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Продовольственная и  
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Объединенных Наций

Organización de las  
Naciones Unidas para la  
Alimentación y la Agricultura

منظمة  
الأغذية والزراعة  
للأمم المتحدة

# PROGRAMME COMMITTEE

**Hundred and Twenty-fourth Session**

**Rome, 21 - 25 May 2018**

**Evaluation of FAO's contribution to the eradication of hunger, food  
insecurity and malnutrition (SO1)**

**MANAGEMENT RESPONSE**

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1. Management welcomes the timely Evaluation of FAO's Strategic Objective 1: *Contribute to the eradication of hunger, food insecurity and malnutrition*. The evaluation concludes that SO1 was well-designed, based on lessons learned from a variety of contexts, with a realistic theory of change and through a set of relevant and innovative delivery mechanisms. The evaluation provides a set of recommendations to further intensify, expand and enhance the quality of FAO's support to SO1 at country, regional and global levels. Management agrees with the conclusions and recommendations of the evaluation, and will tailor its response based on the different local, regional or global context.
2. In particular, management agrees with the specific recommendation that FAO should further promote **partnership** with and greater inclusion of "non-traditional actors" in the food security and nutrition domain, including academia, private sector, producer and consumer organizations, and Ministries, beyond the Ministry of Agriculture, in advocacy, policy dialogue, resource mobilization, investment and action in support of food security and nutrition. In particular in the context of urbanization and the occurrence of persistent problems of food insecurity and malnutrition in specific geographical areas, management recognizes the essential need to work with municipal and other sub-national authorities.
3. The evaluation places emphasis on the need to focus on "**policy implementation**". Through the EU-FIRST Programme, support is being provided to over 30 countries to carry out policy analysis and capacity assessments to feed into national policy dialogue on implementation of programmes on food security, nutrition and sustainable agriculture. Management is committed to making this type of support sustainable, beyond the duration of the FIRST programme. Management also underlines the importance of quality data on food insecurity and nutrition as the basis for policies and programmes.
4. The evaluation recommends further attention on both **nutrition and gender** aspects. Management recognizes this, and will intensify work on dietary diversity, and pathways from agriculture to nutrition. Again, data – on food consumption – is a key prerequisite for policy and programmes. The specific observation on gender and access to agricultural support systems, and on women's empowerment are also highly relevant, and will be used to guide future programming.
5. Management also welcomes the evaluation's call for enhancing FAO's role in **advocacy**, through SP1 and other SPs, in promoting and complementing the various global policy instruments that have emanated from the Committee on World Food Security. This includes translating the various Voluntary Guidelines that promote a human-rights-based approach to food security and nutrition, the Principles for Responsible Investment in Agriculture and Food Systems, among others, into context-specific and actionable instruments to guide national stakeholders.
6. Finally, management acknowledges the scope for the SO1 team to strengthen its capacity to support and learn from Country Offices. The nature of the issues and the work of the Organization at country level is often of a cross-SO nature. FAO has therefore developed over the last two biennia various cross-SO initiatives, whether in the form of regional initiatives, or through other forms of cross-SO collaboration around emerging issues such as migration, climate change, food systems, healthy diets and urbanization.

