

Country Programme Evaluation Series

**Evaluation of
FAO's country
programme
in Ethiopia
2014-2019**

Management response

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

Management response to the evaluation of FAO's country programme in Ethiopia 2014-2019					18 Sep 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. FAO Ethiopia should adopt a more cohesive programmatic approach and continue to consolidate its fragmented programme under clearly defined and forward-looking CPF programmatic areas responding more closely to national needs and priorities, and a results framework focused on contributions to outcomes rather than mere quantitative output reporting.</p>	Accepted	<p>The recommendation is accepted. It applies to FAO at corporate level. As was noted in the Evaluation of FAO's Strategic Results Framework paragraph 137:</p> <p><i>'FAO has not yet fully managed to adopt a delivery model suited to multi-sector programmes that enhance cohesion across its large project-based portfolios and that leverage its strong partnerships with governments and development partners'</i> ((http://www.fao.org/3/ca6453en/ca6453en.pdf).</p> <p>Therefore FAO senior management is aware of these challenges. FAO Ethiopia will continue to advocate for the adoption of a programmatic approach, which is critical especially for humanitarian interventions which are funded through appeals.</p> <p>The CO also accepts the fact that the portfolio has some projects that are disjointed from the CPF. The situation is exacerbated by the presence of several global/regional projects, contributing to FAO normative work, but that at times are designed without the involvement of the CO.</p> <p>FAO Ethiopia is currently in the process of developing the 2021–2025 Country Programme Framework, therefore the recommendation is timely and will be actioned.</p>	FAOR	Ongoing	N

<p>Recommendation 2. In line with the Government's plans for agricultural transformation and SDG 2 focus on the interconnectedness of improved food and nutrition security and sustainable agriculture practices, FAO Ethiopia should support an economically sound value chain and market-based approach to agricultural development, while upholding normative values of inclusiveness and ecological sustainability.</p>	<p>Partially Accepted</p>	<p>The recommendation is partially accepted due to the fact that the CO was aware of this issue, and started addressing it during the last part of the evaluation period. The CO is seized with supporting economically sound value chains and market-based approach and accept the fact there is scope for improvement. The CO is also providing technical assistance to the GoE to facilitate inclusive and sustainable value chain development. The CO also supported the GoE to prepare comprehensive Development Frameworks and Investment Plans for Integrated Agro-Industrial Parks to enable the optimization of public resources and mobilization of private investments.</p> <p>Reforms by the current the Government since 2018 are creating space for active participation of the private sector in the economy. It therefore offers an opportunity for the CO to scale up work around value chain development which started in 2018.</p> <p>Currently, the CO is supporting the GoE in developing the AGRINVEST programme to reinforce multi-stakeholder frameworks for dialogue between private and public value chain players. Within the framework of the HiH Initiative, FAO Ethiopia is already supporting the GoE to mobilize technical assistance for improved implementation of the ACPZs investment plans.</p>	<p>FAOR</p>	<p>Ongoing</p>	<p>y</p>
<p>Recommendation 3. In line with the SDGs commitment for all actors to work together, FAO Ethiopia needs to broaden its partnerships and collaborate with ministries beyond the Ministry of Agriculture, as well as with IFIs, the private sector and the most capable NGOs, while actively seeking to 'deliver as one' with UN partner agencies.</p>	<p>Accepted</p>	<p>The recommendation is accepted. FAO Ethiopia will take the necessary steps to broaden partnerships.</p> <p>Regarding the enlargement of partnerships with other UN Agencies, IFIs and Civil Society, significant progress has already been registered. The CO technical officers actively participated in the development of the UNSDCF (2020 -2035). FAO is now an active member of the Productive Safety Net Programme donor working group. The successful participation of FAO in PSNP activities led to FAO and the World Bank to explore the possibility of signing an MOU to support the knowledge-generation and</p>	<p>FAOR</p>	<p>Ongoing</p>	<p>Y</p>

		<p>learning jointly. The draft MOU is currently under review by the two organizations.</p> <p>FAO is also the technical lead of the IPC Technical Working Group, which since 2019 has been at the centre of generating information to inform humanitarian and development food security and livelihoods interventions. The CO is also collaborating with the Central Statistics Agency in the collection, analysis and dissemination of price and market information. FAO is an active member of the multi sectorial National Nutrition Technical Committee, chaired by the Ministry of Health.</p> <p>The recommendation is coming at a time when the Government is creating a conducive environment for the private sector to play a central role in the economy. FAO Ethiopia is already taking full advantage of this new development. The CO is now partnering with NGOs, private sector and financial institutions in delivering programmes. It is however important to note that the Organization faces a number of challenges in trying to broaden partnerships with the private sector. This was highlighted in the Evaluation of the FAO Strategy for Partnerships with the Private Sector (http://www.fao.org/3/ca6678en/ca6678en.pdf).</p>			
<p>Recommendation 4. In order to promote collaboration and breakdown the silos that have emerged, the FAO Country Office in Ethiopia should build on the recently implemented reforms and continue to strengthen its own cohesion and management arrangements, including through clearer staff reporting lines, a stronger treatment of cross-cutting themes and more regular internal coordination mechanisms.</p>	<p>Accepted</p>	<p>The recommendation is accepted. An organogram with clear reporting lines between units and staff has been developed and is being operationalized.</p>	<p>FAOR</p>	<p>End of 2020</p>	<p>Y</p>

<p>Recommendation 5. FAO Ethiopia should define a strategy on how to mainstream gender within its projects and programmes in order to contribute to greater changes to the lives of men, women, girls and boys, building upon the recommendations of the Country Gender Assessment, and better institutionalize gender in the Country Office. A capacity development plan for the staff would be useful to enable staff to mainstream gender in their work.</p>	<p>Accepted</p>	<p>Recommendation accepted. A position of a Gender Expert to lead the mainstreaming of gender in all projects and programmes has been created. It is expected to be filled by 2021.</p>	<p>FAOR</p>	<p>June 2021</p>	<p>Y</p>
<p>Recommendation 6. FAO Ethiopia needs to develop a robust M&E and knowledge management system to ensure meaningful lessons from pilot initiatives are documented and used to inform all FAO teams and partners.</p>	<p>Accepted</p>	<p>Recommendation accepted. Since 2019, the CO has adopted a programmatic approach towards monitoring, evaluation, accountability, and learning (MEAL). An M&E Unit has been established and M&E officers outposted in some key field offices.</p>	<p>FAOR</p>	<p>Done</p>	<p>N</p>