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Follow-up report to the management response

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Follow-up report of the Management response to the Evaluation of FAO Cooperation in Viet Nam 2006 - 2012

Matrix with Management Action Records (MAR) column

Evaluation recommendations	Action agreed	Action taken	Impact	MAR score
<p>Recommendation 1: Ensure that the new Representative to be appointed to FAO VN has strong technical knowledge relevant to a shared key priority of Viet Nam and FAO, and the capacity to engage with GOV on issues of policy and strategy.</p>	<p>New FAOR appointed with strong technical knowledge relevant to a shared key priority of Viet Nam and FAO. Support from FAO RAP, OSD and technical departments will continue.</p>	<p>The new FAOR has been appointed since June 2013, and taken office since 8 July 2013. The FAOR has worked for many years in the area of international trade policy and multilateral trade talks. He also has expertise on agricultural policy in rural development, farm management and restructuring rice sectors. Recently Vietnamese government put high priority in restructuring agricultural sectors and regional trade agreements. To support government on these areas, two TCPF projects are being implemented, including one supporting TPP negotiations.</p>	<p>The new FAOR has been actively contributed to various national policy and strategy discussions. Thanks to that, the three restructuring plans for crop production, livestock and aquaculture were approved. FAO's technical support to TPP will improve government's capacity to deal with multilateral trade agreements.</p>	6
<p>Recommendation 2: Explore and adopt a new business model and staffing structure for the FAO VN that enables a greater focus on delivering higher-level expert advice on a set of limited key priorities. A fixed-term Policy Officer with relevant technical skills should be included in the new staff structure, and this officer and other staff should interact with RAP and HQ experts in their respective areas in the process of engaging with GOV. The resources used to fund the office with this smaller but more skilled cadre of experts should be</p>	<p>FAO VN initiates action to secure resources to contract a fixed term Policy Officer. If international staff is not possible, a highly qualified Vietnamese national may be recruited.</p>	<p>The action is to be taken. Financial resources are to be sought, but currently the Policy issues are well supported by a FAO-RAP Officer. Currently a National Programme Officer in charge of Policy Issue is being supported by the AOS, but a more qualified person will need to be recruited, once the establishment of this position is confirmed by FAO RAP. Nonetheless, the current FAOR has strong capacity in policy issues.</p>	N/A	2

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less reliant on AOS and draw on funds from additional UTFs negotiated with GOV.				
<p>Recommendation 3: Considering the social, political and technological changes occurring in Viet Nam as it has transformed toward modernization and the new approaches for development that they suggest, FAO should identify the issues in the country corresponding to its mandate where the agency could bring the greatest changes through broad communications and advocacy efforts, and conduct campaigns on a feasible number of them, involving GOV, the media, public education and national and international organizations with shared aims.</p>	<p>Will be reflected in the implementation plan of CPF, Annual Work Plans and an integrated communication and advocacy plan will be produced.</p>	<p>The key social, political and technological changes in Viet Nam have been well taken into account of the CPF. Advocacy strategy has been adopted at both the Representation level as well as specific programme.</p>	<p>The FAO's visibility has been improved to certain extent, particularly in ECTAD and IPM activities. The UN Communications Team has frequently visited FAO to elicit news to be covered in the UN media.</p>	4
<p>Recommendation 4: Given that a large number of other development organizations are active in Viet Nam in the same sectors or geographic areas as FAO, such as CCA or the remote, ethnic-minority areas where poverty is concentrated, the agency should seek to develop partnerships with some of these organizations, in consultation with GOV, to join their comparative advantages with those of FAO and formulate innovative approaches. These organizations may include other UN agencies, NGOs and the private sector. However, the partnerships should strive to have efficient and manageable frameworks, coordinated platform, and be based on collective assessments and joint, results-</p>	<p>Under the CPF, partnership mapping will be designed to assure optimal synergy with partners in pursuing the intended outcomes. A country-level partnership strategy will be designed in line with corporate partnership strategies and based on comparative advantage of FAO at the country level.</p> <p>FAO VN is already working with a group of UN agencies, particularly with ILO in Quang Nam province, where some human resources and activities of respective on-going projects are being coordinated to generate synergies. Based on this successful practice, analysis will be made for replication in consideration of transaction costs and benefits to be gained.</p>	<p>A formal partnership with the Government, development partners and donors has been formed (ISG group). A FAO professional staff was assigned to be the ISG's policy adviser providing technical inputs and facilitating high-level policy dialogues in ARD sector. Currently, FAO is taking the leading role in the fora of rural development policy, agriculture restructuring plan, agri-PPPs core-donor groups (WB, IFAD, KOICA, JICA, Oxfarm, Netherlands, USDA, ADB, CIDA, DANIDA, etc.). Besides, FAO VN has been actively taking part in the VDPF forum, Mangroves for the Future (MFF) initiative, global One-Health Initiative, and the upcoming Regional initiative of Blue-Growth. FAO VN has also</p>	<p>FAO has been able to contribute its inputs and innovative ideas to various policy and development for a, and take advantages of the networking with partners for rural development, poverty reduction, DRR, inclusive growth and decent work (e.g. VDPF planning and implementation, MFF implementation and M&E, and so forth), have been adopted by the GoV and DPs such as the restructuring policies, the revised Land Law (2013), Law on Food Safety (2013), and an approach in new rural development that promotes accountability and</p>	4

