

Country Programme Evaluation Series

Evaluation of FAO's contribution to Burundi 2012-2018

Management response

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

Overall response to the evaluation

This document includes responses of the FAO Representation in Burundi to the recommendations included in the 2012-2018 country programming framework's evaluation report. It is an important tool guiding FAO's actions in the medium term and FAO and the Burundi Government jointly developed that. Designed in 2012 in a spirit focusing on the development of the agricultural and rural sector, this CPF was disrupted in its implementation by the electoral crisis of 2015, which forced the management to adjust to the new situation in order to respond to new priorities that would emerge during this period. The FAO Bureau appreciates the fact that the evaluation mission has made such an observation.

The Management notes that the mission's conclusions and recommendations are very relevant and admits that some of the findings stem much more from the context the country has been facing than from the wrong choice of strategies for implementing the framework. Indeed, as an illustration, achieving a better balance between field work and institutional support during the period 2015-2018 was very difficult for a country in crisis and under sanctions taken by the main donors.

The Management will take into consideration all these recommendations in the formulation of the new 2019-2023 country programming framework and is committed to report on the status of their implementation. However, the management remains skeptical about the outright discontinuation of preparation of emergency projects in favor of resilience and development projects. Indeed, this type of project is generally carried out in consortium with other United Nations agencies as part of implementation of the UNDAF and in order to meet the urgent needs of communities in distress. It should be highlighted that more than 90% of the population is a farmer and lives in rural areas.

The table below lists the various recommendations made by the evaluation team, the management's assessment of each recommendation, the actions to be taken, the lead unit, the implementation calendar as well as eventual means for implementing the recommendation.

Management response to the Evaluation of FAO's contribution to Burundi 2012-2018					5 March 2020
The evaluation's recommendation (a)	Management response(b) Accepted, partially accepted or rejected and comment on the Recommendation	Management's plan			
		Action to be taken, and/or comments on partial acceptance or rejection (c)	Lead Unit (d)	Schedule(e)	Required additional funding (Yes or No) (f)
<p>Recommendation 1:</p> <p>The new PPC offers an opportunity to strengthen the coherence of interventions and establishes a better balance between field work and institutional support. FAO should take this opportunity to strengthen its positioning on what constitutes the core of its mandate (i.e. capacity building of national actors, dialogue on development policy with all stakeholders, analysis of the sector's constraints and opportunities and technical assistance) in order to diversify its institutional support.</p>	Partially accepted	<p>In its conception, the new Country Programming Framework 2019-2023 reflects a good balance between field work and institutional support, specifically in the MINEAGRIE, known to be the sectoral Ministry.</p> <p>Indeed, Priority 3 "Institutional and Organizational Capacity Building" shows very well to what extent this recommendation has been taken into account in the preparation of the new Framework. However, this balance can only be achieved if the relationship between the Government and some major donors in the country is improved and in case results of the general elections scheduled for May 2020 are good for a conducive environment of resource mobilization and better implementation of projects and programs emanating from the new CPF.</p>	FAO Burundi	31.12. 2022	No

<p>Recommendation 2:</p> <p>In projects implemented with grassroots communities, FAO should focus on medium-term resilience projects, which are more relevant than emergency projects in the Burundian context and more in line with the Organization's development-related mandate. FAO should also build the achievements of the Producer Field Schools and the "Caisse de Resilience" approaches.</p>	<p>Partially accepted</p>	<p>It is true that emergency agricultural projects are sometimes difficult to implement. This is consecutive to the short period of time devoted to implementation of the project's activities and the tightness of the organization's rules and procedures adding to the season's calendar that must be respected in order to reach expected results of the project. Moreover, there is the lack of follow-up of project's results after it has ended. However, most of the projects implemented by the Office are joint ones and are carried out within the framework of implementation of the UNDAF (e.g. CERF Funds, WFP & FAO Projects, etc.). In addition, the Office's mission is the mobilization of resources in accordance with its mandate and the needs of communities; it suggests that identification of new initiatives be built on the results achieved by such projects within the framework of consolidating their benefits.</p> <p>It should be noted that already the "Farmer Field School" and "Caisse de Resilience " approaches are being scaled up through several projects, notably the two PRO-ACT projects, the projects BDI / 702 / UK, UNJP / BDI / 044 / EC, UNJP / BDI / 042 / CEF, etc.</p>	<p>FAO Burundi</p>	<p>31.12.2020</p>	<p>No</p>
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<p>Recommendation 3:</p> <p>The Country Office should seek greater sharing of responsibilities among various projects in the form of a "program approach" to improve efficiency of implementation and quickness in carrying out planned activities. It is also essential to validate as soon as possible the Country Office's organization chart in order to clarify the roles and responsibilities of everyone, especially at the procurement level.</p>	<p>Accepted</p>	<p>The Office strongly agrees with the recommendation. Indeed, the Office currently runs such programs as the Natural Resources Sustainable Management Program, the Seed Program, the Livestock, Food and Nutrition Security, Nutrition programs, etc.</p> <p>The organizational chart project has been submitted to the Regional Office for analysis and the made observations are being integrated while the amended structure will be sent back to the Regional Office for validation. It takes into account this recommendation calling to set up structuring programs</p>	<p>FAO Burundi</p>	<p>31.12.2019</p>	<p>Yes</p>
<p>Recommendation 4:</p> <p>FAO should make an advocacy at the Government and Burundi's technical and financial partners to ensure that the agricultural sector(main source of income for the country and farmers) is set at the centre of the government's concerns and actions, and can recover its competitiveness within the sub-region.</p>	<p>Accepted</p>	<p>This recommendation is also the concern of the Burundi Government and the Office is willing to further support the country so that the agricultural sector which is the milestone of the national economy is funded and revitalized. However, there are prerequisites, notably the improvement of relations among subregional States and, consequently, the business environment. In addition, the problem of currency shortage facing the country today may delay implementation of this recommendation however considered to be very important for the economic growth of the country.</p>	<p>FAO Burundi</p>	<p>31.12.2020</p>	<p>No</p>

<p>Recommendation 5:</p> <p>In terms of social equity, the Evaluation recommends that the Country Office works on basis of women and youth's specific needs, strengths and strategies, and that it further addresses such gender-related structural issues as the control of productive resources including land. In addition, more attention should be focused on the inclusion of Twa people in projects, by, for example providing more support to their specific farmers' organizations, as provided in FAO's policy on indigenous peoples.</p>	<p>Accepted</p>	<p>The Office is stepping up efforts to ensure gender equity. Indeed, the Agencies' Coordination (RC) has requested to all the UN Agencies to adopt UN Women's "Gender" strategy and its implementation will be evaluated; this recommendation will be taken into account, in particular with recruitment of projects' teams and the Office's new staff currently in progress and the one to be recruited in the future. In addition, special attention will now be laid on indigenous people in FAO Burundi's areas of intervention.</p>	<p>FAO Burundi</p>	<p>31.12.2020</p>	<p>No</p>
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