 1.784 MT/ha respectively	
											End Year 4 MIS – 1.02 and 1.51 ha respectively	
											In Annual report Year 3, from 8.2015 – reported 0.58 and 0.32 MT/ha for LFs and FFs respectively	UNZA HH Survey – 0.485 and 0.988 MT/ha respectively
											End Year 4 MIS – 0.79 and 0.91 ha respectively	

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				Beans	1.09MT/Ha	0.792 MT/Ha	1.526 MT/Ha	1.11 MT/Ha		In Annual report Year 3, from 8.2015 – reported 1.74 and 0.30 MT/ha for LFs and FFs respectively	UNZA HH Survey didn't measure		
				Groundnuts	1.59MT/Ha	1.52MT/Ha	2.224MT/Ha	2.128MT/Ha		End Year 4 MIS – 0.79 and 0.57 ha respectively	In Annual report Year 3, from 8.2015 – reported 1.59 and 0.19 MT/ha for LFs and FFs respectively	UNZA HH Survey – 0.983 and 1.22 MT/ha respectively	
		Outcome Indicator 3	Yields (MT/ha) of main promoted crops under CASU disaggregated by gender			Male Farmers	Female Farmers	Male Farmers	Female Farmers	1. Post-harvest survey reports 2. CSO/MAL annual crop yield statistics. 3. Other research institute crop yield data 4. Project mid-term and final evaluation reports			
				Maize	2.8 MT/Ha	2.1 MT/Ha	3.9 MT/Ha	3.2 MT/Ha	End Year 4 MIS – 3.38 and 3.19 MT/ha for male and female farmers respectively		UNZA HH Survey – 2.258 and 2.553 MT/ha respectively		
				Soya	0.9 MT/Ha	0.9 MT/Ha	1.3 MT/Ha	1.3 MT/Ha	End Year 4 MIS – 1.25 and 1.62 MT/ha respectively		UNZA HH Survey – 1.512 and 1.1.219 MT/ha respectively		
				Cow peas	0.7 MT/Ha	0.7 MT/Ha	0.9 MT/Ha	0.9 MT/Ha	End Year 4 MIS – 0.84 and 0.93 MT/ha respectively		UNZA HH Survey – 0.889 and 0.620 MT/ha respectively		
				Beans	0.7 MT/Ha	0.6 MT/Ha	0.9 MT/Ha	0.8 MT/Ha	End Year 4 MIS – 0.59 and 0.62 MT/ha respectively		UNZA HH Survey didn't measure		
				Groundnuts	1.0 MT/Ha	0.9 MT/Ha	1.4 MT/Ha	1.2 MT/Ha	End Year 4 MIS – 1.06 and 1.25 MT/ha respectively		UNZA HH Survey – 1.319 and 0.943 MT/ha respectively		
Output 1	Conservation agriculture capacities improved at individual, institutional and enabling environment levels	Output Indicator 1.1	Households with improved knowledge, attitudes and awareness of CA practices			Male Farmers	Female Farmers	Male Farmers	Female Farmers	M&E Surveys	268137 farmers in total participated, rather than the 336 000 planned.	Farmers could describe CA practices in focus groups or interviews	
				Awareness of CA practices	187,487	125,158	201,600	134,400	CASU MIS states that there were 136 482 and 131655 male and female farmers respectively with awareness of CA practices				
				Attempted use of CA practices	187,487	125,158	201,600	134,400					
		Adopted CA Practices	59,296	73,076	201,600	134,400							
		Output Indicator 1.2	Entrepreneurship knowledge acquisition and practice disaggregated by gender			Male Farmers	Female Farmers	Male Farmers	Female Farmers				
				Awareness	187,487	125,158	201,600	134,400	CASU MIS states that there were 136 482 and 131655 male and female farmers respectively with entrepreneurship knowledge	Some farmers have received farming as a business training (?) however, during the focus groups it was difficult to see clear business attitudes expressed			

			Satisfaction of entrepreneurship knowledge	0	0	62	62			Not apparently measured
Output Indicator 1.3	Harmonised CA extension messages, delivery guidelines and quality assurance standards used by CA practitioners	Lead farmer flip chart for farmer to farmer training		0		1000			CASU MIS states that there were 2000 flip charts produced	Flipchart finalised in many languages, but not distributed as not yet approved by GRZ
		Extension Officer CA guide		0		1				Not distributed as not yet approved by GRZ
		Guide to soil health and water quality sampling and monitoring		0		1				MoA staff were provided with training and guide on soil sampling. In theory the staff could sample themselves – then either the University or ZARI could analyse the data
Output Indicator 1.4	MoA extension staff using local language, gender sensitive CA manuals and extension material			Male	Female	Male	Female			
		Lead farmer flip chart for farmer to farmer training		0	0	12600	8400		Project reports that Flip charts not distributed but shared with the districts for comments and have since been revised. The handover plan is waiting endorsement of the material by MoA before they are disseminated. This has not yet been obtained.	Annex to Year 3 Annual report draft attached – but not seen in the field and district staff hadn't seen
		Extension Officer CA guide		0		504			The manual is in draft form and waiting endorsement of the material by MoA before they are disseminated.	Not finalized or delivered
		Guide to soil health and water quality sampling and monitoring		0	0	1				Draft made available by the University. Used during the baseline and follow-up soil testing. Will it be used in the future?
Output Indicator 1.5	Number and quality of interactions between Insaka and stakeholders	Number of Insakas		0		40		1. Insaka minutes	45 were held at district level (in total) (according to district LoA monitoring) 46 were held altogether according to the CASU indicator monitoring	Insakas at national level were held initially but tapered off.
		Average SH rating of Insaka rating (1-6)		0		No Targets				Provincial or district level Insakas have been more regular and useful

