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منظمة الأغذية
والزراعة
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联合国
粮食及
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Food
and
Agriculture
Organization
of
the
United
Nations

Organisation
des
Nations
Unies
pour
l'alimentation
et
l'agriculture

Продовольственная и
сельскохозяйственная
организация
Объединенных
Наций

Organización
de las
Naciones
Unidas
para la
Agricultura
y la
Alimentación

PROGRAMME COMMITTEE

Hundred and Third Session

Rome, 12 - 16 April 2010

Evaluation of FAO's Role and Work Related to Water

MANAGEMENT RESPONSE

Introduction

1. The water-related challenges and the urgency to resolve them have been growing enormously over the last years. They will unfold with further complexity in the future, threatening sustainable development. This requires a revision of the way we manage water resources, addressing the need for a more dynamic, elaborated and multi-disciplinary answer. With agriculture remaining the largest user of water, FAO's Governing Bodies have attributed paramount importance to this natural resource and discussed water-related issues at large. Therefore, the *Evaluation of FAO's role and work related to water over the period 2004-2009* comes at a time of important changes for FAO. It will boost the FAO reform process and provide *FAO Management* with helpful inputs to better design its corporate strategic vision in the domain of water.
2. The *Evaluation* follows the previous *Independent External Evaluation (IEE)*, released in July 2007, and is the first comprehensive assessment of the wide-ranging activities on water in FAO. The evaluation sought comments from virtually all FAO regional offices and made individual country visits to China, Egypt, Ghana, Malawi, Mali, Morocco, Saudi Arabia, Thailand and Turkey. It covers both normative and field work distributed over a large number of organizational units and provides a comprehensive perspective. The task of evaluating 'Water in FAO' was unique and demanded particular effort by the Evaluation Team.
3. Management appreciates the recognition that the *Evaluation* has received commendable support from FAO staff at all levels and in all locations, demonstrating the willingness to engage in an open assessment and eventual adjustments in working method and structure.
4. In preparing this response, the management has carefully studied the Evaluation report and its annexes and has taken note of what works, what does not work and what is missing in the

FAO actions on water. We have considered and responded to the most substantive and significant recommendations of the *Evaluation* as discussed below. Further, each recommendation is addressed individually in tabular form, with clear indication of actions to be taken, if any, and corresponding follow-up responsibility. Finally, we have started reflecting on a coherent and appropriate implementation strategy for FAO's future water programme.

5. This management response has been drafted in a constructive, forward-looking spirit and with the clear objective to improve effectiveness, efficiency and relevance of FAO's response to member countries' needs in the field of water. It has been coordinated by the Natural Resources Management and Environment Department (NR), reflecting inputs from Decentralized Offices and all FAO departments where one or more divisions are engaged in water-related work.

Overall response to the Evaluation

6. The *Evaluation* report contains 35 recommendations (and 24 suggestions), some of which are very critical and specific.

7. Management believes that recommendation n. 33 is one of the most relevant result of the *Evaluation*: "*FAO's Assistant Director-General for Natural Resources, in collaboration with concerned Assistant Directors-General in Headquarters and in the Regional Offices, should develop a strategy for water in FAO. This should define an official internal coordination mechanism, called FAO Water Platform, and reflect the importance of water in FAO's mandate as well as the objectives of the Organization in the water sector*".

8. This recommendation, in fact, reinforces the path already undertaken by FAO, when the Natural Resources Management and Environment Department (NR) presented a substantive paper on "*Agriculture and Water Scarcity: a Programmatic Approach to Water Use Efficiency and Agricultural Productivity*" at the 20th session of the Committee on Agriculture (COAG, April 2007). On that occasion, NR clearly proposed the establishment of a programmatic framework and a water programme in FAO to leverage expertise across the Organization in addressing global water scarcity. The CoAg explicitly welcomed the proposal for a multidisciplinary integrated framework but delayed a decision on a structured water programme to take into account the result of the IEE of FAO.

9. Moreover, following the reform process and the Immediate Plan of Action, the idea of an integrated framework through a *Water Platform* in FAO was further developed in the *Medium Term Plan (MTP) 2010-13* and in the *Programme of Work and Budget (PWB) 2010-11*. The Strategic Objective F states in the MTP that "...the sustainable management of natural resources ...requires ...<inter alia> ...multi-disciplinary and multi-sectoral approaches ...", and more specifically, the Organizational Result F2 explicitly refers to the "strengthening of the FAO Water Platform" in the 1st of the Primary Tools for achievement of the results. An Impact Focus Area (IFA) on Water and Land Scarcity was also presented and approved to strengthen the linkage between land and water and other strategic objectives of the Organization.

