

February 2011

	منظمة الأغذية والزراعة للأمم المتحدة	联合国 粮食及 农业组织	Food and Agriculture Organization of the United Nations	Organisation des Nations Unies pour l'alimentation et l'agriculture	Продовольствен ная и сельскохозяйств енная организация Объединенных	Organización de las Naciones Unidas para la Agricultura y la Alimentación
---	--	--------------------	---	---	--	--

PROGRAMME COMMITTEE

Hundred and Sixth Session

Rome, 21 - 25 March 2011

EVALUATION OF FAO'S REGIONAL AND SUBREGIONAL OFFICES FOR THE NEAR EAST - MANAGEMENT RESPONSE

I. General Response

1. FAO management welcomes this Evaluation, which assesses the performance of the Regional Office for the Near East (RNE) and the Subregional Office for North Africa (SNE) in servicing countries in the Near East and North Africa and proposing practical recommendations for strengthening their effectiveness.
2. Management endorses the Evaluation process and methodology and appreciates its forward-looking approach in focusing on the impacts of the ongoing reform at decentralized offices level. The Evaluation gave due consideration to the fact that the restructuring of FAO offices in the Near East Region was only decided by the Conference in late 2009 and that the follow-up to the "Immediate Plan of Action (IPA) for FAO Renewal" was, at the time of the Evaluation, ongoing.
3. This Management Response was prepared under the leadership of the Assistant Director-General and Regional Representative for the Near East, in close collaboration with the Office of Support to Decentralization and the Office of Strategy, Planning and Resources Management, and with inputs from the Corporate Services, Human Resources and Finance Department, and the Technical Cooperation Department.
4. Management accepts 9 of the 12 recommendations, partially accepts one, and considers that 2 recommendations are addressed to the FAO membership.

II. Context of the Evaluation

5. Management finds the Evaluation findings and recommendations generally consistent with the IPA. At the same time, it is noted that the Evaluation introduces an additional change agenda, raising issues that were not foreseen by the IPA, but are often compatible with the decentralization concepts that evolved out of the Independent Evaluation of FAO's Decentralization of 2004 and the related Reform Proposals of the Director-General examined by the Conference in 2005.

This document is printed in limited numbers to minimize the environmental impact of FAO's processes and contribute to climate neutrality. Delegates and observers are kindly requested to bring their copies to meetings and to avoid asking for additional copies. Most FAO meeting documents are available on the Internet at www.fao.org

6. The Evaluation confirmed the wide recognition of FAO technical expertise within the region and the general view that it provides a stamp of good quality. The quality of FAO technical cooperation is viewed with greatest appreciation, particularly in countries that already have an established capacity to plan and implement their own strategies and programmes. At the same time, the Evaluation concluded that FAO has lost its comparative advantage in several thematic areas and as an implementing agency in the region and that its visibility and credibility in the region has declined.

7. Management considers that these findings confirm the relevance of the decentralization concepts of the Director General's Reform (2005-06), the IEE (2007) and the IPA (2008) and the actions undertaken following the 2009 Conference approval of a new organizational structure for the Near East. These measures aim at strengthening the focus of decentralized offices, including direct support to and collaboration with member countries to better address their needs and partnering with stakeholders at the local level.

8. Management welcomes the fact that the Evaluation has duly considered the actions undertaken so far by the Organization and endorsed those under implementation, notably the decentralization of oversight of the FAOR network, TCP, greater delegation of administrative authority, the elaboration of a Regional Priority Framework for the Near East (RPF-NE) and Country Programming Frameworks (CPFs) and the allocation of additional resources for subregional offices.

III. Implementation challenges

9. Follow-up to this Evaluation will require action at two levels. Firstly, many of the recommendations will have to be addressed by FAO's regional, subregional and country offices in the region. Secondly, the implementation of these recommendations is contingent on the corporate enabling environment for decentralization which would result from the outcome of the dialogue between Members on fundamental decentralization issues, such as those addressed in the Vision on Decentralization. The creation of a broad consensus on corporate decentralization issues will greatly facilitate follow-up to this Evaluation's recommendations by Management in general and the decentralized offices in the Near East Region in particular.

