

## MFAT Management Response to Evaluation of Colombia Dairy Value Chain Project

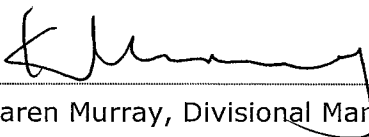
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### About this document

This document describes the programme's response to the evaluation.

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| Evaluation report title:        | Colombia Dairy Value Chain Project Final Evaluation Report  |
| File title of final pdf report: | Colombia Dairy Value Chain Project Final Evaluation Report  |
| GDM Link to final pdf report:   | <a href="#">English version. Appendix in English</a><br><a href="#">Spanish version. Appendix in Spanish.</a> |
| GDM Link to final Word report:  | <a href="#">English version. Appendix in English</a><br><a href="#">Spanish version. Appendix in Spanish.</a> |
| AMS Activity Number:            | A11496  |
| Activity Manager:               | Mandy Stark   |
| Programme:                      | Latin America and Caribbean   |
| MFAT response approved by:      | Davene Vroon, Unit Manager, Agriculture   |
| Approved date:                  | 8 August 2017   |
| Evaluation cost to MFAT:        | NZ\$88,641  |

### Approval

| Approval of the MFAT Management Response to Evaluation |  |
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| <b>Approved by:</b>                                    |  |
| <b>Signature:</b>                                      |  |
|  | Karen Murray, Divisional Manager   |
| <b>Date:</b>   | 8/8/17   |

## MFAT Management Response

| Recommendation  | Response and Action<br>(Agree, Partially Agree, Reject)  | Responsibility                                      | When   | 12 month progress |
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| <p><b>Recommendation 1</b><br/>Broaden the membership of the <b>Advisory Groups</b> to include more participation by industry, hold more frequent meetings and – as the project develops its Good Practice Guides, tools and other collateral - increasingly use the Groups as a means of communicating the project's R&amp;D achievements.</p> | <p><b>Agree.</b><br/>It is acknowledged that to date the Advisory Groups have been kept informed of progress rather than playing a very active advisory role. It is expected that engagement with these groups will shift from this point in the project onwards to increase participation and ownership of the various methods of scaling out project results.<br/><br/>The membership of the Advisory Groups will be increased based on interest in scaling out the results, and pathways to communicate results will be explored in upcoming Advisory Groups, drawing on the networks of the members.</p> | <p>Project Director and<br/>Project Coordinator</p> | <p>To include in Plan of Action (developed by end of July 2017) how and when these groups will be engaged with and how the membership may be expanded.</p> |                   |