		Output Indicator 1.6	CA Policy recommendations implemented by government	Enhancing role of ICT in CA promotion and extension	0	1			1. Policy briefs 2. Project mid-term and final evaluation reports	306 SMSs sent over the project period. Toll free help line was established. CASU has handed over the SMS system as a means to send information easily to farmers.	SMS used to deliver messages to LFs with phones. Appears to have been popular and useful during CASU. CA technical messages have been recorded in English and 7 local languages, and made available on a CA help line for future use. Capability is there now. Host unit within MoA for the SMS and help line still unclear. Toll free telephone help line was used by some farmers interviewed, however the majority said that it wasn't possible to connect (no answer or the line was occupied). Agrodealers had similar difficulties in getting through.
				Management and handling of e-vouchers for enhanced small holder access to input	0	1	MIS and e-voucher picked up by the GRZ and put into implementation. In 2018 FISP Manual has been revised to incorporate the new system.	MIS and e-voucher system used successfully in CASU for input delivery. Handed over to the GRZ and replicated as ZIAMIS and FISP. Extremely successful in improving efficiency and decreasing corruption.			
				Enhancing access to mechanization services for sustainable CA adoption	0	1	Mechanisation strategy prepared. INSAKA would pick this up and implement. To date no progress on this area within the GRZ	Good plan but rollout unsuccessful in CASU. GRZ hasn't taken further steps towards mechanisation this during 2017/8 season.			
				Framework for impact measurement in CA farming systems	0	1	Paper prepared by Phiri and Kuntashula 2016 – normative work which is available for the GRZ to use. Had hoped that INSAKA would pick this up and implement.	Paper exists. Difficult to know whether it has had any influence on government as not approved officially.			
				Mainstreaming gender in CA promotional programs	0	1	Gender sensitive data collection tools and e-extension platform available through the ZIAMIS.	CASU has supported MoA to carry out gender related activities in field meetings with CASU farmers.			
Output 2	Conservation agriculture farmer input and output supply chain strengthened	Output Indicator 2.1	1) Farmers accessing agricultural inputs using e-vouchers (disaggrega		Male Farmers	Female Farmers	Male Farmers	Female Farmers	M&E Surveys	20 396 LFs () and	LFs report general satisfaction with CASU e-voucher system for inputs for demo plots, though delays experienced (eg. seed available too late for planting).
			Number of CASU Farmers	0	0	214,200	142,800	20 631 LFs (8200 women and 12 196 men) 247 741 FFs (123 068 women and 124 673 men) Total – 131 268 women and 136 869 men		FFs didn't receive inputs, which appeared to cause jealousy in some camps. While in other camps, some FFs and LFs received bicycles, based on the amount of land under CA,	

			ted by gender)	Value of inputs traded	0		K46,012,398			rather than their performance as LFs, which also caused dissatisfaction.
		Output Indicator 2.2	2) CASU farmers accessing facilitated output markets			Male Farmers	Female Farmers	Male Farmers	Female Farmers	<p>The Year 3 Annual Report stated that 90 aggregation centres were established for CASU farmers, to facilitate their marketing opportunities. 51 small to medium scale private sector/agro-dealers were mobilized and contracted for aggregation and purchasing of farmer produce. Out of these, 70% were the agro-dealers providing CASU inputs.</p> <p>The district LoA monitoring listed 129 aggregators as being identified by WFP 158 trade facilitation meetings linking farmers to markets conducted (according to district LoA monitoring)</p> <p>Only data available on CASU inputs. Data was not collected on others.</p> <p>The lack of trust between farmers means they are not interested in aggregation and joint trading. 33 cooperatives were noted to have been planned to work with PPP. Not possible for the ET to measure</p>
		Output Indicator 2.3	3) CA inputs traded through agro dealers	Volume of Seeds (MT)	0					
				Volume of Herbicides (Litres)	0					
				Quantity of equipment (Pieces)	0					
		Output Indicator 2.4	4) CA outputs aggregated and traded		Value traded (ZMW)		Value traded (ZMW)			
				Farmer Cooperatives	0					
				Small and Medium Enterprises	0					
Output 3	Land management improved	Output Indicator 3.1	Climate smart land management techniques		% Male Farmers	% Female Farmers	% Male Farmers	% Female Farmers	M & E Reports of the project	<p>Farmers claim in focus groups that they are implementing all 3 principles</p> <p>According to CASU MIS by end Year 4</p>

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		applied by CASU farmers	Crop Rotation	70%	85.80%	100%	100%	100,00 %	100,00 %	Virtually all farmers claim they are growing legumes – but probably not in sufficient quantities to support true rotation	
			Minimum tillage	49.34%	25.89%	100%	100%	100,00 %	100,00 %	Virtually all farmers claim they use minimum tillage	
			Soil Cover	21.76%	15.67%	50%	50%	83,00 %	83,00 %	Virtually all farmers claim they retain residues on the soil, but livestock are consuming.	
			Agro-forestry	6%	6%	30%	30%	45% of LFs		Many problems reported by farmers with loss of trees. This activity was only successful on few farms (LFs) – not 30%.	
		Output Indicator 3.2	Area of CASU farm land under climate smart land management techniques		Lead Farmers	Follower Farmers	Lead Farmers	Follower Farmers	According to CASU MIS by end Year 4		
				Crop Rotation	157,795 Ha	236, 693.7 Ha	181,464.25Ha	236,797.76 Ha	78 713	778 118	
				Minimum tillage	5,825 Ha	87,370 Ha	6,698.75 Ha	100475.5 Ha	29 743	294 028	
				Soil Cover	5,825 Ha	87,370 Ha	6,698.75 Ha	100475.5 Ha	5 949	58 806	
				Agro-forestry	6,584 Ha	10,790 Ha	8,559.2 Ha	11, 126.96 Ha	27338 LFs and 253619 FFs trained in propagation, planting and care of AF species – 5831 farmers were monitored to have at least 20 AF trees on their plots (according to district LoA monitoring)		