10. Therefore, the *Water Platform* is seen as an important coordination mechanism, which is expected to promote more operational effectiveness in responding to the needs of the member countries, a corporate vision for water and an overall coherence and cohesiveness in the way FAO works in the water domain, e.g. exploiting its body of knowledge across projects and programmes, horizontally between departments and vertically between Headquarters (HQ) and Decentralized Offices (DOs).

11. Recommendations n. 34 and 35 give additional elements for the implementation modalities of the *Water Platform*, although without reference to resource implications. Nevertheless, Management believes that through a careful process of development of FAO's Water Programme, properly owned and shared by all units, additional resources can be mobilized either through Regular Programme (RP) or Extra Budgetary (EB) sources. The special fund for the interdisciplinary programme, contribution from Unit Results, and possible provision from the IFA can all add support to the FAO *Water Programme*.

12. Of particular relevance are recommendations n. 29 and 30, where human resources increase and allocations are considered. The *Evaluation*, in fact, has emphasized how “*the Organization is seriously under-staffed at both Headquarters and in the decentralized offices*” and that “*FAO is below critical mass of staff for both the water-related normative and field programmes*”. Implementation of these recommendations depends on further allocation of resources to these programmes, member countries commitment and prioritization.

13. Recommendations n. 22, 26, 27 and 28 touch upon FAO’s rules and regulations that are under revision. The other recommendations are of variable nature and relevance. All the recommendations are, however, considered by the specific management response in the annexed table.

14. Overall, the *Evaluation* brings to the fore a series of relevant findings. It has highlighted the depth and scope of FAO’s work in relation to food security and agricultural water management across all Departments, confirming the importance of water for food and agriculture. The evaluation has estimated that about 20% of FAO’s field programme is directly related to water. It has recognized the unique role that FAO plays in agricultural water management, both within the UN system and among other international organizations. In particular, it has reiterated the complementary role of FAO and CGIAR institutions that had been questioned by the IEE. The *Evaluation* appreciates most of the high quality work, products and services provided by FAO’s technical departments in the field of water, including policy, legal advice and capacity development. It also values the identification of strategic flagship programmes on water (e.g. water scarcity and related Impact Focus Area) and FAO’s effort made in recent years to raise the profile of agriculture in the international debate on water through its active participation in international events and coordination bodies, such as UN Water and the Sirte Ministerial Conference on Water for Agriculture and Energy in Africa. These are important findings which need to be fully recognized and appreciated as the strength of the Organization. The numerous recommendations of the Evaluation Team to systematically strengthen these activities and to allocate more resources to practically all these fields are a sign of appreciation to the work of FAO on water.

15. On the other hand, the *Evaluation* noted some weaknesses that need to be addressed. First and foremost, it highlighted the disconnection between normative work and the field programme. In particular, it stressed the need to have a broader involvement of technical divisions in field activities and a better alignment of normative work towards support to the field programme. The Evaluation makes it clear that where projects were lacking technical division involvement, results on the ground were “mediocre to poor”. A major cause is the unbalanced allocation of financial resources between the various programmes, which in turn has a negative impact on the quality of field activities. The *Evaluation*, in fact, reports that the net appropriation for NRL/W Budget is “on average 0.84%” of the Programme of Work and Budget; about “67%” of the Extra Budgetary resources on water related works were used in technical cooperation projects; and the remaining “33%” were spent in emergency projects. The *Evaluation* underlines the need for more allocation of resources to the Regular Programme for water. It also highlights the need to reinforce coordination between Headquarters (HQ) departments as well as with Decentralized Offices (DO). Finally, the shortage of staff at all levels (HQ and DO) mirrors in a significant discrepancy between resources and demand.

76. Finally, some lesson learnt could be drawn for the evaluation process. For instance:

- We find that the evaluation could have balanced its detailed consideration of normative and field work with a wider appreciation of FAO’s Strategic Framework and the programme entities for the period of the evaluation. We would have further appreciated some thoughts on priority setting.
- While the evaluation offers a rich volume of relevant analyses and interesting findings, the extent of the subject may have prevented the evaluation team to fully penetrate the matter in a comprehensive, systematic and consistent way. Various divisions point to

omissions in the description of their work, as for example in the case of inland fisheries, or in conservation agriculture, or the Investment Centre (TCI) work in Central Asia. Also, specific water-related Programme Entities have not been fully addressed as specified in the *Terms of Reference* (ToR). Very likely, the ToR were too ambitious to be fully covered.

