



Food and Agriculture
Organization of the United
Nations

Office of Evaluation

Evaluation of FAO's Cooperation in Somalia 2007 to 2012

Management Response

December 2013

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>

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1 Introduction

1. FAO Somalia praises the evaluation team for its constructive review of the country programme, and very useful report highlighting the strengths and the weaknesses, and which will definitely help the OIC and the management team in readjusting its programming and operations for better addressing the complex problems of the Somalia's food and agriculture sector. It provides also a good analysis of the contextual political and operational framework in which FAO Somalia has been performing, although sometimes lacking the commensuration to the achievable in such a context.

2. The recommendations related to the support services (HR, procurement, LOAs) are accepted with regards to the rules and policies, however FAOSO management is of the view that achievement of the Procurement unit at FAOSO is not adequately reflected in the report, and that at the contrary, it is commendable the great work achieved by this unit under tied schedule during the famine and the tremendous work done in streamlining the work and procedures.

3. The fisheries sector does not figure prominently in the report, possibly because there was no fisheries expertise on the evaluation team, who could have engaged in consultations with fishing communities, government staff and FAOSO staff. This would have resulted in a more comprehensive discussion of the problems/needs/opportunities of the fisheries sector and how FAOs fisheries programme reflects this. Finally, such an analysis would have resulted in specific recommendations for the fisheries sector. Although there is talk in the report of a "huge" potential and "missed opportunity" these statements are not operationalized in terms of recommendations.

4. Concerning the latest recommendation (17), FAOSO management team commends the mention as a priority for the succession of OIC FAO Somalia highlighting the importance of the leadership in the office (point a). Concerning the point b of the recommendation (17), the matter of improving HR management and policies has been long outstanding, and requires urgent actions. The point d of recommendation (17) is highly and timely relevant considering the increased speed of decentralisation and the need for the review of the technical support structure that would also include the technical expertise available at country level.

2 Management response matrix to the Evaluation of Evaluation of FAO's Cooperation in Somalia 2007 to 2012

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)
RECOMMENDATIONS FOR FAO SOMALIA					
<p>Recommendation 1</p> <p>Despite the operational challenges, FAO Somalia needs to strengthen the culture and practice of community consultation within the programme, from the design stage onwards, paying attention to dynamics within communities so that all voices are heard. Strengthening these skill-sets is especially important as FAO-Somalia embarks on a journey of community-based resilience programming.</p>	<p>Accepted</p> <p>The FAOSO programme approach gives a unique opportunity to focus, especially for the Resilience component on communities and build response on communities need. The challenge will remain as to the direct access by FAO Staff to communities in many locations in Somalia.</p>	<p>1. For specific donor funded projects, the project formulation process will include systematically consultations with the local authorities, potential implementing partners, community elders and members and any other potential stakeholders in the area of operation.</p> <p>2. Within the FAO Somalia Resilience Programme, village-level consultations and community action planning are part of the standard engagement modalities. Models for consultations and action planning processes have been developed and tested in Dolow district and are being rolled out in Somaliland (Odeweyne and</p>	<p>FAOSO</p>	<p>During Concept Note preparation consultations will be conducted at a broad level. After the project has been funded a specific targeting exercise (beneficiaries /activity input/tool) will be conducted.</p>	<p>Yes</p>

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		<p>Burao) and Puntland (Iskushuban).</p> <p>3. For the emergency programme component, the agricultural sector will carry out systematic two fold consultation process with a selection of implementing partners and beneficiaries in the selected regions.</p> <p>This consultation process will involve:</p> <p>a A lesson learnt exercise from the previous season combined with a programming exercise for the coming season.</p> <p>b Implementing partners will carry out focus group discussions on the relevance, appropriateness and effectiveness of the emergency activities as part of the PDR exercise. This exercise will feed into item (a) above.</p>		Mid 2014	Yes
Recommendation 2 FAO Somalia must invest in more	Accepted		FAOSO, FAO HQ and SRO		

