

**Programme Evaluation Series**

**Real-time evaluation of FAO's response to  
the desert locust upsurge 2020–2021  
Phase II**

**Management response**

Management response to the real-time evaluation of FAO's response to the desert locust upsurge 2020–2021 - Phase II					02/2022
Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted</b> or <b>Rejected</b>	Management plan			Further funding required (Y or N)
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
<b>PRIORITY AREA 1 - COUNTRY LEVEL TRAINING AND CAPACITY</b>					
<p><b>Recommendation 1.</b> <b>Continue supporting national capacity for survey and control operations, while focusing on extending capacity to remote, hard-to-reach areas and including community groups.</b></p> <p>As outlined in Conclusions 1–3 above, FAO and its partners made significant contributions to the survey and control capacities of countries across the Horn of Africa, Yemen and Southwest Asia. This included both frontline countries with pre-existing capacity and invasion countries where little capacity existed prior to 2020. Much of this work has been tailored to national contexts, which diverge significantly across the Horn of Africa and Yemen. Moreover, it should be noted that the political economy of regional institutions in Eastern Africa is more complex than other areas. As such, the country-based capacity building model used to date should be continued. In particular, it is important to prioritize extending capacity to remote and hard-to-reach areas in some countries, and including community and farmer groups in others (see country-specific recommendations below). FAO and its partners should ensure sufficient financial resources and technical assistance are made available for this ongoing capacity strengthening throughout 2021, in order to avoid losing the gains made so far and protecting the region during the forecast evolution of the upsurge throughout autumn and winter 2021. Support and capacity-building for national surveillance systems should be extended to West Africa on the same basis.</p> <p>MEDIUM-TERM TARGET: FAO headquarters and donors.</p>	<b>Accepted</b>	Continued national capacity support should be included in new/upcoming WB funding, plus extra funding. Governments are encouraged to budget for sustained capacities/gains made building from the emergency response.	Collective effort of NSP/OER/CO/RTEA		Yes

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<p><b>Recommendation 2.</b> <b>In Ethiopia, increase the engagement of FAO Country Office technical personnel in field level monitoring during desert locust operations.</b></p> <p>The technical assistance provided by the FAO Country Office to date has had significant impact on improving capacity and processes for survey and control operations. This should be extended as the upsurge continues through autumn and winter 2021, with an emphasis on field level engagement to ensure environmental, health and safety standards, as well as improving quality and efficacy of survey and control operations. Depending on the evolution of the locust upsurge, support should be extended into the first quarter of 2022 as needed.</p> <p>MEDIUM-TERM TARGET: FAO Ethiopia Country Office</p>	<b>Accepted</b>	Elaborate a detailed action plan covering all items.	FAOEH with technical support of CRC [funded under the World Bank project]	2022–2025	No
<p><b>Recommendation 3.</b> <b>In Ethiopia, support technical capacity for survey and control operations within the regions, to ensure that regional governments are able to act more quickly in future emergencies.</b></p> <p>The linkage between federal and regional governments is looser in Ethiopia than that observed in the context of the Kenya and Pakistan locust response. FAO and its partners should focus technical capacity building to increase the availability of trained operational personnel at regional level, including in remote areas.</p> <p>LONG-TERM TARGET: FAO Ethiopia Country Office</p>	<b>Accepted</b>	Increased capacity building 100 of new generations officers in Desert locust survey and control operation in federal and regional governments.  Elaborate specific action plan.	FAO Ethiopia with technical support of CRC and DLCO-EA [funded under the World Bank project].	2022–2025	Yes

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<p><b>Recommendation 4.</b> <b>In Kenya, support capacity for surveillance and control in remote areas, particularly in the Rift Valley and Western Kenya.</b></p> <p>FAO and its partners have significantly strengthened the capacity of national and regional authorities to conduct survey and control operations in Kenya, starting from very little pre-existing capacity. Most areas of Kenya are now served by increasingly robust survey and control operations, including most notably the Manderu corridor in the Northeast of the country, which was the frontline for invasions in Northern Kenya during 2020. Nevertheless, regional capacity could still be enhanced, particularly regarding awareness and reporting systems in remote areas in the West of Kenya. In light of the current low levels of infestation in these regions, FAO should work with the Kenyan authorities to consider sustainable options for improving survey capacity in this region, in order to improve early warning in the future. One option to consider here would be to conduct regular awareness-raising activities to encourage rangeland herder communities and game wardens to report sightings to agricultural departments to allow the dispatch of trained scouts and feed early infestation data into the country-based desert locust information system.</p> <p>MEDIUM-TERM TARGET: FAO Kenya Country Office</p>	<b>Accepted</b>	Regularly plan awareness-raising activities for the benefit of communities and local authorities to keep specialist teams from the Ministry of Agriculture informed of any locust activity in the region.	FAO Kenya CRC–with NSPMD guidance.	Ongoing 2022–2024	Yes

