

2011

Monitoring and Evaluation Toolkit

For South-South Cooperation Projects

South~South
cooperation



Food and Agriculture Organization of the
United Nations



This toolkit contains:

1. M&E GENERAL GUIDELINES
2. STANDARD LOGFRAME FOR SSC PROJECTS
3. 6-MONTHLY PROGRESS REPORT TEMPLATE
4. YEARLY RESULTS REPORT TEMPLATE
5. SSC EXPERTS ASSESSMENT FORMS





Overview of main M&E activities

At formulation

- Develop a project specific logframe, based on the standard logframe provided in this toolkit

At start up

- Carry out a baseline assessment, to collect information on the output and outcome indicators as defined in the logframe
- Elaborate a workplan with the list of activities, indicators and targets

6 months after start up, and every 6 months during the project

- Prepare a progress report, and submit it to FAO/TCSF for technical clearance

One year after start-up, and every year during the project

- Conduct an evaluation of the outputs and outcomes
- Prepare a result report, and submit it to FAO/TCSF
- Fill the experts assessment forms and send them to FAO/TCSF

At project completion

- Conduct a final evaluation of the project

Monitoring progress

Indicators should be defined by the project team for each activity of the workplan. It is the responsibility of the SSC team leader to keep track of the status of each activity, to identify the constraints and to find solutions to ensure smooth implementation of the activities.

The SSC team leader should prepare, every 6 months, a progress report (see provided template in this toolkit) based on the information gathered through discussions with SSC technicians, experts and their counterparts, review of their individual progress reports, and field visits. The SSC team leader is also responsible for submitting the complete report to FAO.

	Progress report
Periodicity	Every 6 months
Responsibility	SSC team leader in collaboration with his/her government counterpart
Information provided	<ul style="list-style-type: none"> - Activities planned during the reporting period - Activities carried out during the reporting period - Inputs and unplanned activities carried out - Problems encountered and actions taken or proposed - Workplan for the next reporting period
Methods for data collection	<ul style="list-style-type: none"> - Review of progress reports sent by SSC experts and technicians - Regular discussions with SSC technicians and their counterparts - Field visits
Send to	FAO/TCSF, national FAO coordinator, government counterpart
Technical clearance	FAO/TCSF Chief
Follow up	<p>Once technically cleared, the report will be submitted by FAO to the host and cooperating governments.</p> <p>If needed, FAO/TCSF will facilitate the provision of technical assistance by relevant technical units.</p>

Evaluating the results

Indicators should also be defined for each output and outcome of the project. Outputs and outcomes will be evaluated every year by an external M&E specialist (consultant). The M&E specialist will be responsible for defining the detailed methodology, in consultation with the project team. Data should be collected on the field, through focus group and key informant interviews with project participants and main stakeholders, direct observation, workshops, etc.. A template for the report of these evaluations is provided in this toolkit.

	Result report
Periodicity	Yearly
Responsibility	M&E consultant
Information on	<ul style="list-style-type: none"> - Results at output and outcome levels - Recommendations for following year
Send to	FAO/TCSF, FAO national coordinator, Government counterpart
Methods for data collection	<ul style="list-style-type: none"> - Field visits - Direct observations - Participatory workshops - Key informant interviews - Focus groups
Send to	FAO/TCSF Chief, national FAO coordinator, government counterpart
Technical clearance	FAO/TCSF Chief

Assessing the performance of the SSC staff

The performance of the SSC staff should be evaluated every year. Two forms are provided in this toolkit: one for the experts (including the SSC team leader), one for the technicians.

	SSC staff assessment forms
Periodicity	Yearly
Responsibility	FAO national coordinator, Government counterpart, SSC team leader
Information on	<ul style="list-style-type: none">- Performance of SSC experts (including team leader)- Performance of SSC technicians
Send to	FAO/TCSF



2

STANDARD LOGFRAME FOR SSC PROJECTS

This logical framework format provides an overview of possible options for structuring SSC projects in support of NPFS/RPFS. The overall goal of the SSC Initiative is to improve national and/or regional capacity for implementing national/regional programmes and strategies for food security. Implementation capacity relates to the capacity of **individuals** (Outcome 1), **organizations** (Outcome 2) and the **enabling environment** (Outcome 3) to design and implement actions on food security.