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rigorous analysis to underpin its programming and to test some of the assumptions on which programme choices and decisions have been made, for example about the best ways to support vulnerable households. This is an opportunity to link to research findings elsewhere in the region, for example on pastoralist systems of production, and to explore their relevance to the Somalia context. To support this more rigorous analysis, peer review mechanisms for different parts of the programme should be considered, involving experts from within FAO (HQ and SRO) as well as experts from outside.		FAOSO will continue to document its analysis and assumptions/ hypothesis underpinning its programming, but will ensure a higher level of scrutiny by relevant experts outside FAO Somalia programme team (within and outside FAO) through peer review. This is also linked to and includes implementing Recommendation 5 below.	FAOSO	Immediate	No
Recommendation 3 Linkages between the livestock and agriculture sectors in FAO-Somalia should be strengthened, especially around improved animal nutrition and fodder production. Closer sectoral working should be facilitated by FAO-Somalia's shift to a programme approach so that synergies between different sectors	Accepted Areas where synergies have already been identified are not limited to fodder production, use of manure in agriculture production and the use of crop residuals in animal feed. They also include livestock production systems, value addition to products and youth/women association in support to income	Multi-sectoral technical officers team will be established in the areas mentioned in the previous column to produce joint plan of actions, monitor activities and document outputs and outcomes of those activities . E.g. joint field missions (Agriculture and livestock officers) will be	FAOSO	Immediate. Some common planning (IFAD and FSTP-Burao) already started. This will	Yes

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can be more fully developed.	diversification.	regularly undertaken. Within the FAO Somalia Resilience Programme, multi-sector programming modalities within FAO (between agriculture, livestock, fisheries and natural resources management sectors) and with WFP and UNICEF have been tested (the ROPE – Resilience Operational Planning Exercise). Coordination remains challenging but should be improved as the Resilience Programme expands to new districts.		continue when additional funds will be available for new initiatives.	
<p>Recommendation 4</p> <p>In the livestock sector:</p> <p>a. More holistic programming should be developed to complement FAO's animal health initiatives with more substantial efforts to improve livestock productivity across a range of production systems and to rehabilitate degraded rangelands. Such livestock programmes should</p>	<p>Accepted</p> <p>The FAO programme 2012-2015 has been conceived with the holistic programming perspective.</p>	<p>Revised FAO Programme 2012-2015, with the plan to address not only production and rangelands management issues but also productivity, rural infrastructure, value addition, market chains with important emphasis at community and poor pastoralists levels with the</p>	FAOSO	Immediate/c ontinuous	Yes

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work to address vulnerability and poverty; b. Market-oriented interventions should add value at the production end of the chain, on the farm and feedlots, so that quality meat and milk products can be produced, thus boosting farmer income and creating employment opportunities along the value chain;	Accepted	<p>initiation of pastoral field schools.</p> <p>Two specific actions will be implemented to support market oriented interventions:</p> <p>1. Support to group dynamic Pastoral Field Schools, associations and cooperatives will be stimulated in accessible areas for introduction of a change in production techniques such as fattening, paddock system, milk production improvement and alternative productions such as poultry and bee keeping;</p> <p>2. Market based solutions will be systematically applied to all value chain interventions in order to reduce negative impact on the on-going activities while ensuring sustainability by enhancing private sector's involvement in agri-business.</p>	FAOSO	Immediate/c ontinuous	Yes
c. FAO Somalia needs to ensure Livestock Emergency Guidelines	Accepted	Livestock sector has an expert trainer who will carry both	FAOSO	Immediate/C ontinuous	No

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<p>and Standards (LEGS) are utilised by its own staff and partners when addressing future emergencies;</p> <p>d. FAO HQ should develop standard designs for slaughterhouses, indicating minimum facilities to be included, to use as blueprints for future slaughterhouse construction.</p>	Accepted	<p>internal and partners training in for proper use of LEGS in future emergency interventions</p> <p>AGS is developing a series of standard designs for small and medium abattoir facilities. Future design for abattoir in Somalia should be referred for review to the competent professional officer in DOs or HQs.</p> <p>In abattoir facilities, consideration should be given to proper waste (solid and liquid) management in order to ensure and protect environmental sustainability.</p> <p>In standard facilities, all slaughterhouses will with the support of the UNIDO include biogas production facilities to serve as waste management and energy production plants. NRC has been contacted and a mission is already on-going to address the issue.</p>	AGS, NRC and FAOSO	On-going	No

