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PROGRAMME COMMITTEE

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**FOLLOW-UP TO THE EVALUATION OF FAO'S RESPONSE TO THE
JULY 2010 FLOODS IN PAKISTAN**

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*This document can be accessed using the Quick Response Code on this page;
a FAO initiative to minimize its environmental impact and promote greener communications.
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Overall Information:

1. The Programme Committee at its 110th session in May 2012 considered the Evaluation of FAO's response to the July 2010 floods in Pakistan and the Management Response.¹ In line with FAO's policy on evaluations, this report provides an update on the status of implementation of the actions set out in the Management Response. The report introduces a Management Action Record Scoring devised by the Office of Evaluation (OED), on a six-point scale, in which FAO Management self-assessed the level of adoption and implementation of recommendations.
2. A major change since November 2012 has been the decentralization and transfer of the operational and budget holder responsibility for the emergency and rehabilitation programme from TCE at headquarters to FAO Pakistan. Following the decentralization process, the former Emergency and Rehabilitation Coordination Unit (ERCU) has been renamed Disaster Preparedness and Response Unit (DPRU) and has been physically organizationally and pragmatically integrated in the FAO Representation.
3. With the reorganization of the structure and decentralization of the operational management of emergency and rehabilitation activities, the FAOR Pakistan has become responsible for the management and implementation of the emergency and rehabilitation programme at country level, accountable to the Regional Representative. Being responsible and accountable for the majority of actions taken by the Organization to implement the accepted recommendations of the evaluation since November 2012, FAOR Pakistan provided inputs on progress, impact and score of most of the agreed actions presented in this follow-up report.
4. Overall, the evaluation has proven useful in bringing up and addressing known issues that had not been properly addressed previously, such as Recommendation 3 on strengthening FAO Pakistan monitoring system; Recommendation 4 on change in organizational culture at global level, but also at country level; Recommendation 7 on the use of standard operating procedures, emergency levels and fast track procedures; Recommendation 8 on funding of large scale disaster responses; Recommendation 10 on cash transfers mechanisms; and Recommendation 11 on training of FAO staff.
5. The key achievements in the implementation of the accepted recommendations are summarized below and are grouped by strategic and operational achievements at global and country level.

FAO Global - Strategic

6. Recommendation 4 - Action 3, Recommendation 7: The new set of protocols developed in 2012 including Standard Operating Procedures (SOPs), Fast Track Procedures and clear accountabilities and responsibilities for Level 3 emergencies allowed FAO to react quickly and efficiently to the recent crises in the Philippines and Central African Republic.
7. Recommendation 10: In 2012, a coherent approach to cash transfer programming (CTP) was developed and an internal policy note for the Organization's use of specific cash transfer (CT) modalities including cash for work, voucher schemes and unconditional cash transfers was established. This was followed, in April 2013, by two sets of guidelines on "Public Works" (cash-voucher and food-for-work) and on "Input Trade Fairs and Voucher Schemes". Since September 2013, cash transfer programming (CTP) is being mainstreamed across FAO country offices through training programmes.

FAO Global - Operational

8. Recommendation 8: Clear eligibility criteria established for a Special Fund for Emergency and Rehabilitation Activities (SFERA) coordination window up to USD 100 000 to fund coordination-related activities, including cluster coordination at the onset of a disaster. New USD 1.5 million 'No Regrets' Level 3 response window of SFERA revolving fund component has been approved by the Finance Committee. In the event of a Level 3 emergency, the Director, TCE will automatically make available USD 500 000 in order to immediately enhance capacity on the ground and be fully involved

¹ PC 110/6; PC 110/6 Sup. 1

in initial coordination, assessment and response activities. An additional corporate stand-by partner agreement was signed with United Kingdom Department for International Development (DFID) and discussions are ongoing with other potential stand-by partners.

