



Food and Agriculture  
Organization of the United  
Nations

## **Addressing HIV and Gender Inequities through a Food Security and Nutrition Response in Eastern and Central Africa - OSRO/RAF/010/SWE**

*Follow-up report to the management response to the mid-term  
evaluation report*

February 2014

# Food and Agriculture Organization of the United Nations

## Office of Evaluation (OED)

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**Follow-up reports on the independent Mid-Term Evaluation of the regional project entitled “Addressing HIV and Gender Inequities through a Food Security and Nutrition Response in Eastern and Central Africa”**

**OSRO/RAF/010/SWE**

**Overall comments**

Most of the actions agreed upon in the Management Response were followed up and implemented which contributed to a successful second part of the project and to programme and policy impacts.

The project has set the stage for and proven the value of integration of life skills in the thematic areas of gender, nutrition and HIV in agricultural extension activities and Field Schools. It has shown that by addressing social and technological issues in a holistic and combined manner, food security can be addressed in a more sustainable and lasting way. Considering the often poorly linked ministry departments and sectorial approaches to food security much yet remains to be done to ensure that such a holistic approach is institutionalized in practice. Therefore, future donor support will remain crucial to continue emphasizing and showing the way towards true multi-sectorial development efforts. In many countries, it is still not clear where a holistic, agricultural and life skills learning curriculum is best housed or which ministry should take the lead. It is therefore important that the policy dialogue around a holistic approach to food security is maintained and continued until fully institutionalized.

Unfortunately, the next phase of the project did not succeed in mobilizing funds which was detrimental to carrying forward a number of actions. The regional gender network is still running on a different budget and there is great interest for a larger partnership with UN organizations to develop a larger regional programme. This will require dedicated staff time and a travel budget, both of which are difficult to mobilize. Efforts are still ongoing in this regard.

Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures
<b>Recommendation 1: To FAO Senior Management on policy coherence</b> Establish and declare at the FAO institutional level that the Farmer Field School (FFS) concepts and methodologies are FAO’s leading approach and methodology for agricultural extension, and that they should be integrated in all FAO projects world-wide, which have a component of agricultural extension to smallholders and a gender component.	(AGPM) A global review is ongoing in mid-2012 for FFS undertaken by FAO to take stock of FFS practice globally. Following the review, clearer guidelines and recommendations for FFS will be issued by FAO around October/November 2012, after field consultations in September.	Action has superseded agreed action. Following the global review, the report of which is being finalized in 2013, FAO’s extension department has also undertaken efforts to produce an issue paper on the State of Institutionalization of FFS in the world. An FAO meeting is planned for December 2013 to reflect on both efforts and move forward on the development of an FAO corporate approach for FFS.	Establishment of an FAO corporate approach.
<b>Recommendation 2: To FAO Senior Management on policy coherence</b> The thematic and cross-cutting issues of gender, HIV/AIDS (if relevant) and nutrition should be integrated into all future FAO projects with a component on agricultural extension.	(TCE/ESW/AGPM) Implementation of the FAO Gender Equality Policy within all FAO projects is mandatory and implementation with objectives to be achieved by 2015, 2017 and 2025.  Gender baseline survey required in all projects.  Use FAO gender focal points’ network. Lessons learnt and materials used to integrate nutrition, HIV/AIDS and gender in FFS/Pastoral Field Schools shall be shared with other FAO agricultural extension related projects.  Furthermore, efforts are underway to develop nutrition materials for extension workers and support the integration of nutrition in agricultural extension (see also response to Recommendation 9). The speed of advancement depends, however, on resource mobilization at global and decentralized levels for this work.	Gender Equality Policy is being rolled out in the region.   PFS modules are being rolled out.   See Recommendation 9.	Programmes integrate gender.
<b>Recommendation 3: To FAO Senior Management on minimum criteria for FFS training</b> Establish minimum criteria for TOFs, to be	(AGPM) The global review ongoing in mid-2012 for FFS, undertaken by FAO to take stock of FFS practice globally, will produce guidelines and recommendations for FFS training practice.	Standards and guidelines for FFS training process are included in the AGPM global review report, as well as inbred in the new (2013) pastoralist field schools Training of	Standards and guidelines available.

