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Evaluation of FAO Cooperation with Brazil in the period 2002 - 2010

Follow-up report to the management response

June 2012
final

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Follow up Report (one year after)
Brasilia – June 2012

1. The Evaluation of FAO Cooperation in Brazil was a good exercise, and a good opportunity to assess the process and the impact of FAO intervention in this country.

2. Most of the recommendations are under implementation and producing already good results. Some of the major achievements are related to the design and implementation of the CCA and UNDAF, the strengthening of the collaboration with local counterparts, and the design and implementation of the CPF.

3. At the same time, we have been able to improve our internal organizational arrangements and procedures, in close collaboration with the Regional and Sub regional Offices and HQs departments.

4. Impacts can also be seen in project implementation in specific areas like agriculture, food security, livestock, fisheries, forestry, environment, national results and South South cooperation.

5. The present Follow up Report (one year after) summarizes the main challenges, some coordination constraints, and the main achievements so far. At the same time, we reiterate our full understanding of the strategic points raised by the evaluation team, and the desire to implement the recommendations.

FAO Brazil Management Team.

Follow-up report of the Management response to the (Evaluation title)			Date
Evaluation Recommendation	**Action Agreed**	**Comments on actions taken, including reasons for actions not taken**	**Impact (changes) of actions taken in terms of programme, policies and/or procedures**
Recommendations # 1-2, To the FAO Representation in Brazil			
The FAO Representation should strengthen its active participation in the UNCT, giving priority to the following areas of collaboration: 1. negotiation with the Government of Brazil on funding and management modalities of the UN-managed and Government-funded Programs and projects (UTF in FAO); 2. definition of modalities of collaboration between Brazil and the UN for triangular cooperation; 3. preparation and implementation of UNDAF 2012-2015	FAOBR will strengthen its participation in all UNCT related activities regarding items 1,2, 3.	1. Since last year's evaluation, FAO has increased its participation at the UNCT Brazil giving priority to the following areas of collaboration: 2. In relation to the monitoring of the UNCT negotiation with the Brazilian government regarding a new agreement which aims to regulate the NEX modality, the Brazilian government has informed FAO that the revised decree 5151 is currently under analysis by the Ministry of External Relations. FAO is actively participating of several work groups and joint initiatives within the UN system, such as the Work Group on Race, Gender and Ethnicity, South-South Cooperation, and the UN Operations Management Team. 3. Brazil's 2012-2015 UNDAF document has been successfully elaborated through a joint effort, including FAO's technical contribution, and is expected to be ratified by the Federal government at the Rio+20 Conference. 4. Currently FAO Brazil is actively participating in all UNDAF's activities, thus supporting the 2012-2015 implementation plan.	1. The expected outcome of the negotiation would result in new and more efficient procedures for NEX modality projects in the country. 2. As a result of FAO's active participation in these UN joint structures, greater tights with other UN agencies have been developed. For example, the new cooperation agreement between UNWOMEN, The Brazilian Cooperation Agency and FAO. Another example is the joint project proposal FAO-UNDP recently submitted to the Global Environmental Facility (GEF) in order to develop a joint UN strategy to combat desertification in the Northeast region of the country. 3.The 2012-2015 UNDAF document will ease the coordination and integration of UN agencies in order to deliver more efficient and coherent

			results.
The Evaluation findings and suggestions about internal workloads and responsibilities should be integrated into the FAOR ongoing planning and tasks streamlining exercise	FAOBR will update the TORs for staff and internal units and also review the workload in the units.	TORs for staff and units reviewed.	Clear definition of tasks and responsibilities.
Recommendation 3, To the FAO Representation in Brazil, and CIOH			
FAO should rapidly launch the upgrade of PORTAL FAO-Brazil under funding from Regular Program resources as the system is a potential model for a corporate system at FAO Representations level. FAOR Brazil should be assisted with technical backstopping throughout the upgrading phase.	FAOBR will submit a request to CIO, RLC TC and CSDB for assistance on this matter with regards to the upgrading of the system.	The assistance request was submitted to HQs and Regional Office and they are jointly analyzing the issue. In 2011 CIO had several Video Conference with FAO Brazil in order to understand better the system. In 2012 RLC and FAO Brazil had Video Conferences to discuss this issue and RLC recommended that a GRMS focal point from Bolívia visit the FAO Brazil in order to know the system in place and also visit the counterparts.	The GRMS mission was held on May 31rst and June 1rst/2012. FAO Brazil is expecting the mission report.
Recommendation 4, To CSFD			
A FAS successor should be urgently implemented, containing commitment-accounting and full interface functionality permitting full-flow of commitment and expenditure data to the end-users.	1.FAOBR will immediately implement this recommendation after approval of FAS successor. 2. The Department in charge of FAS at HQ has planned a mission on March 2011; details will be discussed with the mission.	1. The CSFC mission (Ms. Christine Vickery) made a general presentation on the IPSAS project under implementation by FAO. 2. The GRMS project is expected to be launched to the field in 2013.	The features of the new system will introduce relevant changes, which will certainly permit full-flow of commitment and expenditure data to the end-users as recommended.