10. As regards action by the decentralized offices in the Near East Region and as indicated in the Evaluation report, the situation of these offices has significantly evolved during the Evaluation period. While staff are working to fully adapt to all these changes, other changes, particularly those which rely on recruitment of new staff, training and new ways of working, will take some time to fully percolate through the decentralized offices network. A continuous effort to fully mainstream the new architecture is needed over the next two biennia.

11. As regards action at corporate level, Management can, at this stage, not fully plan the response to this Evaluation as management and the membership are in the process of addressing many of the issues raised by the Evaluation. For example, this Evaluation makes recommendations on country programming matters (e.g. Recs. 2a, 4c, 6b, 6c, 10f and 11d). These could be linked to the follow-up to the recommendations on the *Strategic Evaluation of FAO Country Programming*¹ examined by the Programme Committee at its 104th Session, whereby revised Corporate Country Programming guidelines will be prepared by October 2011.

12. The Evaluation emphasized that implementation of its recommendations should not involve any further net transfer of resources from headquarters to the field, except for new responsibilities being decentralized in the context of the IPA. The Evaluation is of the view that most of its recommendations could be implemented through: a) the redeployment and reallocation of existing capacity and resources within the region; and b) the establishment and operationalization of a regional trust fund in support of the proposed changes. While Management must work within the net budgetary appropriation decided by the Conference, FAO's integrated budget provides for resource mobilization measures, such as the regional trust fund proposed by the Evaluation, which would greatly increase the speed, effectiveness and sustainability of the reforms proposed by the Evaluation.

¹ PC 104/4; PC 104/4 Sup.1

13. The proposed “reshuffling” of FAO’s institutional set-up in the Near East, could restrict the ability of countries to access the technical expertise located only at headquarters. Given the limited human resources available in the SROs compared with a wide variety of demands, Management feels that any institutional arrangements should ensure that countries have access to all FAO expertise regardless of its location. Additionally, the new set-up would need ample time to be fully understood and accepted by the concerned countries, their institutions, as well as by internal stakeholders within FAO. The trickling down of the new approaches, their acceptance and absorption by member countries and their (sub)regional organizations and country institutions is expected to be gradual. A significant change management effort will be required over the next two biennia. The success of this effort will depend to a large extent on the acceptance and support by FAO’s member countries in the Near East Region.

IV. Proposed follow-up actions

14. Recognizing the close linkages between the follow-up to this Evaluation, the on-going Members’ dialogue on the Decentralization Vision and the 2012-13 budget, management considers that success in the implementation of the recommendations made by this Evaluation depends critically on: 1) the outcome of Member’s consideration of the PWB 2012-13 and the Vision on Decentralization; 2) the synergy with other change processes to which Management is already undertaking, such as the follow-up to the Immediate Plan of Action (IPA) and the Evaluation on Country Programming; and 3) the willingness and engagement of countries and their (sub)regional organizations to prioritize their collaboration with FAO; and 4) effective change management. Many of the Evaluation’s recommendations are interdependent and can only be dealt with in an integrated manner (e.g. strengthened country presence, phasing out of OTO/FAORs and strengthening of the technical role of subregional offices).

15. In view of the above, Management proposes the following approach to organizing the follow-up to this Evaluation:

- Short-term measures stemming from approved decisions of governing bodies and which can be accommodated within the PWB 2012-13, such as the establishment of a Planning Officer in RNE, follow-up on SSC review, review of short-term skills mix, etc. The comprehensive list of proposed actions is indicated in the response matrix below.
- Longer-term issues (e.g. phasing out of OTO/FAORs, creation of a regional trust fund, collaborative relation between regional technical staff and emergencies, staffing scenarios of regional and subregional offices, etc.) will be addressed in an integrated manner in a Management Plan for FAO in the Near East (Mgt Plan-NE) covering 2012-13 and 2014-15, which would be prepared by RNE, with support from OSD and other concerned units. This would assure that the Near East reform process would be in-line with developments regarding the corporate Vision on Decentralization, the revision of the Corporate Guidelines for Country Programming Frameworks, and the evolving corporate strategy on resource mobilization.

