

Project Evaluation Series

**Final evaluation of the project
“Strengthening institutionalized
subnational coordination
structures and harmonization
mechanisms” in Ethiopia**

Project code: GCP/ETH/089/EC

Management Response

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Rome, 2020**

Management response matrix

Management response to the final evaluation of the project “Strengthening institutionalized subnational coordination structures and harmonization mechanisms” in Ethiopia					04/2020
Evaluation Recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	Further funding required (Y or N) (f)
<p>Recommendation 1. If similar projects are designed and implemented in the future, an agreement should be signed with the federal Government from the start; there is a need to ensure that organic reporting lines are consistent between the federal level, the regional level and the zonal/district level. A coordination project cannot be successful unless there is an institutional consistency and articulated delegation of authority among the various levels to induce institutional change and to move forward the resilience agenda. In the future, signing a tripartite agreement between the federal Government, FAO and the donor will enhance the partnerships with federal coordination mechanisms such as RED&FS and those at regional and zonal levels.</p>	Rejected	1.1 The point is noted. Although the recommendation is directed at the government, we are of the view that the recommendation is not practical. There is no provision in FAO rules and regulations to sign tripartite agreements.			
<p>Recommendation 2. For future projects of this nature, to ensure proper involvement and ownership from the Government side, the project has to be anchored to national institutional organizations at federal, regional and zonal level. A steering committee, chaired by a representative of the government line Ministry, has to be formed at project start-up. This will ensure smooth implementation and informed and inclusive decision making. Sustainability of project impacts will hence be reinforced as government-led structures will take ownership of project</p>	Partially Accepted	2.1 The recommendation is directed to the government, however it is also not practical to make steering committees mandatory. Currently FAO has forty operational projects, some of which have a coordination component, therefore it's not possible to have have steering committees for all projects. It is also	FAOR	Ongoing	N

<p>results. Reporting project results and progress on the basis of contractual agreements is key to ensuring smooth implementation and the achievement of project objectives. Close monitoring is needed in such projects implemented in complex and evolving contexts.</p>		<p>important to note that Ethiopia is one of the largest recipients of development assistance. In this regard, the GOE will not be able to sustain a large number of steering committees.</p>			
<p>Recommendation 3. Stronger high level support to the project team is needed from FAO senior management, in collaboration with European Union senior management, in upcoming projects to carry forward the resilience discussion in high level fora. A common shared vision for mainstreaming the promotion of resilience coordination between the two organizations has to be defined at project start-up. FAO should conduct, as part of its core activities, a continuous follow-up and analysis of the coordination context and the positioning of major players with respect to resilience.</p>	<p>Accepted</p>	<p>3.1 Point noted. It is important to note this issues was already address during the later stages of project implementation. FAO senior management is already taking advantage of existing platforms to carry forward the discussions on resilience. These include the Global Network Against Food Crisis Partnership Network steering Committee, which is chaired by the State Minister of Ministry of Agriculture, and membership drawn from EU Delegation, UNICEF, WFP, NDRMC, and NGOs.</p> <p>3.2. The organogram is being revised to include a team of Technical Mainstreaming Specialists reporting directly to the FAOR. The specialist will consist of a resilience specialist. The issues raised will be included in the TORs of specialists. In addition, a Food Nutrition Security information unit will be</p>	<p>FAOR</p>	<p>2020</p>	<p>N</p>

		created. The unit will provide oversight on cluster coordination.			
Recommendation 4. For future projects supporting coordination, an in-depth analysis of existing coordination mechanisms and how they function has to be conducted at design stage or before project start-up. This analysis should then be updated every year during. Final Evaluation of GCP /ETH/089/EC the course of project implementation, and it should in turn inform project implementation and help prioritize the activities to be implemented in what is a very dynamic context.	Accepted	4.1 FAO ET is currently undertaking a Disaster Risk Management situational analysis.	Technical Mainstreaming Specialists	Ongoing	Y
Recommendation 5. The FAO regional resilience team at SFE has a role to play in future coordination-support projects by: i) better defining the scope of the project at design stage, with regards to resilience; and ii) informing the project team about the ongoing discussions taking place in the Horn of Africa among the regional institutions (IGAD, African Union).	Rejected	5.1 FAO ET does not clearly understand the basis of this recommendation; therefore, it is rejected. FAO ET works closely with SFE. As such, this recommendation requires further elaboration.			
Recommendation 6. FAO should adopt a coordinated approach to build on the project's results, for example in implementing the coordination subcomponents in the ongoing PROACT project and other upcoming projects. Without continued support through other projects, the sustainability of the enhancements to the DRM-ATFs is questionable. In this regard, FAO should take advantage of the outcomes of the current project and build a programmatic approach with regard to resilience coordination and allow for the use of resources for greater impact and for strengthening its role among the development/humanitarian partners.	Accepted	6.1 Noted, This is already happening. The coordination component GNAFC (PROACT) was strengthened to safeguard the of the 089/EC project. Also, FAO ET will endeavor to mainstream coordination in most of the upcoming projects.	Deputy FAOR	Ongoing	N
Recommendation 7. If similar projects are implemented in the future, a proper monitoring and evaluation system should be elaborated and made operational. Such projects require close follow-up of activities on the ground by the project coordination	Accepted	7.1 Steps have already been taken to improve monitoring and evaluation. The Monitoring team has been beefed up from 1	M&E Unit	Ongoing	Y