Recommendation 5, To the FAO Representation in Brazil, RLC and the Forestry Department			
In the context of the Country Programming Framework preparation, FAO should explore the interest of the Brazilian Government to establish collaboration in the following specific priority areas: 1. Bring to the national forestry policy of Brazil the benefit of international experiences in the sustainable management of forestry resources, including community-based management models; 2. Make the Brazilian experience in forestry policy and management models available to the international community, particularly among the neighboring countries that share the common forestry resources; 3. Facilitate dialogue and experience-sharing on the different purposes and services of forests, including on the role of forests in climate change and in securing long term environmental benefits. 4. Involve more actively Brazilian institutions at the different levels - federal, state and academy - to	With the government authorities the possibility of setting a FAO communication strategy to reach different audiences in the country Project on implementation phase. E05L113	This recommendation has been fully incorporated in Brazil's CPF specifically through result 2 which focuses on South-South and triangular cooperation. It is important to mention FAO in Brazil has engaged in negotiations with UNDP, the Ministry of the Environment, the Brazilian Forestry Service in order draft a project proposal to the Global Environmental Facility in the area forest management for the Caatinga ecosystem, thus providing the benefit of international experiences in the sustainable management of forestry.	Result 2 of FAO in Brazil's CPF is still under construction and negotiations for the identification of forestry priorities for South-South Cooperation are still at an early stage. The project proposal has been drafted and negotiated with the Gob and is currently under review by FAO GEF Unit and FAO HQ Forestry department.

participate in the regional networks coordinated by RLC.			
Recommendation 6, To the FAO Representation in Brazil, RLC and the Fisheries Department			
In the context of the Country Programming Framework preparation, FAO should explore the interest of the Brazilian Government to establish collaboration in specific priority areas of the fisheries sector. GoB and FAO should agree on joint work identified on the basis of clear needs and comparative advantages.	1. This recommendation will be carefully considered in the CPF elaboration in close collaboration with the Brazilian Government and the Ministry of Fisheries and Aquaculture. 2. In consultation with RLC and Fishery Dept., FAOBR is already in process identification of new UTF projects.	1. Brazil's CPF has been negotiated with the GoB, (currently under FAO RLC approval). In this new agreement Fisheries and Aquaculture management has been specifically considered under Results 2 and 3. 2. FAO's active seek for greater needs and demands at the national and regional level, in the fishery and aquaculture sector, resulted in the draft of two important initiatives.	1.Through FAO Brazil's CPF it is expected to identify new opportunities at the regional and local level in order to strengthen the promotion of Fisheries and Aquiculture across the country, while documenting and systematizing best practices that could be explored in South-South Cooperation initiatives. 2.The Fisheries and Aquiculture Network of the Americas was signed in December 2010, while the Project UTF/BRA/084 "Towards Sustainable Development in Aquaculture" was signed in December 2011.
Recommendation 7, To the FAO Representation in Brazil, RLC, ESA, NRC			
In the context of the Country Programming Framework preparation, FAO should explore the interest of the Brazilian Government to establish collaboration in the following specific	1. Recommendation (a) will be carefully considered in the CPF elaboration in close collaboration with the Brazilian Government and	a)FAO Brazil has finalized the process of identifying the specific areas in which the GoB and the civil society are interested in establishing technical cooperation agreements with FAO.	a) Brazil's CPF has received positive feedback from RLC regarding the wide participation of diverse stakeholders in the consultation process.