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imparted by FAO trained MTs, concerning the duration of trainings, the number of trainers per training, the number of participants per training, the balance between theory and practice and the “certification” of results. This will help to ascertain a continuous quality of diffusion and upscaling of the J/FFLS approach.		Facilitators manual.	
<b>Recommendation 4: To FAO REOA and country offices on environmental sustainability</b> Ensure that all FFS sessions are coherent with FAO’s policies on Integrated Production and Pest Management (IPPM), minimize the use of pesticides and encourage alternative more environmentally friendly methods. Encourage the use of locally available and affordable resources for agronomic practices, in order to enhance the sustainability of learning and experimentation after project closure.	(REOA) A message will be sent to the country offices and all the master trainers.  (Country offices) Country offices will share this information with all implementing partners. This element will be specifically monitored in all backstopping mission.	Communication on the same was reinforced through monitoring and JFFLS mentoring missions. Also reinforced in the final project workshop.	Environmental sustainability mainstreamed.
<b>Recommendation 5: To FAO REOA and country offices in the target countries</b> Develop and implement refreshment training for facilitators in all counties (as was done in Rwanda). Emphasize the importance of the facilitative approach, and incorporate exercises on how to transfer the gender and nutrition messages in a more practical way.	(REOA-AGN) REOA in collaboration with AGN will identify additional training material for nutrition.  (FAO country offices) Refresher trainings are scheduled to take place in all countries except Rwanda where it has already taken place.  (FAO country offices) To reinforce participatory learning on gender and nutrition, sessions will be dedicated to the topics with the use of the modules of the J/FFLS manual.  (REOA) REOA will provide support in defining the programme for the refresher training and trainers’	Discussions in progress between REOA and ESN on the development of the nutrition-FFS manual. All refresher trainings took place as planned.  Actions undertaken at country level in the follow-up.  REOA provided technical support in refresher trainings in the area of nutrition, gender and	Normative material under development.

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	support as needed.	HIV.	
<b>Recommendation 6: To FAO Senior Management on policy coherence</b> Formulate a truly integrated longer-term joint development programme for promotion of the J/FFLS approach led by FAO with a basket fund and financial and technical support on thematic issues from other international organizations such as UNAIDS, UN Women, international NGOs and public and private donors.	(ESW-TC) Development of joint project with other international partners and through basket funds is being explored.  (REOA) Discussions within the regional partners of the Gender and Rural Livelihoods network are ongoing.  (ESW) Coherence will be maintained with the joint programme of the Rome-based agencies and UN Women on economic empowerment of women.	Regional consultations took place in November 2012 to support the design/development of a joint programme with WFP, IFAD and UN Women. Additional consultations and visits to the countries are required but funding is not available.  Discussions are still ongoing. Support to the RBA programme was also provided in Rwanda.	FAO role largely recognized in the field of gender equality programming.
<b>Recommendation 7: To FAO REOA on monitoring and evaluation</b> Improve, as far as possible, the monitoring and evaluation mechanisms by developing and distributing appropriate formats and schedules to implementing partners. Speed up the data collection and analysis. Develop a rapid qualitative assessment type impact survey to enable measuring the impact of the project, as the project size per country is too small to justify large- scale collection of quantitative data	(REOA) The IPs excising reporting format will be reviewed and recommendations for harmonization shared with the respective country offices. Evaluate the quarterly schedule already in place.  (FAO DRC) Data collection and analysis is finalized for all countries except DRC. DRC to submit dataset as soon as possible for analysis.  (REOA) Qualitative assessment survey is under development for final evaluation.	The quarterly format was kept as the partners were satisfied with it. Revision in depth for new project required  All the data analysis was completed.  Qualitative survey was finalized.	M&E of project improved as lessons have been learned.
<b>Recommendation 8: To FAO general management and gender officers</b> Ensure an equal participation of men and women in J/FFLS project activities in order to create optimal conditions for gender-mainstreaming to take place. A quota or minimum percentage for participation may be required for both men and women. Incorporate exercises to emphasize the role of men and women as change agents with regard	(REOA and country offices) In future projects, an optimum of 50% will still be the target and a minimum of 30% of either gender be put in place. The existing groups cannot be changed at this point.  (TCE-ESW) Future projects will promote the producers organizations and encourage women and youth leadership, role and participation at decision making level within producers’ organizations.	For future projects this will be taken on board.  Integrate into new proposals.	