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<p><b>Recommendation 5.</b> <b>In Pakistan, improve the technical capacity building and refresher training at both federal and provincial levels, with a focus on including community groups and farmers wherever possible, to ensure hatching sites and hopper bands are identified prior to swarm formation.</b></p> <p>Desert locust activity in Pakistan is now limited, but breeding areas remain in Balochistan, Sindh and Punjab. The emphasis in Pakistan must therefore be on surveillance and early response. The primary responsibility for field surveillance and early response must remain with the conduct of active field surveys in the desert regions by the Department of Plant Protection and in the Government. In addition to this, community and farmer groups in rural areas cooperated with the government response in 2019–2020, and have an important role to play in early-stage surveillance when and where breeding occurs on farm land and community spaces. FAO and its partners should continue to support the implementation of farmer field schools on desert locust surveillance, as well as improving and augmenting ongoing technical training and refresher courses for both federal and, crucially, provincial level government departments. The quality of community mobilization work in 2020 (e.g. in Balochistan, Sindh and Cholistan) could be further enhanced with FAO support, notably by increasing the involvement of research institutes, media, village leaders and civil society.</p> <p>MEDIUM-TERM TARGET: FAO Pakistan Country Office</p>	<b>Accepted</b>	Increased outreach in rural areas to provide locust awareness, basic knowledge, and publicity campaigns for communities, village leaders, and farmers [funded under the World Bank project].	FAOPK with NSPMD guidance.	2022–2024	Yes

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<p><b>Recommendation 6.</b> <b>In Somalia, support technical capacity at regional and district levels to enhance the capacity of localized survey and ground control teams.</b></p> <p>Significant gains have been made in 2020 in terms of national technical capacity. Nevertheless, continued training and technical assistance is required to ensure that environmental, health and safety standards are maintained in pesticide management, as well as improving efficacy and monitoring of control treatments where possible.</p> <p>MEDIUM-TERM TARGET: FAO Somalia Country Office</p>	<b>Accepted</b>	<p>Increased capacity building 100 of new generations officers in Desert locust survey and control operation [funded under the World Bank project]. Elaborate specific action plan.</p>	FAOSO with technical support of CRC and DLCO-EA.		Yes
<p><b>Recommendation 7.</b> <b>In Sudan, continue supporting technical assistance to field level teams as they deal with small-scale desert locust activity during autumn and winter 2021.</b></p> <p>Despite the significant capacity-strengthening already undertaken at the national departmental level, weaknesses remain at the field level, notably around the capacity of ground control and survey teams in areas such as environmental and health concerns, pesticide storage and empty drum disposal, as well as data collection with new technologies (elocust3m &amp; dLocust drones). FAO should support improvements in these areas by engaging ground control and survey teams with more technical expert visits, practical training courses and discussion panels to share learning between teams. In addition, capacity should be developed in Sudan for the Locust Control Department to conduct their own training courses to train their staff in place of FAO expert visits. FAO can provide training materials for</p>	<b>Accepted</b>	<p>At least one ToT for; Survey and control operations training course &amp; environmental Safety and health workshop and using biopesticides to be conducted every year.</p> <p>FAO will continue to strengthen the technical capacity of the PPD and the sustainability of the survey and control operations throughout 2022-2024. The training of locust teams would comprise the development of a cadre of master trainers, relevant training curricula, organization of workshops on a variety of related topics, and self-teaching modules for refresher training.</p>	FAO-SD and CRC	2022–2024	Yes

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such activities (as detailed further under Recommendation 14).  MEDIUM-TERM TARGET: FAO Sudan Country Office					
<b>PRIORITY AREA 2 - NATIONAL LOCUST CONTROL ARCHITECTURES</b>					
<p><b>Recommendation 8.</b> <b>Support national and federal governments to build and embed robust governance structures and policies for locust response.</b></p> <p>With the support of FAO and its partners, locust survey and control capacity has increased in national governance structures throughout 2020. Immediate capacity gains made in the emergency phase of the crisis need to be maintained and embedded in national governance structures, to tackle the ongoing locust threat in 2021. In some countries, this means opening dialogues with national governments regarding the structure of locust response within national ministries and federal authorities. In others, it means working with newly developed locust response units to support their development and growth as they take on increasing responsibility in the response (see country-specific recommendations below). In all cases, FAO should ensure that countries are supported as they build national contingency plans, establish autonomous operational units with national DLIS capacity, and embed awareness and sensitization of the locust threat throughout governance structures.</p> <p>MEDIUM-TERM TARGET: FAO headquarters</p>	<b>Accepted</b>	Implementation of the plan developed by CRC under the AFD supported project (GCP /GLO/096/FRA) with additional support needed from WB funded projects in the countries.	CRC, FAO Country Offices with support of NSPMD	2022–2024	Yes