16. Management believes that the recommendations of the Evaluation provide a good basis for defining a consensual agenda for change for FAO’s work in the Near East and North Africa region. Such a change agenda can only be successfully addressed if it is widely understood and supported by FAO’s membership in that Region. It is therefore suggested that the Mgt Plan-NE be reviewed by the Near East Regional Conference in early 2012 so that the concerned countries remain fully informed and can provide their guidance on the change process.

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
At Country Level					
REC 1: FAORs should be given the necessary tools and resources to become the face of FAO at country level. To this end, FAORs capacity should be strengthened by:	Accepted				
1a. Facilitating FAORs access to FAO technical expertise by locating this capacity as close as possible to the countries (i.e. at sub-regional level).	1a. Corresponds to the intent of IPA action 3.83. Will be addressed in Mgt Plan-NE.	1a. Pursue IPA action 3.83 also in the Mgt Plan-NE	RNE with support of OSD and other concerned Units	3rd Q 2011	N
1b. Increasing non-staff resources at the disposal of FAORs; they should be commensurate to the needs identified by FAORs at the work-planning stage, and differently from the TCP Facility, they should be allocated in full at the beginning of the biennium without any precondition.	1b. Subject to availability and re-allocation of resources in 2012-13 budget in and to the region.	1b. Consider during adjustment and/or implementation of PWB 2012-13	RNE with support of OSD and OSP	4th Q 2011	To be determined
1c. Addressing long-standing personnel issues (including staff development and career prospects) and revising job profiles and competencies of national staff in order to improve staff morale and better align FAORs manpower to their enhanced mandate. This should include the introduction of a mobility and rotation scheme (see recommendation 9b)	1c. Job description of FAORs have been reviewed (IPA action 3. 87). Review process will continue for national staff. National staff is being trained on the new procedures brought by decentralization. See recommendation 9b for mobility/rotation.	1c. Address personnel issues in FAORs on a continuous basis	RNE	ongoing	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
1d. Recruiting a third NPO to address the increased workload related to strategic planning, partnerships and resource mobilisation at country level giving priority to most needy countries and those with large FAO programmes.	1d. Subject to availability and re-allocation of resources in and to the region. Long-term approach in Mgt Plan-NE.	1d. Prepare Budget Proposals and Mgt Plan-NE	RNE with support of OSD and other concerned units		To be determined
1e. Expediting the development and rolling out of Web-based financial tools (for Oracle access) and the required ICT infrastructure	1e. Will be addressed under IPA Project 11 on Oracle/MIS/IPSAS with a phased roll-out of financial tools that began in 2010.	1e. Pursue IPA Project 11	CSF, CIO		N
Rec 2: Reinforce the position of the FAORep as chief FAO officer for any activity undertaken in the country, including:	Partially accepted				
2a. Assigning FAOREps a leadership role in developing CPFs. The CFPs should be prepared with an expanded stakeholder base and ideally have a 4-5 year horizon. In preparing the CFPs, the FAOREps should involve key Government stakeholders beyond line Ministries (including Ministries of Planning and Finance) as well as non Government partners such as donors and civil society organizations. As recommended by the Strategic Evaluation of FAO's Country Programming, the scope of the CPFs should be expanded to cover all FAO activities, including emergency and rehabilitation work. The CPFs would	2 a. Will be addressed in the new Guidelines on Country Programming Frameworks.	2a. Prepare CPF guidelines	TCS	3rd Q 2011	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
progressively serve as an entry point for establishing/strengthening strategic partnerships with donors, development agencies and UN system led initiatives.					
2b. Expanding the delegations of authority to FAOREps for receiving funds, carrying out local procurement, signing of letters of agreement and approving field projects at least to the highest level of other UN specialized and technical agencies in the region.	2b. Partially accepted - This recommendation will be considered in reviewing the Field Programme Manual (FPM) and in implementing IPA Project 9 on Reform of Administrative and Management Systems. Recommendation will be implemented in countries where FAO has the appropriate information systems and technology and corresponding level of international procurement officers as other UN specialized agencies.	2b. Prepare FPM	TCDM	?	N