- The long number of recommendations makes it difficult to separate the more strategic and critical recommendations from more specific ones. The recommendations needed prioritization in order to be realistically considered for their effective implementation.

Recommendations	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
		Accepted	Partially Accepted	Rejected		Action	Timing	Unit Responsible
<p>1. FAO should define its mission statement for its work on water and land, centred on food security. This should be formulated to include the following concepts: "Food security is a prime objective in the work of FAO. To realize this objective, FAO should strengthen the efforts to ensure that the policies, management and use of water and land resources are coordinated to the extent necessary and feasible. The purpose must be to improve and stabilize the productivity in the use of these resources in a long term perspective, i.e. to meet an expected increase in demand for food and other goods and services from the agricultural sector.</p>	Yes		X		<p>The need to review the mission statement for FAO's work on water is acknowledged as is the need for coordination and adjustment of the technical, financial and institutional arrangements.</p> <p>The development of a mission statement and vision for FAO's work on water requires the participation of all Departments and Decentralized Offices.</p>	<p>A review of FAO vision and strategy on water would be pursued through the Water Platform.</p>	<p>Within the biennium 2010-2011</p>	<p>NR leading the process</p>

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This can only be achieved by taking the different capabilities of women, men and youth into account. Special attention must be paid to the inclusion of poor and vulnerable groups. This approach should be the basis of the design of the technical, financial and institutional arrangements.”								
2. ‘Water at FAO’ should advocate for institutional arrangements in Member Countries that systematically engage all relevant ministries (agriculture, irrigation water resources, the environment, urban development, power, etc.) in issues related to water resources management for agriculture and food security.	Yes	X			This is already being done as part of FAO policy support to Agricultural Water Management in countries where it matters. FAO impact in this respect is limited by its constitutional link to the respective Ministry of Agriculture. An interdisciplinary approach in FAO would promote collaboration of national institutions.	Will be done through global or regional events and at national level in the framework of policy advisory services. FAO will endeavour setting examples for institutional collaboration through interdisciplinary approaches.	Within the biennium 2010-2011	TC with all other technical Departments and decentralised offices

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3. 'Water at FAO' should allocate resources for work on water and irrigation policies to meet rising demand from Member Countries, through the TCP or other funding modalities.	Yes		X		The recommendation advocates work primarily at policy and sector level instead of field projects. However, countries may have different priorities and are free to request support for field projects. TCP funds are now decentralized giving wide authority to FAOR to decide on their allocation.	Advise FAOR on the use of TCP funds and on the capacity of Water-in-FAO to respond to requests.	Within the biennium 2010-2011	The Water Platform, NRL and DOs
4. 'Water at FAO' should develop a new normative product informed by experience and lessons learned illustrating steps and processes that can facilitate national policy development processes. This product should also set clear criteria and conditions under which FAO is in a position to provide meaningful policy assistance.	Yes	X			This is an important recommendation, fully supported by NRL, partially already implemented by TCS. Would set the scene for a new integrated approach from policy to action. Suggestion to use ABCDE framework is good but perhaps too narrow. Process should be based more on thorough assessment of the situation on the ground. Policy is not a 'one-size fits all' topic.	Product development depends on strategy.	Continuing	TC/NR

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5. 'Water at FAO' should, in formulating field interventions, pay increased attention to environmental concerns, including soil fertility, aquifer depletion and downstream impacts of increased local water consumption.	No	X			Interactions between agriculture, water and environment are well know in FAO and dealt with in many normative outputs. The recommendations points to the problem that the knowledge available in the organization is often not sufficiently used in the process of designing and backstopping field projects. The origins of the problem are unclear responsibilities and capacity constraints.	More attention to qualified design and backstopping of field projects. Clarification of responsibilities, review of operational modalities for all field projects having a water component.	Continuing	TC/NR/AG and the Water Platform