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<p><b>Recommendation 9.</b> <b>Open a dialogue with the Ethiopian Ministry of Agriculture regarding the establishment of an autonomous operational unit dedicated entirely to locust management.</b></p> <p>The unit should be established under the Ministry of Agriculture with regional operations units functioning underneath it. FAO and its partners could offer financial support and technical assistance to build the capacity of such a unit, with the ultimate aim of conducting scout and survey operations to continue at greater volume during recession periods.</p> <p>MEDIUM-TERM TARGET: FAO Ethiopia Country Office</p>	<b>Accepted</b>	Establishment the autonomy of NLCU.	FAOET and CRC	2022–2025	Yes
<p><b>Recommendation 10.</b> <b>In Somalia, continue supporting capacity within the Ministry of Agriculture to enhance national capacity for survey and control, while pursuing new avenues for disseminating locust information and awareness across national and regional authorities.</b></p> <p>FAO and its partners should look for solutions to improve the national locust information dissemination and awareness raising systems. This could include, for example, a desert locust resource centre within the Ministry, to generate primary data where possible, and disseminate secondary data and forecasts where not, across the Ministry and importantly across all levels of the relevant regional authorities. For this to occur, the Government should officially designate a specific Desert Locust Information Officer, who can be trained by DLIS and equipped with RAMSES for data</p>	<b>Accepted</b>	Programme for the strengthening the human capacities, including ToT trainings in various locust operations, This includes building forecasting to improve data and experience.	FAOSO with technical support of CRC and guidance by DLIS	2022–2023	Yes



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<p>management and analysis. One may be required in Hargeisa (Somaliland) and another at the new Locust Office in Puntland. In addition, regular surveys will need to be undertaken during breeding periods by designated national locust teams using eLocust3m.</p> <p>MEDIUM-TERM TARGET: FAO Somalia Country Office</p>					
<p><b>Recommendation 11.</b> <b>In Sudan, maintain support for the operational costs of survey and control in the near-term, to ensure control operations are continuous, timely and unaffected by national budgetary constraints.</b></p> <p>The substantial and timely financial support provided by FAO and its partners in 2020 played a critical role in covering the operational costs of survey and control operations at a time when the national budgetary resources were constrained. FAO should be prepared to fill budgetary gaps in the national response as the upsurge evolves throughout autumn and winter 2021, in order to ensure that the gains made in 2020 are not lost. A provisional budget must also be elaborated based on observed need, while the necessary technical and financial support should be provided to ensure the autonomy of the NLCU.</p> <p>MEDIUM-TERM TARGET: FAO Sudan Country Office</p>	Accepted	FAO has already took required measures and re-programmed available resources to support Sudan fill the budgetary gap during 2021. FAO has also successfully managed to advocate for funds from a resources partner directly to the government of Sudan to support the DL operational costs throughout 2022-2024.	FAOSD	Oct 2021 to June 2024	Yes

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<p><b>Recommendation 12.</b> <b>Work closely with the Sudanese government to build a well-defined national contingency plan for locust response.</b></p> <p>Support provided throughout 2020 helped to build medium-term capacity within Sudan by improving the handling of empty pesticide containers, supply of equipment, and the introduction of new technologies including drones and eLocust3m applications. This has significantly strengthened capacity of the Ministry of Agriculture and Natural Resources to respond to the scale of the upsurge in 2020. However, regardless of the forecasts in Sudan and neighbouring countries, it is important to ensure that a strategic national contingency plan for the medium-term is developed in partnership with the national government. The plan should address any anticipated shortages or material needs in the medium-term, areas where training and human capacity can be enhanced, and options for improving the pesticide stock management systems and environment and health standards, particularly for ground control operations.</p> <p>MEDIUM-TERM TARGET: FAO Sudan Country Office</p>	<b>Accepted</b>	FAOSD with the support from CRC and NSP will recruit required technical expertise and conduct required consultations with relevant stakeholders to develop the contingency plan.	Gov-FAO Sudan, CRC with NSP guidance	2022	Yes
<p><b>Recommendation 13.</b> <b>In Sudan, support the capacity and reach of the newly established national Locust Control Department.</b></p> <p>FAO and its partners should continue discussions with the Ministry of Agriculture and Natural Resources to give more financial and administrative autonomy to the National Locust Control Department. Such Department's capacity could be enhanced by building regional stations in Darfur, Kordofan</p>	<b>Accepted</b>	FAO will support the establishment of the regional stations in Darfur, Kordofan and Northern Region and will provide office furniture, computers, servers & other IT network equipment for these new stations.	FAOSD-CRC	2022–2024	No

