

**Project Evaluation Series**

**Final evaluation of  
“Conservation and sustainable use of  
biodiversity, forests, soil and water to  
achieve Good Living/Sumac Kawsay in  
the Napo Province (FSP)”**

**Project code: GCP/ECU/082/GFF  
GEF ID: 4774**

**Follow-up report**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS  
Rome, 2021**

## 1. Follow-up Report

1. After one year in the case of project and country evaluations, and two for thematic or strategy evaluations, the same unit responsible for the preparation of the MR should coordinate the inputs and prepare a follow-up report (FR) on the implementation of the administration response. Its objective is to improve accountability and lesson learning by informing stakeholders about the results and impacts of evaluation recommendations. The FR also reports any variation between the planned actions in the administration's response and those actually carried out. The Office of Evaluation (OED) is responsible for contacting the units responsible for the Monitoring Report in due course.
2. To standardize reporting, considering the experiences of other agencies and a 2013-14 test by OED, the tool known as "Registration of Measures Taken by Management" (MAR) was adopted in the follow-up report format. The MAR is the quantitative self-assessment, carried out by the units responsible, **of the progress made in the implementation** of each of the recommendations partially or fully accepted, applying a scoring system of 6 scales, following the qualifiers presented in Box 2 below.

**Table 1: Qualifiers for the score record of measures taken by management**

<ol style="list-style-type: none"><li>1. None: No action has been taken to implement the recommendation;</li><li>2. Scarce: plans and actions for the implementation of the recommendation are at a very preliminary stage;</li><li>3. Inadequate: implementation of the recommendation is irregular and partial;</li><li>4. Appropriate: Implementation of the recommendation has progressed; there is still no evidence of its results in relation to the intended objective;</li><li>5. Well: The recommendation has been fully implemented and there is initial evidence of its impact relative to the intended objective;</li><li>6. Excellent: there is strong evidence that the recommendation has had a positive impact in relation to its intended objective.</li></ol>
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3. The MAR enables OED and FAO to improve their knowledge of good practices and obstacles in the implementation of evaluation recommendations through the collection of quantitative information from all FRs. When OED conducts a process of validating follow-up reports, the Office will include its own score regarding the progress made in implementing the recommendations. The MAR will also contribute to the monitoring system for recommendations and their implementation, for accountability and learning purposes, which was established by the OED in response to the recommendations of the 2012 External Audit.
4. The MAR score complements, for each recommendation, the narrative description and evidence that supports the score of the actions implemented and their impact. The following is the format for the follow-up report.
5. In addition, following the request of the Program Committee at its 103rd session in April 2010 that the FRs to evaluations should include "the program-term impact and policies arising from the implementation of the evaluation recommendations", the Impact column was added in the monitoring matrix. It is understood as an impact on lasting sustainable change directly generated by the actions taken to implement the specific recommendation.

6. The follow-up report should be prepared using the following formator:

### **1.1. Management Response Matrix Monitoring Report (Title and Date)**

#### **1.1.1. Overall progress on the implementation of accepted recommendations**

7. This section provides a brief description of the main achievements in implementing the accepted recommendations, as well as the obstacles encountered in the process.

#### **1.1.2. Detailed progress on the implementation of each of the recommendations**

8. In this section, management shall report on the progress made in the implementation of each of the recommendations accepted, in whole or in part, as well as the obstacles encountered in the process. This should be presented in the format of the Follow-up Report Matrix below (see Box 3) and should include:

- a. The recommendation number and the text thereof, copied from the Management Response;
- b. The actions agreed in the MR, copied from OED, possibly presented in a summary version;
- c. Description of the actions implemented and any comments or information that serve as evidence to self-assessment;
- d. The MAR score; and
- e. The impact of these actions: the impact can happen at any level, including changes in policies, procedures, technical knowledge, livelihoods, state of natural resources, etc.

