

Joint Management Response to the recommendations of the final evaluation of the Joint Programme “Accelerate Progress Towards Millennium Development Goal 1C (2013-2019)” in Mozambique from 2013 to 2019

Introduction: FAO: FAO’s contributions to this “Joint Management Response to the recommendations of the final evaluation” have been elaborated with special focus on the PROMOVE Agribiz programme (2019 – 2024), which is being implemented in the provinces of Nampula and Zambezia. The programme is financed by EU under the umbrella of FED XII and FAO intervention, and is built on the experience and lesson learned from the MDG 1c Joint programme. Moreover, linkages and references to other FAO Mozambique programme/ projects have been considered; e.g. emergency response to Cyclone Idai and Kenneth, Global Environmental Funds (GEF) projects.

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted</i> , <i>partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
1	Coordination & planning 1.1 Align multisectoral programmes to context specific analysis of main causes of food insecurity and malnutrition, to better select the best set of evidence-based interventions to address the main determinant factors of malnutrition and do not left unattended crucial factors (like water and sanitation).	<i>Accepted</i>	1.1.1 The UN Country Team is working on the development of the new UN Sustainable Development Cooperative Framework (2022-2026). All three agencies are committed to ensuring that agriculture, food security and nutrition needs are highlighted correctly in the Common Country Analysis (CCA), including through identification of structural causes of these needs. Moreover, FAO, IFAD, and WFP are committed that addressing these needs and causes are reflected accordingly in the cooperative framework. FAO, WFP and IFAD believe that this will pave the way for more joint planning and programming in the area of agriculture, food security, and nutrition in the future.	FAO IFAD WFP	The CCA is scheduled to be completed in the first half of 2021, and the UNSDCF 2022-2026 is scheduled to be approved in the second half of 2021.	In Progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			1.1.2 WFP will align its next CSP (2022-2026) to the Corporation framework as appropriate	WFP	June 2022	In progress
			1.1.3 FAO continues advocating for improved multisector coordination and evidence-based interventions in response to food insecurity and malnutrition, as reflected in the FAO Mozambique Country Programming Framework, Priority Area A on the Promotion of Value Chains for Food and Nutrition Security. Success greatly depends also on government coordination in FNS-related areas. FAO mobilized internal resources to develop national Food Based Dietary Guidelines, which will guide future interventions by several stakeholders.	FAO	June 2020- June 2024	In progress
			1.1.4 IFAD has 3 new investments countrywide (REFP- Rural Finance Project; PROCAVA – Value Chains and PRODAPE – Aquaculture). These projects will along the 11 provinces in areas were other RBA have ongoing programmes. Collaborative interventions will be promoted to avoid duplication. PROCAVA has a strong rural water component and is a nutrition sensitive project that will implemented under the	IFAD	June 2020	In progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			Nutrition Sensitive Value Chains approach. These and other harmonized interventions will contribute to food security and reduction of malnutrition in the country.			
	1.2 Try as much as possible converging interventions in the same communities or at least same districts	<i>Partially accepted.</i> While we agree that we should always seek to leverage each other's strengths when implementing in the same geographic area, implementing in the same geographic area should not be a goal in itself. Mozambique is a vast country with very different context. Because of these different contexts and agencies' different mandates, presence of all three agencies is not always required/feasible in the same district, let alone the same community, i.e. cooperation will be planned according to the context and the needs.	1.2.1 When opportunity arises for working together, WFP, IFAD and FAO will always explore the extent to which it is desirable/feasible to target the same districts 1.2.2 The design and implementation strategy of PROMOVE Agribiz builds on this recommendation, trying to emphasize the integration of different interventions between implementing partners. For other FAO interventions, geographic convergence is one of the main criteria for district/ community selection.	IFAD FAO WFP FAO	Ongoing June 2020- June 2024	N/A In progress
	1.3 Strengthening the multisector FNS planning process at district levels, to allow select and integrate the sectoral interventions according to the context specific FNS analysis and seek complementarity with	<i>Partially accepted.</i> While at the central level we can have the overall guidance, we recognize that there is some gaps at local level. It is our role to support the local authorities and strength their capacity on FNS. Top-down planning and implementation is not	1.3.1 IFAD will co-finance the IIIESAN baseline study in 2020 Some funds for institutional and policy support under PROCAVA can also be made available to support selected areas under this initiative.	IFAD	July 2020	In progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted</i> , <i>partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	relevant interventions from other actors/donors.	always a sustainable approach. We should see our through our projects we can also support local authorities to reinforce their capacity which will therefore have positive effects at central level.				