- The **enabling environment** dimension relates to the context and the legislative and regulatory environment in which organizations and individuals involved in food security operate.
- The **organizational** dimension relates to the internal functioning of hosting organizations of the SSC projects
- The **individual** dimension relates to the skills and knowledge of the people involved in food security activities as part of the food security programme. These are mainly staff of the hosting organizations (agricultural extension workers, researchers, etc.) and community members receiving the services provided by these organizations.

SSC projects may focus on one or several of these outcomes depending on local needs and wants. It is thus essential that as part of the formulation of a SSC project/programme, a thorough capacity assessment is carried out focusing on those three areas. The SSC project/programme design should spell out in detail whose capacities are to be developed, for doing what, to what extent and in what way. This will also provide a useful basis for an M&E framework and capacity development indicators.

Indicators and assumptions proposed in this logframe should be revised and complemented according to the specificities of each project during the formulation process, in consultation with the key stakeholders.

Impact: Improved food security within the context of the National Programme for Food Security

Outcome 1	Indicators	Data Sources	Assumptions
<p>Food security programme participants use their new capacities to improve the food security situation</p>	<ul style="list-style-type: none"> - % of programme participants applying new practice / technology as a consequence of CD activities - Quality (incl. relevance and timeliness) of services provided by hosting organizations in support of food security, as perceived by programme participants - No of programme participants reporting positive changes in their food security situation (e.g. changes in productivity, income, nutrition and child feeding practices, etc.) as a result of using their new capacities 	<ul style="list-style-type: none"> - Direct observation - KAP survey to programme participants 	<p>The staff of the hosting organizations has the means and willingness to improve the relevant “services” to support the implementation of actions for food security</p> <p>The staff of the hosting organization has the means and willingness to transfer knowledge.</p> <p>Programme participants are willing to use their new capacities.</p> <p>The external conditions needed to effectively use new capacities in a sustainable manner exist.</p>
<p>Output 1.1 - Improved capacities of staff of hosting organizations in actions for food security</p>	<ul style="list-style-type: none"> - Better knowledge of new practices/technologies for food security - Better understanding of the constraints and possible actions and strategies to improve the food security situation 	<ul style="list-style-type: none"> - KAP survey to staff of hosting organization 	
<p>Output 1.2 - Improved capacities of staff of the hosting organizations to transfer knowledge</p>	<ul style="list-style-type: none"> - Increased capacities to conduct training/provide extension services - Ability to establish and manage demonstration plots - Increased no. of innovative learning events such as farmers’ field days, etc. 	<ul style="list-style-type: none"> - KAP survey to staff of hosting organizations - Progress reports 	

Example of a SSC activity related to Outputs 1.1 and 1.2

One of the specific objectives of the Mali-China SSC project is to “contribute to strengthening the process of developing efficient agricultural research technologies through varietals improvement programmes for developing efficient farming techniques for the main cereals (rice, maize, millet and sorghum)”. In this context the SSC team provides **assistance to the national staff in developing and conducting on-farm research trials** to adapt the cultivation techniques for the new varieties released by National Research to the local circumstances in the project areas. Based on the results of the trials (new improved varieties tested in combination with the proper cultivation techniques adapted to the local circumstances) the SSC teams will **establish on-farm demonstrations and organize practical training sessions for farmers and staff**.

