



Food and Agriculture  
Organization of the United  
Nations

## Office of Evaluation

### **Regional Programme for Participatory and Integrated Agriculture, Forestry and Fisheries Development for Long-term Rehabilitation and Development in Tsunami-affected Areas- (RAFFTA) – GCP /RAS/218/JPN**

*Management response to the evaluation report*

## Food and Agriculture Organization of the United Nations

### Office of Evaluation (OED)

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**Management response matrix**

Management response to the Final evaluation for GCP/RAS/218/JPN					Date 26/04/2012
Evaluation Recommendation	Management response <b>Accepted, partially accepted or rejected</b> and comment on the Recommendation	Management plan			
		Action to be taken	Responsible unit	Timeframe	Further funding required (Y or N)
<p><b>Recommendation 1:</b></p> <p>145. The overall recommendation of the mission is that programme staff (CTA and NPMs) concentrates on the “Exit Strategy”. The programme’s experiences, achievements and lessons to be drawn must be fully documented at each of its project sites</p> <p>146. A full case study of each site should be elaborated and synthesized so that it can be disseminated - for future reference - among the various levels of its audience:</p> <ul style="list-style-type: none"> <li>▪ at community level, as an information pamphlet on the technologies, demonstration sites and model farmers available in the community;</li> <li>▪ for extension staff and front-line workers, it must also include the technical specifications of each activity;</li> <li>▪ for decision-making at regional/district government and donor levels, a summary of the socio-economic sustainability and</li> </ul>	<p>Partially accepted.</p> <p>As for paragraph 146, the recommendation ignored technical expertise required for producing ‘information pamphlet’ which could not be covered only by CTA and NPMs. The “community level paper” was also distributed to the national level instead of producing “executive brief paper” because the “community level paper” includes comprehensive information for each activities implemented under the project.</p> <p>As for paragraph 148, the sign boards were set up for the selected model farmers only because there were large number of beneficiaries and also it was impossible to set up sign boards at privately owned land without permission of the owners.</p> <p>As for paragraph 149, the community papers mentioned in paragraph 146 were translated into the local languages and distributed to the communities instead of one-page ‘reference sheet which would require technical expertise.</p> <p>As for paragraph 150, due to limited time for the project, the project management did not agree with the recommendation during the evaluation mission.</p>	<p>Papers for community level both in English and in local languages were prepared by early March 2012 and distributed. The community papers in English were distributed to the national level as the replacement of the executive brief. Sign boards for selected model farmers and sites were set up by the end of March 2012.</p>	<p>Project staff</p>	<p>Completed</p>	<p>N</p>

<p>benefits of the integrated coastal management proposal and its technical viability is needed; and,</p> <ul style="list-style-type: none"> <li>▪ at national level, an “executive brief” in support of policy advise should be presented by the CTA to the various Ministries involved during the final round of “end-of-project” workshops recommended in point 6.2.5.</li> </ul> <p>147. Each activity within the project sites must be described in all of its components and include the benefits that have been drawn by project participants in a brief pamphlet (in local languages). This pamphlet should also include all the criteria for its economic and social sustainability for future reference by the community and front-line/extension workers.</p> <p>148. Each demonstration site should be clearly marked and model farmers/growers clearly designated (through signs/panels) including the women involved in goats and poultry.</p> <p>149. A Reference Sheet (1 page and in local language) covering each step of the production chain - and the key training elements that need to be covered - should be created to assist - as a teaching aid and reference material – participants trained, who are now serving as focal points to</p>					
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Management responses and follow-up reports on evaluations for GCP/RAS/218/JPN