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and the Northern Region, in a similar manner to the station at Suakin on the Red Sea coast. Such structures could support timely response to infestations in remote areas and proper management of resources for survey and response.  MEDIUM-TERM TARGET: FAO Sudan Country Office					
<b>Recommendation 14.</b> <b>In Sudan, support the newly established national desert locust training and applied research centre in the Red Sea coast.</b>  As noted above, ongoing training needs exist, especially for ground control and survey teams. At the time of writing, a nationally-owned centre for training and research is being established, which could provide sustainable improvements in the consistency and quality of field survey efforts across the country, as well as improving the efficacy, quality and safety of control operations. FAO should continue its engagement with the Sudanese government to establish and kick-start the operations of this unit.  MEDIUM-TERM TARGET: FAO Sudan Country Office	<b>Accepted</b>	FAO has already managed to secure resources for phase 1 of the training centre and will support the training curricula. FAO continues to advocate for funding for the completion of the centre buildings and the full operationalization of its activities.	FAOSD with support of CRC	Ongoing	Yes
<b>PRIORITY AREA 3 - PROCUREMENT</b>					
<b>Recommendation 15.</b> <b>Review the nature of the challenges around the supply chain and along the procurement process, to remove constraints on timely response to future locust emergencies.</b>  While FAO and its partners managed to work around process delays in procurement during the upsurge response, supply-chain constrains, bottlenecks, and weaknesses represented one of the most significant challenges for timely response to the survey and control operations. Driving factors reported during Phase II of this evaluation reached far beyond the actions of the Procurement Function and touched on aspects of preparedness, adaptation to supply-side constraints, and the entire process of raising procurement requests through to last-mile delivery. FAO should review its approach to procurement for locust emergencies, to ensure future upsurges are not constrained by similar factors.  LONG-TERM					

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TARGET: FAO headquarters Options should include:					
i. Increasing capacity in the central procurement team during locust emergencies, indexed against the size of the operational response.	<b>Accepted</b>	Consider additional months for procurement staff in proposal development in addition to funds that CSLP would receive under the cost recovery mechanism.	OER		Yes
ii. Increasing technical capacity in agricultural aircraft deployment for anticipatory action and emergency responses, as part of the wider initiative to strengthen emergency response capacity in this area.	<b>Accepted</b>	Maintaining knowledge gained through the response and current partnership with ICAO.	OER	By mid-2022	Yes
iii. Working with external providers or partners such as the International Civil Aviation Organization (ICAO) to streamline agricultural aircraft (asset) procurement during locust upsurges ensuring the technical soundness and regulatory framework.	<b>Accepted</b>	Establish a global MOU with ICAO for the procurement of aircraft (potentially drones) for which FAO does not have the expertise.	OER/NSP with support from CSLP and LEGA	One year from the successful completion of the current pilot (aircraft from DLCO) which is to be completed by the end of 2022. Theoretically by end of 2023.	No
iv. Exploring the possibility of future aircraft contracts to cover regional operations or otherwise include the ability to move between countries easily, so as to facilitate the movement of aerial assets as the upsurge moves and evolves, without the need for separate contracts in each country of operation.	<b>Partially accepted</b> Accepted provided validated by market consultation.	Carry out a market consultation with operators to understand the viability of a multi-country contracting scheme and if viable, the structure and conditions of such scheme, acknowledging essential dialogue between	CSLP/NSP	By end of 2022	No

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		countries for smooth movement of aircraft cross-borders.			
v. Establishing an annual internal cross-divisional meeting mechanism aimed to conduct joint Desert Locust supply-chain and procurement risk analysis, aimed to identify solutions/mitigation measures to improve the effectiveness and efficiency of upsurge responses.	<b>Accepted</b>	Annual meeting will be planned jointly with NSP/OER/CSLP and should include the commissions.	NSP/OER/CSLP	Yearly	No
vi. Increasing – and annually reviewing – the pre-approved supplier lists for all aspects of the survey and control response including pesticides and control equipment. Annual reviews should aim to foster proactive regular engagement with suppliers during non-emergency periods, as a means to maintaining readiness for deployment in an emergency. This should include, inter alia, reviewing technical specifications and making updates where necessary, ensuring that suppliers have direct access to listed assets (such as aircraft), have relevant experience, and are able to meet technical requirements and new specifications as and when they are updated by FAO.	<b>Partially accepted</b> Accepted for goods/equipment, not for services which are dependent on location and not static (asset, personnel, regulatory frameworks, validity of AOC, etc ...).	N/A	CSLP	Yearly	Yes
vii. Establishing long-term agreements with pre-approved suppliers for equipment and pesticides where suppliers have a demonstrated track record of delivery in locust emergencies and where the competition for supply contracts is restricted due to the specialization required.	<b>Accepted</b>	LTAs to be established for critical items where supply chain issues have been identified (biopesticides, atomisers).	CSLP with NSP/OER support	Ongoing	Yes
viii. Pre-positioning of non-perishable items (e.g. atomizers for fixed wing aircraft, ground spray equipment, drum crushers) in a global storage facility, managed and maintained by FAO and partners to ensure appropriate periodicity of inspection and renewal.	<b>Accepted</b>	Technical unit to determine if and what stockpile is needed, submit the requests for procurement and manage the stockpile.	OER/NSP with CSLP support	Ongoing, looking for donors funds.	Yes

