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Food and
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PROGRAMME COMMITTEE

Hundred and Fourteenth Session

Rome, 11 - 15 November 2013

Evaluation of FAO's Role and Work in Disaster Risk Reduction in Asia and in Latin America and the Caribbean

MANAGEMENT RESPONSE

- In line with the recommendations of the 112th session of the Programme Committee (CL 145/6 para. 24.b) concerning modalities for saving costs, while ensuring adequate access to information contained in Evaluation reports, document PC 114/3 is presented as a comprehensive executive summary translated in FAO languages, while the Evaluation report in its entirety is published on the FAO Evaluation Web site in the original language.

Guidance sought by the Programme Committee

- The Programme Committee may wish to provide its views and guidance on the key issues in the Evaluation report, and to the response to the recommendations and proposed follow-up actions by Management.

Queries on the substantive content of this document may be addressed to:

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1. Management welcomes the *Evaluation of FAO's role and work in disaster risk reduction in Asia and in Latin America and the Caribbean*. The Evaluation provides an in-depth assessment of the work conducted by FAO on disaster risk reduction (DRR), climate change adaptation (CCA) and resilience building in the field throughout Asia and the Latin America and Caribbean regions. It recommends how best to harness FAO's comparative advantage in order to take full advantage of the opportunities that are now available in the context of the DRR and resilience agenda at the global scale.

2. Management appreciates the rigorous process used for the Evaluation, with wide-ranging consultations of multiple stakeholders both within the Organization and externally (through key partners). Management appreciates the general recommendations made by the Evaluation and notes that these were shaped into findings and conclusions that are applied beyond the scope of the two regions evaluated. In fact, some of the specific findings and conclusions could be extrapolated beyond the Asia and Latin America and Caribbean regions.

3. The preparation of the management response was guided by the new Strategic Objective on resilience of livelihoods to threats and crises (SO5) through wide consultations within the multidisciplinary core team, including members of each technical department and regional office. It coincided with, and informed the preparation of the work plan and monitoring and evaluation framework for SO5. Consequently, the Management Response will be used as an advocacy document for the SO5 on DRR for resilience in the coming biennium.

4. The Evaluation comes at a critical time during the transition to a more decentralized and integrated approach, which brings together emergency activities with development-oriented work under a common resilience objective in SO5, recognizing the importance of DRR. In particular, Management welcomes the recognition by the Evaluation of the following points:

- a) DRR has gained more space and higher prioritisation across the Organization [and] attention [has also been given] to CCA - a positive development that, if supported by adequate institutional capacity, can place FAO in a central position in terms of bridging the gap and conceptual understanding between disasters, vulnerabilities, food security, resilience and climate change adaptation.¹
- b) In some countries FAO's advocacy work has led the governments to place greater emphasis on small scale farmers than in the past through interventions that focus on food security and livelihoods. In other countries, FAO has also been instrumental in advancing local-level priorities to governments, in particular revitalising the extension efforts at the local level.²
- c) The most effective contribution of FAO to early warning and preparedness in Asia has been in animal disease control, namely related to the Highly Pathogenic Avian Influenza (HPAI).³
- d) FAO has increased its collaboration with other UN agencies over the evaluation period and has become more active in joint coordination mechanisms and UNDAF processes.⁴

5. The Evaluation assessed the mainstreaming of gender in FAO DRR interventions and flagged how gender issues are not sufficiently factored into project design and implementation. This gap is being addressed in the SO5 planning process with gender being integrated as a cross-cutting theme at various levels of the results chain, identifying key areas of work and gender-sensitive indicators. Action will be taken to address the specific gender recommendations of the Evaluation within the SO5 operational work plan.

¹ PC 114/3 para. ES6

² PC 114/3 para. ES12

³ PC 114/3 para. ES16

⁴ PC 114/3 para. ES27

6. In relation to partnership, Management appreciates the recommendations made. Strategic partnerships building on comparative advantage are a core feature of the SO5 work plan and will be given high priority and importance to better serve the most vulnerable countries and communities. It is clear that FAO cannot fulfil its mandate alone, especially for DRR in view of the increasing risks and crises looming ahead.

7. In relation to capacity development, Management welcomes the recommendations made for FAO to focus on a more comprehensive and country-driven approach to strengthening individual, institutional and policy capacities within member countries to achieve more sustainable results and impact. The SO5 work plan integrates and prioritizes capacity development in line with FAO's corporate strategy on capacity development.

8. Overall, Management welcomes the conclusions and recommendations made by the Evaluation regarding FAO's role and work on DRR. Out of the six recommendations, four are fully accepted. Two recommendations (4 and 5) are partially accepted, given FAO's responsibility to provide assistance and support to all its Members.

9. Management finds that the report recognizes the challenges FAO is currently facing, but also highlights the essential opportunities this entails. Management wishes to thank the Evaluation Team, the external expert panel members, experts in their personal capacity, and the Office of Evaluation for their thorough review and analysis.