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oriented strategies.		supported the FAO-EU FLEGT program with CSO engagement in the combat against illegal logging. FAO provides technical inputs in developing the ARD sector/ sub-sector policy direction, strategic intervention matrix, and building consensus in supporting policy implementation among DPs and GoV ministries.	decentralization in law/regulation making and amendment, in which FAO develops or introduces new intervention concepts, then supports the planning stage while other DPs and GoV work at implementation stage.	
<p>Recommendation 5: Considering the importance of DaO for GOV and the UN agencies involved, including FAO, and the constraints that it currently faces:</p> <p>A) FAO should work with the UNRC, GOV and other UN agencies to help them develop a more flexible arrangement to achieve DaO. The arrangement could follow the One Plan 2012-2016 but should also be based on a greater recognition of the unique mandates of FAO and the other agencies and the changing donor environment. The agencies could develop combined innovative initiatives based on their comparative advantages to achieve the One Plan 2012-2016 outcomes, and donors could fund them within or outside the One Plan Fund; and</p> <p>B) For the purposes of reducing transaction costs of GOV, and given the difficulties that some aspects of NEX could pose to FAO’s work as a technical agency, the agency should conduct a comprehensive study of the cost, administrative and implementation-related implications of adopting the</p>	<p>A.</p> <p>1. FAOVN will work closely with the Resident Coordinator locally and resident and non-resident agencies to bring FAO’s comparative advantage in place when implementing One Plan 2012-2016. This could be done through actively formulating proposals for UNRC and UNCT consideration.</p> <p>2. FAO VN will propose a more flexible DaO to the UNRC and the other agencies when the mid-term evaluation of the One Plan 2012-2016 takes place.</p> <p>B. Options for harmonization of business practices will be examined. FAO VN will actively participate and become a formal member of UNCT Programme Support Group (HPPMG, HACT and Cost Norms), if this group takes place.</p>	<p>A. In the UN context, FAO is contributing to various JPGs (particularly JPG-1 on economic growth for which the FAOR is the Convener, JPG for Gender, JPG for Climate Change, One-Health).</p> <p>The MTE of the One Plan has not been conducted yet.</p> <p>An M&E position has been established under the phase 2 for the purpose of monitoring the HACT modality from FAO and draw lessons for improvements in the future. A draft of PIM for UNREDD has been developed and to be endorsed soon by the Government and other UN participating agencies (UNEP</p>	<p>SDGF proposal jointly developed by UNICEF and WHO on ‘Food Security and Nutrition’ has been preapproved by Steering Committee. Final decision will be made in September.</p> <p>As JPG 1 Convener, FAO has been leading the process to develop a UN breakthrough proposal for inclusive growth in Ethnic Minority Areas, for resource mobilization to address the One Plan Fund funding gap.</p> <p>N/A</p>	3