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ix. Streamlining the process and requirements around raising procurement requests to ensure that these are quickly processed during early stages of locust upsurge.	Accepted	Maintainig institutional memory of technical specifications for all procurement action.	OER/NSP/CSLP		No
<p><b>Recommendation 16.</b></p> <p><b>Increase the flexibility of fast-track procurement rules and processes specifically for L3 emergency contexts relating to locust emergencies, to allow greater use and streamlining of procurement from pre-qualified suppliers rather than public tenders.</b></p> <p>In the specific case of desert locust emergencies, timely procurement can be hampered by the use of public tender procedures for specialized items such as pesticides, sprayers, or atomizers for fixed wing aircraft. Given the extremely small number of suppliers worldwide that are in a position to deliver such products to specification, the competitive value of public tendering diminishes. At the same time, the urgency created during the early onset of desert locust crises can result in a delay of two to three weeks for public tender, when weather conditions align and make effective locust control extremely difficult. To streamline its implementation in emergency contexts, FAO should consider increasing procurement of specialized items from pre-qualified suppliers during L3 locust emergencies for specific equipment and supplies for which the supply market is sufficiently small, and the urgency of delivery is high. In addition, procurement procedures under L3 fast-track rules should be further streamlined to reduce lead times resulting from internal clearances.</p> <p>LONG-TERM TARGET: FAO headquarters</p>	Accepted	<p>DG bulletin update and SOPs for Fasttrack procedures are currently under review for all L3 emergencies and are expected to be published within 2021. This includes procurement.</p> <p>Efforts for LTAs, and stock piling (depending on funds raised).</p>	OER/CSLP/NSP (including decentralized offices)	Efforts have been initiated.	Yes

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<p><b>Recommendation 17.</b> <b>Document lessons learned from the procurement issues highlighted in the 2020 upsurge, to improve preparedness for future responses.</b></p> <p>Document the lessons learned around the procurement challenges noted in this Phase II report, to identify areas where new templates and processes can be created that build the institutional memory from this response. Areas to be explored include the procurement of sprayers and triangulation of pesticide stocks, as well as the interplay between FAO units involved in the contracting, legal review, and technical specifications required for procurement of aircraft for locust control, and lessons for future crises outlined.</p> <p>LONG-TERM TARGET: FAO headquarters</p>	<b>Accepted</b>	N/A	OER/RTEA/NSP/CSLP	Ongoing efforts	No
<b>PRIORITY AREA 4 - PESTICIDE MANAGEMENT</b>					
<p><b>Recommendation 18.</b> <b>Review pesticide management procedures at country level across the Horn of Africa, Middle East and Southwest Asia, and work with national governments to overcome country-specific constraints.</b></p> <p>Whilst significant work has already been done with national governments to improve the safety of pesticide stock management processes, the evaluation team was still able to observe several examples of unsafe pesticide storage during visits to the field. National governments in affected countries should review the stock management practices at country level, with an emphasis on improving infrastructure and environmental, health and safety compliance in remote field</p>	<b>Accepted</b>	FAO will implement the newly developed Locust Pesticide Management System (Locust-PMS) in the locust affected countries in the Central Region to help the countries to improve their pesticide management procedures.	FAO Country Offices with support of the Commissions and NSPMD.	2022–2023	Yes

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<p>locations. FAO should support this work through the newly established Locust Pesticide Management System (Locust PMS), while donors should support the sustainability of the Locust PMS into the future. Donor partners should moreover ensure that funding is available for infrastructure improvements and technical assistance where it is required, while FAO country offices should follow the country-specific recommendations below.</p> <p>MEDIUM-TERM TARGET: FAO headquarters and donors</p>					
<p><b>Recommendation 19.</b> <b>Improve country level dissemination and awareness of the published recommendations of the Locust Pesticide Referee Group.</b></p> <p>FAO already makes the Pesticide Referee Group's recommendations for pesticide registration widely available for countries to review, with FAO country offices supporting awareness of national governments. Nevertheless, some delays were seen with national registrations of appropriate pesticides during the upsurge. FAO should review the dissemination and communication lines with national governments, while looking for solutions to work more closely with national governments to ensure timely registration in response to the Pesticide Referee Group updates in the future.</p> <p>LONG-TERM TARGET: FAO headquarters and country offices in the Horn of Africa, Middle East and Southwest Asia</p>	Accepted	The report of the Locust Pesticide Referee Group (Locust PRG) will be widely shared and posted on the locust watch web. The planned implementation of the Locust PMS will help to follow up with the countries on the status on the registration of pesticides.	NSPMD, Regional Commissions and FAO Country Offices	Nov 2021 latest 11th report of Locust PRG to be shared. Locust PMS implementation 2022-2023.	No