		<i>Accepted</i>	1.3.2 FAO will continue to promote and support a multisector approach at district level by supporting the establishment of local dialogue platforms. FAO is also advocating with SETSAN for the need to use the manual for FNS mainstreaming in district planning.	FAO	June 2020- June 2024	In progress
2	Integrated Approaches 2.1 Enhance nutrition sensitiveness of the productive and market-oriented investments by: promoting the production, processing and marketing of more nutritious foods (i.e animal protein sources, legumes, vegetables, bio-fortified foods), integrating nutrition education with agriculture/fishery	<i>Accepted</i>	2.1.1 WFP has started work on a multi-year gender transformative and nutrition sensitive project that aims to provide beneficiary communities with an integrated support in the areas of resilience, post-harvest loss management (PHL) and nutrition. Currently in its second year, the project aims to: - Establish Gender and nutrition-sensitive assets at community and household level to increase access to a diverse variety of foods, including animal source proteins, and to contribute to climate risk management	WFP	November 2019	Completed (for WFP)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	production and market interventions. In this respect the experience and lessons learnt from PROMER, ProPESCA, PSP could be a good starting point.		<ul style="list-style-type: none"> - Promote appropriate technologies for smallholder women and men farmers to reduce post-harvest losses and increase food availability for consumption and sales - Implement Social and Behaviour Change Communication strategy to increase and improve knowledge, attitudes, and practices related to early marriage, sexual and reproductive health, nutrition and care, and basic childhood illnesses. <p>The project will be evaluated in 2021</p>			
			2.1.2 The intervention logic of the PROMOVE Agribiz programme is based on improved rural competitiveness through enhanced agriculture production and productivity resulting in food and nutrition security for both local producers and consumers. Improved production for markets beyond household subsistence is needed to stimulate the local economy and provide wider economic and food and nutrition security. FAO will contribute to enhancing market-driven sustainable production through the use of quality inputs and Good Agricultural Practices (GAP), improved resilience and Natural Resources Management (NRM), nutrition and food safety and	FAO	June 2020- June 2024	In progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted</i> , <i>partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			economically viable market supply linkages.			
			2.1.3 The new investments from Government of Mozambique with the financial support from IFAD were developed based on the lessons learnt from previous projects (PROPESCA, PSP, PROMER, etc.), all the projects, including the new one, will implement the Nutrition Sensitive Value Chain Approach , a type of intervention that will integrate nutrition activities into the full value chain, from inputs, production, harvesting, processing, packaging, transport, marketing, until the final consumers. We learnt that standalone interventions in the end of the value chain (consumer education, awareness) are important, but integrated into a VC approach would bring better and sustainable results. All these interventions are linked with Climate Adaptation, Gender, and social inclusion aspects. For example, the last baseline for PROMER on Nutrition had climate change indicators from beginning,	IFAD	Continuous	In progress
	2.2 Increase the climate change/resilience nexus, integrating approaches on	<i>Accepted</i>	2.2.1 WFP Mozambique, with Government partners, started implementation of its first multi-year, integrated climate risk	WFP	November 2019	Completed (for WFP)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	adaptation to climate change (water and soil conservation, forestry, agro-forestry and agro-ecology), climate-proof/resilient investments (roads and markets), disaster risks reduction and preparedness to disasters at both institutional and community levels. The logic of intervention of new initiatives should mainstream environmental issues in all components towards sustainable development based on a sound management of natural resources.		management program in drought-affected districts of Gaza and Tete provinces, reaching 15,700 beneficiaries (54% women), which combines approaches like climate resilient agriculture, weather-index micro-insurance, saving, credit, and climate services to help build resilient livelihoods for greater food security. This work is setting the foundation for the upcoming Green Climate Fund project to be implemented jointly with the Government of Mozambique, which was endorsement by the GCF board in November 2019. In addition, this program will be supported by a drought early warning system that is intended to enhance national drought monitoring and forecasting capacity, as well as foster the use of forecast-based triggers and contingency finance to help kick start preparedness and early response actions that can be linked to longer term resilience building, making use of a Forecast-based Finance (FbF) model. Finally, the approach is being tailored to the cyclone-affected areas and integrated climate risk management strategies are being developed and tested in the provinces of Zambezia and Nampula, with the potential for scale up in future			

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			years. This work is informed by a rich evidence base generated by WFP on historical climate analysis, climate model projections, and integrated context analysis.			