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6. 'Water at FAO' in its work on the development of land and water strategies, should always (a) consider the spectrum of land/water options from rainfed through to full irrigation; and (b) overtly address relevant gender and social inclusion dimensions.	No		X		<p>The part (a) of the recommendation is accepted but found unnecessary. NRL has the advantage of integrating in one division land and water expertise. Work on water productivity explicitly deals with the continuum from red-fed to irrigated agriculture.</p> <p>As to the part (b) of the recommendation, NRL has produced a number of well received advocacy papers (Water and the Rural Poor). The questions 'Who gains? Who loses?' are relevant in any policy work and will be addressed. FAO should avoid being seen as an advocate for specific policy decisions in its country work.</p>	None		

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7. In partnership with ICARDA and others 'Water at FAO' should evaluate the potential to incorporate Rain Water Harvesting practices into water resources development for rural livelihoods improvement.	Yes		X		The recommendation will be met by increased emphasis of FAO work in the "Multiple uses" approach to water management.	Initiatives with the Multiple Use of Water Network will be pursued.	Within the biennium 2010-2011	NR/TC
8. 'The pending NRL publications on Rain Water Harvesting should be expanded to include a decision-support tool based on rainfall data to assess yield, assurance of supply and economics at the level of households and administrative units. They should be completed, published and disseminated as a matter of urgency.	Yes		X		Publication is old and would require complete re-writing. Suggestion to include a decision support tool is useful. There is a capacity constraint at this time.	Will be taken up when vacant post in RAF is filled.	End of 2011	RAF
9. 'Water at FAO' should set out an institutional view on water accounting and establish a culture 'of water saving and water productivity' for dissemination in all its work.	No	X			Work on water accounting is included and framed under the NRL Water Scarcity Programme for the biennium 2010-2011. Products will be disseminated in house and exchange between departments will be strengthened.	Seminars at HQ and DOs on water accounting and savings.	Continuing	NRL

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10. While contributing to Member Countries water policies and strategies, 'Water at FAO' should pay particular attention to the potential of smallholder irrigation and its requirements for specific technical, legal and extension support.	No	X			NRL has produced many normative products and advocacy papers on smallholder agriculture and the provision of specific irrigation services. At organizational level there are specific requirements for inclusion of social aspects as part of TCP approval process. As to policy work FAO should maintain its neutrality and not favour specific production systems.	None		
11. 'Water at FAO' should reinforce the integrated concept of water to sustain both aquatic and terrestrial crop-based food production, to ensure maximum benefit for the poor and disadvantaged.	Yes		X		This recommendation does not consider inland capture fisheries that should be integrated into water management plans.	Developing guidelines and projects on ecosystem approach to inland capture fisheries.	Within the biennium 2010-2011	FI

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12. 'Water at FAO', under FIMA's leadership, should promote integrated management of aquatic resources, aquaculture in irrigation systems and wetlands-agriculture interactions.	Yes		X		Partially ongoing. While the first two points "integrated management of aquatic resources" and "aquaculture in irrigation systems" could be promoted under the leadership of FIMA, this is not the case for "wetlands-agriculture interactions", which should fall under the leadership of either the NR or the AG department.	Project development and guidelines for ecosystem approach to fisheries and aquaculture.	Within the biennium 2010-2011	FIR

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<p>13. NRL should: a) Update its normative products that are relevant to some of the modernisation efforts in various countries, especially pumped schemes in Africa. b) Develop and assist in the introduction of the design-for-management concept to improve the manageability of irrigation schemes by user organisations. c) Update norms and standards for equipment and design parameters suitable to agro-socioecological conditions as necessary; and d) Develop guidelines for application by local agencies (public and/or private, as appropriate) to evaluate irrigation systems.</p>	Yes		X		<p>The recommendation is short-sighted. Substantial normative work has been done on each subject mentioned. The recommendation points to the need to promote the use of normative work in practice. This can best be done in the framework of a water program.</p> <p>a. AGL has produced several publications on pumps and pumped irrigation that are still valid and can be used in most circumstances.</p>	Promote use of normative work through interdisciplinary field work.	Continuing	NRL, TCI

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					<p>b. Design for management is a relevant concept and already partially covered. More work would be desirable.</p> <p>c. IPTRID had intended to work on certification of irrigation equipment and designers. Unfortunately work did not take off.</p> <p>d. Considerable work on evaluation and benchmarking of irrigation has been produced by NRL and IPTRID. This can be used by local agencies.</p>			