4 Interview questions

FAO staff involved with CASU

Questions

- Relevance and changes in priority – is the GRZ still keen to use CA?
- Do you have reflections on the project approach (including project structures and systems)?
- Challenges in management and implementation
- Were the decision-making structures & mechanisms clear & efficient; did partners know their mandates & duties?
- Were the Task Force able to support the project on technical issues?
- Thoughts and data on performance of the project?
- In case of not achieving the results, what are the causes, what can be learnt from the experiences?
- What were the major activities following the MTE?
- Was an Exit Strategy prepared and rolled out?
- Stakeholder collaboration
 - Relationships with the EU, MoA?
 - SC functioning (get all minutes)
 - MoA extension staff – are there any difficulties? e.g. did they get out to the field enough?
 - Any interactions with the other actors in CA in Zambia? How is the Insaka functioning (if at all)?
- Beneficiary involvement and participation
 - Leader farmers – gender balance?
 - After the MTE, did the project respond to the management decision to accelerate the recruitment of more FFs?
- Has the CASU Gender Strategy (or GRZ) been applied? Any specific results to share?
- How did you deal with the MTE report? Was anything done with the recommendations?
- How did you ensure gender inclusion - both within the staff recruitment and behaviour, and when working with farmers and in training?
- Was the training and extension approach chosen by the project technically and financially effective/efficient and sustainable?
- What were the capacity building needs (individual, institutional/organizational, technical, enabling environment) of the project staff and the different camp/district/etc. leaders?
 - How are they taken into account in the project, and coordinated with other agricultural projects?
- Project Financial arrangements
 - Was the budget adequate to achieve the planned results?
 - Was the cash flow adequate? Any delays in payments? Were there any serious delays in provision of funds that have affected the implementation?
- M&E and MIS – how did this function?
 - How was the information used in implementation? Was there a feedback? Was the information inputted early enough to be useful?
- Achievements vis-à-vis plans and indicators and best practices, reasons
- Mechanisation vouchers?
- Forward sales contracts?
- Changes/modifications in project activities from the original plan in the project document, reasons & consequences

- What is the long term plan for CA in Zambia? Has sustainability been addressed in implementation and was there a clear exit strategy?
- To what extent is the private sector involved and continuing beyond the project?

A. Steering Committee members

- Permanent Secretary, MoA (Chairperson)
- EU Head of Delegation and Ambassador
- FAO Representative
- Director Zambia Agricultural Research Institute (ZARI)
- National Authorizing Officer (NAO)

Questions

- Relevance and changes in priority – is the GRZ still keen to use CA – versus maize focus of FRA, and desire to get people off the farm...
- Were there any gaps or delays in implementation? If so, why, and what was done to overcome the problem?
- Changes after the MTE?
- Do you have reflections on the project approach (including project structures and systems)?
- Stakeholder collaboration
 - Relationships within the SC- FAO, EU, MoA?
 - SC functioning - changes in the SC membership? Was this a good move?
 - How often did you meet with the team? Were they responsive?
 - MoA extension staff – are there any difficulties? e.g. do they get out to the field enough?
 - Any interactions with the other actors in CA in Zambia? How is the Insaka functioning?
- M&E and MIS –
 - How is the information used in implementation? Is there a feedback?
- Has the CASU Gender Strategy (or GRZ) been applied and adapted to the work yet? Any specific activities to start with?
- Achievements vis-à-vis plans and indicators and best practices, reasons; Weaknesses?
- How did you deal with the MTE report? Was anything done with the recommendations?
- Project Financial arrangements
- Reporting – any comments?
- What is the long term plan? Has sustainability been addressed in implementation and is there a clear exit strategy? Or is there a plan to have another phase?
- To what extent is the private sector involved and ready to continue beyond the project?

B. MoA extension staff (national, province, district, camp)

Questions

- When did they first hear about CA and from where?
- What does CA mean? What is their key message to the LFs and FFs?
- When did they first become involved with CASU?
- How is the work coordinated at the province / district / camp?
- What do they understand their role to be?
- What incentives do they have to participate?
- Have there been any gaps or delays in implementation? If so, why, and what has been done to overcome the problem?
- How often do they go to the field? Are there resources available?

- How are the leader farmers selected? Is there any preference for men or women LFs in the recruitment?
- Change in production? Quantities of harvest before (eg. 5 years ago and last year) and after?
- Changes in agricultural methods applied?
- Changes in type of crops?
- Also changes in mind set/attitude towards CA?
- Have everyone working with the project experienced similar changes? Is there any difference in results between women, men, size of farm, etc?
- What is guiding the gender activities? Have you seen the CASU gender strategy?
- Have you been using GIS and what for? How has applied it?
- Do you have a district/province level Insaka? Who participates, how often, and what are the outcomes?
- What has been the impact of the drought? Do farmers using CA do any better than those using conventional agriculture techniques?
- Why do some farmers start to use CA? Why do some not take it up?
- Are there examples of farmers who have adopted CA at their fields with own inputs outside of the project?
- What other actors are involved in CA in your province / district / camp?
 - Are there any differences in the way they work, incentives, approaches?
- Project approach (are they satisfied with the project implementation approach)
- Experiences of the capacity building and the materials provided –
 - Who provided training?
- Have you attended the training conducted by CFU?
- Challenges (what could be done differently)
- Have there been any gaps or delays in implementation? If so, why, and what has been done to overcome the problem?
- Achievements (what in their view has worked well in the project)
- Failures and not so successful practices, underlying causes and consequences
- Has the CASU Gender Strategy (or Govt. Zambia) been applied and adapted to the work?
- Have you been involved in the monitoring?
 - Is it possible to find true control farmers?
 - Is the data easy to collect? Any difficulties?
 - How is the information used? Is it only passed up to Lusaka or do you use it locally in planning and improving implementation?
 - Are there opportunities to compare performance and share ideas with other districts?
 - Do you receive feedback from CASU?
- Changes/modifications in project activities, reasons consequences
- Complementarity or confusion with CA activities of other donors or NGOs
- Any differences in the needs of women and men? Has anything been done differently?
- Assumptions taken, Risks foreseen and changes/ realization, current situation
- Have the District core team had training in relevant topics for CA and gender?
- Is data reported to the province as well as to CASU?
- Are there any private extension services operating in the district?
- Are you supporting work with CA in non-CASU camps?
- How do you compare the effectiveness of the CFU and CASU approaches?
- Has the district given any training to agrodealers?
- Financial issues
 - Do you have a specific CASU bank account in the district/province?
 - How do you monitor and report fund use?