		Pursue IPA Project 9	CSA in collaboration with other units, including TC	2012	N
2c. Introducing a specific training module for newly appointed FAOREps to enhance their capacity to lead country programming processes.	2c. Will be addressed in training plan for FAORs subject to resource availability.	2c. Implement training plan	OSD CSH	ongoing	N
2d. Revising the competencies required for future FAOREps giving special emphasis to strategic planning and programming skills and experience.	2d. Process ongoing under IPA Project 6 on Decentralization and Project 14 on Human Resources, notably through IPA action 3.66 which comprises the development of an FAO Competency Framework that will allow for the establishment of competency profiles for FAORs, including strategic planning and programming skills.	2d. Pursue IPA Project 14	CSH	4th Q 2012	N
2e. In view of the different skills required, FAOREps should only perform functions related to their representational mandate vis-à-vis their country (or countries) of	2e. To be addressed in Mgt Plan-NE	2e. Prepare Mgt Plan-NE	RNE with support OSD and other concerned	4th Q 2011	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
accreditation			units		
Rec 3: Streamline FAO field presence:	Accepted				
3a. In order to avoid confusions in their roles and responsibilities vis-à-vis the host country and FAORs in the region and/or sub-region, a maximum of two FAO decentralized offices per country should be allowed.	3a. To be addressed in Mgt Plan-NE.	3a. Prepare Mgt Plan - NE	RNE with support from OSD and other concerned units	4th Q 2011	N
3b. The OTO scheme should be phased out in the Near East Region in view of its limited effectiveness and the significant reduction in regional and sub-regional technical capacity resulting from its high use.	3b. Phasing out of OTO position only possible if acceptable alternatives and the funding for these alternatives have been identified. Will be addressed in Mgt Plan-NE.	3b. Prepare Mgt Plan-NE	ODG with Technical Departments	4th Q 2011	To be determined
3c. FAO should make greater use of alternative field presence arrangements such as multiple accreditations (with the assistance of a NPO in the host country) or, as in the case of Iraq, through the appointment of Programme Coordinators as FAOReps.	3c. To be addressed in Mgt Plan-NE.	3c. Prepare Mgt Plan-NE	ODG	4th Q 2011	To be determined
At Sub-Regional Level					
Rec 4: Sub-Regional Offices should effectively become the “First Port of Call” for FAORs and strictly act as technical hubs. In this capacity they should:	Accepted (In line with IPA action 3.83)				

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
4a. Be field oriented and equipped to allow for timely technical support to FAORs and sub-region-wide counterparts.	4a. Proposals to be developed in the context of Mgt Plan-NE.	4a. Prepare Mgt Plan-NE	RNE with support from OSD and other concerned units	3rd Q 2011	To be determined
4b. Be consulted before FAORs request Regional or HQ technical assistance. Once the request has been discussed at sub-regional level, a joint request could be addressed to other technical units at HQ and/or RNE.	4b. Will be addressed in the review of the Field Programme Manual (FPM).	4b. Review FPM	TCDM	3rd Q 2011	N
4c. Support the preparation of CPFs in coordination with RNE. The CPFs will eventually serve as inputs to identify common sub-regional priorities and prepare SRPFs.	4c. Will be planned in Mgt Plan-NE and revised CPF guidelines.	4c. Revise CPF guidelines	TCS	3rd Q 2011	N
4d. Lead FAO's response to sub-regional priorities. In this regard, the holding of sub-regional meetings, with the participation of National Representatives, FAOReps, Assistant FAOReps, staff from RNE and HQ, and sub-regional partners as a minimum every year would be instrumental to discuss the content of the SRPF and the sub-regional work plans. The ultimate objective of such meetings would be to improve communication, build partnerships and steer synergies within and outside FAO, which are prerequisites for effective resource mobilisation.	4d. This practice had already started in SNE and will be applied also in SNO and SNG as soon as they are appropriately staffed.	4d. Organize subregional meetings	Subregional Coordinators SNE, SNG, SNO	Ongoing	N