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<p>HPPMG given its importance to GOV, and based on the findings discuss with GOV which aspects of FAO's procedures could be modified to align with the guidelines and how the revised HPPMG can suit FAO.</p>		<p>and UNDP and FAO). Once approved, it's will better serve the implementation of UN-REDD in the field and be a model for future UN joint programs. The Programme Support Group has not been formed.</p>		
<p>Recommendation 6: A) In addition to disseminating food safety-related best practices to farmers, such as good agriculture practices (GAP), FAO should work with the private sector, i.e., traders, wholesalers and large retailers, to create markets for safe foods and thus incentives for farmers to use the best-practices; and B) FAO should propose to GOV an initiative where the agency assists the three ministries responsible for food safety to improve their coordination and harmonize their practices to create one inspection and enforcement system for the country.</p>	<p>A) FAO will continue to support best practices but will also work on building the capacity of producers to reach markets and thus improve food safety. B) As a progression and capitalizing on the knowledge base and capacity created through projects implemented during the period 2006-12, risk-based management approach in food safety will be promoted to enhance the enforcement of the Law on Food Safety and legal documents related to it. A regular forum for promoting coordination and information sharing among State agencies under the leadership of 3 ministries responsible for food safety is being set up.</p>	<p>FAO Vietnam has successfully mobilized fund for a project on fresh vegetable value chain under UN Fund to support producers in reaching market with products of good quality and food safety standard. VIETGAP standards for vegetable products are being improved. Another project financed by the One UN Fund is about to start to support the Government of Vietnam to take risk-based management approach to enhance the enforcement of the Law on Food Safety through IEC and capacity building activities, with key implementing partner being MOH. To improve inter-ministerial coordination, it was discussed during the ADG/RR's visit on 18-19 June 2014 that FAO will provide MARD technical support. Senior FAO RAP officer will have a mission to Vietnam to discuss the issue in August.</p>	<p>FAO has contributed to the revision of the new VIETGAP standards will help farmers produce safer food. Farmers and private sector, wholesaler and supermarkets are better connected to share information and take advantage of the supply chain Upon completion, the project will potentially through capacity building of technical staff at all level, and facilitation of communication channel with private sector, industry and customer.</p>	3
<p>Recommendations 7: FAO should bring its technical and analytical capacity and its global experience and work with MARD,</p>	<p>There will be a two-pronged approach: the modality of evidence-based policy formulation, creating linkages between</p>	<p>The Project TCP/3302 (Tam Nong) was completed at the end 2013, creating a basis for the new UN joint programme in</p>	<p>FAO's support on Result-based Monitoring and Evaluation (RBME) and and Open Distance</p>	4

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<p>provincial authorities and policy and research institutes to develop policies models for agricultural and rural development, including for the <i>Tam Nong</i> initiative. Specifically, FAO should focus its proposals on 'slices' in the sector, i.e. all the aspects of a production, marketing, processing or other activity, and the GOV institutions, enterprises and other entities that are involved in its operation and regulation.</p>	<p>stakeholders in “horizontal” functions by fully drawing on the convening powers of the UN system in policy research, advisory services, dialogue and overall programme development and “vertical” approach will be learning lessons from the field and selecting best practice for upscaling and replication, and for policy proposal. The technical work for developing policies and supporting specific commodity value-chains development will continue.</p> <p>FAO VN will actively engage in fora with GOV and other partners for sharing international and national experiences on agriculture and rural development.</p>	<p>support of NTP-NRD (UNJP Tam Nong) which was activated in March 2014 with the participation of FAO and other four UN agencies, namely UNESCO (for IEC activities), UNV (providing quality voluntary services), IOM (for migration issues), and UNIDO (for value-chain and investment related activities). The UNJP provide assistance to both policy advices at national level and livelihood improvement for villagers. Since RD is a comprehensive macro policy, FAO in cooperation with other UN agencies and DPs is developing a RD policy framework. In which FAO’s support mainly focuses in improving rural economic life while other UN agencies are providing assistance in other aspects as social and culture development. FAO’s support to develop the sector/ sub-sector agriculture restructuring plans as an agriculture sector policy serving RD. Besides, other policies (education, culture, S&T, etc) advocated by the participating UN agencies also transferred the Tam Nong policy principles when they’re working with relevant ministries.</p> <p>FAO’s technical officers have actively participated in various projects targeting agricultural value-chains, covering all stages from production, processing to marketing. A new pipeline project has been submitted, to support the pro-poor policy in the free-trade context</p>	<p>Learning (ODL) has been adopted by the GoV to apply nation-wide to RD officers. As a side effect of the UNJP Tam Nong, FAO has facilitated the negotiations between the GoV and donors for formulation of new projects.</p> <p>Collective policy advocacy by the participating UN agencies has also helped strengthened horizontal coordination among concerned ministries in Vietnam.</p>	