- Do you ever underspend or is it always used to the maximum?
- Sustainability of project activities after CASU – What exit strategy for MoA to take up?
 - Has there been adequate national political acceptance and support for CASU?
 - To what extent is the private sector involved and ready to continue beyond the project?
 - How will the benefits produced by CASU be maintained after the termination of the external support?
- Lessons learnt – How is MoA strategizing to support scaling out the lessons to other non CASU districts using GRZ resources?

C. Leader Farmers

Questions

- When did you first hear about CA and from where?
- What does CA mean?
- When did you first become involved with CASU?
- How are the leader farmers selected? Was there any preference for men or women LFs in the recruitment?
- What did you understand your role to be?
- What incentives did you have to participate?
- Have any bicycles been distributed in this camp? Who received them?
- Was any large equipment provided (rippers, etc.), as a grant or loan? From the project or via the coop?
- Did you receive the e-voucher to access inputs such as seed, herbicide, sprayers, etc.? Did the distribution work smoothly? Would you have bought these inputs anyway or was it a new experience for you?
- How did you benefit from the project, and what types of services were provided?
- Did you ever receive text messages or technical advice via the help-desk?
- Have you heard radio or TV broadcasts on CA? Have they been useful? Led to changes in practice?
- Can you receive ZNBC? Or community radio? Who has TV here? Mobile Phones?
- How did you recruit FFs? Were there quotas for women or youth?
- How did you work with the FFs? e.g. how often meeting, what support or training given? Where did you meet and at what time? Are you still meeting?
- How much land do you have?
 - How much under conventional and how much under CA?
 - What yields have you had last season for maize on conventional land and on CA land, by hectare? Did you use fertilizer?
 - Is that increasing?
 - Do you plan to increase your land under CA?
 - What is the limitation to increasing your land under CA?

- Would you continue your LF responsibility post project?
- How often do you consume legumes?
- Do you have any hungry months now (ie. does the food you grow cover your needs all year?). What was the situation 5 years ago?
- Can you estimate by what % you HH income has increased since using CA?
- Perception of risks associated with CA technologies versus conventional farming?

E. Follower farmers

Questions

- When did you first hear about CA and from where? Did you participate in any CA activities before this project? Are there any success stories in the area on in CA?
- What do you think are the major constraints in adoption of CA?
- What does CA mean?
- When did you first join the project activities?
- Why did you decide to use/ not to use/ use only partially (technologies – planted area) CA?
- What incentives did you receive to participate?
- How did you benefit from the project, and what types of services were provided?
- Have you participated in training? If so, what training? Have you used it on your own farm? (if not why not)
- Changes in agricultural methods applied?
- Changes in type of crops? Are you planting legumes this year? Have you done so earlier? Why?
- Are you using agroforestry – how many trees and what species, and where have they come from?
- How much land do you have?
 - How much under conventional and how much under CA before/ after the CASU project?
 - What yields have you had last season for maize on conventional land and on CA land, by hectare? Did you use fertilizer?
 - Is that increasing?
 - Do you plan to increase your land under CA?
 - What is the limitation to increasing your land under CA?

• M/F	Conv. total ha	CA total ha	Maize yields under conventional (bags or kg)	Maize yields under CA	Using Ripping (R) or Basins (B)	Planted legumes this year - Yes/No	Leaving crop residues on ground? Yes/No

- Have you been applying herbicide? If so, have you had training in safe handling? Do you have/ use protective clothes? If not, why not?
- Have you paid for ripper services, or have you used only hoes?
- Have you used the e-voucher system? Any reflections on how it functions?
- Did you try to use the toll free line to CASU to answer any queries/ resolve problems?
- Has everyone working with the project experienced similar changes? Is there any difference in results between women, men, size of farm, etc.?
- Are there particular difficulties for youth to participate in CA?
- How is the extension service involved?
- What role did the Leader Farmer have? Are they able to answer your questions about CA?
- What has been the impact of bad weather (drought or flood or plagues – e.g. Fall Army Worm)? Do farmers using CA do any better than those using conventional agriculture techniques?
- Why do some farmers start to use CA? Why do some not take it up?
- How often did you meet, what support or training given? Where did you meet and at what time? Are you still meeting?
- Are there any difficulties for women in particular to participate?
 - What do your families think of you using CA?
 - Do you have enough time to participate in trainings, etc.?
 - Is there any complaint from your family/husband about participating in training and working together with other men?
 - Does CA mean more agricultural work or less for you?
 - Do you have your own land to work on?
 - Do you have access to cash for inputs?
- What are the most successful aspects of CA?
- What are the least successful aspects of CA? ie. the biggest problems or gaps/ risks, and failures experienced – in methods used, support provided, results
- Have you had any role in decision making, defining the training programme, research needs etc.
- Have you heard radio or TV broadcasts on CA? Have they been useful? Led to changes in practice?
- Can you receive ZNBC? Or community radio? Who has TV here? Mobile Phones?
- Are there any problems that you are facing in the value chain? What role can they play in strengthening linkages with various service providers and sustain beyond the project?
- What other projects are working in the district in CA?
- Will you continue to apply CA in the future? Even if CASU (or CFU or other NGOs) aren't there giving support?
- How often do you consume legumes?
- Do you have any hungry months now (i.e. does the food you grow cover your needs all year?). What was the situation 5 years ago?
- Can you estimate by what % you HH income has increased since using CA?
- Did you want to be a LF? If so, why?
- Perception of risks associated with CA technologies versus conventional farming?

F. Suppliers, Agro-dealers and agro-entrepreneurs, microfinance providers

Questions

- When did you first hear about CA and from where?
- What does CA mean?
- Role in project implementation, did you feel adequately involved?
- Project approach (were you satisfied with the project implementation approach)?
- Did you participate in any CASU training events?