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<p>Recommendation 5</p> <p>There needs to be greater investment in trend analysis, drawing on FSNAU and SWALIM data. FAO Somalia is uniquely placed to carry out such trend analysis to contribute to a deeper understanding of how livelihoods, the economy, and in turn poverty and vulnerability have been affected by years of conflict and displacement. This should inform FAO's strategic programme choices and decisions, for example whether the current priority in the programme given to crops rather than livestock is appropriate, and will be a key resource for national and international actors in Somalia. It may also provide insights into the causes of chronic food insecurity in Somalia.</p>	<p>Accepted</p> <p>FSNAU and SWALIM have generated substantial amount of data over the years.</p>	<p>The planned recruitment of a Natural Resources Officer (agro-meteorologist), Food Security Expert and an Econometrician will increase FSNAU and SWALIM's current capacity to conduct trend analyses and applied research in order to inform programme design, review and adjustment for FAO Somalia and others.</p>	<p>FAOSO</p>	<p>First quarter 2014</p>	<p>Yes</p>
<p>Recommendation 6</p> <p>FAO Somalia must ramp up its advocacy skills and resources to match its early warning expertise in FSNAU, to advocate for a timely response <i>before</i> famine conditions</p>	<p>Accepted</p>	<p>FSNAU will improve its communication strategy and work with the Food Security, Nutrition and Health Clusters to advocate for timely and robust</p>	<p>FAOSO</p>	<p>1st Quarter 2014</p>	<p>Yes</p>

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		Action to be taken	Responsible unit	Timeframe	Further funding required (Y or N)
develop.		response and donor support based on timely early warning information and analyses.			
<p>Recommendation 7</p> <p>New programming should be developed in three areas:</p> <p>a. to address issues of natural resource management. Using SWALIM data and analysis, a strategy for FAO Somalia's engagement in this sector should be drafted;</p> <p>b. in peri-urban agriculture with two objectives, first to support the livelihoods of vulnerable households living in or near urban areas, and second, to support peri-urban agricultural and livestock development;</p>	<p>Accepted</p> <p>Partially Accepted</p> <p>Agric sector already started developing peri urban agriculture so it is not correct to talk about new programming.</p>	<p>FAO Somalia is in the process of recruiting an international Environment and NRM Officer that should provide strategic guidance to the sector.</p> <p>Revised FAO Programme 2012-2015, with the plan to address peri-urban value chains including poultry, milk, value addition, market chains with important emphasis on youth, women and marginalised communities. Include peri urban agriculture development when funds are available or in the locations where resilience programme is implemented close to large towns</p>	<p>FAOSO</p> <p>FAOSO</p>	<p>1st Quarter 2014</p> <p>Immediate</p>	<p>Yes</p> <p>Yes</p>

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c. as the custodian of substantial nutrition analysis, FAO Somalia should feed this directly into its agriculture and food security interventions to address long-term chronic under-nutrition in Somalia, and to play a leadership role in demonstrating how agriculture and food-based approaches can contribute to tackling malnutrition. Milk production and consumption should be central to this;	Accepted	Research on underlying causes of malnutrition and how they can be addressed is one of the result areas for FSNAU Phase VII (Mar 2013-Feb 2017). Linkage between agriculture and improved nutrition will be explored in this context. New project 'ICIPE' which is focused on the milk value chain.	FAOSO	Mid-2014	Yes
d. although not 'new' programming, FAO Somalia's recent commitment to the fisheries sector must be sustained.	Accepted This commitment being both political and financial.	Linked to recommendation 6, there is an advocacy role that FAO Fisheries can play, in developing Somali interaction with anti-piracy and fisheries management bodies, (ii) to assist Somali regions to work through Kampala process, to develop agreement on shared IT, licensing, monitoring platforms, (iii) by building on existing projects to increase sustainable landings, reduce post-harvest losses, and increase Somali demand for fish.	FAOSO	3 to 5 years	Yes
Recommendation 8					