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<p>14. If reliable and substantial multi-year external support is available, NRL should continue hosting IPTRID within a clearly defined framework of collaboration, with active future participation of the Programme in the proposed FAO Water Platform. Otherwise, NRL should absorb aspects of IPTRID's mandate and role on capacity development within its own Regular Programme of Work and Budget.</p>	Yes	X			<p>A year ago NRL organized a donor's conference for IPTRID. Interest by some donors was raised initially, but the world financial crisis has influenced the allocation of resources. If no EB resources will arrive by June 2010, NRL will close the program. Some aspects in particular work on small scale irrigation technology will be integrated in the NRL program. Capacity building is a cross-cutting subject for all NRL work.</p>	<p>Possible closure of IPTRID.</p> <p>However, capacity development and technology exchange activities, previously carried out by IPTRID, will be taken up directly by the FAO Water Program.</p>	<p>June 2010</p> <p>Within the biennium 2010-2011</p>	The water platform
<p>15. 'Water at FAO' should engage in the Fouta Djallon Project to make it an example of organizational achievement through intensive collaboration across departments, both at Headquarters and in decentralized units.</p>	No	X			<p>This is done already. The Fouta Djallon project is operational since 1 July 2009 and the collaboration across the departments (including also the Decentralised Offices) has taken off in a major way.</p>	<p>The collaboration will be further intensified.</p>	<p>Continuously for the duration of the project</p>	FO

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<p>16. FOMC should contribute to 'Water at FAO' by:</p> <p>a) reducing existing institutional commitments by matching resources to realistic time frames;</p> <p>b) giving particular attention to 'scalability' of interventions when conceptualising and designing projects, including pilot initiatives;</p> <p>c) invigorating advocacy and policy contributions through UN platforms;</p> <p>d) seeking and developing active partnership opportunities; and</p>	Yes		X		<p>a): Many of the institutional commitments have a long history and are driven from outside. FAO has to satisfy expectations.</p> <p>b): This is a challenge which is not new and which is not limited to the work of FOMC.</p> <p>c): This is already ongoing since many years such as: Collaboration with CBD on mountain biodiversity; work with UNECE Water Convention, contribution to biennial UNSG report on mountain development, lead agency role for the International Mountain Day, flagship book on floods in Bangladesh with UNU, participation international congresses etc.</p> <p>d): This is ongoing.</p>	Action on all these recommendations is ongoing.		FO
No	X							
Yes	X							
Yes	X							

Recommendations	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
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e) Developing operationally-relevant WSM related normative products.	No	X			On e): This is going on throughout the period covered by the evaluation (e.g. the publication of Forestry Papers 150 and 155). Based on these normative products, the development of new case studies and training tools is foreseen by the programme of work.			
17. 'Water at FAO' is strongly urged to take immediate action to sustain the process for the Guidelines on Agriculture and Wetlands Integration, through the mechanism of the Ramsar Thematic Work.	Yes		X		This activity cannot be pursued without additional funding which would allow the creation of one post. Such a post existed till the departure of the incumbent in 2006. Efforts have been made and it was hoped to obtain funding from FMPP, but so far it seems that the establishment of FMPP is not proceeding very well.	Follow-up with Wageningen University for resources mobilization.	Within the biennium 2010-2011	AG

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18. NRL should prepare a 4-year publication strategy, aimed at scaling-back output to fewer publications and addressing priority gaps. New proposed publications should specify ex-ante the target audience and proposed plan of dissemination.	No		x		The publication strategy must go hand in hand with the priorities set up by the Unit and not as a separate exercise.	Action will follow strategy and priority setting.	Within the biennium 2010-2011	NRL
19. 'Water at FAO' should develop a distribution and communication strategy for its publications and normative products, to facilitate knowledge and access to these among governments, academia and other stakeholders beyond the posting on FAO's web-site.	Yes	X			Better balancing distribution of electronic and print media is important. Distribution strategy should also be considered at the start of each project because it will be different for each country and client group.	Will be covered in the Water Strategy.	Within the biennium 2010-2011	The Water Platform

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<p>20. NRL should commit resources in the Africa region, in collaboration with CAADP, to: a) Introduce practical training courses based on the irrigation design manual into the curricula of regional training institutions, to improve capacity for the major irrigation development foreseen; b) Broaden the content of the irrigation design manual to include the norms and standards on irrigation design and irrigation equipment including Rain Water Harvesting approaches and techniques for informal/individual water control development options for smallholders; c) Develop and incorporate engineering aspects of informal smallholder irrigation into the curricula for irrigation engineers and related professions.</p>	a) and c) Yes		X		A UR is in the PWB 2010-11	Already taken	Within the biennium 2010-2011	NRL
	b) No		X		A separate training course dealing exclusively with water harvesting is already available on CD-Rom (LWDMS 26). Another CD-Rom, dealing with participatory training and extension in farmer's water management, and especially with more informal/individual water control development options, also exists already (LWDMS 14).	None.		