## Management plan

Evaluation recommendation	Management response Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	Further funding required (Y or N)
(a)	(b)	(c)	(d)	(e)	(f)
<p><b>Recommendation 1:</b> While the programme design was largely validated, a number of potential partners deserve better integration in the result framework and activities of SP1: municipalities and local governments (implementation capacity, rural-urban linkages); national academia and training institutes (for capacity building and policy analysis); IFPRI and the CGIAR (policy analysis and evaluation); farmer organizations (for soft advocacy, participation in coordination spaces and policy evaluation), consumer organizations and the private sector (to work on food systems).</p> <p>Exploration of non-traditional donors and particularly national and regional funding opportunities, as well as links with development banks and the resource mobilization mechanisms agreed in the Financing For Development conference in Addis Ababa (2015) could be better exploited.</p>	Accepted	<p>In setting out plans for SP1, the MTP (2018-21) already advocates for stronger engagement of various food system actors in policy analysis, development, implementation and impact evaluation, including state and non-state actors, private sector, consumer and producer organizations, academia, among others. Collaboration with IFPRI and BRAC is already ongoing. SP1 will intensify collaboration with DPS to expand and strengthen partnerships along the lines suggested.</p> <p>One obstacle to work at sub-national level is the availability of disaggregated food security and nutrition data and analysis. SP1 will work to attract funding for this area, and, alongside SP5, to include Integrated Phase Classification analyses in SP1 where available.</p> <p>SP1 will further intensify efforts to help Governments mobilize resources from IFIs and others for programmes to make agriculture and food systems more nutrition-sensitive.</p> <p>SP1 will continue to approach non-traditional donors. In particular, the Zero-Hunger Accelerator programme</p>	<p>SPs, DPS, ROs, various relevant technical units</p> <p>ESS, ESA, ESN</p> <p>TCI</p> <p>TCR</p> <p>SP1</p>	<p>(a) By end 2019</p> <p>(b) By end of 2019</p> <p>(c) By end of 2019</p> <p>(d) By end 2018</p> <p>(e) By end 2019</p>	<p>(a) N</p> <p>(b) Y</p> <p>(c) Y</p> <p>(d) N</p> <p>(e) Y</p>

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		<p>proposal can be used to attract extra-budgetary funding.</p> <p>SP1 will also seek to expand work undertaken with the World Bank to assess the nutrition-sensitivity of their investment portfolio, to also cover other IFIs/Development Banks.</p>			
<p><b>Recommendation 2:</b> While FAO is well positioned globally, it needs to strengthen its capacities to offer support to policy implementation and analysis at country level, through inter alia: an extension of the FIRST programme; and the publication of national SOFI reports in a few selected countries.</p> <p>SP1 also needs to strengthen its capacities to support and learn from FAO Country Offices.</p>	Accepted	<p>Discussion about the extension of the EU-FAO FIRST programme are ongoing, involving DEVCO, EU Delegations in the countries, FAORs and Regional Offices.</p> <p>Because FIRST is a project of finite duration, FAO needs to look beyond FIRST. To that end, a proposal has already been formulated to provide the type of services rendered by FIRST on a more permanent basis.</p> <p>An inter-regional TCP proposal for developing national reports that cover the status of and policy response to hunger, food insecurity, malnutrition and poverty in selected countries has been developed by SP1 and SP3. However, rather than be an FAO-led process, such reports need to be developed under the leadership of the government and owned by the country stakeholders, with support from FAO.</p>	<p>SP1, FIRST, TCR, LOB, DDG-P</p> <p>SPs, ESD, TCR, ROs</p> <p>ESA, ESS, ESN, ESP,</p> <p>OSP, DPS, COs</p>	<p>(a) FIRST extension assessed by DEVCO by end 2018</p> <p>(b) continuous, and already ongoing</p> <p>(c) TCP approved by end 2019</p> <p>(d) By end of 2019</p>	<p>(a) Y</p> <p>(b) Y</p> <p>(c) Y</p> <p>(d) N</p>