- Are you dealing with farmers who work with CFU or other actors in CA (who)? Do you perceive any difference?
- Have you been supplying herbicide? If so, have you had training in safe handling and storage? From who?
- Did you receive any training in CA from CASU?
- Do you provide ripper services?
- Do you buy crops or plan to do it in the future?
- Do you see any changes with your sales?
- Challenges (what should be done differently)?
- Achievements (what in you view worked well in the project)?
- Is there any difference when dealing with female and male farmers?
- Have you used the e-voucher system (CASU/ FISP)? Any reflections on how it functions? Now that it has been rolled over to the government, is it functioning?
- Has everyone working with the project experienced similar changes? Is there any difference in results between women, men, size of farm, etc.?
- Has bad weather (drought or flood or plagues – e.g. Fall Army Worm) made a difference this year to your business?
- Did you provide any data for the project monitoring? e.g. sales figures, agrochemicals sold, loans taken up, etc.?
- Failures and not so successful practices, underlying causes and consequences?
- Sustainability of project activities for CA in the future without donor money?
- Lessons learnt
- What change has been seen in the volumes of seed, herbicide, spraying equipment, etc. that you sell since CASU began?
- Did CASU lead to a boost in other sales?
- Did CASU cooperate & coordinate with other relevant projects/processes, and especially with the private sector and civil society, were possibilities for networking & cooperation been actively followed up?
- Was there adequate national political acceptance and support for CASU?

G. Questions for control areas

Questions

- Have you heard about conservation agriculture – and CASU?
- Have you applied any techniques of CA?
- How much land do you have?
- How did you prepare your land?
- What farm implements do you own?
- What are the advantages or disadvantages of this equipment?
- Do you use herbicide? Have you received training in herbicide use?
- What do you do with the crop residues?
- What crops have you planted this year?
- Why do you / don't you plant legumes?
- What yields have you got for each crop on average?
- Have you suffered from the drought this year and last?
- Where do you market your produce?
- Has the camp Extension Officer given any training on CA?
- How often do you meet with the CEO and what do you learn about?
- What topics would you like to learn about from the CEO?

- Have you participated in any field days of CA? If so, what did you think about it?
- If you have heard about CA but not applied it, why not? What are the risks?
- Do women participate equally in decision making and farm work?
- What are the specific roles of women, men and children?
- Do you have groups of farmers – and any leader farmers? Do you learn from each other?
- What challenges do you face in agriculture?
- Diversity of diets? Do you eat legumes and if so, how often?
- How do you access inputs such as seeds, fertilizer and herbicide?
- Do the district extension staff visit and give advice?
- What other projects are running locally?
- Do you have access to finance?
- Do you practice agroforestry and what do you know about it?

5 Evaluation Terms of Reference

5.1 Background and Context

1. Conservation agriculture practices were developed and promoted to offset climate change and improve natural resource conditions in Africa and South Asia.¹ Studies have shown that intercropping and rotation practices improve the nutritional security of the farm households and reduces the risk of total crop failure in unfavorable or erratic weather.²
2. The Zambian agricultural sector has good potential, but also faces many challenges such as low productivity, poor input and output market access and limited market size, relatively low investment by private sector, high costs of production (input prices) stemming from the broader economy, high cost of finance, very low investment in research, and environmental degradation and climate change. Only 9 percent of the GDP in 2014 came from agriculture.³
3. At the local level, considerable farmer effort is devoted to producing food for household consumption rather than focusing on income generating agricultural activities. Considering that more than 60% of the population is still reliant on agriculture for their livelihoods, it is logical that conservation agriculture might be one way to improve production in a sustainable manner. In the Zambia National Agriculture Policy, there is emphasis on the promotion of Sustainable and Environmentally Sound Agricultural Practices, focusing on the promotion of environment-friendly farming systems such as conservation farming, afforestation, and the use of green manure (NAP, 2004). The government has also made ministerial pronouncements, such as in the 2014 Budget Speech to parliament, stressing its commitment to addressing the growing threats of climate change. Zambia launched its National Agriculture Investment Plan for 2014-18 in 2013. It has set a target of 25 percent of small-scale farmers to have adopted conservation agriculture by 2018 (from a baseline in 2013 of 10 percent).
4. Similarly, the Seventh National Development Plan of the Government of Zambia sets out that the national development priority for crops is “to increase sustainable crop production, productivity and value addition for a diversified range of competitive crops apart from maize”. This should take place via increased crop production and productivity; improved access to inputs (seed and fertilizer); promotion of Good Agricultural Practices; and promotion of mechanization of crop production systems (e.g. animal draught).
5. Under the 10th European Development Fund (EDF) for Zambia, the European Commission Delegation in Zambia contributed EUR 11,052,654.87 for the FAO project entitled ‘Conservation Agriculture Scaling Up’ (CASU) project. CASU aims to provide solutions to declining crop production among small- and medium-scale farmers. The overall objective of the project is to contribute to reduced hunger, improved food security, nutrition and income while promoting sustainable use of natural resources. The purpose of the project is to increase crop productivity and production for the targeted farmers of which at least 40 percent should be women.