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<p>The FSC is still establishing itself. In co-coordinating the FSC:</p> <p>a. FAO must take steps to ensure the large size of the cluster does not detract from its effectiveness. Revitalising the technical working groups, for example, is an opportunity for more focused and manageable technical debate and development of guidance material;</p> <p>b. communication and consultation with the field must be stepped up to reverse the tendency towards Nairobi-centric decision-making;</p>	Accepted	FAO take lead in chairing the Agriculture, Livestock and fisheries technical working groups in collaboration with the FSC secretariat	FAOSO FSC	Early 2014	Yes
	Partially Accepted It should be noted that the consultation is different from the decision-making. The cluster is not a decision-making body, but provides recommendations to several bodies (HCT, CHF Board, HC). These bodies are located in Nairobi, including donors, heads of INGOs and several LNGOs. The relocation of the decision-making bodies to Somalia is subject to the Security situation; whereas the consultation with the Somalia-based coordination offices remains an on-going driving activity of the FSC	12 regional FSC coordination meeting take place every month in all the regions in Somalia which is an adequate coverage in terms of field level response coordination. Ongoing relocation process of UN back to Mogadishu/Somalia will anyway have as a consequence a lighter presence in Nairobi	FAOSO FSC	Ongoing	No

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c. ways of engaging with other key actors who are not part of the FSC must be found eg with the OIC, and with development coordination bodies.	Partially accepted	The role of the OIC is limited following the famine period, the next challenge in terms of adequate entry point are the federal government institution in South central, the FSC is at the final stage of recruiting a FSC focal point based in Mogadishu as liaison officer between the FSC and the Somali Government.	FAOSO FSC	Ongoing	Yes
Recommendation 9 The current compliance focus of FAO Somalia's M&E needs to be re-balanced so that equal attention is given to outcomes and impact and to ensure that the M&E system feeds into learning as well as fulfilling accountability requirements. Re-thinking M&E as part of the resilience strategy offers an opportunity to develop an overall M&E framework, to review the role of the M&E unit and its relationship to the sectoral teams, for example the M&E Unit could maintain a focus	Accepted The focus on risk management and compliance has been important in view of the remote implementation of activities due to the security situation and lack of access in Somalia, and certainly at the detriment of the M&E.	Two separate units have been established a) Compliance unit and b) M&E unit. The M&E unit is being reinforced with the recruitment of a P-4 M&E Officer. The office is in the process of developing the M&E framework, foreseeing that all monitoring at input and outcome level and impact evaluation will be managed by the M&E unit, while regular progress monitoring will be done by the sectors. Information provided by the M&E will serve all sectors	FAOSO	September 2013	Yes

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on compliance monitoring while the sectoral teams lead in learning and impact and outcome evaluation. This is also an opportunity to review the role that well-designed participatory and qualitative exercises could play in the challenging operational context of Somalia in capturing outcomes and impact, learning from elsewhere where access is constrained, and to ensure that M&E becomes gender-sensitive.		for learning and decision making at programme level, including the gender dimension.			
<p>Recommendation 10</p> <p>FAO Somalia must develop a differentiated and more nuanced approach to partnership, at a minimum differentiating between (i) contractual service provision, driven by an LOA, when the term ‘partner’ may not be appropriate, and (ii) genuine partnership where two organisations come together as equals and the relationship is guided by the principles of partnership often articulated in memorandum of understanding (MoU). FAO Somalia should consciously decide which approach</p>	Partially Accepted (FAOSO)	<p>FAOSO clearly distinguishes the difference between partnership and service provider; however the office implements activities within the available legal framework (MS507) which does not adequately reflect the Partnership role of CSOs, in the absence of a framework for Partnership (partnership regulations under MoUs are not governed by any Manual Section but by old administrative circulars and guidelines:-</p> <ul style="list-style-type: none"> - See comment aside - Capacity and trust of partners has been the issues but a more comprehensive frame of long term engagement with mutual benefits is envisaged and shall be developed especially in the frame of public and private partnership, particularly in the livestock service delivery. - Capacity and training of 	FAOSO HQ	HQ to review the Partnership agreements. Immediate/c ontinuous	Funds required for capacity development of Partners.