Evaluation Recommendations	Management Accepted , partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
Rec 5: In order to perform the above functions, the SROs should become Sub-regional Multi-disciplinary Technical Teams (SMTs) with no administrative functions vis-à-vis the FAOR.	Decision for the membership in context of Vision on Decentralization and Mgt Plan-NE.		ODG		
5a. SMTs skills-mix should progressively reflect sub-regional priorities identified in the SRPFs. As the CPFs, the SRPF should be reviewed periodically.	5a. SRPFs are an important precondition to adequate skills-mix review. SRPF will start immediately in SNE and, as soon as adequately staffing is in place also in SNO and SNG. Preparation SRPFs will be important starting point of CMPNE.	5a. Undertake SRPF. Make skills-mix proposals in preparing PWB 14-15 during 2013 (SNG, SNO) and if possible during 2011 for SNE	Subregional Coordinators SNE, SNG, SNO	End 2011 (SNE), End 2012 (SNG, SNO)	N
b. A Senior Expert (preferably on Policy) should be appointed as Sub-regional Multi-Disciplinary Team Leader (SMTL). In addition to the expert's technical role, as part of the SMT, the SMTL would be responsible for the organization and supervision of SMTs activities. S/he should not carry any other non-technical function (such as also being FAORep for the host country).	5b. Policy and/or Investment Officers already included in the composition of SMTs in the region. Issue to be addressed in context of skills-mix review at 5a above.	5b. Undertake SRPF and related skills-mix review in relation to each PWB cycle	Subregional Coordinators SNE, SNG, SNO	End 2011 (SNE), End 2012 (SNG, SNO)	N
At Regional Level					
Rec 6: Under the IPA process, RNE is receiving greater responsibilities and decision making authority. This decentralization process should not stop at regional level but continue to percolate down to sub-regional and country levels. This will allow RNE to focus in the future	Accepted				