<p>Output 1.3 - Improved capacities of FS programme participants to increase their productivity</p>	<ul style="list-style-type: none"> - Programme participants with increased knowledge on new practices/technologies aiming at increasing productivity 	<ul style="list-style-type: none"> - KAP survey to programme participants 	
<p>Output 1.4 - Improved capacities of FS programme participants to generate income</p>	<ul style="list-style-type: none"> - Programme participants with increased knowledge on how to run a commercial activity/business/micro-enterprise - Increased programme participant’s access to marketing information (daily radio broadcasting, sms services, etc.) 	<ul style="list-style-type: none"> - KAP survey to programme participants 	
<p>Output 1.5 - Improved capacities for adequate nutrition and child feeding practices</p>	<ul style="list-style-type: none"> - No. of programme participants reporting new knowledge about nutrition and child feeding practices as a result of CD activities - Perception of the health workers about changes in knowledge and attitudes on nutrition and child feeding practices in the community 	<ul style="list-style-type: none"> - KAP survey to programme participants - Key informants interviews - Direct observation 	

Outcome 2	Indicators	Data Sources	Assumptions
<p>Hosting organizations and people's organizations¹ use their new capacities to better formulate and implement actions for food security</p>	<ul style="list-style-type: none"> - Adequate budget and human resources allocated to support actions for food security - No., type and quality of needed equipment and technologies made available to support the implementation of FS programmes - Clarity of priorities, internal structure and objectives of the organizations in support of food security - Improved sharing of knowledge within and between organizations 	<ul style="list-style-type: none"> - Interviews with staff of the hosting organizations - Interviews with members of the people's organizations - Direct observation - Reports/documents of the organizations 	<p>The supported organizations have the means and (political) willingness to improve the services in support of national and household food security</p> <p>The supported organization has the willingness to improve the internal planning processes</p> <p>The supported organization has the willingness to share information and knowledge.</p>
<p>Output 2.1 - Organizational mandate, priorities and objectives improved</p>	<ul style="list-style-type: none"> - Strategic organizational plan/mandate developed - Priorities and objectives of the organization clearly identified and responding to needs - Increased outreach and targeting of the service providers (number of people reached, number of women and vulnerable households receiving services, geographical coverage) 	<ul style="list-style-type: none"> - Interviews with key informants - Interviews with staff of the hosting organizations - Interviews with members of the people's organizations - Reports/documents of the organizations 	
<p>Example of a SSC activity related to output 2.1</p> <p>In the Liberia-China SSC project the SSC team assesses the on-going programmes of the MoA extension units in the peri-Monrovia area in support of the food insecure households. Based on the assessments, the SSC team leader will prepare, together with the MoA, strategic planning actions related to food security field activities for the targeted areas. The SSC team will provide assistance for the development and implementation of two-year action plans for rice-legume</p>			

¹ People's organizations may include: producers organizations, CBOs, market associations, micro-enterprises, etc.

variety screening, improved vegetable cultivation, IPM, livestock production, pond construction and improved aquaculture management, strategic planning for sustainable training centre financial management, among others.

<p>Output 2.2 - Planning processes improved</p>	<ul style="list-style-type: none"> - Work plans / action plans developed/improved - Project ideas/proposals developed/improved - Staff involved in planning processes 	<ul style="list-style-type: none"> - Interviews with key informants - Interviews with staff of the hosting organizations - Interviews with members of the people's organizations - Reports/documents of the organizations 	
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Example of a SSC activity related to Output 2.2

In the Liberia-China SSC project, the SSC team will assist the MoA in the identification, planning and implementation of micro-projects at project sites and in community sites. To facilitate this process, the SSC project will **assist in organizing planning meetings**, will participate in planning working groups for each of the micro projects and in their implementation.

<p>Output 2.3 - Internal organization, coordination, management and teamwork improved</p>	<ul style="list-style-type: none"> - Improved organizational structure (organization chart) - Improved managerial capacities within the organizations - Clear ToRs and objectives for the organization and its various units - Regular coordination meetings - Quality and efficiency of teamwork 	<ul style="list-style-type: none"> - Interviews with key informants - Interviews with staff of the hosting organizations - Interviews with members of the people's organizations - Direct observation - Reports/documents of the organizations 	
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Example of a SSC activity related to output 2.3

With the improved rice varieties available from NERICA an increased number of African countries have become interested in developing the local rice production, especially on flood plains and valley bottoms. Often the responsible MoA has not yet established a special unit or expertise to provide the needed support to initiate these developments. Through the Japanese funded SSC project those countries could ask for support from a SSC expert from ASEAN to **assist with identifying the most suitable organizational set-up** and to **assist the MoA in developing the ToR of the proposed units** to support the development of the rice producing sector.

