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## PROGRAMME COMMITTEE

### Hundred and Twentieth Session

Rome, 7 - 11 November 2016

**Follow-up Report on the Evaluation of FAO's Contribution in Crisis-related Transition - Linking relief to development (*cf. PC116/6*)**

### Guidance sought by the Programme Committee

The Programme Committee may wish to note progress on the recommendations accepted by Management.

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

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1. Management welcomes the opportunity to provide information on the progress made in implementing the actions agreed in the Management Response to the Evaluation of FAO's contribution to crisis-related transition (*cf. PC 116/6 Sup.1*).
2. In line with FAO's policy on evaluations, this report provides an update on the implementation of the actions set out in the Management Response. Upon request by the Office of Evaluation (OED), the report introduces a Management Action Record Scoring (MAR Score) on a six-point scale, in which FAO Management self-assessed the level of adoption and implementation of recommendations.

*Overall progress in the implementation of all accepted recommendations*

3. The Evaluation made three sets of recommendations, all of which were accepted by Management. The Evaluation's analysis, findings and recommendations supported FAO in sharpening its Resilience Agenda, ensuring that effective support is provided from across the Organization to back FAO's transition work in countries around the world. In this follow-up report, implementation progress is reported on all agreed actions.
4. Management would like to highlight that along the four Outcomes of Strategic Programme 5, the Resilience Agenda represents a common overarching approach across global, regional, national and local levels to strengthen capacities to anticipate and respond to disasters and, especially for recurrent crisis areas (i.e. Sahel and Horn of Africa), allowing emergency, investment, policy and development interventions to converge around the same results in a coherent multi-annual programme aimed at reducing livelihood risks and vulnerabilities and facilitate transition.
5. Ultimately, achieving the development, protection and restoration of resilient livelihoods, as promoted by SP5, would only follow the effective implementation of short- and long-term programmes, policies, strategies, investment, etc. across all of FAO's core functions that are essential for appropriate transition from crisis management to sustainable development.
6. The first set of recommendations aimed at strengthening FAO's approach to transition through the formulation, implementation and impact monitoring of context specific interventions. Management is pleased to report that considerable progress has been made with the results framework for 2014-17 in assessing and reporting on how FAO's actions contribute to Output/Outcome changes at national, regional and global level, as reported in the Programme Implementation Report 2014-15<sup>1</sup>.
7. Progress has also been achieved in ensuring that country programming frameworks (CPFs) include a strong component of resilience. Internal guidance has been produced to support country offices on how to mainstream resilience-related work during the development of CPFs and complementing advocacy efforts are underway.
8. The third set of recommendations appealed for FAO to strengthen its contextual analysis capacities by, for example, building appropriate partnerships and improving measurement and reporting of FAO's work in crisis contexts. FAO's resilience measurement work has been further developed since the Evaluation, and the revised version 2.0 of the Resilience Index Measurement Analysis (RIMA) was finalised in 2015. Training and support to country offices on how to apply RIMA is underway. In addition, specific technical support for improved food and nutrition security and resilience analysis is being carried out through the Information for Nutrition, Food Security, and Resilience for Decision-making programme (INFORMED).
9. Detailed information on the progress in the implementation of all agreed actions is provided in the Matrix.

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<sup>1</sup> C 2017/8 at [www.fao.org/pir](http://www.fao.org/pir)

### Follow-up report on the Evaluation of FAO's role in support of crop production matrix

Accepted Evaluation Recommendations	Action agreed	Comments or actions taken, including reasons for actions not taken	MAR score*	Impact (changes of actions taken in terms of programme, policies and/or procedures)
<p><b>Recommendation 1a:</b> Transition for whom?</p> <p>a) In line with its Corporate Vision, Global Goals and Strategic Objectives, FAO's work in transition <i>must focus first and foremost on the needs of the poor, the food insecure the vulnerable.</i></p> <p>(Action: SO5 Team)</p>	<p>1a) FAO will continue to implement its work in transition through its Resilience Agenda anchored in the Strategic Objective 5 (SO5) Action Plan. Multidisciplinary technical expertise in agriculture, forestry, fisheries, food security and nutrition is provided to member countries in preparedness, emergency relief response, early warning, prevention and impact mitigation, recovery and risk sensitive development, in order to effectively respond to the needs of the poor, the food insecure and the vulnerable.</p>	<p>The work in transition, at the core of Strategic Programme 5 Resilience Agenda has been institutionalized in the MTP 2014-17.</p> <p>Addressing the needs of those most vulnerable is at the core of FAO's Resilience Agenda. The four Outcomes of SP5 work at different levels to ensure that the needs of the poor, food insecure and marginalized are properly addressed. Outcome 3, for example, focuses on approaches that reduce risk and vulnerabilities at household and community levels.</p>	5	<p>Significant progress has been reported in the PIR 2014-2015 on implementation of the Resilience Agenda. Results in the implementation of the Resilience Agenda included activities in areas such as capacity building, preparedness, emergency response, recovery and risk sensitive development, knowledge management and good practices.</p>