<p>the “best practices” throughout the community.</p> <p>150. The above dissemination material should be compiled by the present staff of the project and formatted for distribution to the various audiences by an experienced communications expert.</p>					
<p><b>Recommendation 2:</b></p> <p>151. Considering the time and budget constraints, this will require a reduction of all field activities during the month of February 2012, to concentrate on the elaboration of this document.</p> <p>152. This proposal has been discussed with the staff of the project during the mission’s field visits and staff has agreed – even though it will require a doubling of their workload - on the importance of “leaving behind” a document describing the experiences and lessons to be drawn from this project.</p>	<p>Rejected.</p> <p>This recommendation is somehow inconsistent with the Recommendation 4. As it was mentioned here above in the response to Recommendation 1, ‘the project field staff did not agree on the preparation of any sort of documentations. ‘The staff’ mentioned that the task would have required technical expertise that was not available among them.</p> <p>Some of the field activities have prolonged until late March 2012 due to the delay in contractors’ actions.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N</p>
<p><b>Recommendation 3:</b></p> <p>153. All on-going activities - in Indonesia and Sri Lanka - should be brought to a close no later than February 2012. And, in order to ensure the sustainability of the achievement of the project, particular attention needs to be given</p>	<p>Partially accepted.</p> <p>Although no new field activities have commenced after the end of February 2012, some activities in Sri Lanka were extended until late March 2012 and those in Indonesia were extended until the NTE date. The reasons for these extensions were the incompleteness of the works by contractors.</p>	<p>In the national wrap-up meeting held on 5 March 2012 in Ampara, Sri Lanka, all the descriptions in the bullets were accomplished.</p> <p>For Indonesia, it was accomplished in the closing ceremony for Indonesian operation held on 28 March 2012.</p>	<p>Project staff</p>	<p>Completed</p>	<p>N</p>

Management responses and follow-up reports on evaluations for GCP/RAS/218/JPN

<p>in both sites to:</p> <ul style="list-style-type: none"> <li>▪ The future management and maintenance by the community of the Casuarina plantations; as well as for the equipment, facilities and installations provided to local groups/cooperatives; and,</li> <li>▪ The full ownership of the equipment and installations provided by the community based organizations that are meant to manage them.</li> </ul>					
<p><b>Recommendation 4:</b> 154. In the Maldives, the processing facilities will need to be finalized by April 2012. Here too, particular attention needs to be given in both sites to:</p> <ul style="list-style-type: none"> <li>▪ The future management and maintenance by the community of the equipment and installations provided to local groups/cooperatives; and,</li> <li>▪ The full ownership of the equipment and installations provided by the community and, if possible, the newly formed cooperative.</li> </ul>	<p>Accepted.</p>	<p>Complete construction of the taro processing facility with provision of equipment. Ownership of the facilities and the equipment are to be handed over to the island cooperative upon completion.</p>	<p>Project staff</p>	<p>30 April 2012</p>	<p>N</p>
<p><b>Recommendation 5:</b> 155. The CTA should limit all regional/national/local coordination meetings planned to only one more round of “end of project” meetings to be held in sequence local/regional/national within each</p>	<p>Accepted.</p>	<p>Organize the national wrap-up meeting and the regional final workshop in early March 2012 in Ampara, Sri Lanka. Organize the closing ceremony for Indonesian operation in late March 2012 in Krueng No village, Aceh Jaya district, Indonesia.</p>	<p>Project staff</p>	<p>Completed</p>	<p>N</p>

<p>country. And, all savings should be redirected towards the elaboration of the reference documents recommended for the project's exit strategy.</p>					
<p><b>Recommendation 6:</b> 156. For the FAO/RAP and FAOR Offices concerned, the mission recommends “not to forget in future projects the necessary follow-up activities to this project”. As the project was a “pilot” phase only, in all cases, many expectations have been raised among project participants and only part of the community has been served. It would be counterproductive and erroneous to presume that activities proposed can be easily scaled up within the communities themselves.</p> <p>157. In Sri Lanka, an FAO project is soon to become operational for the Ampara District. It is essential that the FAOR foresee some geographical overlap with the Vinayapuram Villages to ensure the up-scaling of income generating activities within the village and throughout the District. The government of the Ampara District has already agreed to extend this experience to other areas with similar agro-ecological conditions in the District.</p> <p>158. In Indonesia, the government of</p>	<p>Partially accepted. It is considered that paragraph 158 and 159 do not contain the recommendations but contain the description of the situation.</p>	<p>The national wrap-up meeting for Sri Lanka and the regional final workshop was conducted at the presence of FAOR Sri Lanka and NPC of Sri Lanka. The recommendation in paragraph 156 was emphasized by CTA and agreed by the FAORs. Since the project mentioned in paragraph 157 is planned to commence by August 2012, liaison with FAOR Sri Lanka for reiteration and monitoring will be done.</p> <p>The closing ceremony for Indonesian operation and the regional final workshop was conducted at the presence of NPC of Indonesia and head of agriculture office of Aceh Jaya district. The recommendation in paragraph 158 was emphasized by CTA and agreed by the government with additional support plans, such as provision of training for reproductive management of cattle or 100 million rupiah support for motivated cattle farmers groups, etc.</p>	<p>Project Staff</p>	<p>Completed</p>	<p>N</p>