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
on “upstream” work (i.e., region-wide common priorities), placing responsibility for “downstream” work on the SMTs and FAORs (i.e. subregion-wide and country-level priorities). The role of RNE should thus evolve to reflect the orientation mentioned above. Its new mandate would include the following attributions:					
6a. RNE should be responsible for coordinating, supervising and evaluating the work of SMTs and FAORs. This will include managing the financial and human resources available to decentralized offices in the region irrespective of the funding source. RNE should then have the capacity and authority to reallocate these funds based on relative sub-regional and country demands and needs.	6a. Earmarked extrabudgetary funding cannot be re-allocated without donor approval. Progressive broadening of regional offices’ resource management and coordinating role vis-à-vis SMTs and FAORs to be developed in Mgt Plan-NE.	6a. Prepare Mgt Plan-NE	RNE with support of OSD and PMU	3rd Q 2011	N
6b. RNE should be responsible for organising the backstopping and monitoring of CPFs and SRPFs formulation as well as for quality assurance of these processes.	6b. SMTs and headquarters technical departments may also have a role in supporting CPF formulation/quality assurance. To be addressed in CMPNE.	6b. Prepare CMPNE	RNE with support of OSD	3rd Q 2011	N
6c. RNE should continue to lead the preparation of the RPF-NE. The CPFs and SRPFs should progressively form the basis for the formulation of the RPF-NE. The RPFs would progressively serve as	6c. RNE to start consultations for RPF-NE and support SMTs and FAORs with SRPFs and CPFs.	6c. Prepare RPF-NE	RNE	4th Q 2011	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
an entry point for establishing/strengthening strategic partnerships with donors, regional organizations and with UN system led initiatives.					
Rec 7: RNE should be subject to a re-engineering process as part of the reshuffling of FAO institutional set-up in the region.	Accepted				
7a. RNE should build and/or maintain the expertise and resources required to establish and manage Functional Technical Networks that would mobilize knowledge and encourage specialization around priority topics selected from among those identified in the RPF-NE. FAO expertise available at all levels (FAORs, SMTs and HQ) would be associated to these Networks as appropriate, under the coordination of RNE. The constitution of these networks, which will have a time-bound scope, resources and mandate – will improve the efficiency of internal working arrangements and help FAO functioning as one in the provision of technical assistance to the region.	7a. Foreseen in the draft revised Circular on Responsibilities and Relationships.	7a. Adopt Revised Circular on Responsibilities and Relationships	OSD	3rd Q 2011	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
7b. RNE skills-mix should reflect the new technical, operational and administrative functions assigned to the office.	7b. Skills-mix will be reviewed during PWB 2012-13 based on RPF-NE and recommendations of 2010 NERC. Biennium 2014-15 will also be based on NERC feedback on Mgt Plan-NE.	7b. Undertake skills-mix review	RNE with support of OSP and OSD	3rd Q 2010	N
7c. The assistance of a management expert should be sought to support the ongoing and future change management processes.	7c. External Management expertise can be used in formulation and implementation of Mgt Plan-NE	7c. Identify and recruit external change management support	RNE with support of OSD	2nd Q 2011	N
General recommendations					
Rec 8: Coverage and denomination of field offices in the Near East should be clarified	Decision for FAO membership				
8a. Confusion due to the disparity between NERC and RNE coverage needs to be resolved as NERC is now part of FAO Governing Bodies and there is a risk that differential membership may affect priority setting and planning for regional activities. Being a matter that is eminently political, the evaluation team recommends that concerned FAO Member Countries should urgently take an initiative to address this issue.	8a. Decision for FAO Members. Issue addressed under IPA Item 3.86 by CoC-IEE.	8a. Raise the issue with Chair of the Near East Regional Group	OSD and Secretary CoC-IEE	2nd Q 2011	N
8b. The evaluation team also recommends renaming RNE as "Regional Office for the Near East and North Africa". Likewise, SMTs should also be renamed	8b. Decision for FAO membership. To be discussed at 2012 NERC.	8b. Include proposal in Mgt Plan-NE	RNE	4th Q 2011	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
to adopt historical definitions of the groups of countries served: Maghreb instead of North Africa (SNA); Mashreq instead of Oriental Near East (SNM); and Khalij instead of Gulf Cooperation Countries and Yemen (SNK).					
Rec 9: Administration and management of financial and human resources across the region should be improved.	Accepted				