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		<p>Because of resource constraints, this work will only be feasible in selected countries, and not on a continuous basis. It also needs to be closely coordinated with the Regional Panorama work, and should serve the Agenda 2030, being connected to the SDG National Voluntary Reporting.</p> <p>Support to - and learning from - COs is a key aspect of the decentralized office structure. Lessons harvested from countries will also feed-into South-South Cooperation work promoted by the SPs and DPS.</p>			
<p><b>Recommendation 3:</b> Nutrition and gender have received increased attention from FAO in recent years, but there is still much room for progress. In particular, FAO needs to pay more attention to diversifying diets as a way to address overweight and obesity.</p> <p>FAO should raise awareness on pathways from agriculture to nutrition and try and promote agriculture and policy concerns in nutrition coordination space where the issue is still often seen only as a health problem.</p> <p>In gender equality, there are opportunities for FAO and SP1 to help reform national support systems for agriculture such as extensions systems, veterinary networks</p>	Accepted	<p>Dietary diversification is an important strategy to address all forms of malnutrition. The challenge is to develop an integrated approach that can address the different forms of malnutrition, including from a gender perspective, for whatever specific setting. An important pre-requisite is the availability of food consumption data, and analysis of policy and other bottlenecks hampering improvements in dietary diversification. This will be a priority for resource mobilization.</p> <p>The toolkit developed by TCI and ESN on nutrition-sensitive agriculture and food systems is an important contribution to raising awareness on</p>	<p>SPs, ESN, ESS, ESA, TCR</p> <p>SP1, various DOs</p> <p>FIRST, together with relevant Technical Units and DOs</p> <p>SP1, SP3, and ESP</p>	<p>(a) by end of 2018</p> <p>(b) by end of 2019</p> <p>(c) ongoing</p> <p>(d) by end 2018</p> <p>(e) by end of 2018 as part of ongoing SLA review, by end of 2019 as part of new SLA</p>	<p>(a) Y</p> <p>(b) Y</p> <p>(c) N (should take place in the context of ongoing policy work at all levels</p> <p>(d) N</p> <p>(e) N (to be embedded in existing programme and project review processes)</p>

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or rural credit schemes to make them more supportive of female farmers, particularly in contexts characterized by male migration out of agriculture and resulting increased feminization of agriculture.		<p>pathways from agriculture to nutrition. ESN will continue to be at the forefront in developing and disseminating the knowledge and tools necessary at global level (UNSCN, SUN, ICN2 and the Decade of Action for Nutrition).</p> <p>SP1 and ESN will aim to ensure this ongoing work in the main “nutrition coordination” spaces is well reflected and highlights regional- and country-level follow-up to the Regional Symposia on Sustainable Food Systems for Healthy Diets, as part of the ICN2 Framework for Action.</p> <p>SP1 together with other SPs and Technical Units and with support from the EU-FAO FIRST Programme has developed a series of Policy Guidance Notes on strengthening these policies for better food security and nutrition.</p> <p>Regarding the gender dimension, SP1 and SP3 are analyzing the nexus and effects of male out-migration on women’s empowerment and food security. Additionally, the recommendation on gender equality is already being addressed by SP1 and SP3 together. Women’s empowerment is a clear pathway to better nutrition.</p>		development, and continuous as part of PPRC review	

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		There is ongoing research work, in collaboration with IFPRI, to examine the linkages between women's empowerment and nutrition outcomes at the household level. These findings will be incorporated into programming.			
<b>Recommendation 4:</b> Building upon the strong level of trust established with national institutions, FAO should continue to advocate for more sustainable and equitable development policies, relying on a variety of advisory and advocacy channels such as national academia, farmer organizations, south-south cooperation and mainstream national media, and grounding its advice on a strong analytical base and socio-economic argument, in complement to a right-based argument.	Accepted	<p>Various advocacy channels are already being exploited and efforts are being made to make much greater use of South-South Cooperation around the Zero Hunger agenda. In particular, the "Allianzas" in the RLC region tap into academia, and this could be replicated in other regions as well.</p> <p>In all FIRST countries, SDG2-focused policy-effectiveness analysis that looks at socio-economic but also other factors that affect policy implementation and effectiveness, is being carried out in 2018 and the findings will be discussed through inclusive multi-stakeholder processes in 2019.</p> <p>The inter-connectedness of SDGs 1 and 2 will be mainstreamed in all advocacy channels at the disposal of FAO.</p>	<p>SPs, ROs, DPS, OCC</p> <p>FIRST, ES, various DOs</p>	<p>(a) continuous and ongoing</p> <p>(b) 2018-2019</p>	<p>(a) Y (cost of intensified advocacy and communication at decentralized levels may require EB resources)</p> <p>(b) Y (FIRST work in 2019 will required extra EB resources beyond the current programme NTE date)</p> <p>(c) N</p>