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<p><b>Recommendation 20.</b> <b>Work with Somalia and Ethiopian national and regional authorities to pre- position pesticide stocks in more accessible locations for control teams operating in remote areas.</b></p> <p>The aerial control operations in Ethiopia and Somalia were hampered by the long distances required for aircraft to travel between available pesticide stocks and affected land in more remote locations. Likewise, ground control teams were also delayed by a lack of pesticide availability in remote but active desert locust invasion areas, despite having stocks available in more central regions. FAO should work with national and regional authorities to improve the availability of pesticide stocks in remote regions. This may require, in some instances, the renovation of existing airstrips or construction of new airstrips, while also providing adequate training and human capacity to ensure that remotely-held stocks are maintained without compromising security, environmental, health and safety standards. FAO country offices should discuss their potential added-value with national and regional governments to identify how FAO can best assist with these improvements.</p> <p>MEDIUM-TERM TARGET: FAO Ethiopia Country Office; FAO Somalia Country Office</p>	Accepted	<p>Support the establishment of new locust control field bases/units with suitable pesticide storages, and renovation of existing airstrips or construction of new airstrips. Ethiopia office has already approved the construction of three satellite standard pesticide stores for MoA in the key strategic DL operation bases in the country. A key activity will be the training of dedicated pesticide warehouse personnel to take care of the stores regularly.</p> <p>Funding maybe considered through WB country allocations.</p> <p>FAO will harmonize already initiated construction plans with the government's Longterm plans being funded by WB to avoid duplication.</p>	FAO Offices and CRC	Ongoing efforts started in 2021 and should continue in 2022 and 2023	Yes

Management response to the real-time evaluation of FAO's response to the desert locust upsurge 2020–2021 - Phase II					02/2022
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<p><b>Recommendation 21.</b> <b>In Pakistan, work with federal and provincial authorities to improve the safe storage and disposal of pesticide stocks and empty containers.</b></p> <p>Most existing storage facilities in Pakistan are often located in town centres where full pesticide containers are stored in the same buildings as empty and leaking containers. FAO and its partners should work with the Pakistani authorities to support the construction of storage facilities in remote locations away from urban areas. In addition, FAO should support the training of pesticide warehouse personnel, to ensure safe practices are followed in the handling of pesticides and the use of personal protective equipment kits.</p> <p>MEDIUM-TERM TARGET: FAO Pakistan Country Office</p>	<b>Accepted</b>	<p>Plan should be developed by FAO Office and SWAC to implement the recommendation.</p> <p>WB DL project could support the implementation of the plan.</p>	FAO Office in Pakistan with support of SWAC	N/A	Yes
<p><b>Recommendation 22.</b> <b>Support Sudan in strengthening its pesticide stock management systems and finding safe solutions for pesticide disposal.</b></p> <p>Examples of constraints in the safe storage and disposal of pesticides were observed by the evaluation team in Sudan. FAO could address these constraints in a number of ways: by mobilizing resources to support the construction of new storage facilities, and repair and upgrade existing facilities where available. Such support should aim to enhance safe storage of pesticides in Sudan for the medium-term. For obsolete pesticide stocks, FAO and its partners should facilitate negotiations with the relevant international conventions' executive secretariats. For empty pesticide containers, FAO could either provide additional drum</p>	<b>Accepted</b>	<p>FAO will support the construction of new storage facilities and repair and upgrade existing facilities. FAO will provide technical support to strengthen the national capacity on safe storage of pesticides. For obsolete pesticides, FAO will facilitate negotiations with relevant international conventions on safe disposal methods.</p>	FAOSD-CRC-NSP	2022–2024	No

