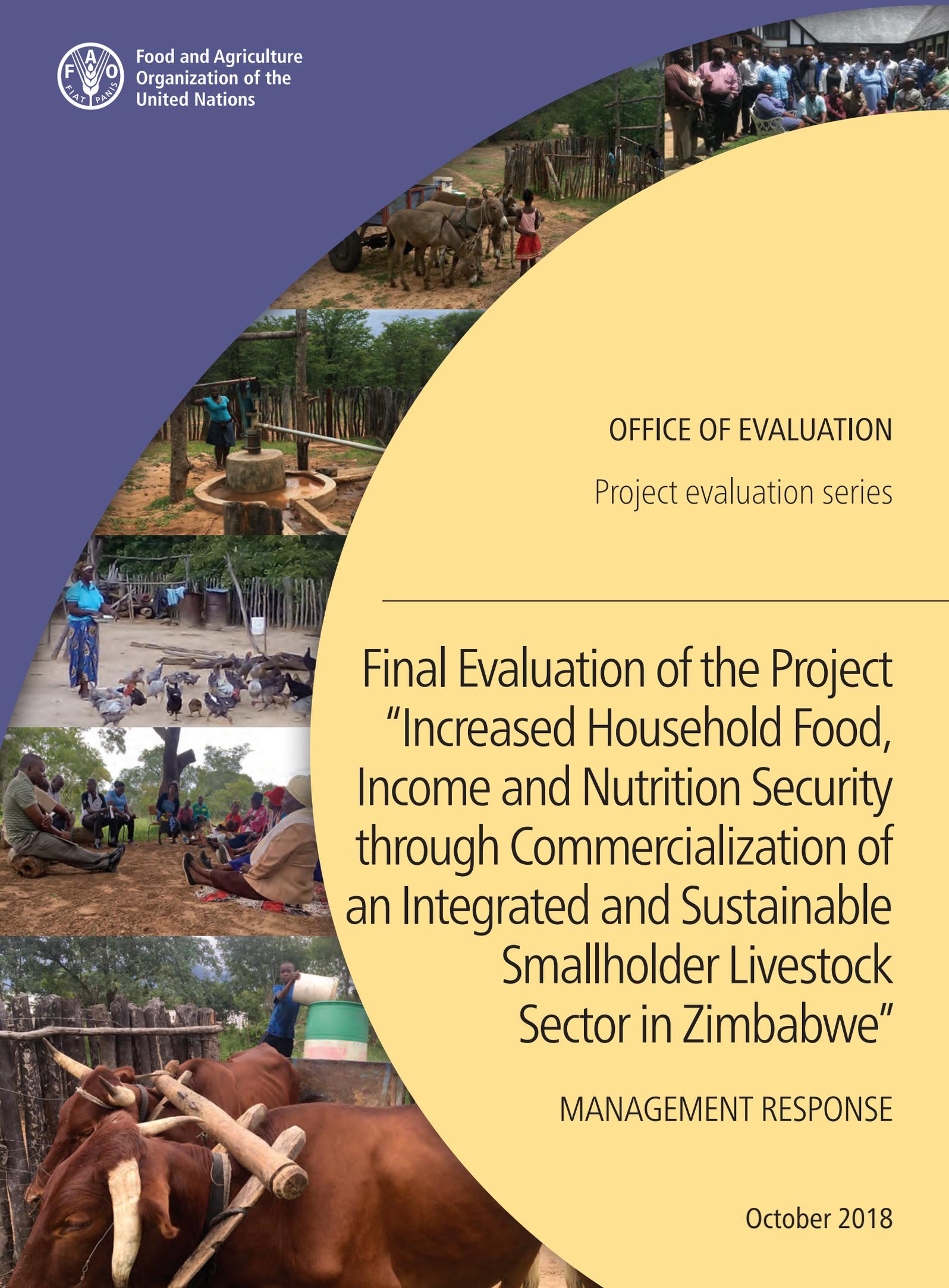




Food and Agriculture
Organization of the
United Nations



OFFICE OF EVALUATION

Project evaluation series

Final Evaluation of the Project “Increased Household Food, Income and Nutrition Security through Commercialization of an Integrated and Sustainable Smallholder Livestock Sector in Zimbabwe”

MANAGEMENT RESPONSE

October 2018

PROJECT EVALUATION SERIES

**Final Evaluation of the Project
“Increased Household Food, Income and
Nutrition Security through
Commercialization of an Integrated and
Sustainable Smallholder Livestock Sector in
Zimbabwe”**

(GCP/ZIM/022/EC)

MANAGEMENT RESPONSE

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
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October 2018**

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1 Introduction

1. Evaluation contributes to accountability and lessons learning and should lead to improved management decision-making and performance. For evaluation to play its roles, among other measures and procedures there needs to be careful consideration of evaluation recommendations as a basis for management decisions.
2. Since 2006, FAO evaluation policy establishes that all evaluations in FAO must receive a management response and a follow-up report. Standardized and assured quality in the Organization's responses and follow-up reports on evaluations enhances transparency of the evaluation process and enables drawing lessons on the effectiveness of, and compliance with the corporate evaluation policy. This guidance note outlines the roles and responsibilities for the preparation of these reports.
3. The FAO Office of Evaluation (OED) is also aware that the evaluation reports themselves need to facilitate decision by management on recommendations and follow-up. Thus OED, in fulfilling its quality assurance function, will endeavour to ensure that evaluation recommendations are expressed clearly and unambiguously.
4. All queries on these procedures should be addressed to the Director, Office of Evaluation.

