



Food and Agriculture
Organization of the United
Nations

Office of Evaluation

Evaluation of FAO Cooperation in Sri Lanka 2006-2012

Management response to evaluation report

January 2013
final

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

Permission to make copy, download or print copies of part or all of this work for private study and limited classroom use is hereby granted, free of charge, provided that an accurate citation and suitable acknowledgement of FAO as the source and copyright owner is given. Where copyright holders other than FAO are indicated, please refer to the original copyright holder for terms and conditions of reuse. All requests for systematic copying and electronic distribution, including to list servers, translation rights and commercial reuse should be addressed to copyright@fao.org.

For further information, please contact:

Director, OED
Viale delle Terme di Caracalla 1, 00153
Rome, Italy
Email: evaluation@fao.org

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of FAO concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.

Management response to the Evaluation of FAO Cooperation in Sri Lanka 2006 - 2012					January 2013
Evaluation Recommendation	Management response Accepted, partially accepted or rejected and comment on the Recommendation	Management plan			
		Action to be taken	Responsible unit	Timeframe	Further funding required (Y or N)
<p>Recommendation 1</p> <p>FAO's Sri Lanka country office consult more broadly with FAO staff and partners and develop a coherent, focused CPF that capitalizes on FAO's global and country-level comparative advantages, that is aligned with GoSL's emerging priorities, Sri Lanka's middle-income country status and the new UNDAF, and that advocates pro-poor and sustainable policies.</p>	<p>Accepted</p> <p>During the period under review, FAO programming decisions were largely based on government requests to FAO for assistance mainly to fill the funding gaps on priority needs with little consideration of FAO's comparative advantage. Much of the 76 million USD delivered by FAO during this period was for emergency support related to Tsunami and post conflict recovery. Currently FAO works with donor resources, and as a partner with the donor and the national Government, flexibility is essential as donor priorities change as well as Government needs and negotiation is required between Government priorities, donor priorities, and FAO mandate.</p> <p>Fully agree with this recommendation regarding the CPF.</p> <p>Full participation on formulation of the UNDAF and ensuring that the CPF is in line with the UNDAF for 2013 - 2017</p>	<p>Action(s):</p> <p>To review all editorial and technical comments received from RAP and HQ on the draft CPF and will complete the CPF document for submission by end December 2012.</p>	FAOSL	Nov. – Dec. 2012	N
		<p>To obtain services of RAP technical officer to improve CPF quality aspects.</p>	FAOSL,RAP	December 2012	N
		<p>To have final consultation with GOSL to validate the final draft CPF before submission for approval. Subsequent implementation of CPF in consultation with GOSL.</p>	FAOSL, GOSL	December 2012	N
		<p>Has been done and now working on UNDAF implementation teams</p>	FAOSL	on-going	N

	Extensive consultations with other UN agencies and Government on district level planning and development needs realized (7 conflict impacted districts) and included within the CPF.	On-going for one year and new 60 million Euro project to go full implementation by 1 April 2013 until 2017		April 2013	N
Recommendation 2	Accepted	Action(s)			
<p>FAO HQ, RAP and FAO Sri Lanka work together to ensure that the country office has the right staff and consultants in place in order to implement the CPF, transition to new administrative management systems and compensate for increased operational responsibilities under decentralization.</p>	<p>During the period of review and prior, FAOLK has had a minimum structure of a model 'C' Representation while managing a significant programme with Tsunami recovery and conflict rehabilitation projects (some 76 million USD during the review period – another 30 million currently going forward). Proper staffing is essential and we maintain about 25 in the Representation and another 75 in the field.</p> <p>FAO country offices need the best of the best when it comes to staffing. Under PSA and NPP recruitment, we can identify the best national staff and pay accordingly. With fixed term staff, we need to be able to promote the best and to terminate those who are not suited. Currently we have staff locked in fixed posts with no promotion which is unfair to the staff.</p> <p>Transfer of budget holder responsibilities with regard to OSRO projects has not resulted in any specific additional funding for staff, however we are managing and are happy to have budget holder responsibilities</p>	<p>We are continuing to adjust staffing to meet needs of evolving programmes from humanitarian to development in line with the CPF.</p> <p>We access national staff and adjust TORs as per changing needs. Open recruitment is done for new posts. Currently interviewing 10 applicants for one fixed term admin clerk post.</p> <p>Strengthening project planning and implementation (have hired a new programme officer)</p>	FAOLK	on-going	N
			FAOLK	on-going	N
			FAOLK		Y
			OSD		Y