Management response to the real-time evaluation of FAO's response to the desert locust upsurge 2020–2021 - Phase II					02/2022
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<p>crushers where needed, or facilitate negotiations with manufacturers, to target the recovery of empty containers.</p> <p>MEDIUM-TERM</p> <p>TARGET: FAO Sudan Country Office</p>					
<b>PRIORITY AREA 5 - LIVELIHOODS SUPPORT</b>					
<p><b>Recommendation 23.</b></p> <p><b>Continue the current level of livelihood support, while working with implementing partners to increase diversification and decentralization of the supply process within countries.</b></p> <p>As noted in Conclusion 4, the roll-out of livelihood support did not begin at full-scale until October 2020, which impacted the timeliness of the initial support for some stakeholders. Nevertheless, since then, support has been generally understood to be of good quality and has made significant contribution to supporting the livelihoods of locust-affected communities in the Horn of Africa. Questions have been raised about the diversity of livelihood support packages available, and the relative merits of centralized versus decentralized supply chains in-county, particularly for livestock assets. This was true despite the flexibility offered to individual country partners to select from a wider regional menu of intervention options. FAO should therefore work with its partners in individual countries to encourage greater diversity of livelihood support and decentralization of supply where appropriate.</p> <p>MEDIUM-TERM</p> <p>TARGET: FAO Regional Resilience Hub, East Africa; implementing partners involved in the livelihood protection assistance</p>	Accepted	RTEA and country offices are undertaking a series of post distribution monitoring (PDM) (e.g. PDM on cash intervention in Kenya) in order to review in particular if the intervention delivered the desired result.	RTEA in support of country offices	N/A	Yes

Management response to the real-time evaluation of FAO's response to the desert locust upsurge 2020–2021 - Phase II					02/2022
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<p><b>Recommendation 24.</b> <b>In Kenya, increase the availability of livelihood recovery expertise within the FAO Country Office.</b></p> <p>FAO is a technical institution that recognizes the need for a people-centred development paradigm. There is therefore the need to ensure that capacities on livelihood recovery are strengthened to provide direction and guidance on activities that are likely to accelerate the quick recovery of the affected communities and to enhance stability in post-disaster recovery by conducting regular post-distribution monitoring and post-recovery assessments. FAO Kenya should therefore consider the engagement of personnel expertise in this area.</p> <p>MEDIUM-TERM TARGET: FAO Kenya Country Office</p>	<b>Accepted</b>	Following such recommendation, FAO Kenya took steps to strengthen its team dedicated to DL related livelihood recovery activities by engaging its own specialists in animal health and animal production on all livestock related activities, and its social security experts to assist in cash-based interventions, while also calling on the technical support provided by the cash team from both HQ and the Resilience hub for East Africa. This allowed the country office to better tweak its livelihood assistance to the needs of the affected populations and operate course correction whenever needed.	FAO Kenya	Implementation currently underway	No
<p><b>Recommendation 25.</b> <b>In Kenya, conduct continuous needs assessments for the ongoing livelihood response.</b></p> <p>In large-scale emergencies such as the desert locust invasion, needs are constantly changing as affected communities progressively recover from the initial shock and following the immediate assistance provided. Therefore, there is need to undertake continuous recovery monitoring to determine the evolving needs in relation to the disaster experienced.</p> <p>MEDIUM-TERM TARGET: FAO Kenya Country Office</p>	<b>Partially accepted</b>	The M&E team established a DL M&E system to analyze and establish how FAO assistance has contributed to the DL livelihood recovery intervention objectives of the and the suitability of the beneficiary needs. The system is aimed at elaborating the processes for monitoring and evaluating the interventions; beneficiary targeting, verification and registration, implementation monitoring, periodic market monitoring, post-distribution	FAO Kenya	Implementation currently underway	No

Management response to the real-time evaluation of FAO's response to the desert locust upsurge 2020–2021 - Phase II					02/2022
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		monitoring, market monitoring as well as baseline and follow-up outcome surveys.			
<p><b>Recommendation 26.</b></p> <p><b>In Ethiopia, improve coordination of the livelihood response through increased NGO participation and decentralizing the supply procurement for agricultural and pastoralist inputs to the regional level.</b></p> <p>FAO should aim to engage NGOs in all stages of the project cycle for livelihood operations, beginning with project design. NGOs should be given adequate time and space to ensure coherence of desert locust livelihood packages with their pre-existing and ongoing projects and programmes in the livelihoods space. Likewise, FAO should seek to support the national and regional governments to ensure coherence with similar crisis responses with their own ongoing projects and programmes, thereby increasing synergies and complementarities prior to implementations. Lastly, in order to simplify procurement processes and increase relevance to regional contexts, FAO should consider decentralizing the supply process to the regions, with implementing partners having adequate say in the process.</p> <p>MEDIUM-TERM TARGET: FAO Ethiopia Country Office</p>	<p><b>Partially accepted</b></p> <p>FAO Ethiopia's procurement actions are undertaken in accordance with the rules governing FAO procurement actions. All procurement is made in Accordance with MS 502. No procurement actions are managed by service providers /implementing partners as all procurement is handled exclusively by FAO. The report did not highlight specific gaps in the procurement process, which could have improved if the government and or NGOs were involved.</p>	N/A	N/A	N/A	<p>Yes</p> <p>Note: Livelihood support is now under the HRP and not the DL Appeal.</p>

