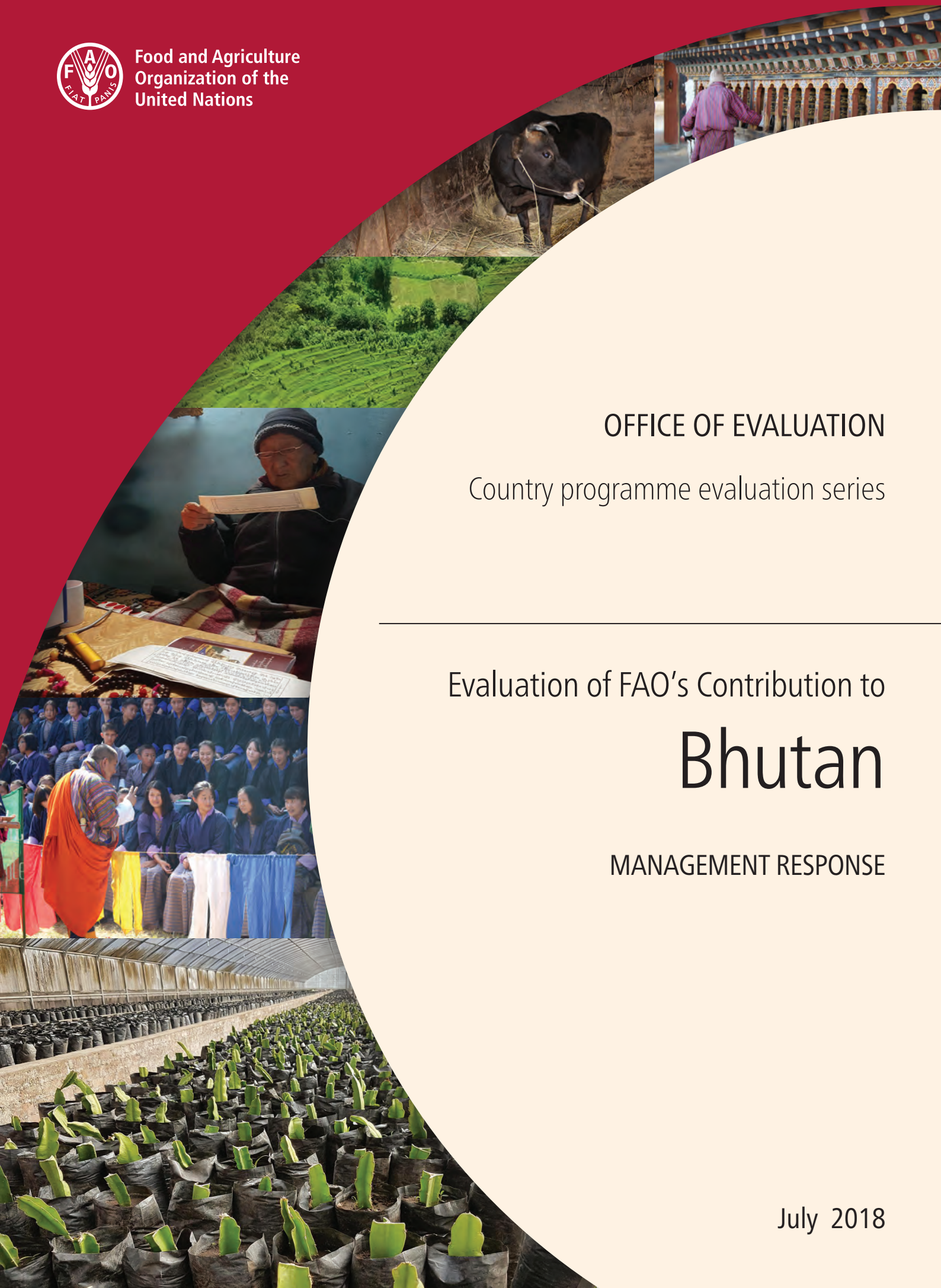




Food and Agriculture  
Organization of the  
United Nations



OFFICE OF EVALUATION

Country programme evaluation series

Evaluation of FAO's Contribution to

# Bhutan

MANAGEMENT RESPONSE

July 2018



**COUNTRY PROGRAMME EVALUATION SERIES**

# **Evaluation of FAO's Contribution to Bhutan**

**MANAGEMENT RESPONSE**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS  
OFFICE OF EVALUATION**

**July 2018**

Food and Agriculture Organization of the United Nations

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### **Overall response to the evaluation**

1. In this section, Management presents its overall views on the evaluation, the report and its conclusions.
2. This first Bhutan's Country Programme Evaluation (CPE) provides an analysis of the implementation of the Country Programming Framework (CPF) 2014-2018. This report is very timely, as the new CPF 2019-2023 is currently being prepared and the recommendations of the Evaluation will thus serve as inputs into the CPF formulation. Overall, the report is considered comprehensive, well structured and balanced in coverage. The recommendations are sound and have been accepted.
3. With the wrapping up of Bhutan's CPF 2014-2018 by the end of this year, and also considering the next CPF formulation process being undertaken, it is notable that certain strategic directions and priorities for FAO assistance and support to the government should remain in some areas such as policy advice, institutional capacity building, food and nutrition security strengthening, gender equity, and climate change resilience, while increasing attention could also be drawn to the country's emerging issues, including youth unemployment, rural to urban migration and household income generation/growth. The useful comments and recommendations provided in the report will be considered for incorporating into the preparation of the next CPF for 2019-2023, subject to further discussions among relevant parties during its formulation, as and where appropriate.
4. It was well understandable that Bhutan's CPF-2014-2018 was mutually developed for joint implementation by FAO and the Kingdom of Bhutan. However, considering FAO's limited regular resources (funding mainly through TCP and global, regional projects), a big chunk of the budget has to be mobilized through contributions from potential donors and development partners. In this connection, it should be noted that despite a great opportunity for expansion of the technical assistance by FAO, especially considering the increasingly commitment and interest of major development partners' focus on food and nutrition security during the past years, most of the donors as well as the Government prefer to provide funding resources through the "Budgetary Support" mechanism, i.e. directly to the Government. Thus, it would be more beneficial and relevant if some enabling environments particularly for resource mobilization/generation were also considered and suggested in the report, which would be useful for the development of the new CPF 2019-2023.