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21. a) 'Water at FAO' should develop tools to support Member Countries in preparing agricultural water policies that are gender sensitive and socially inclusive; b) 'Water at FAO' should recognise in all its work, normative and operational, that farming is a household enterprise, often passed down through generations and drawing on traditional knowledge, based on teamwork, where tasks are complementary and not competitive; c) 'Water at FAO' should update 'old' benchmark publications progressively, introducing new material, improving relevance to different farming households, and integrating gender concerns.	Yes		X		This recommendation is very general and a mix of several others. The principles expressed are already part of FAO approach. It is difficult to abstract specific actions.	Will be further considered in the Water Strategy development process.	Continuing	The Water Platform

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22. Any future FAO project and programme appraisal mechanism, that will take the role of the Project and Programme Review Committee, should ensure that project designs are strengthened towards mainstreaming gender and social inclusion and integrated approaches that consider the wider constraints of farming households and enterprises.	No		X		Not clear. Very general. The principles expressed are already part of FAO approach.	Will be further considered in the Water Strategy development process.	Continuing	The Water Platform

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<p>23. 'Water at FAO' should identify and intensify specific complementarities with UN-agencies and other international organizations. Specific areas for partnership should be: a) water in food safety and on wastewater with WHO; b) livestock with ILRI; c) agricultural pollution with UNEP; d) agriculture and wetlands interactions with Ramsar and others; e) research on water and food with the CGIAR system, in particular with IWMI.</p>	No			X	<p>This recommendation is not needed as these partnerships are already well established. NRL and AG are cooperating already closely with WHO, ILRI UNEP and IWMI. Complementarities are already identified and materialized according to programmes and projects formulation and implementation.</p> <p>AG notes that cooperation with WHO to cover the risk of household use of irrigation water could be strengthened. This would depend on additional resources and priority setting.</p>	None		

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24. The use of TCP modality in the water sector should be mostly in support of national processes of policy and strategy formulation and of capacity development.	No		X		<p>This is how most TCP resources are allocated but provision is made for regional projects where countries want to proceed on joint management effort in natural resource regulation.</p> <p>Moreover, given the universality of TCP and the demand-driven nature, field level work will continue to be an important element in the TCPs in the area of water.</p> <p>TCP funds are now decentralized and that countries have much more influence to decide on the use. This may counteract the intended concentration on sector and policy work.</p>	Scope of TCPs will be kept as broad as possible, but always aligned with the national processes and demands.	Continuing	TC

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25. FAO project documents for interventions in the water sector should clearly indicate budget requirements for long- and short-term human resources, including for technical backstopping and clearances, as well as ensure reasonable time-frames.	No		X		The underlying problem is that often large and time-consuming tasks are started with insufficient resources is real and need to be addressed through proper planning. Long-term human resources requirements are not always straightforward, depending on complexity and duration of the project.	Will be considered in project development and planning.	Continuing	TC, AG, NR

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<p>26. The mechanism of the Project Task Force should be applied systematically and throughout the complete life of all projects, including emergency interventions, in particular when projects are multidisciplinary. Monitoring of project implementation should be part of the TF responsibilities.</p>	Yes		X		<p>The costs of a Task Force have to be budgeted and added to the project costs or covered by project services cost income. Regarding the need to ensure Project Task Force oversight throughout all stages of the Project Cycle, is from a formal point of view, already implemented as per FPC/2007.</p> <p>TCI cautions that universal use of TF will increase project costs and may not be necessary in short emergency projects. An alternative solution is the use of country task forces.</p>	Reinforce the use of the TF or find more appropriate mechanisms if necessary.	Continuing	TC