FAO Pakistan - Strategic

9. Recommendation 1 - Actions 1, 2 and 4: The Country Programming Framework (CPF) was finalized in July 2012 and the TCE Plan of Action 2012-2014 was embedded within it. Disaster risk reduction and management (DRR/DRM) has become a core strategic pillar of FAO Pakistan Programme and is in line with the One UN Operational Plan II in Pakistan.
10. Recommendation 4 - Actions 1, 2 and 4: The integration of the DPRU into the FAO Representation resulted in an improved integration of the emergency agenda in the overall FAO programme in Pakistan. Longer-term contracts have been offered to the national staff.
11. Recommendation 3: FAO Pakistan has revised, adopted and strictly followed the beneficiary selection criteria for its new projects taking into account the Beneficiary Selection and Targeting Inter-Sectoral Guidelines of the Food Security Cluster, including the cash and voucher selection criteria. The in-country project monitoring framework has been reviewed and is now more effective, producing timely information on progress against indicators. Beneficiary result assessments have been carried out at both outcome and impact level through face to face interviews, focus group discussions, interviews to key informants to allow beneficiaries to give their feedback on the quality of the assistance provided. The Coordination Performance Monitoring Tool has been elaborated by the Global Food Security Cluster (GFSC) in collaboration with GFSC partners and other global clusters and it is being rolled out.
12. Recommendation 9: The increased capacity of FAO staff and partners on Gender Mainstreaming within the Food Security, Nutrition and Livelihood projects has resulted in better integration of gender in proposal formulation. Women beneficiaries' knowledge and practices have improved with regard to nutrition and nutritional requirements of girls, boys, mothers and children. Women's access to fresh vegetables, eggs and dairy products has increased and income generation and income management capacity has also been improved.
13. The main obstacles met in the process include:
14. Recommendation 1 - Action 3: Fundraising through CPF has produced mixed results due to the fact that the document is generic; and the DRM cycle is divided between Priority area 1 and Priority area 3.
15. Recommendation 2: The land tenure issue is extremely sensitive, and the impact of the project targeting vulnerable tenant/hari communities in Sindh province that FAO Pakistan is implementing in collaboration with ILO and UN Women is lower than expected. To date, the communications on land rights have been very carefully managed and FAO Pakistan may re-visit its communications strategy depending on the evolution of the project over the coming months.
16. Recommendation 5: Ongoing performance appraisal of service providers and suppliers provides a better knowledge of the market of goods and services in the country however it has not proved to be an effective tool for mitigating risk of non-performance.

17. Recommendation 13: In the flood affected areas, establishing a transitional link from emergency to medium and long-term development objectives has been challenging due to: the short time span of the projects (at least a medium term implementation period is required to make an impact); and main structural causes that prevent the underlying causes of vulnerability to be addressed, such as the land tenure issue and connected debt, and the recurrence of floods (some areas have been struck for four years consecutively).

18. The detailed follow up actions are explained in below matrix, including MAR Score.

Guidance sought

16. The Programme Committee may wish to note progress in the implementation of the Evaluation recommendations and provide its views on the follow-up report.