Management responses and follow-up reports on evaluations for GCP/RAS/218/JPN

<p>the Aceh Jaya District has foreseen the continuous support by its extension services of the Krueng No village once the project ends. The District has the resources (financial and other) to do so. This will ensure the continuous support and dissemination of the project's integrated coastal management proposal.</p> <p>159. For the Maldives, the project must extend its supervision of planed activities until its NTE date. The mission recommends that the present contract of the NPM be extended until then.</p>					
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## Follow-up Report

### *Follow-up report matrix*

Follow-up report of the Management response to the Final evaluation for GCP/RAS/218/JPN			
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
<p><b>Recommendation 1:</b></p> <p>145. The overall recommendation of the mission is that programme staff (CTA and NPMs) concentrates on the “Exit Strategy”. The programme’s experiences, achievements and lessons to be drawn must be fully documented at each of its project sites</p> <p>146. A full case study of each site should be elaborated and synthesized so that it can be disseminated - for future reference - among the various levels of its audience:</p> <ul style="list-style-type: none"> <li>▪ at community level, as an information pamphlet on the technologies, demonstration sites and model farmers available in the community;</li> <li>▪ for extension staff and front-line workers, it must also include the technical specifications of each activity;</li> <li>▪ for decision-making at regional/district government and donor levels, a summary of the socio-economic sustainability and benefits of the integrated coastal management proposal and its technical viability is needed; and,</li> <li>▪ at national level, an “executive brief” in support of policy advise should be presented by the CTA to the various Ministries involved during the final round of “end-of-project” workshops recommended in point 6.2.5.</li> </ul> <p>147. Each activity within the project sites must be described in all of its components and include the benefits that have been drawn by project participants in a brief pamphlet (in</p>	<p>The actions for paragraph 146 of the community level and those of the extension levels have been taken already.</p> <p>Documents in the local language are following the above.</p> <p>Setting up of sign boards for the main activities sites and the selected model farmers.</p>	<p>All the documentations were appreciated by the communities and local/ national governments. English versions of the local community papers were used as the substitution for the ‘executive brief’ paper.</p> <p>It was impossible to create the technical pamphlets for all the activities due to the limitation of time and budget.</p> <p>In addition, it would have required wide range of technical capacity to create such documents and it was impossible to carry out the activity by the project staff that did not have such an expertise. This issue was raised during the evaluation mission by the CTA, however, the suggestion was not reflected in the evaluation report probably because the lack of the specific technical competence of the evaluator.</p> <p>Sign boards were set up at all the facilities provided by the Project and at some of the model farmers’ homesteads.</p> <p>The recommendation in paragraph 150 was not agreed by the project staff during the evaluation mission due to the limitation of time and that of the technical expertise.</p>	<p>The importance of local government has been increasing for sustainability of the Project’s achievements.</p>

Management responses and follow-up reports on evaluations for GCP/RAS/218/JPN

<p>local languages). This pamphlet should also include all the criteria for its economic and social sustainability for future reference by the community and front-line/extension workers.</p> <p>148. Each demonstration site should be clearly marked and model farmers/growers clearly designated (through signs/panels) including the women involved in goats and poultry.</p> <p>149. A Reference Sheet (1 page and in local language) covering each step of the production chain - and the key training elements that need to be covered - should be created to assist - as a teaching aid and reference material – participants trained, who are now serving as focal points to the “best practices” throughout the community.</p> <p>150. The above dissemination material should be compiled by the present staff of the project and formatted for distribution to the various audiences by an experienced communications expert.</p>			
<p><b>Recommendation 2:</b></p> <p>151. Considering the time and budget constraints, this will require a reduction of all field activities during the month of February 2012, to concentrate on the elaboration of this document.</p> <p>152. This proposal has been discussed with the staff of the project during the mission’s field visits and staff has agreed – even though it will require a doubling of their workload - on the importance of “leaving behind” a document describing the experiences and lessons to be drawn from this project.</p>	<p>Same as above.</p>	<p>Same as above.</p>	<p>Same as above.</p>
<p><b>Recommendation 3:</b></p> <p>153. All on-going activities - in Indonesia and Sri Lanka - should be brought to a close no later than February 2012. And, in order to ensure the sustainability of the achievement</p>	<p>In the national wrap-up meeting held on 5 March 2012 in Ampara, Sri Lanka, all the descriptions in the bullets were accomplished.</p>	<p>Although no new field activities have commenced after the end of February 2012, some activities in Sri Lanka were extended until late March 2012 and those in Indonesia were extended until the</p>	