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is most appropriate in which circumstances. This should be informed by a review of how current procurement and partner contracting rules may actually stifle true partnership and innovation to see where adaptations can be made. This will be particularly important as FAO Somalia develops its community-based resilience programme and aims to work in close partnership with NGOs.	<p>The development however of a differentiated nuanced approach should be first treated at HQ level. FAOSO is of the view that the legal framework and contractual tools for Partnership should be developed/or modified and would be better placed and managed in OPC.</p> <p>For both categories there has been an issue of capacity, and the standardisation of the activities has been also a matter of control and monitoring. FAOSO will perform the screening of the entities according to criteria to be defined (eventually based on the FAO CSO policy) to classify the SPs and the Partners.</p>	<p>partners organised in FAOSO activities, in support of longer term partnership.</p> <p>The organization has new guidelines on Partnership with CSOs. In addition, OPC is working with the Legal Office on a DG Bulletin on MoU that will contribute in guiding HQs and COs on partnership with CSOs.</p>			
<p>Recommendation 11</p> <p>FAO-Somalia should develop a strategy for mainstreaming gender across the organisation, supporting staff to implement gender-sensitive programmes and to consider what gender equity means. This requires leadership and also a senior management position to drive such a strategy, and to develop an</p>	<p>Accepted</p> <p>FAOSO recognises that gender has not been given the necessary attention in its programs, and this will be addressed; however expectation of more inclusion of the gender dimension in FAOSO programs should also be commensurate to the Somali context, particularly in South and</p>	<p>FAOSO will form an internal Gender advisory group to help guide programs mainstreaming the gender dimension in their activities. The group will also liaise with HQ and other offices for information and knowledge sharing of best practices.</p>	FAOSO	End 2013	Yes

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appropriate structure whereby addressing gender is everyone's job rather than just an adviser's job (for example, a gender focal team should be considered). This also needs to be properly resourced over a realistic timeframe to avoid one-off interventions.	Central where the basic access to any beneficiary is yet a challenge. One of the main obstacles to gender mainstreaming lies in the lack of knowledge of how gender perspectives can be an omnipresent part of all activities carried out by an organization; therefore FAOSO would expect some concrete support from HQ.	<p>An International staff will be recruited, to help develop the internal strategy for mainstreaming gender across FAOSO programs.</p> <p>FAOSO will develop in its M&E the systems and instruments for monitoring and evaluation on gender equality.</p>		<p>Mid 2014</p> <p>Mid 2013</p>	
<p>Recommendation 12</p> <p>FAO Somalia should formulate a framework for capacity-development as part of its revised strategy, to guide a more coherent and effective approach, especially in capacity development of government. This should pay attention to the three dimensions of capacity-development: individual, organisational and the level of the enabling environment, drawing on experience of what has worked and what has not worked so far. This should be aligned with a broader UN-wide coherent approach to capacity-development. For capacity-development with government, realistic and long-</p>	Accepted	The Capacity Development Sub-Programme addresses these concerns. However, funding is slow in coming to the Sub-Programme.	FAOSO	Immediate/c ontinuous	Yes

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term timeframes are needed. All capacity-development programmes should be preceded by a thorough capacity assessment.					
Recommendation 13 FAO Somalia's resilience strategy should be extended to 15 years (broken down into 3 year programming cycles for funding and review purposes), should be broadened to be more systemic, addressing governance issues, and must be carefully rolled out to ensure that all FAO staff are fully on board. There should be investment in research from the beginning of the programme to run alongside programming, and a review of FAO Somalia's current skill sets to assess how these must change and/ or be strengthened for effective implementation of the resilience programme. See also Annex 7 for more detailed recommendations on this issue.	Partially accepted The Joint FAO-WFP-UNICEF Resilience Strategy is clearly focused on household- and community-level activities, with governance matters confined to local governance and service delivery (tying to the district level). It already has a 15-year outlook, with FAO's Resilience Sub-Programme going for three years. Broadening the Strategy to address governance and knowledge issues would require reviewing the Strategy (with WFP and UNICEF). This review should be undertaken in 2-3 years, following this first period of implementation. It would also involve (for FAO programming), merging the Capacity Development and Policy Sub-Programmes with the Resilience Sub-Programme.	Review of the strategy (with WFP and UNICEF).	FAOSO	In 3 years-time (end 2015)	Yes
Recommendation 14	Accepted				