<p>team based in Addis Ababa. A project such as this is complex by its nature, and the project coordination team needs to participate on a regular basis in the implementation of activities on the ground, including the DRM-ATF meetings. The project coordination team based in Addis Ababa need to understand the evolution of the coordination demands in each of the sub processes to be able to prioritize and strategize project interventions.</p>		<p>National Monitoring Officer to a team of 6 headed by an International Monitoring and Evaluation Specialist. Also, FAO ET has deployed Field Monitors in Somali, AFAR, and Oromia regions. Resources permitting, Field Officers will be deployed in other regional offices.</p> <p>A programme monitoring framework will be put in place.</p> <p>7.2 The program management team referred to in paragraph 6.1 will ensure the participation of the project team in the implementation of activities.</p>	<p>Deputy FAOR</p>	<p>Ongoing</p>	<p>Y</p>
<p>Recommendation 8. The exit strategy should include operational arrangements to sustain project activities: i) roles and responsibilities of the FAO regional coordinators have to be defined in this regard; ii) project activities to be implemented through newly-funded projects such as PROACT need to be defined and identified; and iii) partners willing to take over for funding the coordination mechanisms at regional and zonal level and organizing monthly DRM-ATF meetings need to be identified in each region.</p>	<p>Accepted</p>	<p>8.1 Action to be taken is outlined in paragraph 6.1 above. The revised organogram will also clarify the roles and responsibilities of regional coordinators</p> <p>8.2 The GNAFC (PROACT) project activities have already been revised to strengthen coordination in Oromia and Somali regions. Additional resources are required to support coordination activities in other regions.</p>	<p>FAOR</p> <p>GNAFC Project team</p>	<p>2020</p> <p>Ongoing</p>	<p>N</p> <p>Y</p>

<p>Recommendation 9. If similar projects are designed in the future, the scope of the project should be better defined at the design stage to focus on resilience coordination in the agricultural sector to avoid the challenges posed by multi-sectoral coordination and reduce the number of stakeholders at zonal, regional and national level. In this regard, the focus of the project should be more clearly defined at the design stage. Each stakeholder has specific needs and the selection of relevant participants is key to achieving the expected objectives. As such, any future project of this nature must be based on an in-depth stakeholder analysis, as well as a participatory capacity needs assessment, either at design stage or in the early stages of implementation.</p>	<p>Accepted</p>	<p>9.1. Actions outlined in paragraph 5.1 address this recommendation.</p>	<p>Technical Mainstreaming Specialists</p>	<p>2020</p>	<p>N</p>
<p>Recommendation 10. At design stage and based on the in-depth analysis undertaken, a participatory conceptualization of coordination in agricultural development/resilience needs to be elaborated and an appropriate time frame for full-scale interventions needs to be established, in consultation with the relevant partners (including major donors). Coordination is a multi-timescale process that requires differentiated activities for the short-, medium- and long-term.</p>	<p>Accepted</p>	<p>10.1. The recommendation to do with in-depth analysis is also highlighted in recommendations, 3, 4, 5 and 9. Therefore actions outlined in the respective recommendations apply.</p> <p>10.2. Support will be sought from SFE, RAF, and HQ on the conceptualization of coordination.</p>	<p>Technical Mainstreaming Specialists</p>	<p>Ongoing</p>	<p>N</p>
<p>Recommendation 11. Major donors in the area of agricultural development need to back up such projects in high level forums to push the resilience agenda. The project could have benefited from the 'privileged position of the European Union as co-chair of the Executive Committee to influence the LRRD agenda at a higher level and provide back-up support'.</p>	<p>Partially Accepted</p>	<p>10.1 Point noted, this will be brought to the attention of donors.</p>	<p>FAOR</p>	<p>Ongoing</p>	<p>N</p>