			2.2.2 Under PROMOVE Agribiz, FAO will promote sustainable intensification of production building on agro-ecological principles to enhance soil health, increase biodiversity, improve ecosystem services and optimize the use of external inputs. This will contribute to have more climate-resilient systems.	FAO	June 2020- June 2024	In progress
			2.2.3 IFAD will continue promoting climate smart and impactful technologies like the ones promoted and the closed PROSUL, under the new PROCAVA, namely: trainings and innovations on climate smart agricultural practices (i.e. correct spacing, intercropping, mulching, correct fertilization, pesticides and improved water management), multiplication of drought tolerant cassava varieties as well as the establishment of infrastructures to increase beneficiaries' resilience, such as shade nets and greenhouses and multifunctional boreholes. A USD 50 million GCF proposal are being finalized in partnership with FAO	IFAD	November 2020	In progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			<p>to top up PROCAVA resources and expand the areas where these interventions will be promoted.</p> <p>2.2.4 In addition, PROMER will rehabilitate more than 600km of feeder roads, reinforcing the technical designs to ensure their resilience to climate effects.</p> <p>An technology of Claycrate are being piloted in partnership with Roads Administration and Roads fund. If the results are positive, this innovation will transform the rural roads if expanded because it is resilient, with few maintenance costs for District authorities and will ensure the transit ability all year round.</p>			
3	<p>Gender & vulnerability 3.1 To enhance the effects of the investments on the food and nutrition situation, adequate targeting is important. In this sense targeting should be inclusive to the most vulnerable (i.e. subsistence farmers with less than 1 ha, women-headed households). Appropriate schemes should be designed</p>	<i>Accepted</i>	<p>3.1.1 In its social protection programmes, in collaboration with INAS, WFP is working to:-</p> <ul style="list-style-type: none"> Establish local committees with enough representation that can ensure social protection targeting is inclusive and sensitive to gender and key vulnerabilities. The committee should be formed through a participatory process by the community, consisting of trusted people in the community who also 	WFP	December 2020	In Progress (for WFP)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	to facilitate access of the most vulnerable to improved agricultural/fisheries inputs and technology together with INAS, including social protection schemes.		<p>fulfil the targeting criteria. They should represent a cross-section of the community, being 50% women, ideally ensuring that women are also in decision-making positions.</p> <ul style="list-style-type: none"> • Prioritize social protection payments to women, hand in hand with community awareness on the value of joint decision-making within households. 			
			<p>3.1.2 Following this recommendation, and based on the findings of a survey, FAO will design ad-hoc interventions such as:-</p> <ul style="list-style-type: none"> • Specific incentives to promote increased participation of women in the e-voucher scheme, such as the inclusion of horticulture and high nutrition value seeds, coupled with nutrition education. • Through FFSs activities, FAO strongly encourages women's participation and leadership. • Stimulate the productive capacity of vulnerable groups through the active integration in project's activities (FFS, nutrition, access to agriculture inputs, etc). 	FAO	June 2020- June 2024	In progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			3.1.3 During the first year of PROMOVE Agribiz, FAO will recruit a gender specialist to strengthen gender mainstreaming and specific gender interventions throughout the program implementation			
			3.1.4 IFAD investments are all pro-poor, with different packages and adapted services to reach all the vulnerable groups including women. IFAD will among many other interventions:- <ul style="list-style-type: none"> Expand the GALS – Gender Action Learning System methodology in all communities through its projects; Ensure that the financial services and packages available under Rural Finance Project – REFP are adapted and reach all vulnerable groups; Ensure the access of smallholder farmers, fishermen and fish farmers to inputs and linking them to the market. 	IFAD	June 2020 and continuous	In progress
	3.2 Ensure that the investments incorporate properly the gender dimension across the programme cycle, from design, implementation, evaluation and reporting. Differentiated analysis of the	Accepted.	3.2.1 WFP is working to ensure that the design and roll-out of its activities is defined by preliminary gender analysis and community consultations with separate groups of men and women, divided by age brackets (18-25 and 26-50) to determine with participants their specific needs and perceptions of opportunities	WFP	July 2021	In Progress (for WFP)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	needs of women, men, youth should be the basis for the design of the interventions. Interventions that allow women empowerment and alleviation of their heavy workload should be prioritized.		and challenges in the community. Follow up consultations during the course of the intervention are planned to help determine whether the intervention is on track and is meeting its objectives, creating opportunities to adjust the focus in a timely manner.			