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27. FAO should revise its internal market mechanisms and rates, to ensure they do not act as disincentive to collaboration between projects and operational units and technical departments, and prevent dissemination and testing of normative concepts.	No		X		FAO charges the full cost of staff seconded to work on trust fund projects and International Financial Institutions with cost sharing arrangements (except the World Bank). A lower internal secondment reimbursement rate, the same as for the Regular Programme, is used for staff time on TCI World Bank missions. The internal rate provides an incentive for TCI to utilize FAO staff rather than lower cost consultants on World Bank missions, thus contributing to the dissemination and testing of normative concepts. The internal rate is adjusted every biennium to reflect cost increases.	Update internal secondment rate and TCI IFI rate for 2010-11 costs.	April 2010	OSP and TC

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28. FAO should urgently develop procedures for National Execution of projects and efficient and effective tools for substantial project supervision and monitoring, beyond financial delivery.	No	X			<p>TC: Acknowledges absence of NEX tools national execution). Notes that an IDWG established by ADGs of AF and TC have moved forward on the issue (HACT). Draft guidelines have been developed and are circulated for comments.</p> <p>TCE: Strongly agrees. Points out that if NEX modality became operational its use could be extended to cover non-governmental institutions. There is an urgent need for more tools and instruments for working with partners in the field.</p>	TC divisions to discuss and clarify the issue.	Continuing	TC

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					TCI: Agrees. Additionally the development of such procedures must include capacity building in the country (not abroad) which need to be specified in detail (courses, on-the-job, site visits). Each project should have a capacity building component of at least 10 percent of the project costs.			

Recommendations	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
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<p>29. It is recommended that:</p> <p>a) Experts with stronger specialization and competences in broad strategic issues should be based in FAO Headquarters; support from this to the other levels should be available upon call;</p> <p>b) Experts with stronger engineering and field experience and with solid operational and problem-solving capacity should be based at regional and sub-regional level;</p> <p>c) Competences should match regional/sub-regional needs, instead of the current standard set of competences across all sub-regions;</p>	Yes		X		<p>Implementation depends on Commitment and prioritization of Member Countries.</p> <p>Potential of national staff is acknowledged and already widely used as consultants.</p>	<p>To be highlighted to the Programme Committee.</p> <p>A stronger field presence of FAO water experts has been ensured through the creation of multi-disciplinary teams; each region and sub-region now has at least one post dedicated to water issues.</p>	April 2010	FAO Secretariat

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<p>d) At least two water officers, one or more of each discipline, should be located in FAO decentralized offices where water and land issues are a priority, to properly deal with the management of water and land resources, jointly and separately, to ensure synergies and back-up mechanisms;</p> <p>e) FAO Representations should recruit national technical specialists at country level, in particular in large countries like China and India and where competent expertise is available.</p>								

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<p>30. FAO should ensure full time capacity in the following areas and locations:</p> <p>a) Irrigation engineering capacity at sub-regional levels in East, Southern and West Africa and in the Near East/North Africa;</p> <p>b) Strengthen water management capacity to support the Technical Cooperation Department in its work, with NRL staff based at the most appropriate location;</p> <p>c) Create a post for Social development and gender expert with specific experience in agricultural water and land management at middle/senior level (P4/P5) in NRL at Headquarters;</p>	Yes		x		<p>Complex matter. Implementation depend on Commitment and prioritization of Member Countries.</p> <p>Potential of national staff is acknowledged and already widely used as consultants.</p>	To be highlighted to the Programme Committee.	April 2010	FAO Secretariat

Recommendations	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
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<p>d) Strengthen capacity at Headquarters in NRL on: groundwater management; water harvesting; water statistics and information systems;</p> <p>e) Strengthen capacity on waste-water management and related topics in Latin America, Asia and the Pacific and in the Near East;</p> <p>f) Strengthen capacity on water policies at the regional level, to match requests from Member Countries;</p> <p>g) Strengthen capacity on: water-related issues in AGNS and on agricultural pollution in AGPP;</p> <p>h) Establish capacity on Forest and Water and Watershed Management in Central Asia;</p> <p>i) Sustain the credibility and performance of LEGN by strengthening its human resources in the water sector.</p>								

