

**Project Evaluation Series**

# **Evaluation of FAO's Multi-Country Programme in the Pacific Islands**

**2018–2022**

**Management response**

Evaluation of FAO's Multi-Country Programme in the Pacific Islands 2018–2022 – Management response					03/2023
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted</b> <b>or</b> <b>Rejected</b>	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
<p><b>Recommendation 1.</b></p> <p>Strategic positioning and comparative advantage: SAP is strategically positioned as the subregion's most critical development priorities are aligned with FAO's mandate and comparative advantage. To more effectively contribute to the development process and to better establish its position as a strategic partner, FAO should have a "fit for purpose" structure with adequate technical and operational capacity in the subregion. Also, it should improve the knowledge transfer and support within the Organization to equip SAP.</p> <p>Suggested actions:</p> <p>Addressing the issue of the under-resourced SAP office structure which has vacancies and limited technical capacities. It is critical to fill the vacant posts in key areas of agriculture, agribusiness, forestry, fisheries and aquaculture as well as vacant G-level positions.</p> <p>Improving organizational coordination mechanisms to get technical support from FAO headquarters and RAP until SAP is staffed appropriately. Explore the possibility of assigning Technical Officers on short-term postings (6 to 12 months) at SAP or one of the Pacific countries.</p> <p>The physical presence of senior level Technical Officers in Fiji/UN hubs is critical for FAO to be visible at the interagency meetings and to contribute to the UN development process. Positioning a key personnel in the Federated States</p>	<b>Accepted</b>	<p>Actions to be taken (in reference to the suggested actions):</p> <p>i. SAP is endeavouring to fill vacant posts with the forestry P4 post and agriculture P3 now filled and SAP has secured support from a One Health Officer on secondment from Australia. And functions of the vacant post on statistics have been taken by a long term consultant. The fisheries P4 post is in the final stages of the recruitment process. SAP expects to fill several G positions in 2023.</p> <p>ii. Proposals have been made for the physical presence of senior level officers in the Fiji and Federated States of Micronesia UN hubs as part of the office restructuring process. Elements of the restructuring require additional funding. It is expected that the process will be concluded by 2023.</p> <p>iii. SAP is leveraging the SIDS Solutions platform and forum to build stronger technical partnerships with RAP and headquarters. In addition, the new output support function in PIRE offers an opportunity to formalize collaboration.</p>	<p>i. SAP</p> <p>ii. SAP/RAP/headquarters</p> <p>iii. SAP</p>	<p>i. Q2 2023</p> <p>ii. Q4 2023</p> <p>iii. Ongoing</p>	Yes

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<p>of Micronesia could play a pivotal role in the UN Reform context.</p> <p>Consider fielding Technical Officers in key countries and/or in countries where an AFAOR is present. This would help build a long-term relationship beyond project period and strengthen field presence.</p> <p>Enhance the collaboration among FAO headquarters, RAP and SAP to deliver in-house knowledge and expertise to the subregion. This should be done systematically through an organizational process instead of through personal connections.</p>					
<p><b>Recommendation 2.</b></p> <p>Partnerships and normative value: Strategically and actively engage with CROP agencies, knowledge institutions, donors and UN partners by communicating FAO's flagship activities and good practices. Be physically present in the hubs where UN agencies and key development partners are located. Improve the systems to mobilize FAO's in-house knowledge, particularly in the subregion's cross-cutting priority areas.</p> <p>Ensure appropriate physical presence in Fiji and the Federated States of Micronesia for better coordination and interagency linkages in the UN context. Being connected in various conversations outside the official meetings is critical for FAO to play a proactive role. FAO is unlikely to accomplish this with AFAORs alone, given the level of authority and job descriptions.</p>	<b>Accepted</b>	<ul style="list-style-type: none"> <li>i. Actions will be taken to explore the possibility of physical presence in the two coordination hubs where the UN MCOs are based (Fiji and FSM).</li> <li>ii. Stengthen engagement with CROP agencies through the signing of MOUs, specifically with SPREP and PIFS and ongoing involvement in the UN and CROP engagement group as well as through ongoing dissemination of information and collaboration.</li> <li>iii. SAP has been cooperating with WFP, IFAD, UNICEF, WHO and SPC to develop the first ever Pacific Overview of Food Security and Nutrition, and expect to get it released in 2023. With the good feedback to this inntiative, SAP will</li> </ul>	<ul style="list-style-type: none"> <li>i. SAP; RAP; headquarters</li> <li>ii. SAP; headquarters</li> <li>iii. SAP</li> </ul>	<ul style="list-style-type: none"> <li>i. 2023–2024</li> <li>ii. Q 4 2023</li> <li>iii. Q 4 2023</li> </ul>	Yes