			3.2.2 The design of the PROMOVE Agribiz paid particular attention to the gender dimensions and youth opportunities in rural areas. The approach envisaged for achieving the expected results includes demonstration, facilitation of access to inputs and services, and education on new subjects such as food safety and nutrition with a strong gender perspective. It will also combine public information campaigns with targeted information, and provide practical/technical examples and support.	FAO	June 2020- June 2024	In progress
			3.2.3 PROMER, REFP, PROCAVA and PRODAPE are gender and youth sensitive and transformative projects. IFAD will continue promoting the gender mainstreaming through GALS and promoting labor saving technologies such Multifunctional boreholes that has a huge impact in the reduction of the workload of women and time to fetch	IFAD	June 2020 and continuous	In progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			water for the households. In addition, support through Bill and Melina Gates Foundation are being negotiated to have more gender related interventions under PROCAVA specifically.			
	3.3 Integrate women's empowerment strategies to improve their access to income opportunities, work saving technologies, profitable cash crops, financial services, but also childcare and education (literacy)	<i>Accepted</i>	<p>3.3.1 As noted under recommendation 2.2, WFP is working to ensure gender analysis and community consultations are held as much as possible at the outset of its activities, which should help define what interventions are viable and what is required to ensure buy-in from family members (husbands) and effective participation from women. This would involve a combination of targeted social and behaviour change interventions for both men, women, youth as well as training initiatives and workshops tailored to the local context and the specific opportunities at hand.</p> <p>3.3.2 Farmer Field Schools (FFS) methodology will be used to strengthen farmers' knowledge and skills and to enhance group cohesion, as well as to empower women so they can efficiently manage their crucial role as farmers, mothers and caretakers.</p> <p>Through the development of a new set of modules FFS intervention will</p>	WFP	July 2021	In Progress (for WFP)
				FAO	June 2020- June 2024	In progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			strengthen sustainable agricultural intensification and diversification. Special emphasis will be given to rural women with particular emphasis on:- <ul style="list-style-type: none"> • Equal ownership and /or control over key productive assets. • Role in the linkage of agriculture production with nutrition. • Introduction of technologies and management processes that can also have an efficiency and labour-saving potential for women's work. 			
			3.3.3 Apart to other related interventions mentioned above, IFAD will continue promoting the adult functional literacy trainings at community level. These interventions had positive effects in the ability of the farms to better negotiate their contracts with traders, book keeping of their produce, sales, etc.	IFAD	June 2021	In progress
4	Monitoring, Evaluation and Learning 4.1 It is highly recommended to include robust evaluation and monitoring system in the design of the interventions, to allow building evidence on the effectiveness of multisector nutrition-	Accepted	4.1.1 In 2019, WFP has significantly strengthened its internal capacity to implement robust M&E through recruitment of M&E focal points for each of its programmatic activities, recruitment of monitoring focal points at each sub-office, recruitment of more than 40 additional field monitors, and recruitment of a central M&E team at the Country Office. In addition, WFP has	WFP	December 2019	Completed (for WFP)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	sensitive interventions that would inform the decision-makers on which intervention or combination of interventions are less or more effective in different contexts.		committed to strengthening the evidence base for its programmes by commissioning more decentralized evaluations that are carried out by external evaluators. As mentioned in the response to recommendation 2.2, new projects have commitments for evaluations. In 2019 WFP also did an internal mid-term review of its CSP (2017-2021).			
