

**Thematic Evaluation Series
02/2020**

Evaluation of FAO's contribution to building resilience to El Niño-induced drought in Southern Africa 2016-2017

Management response

Response by recommendation

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 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.

Management response to the evaluation of FAO's contribution to building resilience to El Nino-induced drought in Southern Africa 2016-2017					
Evaluation recommendation (a)	Management response (b) Accepted, partially accepted or rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Timeframe (e)	Further funding required (Y or N) (f)
Insert title of section, if any					
Recommendation 1. Considering that Southern Africa is exposed to several hazards, particularly drought and floods, the evaluation recommends that FAO initiate a systematic approach for adaptive programming. The evaluation recognizes that this is not a new way of work but rather transforming an implicit way of working into a more explicit and systematic way of programming.	Accepted	Adaptive programming is indicative of the fact that FAO is a learning organization. However, this can only be implemented in programmes and projects with the concurrence of the funding partners. It is therefore, necessary that FAO at all levels engages the resource partners and advocates for adaptive programming in all new development and emergency projects. It will also be necessary to conduct some training and knowledge sharing on adaptive programming among the different FAO offices.	SFS/PSR	From 2021	N
Recommendation 2. FAO should conduct an in-depth analysis of the factors that affected the business, financial and procurement processes that slowed down the delivery during the 2016/17 El Nino response. Once this is done, FAO should put in place the measures to address the disabling factors.	Accepted	The procurement processes strictly followed FAO procurement rules and procedures. This review will assist in identifying areas to improve so that FAO can implement all field activities to the satisfaction of beneficiaries and stakeholders. This has become even more significant in view of the mandatory joint implementation with other UN agencies under the One UN modality. A consultancy will be procured to conduct the review, which should involve all the relevant offices of the organization and some key stakeholders. The consultancy will be participatory and make use of all relevant sub-regional events where practitioners would be requested to provide their views in interactive manner.	SFS/PSE/CSDA	July – December 2020	Y

<p>Recommendation 3. To enhance the reach and sustainability of efforts, targeting should be expanded and articulated around different groups. FAO should ensure there is a link between the targeting, and emphasis on transformative resilience capacities. Based on evidence collected, interventions achieve better results when they adopt a more comprehensive targeting approach, including not only the targeting of households but also of pre-existing groups and associations linking them to existing markets. It has been shown that better results can also be achieved by differentiating interventions to meet the needs of the more vulnerable as well as those of households with productive capacity, that is, "better-off farmers". This is based on the evidence that expanding the targeting and differentiating the interventions would increase the social cohesion dimension resulting in benefits trickling down to the wider community, thereby ensuring target diversification.</p> <p>Beyond linking targeting to pre-existing social groups/institutions, FAO needs to think of a systematic way to strengthen market institutions and service providers by linking and supporting other pre-existing markets and service providers in ways that help nurture the development of services and enterprises attuned to farmers' demand. For instance, under the crop component, there are local enterprises, production groups and markets (both formal and semi-formal), who are often promoted under FAO's development activities, and complement the public sector in areas of research that can help farmers access innovative techniques and services that will be important in building their resilience.</p>	<p>Accepted</p>	<p>The targeting of the appropriate and deserving beneficiaries, in time and space, is crucial to the effectiveness, efficiency and sustainability of emergency and resilience programmes. In most countries targeting is undertaken in close collaboration with governments and partners. Governments have verified beneficiary lists, given that some of the FAO interventions are implemented by the government. This is an area that needs further expansion in the region, thinking through in terms of involving government, other partners (UN and non UN) as well as private sector. Considering the diversity of interventions and implementation approaches in southern Africa, there is need to increase lesson learning and knowledge sharing with respect targeting. A proactive approach is required where the various livelihood groups and vulnerability across the board are clearly defined so that when a crisis occurs we have a basis for objectively targeting them upon updating of situation, and also follow on actions after crisis. It is opportune time to synthesize and disseminate the sub-regional knowledge and experience in targeting, using simple formats. A short practical manual and a technical brief on targeting will be developed to facilitate learning among practitioners.</p>	<p>SFS</p>	<p>August 2020 – July 2021</p>	<p>Y</p>
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<p>Recommendation 4. FAO should support the improvement of learning across countries, information sharing and advocacy efforts about emergency responses among participating countries by better facilitating some suggested actions.</p>	<p>Accepted</p>	<p>Learning across countries in the sub-region is important as it contributes to more efficient resource utilization and regional integration. While SFS-REOSA supported sharing of experiences across countries during the response, the sharing did not cover all the interventions and implementation approaches used during the response. A more systematic approach to lessons and knowledge sharing will need to be developed and implemented going forward. This may require that all SFS-REOSA and country office projects include within and cross country learning activities (cross-country visits, lessons and knowledge sharing events) and budget. SFS-REOSA will need to synthesize lessons from all SFS emergency and resilience projects every biennium. SFS and FAO country offices have to better harness modern communication technology, including social media platforms and other media that are easily accessible to all stakeholders (governments, general public, implementing partners resource partners).</p>	<p>SFS</p>	<p>From 2020</p>	<p>N</p>
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