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<p><b>Recommendation 1b:</b></p> <p>This means that FAO must measure and report on its work in crisis contexts in terms of impact on these affected populations, including analysis of gender and other inequalities, and in particular the longer-term impact on livelihoods and resilience. Reporting on delivery, operational processes and outputs is not enough. In order to do this effectively, FAO needs to do continual context analysis during its work in transition contexts in order to be able to respond flexibly to rapidly changing circumstances.</p> <p>(Action: SO5 Team)</p>	<p>1b) In alignment with its new results framework in the Medium Term Plan 2014-17, FAO will measure and report on its work in crisis contexts through performance monitoring. This assesses how levels of commitment and capacities of governments and development partners for disaster and crisis risk management for agriculture, forestry, fisheries, food security and nutrition has improved. Impact is measured through a total of 14 performance indicators (Outcome and Output level).</p> <p>FAO will pursue its collective work on resilience measurement to help stakeholders design better resilience building programmes, as well as to monitor and evaluate the impact of interventions.</p> <p>In terms of contextual analysis and as a precursor to the Strategic Response Planning process (ex-CAP), FAO together with its UN partners will contribute to the preparation of the Humanitarian Needs Overview (HNO). The HNO outlines the shared understanding of the evolution and impact of the</p>	<p>The FAO results framework for 2014-17 guides the planning and monitoring of the Organization's work. At the core of the framework are the indicators that measure progress at each level of the results chain: Outputs, Outcomes and Strategic Objectives. This provides the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global level.</p> <p>The revised version 2.0 of the Resilience Index Measurement and Analysis (RIMA) was finalised in 2015, and work on a Resilience Marker started.</p> <p>RIMA has been applied in 25 countries and will expand in 2016 with country-level capacity development under the joint EU-FAO technical facility INFORMED.</p> <p>FAO participates in the HNO/HRP process with other UN agencies, under the leadership of the Humanitarian Coordinator at the country level. The food security cluster, co-led by FAO and WFP, is responsible for the food security component together with partners, in</p>	5	<p>In 2014-2015, SP5 achieved eight out of nine major Output targets, with one partially achieved. In terms of Outcomes, the assessment was positive overall, with FAO's contribution rated as moderate to significant by between 50 and 70 percent of national stakeholders surveyed across all Outcome level indicators.</p> <p>Country resilience analysis action plans have been developed with the resilience analysis and policy team and resilience analysis units embedded in regional organizations IGAD (Horn of Africa) and CILSS.</p> <p>FAO supported incorporation of resilience measures into investment and recovery programmes for agricultural sectors in several countries.</p>

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	<p>crisis through analysis of existing needs data and expert knowledge. More specifically, it sets out the basic parameters for and drivers of the crisis, identifies the magnitude (people in need) and the priority needs, based on a consultative process.</p>	<p>a consultative process that starts with an assessment, through the prioritization, development of a country strategy and cluster components.</p> <p>Specific discussions during the World Humanitarian Summit highlighted the need to strengthen joint needs assessments and FAO's comparative advantage has been highlighted in this context, for example with its expertise in conducting post-disaster needs assessment (PDNA) and seed security assessments, together with relevant partners.</p>		
<p><b>Recommendation 1c:</b></p> <p>Together with this contextual analysis, in complex crises, fragile states and protracted crisis/post-crisis contexts, FAO should further develop the CPF to include specific provisions for a purpose-designed and highly flexible country planning approach for such crisis</p>	<p>1c) FAO will ensure that CPFs include a solid resilience building component to be activated in times of crisis. This component must include appropriate development and resilience programming, combining the four pillars of SO5. The CPFs will ensure that, at the time of crisis, emergency relief interventions will be formulated, together with cluster partners, with appropriate linkages to a longer-term view of development. These</p>	<p>Internal guidance developed to provide practical and concise orientation for FAO country offices and their partner governments on how to integrate the elements of SO5-resilience in the country programming framework (CPF), especially for disaster-and crisis-prone countries.</p> <p>In collaboration with OSP and Regional Offices, advocacy efforts</p>	5	<p>Regional CPF support team created to support countries in the region to include resilience in the new CPFs.</p>

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<p>conditions. This approach must include appropriate development and resilience programming, combining the four pillars of SO-5. It must foresee the provision of emergency relief interventions when needed, but carefully linked to a longer-term view of development. These CPFs, with accompanying project concept notes, should also serve as a powerful resource mobilization tool.</p> <p>(Action: SO5 Team/OSD)</p>	<p>CPF's will remain valid programming tools which, with accompanying project concept notes, will also serve as a powerful resource mobilization tool for the period covered including during high crisis time. In this regard, following actions will be taken:</p> <ul style="list-style-type: none"> <li>• Based on the reviewed Strategic Framework and FAO results framework for 2014-17 with corporate indicators, CPF guidance will be updated on how to formulate resilience building outputs and establish stronger/clearer linkage with the existing SRPs at the country level.</li> <li>• Sensitization sessions will be organized and relevant capacity development activities/support mechanism will be designed for CPF formulation/review process in focus countries to include resilience building outputs.</li> </ul>	<p>are underway to ensure the inclusion of resilience in CPFs.</p>		
<p><b>Recommendation 2a:</b></p> <p>FAO is a technical agency with an exceptional capacity to act in early response to</p>	<p>2a) Advocacy efforts regarding FAO's comparative advantage in supporting crisis-related transition will be addressed through the SO5 Action Plan.</p>	<p>FAO's comparative advantage in supporting crisis-related transition is strengthened by having technical expertise in agriculture, forestry, fisheries, food security and nutrition</p>	5	<p>Some of the resilience good practices documented include:</p> <p>Alternative fodder production for vulnerable herders</p>