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| <p><b><u>Recommendation 2</u></b><br/>To outline a <b>plan of action</b> to roll out and scale-up the integrated dairy extension model, including a public investment plan, responsibilities, milestones and indicators, establish a working group that includes the National Planning Department, Propais, Corpoica, SENA - The National Training Service, and MADR - The Ministry of Agriculture and Rural Development. This work needs to define the implementation of Output 3 (Research, extension and vocational training systems developed to enhance delivery capability) and the RF will need to reflect that.</p> | <p><b>Partially Agree.</b><br/>This is identified as the top priority to action from this review. A clear plan for the remaining period of the project is required, and the resourcing implications of this have flow on effects to other recommendations below (including reviewing the budget and number of expert advisors). It is noted that the Plan of Action will need to specifically take into account the capacity, resources, capabilities and drivers of the various Colombian agencies that may be involved in implementing Output 3. This will also need to take into account resourcing and budget cycles of the Colombian government.</p> <p>It is not considered desirable to establish a specific working group for this piece of work where the Governance Groups and Advisory Groups that already exist can be drawn upon. One on one meetings with key agencies and individuals will also be used to begin drafting the Plan of Action.</p> | <p>Project Director and Project Coordinator, with MFAT Activity Manager</p> | <p>End of July 2017.<br/>It is important that this is completed in time to be taken into account for Colombian government budget cycles. We understand agencies plan in June/July for the following calendar year of budgets.</p> |
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| <p><b><u>Recommendation 3</u></b></p> <p>Develop a <b>communications plan</b> for the project where there are clear targets and indicators for the development and dissemination of the project's GPGs, other management and training tools, and of the analysis, research findings and learnings. These should be made available to the sector to use as they see fit.</p> | <p><b>Agree.</b></p> <p>Corpoica have noted that it is appropriate for them as project partner to lead on this work in Colombia.</p> <p>Planning for communications and dissemination of information (including content, and timelines) will be incorporated into the Plan of Action developed in response to Recommendation 2.</p> | <p>Corpoica, with Project Director and Project Coordinator</p> | <p>Communications Plan developed by end of July (as part of broader Plan of Action), and implementation of Plan begun by end of August.</p> |  |
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| <p><b>Recommendation 4</b><br/>Establish an <b>extensionist intern programme</b> for graduates as a means of developing an opening cadre of young professionals who are familiar and have basic skills in the outcome oriented, farmer-facing extension approach that the project is promoting.</p> | <p><b>Partially agree.</b><br/>This is identified as a secondary priority. Resourcing of this programme is unclear, following discussions with Colombian stakeholders – there is no clear lead on which agency would be responsible for managing and resourcing the interns.<br/><br/>Colombian stakeholders and the Project team identify that greater impact could be gained by holding trainings with extension officers on the project approach and lessons.<br/><br/>However, as the project works through options to scale out lessons, this internship programme may arise as a possible method of doing this, so may be considered in the future.</p> | <p>Project Director and Project Coordinator, with Corpoica.</p> | <p>To consider as secondary priority when forming the Plan of Action.</p> |
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| <p><b>Recommendation 5</b><br/> <b>Extensionist development and performance.</b> Based on the integrated extension model, develop trial and refine a competency framework for dairy extensionists, along with performance appraisal tools. This is a valuable tool for employers of extensionists.</p> | <p><b>Partially agree.</b><br/> The development of strategies/tools/resources for the establishment of extension services to support dairy farmers in Colombia is a key component of the project.<br/> These recommendations will be discussed with SENA (Vocational Training lead in Colombia) and Corpoica and their uptake will depend on the interventions prioritised by these Colombian agencies as part of New Zealand's support to developing an integrated extension system.</p> | <p>Project Director and Project Coordinator, with SENA and supported by Corpoica.</p> | <p>To consider as secondary priority when forming the Plan of Action.</p> |
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| <p><b><u>Recommendation 6</u></b><br/>Elaborate in more detail a <b>strategy, implementation plan and budget</b> for the remainder of the project and its many work streams, paying particular attention to the work programmes of the New Zealand (NZ) specialists, assuring their coherence also with national priorities and undertakings (e.g. Corpoica's programmes) and also ensuring that local staff and counterparts are available and able to work alongside the specialists when they visit. For the extension model, decision making processes are as important as the decisions that are made.</p> | <p><b>Agree.</b><br/>This is linked closely to Recommendation 2. This is also a priority action arising from this review.</p>   | <p>Project Director and Project Coordinator, MFAT Activity Manager</p> | <p>By end of July 2017</p> |
| <p><b><u>Recommendation 7</u></b><br/>In a participatory manner that strengthens ownership and commitment to the project, reviews and improves the <b>Results Framework</b>, populating that with baseline and progress data, revisiting the target, indicators and means of verification for their relevance and adequacy, and, developing Output 3.</p>   | <p><b>Agree</b><br/>This is also closely linked with Recommendations 2 and 6. The Results Framework should be a robust and useful tool for activity management and results measurement.<br/><br/>This will be reviewed in light of the renewed direction for the project that will be developed through the Plan of Action recommended in Recommendation 2.</p> | <p>Project Director and Project Coordinator, MFAT Activity Manager</p> | <p>August 2017</p>         |