Accepted evaluation recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score (see below)
<p>Recommendation 1</p> <p>FAO Pakistan should quickly finalise the Country Programming Framework, ensuring that it includes disaster risk reduction and management as a core strategic pillar, also using the document as a resource mobilisation tool, to leverage funding for agricultural flood recovery, and DRM capacity development, over the medium term. This will also involve the operationalization of the FAO/WFP/UNDP MoU on recovery in Pakistan.</p> <p>(Action: FAOR, TCE & ERCU, TCI)</p>	<ol style="list-style-type: none"> 1. Country Programming Framework to be finalised. (FAOR). 2. TCE Plan of Action 2012-2014 to be finalised. (TCE/ERCU). 3. CPF to serve as a basis for the Resource Mobilization Management Strategy for Pakistan. (FAOR/TCSR). 4. Future programming to continue to mainstream DRR/DRM activities, leveraging existing agreements with UN agencies as appropriate. (TCE/ERCU/FAOR). 	<ol style="list-style-type: none"> 1. The Country Programming Framework was finalized in July 2012. 2. The TCE Plan of Action 2012-2014 was finalized and embedded within the CPF. 3. The CPF has been used as a basis for resource mobilization. 4. DRR/DRM activities are generally mainstreamed in the Programming in Pakistan. Under the UN Operational Plan II, the Strategic Priority Area (SPA) 3 aims at an increased national resilience to disasters, crises and external shocks. FAO contributes to all the outcomes of the SPA 3 and has actively participated in the formulation of the related flagship proposals. 	<p>The FAO Programme is now in line with both the CPF and the One-UN Operational Plan, and activities are prioritized accordingly.</p> <p>Fundraising through CPF has brought uneven results due to the fact that it is generic; and the DRM cycle is divided amongst Priority area 1 and Priority area 3.</p>	<p>1. – 5</p> <p>2. – 5</p> <p>3. - 3</p> <p>4. - 4</p>
<p>Recommendation 2</p> <p>In future responses FAO needs to advocate on behalf of the tenant communities in order to maximize the impact of the items distributed, and to reduce the influence of local powerbrokers. This should lead, over time, to a longer term advocacy initiative on land reform.</p>	<ol style="list-style-type: none"> 1. FAO to reinforce, to the extent possible its communication and advocacy in favor of the most vulnerable tenant communities that rely on agriculture-based livelihoods in partnership with ILO, UN Women, UN Habitat and other relevant partners. (TCE/ERCU/FAOR). 	<p>Since February 2013 FAO Pakistan in collaboration with International Labour Organization (ILO) and UN Women has been implementing a USD 2.9 million project aimed at restoring and protecting the livelihoods and empower vulnerable tenant/<i>Hari</i> communities in Sindh Province of Pakistan.</p> <p>FAO Pakistan ensures preference is given to tenants/sharecroppers by applying the following beneficiary selection criteria:</p> <p>a) sharecroppers/tenants receiving 50</p>	<p>FAO has improved its beneficiary targeting in Sindh, by applying improved selection criteria.</p> <p>The land tenure issue is extremely sensitive, and the expected impact is low. Given the sensitivity of the matter, to date the communications and advocacy aspects have been very carefully managed. Depending on the evolution of the project, in the coming months FAO Pakistan may re-visit its communications</p>	<p>1. - 3</p>

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(Action: FAOR, ERCU, NRC)		percent or less of the net crop production, under existing tenancy arrangements; and b) landowners are willing not to deduct the cost of the agricultural inputs provided by FAO on a free-of-cost basis. FAO facilitated the signature of an MoU between landlords and tenants to improve the tenants' share of the final agriculture production.	strategy in this area.	
<p>Recommendation 3</p> <p>Both the capacity and structure of FAO Pakistan's monitoring system, needs to improve drastically, so as to ensure better beneficiary identification, reduced levels of misallocation of distributed items, and better monitoring of the results of interventions. Targeting guidelines require review and improvement. Furthermore, a system of evaluating the impact and efficiency of co-ordination needs to be elaborated and implemented</p> <p>(Action: FAOR, ERCU and Global FS Cluster Coordinator).</p>	<p>1. Critical review of in-country programme monitoring system and procedures to be completed, and recommendations developed. (TCE/ERCU/FAOR)</p> <p>2. Beneficiary selection criteria and guidelines for all future responses to be revised and adopted in light of extant inter-sectoral guidelines and best practice (see also Recommendation 12). (TCE/ERCU/FAOR)</p> <p>3. Coordination indicators to be adopted in line with the IASC Performance Monitoring tool and Transformative Action Initiative. GFSC notes the recommendation for indicators to be elaborated to measure the impact and efficiency of coordination, and will implement it to the extent possible after consultation with GFSC partners. (FAO/WFP/GFSC)</p>	<p>1. The in-country programme monitoring system has been reviewed, and detailed monitoring frameworks have been recommended to be integral part of programme/project implementation. Activity/process monitoring is given equal importance as result monitoring. Relevant monitoring staff have been hired with revised TORs. A senior Monitoring and Evaluation Officer is being recruited to work on the overall FAO Pakistan programme.</p> <p>2. FAO Pakistan has revised, adopted and strictly followed the beneficiary selection criteria for its new projects taking into account the Beneficiary Selection and Targeting Inter-Sectoral Guidelines of the Food Security Cluster, including the cash and voucher selection criteria.</p> <p>3. The Coordination Performance Monitoring Tool has been elaborated by the GFSC in collaboration with GFSC partners and other global clusters and it is being rolled out.</p>	<p>The guidelines for beneficiary selection are contributing to a more smooth and transparent implementation of the projects. The programme/project monitoring system is now more effective, allowing timely information on progress against established SMART indicators.</p>	<p>1. - 5</p> <p>2. - 5</p> <p>3. - 5</p>