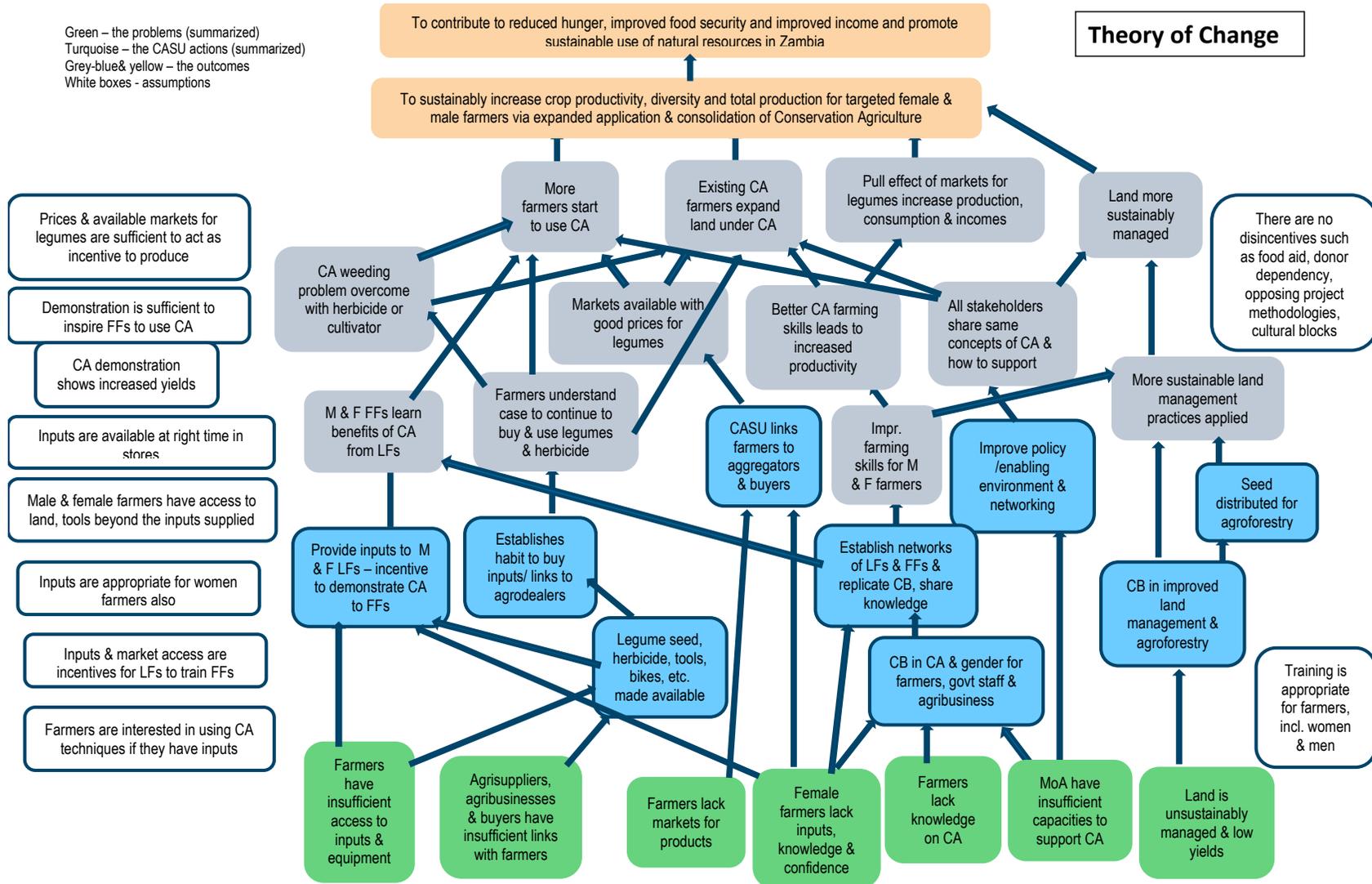
¹ Stevenson, J.R.; Serraj, R.; Cassman, K.G. Evaluating conservation agriculture for small-scale farmers in Sub-Saharan Africa and South Asia. *Agric. Ecosyst. Environ.* 2014, 187, 1–10.

² Food and Agriculture Organization. *Conservation Agriculture: Case Studies in Latin America and Africa*; FAO Soils Bulletin; FAO: Rome, Italy, 2002; Volume 78.

³ Rasmussen, P.E., Zamba, C., Chirwa, E., 2015, *African Economic Outlook – Zambia 2015*, African Development Bank, Zambia Office, OECD, UNDP, <http://www.africaneconomicoutlook.org/en/country-notes/zambia>

6. CASU is intended to scale up conservation agriculture activities countrywide as the Ministry of Agriculture intends for conservation agriculture to be the official means of increasing farm productivity among small-scale and emergent producers in the country. CASU also seeks to strengthen partnership and networking between the Zambian government and cooperating partners, NGOs as well as the private sector in order to fully bring all key players on board.
7. At least 21 000 new or existing conservation agriculture lead farmers and at least 315 000 small-scale follower farmers are targeted under the project. In addition to these farmers, Ministry of Agriculture staff; Agro-dealers; financial institutions; research institutions, agro-entrepreneurs and other conservation agriculture stakeholders are among the direct and indirect beneficiaries of the project activities.
8. The logical framework (logframe) of the project as presented in the original project agreement specified that the project has 5 result areas namely:
 - Result 1: Conservation Agriculture (CA) expanded and consolidated
 - Result 2: Conservation Agriculture skills improved
 - Result 3: Conservation Agriculture farmer input and output supply chains improved
 - Result 4: Land management improved
 - Result 5: Gender Issues mainstreamed
9. Following the recommendation of the mid-term evaluation of CASU in 2016, the logframe of the project was revised. While the Overall objective and the Outcome remain unchanged, the revised logframe has restructured its logic under 3 main outputs namely:
 - Output 1: Conservation Agriculture capacities improved at individual, institutional and enabling environment levels
 - Output 2: Conservation Agriculture farmer input and output supply chain strengthened
 - Output 3: Land management improved
10. The theory of change of the project is illustrated in Figure 1.

Figure 1: Theory of Change for CASU



Source: Mid-term evaluation of CASU, 2016

11. As mentioned briefly earlier, a mid-term evaluation of CASU was conducted in 2016 that covers the period from June 2013 to the start of the evaluation process in February 2016. The evaluation reviewed the theory of change (ToC) of the project and its logframe, assessed progress made towards the five result areas stated in the project's logical framework, and identified design and implementation issues that needed to be addressed in order to strengthen the project's implementation and ensure the achievement of stated project results. The evaluation found that positive outcomes from CASU are evident, including capacity development on CA at the individual level, although access to legume seeds, mechanical implements and markets require continued improvement to incentivize CA adoption. Further, CASU was found to have contributed to developing the capacity of the national implementing partner (the Ministry of Agriculture) to promote CA, which could help to increase CASU's sustainability. However, the remaining period for implementing the rest of the project activities is insufficient to fully integrate the practices, systems and results. The MTE recommendations included that: (i) CASU should continue to actively pursue gender equality and equity goals in the implementation of and reporting on the project; (ii) Project management and monitoring could be strengthened through adoption of a revised logical framework and timely analysis of monitoring data; and (iii) the CASU team should undertake actions related to: (a) increased recruitment of female and male LFs and FFs; (b) the mechanisation e-voucher; (c) better use of existing disaggregated data to inform planning; (d) development of input and output markets for legumes; and (e) improved training materials and training of agribusiness.