**Response by recommendation**

5. In this section, Management should address each recommendation, discussing them in the order presented in the executive summary of the evaluation report. This should be done in the format of the Management Response matrix below (see Box 1) and include:
- a. The recommendation number and text copied from the evaluation report;
  - b. Indication of whether the recommendation is accepted fully, partially, or rejected;
  - c. Description of the actions to be taken, with comments as required on the conditions to be met during implementation, or on reasons leading to a partial acceptance or rejection of a recommendation;
  - d. The responsible party or FAO unit for implementing the action/s;
  - e. The time frame for implementation and/or an implementation schedule, if required;
  - f. Indication if further funding from FAO or a resource partner is required for implementing the recommendation.

**Box 1:** Management response matrix<sup>1</sup>

Response to the (evaluation title)					Date
Evaluation recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	Management plan			Further funding required (Y or N) (f)
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	
<b>Insert title of section, if any</b>					
<b>Recommendation 1 (strategic direction). FAO's programme should be linked more directly to the higher national objective of inclusive growth. To address more effectively the country's emerging issues of youth unemployment and rural to urban migration, future FAO programmes can use income growth and employment generation in rural areas as</b>	<b>Accepted</b>	<ul style="list-style-type: none"> <li>• The recommendation will be acted upon in the development of new CPF (2019-2023) subject to further discussions among relevant parties during its formulation, as and where appropriate</li> <li>• The country's emerging issues of youth unemployment and rural to urban migration which are also the government priorities will be emphasized</li> </ul>	FAOBT	End December 2018 for CPF formulation, and 2019-2023 for project and programme	Y

<sup>1</sup>Each column is cross-referenced to the bullet letters above.

<p><b>an entry point for its interventions. Projects can use income and employment, instead of production, as indicators for measuring the impact. Household expenditure and food consumption data can be used as proxy for household income</b></p>		<p>and addressed at the project design stage as a key entry point</p> <ul style="list-style-type: none"> <li>• Income and employment will be considered as the indicators for measuring the impact as and when appropriate</li> <li>• The formulation process of a new CPF has already been initiated and expected to be completed by the end of 2018</li> </ul>		<p>formulation and implementation.</p>	
<p><b>Recommendation 2 (partnerships and resource mobilization). FAO should explore untapped partnership opportunities. FAO should proactively exchange information with the partner agencies in particular on the good practices identified through FAO interventions. This will help coordinate FAO interventions with partner agencies interventions.</b></p>	<p><b>Accepted</b></p>	<ul style="list-style-type: none"> <li>• Management agrees with exploring the untapped partnerships opportunities and will increase meaningful partnership/collaboration with the existing and new partners to expand FAO's field programme</li> <li>• At present, CO is already collaborating with the World Bank in implementing the ongoing GAFSP project (UTF/BHU/013/BHU)</li> <li>• Given budget allocation under a TCPf project, the CO is supporting the government to prepare a project document, which is now at the final stage, to seek funding under the SAARC Development Fund.</li> <li>• Additionally, CO is also developing a proposal for the Water Flagship Programme to be submitted to the GCF and also foresee prospective projects being formulated to tap into GEF funding</li> <li>• Moreover, CO will make efforts to raise success stories, good practices and learnings from different projects for communication materials to be used for exchange information, enhance visibility, advocacy and promote resource mobilization targeting various audiences through tailored communication channels</li> <li>• It is to be noted that in implementing the CPF programme/initiatives, resource mobilization has to be continuing efforts; and tapping on FAO's provisional resources and quality deliverables— notably through TCPs, Regional and Global</li> </ul>	<p>FAOBT, RAP</p>	<p>SAARC Dev Fund - October 2018</p> <p>GCF Project - October 2020</p> <p>2018-23</p>	<p>Y</p>

		<p>projects/initiatives—can significantly “attract” attention of partners and potential donors</p> <ul style="list-style-type: none"> <li>Given the small staffing of the Country Office, it will continue to seek support from RAP and HQ for resource mobilization and project formulation, in particular for GCF and SAARC.</li> </ul>			
<p><b>Recommendation 3 (for next CPF). FAO, together with the Government, can consider some of the project ideas suggested during the evaluation in designing next country CPF.</b></p>	<p><b>Accepted</b></p>	<ul style="list-style-type: none"> <li>The process of CPF formulation is being undertaken by the CO, with supports from RAP and HQs and in close collaboration with government counterparts.</li> <li>The CO will lead dialogue and inclusive consultations with the government counterparts to identify country needs and priorities (with particular reference to 12FYP). In the process the preliminary project ideas suggested by the Evaluation will be reviewed and considered, ensuring that FAO’s comparative advantage, delivery capacity and resource mobilization potential will be well considered whilst developing projects</li> </ul>	<p>FAOBT</p>	<p>End December 2018 for CPF formulation, and for implementation in 2019-23</p>	<p>Y</p>



