

Submitted by FAOR Ethiopia
1 March 2011.

Management Response – Evaluation Of FAO Cooperation in Ethiopia 2006-2010
Comments on the Evaluation Report

General

- FAO Ethiopia recognized that many of the findings were useful and recommendations were clearly made with a view to assisting the FAO programme in Ethiopia to focus better and improve its efficiency, particularly through key tools such as the One Country Programme, resource mobilisation strategies, and streamlining the SFE support to programme activities in-country. These points are well taken in general.
- While the recommendations are very useful and addressed at overcoming present deficiencies there is lack of balance in the report, with the positive aspects of FAO Ethiopia's work not as thoroughly documented as the criticisms. For example, there was no mention of best practices, lessons learned, diversifying livelihood options, developing market opportunities and linkages, and other initiatives, where FAO has been involved with success.
- It is noted that comments and suggestions made to the Evaluation Team during the debriefing appear to have been largely disregarded to the detriment of the quality and accuracy of the report.
- It is also noted that there is failure in considering the full country context. For example, the section on the livestock sector is limited to animal health and overlooked other components such as breeding, feed and management and fisheries despite relevant reports provided by staff of on-going initiatives such as the livestock value chain development on dairy and cattle fattening under the Crop Diversification and Marketing Development project and the sub regional TCP/RAF/3310 on livestock commercialisation.
- A good number of issues in the recommendations require an increased capacity in human resources (both numbers and skills mix) to be dealt with and also require time as well as Corporate support. The country office is acting proactively to implement some of the recommendations and work is already underway but there is need to be mindful of the complexities involved with some of them.

Management response to recommendations								
Recommendations	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
		Accepted	Partially Accepted	Rejected		Action	Timing	Unit Responsible
Recommendation 1	yes	X			<p>The Road Map (CPF) for FAO Ethiopia is now under preparation. The delay of finalizing the “old” NMTPF was due to guidance by the HQ (assuming change in the approach) and government that was in the process of preparing the GTP where the NMTPF was to align to.. The CPF is being prepared in line with the existing National, sub-regional, regional and global frameworks and the FAO SOs.</p> <p>The CPF will essentially focus 3 key areas of work for FAO in Ethiopia and these will be constituted in thematic areas/teams, including a food security team.</p> <p>It should hopefully lead to a restructured portfolio, depending on donor response. Pillar specific strategies will be pursued with the donors most interested in the respective pillars</p>	Preparation of the CPF	By May-June 2011	FAOR/SFE
Recommendation 2	yes	X			<p>Considerable work need to be done in relation to resource mobilisation. The country office will explore working more closely with the existing in-country donor platform, the REDFS. FAO Ethiopia has already engaged TCS and in fact the HQs based focus team for Ethiopia and the Horn for support on resource mobilisation. The CPF will be used as a resource mobilisation tool followed by a communication/advocacy plan for FAO Ethiopia.</p> <p>Links with TCI need strengthening to leverage resource mobilisation for FAO Ethiopia. However some challenges are anticipated due to the nature of TCI work.</p>	<p>Government, donors and the UNRC will be contacted for resource mobilisation</p> <p>The CPF will be presented in the REDFS</p> <p>FAO to show case success stories with donors.</p>	August/September 2011	FAOR/SFE/TCSP, TCI,TCE
Recommendation 3		X			ONE Unified FAO Ethiopia office will be established and build around the CPF outcomes. A	Institutionalizing of the	April 2011	FAOR/SFE/ HQ

				<p>livestock, crop, NR, Food security and marketing teams will be established and the human resource capacity and skills mix re -arranged to deliver the identified priority areas of work. This will require changes in the present structure as well as personnel with a different mindset and sense of teamwork. The Administration section already functions as one and Programme and operations are to follow- a proposed structure has already been discussed. For parts of FAO Ethiopia it represents a major “culture” change and considerable team building is required.</p> <p>In order to bring a level of coherence in programming a unified monthly programme meeting has already been established, bringing all professional together to discuss programme related issues.</p> <p>However, this issue needs to also be tackled at Corporate level due to existing mechanisms that presently do not favour the concept of a unified country office, especially when Emergency Coordination Units are set up to function almost independently as pararel offices, often leading to issues of conflicting interests in resource mobilisation for short and long term activities. This problem is common to Offices other than FAO Ethiopia.</p> <p>SFE will continue to support the country programme at various levels; the present arrangement is that a SFE focal point for the country assumes coordination of the MDT support. This is already happening with the full SFE support to the preparation of the CPF</p> <p>An annual retreat will be introduced starting with one this year, The retreat will also cover team building.</p>	UNIFIED FAO Ethiopia office	By the indicated time we hope to have a unified structure adopted, however the work of building a one FAO team will take longer and is continuous	(TCE)
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Recommendation 4	yes	X			<p>Recognizing the fact that a national AFAOR is key in ensuring continuity and the mechanism to engage FAOR with the government the specificity of this country Office would benefit from the support of an internationally recruited officer with the required skills and experience to support the FAOR. However in order to be effective such position would need to be on a continuous basis and therefore budgeted for.</p> <p>Other mechanisms of enhancing human capacities such as the use of voluntaries, seconded staff, APOs etc will be explored.</p> <p>A critical area of support where FAO is lacking is on communications. A robust communications strategy is key to visibility and resource mobilisation. The Office will explore cost sharing a communications expert to serve its entire needs.</p> <p>Efforts being made to build a team and improve programme coherence include the recently established monthly programme meeting that brings together professionals at FAO Ethiopia supported by some SFE members when relevant.</p>	Programming team established.	Feb 2011	FAOR
Recommendation 5		X			<p>While this is a welcome recommendation especially in view of the adoption of RBM where FAO needs to show results/impact rather than number of activities carried out; the donor driven nature of many FAO activities is a major challenge to prioritisation/focus.</p> <p>Availability of funding for long term development will be the major bottleneck that should be solved.</p> <p>The expectation is that the CPF will also provide the much needed focus.</p>	This will be a continuous activity	Following completion of the CPF	FAOR/SFE in collaboration with the government