9a. The type of, funding for and time allocated to administrative actions should be reviewed with the view of streamlining administrative transactions. In reviewing administration, the findings of the SSC review mission (planned for January 2011) and the need to strengthen the planning and human resource function at regional level should be taken into account.	9a. Streamlining administrative actions addressed in follow-up of SSC review. Results of SSC review to be reflected in PWB 2012-13.	9a. Follow-up SSC review	RNE, CSH, SSC	2nd Q 2011 for review of proposal; 2012-13 for implementation	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
9b. A mobility and rotation scheme for technical experts within the region, with HQ as well as with other regions should be introduced as soon as possible. Simultaneously, an ambitious training programme to up-grade staff skills (to enhance current performance and allow staff to perform new responsibilities) and a drive to enhance cultural diversity and gender equity of staff across the region should be pursued.	9b. Development of mobility arrangements ongoing in the context of IPA Project 14 on Human Resources. RNE staff development program elaborated in 2010 and its implementation is underway. Geographic and gender targets have been approved by the Director-General, including specifically for RNE, which aim to contribute to improving the cultural and gender diversity of staff.	9b. Finalize mobility policy (CSH). Apply mobility policy in Near East region and implement RNE staff development programme (RNE).	CSH RNE	Mobility 2nd Q 2012 Staff Development Ongoing Geographic and Gender Targets 2011	N
Rec 10: FAO Technical work in the region should be rationalized and increasingly focus on regional, sub-regional and country priorities endorsed by Member Countries.	Accepted 10. Follow-up will be a gradual process linked to preparation of PWB 2012-13 and 2014-15.				
10a. Regional technical commissions and networks have been valuable as forums for information exchange and in some cases also for prioritization and mobilization of resources. Some have however been neither very active nor well attended lately and a majority of them have faced financing difficulties. The evaluation team recommends launching a review of the effectiveness of these regional bodies in order to rationalize their numbers. Criteria for deciding their future existence should include the extent of	10a. Review of the regional technical commissions and networks included in the Mgt Plan-NE.	10a. Prepare Mgt Plan-NE	RNE with support of OSD and other concerned units	3rd Q 2011	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
Members' participation and commitment to funding follow-up activities as well as their alignment to priority areas identified in the RPF-NE.					
10b. Regional and sub-regional workshops and meetings as well as related publications should have strong linkages with priority areas agreed at regional and sub-regional levels. Efforts should be made to gather feedback from users of FAO technical information to increase the relevance and visibility of the normative work conducted by FAO in the region.	10b. Focus of workshops, meetings and publications on agreed regional and subregional priorities realized through work planning processes during 2012-13 and 2014-15. User feedback of technical information to be included in Mgt Plan-NE.	10b. Prepare Mgt Plan-NE	RNE with support of OSD and other concerned units	4th Q 2011	N
10c. Following the strengthening of SMTs and the enhanced coordination of technical work within the region, field missions to Near East countries should increasingly be conducted by sub-regional staff (and consultants) who will have better knowledge of the local situation and be closer to the field than their peers at HQ.	See response at 4a. To be addressed in the context of the Mgt Plan-NE.	10c. Prepare Mgt Plan-NE	RNE with support of OSD and other concerned units	4th Q 2011	To be determined
10d. Regional and sub-regional projects should focus on common issues and priorities of supranational concern. The Regional Trust Fund (see recommendation 12) will be instrumental in funding new initiatives linked to the RPF-NE.	10d. Will be addressed in design of new regional and subregional projects and in Mgt Plan-NE.	10d. Prepare Mgt Plan-NE	RNE with support of OSD and other concerned units	4th Q 2011	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
10e. As indicated earlier, technical expertise (at regional and sub-regional level) on key programme and cross-cutting areas for the region, particularly in the areas of natural resources management, policy and gender, should be revised in order to align the FAO regional skills mix to the priority areas endorsed by Member Countries.	10e. Will be addressed in design of new regional and subregional projects and in Mgt Plan-NE.	10e. Prepare Mgt Plan-NE	RNE with support OSD and other concerned units	4th Q 2011	N