priority areas: a) technical exchange and feedback in support of the ongoing processes of change as well as in the areas deemed priority by the Brazilian government and civil society; b) reinforcing efforts in a number of specific territorial units, building upon and developing the previous interventions of TCP/BRA/3101 in partnership with MDA and other national organizations such as SEBRAE; c) strengthen partnership with MDA and INCRA, to discuss and possible adjust current models of land reform, particularly in the Amazon region; d) Work closely with the Ministry of Environment at both the state and federal levels, to integrate or reinforce food security themes into national environment programs and projects; e) support the implementation of the food security legislation (LOSAN) by state governments; f) continue the strong relationship with CONSEA, including building more bridges with other countries of the region and elsewhere;	other local stakeholders. 2.Recommendations b,c,d,e,f,g will be addressed within the framework of projects UTF/BRA/083/BRA , GCP/BRA/070/EC , National Policy on Food Security and Nutrition, partnership with CONSEA and South-South cooperation projects.	b ,c) Under project UTF/BRA/083/BRA studies regarding territorial development are currently under elaboration. d) The projects GCP/BRA/070/EC and CGP/BRA/080/EC accommodate specific activities in the Amazon region related to this recommendation item. e, f) FAOBR provided support to MDS, CONSEA and CAISAN (Inter-ministry Panel on Food Security and Nutrition) on the implementation and evaluation of the National Policy on Food Security and Nutrition. g) FAOBR has finalized the negotiation of an agreement on school feeding and local food purchase between the Brazilian Government and five African countries.	b,c) Two regional agreements have been signed with the Federal University of Pernambuco and Parana, in order to develop the evaluation of the public policy "Territorios da Cidadania." d) The projects GCP/BRA/070/EC and CGP/BRA/080/EC accommodate specific activities in the Amazon region related to this recommendation item. e,f) FAO has been constantly supporting the implementation and evaluation of the National Policy on Food Security and Nutrition. Consequently a new agreement with MDS has been reached in order to promote the monitoring of this strategic public policy in Brazil. g) Project 0SR0/RAF/202/BRA in fully operational and currently under implementation.

g) Support the identification and systematization of possible international "public goods" developed by Brazil in the area of food security and rural development.			
Recommendation 8, To the FAO Representation in Brazil, RLC and ESA			
In the context of the Country Programming Framework preparation, FAO should explore the effective interest of the Brazilian Government to build a partnership on the elaboration and implementation of the process for the operationalization of RtF across relevant public policies.	To strengthen FAOBR's involvement in the previously mentioned activities detailed on the recommendation section, in order to: 1.Provide support to MDS for the preparation of the 4th National Conference on Food and Nutritional Security to be held in November 2011; 2.To Provide support to MDS for the preparation of a new UTF project on RtF; 3. Support to MDS in the conclusion of the book on lessons learnt from the Zero Hunger Programme.	FAO supported the process of implementation of the IV National Conference on Food Security and Nutrition (through two projects TCP/BRA/3301 facility and UTF/BRA/064/BRA) held in November 2011. It is important to highlight the presence of FAO's elected Director Graziano da Silva. FAO Brazil requested the approval of the project TCP-Facility 3301 in order to attend MDS's request. FAO Brazil hired technical consultants in order to support the ministry in the book on lessons learnt from the Zero Hunger Programme.	FAO's contribution allowed the adjustment and improvement of the National Policy on Food Security, Local Development and Poverty Eradication through a participatory collective process with strong presence of the civil society. A new UTF proposal has been drafted and is in the process of final negotiations for approval. FAO's support to this initiative has allowed for the utilization of this strategic public policy as an example for best practices, emblematic cases and South-South cooperation initiatives.
Recommendation 9, To the FAO Representation in Brazil, RLC and AG Department			

