



Food and Agriculture
Organization of the United
Nations

Office of Evaluation

Consultancy Services for Poultry Subcomponent of Horticulture & Livestock Project – UTF /AFG/051/AFG

Management response to the evaluation report

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

Permission to make copy, download or print copies of part or all of this work for private study and limited classroom use is hereby granted, free of charge, provided that an accurate citation and suitable acknowledgement of FAO as the source and copyright owner is given. Where copyright holders other than FAO are indicated, please refer to the original copyright holder for terms and conditions of reuse. All requests for systematic copying and electronic distribution, including to list servers, translation rights and commercial reuse should be addressed to copyright@fao.org.

For further information, please contact:

Director, OED
Viale delle Terme di Caracalla 1, 00153
Rome, Italy
Email: evaluation@fao.org

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of FAO concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF EVALUATION MISSION FOR UTF/AFG/051/AFG

Evaluation Mission dates: 01- 26 October 2011

OVERALL OBJECTIVE OF THE EVALUATION MISSION:

The final evaluation was planned for in October 2011 to assess the project outputs, outcomes and results. The evaluation appraised the overall contribution of the project towards the set goals and objectives. The main objective of the evaluation mission is to assess the project approach and to provide recommendations to support designing and implementing similar poultry projects for rural vulnerable women.

In particular, the purpose of the project evaluation was:

- To assess the relevance, design, implementation and results of the HLP/MAIL/HLP funded project UTF/AFG/051/AFG.
- To learn lessons about the effectiveness and sustainability of the project in particular economic empowerment of rural women with regard to participation of women in business in a culture sensitive country.
- To provide accountability to the donor country, the donor and FAO regarding the project's performance.

The emphasis of the evaluation will be forward-looking, i.e. areas for improvement will be identified especially for lessons in order to enhance the relevance and effectiveness of similar endeavours in the future. Immediate and future support options to MAIL, during the actual project phase and beyond will be identified. The lessons learned from the UTF/AFG/051/AFG evaluation were expected to inform any future (FAO) activities in food and nutrition security projects.

General Comments on the Overall Conclusions

The Independent Evaluator and CTA appraised the project from different perspectives which occasionally leads to distinctions of interpretations but in general concludes in a similar way.

Point 1: The evaluator advocates for independent out-of-the box backstopping while the CTA mentions that the project profited from external ideas and in-the-box review missions

Point 2: With FAO's recent general corporate reform it has already introduced the evaluator's recommendation

Point 5: The CTA does not accept that 'the poorest of the poor' can manage some cross financing for backyard poultry. However, financing should be seen in a wider context and inclusive use of 'own grain', kitchen waste, coop material etc.

Point 10: The evaluator advocates for a wider perspective and does not ignore backyard poultry farming in favour of large scale poultry farming as interpreted by the CTA.

Management response to the Evaluation of the project-UTF/AFG/051/AFG							
Evaluation Recommendations	Management Response and comment on the Recommendation			Management Plan			
	Accept	Partially Accept	Reject	Action to be taken	Responsible Unit	Timeframe	Further funding Required (Y or N)
<p>1: FAO should make change to its policy on backstopping and evaluation to improve project's effectiveness and efficiency. Backstopping and/or mid-term evaluation by someone independent from the project formulation process and without having worked in a similar project will bring new views and ideas and will lead to timely identifying of changes to the project needed for increased impact, effectiveness and efficiency. Final evaluations should not be an administrative formality but its outcomes and recommendations actively used in the formulation and execution of follow-up projects. The current rule that projects over a certain budget are evaluated and others not seems arbitrary and not conducive for an across the project board learning and improvement process.</p>	<p>Reject This recommendation is not relevant as it does not reflect the realities of the project implementation. In fact there was extensive provision of external ideas which rather lead to zigzag implementation. Six monthly Review missions were carried out by the Donor (the WB) and each time the comments were considered in the project implementation. The last sentence is not relevant to this evaluation.</p>			n/a			N

Management response to the Evaluation of the project-UTF/AFG/051/AFG

Evaluation Recommendations	Management Response and comment on the Recommendation			Management Plan			
	Accept	Partially Accept	Reject	Action to be taken	Responsible Unit	Timeframe	Further funding Required (Y or N)
<p>2: FAO is more than a project implementer, in this case of a poultry project activity, and should keep its FAO strategic objectives, organisational results and core functions, which might not be specifically included in the project write-up in mind. It might be helpful in the future for the FAO to make its own organisational results logical framework besides the project logical framework to make sure that its own strategic objectives and core functions as a normative body in terms of technical agricultural issues will be met. In this project the development of a national poultry policy and developmental strategy, although started in the last project year and a village poultry health care plan should have been developed earlier and been used as the guideline in the further project implementation.</p>	<p>Partially Accept Project is corresponding to the FAO strategic objectives, organisational results and core functions. It can be seen in FPMIS.</p>			<p>Notify the Policy consultant who has not submitted the draft for the national poultry policy.</p>	<p>FAOR</p>	<p>28 March 2011</p>	<p>N</p>