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<p>31. NRL should act urgently to: a) develop a NRL common vision and strategy, by involving staff at all levels and locations; b) improve team work, collaboration, coordination and sharing within NRL across all levels and locations, including through annual meetings for all staff, regular and frequent virtual meetings, visits by senior managers to decentralized offices, etc.</p>	No		X		<p>(a) there should not be an NRL vision but an organization wide vision on water in FAO. There should be water vision.</p> <p>(b) most recommendations on NRL team work are relevant.</p>	<p>Will be dealt with in the process of developing the Water Platform.</p> <p>Improved communication through increased n. of virtual meetings and n. of visits to Dos.</p>	<p>Within the biennium 2010-2011</p>	<p>All divisions and DOs concerned</p> <p>NRL</p>
<p>32. NRL should give priority to conducting capacity development events for FAO water staff from all locations and all concerned units, in particular TCI, on all its new products, and 'Water at FAO' should accommodate these efforts making staff available for training. AquaCrop and MASSCOTE represent areas for urgent action.</p>	Yes	X			<p>Already initiated for Sub-ROs in West and South Africa, and in HQ with NRC.</p> <p>It should be part of the implementation process of the Water Platform.</p> <p>Capacity development of FAO water staff will be strengthen</p>	<p>Arrangements with TCI and other Units in HQ and DOs will be undertaken to implement dedicated training workshops on AquaCrop and MASSCOTE to FAO Water staff.</p>	<p>Within the biennium 2010-2011 and 2012-2013</p>	NRL

Recommendations	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
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<p>33. FAO's Assistant Director General for Natural Resources, in collaboration with concerned Assistant Directors General in Headquarters and in the Regional Offices, should develop a strategy for water in FAO. This should define an official internal coordination mechanism, called FAO Water Platform, and reflect the importance of water in FAO's mandate as well as the objectives of the Organization in the water sector.</p>	Yes	X			<p>The recommendation is probably the most important of the Evaluation. It is widely supported throughout the Organization provided that the Water Platform is effective in delivering and enabling interdisciplinary approaches. Additional comments on the recommendation are provided in the Overall Response. It is now urgent to move from analysis to action. The idea needs to be transformed into FAO structure and coordination mechanisms.</p>	<p>Establish an IDWG or a Task Force to draft a <i>Term of Reference</i> for the Water Platform, addressing composition, role, functions and responsibility.</p> <p>Define governance, tentative work plan and resources requirements/implications for the Water Platform operation.</p> <p>Design a FAO Water Strategy in consultation with DOs and concerned division, reaching consensus and approval.</p> <p>Submit a document on the Water Platform and on the Water Strategy to relevant Governing Bodies to receive endorsement.</p>	<p>Within the biennium 2010-2011</p>	<p>NR Dep. In consultation with AG, FI, FO and TC, and the DOs</p>

Recommendations	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
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<p>34. The FAO Water Platform should become the organizational mechanism that connects work on water to the Strategic Objectives. Key elements of its structure and role are as follows:</p> <p>a) The Chair should be the Assistant Director General for Natural Resources level and should report to the two Deputy Directors General of FAO on progress and constraints of the Platform mechanism;</p> <p>b) The Platform should develop a four-year program for the Impact Focus Area-Water and Land Scarcity and other Impact Focus Areas to which work on water is relevant; the programme should include priorities, responsibilities, areas for partnerships and required human resources for its implementation;</p>	Yes	X			<p>The recommendation covers the main issues but is considered by some Departments as too prescriptive.</p> <p>The Water Programme is subject to the endorsement by the Governing Bodies and needs to be framed within the existing Strategic Framework and Strategic Objectives.</p>	<p>Draft a four-year water programme for IFA and for PWB 2012-13.</p>	<p>Within the biennium 2010-2011 and 2012-2013</p>	The Water Platform

Recommendations	Further funding required (yes or no)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
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<p>35. The FAO Water Platform should ensure:</p> <p>a) Clarity on the context and principles of collaboration between NRL, ESW, FIMA, FOMC and units in the Technical Cooperation Department, defining responsibilities and roles, resources, allocation and sharing procedures and compliance with technical requirements of projects and initiatives;</p> <p>b) Close coordination between all members of the Water Platform on all steps of project preparation, from discussions with donors to project approval and adequate planning for resources for backstopping and technical clearances.</p>	Yes	X			The recommendation relates to the functions and working arrangements of the Platform. The recommendations are useful and will be considered in the process. There is a concern that the Platform might become just a coordination mechanism without resources and with no mandate to call on resources across the organization for interdisciplinary work. This aspect need to be closely monitored and corrected if required.	Will be dealt with in the process of establishing the Water Platform.	Within the biennium 2010-2011 and 2012-2013	NR, AG, FI, FO,TC and concerned DOs and divisions