In the context of the Country Programming Framework preparation, FAO should explore the interest of the Brazilian Government to establish collaboration in the following specific priority areas: a) support to the establishment of quality controlled production chains through the establishment of producers' networks in partnership with the public and private sectors and research institutions; b) support the identification and implementation of projects aimed at fostering integrated models of sustainable agriculture and environmental management; c) support the identification and implementation of projects in the areas of risk assessment for bio-security.	This recommendation will be carefully considered in the CPF elaboration in close collaboration with the Brazilian Government.	a) Regarding the establishment of quality controlled production chains, FAO Brazil through the project UTFBRA084, supports the establishment of local systems of fishery and aquaculture at the national level. In addition, project UTFBRA083 promotes the substitution of the tobacco culture through the identification of alternative production mechanisms at the local level in the state of Parana. b, c) These recommendations were fully incorporated in FAO's Brazil CPF under results 1 and 4.	FAO's project UTFBRA083 has the potential to promote the establishment of alternative production chains at the local level, however due to its early stage of implementation it is difficult to measure its impact. On a similar basis project UTFBRA084, which aims at promoting the sustainable exploration of fishery and aquaculture is also at an early stage of implementation. b,c) Through the definition of the four thematic areas of Brazil's CPF, three initiatives on environmental conservation were reached (two operational, one under review) with the Global Environmental Facility, and a new UTF with MDA is currently under elaboration.
Recommendation 10, To the FAO Representation in Brazil and TCSR			
FAO Brazil should bring UTF/BRA/040/BRA to operational and financial closure by the end of 2010 or at latest by the first quarter of 2011.	Preparation of final report. Operational and financial closure.	Action Taken regarding the final report which is being finalized by the Brazilian Government until June/2012 The delays was caused due to the change of the National Project Director. The operational and financial closure will be requested by the end of June/2012	The project is expected to be closed no later than July/2012
Recommendation 11, To the FAO Representation in Brazil and RLC			

FAO in Brazil should 1. Fully mainstream gender equality and social inclusion goals in its national initiatives, from project conceptualization through design, implementation and monitoring, to comply with the national policy, its corporate mandate and UNDAF, and 2. Ensure that adequate assistance is provided to projects on both themes as required.	In consultation with RLC, to include gender and social inclusion thematic agenda on FAOBR CPF negotiation with the Brazilian government. 2.To liaise with RLC to obtain the necessary resource to implement this recommendation. 3.Meeting with the Minister in charge of Gender to discuss a possible work agenda. 4) Meeting UN Women to discuss the matter and agree on a collaboration platform.	1. Gender equality and social inclusion were considered as transversal themes under the construction of Brazil's CPF. 2.FAO Brazil actively seek the support of RLC in order to identify potential goals and implementation strategies. 3. FAO Brazil held a high level meeting with representatives from the Secretary for Women's Policy. 4. With the support of General Director Graziano da Silva, FAO Brazil promoted a high level encounter with UNWOMEN General Director Michelle Bachelet in order to promote synergies among their agencies at the national level.	1,2,3,4) As a result of the inclusion of a gender paradigm in Brazil's strategic framework, a new South-South Cooperation agreement with UNWOMEN and ABC has been drafted and is currently under negotiation. Throughout this process FAOHQ provided technical assistance and guidance specifically through ESW and LEG. This agreement has the potential to identify Brazil's best practices in terms of gender and rural development in order to promote the transference of social technologies to other regions of the world, particularly within the Americas and Africa.
Recommendation 12, To TCDM with CSFE, LEGA, CSAP and TCSR			
FAO must develop urgently a policy for the National Execution modality of projects, whereby roles, responsibilities, rules and procedures are established that ensure the technical contribution by the Organization and enhance its Core Functions and mandate.	1.This recommendation will be carefully considered in the CPF elaboration in close collaboration with the Brazilian Government. 2. Whenever the FAO Representation in Brazil requests assistance to find a solution for a UTF Agreement, the Services concerned within FAO work with the national authorities to negotiate an	1. Issue addressed by the CPF. 2. FAO Units working in collaboration for the project, identification, design implementation, and evaluation. 3. The operation unit has produced a logical framework with clear indication of objectives and results.	1. Clear indication of the priority framework. 2. Better results in project implementation. 3.Improved methodology for project management.

	Agreement. 3.The Project Review Sheet will be revised to introduce Strategic Objectives and Unit Results. TCDM will review the NEX projects under implementation in India and Brazil and will develop a FAO model for NEX projects in collaboration with other members of the IDWG on New Operational Modalities for the Field Programme.		
Recommendation 13, To the FAO Representation in Brazil and RLC			
Given its comparative advantage and international expertise, FAO should give priority attention to urgent and cutting edge issues that will require innovative and far-reaching solutions, such as the impacts of climate change on critical Brazilian biomes, multi-objective forestry management, sustainable agricultural models, poverty reduction, and others. In the effort to generate new approaches to these problems, FAO should focus on its ability to articulate information sharing and exchange between national and international stakeholders and creating for a for public dialogue.	1. This recommendation will be carefully considered in the CPF elaboration in close collaboration with the Brazilian Government and in consultation with RLC. 2. To liaise with RLC and HQ to obtain the necessary resources.	1,2. This recommendation was fully incorporated in Brazil's CPF specifically through result 4 and both HQ and RLC have been consulted.	1,2. In the case of far-reaching solutions FAO Brazil in cooperation with UNDP is negotiating with the Global Environmental Facility the approval of a conservation project for the Caatinga Biome which is considered a critical Brazilian biome. In addition to this initiative, FAO is supporting the Ministry of the Environment in the technical documentation of agro-environmental public policies and emblematic cases, in order to promote an international dialogue on the topic.