5.2 Purpose of the Evaluation

12. This is the final evaluation of the CASU project and is aimed at providing accountability on outputs and outcomes achieved. This final evaluation will also seek to draw lessons from the implementation processes that could inform future decisions by the European Commission, FAO and other partners on the formulation and implementation of similar projects.
13. The main audiences of the evaluation to which the findings and recommendations will be presented are the FAO Project Management Team, the Ministry of Agriculture (MoA) of Zambia, the European Union, and other relevant stakeholders.

5.3 Evaluation Scope

14. The final evaluation will assess the entire implementation period of the project, from June 2013 to the completion of project activities in December 2017. It will cover all the key activities undertaken within the framework of the project with a particular focus on the outcomes.
15. As a mid-term evaluation was conducted in 2016 that covered activity/output level achievements, the scope of the final evaluation will focus on the project's contribution to outcome level results, the sustainability of these results and the overall expected and unexpected impacts of the project with due consideration to follow-up actions taken after the mid-term evaluation.
16. This is a summative evaluation and is intended to provide a synthesis of the project's results from a diverse stakeholder perspective. The evaluation should also make clear what project elements worked in the sense that they made a clear contribution to the stated project outcome (*To increase crop productivity and production for the target farmers of which at least 40% should be women*) as well as identify implementation challenges or other contextual factors negatively affecting outcomes. This final evaluation is therefore intended to provide learning that can inform future interventions.

5.4 Evaluation objectives and evaluation questions

17. The project will be critically assessed against the internationally accepted evaluation criteria of relevance, effectiveness (including signs of impact), efficiency, and sustainability. In addition, the evaluation will assess the EU added value (the extent to which the Action adds benefits to what would have resulted from Member States or other CPs interventions only). The evaluation team shall furthermore consolidate to what extent cross-cutting issues such as gender equality and environmental sustainability were taken into account at formulation and implementation stage.
18. The CASU final evaluation has the following specific objectives:
 - Assess the degree to which the desired project results have been realised;
 - Assess the actual and potential impact of the project; and
 - Identify good practices and lessons learned from the project that could feed into and enhance the implementation of related interventions.
19. The evaluation will address the following overarching questions in particular:
20. Relevance –
 - To what extent is the design and implementation CASU consistent with the MoA strategy towards promotion of CA to be the official means of increasing farm productivity among small-scale and emergent female and male producers in the country?
 - To what extent is the project aligned and coherent with the EU policies and mechanisms at global and country level?
 - To what extent and how did the project integrate gender and environmental considerations in its design and throughout its implementation?
21. Effectiveness and signs of impact - What outcomes – both intended outcomes and unintended outcomes — are evident following four and a half years of project implementation? In particular:
 - To what extent has the program achieved or is expected to achieve its stated objective (against the impact indicators of: Household dietary diversity, household income – disaggregated by gender, and soil health) and outcome (against the outcome indicators of: Hectarage under CA, Yields of CASU promoted crops, -disaggregated by gender), under the project results framework? What quantitative and qualitative outcomes are evident in this regard?
 - To what extent have the CASU capacity-development activities improved individual and institutional capacities, and the enabling environment in support of conservation agriculture?
 - To what extent are the project outputs contributing to women’s empowerment within the targeted districts?
 - What factors have contributed to the achievement or non-achievement of the intended outcomes?
22. Efficiency - How effective was the project management and implementation? Including an assessment of the following:
 - Quality and use of the CASU monitoring and evaluation system in informing project implementation;
 - Implementation gaps and delays if any, their causes and consequences, between planned and implemented outputs and outcomes; and assessment of any remedial measures taken.

23. Sustainability - To what extent are CASU's results sustainable? What are the prospects for sustaining and scaling-up the project's results by the Ministry of Agriculture of Zambia after the completion of the project?
24. EU added value - To what extent CASU has made a unique contribution towards supporting MoA's objectives related to CA? If so, how?
25. Based on the above overarching evaluation questions, and following consultations and desk reviews, the evaluation team will propose in their Inception Report a complete set of Evaluation Questions and sub-questions, with indication of specific judgment criteria and indicators, as well as the relevant data collection sources and tools.
26. Based on the above analysis, the evaluation will present an overall independent assessment of the performance of the CASU project, paying particular attention to its achievements measured against its expected impact and outcomes, draw specific conclusions and formulate recommendations for any necessary further action by the Government, FAO and/or other parties to ensure sustainability of results. The evaluation will draw attention to specific good practices and lessons to be learned as they are of interest to other similar activities.

5.5 Experts' Profile and Organisation and Methodology

27. This evaluation will use a mix of quantitative and qualitative methods and data sources. The endorsed evaluation questions will guide the overall assessment. Sub-questions and specific methodological approaches will be further elaborated in an evaluation matrix by the evaluation team in order to answer the main questions. A stakeholder mapping will be carried out with the support of the project team to identify key informants for this evaluation. Data collection protocols will be developed in the inception phase of the evaluation.
28. CASU developed a thorough monitoring and evaluation system as part of the project, involving the close collaboration of monitoring and evaluation focal points in the Ministry of Agriculture of Zambia. Data was collected regularly by focal points at the district level, aimed at amassing required data on the monitoring and evaluation database, in order to inform decisions of project stakeholders on the project. The evaluation will draw upon the data collected to conduct a number of analyses that will inform reporting against the indicators in the project logframe.
29. In addition, for validation and triangulation purposes, to gather primary data on outcomes of the project through household surveys and focus group discussions, field visits will be conducted to meet the direct beneficiaries and to assess changes in their farming practices and livelihoods. Sites for field visits will be selected in consultation with the project team. The selection should take into account different agroecological conditions, type and period of FAO support. In so far as possible, considering time, logistical and methodological constraints, the team will assess short and long term impacts and negative and positive results at community level. The team will also meet with non-beneficiary households to explore targeting issues and spill-over effects. The issue of sustainability will also be looked into, and what lessons can be learned from the intervention.
30. During field visits, the team will use a number of different evaluation tools, including semi-structured interviews and focus groups, to collect the perspectives of beneficiaries and all communities. Special attention will be given to women to ensure that they are consulted in an appropriate manner.