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FAO Somalia must strengthen its HR management capacity to address the weaknesses that have been identified in this evaluation eg slow recruitment, lack of induction, poor communication with field offices, and to support the proposed office move to Mogadishu as well as decentralisation to Hargeisa and Garowe. Support from FAO Rome will be needed.	FAO Somalia will definitely need strong support, flexibility and innovative internal/UN solutions to remain competitive and to attract the best qualified national and international staff, in order to deliver one of, if not, the largest FAO country programme.	<ul style="list-style-type: none"> - Establishment and selection of a HR officer (FSSP 28/06/13, expected EOD August 2013); - Consultancy of an International HR Expert to assist in the selection of the vacant posts; - Decentralization of the FSSP and SFSSP at Country level, to speed up all the recruitments; - Expectation of an inter-agency mission of HR Directors to support the UN's relocation to Somalia; - Liaison with FAO HR director on FAOSO specific HR matters. 	FAOSO	September 2013 Continuous	Yes
Recommendation 15 The relocation of much of FAO Somalia's operations from Nairobi to Mogadishu, Hargeisa and Garowe is likely to be a period of turbulence when there may be many disruptions to programming, including loss of staff. This must be taken into account in the pace of programming which should be	Partially accepted Somalia is yet a fragile state, which still attracts attention of the International community, and requires important efforts by FAO, despite the challenges. The expected delivery in 2013 amounts to about US\$70 to 90 million, and the recommendation should also be balanced with the current available	The mechanism to monitor and assess the structure required with the expected delivery and available resources are in place. The office has a Budget and Planning unit, a Programme Unit, both assisted by a Finance and Administration Unit, a Compliance office and a M&E	FAOSO	On-going	Yes

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focused less on growth and more on the quality of FAO Somalia's core activities as well as carrying out deeper analysis of the effectiveness of FAO Somalia's work. Managing an effective period of transition may even require some programmes to be temporarily downscaled.	resources. Despite FAOSO functioning as a programme with its 3 years Resilience Programme, the funding flexibility required for such programme approach is not yet met.	<p>unit which monitor and control the implementation of the 3 years Resilience Programme. The new post of HR Officer will also contribute to the review of the structure. There is continuous discussion during FAOSO management meetings of the available resources, delivery and staffing/structure requirements.</p> <p>The office is also ensuring a better focus on improving the quality of its interventions by reinforcing the technical expertise of the Rural Infrastructure unit as well as of the Investment and the Environment components of the Programme.</p> <p>The office is now fully functioning according to the Programme approach which implies Technical discussions/reviews coordinated by the PMU across all technical sectors, for a better and qualitative achievement of the Strategic objectives and the 4</p>			

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		pillars of FAOSO Programme.			
RECOMMENDATIONS FOR LEARNING ACROSS FAO					
Recommendation 16			FAOSO, FAO HQ and SRO		
On learning:					
a. Where FAO Somalia has developed examples of good practice, for example in scaling up and establishing the CMU during the 2011 famine, and in some of its PPP work, these should be documented and shared with the wider organization;	Accepted	It is not clear so far how to spread information contained only in the internal reports submitted to the donor agencies. FAOSO requires roadmap/procedures to be followed in order to share at institutional level the good practices adopted.	FAOSO	When procedure is know	No
b. FAO's sub-regional office should initiate and facilitate learning across the region, between FAO country offices working on similar issues sometimes in similar contexts, for example on public information systems and capacity development with government.	Accepted This issue was raised in 4 th and 5 th SFE MDT meetings, whereby it was requested for SFE to facilitate exchange and sharing of information, and learning across the region	SFE responded by organizing a Share Fair in October 2012 to facilitate exchange of good practices and experiences from countries and partners working in SFE region/HoA on issues around food and nutrition security. SFE also invited countries from Sahel to participate to the Share Fair for exchange of experience. One of the ShareFair products was a compendium of selected good practices for scaling up. The	SFE	Continuous	Yes

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		<p>compendium needs to be finalize/edit and shared with countries. Meantime it can be found at the following shared drive: Q:\CORP\Leone4Edward\FAO Scalable_Good practices_combined</p> <p>Another action in 2011, include joint capacity development workshop for SFE, government officials and partners. During that workshop SFE discussed with participants the needs and ways to strengthen their capacity development needs.</p>			
RECOMMENDATIONS FOR FAO ROME					
<p>Recommendation 17</p> <p>Four recommendations for FAO Rome emerge from this evaluation:</p> <p>a. planning for succession of the leadership of FAO Somalia should be a priority;</p> <p>b. FAO must speed up and modernise its recruitment practices and improve its human resource</p>	<p>Accepted</p> <p>Partially accepted (CS)</p> <p>The document highlights issues</p>	<p>On-going as of November 2013</p> <p>1) iRecruitment to be rolled out to all vacancy types by the end of 2013. This will streamline</p>	<p>OSD</p> <p>CSP in collaboration with OHR, SSC</p>	<p>By 31 December 2013</p>	<p>Additional funds of approxima</p>