Recommendation 14, To the FAO Representation in Brazil and RLC			
To achieve the goals of the previous recommendation n. 14, FAO in Brazil should develop and strengthen its role as honest broker and neutral facilitator of debate and dialogue in the areas of its mandate and relevant to the country, through platforms and/or meetings, both virtual and live. Particular attention should be devoted to promote/divulgate/extend more the technical information and material produced by the Organization that is relevant for the country. The India Solution Exchange model or Wiki Communities could be inspirational examples to develop national and international platforms to discuss and exchange experiences and knowledge.	1. This recommendation will be carefully considered in the CPF elaboration in close collaboration with the Brazilian Government. 2. To liaise with RLC and HQ in order to obtain the necessary resources	1, 2) Through the consolidation of Brazil's CPF it was confirmed the perception that FAO Brazil is considered as neutral facilitator and an honest broker by Brazilian stakeholders. Regarding the promotion and divulgation of technical material produced by the institution, FAO Brazil has encountered continues challenges and difficulties due to the fact that the office lacks a communications officer capable of managing the internal and external flow of information. Note: In 2011 RLC approved the hiring of a communications consultant for a 7 month period and in 2012 for a 6 month period; the lack of job security caused by this short term contracts limits FAO Brazil's capacity to maintain a communicator official in staff.	Please see comments on the previous column.
Recommendation 15, To the Deputy Director General for Knowledge (DDK)			
Once the CFP is elaborated and approved, FAO HQ should establish a network or task-force within the Organization to assist the FAO Representation in Brazil to meet the requests that the country presents to the Organization. It should have representatives from the key divisions and services responsible for the areas that will be identified in the CPF, based	To Consult the Office of Deputy DG on specific actions to be taken	FAO Brazil's CPF has negotiated with the Brazilian resulting in the identification of four strategic areas of interest. However, the document has not been yet approved by RLC, due to minor modifications requested. Once approved, Brazil expects to received the necessary support from the technical units in RLC and HQ in order to fully comply with the expectations of the Gob and civil society which fully participated throughout this exercise.	See comments on the previous column.

either in HQ, RLC or elsewhere, and it would be the first port of call to identify rapidly the best technical experts and means to assist the country. Staff in this TF should make adequate time allocations in their annual work-plans to assist Brazil at national level and to identify jointly areas in which Brazil could effectively contribute to development initiatives in other countries and regions.			
Recommendation 16, To GoB and FAO			
In order to improve its effectiveness in Brazil as a knowledge organization and specialized agency of the UN, FAO should: 1. strengthen the technical assistance component in national projects provided through international experts and FAO technical staff in order to raise the added value that the Organization can bring to the country; 2. strengthen the technical competencies of the Programme Group in the FAO Representation with the addition of national or international experts in the priority areas identified through the CPF in order to enhance effective technical dialogue with GoB institutions, RLC and HQ;	1. To include the enhancement of technical capacities installed at FAOBR into the CPF exercise 2, 3. To include recommendation items into the annual training calendar.	1. FAO in Brazil is monitoring the UN negotiation with the Brazilian government regarding the decree 5151 which regulates the NEX modality projects. This negotiation will have a direct impact on FAO's ability to promote the added value of international technical assistance TSS in UTF projects. 2,3. FAOR Brazil will continue discussions with HQ and RLC in order to support the Programme Group orientation, as well as the possibility to strengthen the technical competencies of the Programme Group with the addition of national or international experts in the priority areas identified through the CPF. So far RLC has sent capacity building workshops invitations only for administrative and operational topics.	FAO shall negotiate with GoB means aimed at maintaining or increasing, as appropriate, TSS budget within the UTF projects.