Output 2.4 - Increased access to information and improved knowledge sharing practices
(networks, etc.)

- Membership of (in-) formal networks
- Improved knowledge sharing practices

- Interviews with key informants
- Interviews with staff of the hosting organizations
- Interviews with members of the people's organizations
- Direct observation

Example of a SSC activity related to output 2.4

By assisting communities in establishing **farmer service centres**, the Zambia-China SSC project will support farmers in linking up with markets and market outlets. The service centres will serve as a central location for interaction with service providers, such as extension agents (for training), input suppliers and produce buyers (for joint procurement of inputs and equipment, and marketing of produce), obtaining up-to-date market information, exchange of information among farmers, etc.

Through **organizing regional and national workshops** the Japanese funded SSC project managed to assist the responsible organizations of the participating countries **to network and share experiences with colleagues in their country**, region and experts from the ASEAN countries.

Output 2.5 – Improved marketing and business capacities

- Formation of producer/marketing groups/associations
- Increased number of well functioning micro-enterprises
- Increased bargaining power of people's

- Interviews with key informants
- Interviews with members of the people's organizations
- Direct observation

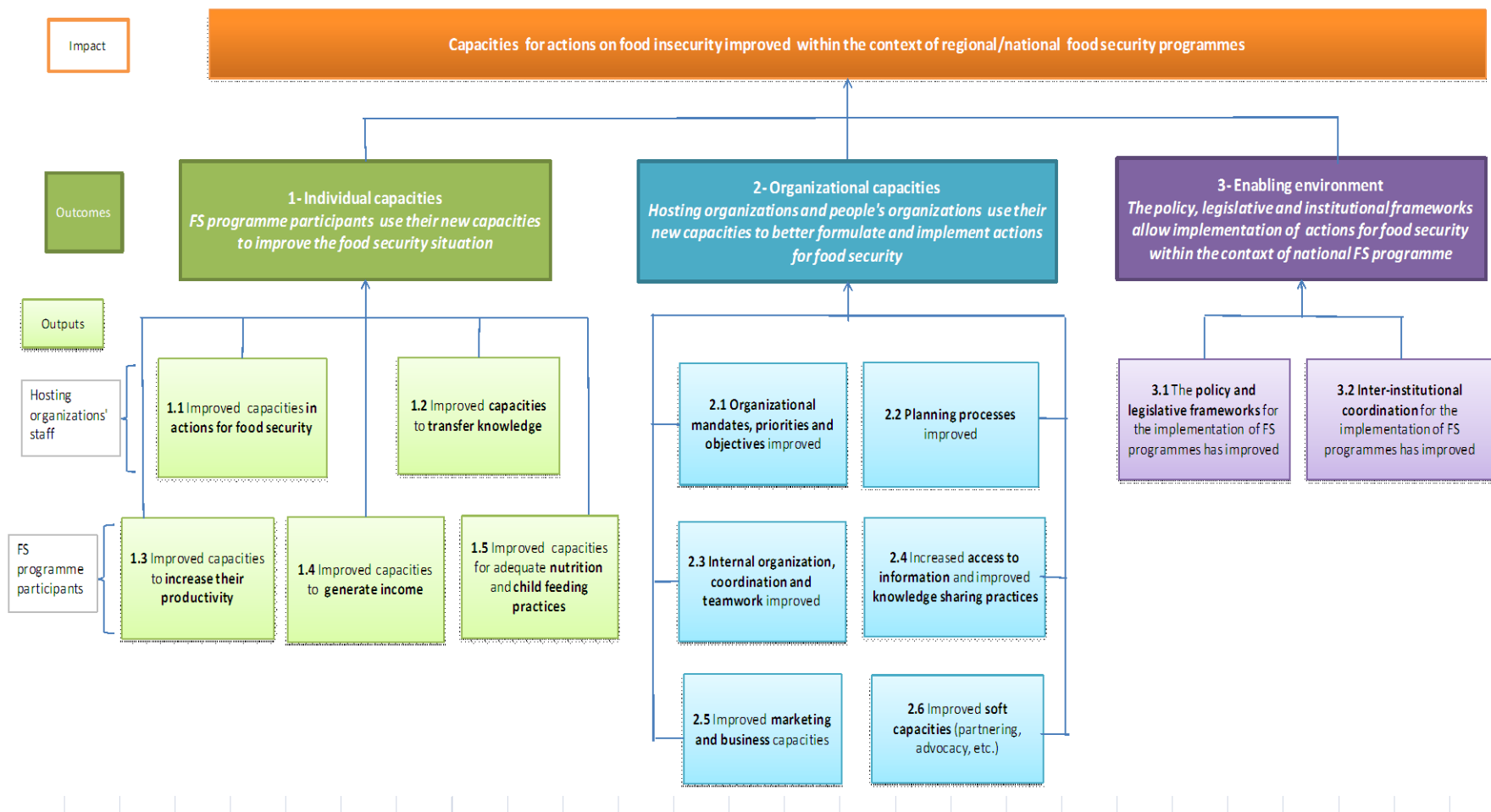
	organizations - Increased no. of well functioning marketing places	- Reports/documents of the organizations	
<p>Example of a SSC activity related to Output 2.5</p> <p>The Uganda-China SSC project has included the support of one agri-business expert and 3 agri-business technicians to assist the local aquaculture, horticulture and livestock enterprises by organizing training seminars in building their capacity in business planning and business management of their enterprises, training farmers in assessing the performance of their respective enterprises and on issues of quality vis-à-vis survival in the business.</p>			
<p>Output 2.6 – Improved soft capacities (partnering, advocacy, etc.)</p>	<ul style="list-style-type: none"> - Partnerships among organizations/enterprises - Increased advocacy initiatives by organizations 	<ul style="list-style-type: none"> - Interviews with key informants - Interviews with staff of the hosting organizations - Interviews with members of the people’s organizations - Direct observation - Reports/documents of the organizations 	