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to gender equality in the household and the community, and to enlarge women’s participation in public life and producers’ organizations and support their inclusion in decision making processes and leadership roles.	(TCE-ESW) Future projects will adopt participatory information and communication methodologies that promote social cohesion and networking (such as community listeners’ clubs).	Integrate into new proposals.	
<b>Recommendation 9: To FAO nutrition officers and AGN</b> In curricula and trainings, deal with the issue of nutrition in a more practical way through participatory methods, in order to add effectiveness to learning and increase the likelihood of later use. As long as these subjects are not presented in the manuals in a sufficiently practical manner, develop temporary guidance materials and exercises. Communicate with AGN to increase specific attention to the nutrition needs of specific target groups like babies, children and HIV patients. Adapt existing manuals to reflect nutrition concerns and status quo with support from AGN for the Master Trainings and ToFs. Make additional resources available to focus on nutrition and involvement of AGN, nutrition having become an important priority in FAO’s strategy.	(REOA- AGN) Communication is ongoing with AGN which is providing input into curricula.  Participatory nutrition modules for babies, children and people living with HIV will be developed to enrich the current manual.  (TCE-AGN) Follow-up project will reinforce the nutrition component.	REOA and ESN are in the process of developing the nutrition-FFS manual.  Discussions in progress between REOA and ESN on the development of the nutrition-FFS manual. IYCF and nutrition in HIV will be integrated into the manual.  Follow-up project not yet funded	Programme influenced towards integration of nutrition.
<b>Recommendation 10: To FAO REOA and Principal Master Trainer on J/FFLS implementation</b> In trainings of master trainers, increase the time dedicated to the junior aspects of the J/FFLS approach. Budget for at least one refresher training for master trainers and facilitators in all countries to additionally touch upon this subject, address emerging	(country offices) Refresher trainings for the facilitators will take place as explained in Recommendation 5.  (REOA) No further funding is available for refresher training but this will be included in the formulation of the follow-up project. A meeting of master trainers was organized in Bujumbura in March 2012 to exchange experience,	Same as Recommendation 5.	

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<p>problems, assess and further strengthen facilitation skills, and make necessary adaptations in approaches, tools and practices being employed. Make sure that training methods are adapted to the degree of literacy of participants. Encourage more development of master trainer and facilitator networks. Develop a database of master trainers and facilitators for future involvement in replication and upscaling activities and ensure regular exchange.</p>	<p>review accomplishments and share opportunities and challenges. The trained MT of the project already operate as a network and are being linked to the bigger FFS NET. Master trainers are followed up in their interventions. In future MT courses J/FFLS aspects will be expanded on and receive greater attention.</p> <p>Database of MT and facilitators under the project is under development.</p>	<p>Database developed.</p>	
<p><b>Recommendation 11: To FAO HQ and REOA on J/FFLS implementation</b> In view of the sustainability of the J/FFLS interventions, develop a policy on the payment with regard to amount and payment method of learning grants and facilitator fees per country, in which payment is related to actual time investment, and in line with local salary contexts and standards of living.</p>	<p>(AGPM) Strong recommendations are issued by FAO on learning grant procedures.</p> <p>(FAO HQ, REOA and country offices) These will be applied in this project and in potential follow-up projects.</p>	<p>Standards and guidelines for group/facilitator payment modalities are included in the AGPM global review report. However, following further analysis detailed guidelines cannot be issued on this aspect due to the differences in country specific contexts, which necessitates diversity in handling this aspect.</p> <p>Clear guidelines on this have been issued at FAO REOA level to partners, in relation to PFSs.</p>	<p>Global guidance improved.</p>
<p><b>Recommendation 12: To FAO Senior Management on J/FFLS upscaling</b> Increase the number of J/FFLS master trainers and facilitators in all countries through additional trainings of master trainers and ToFs. Develop a strategy on sustainability through producer organizations, replication and upscaling, including the number of master trainers and facilitators to be trained, in relation to demand and to expected turnover among master trainers.</p>	<p>(TC-ESW) To be achieved through the development of additional projects and the Joint Programme under development (Recommendation 6).</p> <p>(REOA) Continued promotion of the J/FFLS capacity built within the current project for larger diffusion at country level.</p> <p>(TC-ESW) The strategy will be developed within the Joint Programme and in line with the EC Programme on Good Governance, gender and food security</p>	<p>Pursued as planned.</p> <p>The strategy is under development with the EC programme on Good Governance.</p>	



