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Office of Evaluation

Restoration and Improvement of Fish Landing Centres with Stakeholder Participation in Management - GCP/SRL/057/CAN

Management Response to final evaluation report

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

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FAO Management Response to the Final Evaluation of Restoration and Improvement of Fish Landing Centres with Stakeholder Participation in Management - GCP/SRL/057/CAN

January 2012

The Final Evaluation of the project GCP/SRL/057/CAN - Restoration and Improvement of Fish Landing Centres with Stakeholder Participation in Management, took place in late August-early September 2011, during the final weeks of project implementation.

The project was one part of a broad post tsunami rehabilitation and development strategy for the sector. Systematic evaluation and monitoring of sector experiences were prepared for other projects and used for planning (ex. OSRO/SRL/505/ITA). In addition, as humanitarian cluster coordinator for agriculture, FAO provided coordination support to the government and other agencies involved in rehabilitation. The outcome of the project GCP/SRL/057/CAN was improved livelihoods of selected fishing communities with outputs on construction of fish landing centers, capacity development and sustainable participatory of fish landing centers.

The evaluation report was shared in draft format with FAO-Sri Lanka and the Project Task Force in due time for comments and suggestions. At the time of the preparation of the Management Response, comments are as follows:

- During the project inception workshop, agencies undertaking landing site development and rehabilitation presented and discussed lessons and experiences which were taken on board during project implementation;
- The project was designed following FAO's current project cycle circular (FPC 2003/04). Logical links between activities, inputs, outputs and outcome/impact were exhaustively identified during design. The targets were revised during project implementation taking into account time constraints and other limitations;
- Livelihoods analysis was performed by other FAO projects as part of the overall post tsunami rehabilitation programme and strategy. The needs of men and women in the communities were taken into consideration during the needs assessment. The livelihood elements of the project are at "impact level" and as such are beyond the timeframe of the project to achieve. There was therefore no suggestion that the project would achieve this in the short term;
- Clear division of labour was agreed with relevant ministries and departments prior to project implementation. Regular meetings were held along with monthly project manager meetings for all FAO projects to strengthen synergies in the field;
- The proposed support to government departments and agencies was carried out after a training needs assessment which became the basis for a training plan and implementation;
- FAO representation staff work to ensure that all project staff are well trained in FAO standard operating procedures (accounting, reporting, etc.); and

- The project design clearly identified sustainability issues. These were either internalized (through capacity building) or left as risk/assumption. The review and revision of the logframe during inception further addressed such issues.

All evaluation recommendations were addressed to FAO as a whole and relate to project formulation and implementation at a broader level. All are considered good and accepted. FAO- Sri Lanka agrees fully that it must consider them point by point in every project formulated and implemented as they will contribute to improve the effectiveness of FAO through experience and lessons learned from each and every project.

The "Management Plan" part of the matrix goes unfilled as the project in question is finished but the Budget Holder and FAO Sri Lanka will take all the recommendations to share with colleagues whenever developing new projects and programmes.

Management response to the (Evaluation Title)					Date
Evaluation Recommendation	Management response Accepted, partially accepted or rejected and comment on the Recommendation	Management plan			Further funding required (Y or N)
		Action to be taken	Responsible unit	Timeframe	
Insert title of section, if any					
<p>Recommendation 1</p> <p>FAO should ensure that in future projects:</p> <p>e) More attention is paid to the logical relations between activities, outputs and objectives,</p> <p>f) When FAO and other agencies have worked in the same sector, a systematic review of their experience should be made to guide planning,</p> <p>g) Livelihoods projects must involve effective stakeholder and gender analysis at the planning stage,</p> <p>h) Realistic targets and time frames must be set.</p>	Accepted	Describe Action(s)	Insert	Insert	Insert
<p>Recommendation 2</p> <p>FAO should ensure that in future projects:</p> <p>i) At project inception (or earlier) a clear division of labour should be agreed between FAO and partner organisations, there must be regular meetings of coordinating bodies, and the FAOR must take a proactive role in facilitating good relations;</p> <p>j) FAO should ensure that training only takes place in terms of a wider training strategy;</p> <p>k) Staff should receive adequate training in FAO procedures. This is especially important in projects which involve infrastructural components.</p>	Accepted	Describe Action(s)	Insert	Insert	Insert
<p>Recommendation 3</p> <p>It is recommended that FAO ensures that problems concerning sustainability are identified at an early stage in project implementation and that the time frame of projects is such that the results of interventions can be assessed and issues addressed.</p>	Accepted	Describe Action(s)	Insert	Insert	Insert