<p>Example of a SSC activity related to Outputs 2.5 and 2.6</p> <p>The agri-business expert and technicians in the Uganda-China SSC project are providing training support to the local aquaculture, horticulture and livestock enterprises on organizing themselves for marketing purpose and to facilitate communication between service providers along the value chain.</p>			

Outcome 3	Indicators	Data Sources	Assumptions
<p>The policy, legislative and institutional frameworks allow implementation of actions for food security within the context of national/regional food security programmes</p>	<ul style="list-style-type: none"> - Adequacy of national budget allocated to FS programmes/strategies - Quality and appropriateness of policies and legislative framework for the implementation of FS programmes - Adoption of national FS strategies/plans - Implementation of FS strategies 	<ul style="list-style-type: none"> - National strategies, policies and budgets - Annual reports of national FS programme(s) - Annual reports of national FS institutions 	<p>The Government has the willingness, capacity and means to develop the selected sector(s) and to implement the national development strategies</p>
<p>Output 3.1 – The policy and legislative frameworks for the implementation of FS programmes have improved</p>	<ul style="list-style-type: none"> - Policies formulated and legislative framework(s) developed for sectors related to food security 	<ul style="list-style-type: none"> - Review of available documentation 	
<p>Example of a SSC activity related to Output 3.1</p> <p>The Japanese funded SSC project organized regional and national workshops with presentations of SSC experts from ASEAN countries to assist sub-Saharan African countries in developing strategies to develop the rice and aquaculture sectors in their countries. In close cooperation with other regional initiatives the project assisted the participating countries in the formation of working groups, in the analysis of the local situation of the two sectors and in developing national development strategies. In a number of countries this has resulted in the formulation and endorsement of policies and legislative frameworks in support of one or both of these sectors.</p>			
<p>Output 3.2 - Inter-institutional coordination for the implementation of FS programmes has improved</p>	<ul style="list-style-type: none"> - National multi-disciplinary working groups / task force on FS established. - Representation of different institutions / sectors in these working groups - Regular inter-institutional coordination meetings 	<ul style="list-style-type: none"> - Interviews with people involved in the working groups / task force - Minutes of the FS working group meetings 	