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practices if it is to be competitive in the international arena and if it is to attract high calibre candidates;	<p>with slow/lengthy selection processes, inflexible HR policy, and learning (including lack of induction processes). This requires a holistic approach with discussions involving all Branches of HR (CSPP, CSPL, OHRP, the SSC and perhaps even LEGP).</p> <p>The proposal for FAO to hire head-hunting firms (para 161) to fill key positions needs careful consideration. The process is costly, and the results are not necessary guaranteed. Besides, our analysis shows that the Organization does attract a sufficient number of qualified candidates for its posts. This obviates the need for head-hunters, especially at a time of budget constraints.</p>	<p>the recruitment process and allow Decentralized Offices to involve the technical backstopping units where needed by providing them access to the vacancy on-line. Screening tools are provided through iRecruitment which can greatly reduce time spent manually screening.</p> <p>2) The iRoster tool which is being expanded in 2013 will also streamline recruitment of short-term staff and consultants by allowing hiring offices to use search criteria to identify profiles of potentially qualified applicants in order to satisfy recruitment needs rather quickly.</p> <p>3)CSPP to evaluate the idea of another mass press campaign in under-/non-represented countries targeting high calibre candidates: This is dependent on availability of budget, and recruitment freeze.</p>	and LEGP		tely \$75,000 required for implementation of action item #3
c. FAO should learn from the programme approach that has been	Accepted TCE - The programme approach is	TCE in close cooperation with OSD, CSF and FAOSO draw	TCE		

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<p>pioneered by FAO Somalia and should promote this at country level over the project approach..</p> <p>It should also develop a sound financial management system that is appropriate to a programme approach yet also accommodates the more specific reporting requirement of individual donors;</p>	<p>the preferred way of working in emergency contexts. It has been promoted through the SFERA programme window in response to large scale emergencies. Contributions are provided by donors to the SFERA in response to a specific crisis, and resources are spent according to the priorities and evolution of the programme. Donors are provided with a report on the totality of the programme, underlining the impact of their contribution.</p> <p>Partially accepted (CS) (CSF Comment on second half of recommendation regarding financial management system): The implementation and deployment of the new Global Resource Management Systems, including the related reporting component, iMIS, across FAO worldwide offices during 2013 provides a global platform for improvements to financial management and reporting. CSF together with other business units will seek to leverage the</p>	<p>lessons from the Somalia programme and formulated recommendations on its replicability.</p> <p>TCE to keep promoting SFERA programme window in support to large-scale emergencies.</p> <p>1. FAO SO together with CSF to identify specific reporting requirements to support a programme approach.</p> <p>2. CSF on the basis of the requirements will prepare functional specifications for reporting solutions.</p> <p>3. Technical development of requirements.</p> <p>4. Implementation of new reports</p>	<p>CSF, CIO, OSD, OSP, FAO SO</p>	<p>During 2014 (2013 activities will be focussed on post-implementation on stabilization of the new systems.</p>	<p>Dependent on availability of functional and technical resources within the established funding sources for these activities.</p>

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d. how technical support is going to be provided within FAO's decentralised structure requires further thought and planning, including how to integrate high levels of technical expertise that may exist within a country office.	<p>deployment of GRMS to introduce further process and reporting improvements at both HQ and decentralized offices, including the reporting requirements detailed in this recommendation which support the "programme approach" described.</p> <p>Accepted</p>	In accordance with the recommendations of the Evaluation of FAO's Regional and Sub-Regional Offices for Africa, RAF is carrying out a skills-mix review in order to align with the regional and sub-regional technical needs. Through networks, technical officers at regional, sub-regional and country level will interact and work together to exchange knowledge and discuss technical support so as to avoid duplication.	RAF, OSD, TC, COs, Technical Departments	End 2014	No