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Follow-up report to the management report

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One Year Follow-up report of the Management response to the Evaluation of FAO Cooperation in Ethiopia			Date: May 12, 2012 Submitted by the FAOR C. Camarada
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
<p>Recommendation 1 <i>Develop a Road Map for FAO in Ethiopia.</i> FAO must urgently reignite the process of dialogue, both internal and with the GoE, to develop the CPF which will serve as a Road Map for the strategy FAO in its entirety in Ethiopia for the next 5 years aligned with priorities identified within the GTP. While the content of the Road Map will be developed through constructive dialogue on priorities and strategies, the Evaluation Mission identifies certain key areas which deserve consideration</p>	<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. 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>	<p>The Road Map (CPF) for FAO Ethiopia is completed. The CPF is prepared in line with the existing National priority, sub-regional, regional and global frameworks and the FAO SOs. The CPF accommodated the emergency and development program planning into one document. The CPF focussed essentially to 3 key areas of work for FAO in Ethiopia which are; Production and competitiveness, Natural Resource Management and watershed development and Food and Nutrition security. In line to this four technical teams are established (crop, livestock, NR and Food and Nutrition security)</p>	<p>The FAO Ethiopia office has conducted regular meetings with senior government officials to discuss on the agriculture development issues. The office also established the regular weekly management meeting and by-weekly and monthly program meeting</p>
<p>Recommendation 2 <i>Engage proactively in programmatic resource mobilisation.</i> FAO should utilize its Road Map, and its international reputation, technical capacity, global networking and information capabilities and other attributes to better mobilize longer term resources for integrated risk reduction, resilience building and development interventions.</p>	<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</p>	<p>The country office is working more closely with the existing in-country donor platform, the REDFS. In collaboration with TCI has prepared USD 1.5 million project to support the AGP. The CPF will be used as a resource mobilisation tool followed by a communication/advocacy plan for FAO Ethiopia.</p>	<p>FAO Ethiopia office is now represented in different technical committees (AGP and SLM) and Task Forces (Irrigation, Best Practices and Climate adaptation) that are working under the RED & FS</p>

	<p>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>Recommendation 3 <i>Unify FAO in Ethiopia.</i> The new incoming FAOR must use the Road Map to create a common vision within the FAO country team, complemented by management structures and systems for sectoral and thematic teamwork for planning, implementation, monitoring and evaluation of FAO interventions.</p>	<p>ONE Unified FAO Ethiopia office will be established and build around the CPF outcomes. A 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</p>	<p>ONE Unified FAO Ethiopia office established and build around the CPF outcomes. A livestock, crop, NR, Food and Nutrition security technical teams are created. The current structure is now changed to perform the integration. Technical officers and General service staff are assigned to be in the same office for better communication and better teamwork. Local culture team established. General Staff bi-annual meetings and general annual retreat conducted.</p> <p>Following the new structure, a bi-weekly, program management meeting and a monthly meeting was scheduled and implemented. This meeting involves the participation of officers in Addis and in the field. In addition the technical teams conduct meetings regularly.</p> <p>As part of strengthening of the decentralized offices the TCE has transferred the budget holder responsibility to the country office.</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.</p>	<p>Integration of Emergency and development programs is established. The budget Responsibilities of the TCE projects are transferred to FAOR. A ne FAO ET structure is now in place</p>