Example of a SSC activity related to Output 3.2

The Japanese funded SSC project did invite to their regional workshops not only rice and aquaculture experts but also marketing and food security experts from the Sub-Saharan African countries to **promote a more multi-disciplinary approach and inter-institutional coordination in the development of the rice and aquaculture development strategies**. During the national workshops a wider range of related institutes, NGOs and projects were invited. Inter-institutional working groups were formed to further discuss and work out the details for a national strategy on rice or aquaculture in support of the national FS.

SOUTH-SOUTH COOPERATION RESULT CHAIN



3

6-MONTHLY PROGRESS REPORT TEMPLATE



PROJECT PROGRESS REPORT

TRUST FUND PROGRAMME

INSTRUCTIONS: The reporting officer shall complete this 4-page report, and submit the original duly signed and two copies to the Funding Liaison Officer in the Field Programme Development Service, TCAP. The Technical Support Officer or task force members, as appropriate, shall receive a copy for comments to be sent directly to the Funding Liaison Unit, with copy to the reporting officer, within two weeks of receipt of the report.

IMPORTANT : In order to adhere to the schedule of submission of presenting progress reports to Donors the reporting officer should strictly comply with the following requirements, irrespective of the project starting date :

Funding source	Reporting periods	Progress reports due at FAO HQ
Belgium, Canada, USA	May-October and November-April	30 November and 31 May
BADEA, Arab Gulf Programme, Denmark, Finland, Japan, Switzerland, Sweden, Libya and all other Donors not mentioned elsewhere.	January-June and July-December	31 July and 31 January
Australia, France, Italy, Netherlands, Norway, Unilateral Trust Funds (unless formally agreed otherwise)	March-August and September-February	30 September and 31 March

<u>Project symbol:</u>	<u>Title:</u>		<u>Reporting period:</u>	
<u>Operating Unit FAOR/BH/CPO/TO:</u>	<u>Technical Unit:</u>	<u>Starting date:</u>	<u>NTE date:</u>	<u>Total Project Budget:</u>

A. PROGRESS *[Please adjust table as per number of outcomes and outputs inserted in the logframe]*

Outcome 1:*[write outcome 1 as per logframe].*

<p>Output</p> <p><i>[write name of each output as per logframe]</i></p>	<p>Activities planned for the reporting period:</p> <p><i>[list all activities planned for the reporting period under each output, as per workplan]</i></p>	<p>% completion status</p>	<p>Observations</p> <p><i>[If activity not carried out: explain why.</i></p> <p><i>If carried out, provide details: give context, indicators, etc.]</i></p>
1.1:			
1.2:			
1.3:			
1.4:			
1.5:			

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Outcome 2: *[write outcome 2 as per logframe].*

Output <i>[write name of each output as per logframe]</i>	Activities planned for the reporting period: <i>[list all activities planned for the reporting period under each output, as per workplan]</i>	% completion status	Observations <i>[If activity not carried out: explain why. If carried out: give context, indicators, etc.]</i>
2.1:			
2.2:			
2.3:			
2.4:			
2.5:			

2.6:			

Outcome 3:*[write outcome 3 as per logframe].*

Output <i>[write name of each output as per logframe]</i>	Activities planned for the reporting period: <i>[list all activities planned for the reporting period under each output, as per workplan]</i>	% completion status	Observations <i>[If activity not carried out: explain why. If carried out: give context, indicators, etc.]</i>
3.1:			
3.2:			