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<p>Recommendation 4</p> <p>A change in organisational culture is required so as to empower in-country staff to respond in a more efficient, and effective manner. This includes, but is not limited to:</p> <p>1) Formally involving the FAOR in decisions regarding the recruitment of senior emergency and rehabilitation staff (Action: TCE) and considering merging of the two FAO offices at the earliest moment possible.</p> <p>2) Opening an “imprest account” for the ERCU so as to facilitate the speedier processing of payment and reducing bureaucratic delays. (Action: CSF)</p> <p>3) developing standard operating procedures, and</p> <p>4) In the context of GoP decentralization, increasing the authority and responsibilities of provincial offices to plan and manage field programme interventions. This may require recruitment of new staff and/ capacity building of existing</p>	<p>1. Formal involvement of FAOR in selection of senior emergency and rehabilitation staff to be clarified, and feasibility study of merging ERCU and FAOR offices in Islamabad to be completed, including cost/benefit, security and risk analyses. (TCE/FAOR/OSD)</p> <p>2. Decentralization of budget holder responsibility to DO scheduled for end 2012.</p> <p>3. An initiative was started by TCE in June 2011, with support from the US Office of Foreign Disaster Assistance (OFDA), to develop Standard Operating Procedures (SOPs) for emergency preparedness and response. SOPs for emergency preparedness and response to be completed, endorsed by senior management, piloted, rolled out, and capacity development completed (see also Recommendations 5 and 7). (TC/OSD/CS and tech units in collaboration with DOs)</p> <p>4. Ongoing review of staffing structure and recruitment of competent staff according to programmatic requirements, and FAO and GoP decentralization processes. (TCE/ERCU/FAOR)</p>	<p>1. The FAOR has been involved in the last selection of the Senior Resilience Programme Coordinator. The ERCU (now called Disaster Preparedness and Response Unit DPRU) moved to the FAO Representation office in May 2013.</p> <p>2. Decentralization of budget holder responsibility accomplished in time.</p> <p>3. The Director-General Bulletin (2013/32) on Standard Operating Procedures for L3 emergencies was issued in May 2013. The FAO Handbook for Emergency Preparedness and Response, containing guidance on Emergency Preparedness and Standard Operations Procedures for all levels of emergency response, is under finalization and to be issued in May-June 2014. SOPs currently being piloted in ongoing Level 3 Emergencies, and revised Procedures and DG bulletin expected in June 2014. Capacity Development Modules under development and full roll out scheduled for June 2014.</p> <p>4. The staffing structure has been revised and is about to be completed. Most of the DPRU staff have longer term contracts, however contract duration depends on project funding. FAO Islamabad is further decentralizing planning and implementation of projects and programmes to the provincial offices by transferring to the field of technical officers formerly based in the capital and by increasing the delegation of authority to the</p>	<p>The organizational changes are starting to contribute to a more integrated approach of the FAO programme in Pakistan.</p>	<p>1. - 5</p> <p>2. - 5</p> <p>3. - 5</p> <p>4. - 4</p>

