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## PROGRAMME COMMITTEE

### Hundred and Tenth Session

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### EVALUATION OF FAO'S RESPONSE TO THE JULY 2010 FLOODS IN PAKISTAN

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#### *Background*

1. Implementing one of its largest disaster responses ever, FAO provided crop recovery support to over 600,000 households, and livestock support to nearly 300,000 households in the 12-month period following the July 2010 floods in Pakistan. A further 1,000 damaged irrigation schemes were identified and rehabilitation undertaken using a cash-for-work modality. The total cost of the FAO response in this period is estimated at approximately USD 100 million. FAO's performance has been assessed through an after-action management review and two independent evaluations.

#### *Key Issues of the Evaluation Report*

2. Given the extensive damage to the agriculture sector, the mission found all of FAO's activities (crop, livestock, sectoral coordination) to be relevant to community needs and government priorities. Crop inputs in particular were essential for assuring that farmers could plant for the post-flood Rabi season planting. Unfortunately, animal feed was a time-bound need and FAO delivered compound feed quite late with associated reduced impact.

3. The FAO response has contributed towards the restoration and revitalization of agriculture and livestock production within the affected communities. The effectiveness of the response was diminished however by ineffective beneficiary targeting and there was insufficient effort made to integrate gender considerations.

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4. FAO's response built on existing country-level capacity complemented by a high level of both technical and administrative support from FAO Rome. SFERA<sup>1</sup> funds provided for the response were too little, too late and decision-making took place at levels distant from field operations with no standard operating procedures in place to facilitate speedy processing. Thus, better emergency preparedness in responding to future large-scale emergencies will depend on decentralized decision making, establishment of standard operating procedures, and better clarity on when and how much SFERA funds should be released.

5. The mission found there to be a lack of integration between the flood recovery activities and ongoing FAO developmental work due in part to a lack of both leadership (there had been a long period within which the FAOR post was vacant) and, related to this, the lack of a country strategic vision.

6. Seed and irrigation rehabilitation work completed will offer continuing benefits to beneficiary communities in years to come. The use of cash-for-work for de-siltation of water courses was applauded by the mission - which encourages FAO to use cash transfers more systematically in emergencies in order to improve the efficiency and appropriateness of the response.

7. To address the issues identified above, the Evaluation has formulated 13 recommendations directed largely at strengthening FAO's strategic and operational performance related to preparedness and post-disaster recovery.

#### *Management Response*

8. Management welcomes the Evaluation of FAO's Response to the July 2010 floods in Pakistan, noting that this was one of the largest emergency response operations implemented by the Organization to-date. Management is also pleased that many of the issues identified by the Evaluation were already recognized and being addressed by FAO.

9. The Evaluation highlights the importance of FAO's role in emergency and rehabilitation work, and Management welcomes the fact that its recommendations support the Organization's new decentralized business model for a more comprehensive approach to the needs of beneficiaries.

10. Management accepts all 13 recommendations addressed to the Organization, which are being implemented within the context of the phased integration of its emergency and development operations at the decentralized level and with mobilization of extrabudgetary resources, as required.

11. FAO Management notes the emphasis placed by the Evaluation on the need to ensure programme sustainability and proposes specific actions in this regard in line with the development of integrated Country Programming Frameworks (CPFs).

#### *Guidance sought*

12. The Programme Committee may wish to provide its views and guidance on the key issues of the Evaluation report and on the response to the recommendations and proposed follow-up actions by Management.

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<sup>1</sup> Special Fund for Emergency and Rehabilitation Activities (SFERA)