	<p>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>		
<p>Recommendation 4 <i>Strengthen FAO’s visibility in, and relevance to, Ethiopia.</i> Given the multiple functions of the FAO representation, and the deleterious effect this has on the country representation to Ethiopia, and with a view to further strengthening the principles of the decentralisation of FAO’s activities, FAO should consider options that would give greater strength to the FAO Ethiopia country office, and minimise the negative effects on Ethiopia of the double accreditation currently in place.</p>	<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>Recognizing the fact that a national AFAOR is key in ensuring continuity and the mechanism to engage FAOR with the government the specificity of the country Office has requested for internationally recruited officer with the required skills and experience to support the FAOR.</p> <p>To improve the visibility a communications officer supervised by the FAOR is in place. A robust communications strategy is under development. As the office is now unified the budget for the communication is covered from the country office. Additional international communication officer for also recruited for SFE.</p> <p>The regular bi-weekly and monthly program meeting is being conducted</p> <p>Due to the particular characteristics of the Addis</p>	<p>Quarterly Regular meeting with Government high officials established. The first FAO update leaflet printed and distributed to stakeholders and partners. The FAO website updated and information are posted in the web site. Regular weekly management and bi-weekly program meeting is established.</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.	Office there was a recommendation to strengthen the FAO with the recruitment of an international A-FAOR or Senior Programme Officer which has not been implemented. We would like to call the attention of management for this very important recommendation that is and even more relevant with increased work load due to Decentralisation – FAOR-ETH is now BH for all projects and also in view of the Renewed Commitment to the Horn of Africa.	
Recommendation 5 <i>Increase the depth and moderate the breadth of FAO field activities.</i> This recommendation centres on prioritization, to ensure greater relevance and impact. FAO should devote less effort to fund management of relatively small projects implemented by NGO and GoE partners. FAO should give greater attention to promoting innovative approaches in the areas of food security and rural development that can be scaled up through national programmes and widely disseminated as good practice guidance. Greater emphasis on capacity building, networking and technical backstopping to the emergency response and development interface would be much more conducive to FAO's comparative advantage.	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. Availability of funding for long term development will be the major bottleneck that should be solved. The expectation is that the CPF will also provide the much needed focus.	The Country office has implemented the RBM approach programming to focus on areas to respond to the government priority areas and the regional and regional Frameworks. This was clearly implemented in the CPF preparation. The resource for the program implementation is still a challenge as most donors prefer to channel their support to directly to the government resulted no resources available for FAO. However the office is using its CPF as resource mobilization tool and continuous interaction with the donors is being done	Following the finalization of the CPF, focused plan of work and Budget (PWB) for 2012-13 biennium is prepared. The PWB is aligned with the GTP, UNAF, the DRS and HoA initiative.
Recommendation 6 <i>Strengthen the evidence base.</i> Lack of reliable data remains a challenge in Ethiopia. FAO should review information system work completed to date and develop a clear plan for strategic support for capacity development in the area of food security and development statistics for the purpose of knowledge generation, sectoral	FAO will continue working with government and other partners to streamline the development work and to secure the data analysis and M & E issues related to projects implemented in the country Once established the Food Security team will also have a role in supporting Food	FAO Ethiopia is closely working with the government in general and MoA in particular. In this regard the FAO is co-chairing the Agriculture Task Force for Disaster Risk Management and Food Security at federal and regional level. This has helped the office to support the government in coordination and analysis of the agricultural information system.	FAO is co-chairing with Government, the Agriculture Task Force for disaster and Risk Management at federal and regional level. FAO also co-chairing (with WFP) the Economic Development and Risk Reduction Pillar of the UNDAF implementation.

M&E and policy support.	Security Information systems (provided human capacity is available).		
<p>Recommendation 7 Raise the profile of SLM, forestry, pasturelands and fisheries management. Due probably to the weight of emergency funding in FAO’s project portfolio, attention to sectors other than crops is dramatically dwarfed, in spite of their importance in sustainable development and food security. Sustainable land and water management need to be streamlined in land-based development projects. Innovative methods to promote community-based natural resource management, including agro-forestry, soil and water conservation and land management with <i>kebele</i>, <i>woreda</i> and region involvement, should be promoted.</p>	<p>The government has given top priority to irrigation development and improving water management. FAO Ethiopia also needs to continue its support for strengthening agricultural water management in line with AQUASTAT.</p> <p>SLM and rangelands will be dealt with by the NRM team which is a focus area of the CPF but where the Country Office is short in human resources.</p>	<p>The government has given top priority to irrigation development and improving water management. FAO Ethiopia is member of the SLM Technical Committee and three Task Forces under the RED & FS platform and contributing to the national program. FAO also implementing projects directly related to watersheds and small-scale irrigations.</p> <p>SLM and rangelands is followed up by the NRM technical team of the office. More human resources are required to strengthen this team</p>	<p>FAO is a member of the SLM TWG under the RED & FS platform. Under the SLM, FAO is a member in the Best Practice, Irrigation, Climate Change adaptation three Task Forces</p>
<p>Recommendation 8 Place greater emphasis on capacity building. FAO needs to broaden its horizons in capacity building in Ethiopia, in line with FAO’s core functions. Of particular relevance is capacity development in the areas of quality data assembly and synthesis, policy analysis and policy development. There is also a need for wider engagement with national (and regional) research institutes to both strengthen the evidence base of interventions, to engage a wider constituency, and to make a greater contribution to the rapidly expanding range of academic institutions in Ethiopia.</p>	<p>While contract farming is good practices for overcoming market risk, in the absence of contracts (regardless of) farmers can become commercial seed producers through cooperatives and unions. The government has taken strong measures on commercialization of small holders farmers produce and in recent years success stories have been registered.</p>	<p>The FAO country office has closely working with the government and supported the agriculture Investment through the TCP. Critical work on capacity development will part of at least three key interventions on forestry assessment, land use planning and Institutional support to the Planning and Policy Department. These are all to take place this year.</p>	<p>FAO is implementing the Crop Diversification and Marketing Development Project focusing agriculture marketing and agribusiness. In this relation Farmers Business Schools are established and Farmers are trained to understand agriculture as a business.</p> <p>FAO will be supporting Directorate of Natural Resources on capacity development on undertaking forestry assessments and land use planning.</p>