B. INPUTS

1. List National and International professional staff assigned to the project during the reporting period			
NATIONAL		INTERNATIONAL	
Names	Functions	Names	Functions
2. Equipment received during the reporting period			
<i>[List all equipment that were provided to the hosting organization and their staff]</i>			
3. Other activities during the reporting period			
<i>[Please list here all the activities that took place and where not planned in the workplan [fellowships, study tours, field days, local workshops, etc]</i>			

C. PROBLEMS ENCOUNTERED AND ACTIONS TAKEN OR REQUESTED TO RESOLVE THEM

[Provide information on the problems encountered for implementation of the workplan, and actions taken or needed to overcome these problems]

D. WORK PLAN AND EXPECTED OUTPUTS FOR THE NEXT REPORTING PERIOD

[Insert here a copy of the workplan for the next reporting period]

E. REPORTS

Please list all reports and documents, other than progress reports, but including consultant's reports, finalized by the project during the reporting period only and indicate for each of them whether or not:

- it is recommended for inclusion in FAO's computerized documentation system as it contains data/information suitable for future use;
- it has been restricted by the Government as it contains confidential information;
- it has been distributed, giving date if applicable. If not already done so, please send 4 copies to the Director of the Operating Division/Service concerned.

<u>Reporting Officer</u> <u>Name :</u>	<u>Date :</u>
<u>Title :</u>	<u>Signature:</u>

4 RESULTS REPORT TEMPLATE



RESULTS REPORT

(TO BE COMPLETED BASED ON THE RESULTS OF THE EVALUATION)

Project name	Reporting period	Report completed by:
	From/..... to /.....	

1 - METHODOLOGY

[Provide here the details on the methodology applied for the assessment, including sample (locations, persons/groups interviewed), tools/techniques used, timeframe, eventual limitations, etc.]

2 - RESULTS

OUTCOME 1: *[insert name of outcome 1]*

[for each indicator, provide data. In the conclusions box, describe the findings, ie. whether the outcome and outputs have been achieved, and explain]

- Indicator 1:
- Indicator 2:
- Indicator n:

Conclusions on outcome 1:

Is there any evidence that staff of hosting organizations have improved their capacities to support participants?

Is there any evidence that participants have developed their capacities to improve their own food security?

Please base your explanation on the indicators at outcome and output levels, providing examples to illustrate your findings.

OUTCOME 2: *[insert name of outcome 2]*

[for each indicator, provide data. In the conclusions box, describe the findings, i.e. whether the outcome and outputs have been achieved, and explain]

- Indicator 1:
- Indicator 2:
- Indicator n:

Conclusions on outcome 2:

Is there any evidence that hosting organizations and people's organizations have improved their capacities to formulate and implement actions for food security?

Is there any evidence that hosting organizations and people's organizations are applying their new capacities to formulate and implement actions for food security?

Please base your explanation on the indicators at outcome and output levels, providing examples to illustrate your findings.

OUTCOME 3: *[insert name of outcome 3]*

[for each indicator, provide data. In the conclusions box, describe the findings, i.e. whether the outcome and outputs have been achieved, and explain]

- Indicator 1:
- Indicator 2:
- Indicator n:

Conclusions on outcome 3:

Is there any evidence that policy, legislative and institutional frameworks have improved?

Is there any evidence that policy, legislative and institutional frameworks allow better implementation of actions for food security?

Please base your explanation on the indicators at outcome and output levels, providing examples to illustrate your findings.