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<p>Recommendation 8: FAO should engage with the several existing policy advocacy networks on CCA and DRR to bring to them its technical expertise on the issue and to enhance the agency's ability to influence policy in this area.</p>	<p>In line with recommendation 4, based on the partnership mapping and strategy the policy work in this sector will be shaped and sharpened.</p> <p>FAO can increase its role in the CCA/DRR coordination mechanisms, national fora and policy dialogue to better integrate agriculture and food Insecurity perspectives.</p>	<p>Climate Smart Agriculture – Capturing synergies between adaptation, mitigation and food security was launched. The project aimed at developing partnership to support VN in achieving climate smart agriculture. The project organized two scenario-guided planning workshops (regional and country) for policy decision making with participation from key national and regional partners including ministries, research institutes, development partners, and CSOs.</p>	<p>The Government as well as some potential donors and partners (WB, ICRAF, etc.) are now more interested in working with FAO and using FAO's expertise in these areas to cope with CCA in conjunction with food security,</p>	<p>3</p>
<p>Recommendation 9: A) Continue and expand on the present efforts to develop alternative and enhanced livelihoods and employment for coastal fishing communities by drawing on the opportunities under the Tam Nong programme to create larger-scale and non-fisheries based enterprises. This will require FAO to be proactive and convene and facilitate joint efforts by government partners at local, provincial and national level and across various departments in addition to fisheries (e.g., rural development, transport, enterprise and processing), community Fishery Associations and the private sector.</p> <p>B) Resources should be obtained to support more regular technical assistance and implementation and supervision from HQ for the REBYC-II CTI programme and the fishing capacity NPOA.</p>	<p>A.</p> <p>1. FAO VN continues in engaging in integrated management projects subject to available resources. However, future activities would need to be at a broader scale and to be able to replicate and translate into policy instruments for higher impacts.</p> <p>2. The FAOR will also explore dialogue opportunities with GOV and other stakeholders for larger-scale alternative livelihoods development.</p> <p>B. Fisheries livelihoods can be incorporated into the provincial Tam Nong Master Plan. There are currently no plans to allocate specific resources to integrate alternate fisheries livelihoods at national scale into Tam Nong.</p>	<p>Experience of the FAO regional Fisheries Livelihoods Programme (RFLP) and the IMOLA project was shared as a case study in the Open & Distance Learning programme for about 400,000 local leaderships.</p> <p>NPOA for fishing capacity management and combat against IUU has been drafted.</p> <p>The achievements of the RFLP Project are now disseminated in all 10,000 communes through the ODL programme.</p> <p>Discussions are still ongoing regarding the development of larger-scale alternative livelihoods projects.</p>	<p>A network of Fisheries Associations were established and made operational, drawing the participation of women, and contributing to the livelihoods diversification and safety-at-sea for central coastal provinces. The National Aquatic Resources Rehabilitation Fund has also been activated, directed by the the former NPD of the RFLP Project. The World Bank has shown interest in replicating good management practices generated by the IMOLA and RFLP in their CRSD Project.</p>	<p>3</p>

Evaluation recommendations	Action agreed	Action taken	Impact	MAR score
	Resources and additional staff collaboration from HQs on REBYC-II will take place. Tam Nong type of holistic approach will be built into the NPOA-Capacity implementation to the extent possible.			