10f. Given the positive result of RNE-TCI collaboration in the finalisation of the RPF-NE, it is recommended that cooperation between RNE and TCI continue and be expanded to FAORs and SMTs particularly for the formulation of CPFs and SRPFs, and vice-versa, to encourage Regional and Sub-regional officers to participate more in TCI activities within the region. Besides, TCI experts who are in close contact with International Financing Institutions involved in the agricultural sector could become a good entry point for partnership building and resource mobilization at country and sub-regional levels. If a budget allocation is provided to RNE to cover CPFs formulation cost (as recommended by the Strategic Evaluation of Country Programming), it could be used for that purpose.	10f. Will be addressed in revised CPF Guidelines.	10f. Prepare CPF guidelines	TCS	3rd Q 2011	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
Rec 11: Structural issues affecting the efficiency and effectiveness of technical work should be urgently addressed. Of particular interest are issues related to the implementation of FAO emergency field programme. In 2010, TCE issued a new strategy which calls for the decentralization of responsibilities for emergency operations. Taking into account the spirit of this strategy, the evaluation recommends the following:	Accepted subject to outcome of review Decentralization of responsibilities for emergency operations to be subject of separate review by Strategy Team I. The results of this review should be integrated in the Mgt Plan-NE.	11. Undertake review	Strategy Team I	3rd Q 2011	To be determined
11a. RNE and TCE should put in place necessary instruments to strengthen information exchange, communication and advocacy for emergency (and non-emergency) programs implemented in the Near East. As done in other regions, this should include the holding of regular meetings and the fielding of a liaison and communication officer based in the region.	11a. As of 2011 regular regional meetings will also include, as a rule, senior emergency staff in the region. Issue of additional Liaison and Communication Officer will be considered by RNE in the 2012-13 PWB. The preparation of regional and country Plans of Action for emergencies embedded within the regional work plan.	11a. Organize regional meetings	RNE and Strategy Team I	Ongoing	Y
11b. In coordination with TCE, Regional and Sub-regional experts should be more involved in backstopping and monitoring of emergency operations undertaken in the Near East. Staff work plans should reflect this activity.	11b. As of 2011, regional and subregional experts in the Near East will consider the backstopping requests of emergency projects in the preparation and implementation of their work plans.	11b. RNE to prepare workplan. Strategy Team I to provide guidance	RNE and Strategy Team I	Ongoing	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
11c. The conditions for out-posting the coordination of regional, sub-regional and country emergency programs should be built as soon as possible.	11c. Strategy I team to review	11c. Undertake Review of operational decentralization of emergencies	Strategy Team I	3d Q 2011	N
11d. In coordination with TCE, budget holder responsibility for emergency and rehabilitation activities identified in the CPFs should be progressively transferred to FAORs.	11d. Requires a separate review of involved costs and benefits, as well as attendant risks and opportunities.	11d. Membership to address this issue in context of Vision on Decentralization			
11e. Following the development of the RPF-NE, SRPFs and CPFs, administrative procedures (including those listed in the TCP Manual) that limit the full and unrestrictive alignment of FAO financial resources allocated to the region (including TCP) to priority areas of work agreed at regional, sub-regional and country levels should be streamlined.	At its 104 th Session the Programme Committee recommended: <i>“a gradual approach to the integration of the Technical Cooperation Programme (TCP) within the overall country programming framework, taking the opportunity for the Regional Conferences to look into this matter and provide recommendations in 2012”</i> .	11e. To be addressed in governing bodies ongoing dialogue on TCP matters. Results to be included in Mgt Plan-NE	TC	2012	N
Rec 12: The evaluation team is aware that FAO does not have the resources required to implement the re-shuffling outlined above without the support from Member Countries. Based on the example of the IPA trust fund and recent regional cooperative programmes in other FAO regions, the evaluation team recommends the establishment of a dedicated Regional Trust Fund to support the reshuffling of FAO institutional set-up in the Near East	Accepted The creation of the regional trust fund and its working modalities to be addressed in the Mgt Plan-NE.	12. Prepare Mgt Plan-NE	RNE with support of OSD and other concerned units	4th Q 2010	N

Evaluation Recommendations	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management - Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
and allow the establishment of a regional structure able to implement collaborative programmes agreed at regional (RPF), sub-regional (SRPFs) and country (CPFs) levels. Possible uses of the trust fund include supporting staff training across the region, carrying out analyses on the main regional, sub-regional and country priorities, supplementing resources available for priority areas of work, etc.					