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staff. (Action: FAOR and ERCU)		project managers in the field. The DPRU in Islamabad will provide backstopping support, attend coordination meetings, and maintain relationships with related Government Institutions and donors.		
<p>Recommendation 5</p> <p>Enhance emergency preparedness and institutionalise learning opportunities and activities, in particular, establish formal follow-up procedures on previous evaluations and after-action reviews, establish a performance appraisal systems for all staff (including NPP and longer-term PSA/consultants), and implementing partners and commercial suppliers. This will serve as a prequalification assessment for future emergency contracts.</p> <p>(Action: FAOR, TCE and ERCU)</p>	<p>1. Review potential service provider list and update/renew by issuing occasional Expressions of Interest. (ERCU/FAOR)</p> <p>2. Review national staff performance appraisal systems and adopt additional measures when appropriate. (ERCU/FAOR/CSH)</p> <p>3. Based on existing experience, continue to submit Supplier Performance Reports to CSAP for all purchase orders, in line with existing procedures under MS 502. (ERCU/FAOR)</p> <p>4. Prepare and submit follow-up report in line with OED guidelines. (TCE/FAOR)</p>	<p>1. The potential Service Providers (SPs) list has been reviewed and updated. Newly selected SPs for on-going projects were recorded in FAO Pakistan's database of potential SPs. An EOI is launched at least on annual basis to update the list of Potential SPs. The EOI is published in leading daily newspaper, FAO website and Pakistan Humanitarian Forum (PHF).</p> <p>2. National staff performance is appraised using the ADM104E form (Quality Assessment Form) when the contract is renewed.</p> <p>3. Supplier Performance Reports are submitted to CSAP when issues arise with vendors whose Purchase Orders were issued by CSAP. In line with FAO decentralization, all issues regarding performance of suppliers whose Purchase Orders were issued by the FAOR are reported to FAOR and Local Procurement Committee.</p> <p>4. Follow-up report finalized.</p>	<p>Publishing of EOI and recording the new potential SP's in FAO vendor database helps the FAO office to (1) have better knowledge on availability of specific services from SPs; and (2) enhance competition among SPs and obtain value for money services.</p> <p>No major impact/changes on quality of human resources.</p> <p>Suppliers' performance records enable FAO office to assess the technical and operational capacity of the suppliers however they have not proved to be an effective tool for mitigating risks of non-performance.</p>	<p>1. - 5</p> <p>2. - 5</p> <p>3. - 3</p> <p>4. - 4</p>

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<p>Recommendation 6</p> <p>Interim or staged payment schedules should be encouraged, particularly within large contracts, thereby reducing the finance costing inherent therein. (Action: FAOR, TCE and ERCU)</p>	<p>Continued application of partial, interim or staged payments to suppliers according to circumstances, in line with the Organization's rules and regulations which foresee the ability under Manual Sections 502 and 507 to make interim or staged payments to suppliers. (TCE/FAOR/CSAP)</p>	<p>Interim and staged payments are made in connection to contracts for Construction/ Rehabilitation/Irrigation, and provision of other specific services or LoAs. Full payment upon delivery is a normal practice of FAO when procuring Goods under MS 502.</p>	<p>No major impact on programme, policies and/or procedures, as this is a consolidated practice.</p>	<p>1. - 5</p>
<p>Recommendation 7</p> <p>To make systematic that which worked effectively but on an ad hoc basis in the Pakistan response. Standard operating procedures and a classification system for categorizing the severity and scale emergencies should be developed/adopted in support of fasttracking administrative actions. (Action: TCE, CSA/F/H, LEG)</p>	<p>1. SOPs for emergency preparedness and response to be completed, endorsed by senior management and disseminated. (TC, OSD, CS)</p>	<p>1. Director-General's Bulletin and accompanying Operational Guidelines issued in May 2013, which details FAO's classification of emergency response Level's (1,2,3), as well as responsibilities and accountabilities for Level 3 emergency preparedness and response. Fast Track Procedures (administration, finance, human resources, procurement and programme/technical) for Emergency Response have been developed, included in Operational Guidelines and being tested and revised based on current Level 3 emergencies. Systematic review of ad hoc procedures and practices in previous emergencies has been undertaken, and used to inform Standard Operating Procedures, Director-General's Bulletin 2013/32 and Operational Guidelines for Level 3 Emergency Preparedness and Response.</p>	<p>1. FAO's policy and procedure on Level 3 Emergencies applied in 2013 in the Philippines, Central African Republic and South Sudan. Standard Operating Procedures, Fast Track Procedures and clear accountabilities and responsibilities allowed FAO to immediately mobilize an emergency response team to support the affected country offices, undertake immediate needs assessment, participate in interagency processes and meet very tight agricultural season deadlines while being fully involved in the system-wide level 3 response.</p>	<p>1. - 5</p>
<p>Recommendation 8</p> <p>With respect to funding, pre-agreements with identified donors (including CERF) need</p>	<p>1. Explore possibility of, and advocate for, extra budgetary funding to support Cluster coordination in large-scale sudden onset emergencies. Global stand-by arrangements have already</p>	<p>1. Clear eligibility criteria have been established for a SFERA coordination window up to USD 100 000, which can be made available at the onset of a disaster or crisis to fund coordination-related activities, including cluster coordination.</p>	<p>1. A SFERA allocation for coordination was immediately released at the onset of Typhoon Haiyan in the Philippines, and enabled FAO to deploy two sub-national Food Security and</p>	<p>1. - 6 2. - 6</p>