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| <p><b><u>Recommendation 8</u></b><br/>Review the <b>NZ specialist team</b> list with a view to reducing the number of experts and increasing the length of their visits. Ensure that their programmes of work are understood and agreed by their Colombian counterparts, that this is reflected in the annual programme of work for the project and that their work is clearly aligned with the RF, and, that they report against plans and agreed terms of reference.</p> | <p><b>Partially Agree</b></p> <p>The response to this recommendation depends on the implementation planning that is undertaken in response to recommendations 2 and 6. This project aims to be responsive to the needs of Colombian stakeholders and the number of specialist team members will ultimately be determined based on the needs outlined for the remainder of the project period. During this planning process the project will look for opportunities to reduce the number of specialists where there is no clear rationale for this particular expertise to be introduced or maintained in delivery.</p> <p>The Plan of Action developed in response to Recommendation 2 will ensure that the purpose of each specialist's role and their individual objectives are clear, and clearly communicated with stakeholders.</p> | <p>Project Director and Project Coordinator, MFAT Activity Manager</p> | <p>August 2017 – linked to completion of the Plan of Action.</p> |  |
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| <p><b><u>Recommendation 9</u></b><br/>         Acknowledging that the life of the project is short and also that the Government of Colombia have an ambition to expand the scope of the project to: a) <b>review the project's budget</b> with a view to identifying cost savings that would not compromise the project's work and its outcomes but which might support a no-cost extension; and, b) discuss with <b>MADR the increasing of their contribution</b> to in-country costs for years three, four and beyond, and (optionally) also allowing the project's "quick-wins" to be disseminated and applied more broadly. This could relieve some of the grant's use on in-country expenditures, allowing an extension of the MSC's inputs.</p> | <p><b>Partially agree.</b><br/>         The current arrangement between the Governments of New Zealand and Colombia is to support a four year project and an extension period will need to be discussed and agreed at this level.<br/>         In principle the idea of decreasing New Zealand support and increasing local support for the interventions and activities to bed in their sustainability during the course of an additional 5<sup>th</sup> year has merit and will be explored by MFAT and the project team, linked to Recommendations 2 and 6 and the planning process these recommendations has spurred.</p> | <p>Project Director and MFAT Activity Manager – to work through with Governance Group members.</p> | <p>A proposal to be posed to the Governance Group in October 2017 for endorsement.</p> |  |
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| <p><b>Recommendation 10</b><br/>Satisfactorily conclude the <b>Evaluation of Social and Environmental impact</b>. The draft sighted is very weighted to environmental science. The finalised version needs to include basic standards and guidelines for management and extension practitioners to use to ensure social and environmental safeguards are in place and how to measure those. The Evaluation needs to include a presentation that has real utility for project implementation. It is expected that this study will be concluded and presented to stakeholders by the time of the second Governance Group meeting of 2017.</p> | <p><b>Agree.</b><br/>The Evaluation of Social and Environmental Impact were concluded in April 2017. The final version includes a greater focus on social impacts, as well as environmental impacts. The project team report that this provides useful guidance in the implementation of the project.</p> | <p>Project Director and Activity Manager</p> | <p>Completed</p> |  |
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## Dissemination plan

The evaluation will be/have been shared with partner organisations, MFAT staff and other stakeholders in the following ways:

| No. | Method of dissemination   | Responsibility of                          | When                   |
|-----|---|--|------------------------|
| 1   | Draft Evaluation Report and recommendations discussed at April 2017 Governance Group and Advisory Group meetings, and actions revisited at October 2017 Governance Group and Advisory Group meetings. | MFAT Activity Manager and Project Director | April and October 2017 |

| No. | Method of dissemination  | Responsibility of  | When              |
|-----|--|--|-------------------|
| 2   | Final Evaluation Report distributed to project stakeholders in English and Spanish through the Governance Group and Advisory Group communication mechanisms. | Activity Manager, Project Director and Post, as appropriate. | July 2017         |
| 3   | Final Evaluation Report published on New Zealand Aid Programme website, and linked on the Santiago Embassy Facebook page.                                    | The Development Support Officer of the Evaluation Team (DSE) | Early August 2017 |
| 4   | Evaluation Report shared with MFAT staff in Wellington and at Posts by formal message.   | Activity Manager   | Early August 2017 |

## Report Release Checklist

Note: This checklist must be used for all evaluations that will be published in full on MFAT's website. Where the report has been commissioned by a partner organisation and is published on their website, MFAT should simply seek written permission from the partner to provide a link to the published evaluation from our website. Attach a copy of the partner's permission to this MFAT Response to Evaluation template in lieu of this Report Release Checklist.