3. support the Programme Group with a one-month orientation in FAO HQ and RLC for all its technical staff to allow them to understand in depth what FAO can offer to Brazil as well as develop personal relationships with staff in the other locations and improve networking between the national, regional and HQ levels.			
Recommendation 17, To the FAO Representation in Brazil			
The FAO Representation must organize its resources so as to ensure effective monitoring, coordination and exchange of experience and lessons learned across the projects it is responsible for.	To prepare a monitoring strategy and annual plan for monitoring and evaluation missions covering all ongoing projects by 2011 in order to follow up outcomes resulted from ZOPP.	Calendar of regular project meetings approved and under implementation, as a result of the 2012 ZOPP exercise.	Better project management, improved evaluation, and coordination among projects in the field.
Recommendation 18, To GoB and the FAO Representation in Brazil			
In the context of the Country Programming Framework, FAO-Brazil should seek to extend and decentralize its network of partners to include state governments, universities, NGOs and other elements of civil society. This will allow FAO to target technical resources to where the needs are greatest.	1.According to the ZOPP process held in 2010, FAO Brazil will seek to strengthen current partnerships and establish new ones. 2. A calendar of visits has been already prepared.	1,2) This recommendation has been fully incorporated in FAOBR annual work plan in order to strengthen partnerships. Currently, FAOBR is undergoing a process of decentralization in order to expand its network of partners.	1,2) FAOBR with the support of HQ (LEG, ,OCD, TCRS, TC, AF) and RLC are developing innovative mechanisms to promote these type of initiatives. An agreement between ITAIUPU Binacional and FAOBR has been negotiated and is currently under revision by FAO HQ. In addition a new agreement has been signed between FAO DG and SESI in order to promote the Program

			"Cozinha Brasil" through a South-South cooperation paradigm. Similarly, two new agreements are being negotiated with ODEBRECHT Foundation and Banco do Brasil Foundation in order to strengthen FAOBR activities in the country, as well as promoting South-South Cooperation initiatives.
Recommendation 19, To TCDM			
Given the reality of Brazil and other emergent nations, FAO is challenged to develop innovative partnership arrangements for triangular cooperation that ensure clarity of roles and responsibilities, transparent and sound management of resources towards stated objectives and trust and cooperation among stakeholders.	To implement the mentioned project and to negotiate new ones. To establish an internal capacity for adequate implementation of triangular cooperation initiatives.	1,2. This recommendations were fully incorporated in FAOBR annual work plan, thus resulting in the implementation of a new South-South cooperation project and the consolidation of an agreement between the Gob and FAO in order to regulate the innovative paradigm of South-South cooperation.	1. Project OSRO/RAF/202/BRA has been signed and is in an initial stage of implementation. This project is being coordinated by TCE in HQ with the purpose of promoting the implementation of local purchase policies in African Nations, based on the Brazilian experience. 2. A basic framework agreement for South-South cooperation between the Brazilian government and FAO has been signed.
Recommendation 20, To GoB and FAO			
FAO-Brazil should gradually expand its functions to be both a Representation and a Liaison Office. This	In coordination with RLC and HQ to continue executing and strengthening liaison work developed by FAOBR as	FAOBR would like to point out that the office is in fact currently performing liaison related functions, and this recommendation has been noted.	FAOBR successfully promoted the allocation of resources for the following programs:

transformation will require support for capacity development, adjustment of staff profiles and internal workflow organization. Specifically, this would include the coordination function of triangular cooperation initiatives between Brazilian and third country partners.	follows: 1. Supporting GoB with the allocation of resources through the emergency unit of FAO for the S-S cooperation in the context of humanitarian and emergency actions in Haiti, Africa, and Latin-American countries. 2) Supporting GoB to allocate resources in the following projects: GCP/RLA/160/BRA, GCP/RLA/180/BRA, and GCP/RLA/190/BRA.	Note: The capacity development and staff profiles adjustment will require guidance and direct counselling from HQ and RLC in order to define the new role of FAO in Brazil.	GCP/RLA/160/BRA, GCP/RLA/180/BRA, and GCP/RLA/190/BRA. CGP/RLA/193/BRA CGP/RLA/195/BRA
Recommendation 21, To GoB and the FAO Representation in Brazil			
The FAO Representation, in close collaboration with RLC and HQ and through an enhanced dialogue with the Government of Brazil, should initiate as soon as possible the preparation of the FAO-Brazil Country Programming Framework. This important road map should describe, among other things, the key principles underpinning FAO-Brazil cooperation, including stakeholders, roles and responsibilities, and sources of funding.	1.Formally start the CPF negotiation with GoB through exchange of letters. 2. Develop and finalize the CPF document	FAOBR has successfully engaged in negotiations with the Brazilian Gob, and civil society stakeholders in order to identify four strategic areas of interest under the new Country Program Framework.	1. A final draft of the document has been summated for RLC approval and in currently under review.
Recommendation 22, To GoB and the FAO Representation in Brazil			