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<p>to be established in order to precipitate the establishment of a nationwide cluster system, available for any future large scale disaster responses. The level of SFERA funding should be raised proportionately dependent on the scale of the disaster and the funding commitments made.</p> <p>(Action: TCE HQ and Global Food Security Cluster Coordinator)</p>	<p>been concluded (e.g. Norwegian Refugee Council, CANADEM, and Danish Refugee Council), which can assist in the rapid establishment of cluster systems at country level. (GFSC/TCE/TCSR)</p> <p>2. SFERA already provides the ability to increase allocations for large-scale emergency responses Linkage between level of SFERA funding and declaration of level of emergency to be finalised as part of SOPs. (TCE)</p>	<p>An additional corporate stand-by partner agreement has been signed with DFID and discussions are ongoing with other potential stand-by partners. The cluster has been flagged as a priority area for deployments with all current partners. Possibilities have been explored for funding pre-agreements for cluster coordination however no agreement has so far been concluded.</p> <p>2. New 'No Regrets' Level 3 Response window of SFERA revolving fund component approved by the Finance Committee in the amount of USD 1.5 million. In the event of a Level 3 Emergency, the Director, TCE will automatically make available USD 500 000 in order to reinforce FAO capacities on the ground and establish an emergency response team, field assessment missions, embark on programme formulation exercises, and initiate support for time-critical activities.</p>	<p>Agriculture Cluster Coordinators. The cluster role in preparedness is being better defined by the IASC and in some risk-prone countries, such as Bangladesh and the Pacific Islands, there is an increasing focus on the preparedness cluster rather than emergency response, including building the capacities of national structures.</p> <p>2. A USD 500 000 SFERA "no-regrets" allocation was made available in the Philippines and Central African Republic Level 3 emergencies, and allowed FAO to immediately enhance capacity on the ground and be fully involved in initial coordination, assessment and response activities.</p>	
<p>Recommendation 9</p> <p>To improve the integration of gender issues into FAO's programming, more women need to be employed within FAO Pakistan, not only at senior level in the organisation, but also in the programme and monitoring teams, so as to improve access to female members of the</p>	<p>1.Continued capacity development and sensitization of FAO staff and local partners on gender analysis within the project cycle, particularly in needs assessments and targeting, programme /project design, and monitoring of gender markers during project implementation. (TCE/ERCU/FAOR/ESW)</p> <p>2. Explore possibility of a GenCap advisor to be deployed to Pakistan, working with the ERCU, FAOR, Sub-</p>	<p>1. A gender sensitive approach is taken throughout the project cycle in Pakistan. Sex disaggregated data are also collected. Local partners are sensitized on gender analysis within the project cycle. Multiple training sessions on gender mainstreaming have been organized for different humanitarian actors including local and international organizations. Compared to 2011 the proportion of female staff in programmatic positions of FAO has increased from 17.5% to 29%.</p>	<p>The increased capacity of FAO staff and partners on Gender Mainstreaming within the Food Security, Nutrition and Livelihood projects has resulted in better integration of gender in proposal formulation. Proposals submitted by FS Cluster members have improved in gender marker scoring.</p> <p>Women beneficiaries' knowledge and practices have improved with regard to nutrition and nutritional</p>	<p>1. - 4</p> <p>2. - 4</p>