			<p>4.1.2 The PROMOVE Agribiz is building a strong M&E system to ensure a systematic collection of relevant data and information about the project interventions. The system will contribute to:-</p> <ul style="list-style-type: none"> • Timely data collection and exchange of information; • Appropriate level of detail of the information and data (including GIS information); • Use of appropriate data collection, processing and storage tools; • Application of appropriate formats, tools and media for the data to allow smooth data exchange; • Creation of a strong and versatile database of the project activities and beneficiaries; 	FAO	June 2020- June 2024	In progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted , partially accepted or not accepted ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			<ul style="list-style-type: none"> This approach will allow the project management to enhance its functions, namely: planning of activities, resources and time allocation; monitoring and controlling; and facilitate technical and strategic decision-making. <p>4.1.3 In collaboration with DIME/World Bank, impact studies will be conducted to generate evidence of project interventions, which will be used to influence future programming and policy formulation on FNS-related areas. FAO is expanding these improvements in M&E to the whole programme implementation in Mozambique.</p>			
			<p>4.1.4 IFAD is reinforcing the Government capacity in the area of M&E by exposing M&E officers to different M&E programmes globally such PRIME-The program on Rural Monitoring and Evaluation and other Results Based training. Annual training packages will be promoted on a regular basis.</p> <p>In addition, through AVANTI initiative, IFAD is supporting the Ministries of Economy and Finance and Agriculture and Rural Development to reinforce the national capacity to better monitor the</p>	IFAD	December 2020 and continuous	In implementation

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted</i> , <i>partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			results of Government Development programmes.			
	4.2 Continue disseminating the lessons learnt, best practices and challenges of the programme and promote their inclusion in future FNS policies, programmes and plans.	<i>Accepted</i>	4.2.1 The increased M&E capacity in 2019 has enabled WFP to collect data more regularly on the implementation and the results of its programmes. For its biggest areas of work related to provision of conditional (Food Assistance for Assets) and unconditional food assistance (General Distributions through in-kind assistance, vouchers, and cash), WFP has already started to produce regular outcome, output, and process monitoring reports. By the end of 2020, WFP aims to ensure this is also in place for its work on nutrition and school meals.	WFP	December 2020	In Progress (for WFP)
			4.2.2 The PROMOVE Agribiz will use the various dialogue platforms at local, provincial and central levels to disseminate the lessons learnt, best practices and challenges with the objective of enhancing knowledge sharing and learning. This will involve government, beneficiaries, implementing partners and donors. A digital knowledge sharing platform will be developed, allowing stakeholders to access, exchange and enhance technical knowledge about the FNS interventions	FAO	June 2021- June 2024	Not started

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			promoted by the project. Materials (technical production standards, case studies and farmers success stories) will include illustrated images and videos for easy interpretation and comprehension, especially by the beneficiaries.			
			4.2.3 IFAD has a strong Knowledge Management and Learning focus, with different regular publications of the country operations. We will continue promoting this best practice through Government institutions which are the one's who collect and report the basic/field knowledge and experiences.	IFAD	December 2020 and continuous	In progress
5	Advocacy 5.1 Support (agencies and the EU) the government seeking additional funding to overcome the remaining challenges for strategic actions that proved to be very relevant for Mozambique such as food fortification and nutrition education at schools.	<i>Accepted</i>	5.1.1 To support work on building multi-year resilience to climate shock WFP has conducted effective resource mobilization. Besides the \$ 9.25 million from the Green Climate Fund, this work has benefitted from 2.5 million euros from the Government of Flanders, 2 million euros from the EU, 3 million euros from the Government of Austria, 750,000 USD from the Government of Norway, and 450,000 CHF from the Swiss Government (agreement signed). 5.1.2 In addition, as a co-chair of the SUN network, WFP also seeks to mobilize support for the national food fortification	WFP	April 2020	Completed (for WFP)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			<p>programme. Moreover, an assessment of potential local food industries was conducted in 2019-2020 to support the local production of a fortified blended food to be utilized in institutional feeding programmes as requested by the government.</p> <p>5.1.3 Finally, in 2019 WFP also received confirmation of two five-year grants of around 12 Million USD each from Canada for Tete Province and Corredor Logístico Integrado de Nacala (CLN) for Nampula Province, a private donor that enable WFP to support the government on school meals. These interventions also include a component of nutritional education in schools</p>			
			5.1.4	FAO continues advocating for resource mobilization for nutrition education at schools, and among communities in general.	June 2020-June 2024	In progress
6	Institutional support 6.1 Continuous support to strengthen SETSAN capacity to perform its mandate, especially in the framework of the establishment of the CONSAN.	<i>Accepted</i>	6.1.1 Activity 1 of WFP's Country Strategic Plan reads " <i>Provide capacity strengthening to prepare for, respond to and recover from weather-related shocks, to the government at national, subnational and community levels</i> ". This activity is implemented by providing Capacity Strengthening support to both INGC and SETSAN. WFP provides	WFP	N/A was already done for WFP	Completed for WFP

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted</i> , <i>partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			technical assistance to SETSAN on a continuous basis and also contributes funds and tablets for SETSAN annual assessments as well as a number of related capacity strengthening activities set out in the annual SETSAN plan.			