As a preliminary step to the preparation of the FAO-Brazil Country Programming Framework, FAO should carry out a sector by sector needs/priority assessment to gather the foundational information that would provide the essential input into the CPF. The assessment should be supported by the TCP Facility and should take into account the findings of this evaluation. The assessment team should be comprised of FAO staff with experience in Brazil.	1.Revise and adapt the ToRs, submit them to RLC, launch the consultation contract 2. Elaborate a draft FAO TF supporting CPF exercise	This recommendation has been fully incorporated and with the support of an experienced consultant FAOBR underwent a deep process of sector by sector assessment in order to identify strategic the needs and priorities for each mandatory area.	This recommendation has been fully incorporated in the elaboration of FAOBR CPF.
Recommendation 23, To the Government of Brazil and the FAO Representation in Brazil			
FAO and the GoB should set up a Steering Committee with representatives from the Government at different levels, civil society, the academy, and private sector, which would have a monitoring and advisory role in the preparation and implementation of the FAO-Brazil programming framework, enhance the sharing of experiences and best practices across the range of partners.	1.Propose the establishment of the Steering Committee to GoB via official letter. 2. Discuss the composition, responsibilities and reach of the SC at the beginning of the CPF exercise.	1,2. Through the development of FAOBR CPF the possibility to create a SC for monitoring and follow up of the programming framework is being considered.	1,2. See previous column
Recommendation 24, To the Government of Brazil and FAO			
FAO and GoB must revise the UTF funding model, so that FAO can fulfill its mandate in the areas that are of priority concern to the government and other stakeholders, and in which the	FAOBR to liaison with TCDM, CSFE, LEGA, CSAP and TCSR on a project-by-project basis in order to seek compatibility between FAO	In close collaboration with UNCT, Regional Office, and HQS , and Government, the UTF strategy has been discussed and incorporated into CPF.	Awaiting for results.

technical support is the primary input by FAO and is compensated as per the Organization's rules and procedures.	Rules and GoB requests as far as new UTF are negotiated, as appropriate.		
Recommendation 25, To FAO and CSFD			
FAO must ensure that in Brazil, the Voluntary funded initiatives produce enough AOS to pay for their management and operations cost and that no resources from the RP are used to support project operations.	1. To negotiate the share of the 10% fee of the GEF projects and the charge of the 6% of its direct cost (AOS) for the FAOBRA. 2. To negotiate recovery costs under EC projects. 3. To Follow-up the approval of the revision of the Presidential Decree 5151.	1.As a result of discussion with the GEF team at HQs, an agreement has reached on how to better share the AOS generated. The decree 5151 is under discussion for revision. 3. An agreement has been reached.	1. Improved AOS resources from GEF, with prospects of further improvements. 2. Awaiting final decisions on decree 5151.
Recommendation 26, To the Government of Brazil and FAO			
All triangular cooperation between Brazil as a donor, FAO as facilitating agency and any other country or groups of countries should be based on the following principles: 1. The theme of cooperation should be a successful Brazilian experience in the country itself, developed through a critical mass of work with FAO and for which enough expertise is available in the country to support and follow-up the diffusion and adaptation to other	1.To support FAO HQ and RAF in order to implement the project GCP/RAF/462/BRA recently signed.	a,b,c,d) This recommendations were fully incorporated, thus resulting in the implementation of a new triangular cooperation agreement between the Gob and FAO that has contemplated the previously mentioned principles.	A basic framework agreement for triangular cooperation between the Brazilian government and FAO has been signed.

countries; 2. The theme must be relevant to and contribute to one or more FAO Strategic Objectives; 3.The project cycle – from identification to monitoring – must be carried out with full participation of all stakeholders, including the partner third country/ies; and 4. The modality of delivery must follow FAO's rules and regulations for project implementation and evaluation, including on project support costs and technical clearance and responsibility.			