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<p>Leverage CROP agencies' strengths through strategic partnerships. CROP agencies should be viewed as collaborators instead of competitors. Consultations and collaboration have benefitted FAO in statistics, and these good practices should be replicated in other areas.</p> <p>Communicate with donors to understand their priorities. Building a long-term relationship requires having adequate and appropriate technical capacities at a subregional level (SAP) and putting systems in place to improve the knowledge flow within the Organization and attract donor funding.</p> <p>Actively engage with other UN agencies in the relevant SDG areas by sharing FAO's good practices and actively proposing potential collaborations. This includes undertaking strategic and proactive discussions with UNICEF, UN Women and WFP in the areas of climate change, employment, gender, nutrition and youth.</p>		continue such as study in a regular basis. And SAP will actively implement the Resource Mobilization and Partnership Strategy and the Communications Strategy for FAOSAP.			
<p><b>Recommendation 3.</b></p> <p>Programme relevance and effectiveness: Focus on the most impactful areas to ensure effective programme results and adopt a programmatic approach in cross-cutting areas as an entry point to collaborate with partners. Consult with wider stakeholders beyond national governments in designing programming frameworks and areas of investment. Take into consideration the government's implementation capacities in the project design.</p>	<b>Partially accepted</b>	<p>Comment on the partial acceptance:</p> <p>SAP has been working across sectors to implement the 2018-2022 CPF, working not only with ministries of agriculture, fisheries, forestry, and environment but also increasingly with ministries of health and other government stakeholders. In addition, specific support has been provided to a number of countries to also strengthen cross-sectoral coordination at Government</p>	SAP	Q1 2023 and throughout CPF 2023-2027 implementation	No

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<p>Shift from standalone small-sized projects to a comprehensive programmatic approach, focusing on longer-term capacity/resilience building in targeted areas. This means addressing appropriate cross-sectoral issues to ensure programme impact. Ensure stronger mainstreaming of gender and other vulnerable groups in the programming framework. Design the programmes using cross-cutting issues (gender, youth, climate change, resilience) as an entry point of more holistic interventions to collaborate with partners.</p> <p>Explore a joint programme with partners (CROP and UN agencies as well as other knowledge and resource partners) to implement scaled up programmes, leveraging their knowledge and resources. This requires closer consultation with stakeholders other than governments in designing programmes/programming frameworks.</p> <p>Implementing holistic programmes requires working with multiple ministries beyond the Ministry of Agriculture. Enhance the government's capacity for cross-sectoral coordination by internalizing capacity development elements in the project design.</p> <p>Continue to embed capacity building at all levels, including at the community level, as an integral part of FAO assistance. Coordinating with partners for long-term capacity building is critical, especially where the government has inadequate resources to do so.</p>		<p>level. These efforts will be further strengthened.</p> <p>Actions to be taken :</p> <p>With the Pacific CPF 2023-2027 and its alignment with the Pacific UNSDCF 2023-2027, SAP will be reinforcing its programmatic approach while strengthening its collaboration with UN partners. Both the UNSDCF and CPF mainstream gender, youth, climate and change and resilience. Through its involvement in the ongoing development of the UNSDCF Country Implementation Plans, SAP will explore concrete opportunities for joint programmes with UN partners. In addition, the UNSDCF and CPF development processes are engaging a wide range of stakeholders, including the civil society and other development partners.</p> <p>Similarly through the 2023 edition of the joint FAO/SPC Pacific Week of Agriculture, FAO will renew its collaboration with SPC and explore concrete opportunities for joint programming, including in on food systems transformation.</p> <p>Pipeline and recently approved projects include a number of larger scale projects, joint projects and projects with</p>			