**NAME OF THE REPORT:** COLOMBIA DAIRY VALUE CHAIN PROJECT EVALUATION REPORT

**AUTHOR(S):** WARWICK THOMSON AND SANTIAGO JARAMILLO MOSQUERA

**REPORT MONTH AND YEAR:** MAY 2017

*All evaluation reports should be able to be publicly released in accordance with the principle of availability (Section 5 of the Official Information Act (OIA)). However, this principle can be overridden if there is 'good reason' (as set out in the OIA) to withhold information. Use this checklist to help you decide if sections in the evaluation report should be withheld.*

*If any of the answers to these questions is 'yes' then:*

- A hard copy of the report should be marked up with brackets around the information to be withheld, and the OIA section under which the information is to be withheld noted (refer to MFAT Style and Practice Guide OIA Requests)*
- The PDF copy of the report that is submitted to the Development Support Officer (DSE) for the library and public release will have the withheld information whited out and the reasons for withholding noted in the margins. The following note should be placed in the report: Certain information in this report has been withheld in accordance with the Official Information Act and the grounds for withholding, as at the time of publication, are noted in the margins.*

*If you are unsure whether a good reason to withhold exists seek advice from the IDG staff member responsible for OIAs or the MFAT corporate legal team.*

### **OIA Section 6 Conclusive Reasons: Are there words in the evaluation that are likely to:**

- a) Prejudice the security or defence of NZ or NZ's international relations?  Yes  No
- b) Prejudice the entrusting of information to the Government of NZ on a basis of confidence by (i) the Government of any other country or (ii) any international organisation?  Yes  No
- c) Prejudice the maintenance of the law?  Yes  No
- d) Endanger the safety of any person?  Yes  No
- e) Damage seriously the NZ economy?  Yes  No

### **OIA Section 7 Special Reasons: Are there words in the evaluation that are likely to:**

- a) Prejudice the security or defence of the Cook Islands, Niue, Tokelau or the Ross Dependency?  Yes  No
- b) Prejudice relations between the governments of NZ, and governments of the Cook Island and Niue?  Yes  No
- c) Prejudice the international relations of the governments of the Cook Islands or Niue  Yes  No

**OIA Section 9 Other Reasons: Are there words in the evaluation that need to be withheld to:**

(Note: There is need to balance Section 9 grounds for withholding against 'public interest considerations'. Consider the negative consequences from release, and whether or not these consequences are outweighed by the public interest in access to the information.)

- a) Protect the privacy of natural persons?  Yes  No
- b) Protect trade secrets and commercial positions?  Yes  No
- c) c)Protect information that is subject to an obligation of confidence where release of the information would be likely to i) prejudice the supply of similar information from the same source and it is in the public interest that such information should continue to be supplied or (ii) otherwise damage the public interest?  Yes  No
- d) Avoid prejudice to measures protecting the health or safety of members of the public?  Yes  No
- e) Avoid prejudice to the substantial economic interests of New Zealand?  Yes  No
- f) Avoid prejudice to measures that prevent or mitigate material loss to members of the public?  Yes  No

- a) Maintain the constitutional conventions including the confidentiality of advice tendered by ministers and officials?  Yes  No
- b) Maintain effective conduct of public affairs through free and frank expressions of opinion and protection from improper pressure or harassment?  Yes  No
- c) Maintain legal professional privilege?  Yes  No
- d) Enable a minister department or organisation holding information to carry out commercial activities without prejudice or disadvantage?  Yes  No
- e) Enable a minister, department or organisation holding the information to carry on negotiations without prejudice or disadvantage?  Yes  No
- f) Prevent the disclosure or use of official information for improper gain or advantage?  Yes  No

**Other Reason: Is there any other reason for withholding information?**

- If the answer is yes then seek advice from the IDG staff member responsible for OIA or the MFAT corporate legal team.  Yes  No

**RECOMMENDATION**

- Withhold selected parts, noting sections of the OIA applying to these in a copy of the report that is filed, and white-ed out in the copy of the report to be forwarded to the Development Support Officer (DSE) for public release and the library
- Release entire report

**Signed by** Mandy Stark

**Signed by** Davene Vroon, Unit Manager, Agriculture

**Date:** 21 June 2017