			6.1.2 After a long period without Executive Secretary, SETSAN is now revitalizing its FNS coordination and advocacy role. FAO is discussing with the new head of SETSAN a collaboration strategy for technical support, and resource mobilization for the operationalization of CONSAN, COPSANs and CODSANs. Among others, priority areas include nutrition education at schools, mainstreaming of FNS in district and national plans and strategic documents, and capacity building for extension agents on nutrition matters.	FAO	June 2020- June 2024	In progress
			6.1.3 As stated above, IFAD will support SETSAN co-financing the IIIESAN study and supporting the decentralization and improving capacity of local actors in selected areas.	IFAD	December 2020 and continuous	Ongoing
7	Integration of emergency support (e.g. food assistance) with long term approaches to food security	<i>Accepted</i>	7.1.1 WFP aims at reaching the most affected people with immediate food assistance when necessary in any given emergency. However, from the very initial phase, WFP Mozambique considers the mid and	WFP	Ongoing (as this is part of corporate/ normal	Completed (for WFP)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	7.1 Recovery and rehabilitation objectives should be incorporated since the immediate relief operations to allow for smooth and timely shifts between emergency and rehabilitation, with strong inter-agencies coordination mechanisms.		<p>longer-term planning to transition from relief to recovery and ultimately to resilience building in order to address the medium and longer-term needs.</p> <p>For example, this is currently the case for populations affected by Cyclones Kenneth and Idai in 2019, where WFP started to work on building resilient livelihoods for food and nutrition security in August 2019 as soon as emergency assistance finished in July 2019. This support is still ongoing.</p> <p>7.1.2 In 2019, WFP Mozambique also significantly strengthened its internal capacity to improve the livelihoods activities at Country and Sub Office level. WFP also advocates with donors for multi-year donations to support these resilience building activities as part of the long-term strategy to food security in locations affected by emergencies.</p>		approach for WFP)	
			7.1.3 FAO plays a key role in following-up immediate agricultural relief with longer-term programmes providing assistance in restoring extension, veterinary, plant-protection and input supply service. For example in the post IDAI response, priority has been given to the needs of food-insecure households	FAO	June 2020- June 2024	In progress

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			<p>and towards promotion of sustainable livelihoods. The rehabilitation phase includes measures that help increasing the resilience of food systems in case of future disasters through the implementation of prevention and mitigation activities such as:-</p> <ul style="list-style-type: none"> • rehabilitation of the agricultural resource base • re-establishment of reliable agricultural input supply systems • strengthening the capacity of local government to identify constraints to household food security and nutrition and the groups most affected, and design and implement concerted strategies to address these constraints; • identification and evaluation of technical options for future sectorial growth and development (e.g. seed sector, agro-inputs value chain). <p>7.1.4 In terms of coordination, FAO plays a key role as co-lead of the Food Security Cluster (FSC) in Mozambique with the objective of strengthening the effectiveness of food security coordination systems among partners.</p>			

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			7.1.5 As part of the lessons from the last year Cyclones IDAI and Kenneth, were IFAD had challenges to allocate resources to timely respond to the emergency, the two new projects (PROCAVA and PRODAPE) have an Emergency related component (called component o), with no resources allocated, which can be quickly reallocated in an emergency arises. For example as part of its response to the COVID pandemic, through its Rural Poor Stimulus facility, all the funds allocated to the Government of Mozambique to Mitigate the effects of the pandemic in the agricultural sector will be channelized through this emergency component which is an innovation that will contribute to save lives in the future.	IFAD	August 2020 and continuous	In Progress
