

Project Evaluation Series

Evaluation of the “Food-loss reduction through improved postharvest handling and value addition of key fruits and vegetables” project in Ethiopia

Project code: GCP/ETH/088/GER

Management response

Management response to the “Food-loss reduction through improved postharvest handling and value addition of key fruits and vegetables” project in Ethiopia					11/2021
Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p>Recommendation 1.</p> <p>FAO should work to ensure that technologies and practices are scaled up. It should also support key actions, such as the mainstreaming of postharvest management in Ethiopia’s extension system, the development of postharvest handling guidelines and the provision of capacity-building training on a broader scale.</p>	Accepted	FAO country office is in the process of finalising the development of the 2021–2025 Country Programme Framework, therefore the issues of postharvest management will be one of the CPF priority areas.	FAOETH- Crop Production	2022–2025	Yes
<p>Recommendation 2.</p> <p>FAO should ensure that the following activities are accomplished as soon as possible:</p> <p>i. When completing construction work on the processing units, it is important to pay attention to the type of processing involved and to put appropriate facilities in place for liquid and solid-waste management, in line with environmental protection policy. If certification of the processed product is desired, environmental safety</p>	Partially accepted	<p>FAO country office will bring recommendations 1-3 to the attention of the Federal Cooperative Promotion Agency.</p> <p>Regarding recommendation 4 and 5, efforts will be made to mobilise additional resources. Possibilities to leverage on existing projects will be explored.</p>	FAO Ethiopia Crop Production	2022–2025	Yes

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<p>becomes a key criterion. The administration has not yet secured land for the processing centre in Bahir Dar Zuria. Critical decisions must be taken by the administration, as the machinery for the centre is still in storage.</p> <p>ii. Securing and installing water and electricity supplies may take longer. Involving the relevant authorities in the finishing process may help to speed things up.</p> <p>iii. To ensure efficiency and meet required standards, the installation of water and electricity supplies and waste-disposal systems should be aligned with the installation of the machinery and equipment.</p> <p>iv. Once all the above are achieved, refresher training will need to be organized for the cooperatives on processing and business management (finance, human resources, inventory management and marketing). It is also vital to secure the</p>					

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operational capital needed to run the business. v. Capacity-development activities will need to be organized for those agencies supporting the processing cooperatives.					
Recommendation 3. FAO Ethiopia should provide support for conducting proper business studies for the processing cooperatives on the feasibility of intended businesses, to determine the type of product processed, the market for the product, marketing strategy, pricing policy, raw-material supply (by day, week, month and year), source of raw materials, procurement policy, inventory management, etc. It should also conduct cash flow analyses to compare the cash income of business operations, as well as the cash required to procure materials for processing, salaries, wages and utilities and to service outstanding debts.	Rejected It is the responsibility of Federal Cooperative Promotion Agency. FAO provided capacity building trainings in the area of business plan development and marketing strategies. Following these, FAO supported development of sample business plans. Hence, it is the expected the Cooprpative Promotion Offcies to scale up.	FAO Ethiopia will bring the recommendation to the attention of the Federal Cooperative Promotion Agency.	FAO Ethiopia - Crop Production	2022	No

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<p>Recommendation 4.</p> <p>FAO Ethiopia should support the marketing cooperatives, also by developing capacity and management skills, providing appropriate storage and transport facilities and promoting market linkages.</p>	<p>Rejected</p> <p>Eventhough some of the recommendations such as providing storage and transporting facilities are out of the project deliverable outputs, FAO has provided support particulary on storage facilities and developing capacity of Cooperatives.</p> <p>It is the responsibility of Federal Cooperative Promotion Agency to improve the capacity of marketing cooperatives, mainly provision of transportt facility to cooperative.</p>	<p>FAO Ethiopia will bring the recommendation to the attention of the Federal Cooperative Promotion Agency.</p>	<p>FAO Country Office - Crop Production</p>	<p>2022</p>	<p>No</p>
<p>Recommendation 5.</p> <p>In future projects, FAO Ethiopia should conduct a gender analysis to set gender objectives and strategies, identify needs, plan activities and develop gender-sensitive indicators to monitor results. As recommended by the Evaluation of FAO’s country programme in</p>	<p>Accepted</p>	<p>The country office has already engaged a full-time gender speciliast whose terms of reference address the concerns raised by the evaluation team among others. Gender will also be a priority area in the new CPF currently under development.</p>	<p>Technical Mainstreaming Specialists Team</p>	<p>Ongoing</p>	<p>Yes</p>

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Ethiopia, gender capacity in the Country Office should be strengthened to ensure that gender is properly mainstreamed in future activities. Gender awareness training should be provided to FAO personnel, as well as to key implementing partners.					
Recommendation 6. Implementing these recommendations will require the consolidation of project results to date. FAO should mobilize resources for a second phase of the project, focusing on the woredas of the first phase and scaling up results to add further <i>woredas</i> where the production potential is higher (for example, mango production in the western part of the country, in west Oromia and Benishangul-Gumuz). The second phase is needed not only to consolidate activities in the current project woredas and enable the implementation of the evaluation recommendations, but also to allow the replication of	Partially accepted The recommendation given in relation to the second phase of the project is accepted. However, the recommendation on consolidating results of the project is not acceptable since it is already documented through various publications.	As outline in response to recommendation 1, the country office is in the process of finalising the CPF. Future projects in this thematic area will leverage on the result of this project for scaling up of the project experience.	Crop Production	2022–2025	Yes

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successful project activities elsewhere.					
<p>Recommendation 7.</p> <p>FAO should review the letter of agreement with regard to the final payment schedule, which states that 20 percent of the budget will be refunded after project activities are accomplished, so as to adopt a more flexible and inclusive arrangement that considers the financing capacity of partners. Attempts should also be made to improve the procurement process and financial flows, including speedy approval of budgetary revisions.</p>	Accepted	<p>The contractual agreements used are based on FAO Corporate Guidelines.</p> <p>This will be brought to the attention of senior management.</p>	FAO Representative in Ethiopia		No

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