**Table 2: Follow-up Report Matrix**

Recommendation of the accepted evaluation (a)	Action agreed in Management Response (b)	Description of implemented actions, or reasons for lack of implementation (c)	MAR rating (d)*	Impact of, or change derived from the implemented action (e)
Recommendation 1	Summary of agreed action	Brief description		Brief description
Recommendation 2	Summary of agreed action	Brief description		Brief description
Recommendation 3	Summary of agreed action	Brief description		Brief description

1. *None: No action has been taken to implement the recommendation;*
2. *Scarce: plans and actions for the implementation of the recommendation are at a very preliminary stage;*
3. *Inadequate: implementation of the recommendation is irregular and partial;*
4. *Appropriate: Implementation of the recommendation has progressed; there is still no evidence of its results in relation to the intended objective;*
5. *Well: The recommendation has been fully implemented and there is initial evidence of its impact relative to the intended objective;*
6. *Excellent: there is strong evidence that the recommendation has had a positive impact in relation to its intended objective.*

## 2. Responsibilities and procedures for the Management Response and Follow-up Report

9. OED monitors and facilitates the preparation of Management Responses and Follow-up Reports. OED will in due course request the preparation of these documents and verify that they meet the required standards of completeness and clarity. The OED will publish MR and FR on its website; in the case of evaluations of initiatives financed by extrabudgetary contributions, the MR and FR will also be published in the FAO Field Programme Management Information System (FPMIS).
10. In the preparation of Management Responses and Follow-up Reports, the Responsible Unit should consult and seek the necessary input from stakeholders, both inside and outside FAO, to which the evaluation recommendations were addressed. However, the FAO Administration is fully responsible for the content of the MR and FR and for the implementation of the actions agreed under its mandate.
11. Operational responsibilities are as follows:
  - a. **Evaluation reports for the Program Committee:** The Chairman of the Evaluation Committee (Internal) shall appoint, in consultation with the FDI, a senior officer responsible for coordinating the preparation of the Management Response and the Follow-up Report. This will be done in the initial phase of the evaluation and will be indicated in the Roles and Responsibilities section of the Evaluation Terms of Reference. This will allow the assigned person to be part of the Evaluation Reference Group. The MR should be completed within four weeks of notification by OED and should be sent to the Director of the OED (see Box 4). The FR will be submitted to the Program Committee two years after it has discussed the evaluation report and its MR: eight (8) months before the Program Committee session, the OED will inform the

senior officer responsible for coordinating the MR on the timetable for the preparation of the FR and its discussion.

- b. **Project Evaluations:** The project budget manager will normally coordinate the preparation of the Management Response and the Follow-up Report. The Management Response and the Follow-up Report should be completed within four weeks of your request and should be sent to the SDI. The Follow-up Report should be prepared one year after the Management Response.
- c. **Country Assessments:** The Representative of FAO will normally coordinate the preparation of the Management Response and the Follow-up Report. The Management Response and Follow-up Report should be completed within four weeks of your request and sent to the SDI. The Follow-up Report should be prepared one year after the Management Response. Governments should also be encouraged to provide their own response to the evaluation either separately or as part of the MR. In the latter case, it should be explained in the MR which actions were agreed by the Government.

**Table 2: Timeline for Management Responses to evaluation and Follow-up Reports submitted to the Program Committee**

Action	Responsibility for action	Deadline before the program committee session
The final report of the evaluation and the request for the Management Response will be sent to the senior appointed officer	Evaluation Office (OED)	12 weeks
The draft Administration Response/Follow-up Report will be submitted by the senior officer appointed to the Evaluation Committee through the Director of the Evaluation Office	Designated Officer/OED	8 weeks
Reviews from the Evaluation Committee to the senior officer responsible	Evaluation Committee	7 weeks
Sending the Management Response/Follow-up Report through the OED to the Program Committee Secretary who will send ODG for authorization before being published.	Designated Officer/OED	6 weeks