7	7.2 Response options should be based on appropriate needs assessments of the affected people, strengthening timely and accurate needs assessment information generation mechanisms (such as the Mozambique Vulnerability Assessment Committee). Needs could change rapidly in an emergency context; updated	<i>Accepted</i>	7.2.1 The needs assessments that are recommended here are corporate requirements in WFP and WFP Mozambique is applying these requirements accordingly. FAO and WFP actively work with the Mozambique Vulnerability Assessment Committee on the preparations of the SETSAN annual assessment with IPC-analysis. 7.2.2 FAO in Mozambique is contributing to data analysis to inform programming in	WFP and FAO	Ongoing (as this is part of corporate/ normal approach for WFP and FAO)	Completed (for WFP) / In progress (for FAO)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	data is necessary at all stages to inform the design of the most appropriate response options.		close collaboration with the Government (through the Technical Secretariat for Food Security and Nutrition [SETSAN]) and key partners such as the Famine Early Warning System Network (FEWSNET). Other “ad hoc” activities are ready to be implemented in order to increase resilience of households and communities by helping them to effectively prevent and cope with threats and disaster that impact agriculture, food security and nutrition. Based on specific needs Livelihood Assessment, Seed Security Assessment, Agro-inputs Market Assessment could be conducted.			
			7.2.3 All projects designed by IFAD are led and implemented by the Government, all proposed activities and interventions are selected in a participatory way and with necessary assessments, including Climate related to comply with IFAD SECAP and Government climate regulations.	IFAD	Continuous	In progress
8	Capacity building for resilience 8.1 Capacity building of the affected people to cope with the shock, reduce further impact on lives and livelihoods and support	<i>Accepted</i>	8.1.1 As noted in response to recommendation 7.1, WFP Mozambique always considers the mid and longer-term planning to transition from relief to recovery and ultimately to resilience building in order to address the medium and longer-term needs. A common intervention in WFP’s	WFP	Ongoing (as this is part of corporate/ normal approach for WFP)	Completed (for WFP)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted, partially accepted or not accepted? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	<p>medium- and long-term rehabilitation/development need to be incorporated since the first stages of the emergency operations. In the first phase, for instance, training on knowledge and skills required to reduce the risks of mortality, malnutrition and diseases should be incorporated. Later, interventions with medium- or long-term impacts such as nutrition/health behaviour change communication/ education, transfer of climate smart agriculture practices among others would be appropriate.</p>		<p>8.1.2 resilience intervention is Food Assistance for Training (FFT) schemes, offering beneficiaries the opportunity to engage in trainings in exchange for a monthly nutritious food basket. For the FFT component, WFP has also developed a general curriculum to follow, which focuses on maternal nutrition, infant and young child nutrition, malaria prevention, and water, sanitation and hygiene (WASH), but also livelihood activities, like weaving of baskets, sitting mats, bangles, hats, door mats among others. Some of the materials / manuals used, like those for nutrition trainings, were developed by the Government with WFP support.</p> <p>In addition, under the work on climate adaptation and resilience building, WFP has developed an integrated climate risk management approach to help vulnerable farmers to this end. The model leverages the corporate framework of the R4 Rural Resilience Initiative (R4), which includes 4 broad risk management approaches, such as risk reduction, risk reserves, risk transfer, and prudent risk taking. This has been contextualized to the local context working with the national and sub-national government. This work</p>			

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			<p>reaches 15,700 beneficiaries (54% women), and combines capacity strengthening work on the areas of climate resilient agriculture, weather-index micro-insurance, saving, credit, and climate services.</p> <p>8.1.3 Furthermore, in response to repeated shocks and with a long-term vision to mitigate the impact of these shocks on both food security and nutrition, Whenever resources allow, WFP implements nutrition sensitive food assistance for assets, which includes:-</p> <ol style="list-style-type: none"> 1) Improved food transfer; 2) Creation of “Triple-duty” assets, which are those which have great potential to improve nutrition, increase climate adaptability, and transform unequal gender relations while also building resilience at multiple levels. (e.g. the creation or rehabilitation of small-scale water irrigation schemes and latrines; construction of energy efficient cook stoves; agroforestry and afforestation; homestead gardens; and skills training to diversify and enhance livelihood opportunities); 			

