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Evaluation of FAO Cooperation in Sri Lanka 2006-2012

*Follow-up report to the management response to evaluation
report*

April 2014
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For further information on this report, please contact:

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

**Follow-up report of the Management Response to the Evaluation of FAO Cooperation in Sri Lanka 2006 – 2012
(April 2014)**

Evaluation Recommendation	Action Agreed	Actions Taken	Impact	MAR score
<p>Recommendation 1 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>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 2013.</p> <p>To obtain services of RAP technical officer to improve CPF quality aspects.</p> <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>	<p>All actions were undertaken, including the hiring of a gender specialist to ensure an appropriate gender focus. CPF was signed by Govt in December 2013.</p>	<p>Improved CPF agreed by relevant stakeholders; implementation underway.</p>	<p>5</p>
<p>Recommendation 2 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>Action(s)</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>RAP should have technical expertise on hand to support CPF formulation and gender mainstreaming</p> <p>Ideally, FAO core funding should provide for an International Operations Officer to serve as an assistant to the FAOR in the Representation.</p>	<p>New Organigramme is being discussed within the office and will be finalized shortly. One aspect that needs to be further reviewed is bringing in an "Operations" pillar. No core funding is available, so needs to be reviewed within existing means.</p> <p>There is no longer a distinction between "Emergency" and "Development" staff within the office. Some TORs of existing staff have been adjusted; some contracts of staff who were focused mainly on the Recovery projects are ending.</p> <p>For new projects, we are going through normal recruitment processes, which has resulted in some turnover and new staff on board.</p>	<p>Staff are generally appreciative of the new processes and structures that are being put in place, and understand the value and need for these changes. As a result, many processes are running more smoothly and information sharing is improving.</p>	<p>4/5</p>

<p>Recommendation 3 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>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>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>Progress in this area has been slower than desired, partially due to limited staff capacity within the office.</p> <p>Nonetheless, we are working with existing tools to set up monitoring and evaluation frameworks, with clear indicators and targets. We are also reviewing and discussing project contributions to the CPF, and the CPF linkages to the SOs, to ensure a focus and understanding of these linkages.</p> <p>New projects, such as the large EU funded project, have sound M&E frameworks.</p> <p>An additional staff person has been redirected to this area, who is collecting and maintaining relevant project data (GIS), as well as setting up an overall procurement plan.</p> <p>No support has been received from RAP in this area and the Regional Office has not created an M&E position yet.</p>	<p>The impact of the actions to date is still early to evaluate, partially because we are still transitioning from the emergency-focused projects to the more longer-term development projects, which will have the strengthened monitoring and evaluation systems in place. We also believe that Country Workplanning will assist in this regard, which has not yet been rolled out to the country offices.</p>	<p>3</p>
<p>Recommendation 4 FAO Sri Lanka improve the design, implementation and sustainability of its country projects by continuing to expand its choice of partners, incorporating better participatory processes, analyzing and responding to gender-based</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>Will continue coordination and</p>	<p>A new programming staff person will be hired to assist the AFAOR-Programme (and the FAOR) to provide technical input to the development of new proposals, and ensure we make good progress with the UNDAF, CPF, and gender issues. TORs are currently being developed.</p> <p>Our current gender focal point has provided some</p>	<p>Strong participatory processes are built into the new projects, but impact is still early to assess. As shown in the EU project, these processes are very time consuming, which has delayed implementation.</p>	<p>4</p>

<p>differential needs, and drawing on FAO's rich repository of normative products and effective practices.</p>	<p>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> <p>With the on-going inception phase for the EU programme in the North and East, we will assess the need and appropriateness additional INGO involvement</p> <p>Conduct a gender needs assessment</p> <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>	<p>training to staff, but has limited time under his new role as project manager for a UNREDD project.</p> <p>The large EU funded programmes are moving ahead under challenging new government modalities, which has made expansion to other partners more difficult at this stage, but has a very strong participatory process in the field.</p> <p>As far as taking advantage of FAO's normative aspects, the incoming FAOR has made efforts to promote and discuss global/regional topics and campaigns in many meetings, speeches, presentations, interviews, radio, etc., (Save Food, Year of Family Farming, Food Systems, International Day of Forests, Water and Agriculture, etc). She also describes the five SOs and their importance in meetings with government counterparts and resource partners, to ensure an understanding of FAOs broader role and capabilities.</p>	<p>With FAO moving into more longer-term development projects with stronger technical and capacity building components, as well as with advocacy/communication undertaken by the FAOR and other staff, government counterparts and resource partners are gaining a better understanding of the potential richness and depth of FAOs interventions.</p>	
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