10. Further information is provided in the Matrix.

Evaluation Recommendation	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management – Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
<p>Recommendation 1 To Technical Departments, on DRR mainstreaming within FAO</p> <p>It is recommended that FAO refocuses its approach to DRR by mainstreaming it through the Organization’s core development activities as this will ensure a more coherent and technically sound contribution to risk reduction and potentially also climate change adaptation, in line with the Organisation’s Reviewed Strategic Objective 5’s focus on resilience</p>	<p>Accepted</p>	<p>The need to deliver capacity development support to member countries for DRR mainstreaming will be addressed through work on two main Outcomes of the SO5:</p> <p>1. Outcome 1 at the institutional level:”</p> <p>“Countries and regions have legal, policy and institutional systems and regulatory frameworks for disaster and crisis risk management for agriculture, food and nutrition”.</p> <p>2. Outcome 3 at the community level:</p> <p>“Countries apply prevention and impact mitigation measures that reduce risks for agriculture, food and nutrition”</p>	<p>SO5 multidisciplinary Core Team</p>	<p>MTP 2014-17</p>	<p>N</p>

Evaluation Recommendation	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management – Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
<p>Recommendation 2 To Technical Departments, on a multi-disciplinary logical framework complementing the FP DRR</p> <p>It is recommended that FAO develops a multi-disciplinary logical framework that clearly identifies causalities between FAO core interventions, food security, DRR, climate change and resilience.</p>	Accepted	<p>Based on many years of good practices, the SO5 work plan is articulated around four pillars building on the Hyogo Framework for Action.</p> <p>The SO5 work plan and M&E framework being developed will include a stronger gender focus in its results chain and the related monitoring system.</p>	SO5 multidisciplinary Core Team and regional focal points	MTP 2014-17	N
<p>Recommendation 3 To Senior Management, on FAO's institutional capacity</p> <p>It is recommended that FAO significantly strengthens its institutional capacity in order to conceptually and technically reinforce DRR at headquarter level and key regional and selected Country offices, including a stronger focus on gender sensitive programming.</p>	Accepted	<p>Strengthen FAO capacities (in particular in terms of skills and competencies of staff) to deliver SO5 outputs through:</p> <ol style="list-style-type: none"> 1. technical capacity: continue the effort to develop risk reduction norms and guidance tools across sectors further enabling FAO to strengthen member states capacities to reduce and manage risks and to effectively integrate gender equality issues in DRR programmes and projects; add DRR skills and experience to the qualifications of technical 	The SO5 multidisciplinary Core Team in close cooperation with TCSR, OSD and OHR.	MTP 2014-17	Y (extra-budgetary)

Evaluation Recommendation	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management – Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
		<p>staff for selected new vacancy announcements.</p> <p>2. operational and functional capacity: continue the decentralization process to reinforce the complementarities of emergency and development staff skills and promote synergy of interventions for coherent risk reduction and crisis management for resilience.</p> <p>3. financial resources: mobilize additional extrabudgetary resources for further training, dissemination and outreach on DRR for agriculture, food and nutrition especially for disaster prone countries and their most vulnerable communities, and for gender differentiated groups.</p>			
Recommendation 4 To Senior Management and Technical Departments, on DRR engagement in	Partially accepted It is widely acknowledged today that no area of the	As part of its SO5 Resilience agenda and its multidisciplinary and multi- hazard perspective, the Organization will make all its	The SO5 multidisciplinary Core Team and regional focal points	PWB 2014-15	N

Evaluation Recommendation	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management – Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
<p>countries</p> <p>It is recommended that FAO reduces its DRR interventions to pre-selected countries against clear-cut criteria such as national capacities in DRR, vulnerability to climate variability, exposure towards natural hazards, food security data and national commitments and capacity needs (i.e. demands for services).</p>	<p>world is immune to disaster risks.</p> <p>The Organization is committed to support all its member countries.</p>	<p>products and services available to all countries.</p> <p>The definition of a clear results-chain will ensure effectiveness and efficiency in the support that will be provided by the Organization.</p>			
<p>Recommendation 5</p> <p>To Technical Departments and FAO Representations, on intervention areas in selected countries</p> <p>The evaluation recommends that FAO focuses interventions on geographically defined areas in selected countries that would enable the Organisation to fully implement the suggested comprehensive approach to risk reduction.</p>	<p>Partially accepted</p> <p>This recommendation highlights the need to focus in particularly disaster or crisis prone areas of a country.</p> <p>Linking to the above Recommendation 4 stressing the need to concentrate efforts for DRR and CCA for resilience in some focal countries, the suggestion to work only in “defined areas in selected countries” can only be partially accepted as it considers only the</p>	<p>While promoting an integrated, country-wide approach, provide interdisciplinary technical, programmatic, capacity development and funding support to FAO Representations and Regional Offices (RO) to best support disaster prone countries to focus on resilience building in some specifically vulnerable geographical areas of their choice.</p>	<p>FAO Representatives in selected crisis prone focus countries with support from the SO5 multidisciplinary core team and regional resilience focal points</p>	<p>MTP 2014-17</p>	<p>Y (extra-budgetary)</p>

Evaluation Recommendation	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management – Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
	<p>community level while DRR measures encompass institutional and community levels.</p> <p>Disaster risk reduction for resilience must be addressed at all administrative levels for most vulnerable communities and from a system wide point of view thus for the country as a whole. Prevention and impact mitigation measures need to be applied locally and supported by an institutional system with capacities and resources for decision making on risk reduction and crisis management, information monitoring and early warning, preparedness and crisis response. Overall it is for the member country decision to determine if a designated geographical area requires DRR focused support.</p>				

Evaluation Recommendation	Management Accepted, partially accepted or rejected and COMMENT on the Recommendation	Management – Action to be taken			
		Action	Responsible Unit	Timeframe	Further funding required (Y or N)
<p>Recommendation 6 To FAO Representations, on policy dialogue</p> <p>The evaluation recommends that FAO broadens its dialogue in the selected countries beyond the Ministries of agriculture to include other strategic counterparts in DRR such as Ministries of environment, finance and planning.</p>	Accepted	In the focus disaster prone countries, in line with recommendation 4 above, provide coherent technical, programmatic capacity development and funding support to concerned line ministries, as well as to partners and networks working on DRR policies and programmes relevant to agriculture, livestock, aquaculture, forestry, and related natural resources, food and nutrition.	FAO Representatives in focus countries with support from the SO5 multidisciplinary Core Team (especially from Outcome 1 team on risk and crisis governance) and regional resilience focal points	MTP2014-17	Y (extra-budgetary)