Management responses and follow-up reports on evaluations for GCP/RAS/218/JPN

<p>of the project, particular attention needs to be given in both sites to:</p> <ul style="list-style-type: none"> <li>▪ The future management and maintenance by the community of the Casuarina plantations; as well as for the equipment, facilities and installations provided to local groups/cooperatives; and,</li> <li>▪ The full ownership of the equipment and installations provided by the community based organizations that are meant to manage them.</li> </ul>	<p>For Indonesia, it was accomplished in the closing ceremony for Indonesian operation held on 28 March 2012.</p>	<p>NTE date.</p>	
<p><b>Recommendation 4:</b> 154. In the Maldives, the processing facilities will need to be finalized by April 2012. Here too, particular attention needs to be given in both sites to:</p> <ul style="list-style-type: none"> <li>▪ The future management and maintenance by the community of the equipment and installations provided to local groups/cooperatives; and,</li> <li>▪ The full ownership of the equipment and installations provided by the community and, if possible, the newly formed cooperative.</li> </ul>	<p>To recruit a national consultant to supervise the construction of a taro processing facility to ensure the timely completion of the task. The full ownership of facilities for taro processing and that of VCO plant were transferred to the island cooperative.</p>	<p>The action was planned and implemented prior to the evaluation.</p>	
<p><b>Recommendation 5:</b> 155. The CTA should limit all regional/national/local coordination meetings planned to only one more round of “end of project” meetings to be held in sequence local/regional/national within each country. And, all savings should be redirected towards the elaboration of the reference documents recommended for the project’s exit strategy.</p>	<p>The national wrap-up meeting for Sri Lanka was organized in connection with the regional final workshop. The closing ceremony for Indonesian operation was held separately. No mission to Maldives due to political instability and limitation for travel imposed by UNDSS.</p>	<p>The mission to Indonesia included meetings with Bupati community and other district managements in Aceh Jaya to ensure sustainability after the closure of the Project.</p>	
<p><b>Recommendation 6:</b> 156. For the FAO/RAP and FAOR Offices concerned, the mission recommends “not to forget in future projects the necessary follow-up activities to this project”. As the project was a “pilot” phase only, in all cases, many expectations have been raised among project participants and only part of the community has been served. It would be counterproductive and erroneous to presume that activities</p>			<p>The recommendation placed too much intensity on the future project to be implemented in Sri Lanka. The project staff shifted more intensity into</p>

<p>proposed can be easily scaled up within the communities themselves.</p> <p>157. In Sri Lanka, an FAO project is soon to become operational for the Ampara District. It is essential that the FAOR foresee some geographical overlap with the Vinayagapuram Villages to ensure the up-scaling of income generating activities within the village and throughout the District. The government of the Ampara District has already agreed to extend this experience to other areas with similar agro-ecological conditions in the District.</p> <p>158. In Indonesia, the government of the Aceh Jaya District has foreseen the continuous support by its extension services of the Krueng No village once the project ends. The District has the resources (financial and other) to do so. This will ensure the continuous support and dissemination of the project's integrated coastal management proposal.</p> <p>159. For the Maldives, the project must extend its supervision of planned activities until its NTE date. The mission recommends that the present contract of the NPM be extended until then.</p>	<p>The CTA requested at official meetings for FAOR Sri Lanka and Maldives and NPC of Sri Lanka the inclusion of the target site in the future project.</p> <p>The CTA requested and clarified the official supports available in Indonesia to NPC of Indonesia and to Head of Aceh Jaya district agriculture office at the regional final workshop. The CTA also requested official supports to the target site to Bupati Aceh Jaya at and after closing ceremony.</p> <p>The contract with NPM for Maldives was extended until NTE.</p>	<p>For Sri Lanka, it was identified that the project had already become a model project recognized by the Agriculture Committee of the Ampara district.</p> <p>For Indonesia, the commitment of the national government for financial assistance was not only made by the district government but also by the provincial government, in particular for cattle related activities implemented by the project.</p> <p>For Maldives, the NPM will continuously implement activities, such as training programmes on VCO and handicrafts. All the remaining procurements will also be completed by NTE.</p>	<p>building up closer ties with local government authorities.</p>
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