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<p><b>Recommendation 13: To FAO REOA and country offices on J/FFLS upscaling</b> Explore with the Ministries of Education, and with individual primary and secondary school boards, the possibilities to integrate the J/FFLS approach into the regular curricula of primary and secondary schools. Similarly, explore the possibilities to integrate the J/FFLS approach in current projects favouring school gardening</p>	<p>(Country offices) This will be done taking advantage of the sensitization workshops in each country as well as individual meetings with ministries and follow-up with schools.</p>	<p>Participation of Ministries of Education varied among the countries but overall interest was high from the central to decentralized level.</p>	
<p><b>Recommendation 14: To FAO REOA and country offices on sustainability</b> Ensure that a mechanism is in place to support sustainability enhancing measures like the inclusion of participants (women, men and young people) in producers’ organizations or cooperatives and/or the continuation of participants as facilitators. Ensure the development of a feasible and practical exit strategy in this and future projects including budget lines for necessary after project support.</p>	<p>(FAO country offices) Activities for the development of the IGAs and entrepreneurship skills for the groups are scheduled to take place with linkages with producers’ organizations and cooperatives where possible.</p> <p>(REOA and ESW) For the establishment of a mechanism that would more systematically link up the participants to POs or cooperatives, this will have to be done in the follow-up project.</p> <p>(TCE-ESW) Future projects will adopt participatory information and communication methodologies that promote social cohesion and networking (such as community listeners’ clubs).</p> <p>(TCE –ESW) Future projects will promote the producers’ organizations and encourage women and youth leadership, role and participation at decision making level within producers’ organizations.</p> <p>Since the funds have an eligibility timeframe which cannot go beyond the project’s NTE, it is not possible to include budget lines that go beyond the NTE.</p>	<p>Action for linkages and trainings on POs and cooperative constitutions was done across countries.</p> <p>Funding for follow-up project not identified.</p> <p>Same.</p> <p>Same.</p>	

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<b>Recommendation 15: To FAO REOA and country offices on sustainability</b> Step up efforts to offer facilitation and guidance to the J/FFLS groups to grow towards an entity and enroll themselves in registered cooperatives or producers’ organizations and strengthen the gender dimension and equity of producers’ organizations. Organize exchange visits with existing cooperatives. Encourage implementing partners to facilitate the start-up and formation of informal farmer networks during the start-up phase.	(country offices) Country offices will evaluate the opportunities for enrolment of the groups in cooperatives or POs.  (REOA and ESW) Strengthening of gender dimension and equity of POs will be addressed in the follow up project and women and youth leadership will be promoted. Future projects will adopt participatory information and communication methodologies that promote social cohesion and networking among farmers organizations.  (Country offices) Country offices will organize exchange visits with cooperatives and POs where possible.  (REOA and country offices) Farmers’ network formation will be done in the follow-up project.	Same as Recommendation 14.  Funding for follow-up project not identified.  Done  Funding for follow-up project not yet identified.	
<b>Recommendation 16: To FAO Senior Management on future project design</b> If a new phase of the project were to be designed and funded after 2012, the impact may benefit from targeting a smaller amount of countries under a similar total budget and distinguishing the target countries per language (Francophone and Anglophone) and/or related to the fact whether the country is categorized as still in need of humanitarian support. Partners may be prioritized for selection when they are already active in more than one of the target countries, to facilitate upscaling and sustainability. They should be encouraged to attract and involve subject matter specialists not only on agriculture but also nutrition,	(REOA with country offices and ESW/AGN) Follow-up project under development will only target CAR, DRC and South Sudan as in need of humanitarian support.  (REOA with country offices) Partner selection for the current phase of the project followed the following criteria: geographic coverage, technical capacity, experience with target groups and portfolio.  It should be noted that it is a challenge to find partners fitting all these criteria. Priority will be given to partners engaged regionally and specification in the Letters of Agreement on required subject specialist capacity required for the project implementation.	Proposal submitted to SIDA but rejected.	