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community. (Action: FAOR, ERCU)	Working Group on Gender and other relevant bodies. (TCE/ERCU/FAOR/ESW)	2. There is a Gender Advisor within the framework of the One UN system in Pakistan. A Gender focal point is actively involved in all the projects ongoing in Pakistan.	requirements of girls, boys, mothers and children. Their access to fresh vegetables, eggs and dairy products has increased. Women's income generation and income management capacity has also been improved.	
Recommendation 10 FAO needs to learn from its cash for work initiative, and develop its internal capacity for future usage of this, and other cash transfer mechanisms, including the use of vouchers and unconditional cash transfers. (Action: TCE HQ)	1. The work initiated on <i>Operational Guidelines on Cash Transfers</i> and a FAO Policy Document on cash transfer programmes based on acquired experience in several regions will be completed and disseminated in line with the Organization's commitment to an integrated FAO programme, and to promote a high standard of quality across all FAO cash transfer programmes. (TC, TCE in conjunction with relevant Units).	1. At global level, in 2012 a coherent approach to Cash Transfer Programming (CTP) was developed and a policy for the Organization's use of specific cash transfer (CT) modalities including cash for work, voucher schemes and unconditional cash transfers was established. This was followed in April 2013 by two sets of guidelines: Guidelines on Public Works (cash-voucher and food-for-work) and Guidelines on Input Trade Fairs and Voucher Schemes. Since September 2013, Cash Transfer Programming is being mainstreamed across FAO Country Offices through training programs. To date, FAO Pakistan has not yet received training. At local level, while waiting for the official release of FAO corporate guidelines, FAO Pakistan developed some Guidelines for Cash and Voucher Interventions under the Food Security Cluster.	The 30 FAO staff members who attended the trainings in Accra and Addis Ababa are familiar with FAO policy on CTs and with FAO Guidelines on PWs and Guidelines on ITFs and VS.	1. - 4
Recommendation 11 FAO needs to follow up on training of staff and sector partners to better	1.Capacity development planning to continue to include provision for training on good practice guidelines, including annual refresher training for both FAO staff and GFSC sectoral	1. FAO conducts training on good practices guidelines (e.g.: LEGS, SEAGA: see Recommendation 9) through the ongoing projects.). The FSC in Pakistan is also providing training on good practice guidelines to its partners.	The impact is still low. Training on good practices guidelines needs to be extended to a larger number of stakeholders. In particular, the need is felt for training on livelihood recovery strategies and	1. - 3

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<p>promote the use of good practice guidelines such as SPHERE, LEGS, and SEAGA.</p> <p>(Action TCE HQ and technical units)</p>	<p>partners. (TCE/ERCU/FAOR/GFSC/LTUs)</p>	<p>In 2014 the GFSC is resuming its training programme after a gap in 2013 due to lack of funding.</p>	<p>frameworks, especially for Government staff.</p>	
<p>Recommendation 12</p> <p>Targeting of beneficiaries needs to be improved. The recently developed “beneficiary selection and targeting, inter sectoral guidelines for Pakistan” should be evaluated and where advisable adopted.</p> <p>(Action: ERCU)</p>	<p>1. Review and amendment of beneficiary selection and targeting criteria in light of best practices, recommendations by GoP and UNCT, and response context. (ERCU/FAOR)</p>	<p>1. Beneficiary selection and targeting criteria were reviewed and amended. See Recommendation 3.2.</p>	<p>Same as Recommendation 3.</p>	<p>1. - 5</p>

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<p>Recommendation 13</p> <p>Shift emphasis in supporting flood affected agricultural communities beyond agricultural inputs towards the provision of low cost credit, value chains development, and agricultural extension. For tenant farmers in particular, develop an approach that focuses on the underlying causes of their vulnerability (land rights) and which seeks to diversity their livelihood strategies.</p> <p>(Action: FAOR and ERCU)</p>	<p>1. Consider all response options that meet the needs of crisis-affected populations, and which provide a transitional link to medium- and longterm development objectives as articulated in the CPF. (TCE/ERCU/FAOR)</p>	<p>1. FAO Pakistan has recently implemented three projects focusing on restoration of livelihoods of farming households to pre-disaster conditions by rebuilding household and community food security, enhancing their value chains and strengthening their capacity to manage disaster risks. These projects were implemented in flood and conflict affected districts of KPK, Punjab, Sindh and Baluchistan.</p> <p>The linkage with medium and long term development objectives is considered in the formulation of all new recovery projects.</p>	<p>1. The implementation of the recommendation has had a minor impact in the flood affected areas, due to various reasons: (i) the short time span of the projects (at least a medium term implementation period is required to make an impact); (ii) main structural causes that prevent addressing the underlying causes of vulnerability, like the land tenure issue and connected debt, and the recurrence of floods (some areas have been struck for four years consecutively).</p> <p>A greater impact has been recorded in the non-flood affected areas, with a significant reduction in vulnerability, improvement of food production and income generation, and an increase in resilience to shocks.</p>	<p>1. - 4</p>