3 – CONCLUSION AND LESSONS LEARNED

[Please provide a general conclusion of the results and list the different lessons learned identified in the process]

4 – RECOMMENDATIONS FOR FURTHER IMPLEMENTATION/OTHER PROJECTS

[Please provide your main recommendations to improve implementation of the project or, in case of final assessment, to improve other ongoing or future similar projects]

ANNEXES – *Including interview guidelines, references, pictures, quotes, etc.*



SSC STAFF ASSESSMENT FORMS

SSC EXPERTS² ASSESSMENT FORM

Project name and code:

Hosting country:

Cooperating country:

Name of the SSC Expert:

Title:

Duty station:

Date of arrival in the country:

Expected departure from the country:

PART 1 – TO BE FILLED BY THE GOVERNMENT COUNTERPART

A- Technical skills

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
Professional competence				
Fulfillment of workplan				
Technical judgment				
Project approach				
Report writing				

² Including Team Leader

B- Personal skills

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
Physical/temperamental suitability for missions overseas				
Ability to cooperate with local staff at all levels and to get along with other mission members				
Conscientiousness				
Ability to work under minimum guidance				
Ability to work under pressure and meet deadlines				
Demonstrated ability in language (other than mother tongue)				
a) spoken				
b) written				

C- Other

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
<i>Please specify:</i>				
Overall rating <i>(please assign number 1 to 4)</i>				

D- Recommendation for future assignments:

Unsuitable	Suitable	Highly preferred

Filled by (name and title):

Date:

Signature:



PART 2 – TO BE FILLED BY THE FAO REPRESENTATIVE

A- Technical skills

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
Professional competence				
Fulfillment of workplan				
Technical judgment				
Project approach				
Report writing				

B- Personal skills

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
Physical/temperamental suitability for missions overseas				
Ability to cooperate with local staff at all levels and to get along with other mission members				
Conscientiousness				
Ability to work under minimum guidance				
Ability to work under pressure and meet deadlines				
Demonstrated ability in language (other than mother tongue)				
a) spoken				
b) written				

C- Other

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
<i>Please specify:</i>				
Overall rating <i>(please assign number 1 to 4)</i>				

D- Recommendation for future assignments:

Unsuitable	Suitable	Highly preferred

Filled by (name and title):

Date:

Signature:

SSC TECHNICIANS ASSESSMENT FORM

Project name and code:

Hosting country:

Cooperating country:

Name of the SSC Technician:

Title:

Duty station:

Date of arrival in the country:

Expected departure from the country:

PART 1 – TO BE FILLED BY THE GOVERNMENT COUNTERPART

A- Technical skills

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
Professional competence				
Fulfillment of workplan				
Technical judgment				
Project approach				
Report writing				

B- Personal skills

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
Physical/temperamental suitability for missions overseas				
Ability to cooperate with local staff at all levels and to get along with other mission members				

Conscientiousness				
Ability to work under minimum guidance				
Ability to work under pressure and meet deadlines				
Demonstrated ability in language (other than mother tongue)				
a) spoken				
b) written				

C- Other

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
<i>Please specify:</i>				
Overall rating <i>(please assign number 1 to 4)</i>				

D- Recommendation for future assignments:

Unsuitable	Suitable	Highly preferred

Filled by (name and title):

Date:

Signature:

PART 2 – TO BE FILLED BY THE SSC TEAM LEADER

A- Technical skills

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
Professional competence				
Fulfillment of workplan				
Technical judgment				
Project approach				
Report writing				

B- Personal skills

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
Physical/temperamental suitability for missions overseas				
Ability to cooperate with local staff at all levels and to get along with other mission members				
Conscientiousness				
Ability to work under minimum guidance				
Ability to work under pressure and meet deadlines				
Demonstrated ability in language (other than mother tongue) a) spoken				

b) written				
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C- Other

	1- Unsatisfactory	2- Meets basic requirements	3- Exceeds basic requirements	4- Considerably exceeds basic requirements
<i>Please specify:</i>				
Overall rating <i>(please assign number 1 to 4)</i>				

D- Recommendation for future assignments:

Unsuitable	Suitable	Highly preferred

Filled by (name and title):

Date:

Signature:



Sharing knowledge ~

South~South
cooperation



This toolkit has been developed by the M&E team of the Integrated Food Security Support Service (TCSF), FAO.

For more information: SPFS-ME@fao.org