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gender and HIV. The regional office may be involved for technical assistance, development of lessons learned and sharing common tools.	(REOA) The Regional Office will continue to focus on technical assistance, lessons learned and sharing of common tools as well as overall project management and interagency coordination on HIV and gender.		
<b>Recommendation 17: To FAO Senior Management on partnership</b> Take the lead in the design of an integrated long-term development programme with FFS approach with focus on nutrition, gender and HIV and incorporate WFP, UNAIDS and UN Women with co-funding and or co-implementation, each with regard to their focus area. Set up and utilize regional networks, e.g. with UN organizations, EU, NGOs, donors and other interested stakeholders, including the network on Gender and Rural Livelihoods and the regional HIV and GBV working group to develop, finance and support (sub)regional approach FFS projects.	(REOA with country offices and ESW/AGN) Follow-up humanitarian project is under development.  Long-term development project is to be discussed at SFE-ESW-AGN and country offices.  (ACCRA, SFE, SFC, ESW, AGN and country offices) Initial discussion with UN Women, UNAIDS, WFP and IFAD at regional level are already taking place.  (REOA) Results of evaluation are going to be shared with both regional fora and further engagement of partners is planned.	Proposal rejected.  Still ongoing.	
<b>Recommendation 18: To FAO Senior Management on human resource management</b> More stability in contracting human resources, including in emergency setting, would ensure more commitment and loyalty of individuals to FAO as an organization; individuals who moreover have been invested in by FAO through intensive and expensive trainings both at a regional and national levels.	(TCE) Continue making efforts on resource mobilization to retain qualified staff being trained.	Ongoing.	
<b>Recommendation 19: To FAO Senior Management and country offices on policy coherence</b> For each country develop, jointly with the	(AGPM) Various types of position papers have been, or are under development, with facilitation by FAO. Through the FAO global FFS review process in 2012, a stock-taking process is taking place in Uganda and	A number of awareness events on the JFFLS approach undertaken by REOA at country level. However promotion activities undertaken do not match the need, limited by	

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<p>Ministry of Agriculture and practitioners, a position paper to document the national history and the objectives of introduction of the Farmer Field School approach, and its transformation (into FFLS-like approaches; where applicable) and diffusion to date (in names and numbers).</p>	<p>Kenya.</p> <p>(REOA and country offices) Sensitization workshops scheduled under the project are contributing to create awareness on J/FFLS approach and need for government ownership.</p>	<p>lack of funding at FAO sub-regional level in 2013 for J/FFLS related activities.</p>	
<p><b>Recommendation 20: To the donor on funding the integration of gender, nutrition and HIV in projects</b></p> <p>The current project up to now has appeared successful and will have positive effects on the livelihood of poor people with a focus on the HIV affected population, which may be confirmed by means of an ex post impact evaluation. Further funding of projects in this area (subject as well as geographical) is needed. A holistic approach of gender, nutrition and HIV, addressing more extensively mutual relations between gender, nutrition and HIV may further enhance the impact. Also, basket funding may be considered involving multiple partners with their respective specialties.</p>	<p>(TCE-SIDA) FAO is discussing with Sida on the current project adjustment to incorporate the recommendation (including the no-cost extension to December 2012 and the budget revision)</p> <p>(TCE-SIDA) FAO is also discussing future support to both the immediate follow-up project and the joint programme which are both under development.</p>	<p>This was approved and implemented.</p> <p>This was done but proposal rejected.</p>	