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Enhance the coherence and synergy among projects and programmes and implement them in a limited number of priority areas, shifting from a project-to-project approach to a more holistic programmatic approach. Leverage TCP projects as seed money for investment and co-financing.		<p>specific focus on women. Operationalization and implementation of these projects will start in 2023. Efforts will continue to develop programme-based concept notes for resource mobilisation and approach potential donors. SAP's resource mobilisation strategy will be updated in 2023 to align with the new CPF.</p> <p>Efforts will continue to place capacity building at the center of activities, and to strengthen exit strategies and sustainability, including through an emphasis on the catalytic use of TCP resources.</p>			
<p><b>Recommendation 4.</b></p> <p>Efficiency: Address human resource constraints and improve administrative processes, particularly the procurement and recruitment processes, in SAP to avoid implementation delays and enhance FAO's reputation as an efficient implementation partner.</p> <p>Explore local suppliers for procurement, as feasible. Learn from good practices of other UN agencies.</p> <p>Assess the feasibility of short-term deployments (6 to 11 months) of international personnel to SAP to bridge the staffing gaps in key thematic and/or specialized areas.</p> <p>Revisit the financial transaction procedures to mitigate personal risks and costs for individuals and project teams.</p>	<b>Accepted</b>	<p>HR requirements of SAP are identified time to time and follow the recruitment process timely with the good tracking system.</p> <p>Discussion are being carried out with the project team to create a database for the funding of some positions required in SAP office and field offices to strengthen the efficiency of HR.</p> <p>Implemented the Electronic Fund Transfer(EFT) for the payroll to SAP office and Country offices with the help of CSF IN Q4-2022.</p>	SAP Administartion with the support of CSF/CSH/CSLP.	2023	No

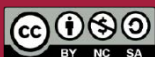
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		<p>Training requirements for NSHR colleagues are being collated to work with CSHL.</p> <p>The practice of short term deployment is currently ongoing in FAOSAP and an analysis would help with identifying whether this is financially sound and beneficially for FAOSAP.</p> <p>Exploring local suppliers for procurement is currently ongoing. Efforts will be renewed to ensure that the core local suppliers are included in the UNGM system.</p> <p>Internal control systems are adopted and the segregation of duties are followed to mitigate the personal risks.</p> <p>Reviewing the financial transactions is being carried out to understand the risk level and the area and the necessary action is being taken to reduce/mitigate the risk.</p>			
<p><b>Recommendation 5.</b></p> <p>Sustainability: Continue having capacity building integral to all FAO projects, in an effort to enhance the technical and operational capacities of the governments. Develop an exit strategy that includes embedding FAO projects into national programmes. Communicate with knowledge and resource partners to build on and scale up the results.</p>	<b>Accepted</b>	<p>FAO projects will be reviewed to ensure key aspects of project cycle are included such as where relevant aspects of capacity building and an exit strategy are considered and included. In addition projects will explore where relevant opportunities to be link with relevant national programmes as well as gauge</p>	SAP	Ongoing	No

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<p>Ensure that capacity building, be it human capital, institutional or community capacity, continues to be an integral part of all FAO projects in an effort to address the government's technical and operational gaps.</p> <p>Incorporate a concrete and realistic exit strategy with an action and/or investment plan in the project or programme design. Ensure the government ownership of the results and communicate with partners on the intended outcomes, for building on the results and scaling up.</p> <p>Embed projects into national programmes. Projects introducing new ideas, approaches and practices should address local contexts, needs and priorities.</p> <p>Communicate with the partners on the likely project results and their sustainability at the time of project design, taking into consideration the financial capacity of host governments. Align the project with the national budget cycle, donor priorities and the programming cycle, to the extent possible.</p>		partners and stakeholder feedback prior to project approval.			



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