Management response to the real-time evaluation of FAO's response to the desert locust upsurge 2020–2021 - Phase II					02/2022
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<p><b>Recommendation 27.</b> <b>In Ethiopia, improve diversification of livestock asset suppliers and seed types.</b></p> <p>Local regional suppliers of livestock assets should be identified and given priority to ensure quality and reduce costs, whilst FAO should also continue advocating for the opening up of the agricultural input market in order to increase diversification. FAO and its partners could also provide veterinary services to protect animals from the effects of feed shortages on disease exposure. Diversity of seed type and quantity of seed provided per household should also be increased as the response continues into autumn and winter 2021.</p> <p>MEDIUM-TERM TARGET: FAO Ethiopia Country Office</p>	<b>Accepted</b>	N/A	FAO Ethiopia Country Office	N/A	Yes Note: Livelihood support is now under the HRP and not the DL Appeal.
<b>PRIORITY AREA 6 - INNOVATION &amp; LEARNING</b>					
<p><b>Recommendation 28.</b> <b>Develop a dedicated mechanism for sharing learning and fostering innovation between countries as the response evolves throughout autumn and winter 2021.</b></p> <p>Several examples of innovation and learning were observed in the response during 2020 and early-2021. Moreover, FAO's own coordination and communication mechanisms have been consistently strong throughout the locust response. More could be done in future to capitalize on these strengths, share learning between countries, and encourage the transfer of innovations between country contexts, e.g. through establishing a dedicated platform to coordinate innovation and learning in locust survey and control across</p>	<b>Accepted</b>	16 innovations took place in 2020-2021 compared to 1 in 2003-2005. Innovating is challenging in itself; however, the greater challenge in disseminating the results of innovation and uptaking its application and usage in countries.	NSP/ OER/sub/Regions/CO	Ongoing	No

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<p>all countries of operation, as well as livelihood protection in the Horn of Africa.</p> <p>Such a mechanism should sit at the global level to ensure lessons transfer between regions, and should have the capacity to:</p> <ul style="list-style-type: none"> <li>i. build a strategic approach to guide country offices as they seek to encourage national governments and regional bodies to innovate in the response;</li> <li>ii. foster and develop relationships with international research institutes and private sector actors;</li> <li>iii. share and coordinate the pre-existing lessons learning from innovative methods piloted in field contexts; and</li> <li>iv. address the dissemination, uptake, and usage of innovation in locust-affected countries.</li> </ul> <p>Opportunities for research could be progressed through a cross-country learning platform to avoid duplication of effort and ensure widespread and timely sharing of lessons learned. Opportunities for engagement with national governments and regional bodies could include increasing opportunities for the scientific study of innovative approaches including, for example, increased use of biopesticides and novel chemical pesticides in control operations, or wider use of drones and electronic data collection technologies during survey to enhance forecasting.</p> <p>MEDIUM-TERM TARGET: FAO headquarters</p>					

Management response to the real-time evaluation of FAO's response to the desert locust upsurge 2020–2021 - Phase II					02/2022
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<p><b>Recommendation 29.</b> <b>Across all locust-affected regions, work with research institutes and the private sector to support innovation in the areas of surveillance, forecasting and control.</b></p> <p>When suitable populations of desert locust are present, FAO in collaboration with research institutes in the region could conduct field trials with new chemical pesticides and biopesticides to provide field data on mortality rates and time response under a range of conditions. FAO could consider increased support for the use of dLocust drones for surveillance operations in remote and hard-to-reach locations.</p> <p>MEDIUM-TERM TARGET: FAO country offices throughout region</p>	<b>Accepted</b>	NSPMD and the regional locust commissions will continue to provide the latest information on the presence and location of Desert Locust infestations and national country contacts that can be used by research institutes and private sector to trials on new control compounds.	NSPMD with support of the regional locust commissions	N/A	No
<p><b>Recommendation 30.</b> <b>Support research and communication efforts around innovative monitoring and forecasting methods for future upsurges.</b></p> <p>FAO through the DLIS partnering with the best global expertise, should continue to support research and improvements in the use of remote sensing and geographic information systems to monitor desert locust activity, combined with the use of predictive models for swarm movements, to a point where they can be fully implemented by government institutes.</p> <p>MEDIUM to LONG-TERM TARGET: FAO headquarters</p>	<b>Accepted</b>	DLIS will continue to partner with academic, public and private sector, and the locust commissions to support relevant research concerning Desert Locust and improvements to GIS, remote sensing, and modeling for monitoring and early warning at the global and national levels. Funding will be opportunistic supplemented by funds available from the regional locust commission and DLCC trust funds and RP.	NSPMD	Ongoing	Yes



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