Overall response to the evaluation

5. FAO Zimbabwe project management team is grateful for undertaking the evaluation that used a mixed method approach. The evaluation of the project did not only review project implementation, but also extended capacity building to the team on the outcome evidencing methodology. The results presented are factual hence the wide acceptance of recommendations coming out for better delivery. Despite facing teething, challenges at the initial phases of the project, huge strides were made in the achievement of project objectives. The project managed to demonstrate that communal livestock production can be commercialized when the right conditions are in place such as disease control, functional marketing infrastructure and organized marketing, availability of quality livestock and low-cost feeding models among other things. The project also demonstrated that household nutrition can be improved through the consumption of these livestock and livestock products. It is important to note that the project was a pilot in two districts as such aggressive resource mobilization is now required for replication and upscaling in other districts of similar socio-economic characteristics taking the recommendations provided into use.
6. However, you may consider recasting your conclusion on line 147, we quote **“There is little proof in the argument that water availability reduces or eliminates the need for destocking during a drought for farmers with access to water, and yet destocking is one of its main approaches during prolonged drought periods. Communal grazing land is vast and will not be irrigated. No supply of water under the intervention will cater for sufficient water requirement for pasture. The need for destocking will not be compromised. It could reduce the number of animals to be destocked especially for slaughter.”**. The project facilitated the drilling of boreholes and rehabilitation of some to improve water supply for both humans and livestock. Water is a major component in the nutrition of both humans and livestock. Indicators of performance on the water component included the distances trekked by animals for watering being reduced to within 5km. Before the project, some animals would trek up to 10km for watering resulting in communities watering their livestock after three days. Fodder plots/demonstration sites at solar powered boreholes were set-up for training purposes and for fodder multiplication as there was shortage of seed on the market. Destocking is one of the major actions that are recommended under Livestock Emergency Guidelines and Standards (LEGS) in emergencies hence no need to rule it out.

Response by recommendation

The management response matrix is shown below.

Management response matrix¹

Management response to the (Evaluation Title)					Date
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	Management plan			Further funding required (Y or N) (f)
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	
Insert title of section, if any					
Recommendation 1 FAO with its donors and partners could consider expanding this Project or its form to the rest of the districts of Matabeleland North and Matabeleland South Provinces with the NGO partners working in these locations. This will ensure that the experience and lessons learned from the Project are implemented in similar environments with comparative advantage.	Accepted	The suggestions are taken on board and the Country Office would want assistance from headquarters in publicizing the project to other donors for possible fundraising.	Livestock Unit	Ongoing/continuous	N
Recommendation 2 FAO could continue providing support to activities initiated to review livestock legislation and strengthen the Regulatory Framework in a process where key stakeholders participate. This	Accepted	The Office has continued to liaise with the relevant Government departments for lobbying of approval of the livestock policy which is going to provide a framework for the review of livestock legislation. However, other livestock sector strategies are also being developed with support	Policy Unit, M&E Unit	Ongoing for review of legislation and documentation of lessons learned 31 December 2018	N

¹ Each column is cross-referenced to the bullet letters above.

<p>will strengthen stakeholders to engage in collective lobbying and advocacy for well-regulated, profit-oriented livestock farming. It should also document and circulate to policymakers the lessons learned throughout the Project such as the activities on levies and capacity development of the Livestock Development Committees.</p>		<p>from other donors and these can pave way for review of legislation.</p>			
<p>Recommendation 3 Local trade in small animals (e.g. goats and poultry) appears informal and very small when compared to the value and volume of demand of regional markets. FAO could consider supporting small animal value chains and the feasibility to connect to formal local and regional markets. The entire nexus of issues surrounding production and trade in small animals should be studied.</p>	<p>Accepted</p>	<p>FAO Zimbabwe concurs that viability of the production and trade in short cycle animals (goats and poultry) should be looked into closely before investments can be made. However, studies that have been done by other organizations on the goat value chain currently point towards profitability when sold at the farm-gate as the value chain is currently unstructured and characterized by many distortions. It would be ideal to secure funding for research into these markets (goats and indigenous chickens) as they have the potential to economically empower women as small stock production is dominated by women.</p>	<p>M&E and Livestock Unit</p>	<p>Ongoing research</p>	<p>Y</p>
<p>Recommendation 4 FAO could consider continued capacity development support to the viable governance structures created and/or enhanced by the Project in order to sustain the benefits of the Project. These structures include the local and district Livestock Development Associations that may require</p>	<p>Accepted</p>	<p>The comment is valid. It is important to note that the evaluation of the project was conducted during the no-cost extension phase and, during this period, focus was on strengthening of the farmer groups formed for weaning off. A group maturity index methodology was employed to test if these groups were mature enough for weaning and results obtained were encouraging. However, if funds allow it, post-project</p>	<p>Livestock Unit</p>	<p>Ongoing</p>	<p>Y</p>

<p>additional leadership training around financial and accounting systems and especially when leadership is changed. However, FAO could guide these structures and its stakeholders to establish sustainable governance mechanisms for future stability.</p>		<p>monitoring of the farmer groups can be done piggybacking on other projects.</p>			
<p>Recommendation 5 FAO headquarters must bring its country officers to date about financing procedures, especially such a case where the modality for co-financing was not well known. A quick update on whether the NEX, DEX, OPIM or other instruments was to be applied would have made the planning more efficient and implementation less tenuous.</p>	<p>Accepted</p>	<p>Agreed, training in all financial instruments that can be used is required for key M& E and project management team to ensure smooth implementation relationships</p>	<p>Finance Unit</p>	<p>January 2019</p>	<p>Y</p>