Management response to the Evaluation of the project-UTF/AFG/051/AFG

Evaluation Recommendations	Management Response and comment on the Recommendation			Management Plan			
	Accept	Partially Accept	Reject	Action to be taken	Responsible Unit	Timeframe	Further funding Required (Y or N)
<p>3: It seems that FAO is increasingly involved in tendering for projects. In the process of preparation a peer review of the proposal might diminish the risk of copy and paste and overlooking the developmental changes, which always take place in any country. In the case of this project e.g. more formal attention to develop and support the formal link between large-scale and small-scale poultry production, supported with a budget line, would have contributed towards increased sustainability of the action.</p>	<p>Partially Accepted While the general comment is accepted it does not reflect the realities of the preparation of the project proposal which originally included an extensive review process but was effected by a difficult contracting procedure.</p>			To consider in the future	FAOR/LTU	n/a	N
<p>4: The FAO was in this case sub-contractor for the execution of MAIL's HLP project's poultry component. In a situation where the FAO is part of a larger project it is important to clearly establish and agree on the mode of operation, communication and monitoring and evaluation mechanisms. In World Bank funded projects the operational manual is a document in which this is determined. This project activity operated without it. Having such an operational manual avoids communication problems, diverging opinions on implementations and gives clear guidelines. In the case of HLP, a project that was and is constantly searching its way forward, this would even have meant updating and amending it on several occasions, but would have assured a better</p>	<p>Accepted This recommendation is fully accepted</p>			In upcoming projects	FAOR		

Management response to the Evaluation of the project-UTF/AFG/051/AFG

Evaluation Recommendations	Management Response and comment on the Recommendation			Management Plan			
	Accept	Partially Accept	Reject	Action to be taken	Responsible Unit	Timeframe	Further funding Required (Y or N)
contribution of the FAO towards achieving longer-term objectives of especially sustainability. Project owner and implementer should have the same PDO's and indicators, which in this project was at some stage not the case. HLP IMST could have played a more pro-active role in streamlining monitoring and evaluation, the various training activities and liaising between the FAO implemented poultry project and the VFU coordinating and support structures, which also received extensive support from HLP.							
5: Gender is not only about women but about women AND men. In some cases paying also specific attention to the role of men in a production system, which from the outside seems to be owned and driven by women, can go a long way towards increased efficiency and sustainability. The village poultry activities are, although executed largely by women, still a family enterprise. In future better information should be given to the male family members and leadership of villages on the role they play in such an activity: the construction of coops, liaison with veterinary services and feed agents and possibly in the marketing of the produce. Giving them information about project intends and their role in the project will hopefully in future lead to less worries and tension among		Partially Accepted The recommendation as such is accepted although it gives the impression that this was not observed during the implementation for which the evaluation does not provide convincing arguments. More than 90% of the rural poultry production in Afghanistan is being handled by women. That was why it was decided to select women beneficiaries for this project. On the other		Integrate in the future	FAOR/Operations	n/a	Y

Management response to the Evaluation of the project-UTF/AFG/051/AFG

Evaluation Recommendations	Management Response and comment on the Recommendation			Management Plan			
	Accept	Partially Accept	Reject	Action to be taken	Responsible Unit	Timeframe	Further funding Required (Y or N)
<p>the Afghan husbands, fathers and brothers, when a project targets their women. The fact that the success stories all involved cases with cross financing of various family economic activities stresses this point to keep the men on board.</p>							

hand when a beneficiary is selected she should take the permission from the head of the family (Father/Husband/Elder brother) to join the project. Eventually, males attached to the family helped the beneficiaries after seeing the advantages derived for the family, from the poultry project.

The success stories were not involved through cross financing of various family economic activities but all the success stories were entirely based on poultry project activities of the relevant family. As the poorest of the poor were selected as beneficiaries, from where they can obtain cross financing. This part is completely rejected.

Management response to the Evaluation of the project-UTF/AFG/051/AFG

Evaluation Recommendations	Management Response and comment on the Recommendation			Management Plan			
	Accept	Partially Accept	Reject	Action to be taken	Responsible Unit	Timeframe	Further funding Required (Y or N)
<p>6: It should be avoided that procurement leads to insinuation and distrust. All national staff should declare their involvement and those of their relatives in the sector the project is concerned with, just like e.g. international consultants to the FAO have to declare their relatives' involvement in the UN system. Tenders, especially the large ones should be published widely and sufficient time should be given to the potential suppliers to prepare for it. The tender committee should include members of the project client, the opening of tenders should be done in public and evaluation against clearly spelled out criteria in the presence of the bidders. Shortlisting of interested bidders against clearly spelled out criteria on competence, experience, business size and performance will avoid fly-by-night contenders.</p>	<p>Partially Accepted</p> <p>We agree with the declaration of the relatives, in the interest of project/organisation as situation arises.</p> <p>All the items required for the project were purchased by procurement committee established by FAOR, Afghanistan according to the rules and regulations of FAO. No national attached to the project was represented the procurement committee.</p>			Case by case basis	FAOR-Procurement	n/a	N
<p>7: One important aspect of the project was to organize the women in VPPGs and train VGLs to provide services. If not further supported this activity will have been in vain. The FAO project management should actively negotiate with HLP how the “FAO poultry groups” can be incorporated within the HLP FOD groups so as to assure some continued supervision and support in the future and with other on-going and upcoming FAO projects</p>	<p>Accept</p>			Formally inform the HLP	FAOR/HLP	asap	N