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted , partially accepted or not accepted ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			<p>3) Social behaviour change and communication focus on maternal and child health, nutrition and hygiene practices;</p> <p>4) Training on post-harvest losses techniques.</p>			
			<p>8.1.4 Adaptation to respond to climate variability such as more frequent occurrence of floods and drought and other natural hazards has become a high priority. In Mozambique, FAO has gained experience in using Farmer Field School (FFS) to promote adaptation practices to climate change and Climate Smart Agriculture to increase resilience of the productive systems. Tools as SHARP have been implemented from the initial phase of the climate change project to identify physical and social vulnerabilities, including food and nutrition security issues.</p>	FAO	June 2020- June 2024	In progress
			<p>8.1.5 Raising resilience of the agricultural system (crop production or livestock) is a key mean to address farmer's development. In this context, FAO is promoting a mix of technical solutions such as crop diversification, climate smart agriculture practices, rangeland management, and institutional support (e.g. training and technical assistance to government staff) to support rural</p>			

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation <i>Accepted, partially accepted</i> or <i>not accepted</i> ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
			communities in an integrated and sustainable manner.			
			8.1.6 As mentioned above, IFAD will continue promoting climate smart and impactful technologies like the ones promoted and the closed PROSUL, under the new PROCAVA, namely: trainings and innovations on climate smart agricultural practices (i.e. correct spacing, intercropping, mulching, correct fertilization, pesticides and improved water management), multiplication of drought tolerant cassava varieties as well as the establishment of infrastructures to increase beneficiaries' resilience, such as shade nets and greenhouses and multifunctional boreholes.	IFAD	Continuous	
	8.2 To increase resilience and benefit the communities in the long term, asset creation at both community and household level (physical, economic assets), and development of human and social capital (i.e. through support to school meals to avoid dropping children from schools) should be the focus of food assistance, immediate after	<i>Accepted</i>	8.2.1 WFP is already doing this. For example, in 2019, in the first recovery phase to Cyclones Idai and Kenneth that started in August right after emergency assistance finished in July, WFP has implemented Food Assistance for Assets (FFA) programme schemes on a large scale in cyclone-affected areas as well as areas affected by drought in southern Mozambique. FFA is as an approach by which food assistance is conditionally provided in exchange for labor in disaster risk reduction and assets	WFP	Ongoing (as this is part of corporate/ normal approach for WFP)	Completed (for WFP)

Rec. #	Recommendation [as per evaluation report]	Management Response [Is recommendation Accepted , partially accepted or not accepted ? If partially accepted or not accepted, provide a brief explanation why]	Actions to be taken [Briefly state what actions will be taken to address the recommendation]	Action By [IFAD, FAO, WFP; Government Donor]	Implementation timeframe [Month, Year]	Status [Not started/In progress/On hold/ Complete]
	the lifesaving assistance. The adopted modalities (either food, vouchers, cash or any combination) would depend on the need's assessments and the context.		<p>creation activities that contribute to rehabilitation and reconstruction post-shock. Households are provided with a nutritious food basket, and the assets generated are intended to foster recovery by enabling households to go back to their communities and resume their livelihood activities. Agricultural inputs, tools and other equipment for both household and community assets are also provided to enable these agricultural activities.</p> <p>8.2.2 In addition, in response to Cyclone Idai, in late 2019 and early 2020, WFP provided school feeding in the form of take-home rations in districts of Sofala that were highly affected by cyclone Idai, which had a very positive impact in the rebuilding of communities.</p> <p>8.2.3 WFP plans to continue to fundraise for these type of interventions going forward.</p>			