31. To answer questions (a) and (b), the team will analyze FAO's interventions in relation to national priorities and strategies, and the needs of the population; FAO Country Programming Framework; Global Objectives and Strategic Objectives / FAO's core functions; and EU policy priorities. Interviews with relevant stakeholders will supplement this desk analysis.
32. The evaluation should adhere to the UNEG Norms & Standards⁴ and be in line with OED Manual and methodological guidelines and practices.

5.6 Stakeholders and consultation process

33. The evaluation team will discuss in detail with the key stakeholders of the project and will take into account their perspectives and responses against the evaluation questions. Key stakeholders will include:
 - Government representatives;
 - Representatives of the European Union (Zambia) and Member States active in the sector (UK-DFID, other CPs active in the sector if any)
 - FAO Representative in Zambia and project team; and
 - Participants in communities, including farmers, organizations and cooperatives, service providers, etc.
34. The team will present its preliminary findings, conclusions and recommendations to the project stakeholders in Zambia at the end of the data-gathering phase, to obtain their feedback. For this CASU evaluation, the debriefing will include the MoA, the EU, and the FAO Representation.
35. The draft ToR will be circulated among key stakeholders (Project team, EU, MoA) for comments before finalisation; suggestions will be incorporated as deemed appropriate by OED. The draft evaluation report will also be circulated among key stakeholders for comments before finalisation; suggestions will be incorporated as deemed appropriate by the evaluation team.

5.7 Roles and responsibilities

36. The **Office of Evaluation (OED)** will draft the ToRs, identify the consultants and organise the team's work in close consultation with the project team and the donor. OED is responsible for the finalization of the ToRs and the team composition. It shall brief the evaluation team on the evaluation methodology and process and review the draft reports for quality assurance purposes in terms of presentation, compliance with the ToRs and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations. OED also has the responsibility in following up with the project management for the timely preparation of the Management Response.
37. The **Project Management**, which also includes the FAO Budget Holder (BH) and the Lead Technical Officer (LTO) of the project to be evaluated, is responsible for supporting the evaluation team mission planning and in-country mission agendas. They are required to participate in meetings with the team, make available information and documentation as necessary, and comment on the draft final terms of reference and report. Involvement of different members of the project team will depend on respective roles and participation in the project. The BH is also responsible for leading and coordinating the preparation of the FAO Management Response and the Follow-up Report to the

⁴ <http://www.uneval.org/document/detail/21>

evaluation, fully supported in this task by the LTO and project team. OED guidelines for the Management Response and the Follow-up Report provide necessary details on this process.

38. The **Evaluation Team (ET)** is responsible for conducting the evaluation, applying the methodology as appropriate and for producing the evaluation report. All team members, including the Team Leader, will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The ET and the OED Evaluation Manager will agree on the outline of the report early in the evaluation process based on the template provided in Annex 1 of this ToR. The ET will be free to expand the scope, questions and issues listed above, as well as develop its own evaluation tools and framework, within the available time frame and resources. An evaluation report is subject to clearance by OED.

5.8 Evaluation team

39. Evaluation team members will have had no previous direct involvement in the formulation, implementation or backstopping of the project. All will sign the Declaration of Interest form of the FAO Office of Evaluation.
40. The evaluation team will comprise the best available mix of skills that are required to assess the project, and as a whole, will have expertise in all the following subject matters:
- Evaluation;
 - Conservation Agriculture;
 - Capacity Development;
 - Gender and social inclusion issues and approaches;
 - Project/programme management;
 - Familiarity with the Zambian context.
41. In addition to the technical expertise listed above, candidates will be assessed against the following minimum requirements:
- Advanced university degree in sustainable agricultural development, agricultural economics, environmental science, development studies, social sciences, organizational development, or related disciplines;
 - 10 years of relevant experience in conducting evaluations on subjects related to the project;
 - Demonstrated experience of working in and/or of conducting evaluations in Eastern and Southern Africa, in particular, Zambia.
 - Excellent writing and communication skills in English.
42. Furthermore, to the extent possible, the team will be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives.

5.9 Evaluation deliverables

43. **Inception Report:** An inception report should be prepared by the evaluation team before going into the fully-fledged data collection exercise. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: sub-questions, judgment criteria and indicators, proposed methods, proposed sources of data and data

collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product.

44. **Draft evaluation report:** OED will review the zero draft of the evaluation report submitted by the evaluation team to ensure it meets the required quality criteria. The draft evaluation report will then be circulated among key stakeholders for comments before finalisation; suggestions will be incorporated as deemed appropriate by the evaluation team.
45. **Final evaluation report:** should include an executive summary and illustrate the evidence found that responds to the evaluation issues and/or questions listed in the ToR. The report will be prepared following the OED template for project evaluation reports. Supporting data and analysis should be annexed to the report when considered important to complement the main report. Annexes should include, but are not limited to: TORs for the evaluation, profile of the team members, list of institutions and stakeholders interviewed by the evaluation team, and the final evaluation mission schedule.

5.10 Evaluation timetable

46. The evaluation is expected to take place during December 2017 – 1 June 2018. The timetable in the box below shows a tentative programme of travel and work for the evaluation team. It will be finalised upon the recruitment of the evaluation team.

Tentative timetable of the evaluation

Task	Dates	Responsibility
ToR finalization	December 2017 – January 2018	OED in consultation with key stakeholders
Team identification and recruitment	December 2017 - February 2018	OED
Reading background documentation and preparing inception report	February 2018	ET
Data collection, including field missions	February - March 2018	OED, ET and PT
Analysis and drafting	March – April 2018	OED and ET
First draft for circulation	May 2018	OED and ET
Stakeholder workshop	Second-half of May 2018	OED and ET
Final report	June 2018	OED