Management response to the Evaluation of the project-UTF/AFG/051/AFG

Evaluation Recommendations	Management Response and comment on the Recommendation			Management Plan			
	Accept	Partially Accept	Reject	Action to be taken	Responsible Unit	Timeframe	Further funding Required (Y or N)
how these groups can be incorporated in their project activities. Especially the project working on the introduction and processing of soya seems to be a logical choice for further support to and working with the groups formed by this poultry project.							
8: With the increasing use of balanced feed and concentrates and their manufacturing the country needs independent testing facilities for such. Also the government needs this in the case of purchase abroad of animal feeds. The capacity for poultry pathology and disease diagnostics should be increased: provincial veterinary services should know how and what to sample for the diagnosis of the 5 principle poultry diseases (NDV, IB, IBD, Marek, CRD), which need laboratory confirmation and in the provinces with increasing commercial poultry production (Herat, Balkh, Jalalabad, Kabul) the veterinary services should have simple poultry pathology facilities, from which samples can be sent to the Central Veterinary Diagnostic Laboratory in Kabul.	Accept			MAIL will mobilize the resources for	MAIL	asap	Y
9: The project should agree with the veterinary department of MAIL on a village poultry preventive disease strategy and make sure that VETSERV and DCA know and are involved in the formulation of such a strategy. Ways and means have to be found to make sure that the vaccines	Partially accept			The involvement of veterinary department of MAIL and VFU in controlling of poultry diseases is fully accepted.	MAIL		Y

Management response to the Evaluation of the project-UTF/AFG/051/AFG

Evaluation Recommendations	Management Response and comment on the Recommendation			Management Plan			
	Accept	Partially Accept	Reject	Action to be taken	Responsible Unit	Timeframe	Further funding Required (Y or N)
<p>required are available within the VFU cold-chain system and that the VFUs are given sufficient protection against the potential expiry of vaccines, because it is very likely that farmers will not purchase all vaccine. The current needle vaccines in large number of doses bottles should be as much as possible be replaced by drinking water/eye drop vaccines and the vaccination schedule during the first 2 months rearing of pullets agreed upon with the veterinary department; the veterinary department should start a registration system of parent stock owners, incubators and rearers up to two months to start monitoring the health status of parent stock and assure the health status of the animals and all-round vaccination of the growing pullets according to the agreed schedule.</p>			<p>However, Rejection of the using of current needle vaccine (I think the author meant the killed vaccine) cannot be accepted. According to modern research, to obtain the best immunity, the bird should be first primed with live vaccines for about three times (Especially for ND and IB), and then bird should be administered killed vaccine. That was the methods adopted by current poultry project. Furthermore the mortality rate due to diseases in the poultry project was very much less compared to other poultry projects. Even though, the major killer poultry disease in Afghanistan is ND, the poultry project did not come across a single case of ND. It shows the efficacy of the vaccination programme. As</p>				

Management response to the Evaluation of the project-UTF/AFG/051/AFG

Evaluation Recommendations	Management Response and comment on the Recommendation			Management Plan			
	Accept	Partially Accept	Reject	Action to be taken	Responsible Unit	Timeframe	Further funding Required (Y or N)
			the consultant is suggesting the commercial poultry production, the administration of killed vaccines cannot be avoided.				
<p>10: Taking a forward looking perspective it is advised not to get engaged again in the first 2 objectives of the village poultry farming support (restocking and improvements to backyard poultry farming), but concentrate on developing a more holistic approach towards improvements in the overall poultry sector, whereby the policy and strategy formulated by the project are key. A value-chain approach should be followed, whereby after a thorough analysis the bottlenecks in the value chain and or the services linked to it will be addressed. A possible future poultry sector support project should operate from within and with the MAIL poultry department in an attempt to put the village poultry farming on their map and increase the interlinkages within the sector. Any future project should try to be less prescriptive but more facilitating in exploring different models, modalities and making more exact farm business models.</p>		Partially accepted	<p>The recommendation is mostly accepted with the exception of ignoring work for the further role and development of backyard poultry farming. The report highlights the importance of this sector (Para 65) and the objectives expressed in the recommendations cannot be achieved by ignoring that.</p> <p>To establish large scale commercial poultry farming in Afghanistan in a large scale is still not conducive as there are many problems to be solved prior to that. Particularly, it important to develop policy framework for the future policy sector.</p>	For the future consideration	FAOR/Operations	n/a	Y

