

Project Evaluation Series

[04/2020](#)

# Evaluation of the project “Strengthening institutionalized subnational coordination structures and harmonization mechanisms” in Ethiopia

**Project code: GCP/ETH/089/EC**

**Follow-up report**

Evaluation of the project "Strengthening institutionalized subnational coordination structures and harmonization mechanisms" in Ethiopia - Follow-up report					09/2023
Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	Impact of, or changes resulted from taken actions
<p><b>Recommendation 1.</b></p> <p>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&amp;FS and those at regional and zonal levels.</p>	Rejected	-	-	-	-
<p><b>Recommendation 2.</b></p> <p>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</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 steering committees for all projects. It is also 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.	Previous coordination and capacity building projects - GCP/ETH/102/EC (Global Network Against Food Crisis Partnership Network) Steering Committee, which is chaired by the State Minister of Ministry of Agriculture, and membership drawn from European Union Delegation, UNICEF, WFP,	Good	

Evaluation of the project “Strengthening institutionalized subnational coordination structures and harmonization mechanisms” in Ethiopia - Follow-up report					09/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted</b> or <b>Rejected</b>	Management plan			Impact of, or changes resulted from taken actions
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	
ownership of project 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.			NDRMC, and NGOs. GCP/ETH/115/EC project also has Ministry of Agriculture led Project Steering Committees.		
<b>Recommendation 3.</b> 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.	<b>Accepted</b>	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 Eropean Union Delegation, UNICEF, WFP, NDRMC and NGOs. 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 created. The unit will provide oversight on cluster coordination.	FAO Ethiopia has continued to regularly interact with EUD in Ethiopia. As a result the country office continues to partner with the EUD delegation. Recently the country office launched an European Union funded project GCP/ETH/115/EC which covers disaster risk management, food security information systems and early warning as well as support towards social protection, all important aspect of resilience work.	Good	

Evaluation of the project "Strengthening institutionalized subnational coordination structures and harmonization mechanisms" in Ethiopia - Follow-up report					09/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted</b> or <b>Rejected</b>	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	Impact of, or changes resulted from taken actions
<p><b>Recommendation 4.</b></p> <p>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. The 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.</p>	<b>Accepted</b>	4.1 FAO evaluation team is currently undertaking a disaster risk management situational analysis.	FAO evaluation team completed the disaster risk management situational analysis and also conducted food and nutritional security capacity needs analysis. In addition to this FAO evaluation team also did a mapping of social protection actors.	Advancing	
<p><b>Recommendation 5.</b></p> <p>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).</p>	<b>Rejected</b>	-	-	-	-
<p><b>Recommendation 6.</b></p> <p>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</p>	<b>Accepted</b>	6.1 Noted, This is already happening. The coordination component GNAFC (PROACT) was strengthened to safeguard the of the GCP/ETH/089/EC project. Also, FAO evaluation team will endeavor to mainstream coordination in most of the upcoming projects.	Coordination is being included in the various programmes/projects. For example PROACT and emergency projects.	Good	The focus on coordination has helped FAO evaluation team to contribute on improvements on coordination for early warning and

Evaluation of the project "Strengthening institutionalized subnational coordination structures and harmonization mechanisms" in Ethiopia - Follow-up report					09/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted</b> or <b>Rejected</b>	Management plan			Impact of, or changes resulted from taken actions
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	
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.					special protection programming in Ethiopia.
<b>Recommendation 7.</b> 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 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.	<b>Accepted</b>	7.1 Steps have already been taken to improve monitoring and evaluation. The Monitoring team has been beefed up from 1 National Monitoring Officer to a team of 6 headed by an International Monitoring and Evaluation Specialist. Also, FAO evaluation team has deployed Field Monitors in Somali, AFAR, and Oromia regions. Resources permitting, Field Officers will be deployed in other regional offices. A programme monitoring framework will be put in place. 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.	FAO Ethiopia has initiated a monitoring system which informs the design and implementation of programmes and projects. The system includes baseline, midterm and endline surveys. Joint monitoring missions and case studies.  The system has also improved the reporting and showcasing of FAO intervention. These have lead to an improvement in resource mobilization and positioning of the organization in Ethiopia.	Good	
<b>Recommendation 8.</b> The exit strategy should include operational arrangements to sustain project activities: i) roles and responsibilities of the FAO regional	<b>Accepted</b>	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 8.2 The GNAFC (PROACT) project	FAO Ethiopia field coordinators are responsible for co-chairing the DRM-ATF activities in	Advancing	

Evaluation of the project “Strengthening institutionalized subnational coordination structures and harmonization mechanisms” in Ethiopia - Follow-up report					09/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted</b> or <b>Rejected</b>	Management plan			Impact of, or changes resulted from taken actions
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	
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		activities have already been revised to strengthen coordination in Oromia and Somali regions. Additional resources are required to support coordination activities in other regions.	the various regions. FAO Ethiopia is also in the process of beefing up field offices to ensure that field coordinators are able to dedicate time to coordinatotion activities.		
<b>Recommendation 9.</b> 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 multisectoral 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.	<b>Accepted</b>	9.1. Actions outlined in paragraph 5.1 address this recommendation.	FAO evaluation team has not designed similar projects during the period under review. Coordination is being included in the various programmes with a specific focuson thematic areas.	Good	
<b>Recommendation 10.</b> At design stage and based on the indepth analysis undertaken, a participatory	<b>Accepted</b>	10.1. The recommendation to do with in-depth analysis is also highlighted in recommendations, 3, 4, 5 and 9. Therefore	Coordination activities are covered as part of other ongoing projects and	Good	

Evaluation of the project “Strengthening institutionalized subnational coordination structures and harmonization mechanisms” in Ethiopia - Follow-up report					09/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted</b> or <b>Rejected</b>	Management plan			Impact of, or changes resulted from taken actions
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	
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.		actions outlined in the respective recommendations apply. 10.2. Support will be sought from SFE, RAF, and headquarters on the conceptualization of coordination.	often nuanced by current developments. For example during desert locust invasion or the drought crisis, coordination is rallied around the ongoing issues.		
<b>Recommendation 11.</b> 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’.	<b>Partially accepted</b>	10.1 Point noted, this will be brought to the attention of donors.	This was brought to the attention of the EUD in Ethiopia. The commitment of the EUD is demonstrated continued leadership and provision of resources in the DRM/Resilience.	Advancing	

Office of Evaluation  
E-mail: [evaluation@fao.org](mailto:evaluation@fao.org)  
Web address: [www.fao.org/evaluation](http://www.fao.org/evaluation)

**Food and Agriculture Organization of the United Nations**  
Rome, Italy