	<p>as it makes project implementation easier.</p> <p>Ideally, we should have an International Operations Officer to serve as Deputy FAOR in the Representation.</p>	Lack of funds...			
<p>Recommendation 3</p> <p>FAO Sri Lanka continue to strengthen its monitoring and evaluation systems to meet both learning needs and accountability requirements, and that FAO create a position at RAP to better support country programmes in the region on matters pertaining to performance enhancement, monitoring and evaluation.</p>	<p>Accepted</p> <p>We continue to work at strengthening our M&E and we continue to improve in capturing data and assessing results in the field. The Representation has a senior M&E officer, a M&E – programme officer, and a GIS / data mgmt specialist. Our core team at the Representation works through field officers in the districts.</p>	<p>Action(s)</p> <p>Development and implementation of M&E Plans for all FAOLK projects</p> <p>Review and update of existing M&E tools and development of new tools (if required) applying RBM concept</p> <p>Review and update log frames for all projects</p> <p>Development of Performance Measurement Frameworks for all projects</p> <p>Strengthening of field monitoring mechanism</p> <p>Development of strategies and guidelines for M&E</p>	<p>FAOLK</p> <p>FAOLK/ RAP</p> <p>FAOLK</p> <p>FAOLK</p> <p>FAOLK</p> <p>FAOLK/ RAP</p>	<p>on-going</p> <p>Jan –May 2013</p> <p>Jan – May 2013</p> <p>Jan – May 2013</p> <p>on-going</p> <p>Jan – May, 2013</p> <p>Jan – June</p>	<p>N</p> <p>N</p> <p>N</p> <p>N</p> <p>Y</p> <p>N</p> <p>Y</p>

		<p>Development of Management Information System (MIS) for FAOLK projects management</p> <p>Training and Capacity Building</p> <p>RAP will continue to assess the situation related to its ability to backstop country M & E requirements and review the viability and options available to fund such a position.</p>	<p>FAOLK/RAP</p> <p>FAOLK/RAP/HQ RAP</p> <p>RAP</p>	<p>2013</p> <p>on-going</p> <p>Jan – Jun 2013</p>	<p>Y</p> <p>Y</p>
	<p>RAP should have a technical officer for M&E to backstop countries in the region. However, this is fully subject to being in a position to identify the necessary financial resources to support such a position. These resources are currently not in place within the regular programme and the viability to cover this position out of extra-budgetary resources is limited.</p>				
<p>Recommendation 4</p> <p>FAO Sri Lanka improve the design, implementation and sustainability of its country projects by continuing to expand its choice of partners, incorporating better</p>	<p>Accepted</p> <p>Fully agree to the need for better participatory processes in project planning, formulation, and implementation. Due to rapid events in the post conflict period, projects were often formulated in isolation. We have now moved from recovery to the development phase, where enhanced community participation and</p>	<p>Action(s)</p> <p>Programming staff of the Representation will strive to ensure top quality project design and implementation. AFAOR just back from training on “project cycle” in RAP.</p>	<p>FAOLK</p>	<p>ongoing</p>	<p>Y - TCPF¹</p>

¹ The TCP Facility could be a real asset for the Organization if FAO Representatives had full control over its use for development of country programmes / projects. As it is now, it is a slow cumbersome procedure to access funds requiring a Government request. Its true potential is missed.

<p>participatory processes, analyzing and responding to gender-based differential needs, and drawing on FAO's rich repository of normative products and effective practices.</p>	<p>stakeholder consultation is emphasized</p> <p>In recent years, FAO has partnered with Government line agencies at the local level as requested by Government. From 2012, FAO has been expanding field level partnerships with INGOs in the North (collaboration with INGOs continues in the East). FAO currently coordinates development activities of 4 other agencies (UNICEF and 3 INGOs) under an EU programme in the North plus is starting joint implementation of a 60 million Euro EU programme for the North and East with 4 other UN agencies plus the IFC.</p> <p>FAO Sri Lanka office accepts the comments received on the low level of gender inclusion and mainstreaming in the project / programme implementation during the period under review. As most projects implemented during the period were of emergency nature, the needed attention and consideration for gender aspects were not addressed sufficiently.</p>	<p>Will continue coordination and collaboration with development partners in the two large EU funded programmes. A recently recruited female irrigation engineer from Zimbabwe will oversee coordination for the EU programme in the North.</p>	FAOLK	Nov 2012	Y
		<p>With the on-going inception phase for the EU programme in the North and East, we will access the need and appropriateness additional INGO involvement</p>	FAOLK	from Dec 2012	N
		<p>Conduct a gender needs assessment</p>	FAOLK / local consultant	from Dec 2012	Y
		<p>Prepare an action plan to mainstream gender aspects into country programme development</p>			
		<p>Train the key staff on gender and gender mainstreaming</p>	Gender focal point trained at RAP Nov 2012. Will train additional staff	from Nov 2012	Y
	<p>From January 2013, presentations will be made in the weekly staff meetings on appropriate normative products and guidelines for different sector application in Sri</p>		FAOLK	Jan 2013 ->	N

	“Drawing on FAO’s rich repository of normative products and effective practices.”	Lanka			
--	---	-------	--	--	--