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<p>crisis, giving it a distinct and widely recognised and appreciated comparative advantage in supporting crisis-related transition.</p> <p>FAO needs to strongly advocate for recognition of this comparative advantage among donors, partners and member countries, also as a key tool to press resource partners to overcome the humanitarian-development divide.</p> <p>FAO must get the message across that to respond most effectively to an emergency, you need an agency like FAO, a technical institution fully capable of functioning effectively in the humanitarian response arena, but with development and resilience oriented contributions. This should</p>	<p>A specific product and service is directly related to communication support and advocacy for increased commitment to DRR/M and building resilience. Analysing and sharing of resilience and DRR/M good practices and FAO's participation in international platforms will bring this comparative advantage to the attention of donors, partners and member countries.</p>	<p>is mainstreamed directly in the work of Strategic Programme 5 through the country support process. Constant interaction with technical divisions ensures that regional and country offices are provided with the necessary capacities to deliver on the identified priorities.</p> <p>A new SO5 publication is currently being developed to illustrate FAO's resilience work to internal and external audiences. The publication includes concrete examples of FAO's comparative advantage in building the resilience of livelihoods by working across agricultural sectors and addressing different types of shocks. A summary version of this publication was presented during the World Humanitarian Summit in May 2016.</p> <p>The initiative to identify, document and disseminate resilience good practices is ongoing as part of SP5's efforts to advocate for FAO's comparative advantage in supporting crisis-related transition. This is part of the overall work under the INFORMED programme.</p>		<ul style="list-style-type: none"> <li>- Implementing aquaponics</li> <li>- Conditional cash assistance to build resilience against water scarcity</li> <li>- Emergency vaccination against transboundary animal disease</li> <li>- Poultry farmer field school</li> <li>- Fuel-efficient mud stoves</li> <li>- Gender mainstreaming as a key strategy for building resilient livelihoods</li> <li>- A monthly series of webinars on resilience linked to food security and nutrition within the framework of the EU-FAO programme INFORMED is ongoing with the joint organization of SO5 and the EUDEVCO.</li> </ul>

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<p>be done actively both at global level and in countries. The new Resilience Agenda under Strategic Objective 5 provides an excellent framework for this advocacy.</p> <p>(Action: SO5 Team)</p>		<p>FAO's comparative advantage in bridging the humanitarian and development realms through its resilience approach is further emphasized in the Rome-based Agencies partnership. Working together with WFP and IFAD, FAO has established itself as a technical Organization capable of responding to humanitarian emergencies while already building the path to recovery and longer-term development. FAO's work with the World Bank bridging the hum-dev divide by implementing a twin track approach was adopted by IASC Principals. This work, in addition to work led by FAO together with OCHA and UNDP on the IASC/UNDG Principles of Resilience further illustrates the importance of adopting a longer-term approach in humanitarian settings.</p>		
<p><b>Recommendation 2b:</b></p> <p>FAO should capitalise on its role as co-leader of the Global Food Security Cluster to advocate for</p>	<p>2b) FAO will further advocate for greater integration of longer term thinking and planning in the cluster work, through the implementation of SO5 Output 4.2 "strengthened coordination capacities for better</p>	<p>FAO co-leads the Food Security Cluster coordination mechanism for improving decision-making and information exchanges for</p>	5	<p>As part of the work of the Preparedness and Resilience Working Group, a Discussion Paper has been produced to harmonize the definition and principles of the resilience work and linkages between preparedness</p>

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<p>much greater integration of long-term (transition and resilience) thinking and planning in the cluster system at inter-agency level, as well as in this specific cluster.</p> <p>Internally, in addition to ongoing formal integration of emergency and development work.</p>	<p>preparedness and response to crisis” in close collaboration with WFP as co-leader of the global Food Security Cluster (gFSC). The role of gFSC in preparedness work is already included in the 2015-16 strategic plan of the Cluster.</p>	<p>agriculture, food and nutrition security.</p> <p>Working to strengthen the integration of transition and resilience thinking in the work of the cluster, in 2016 the Preparedness and Resilience Working Group (PRWG) was created to guide and support cluster partners on necessary preparedness and resilience building through the Humanitarian Programme Cycle (HPC).</p>		<p>and resilience across different stakeholders.</p>
<p><b>Recommendation 2c:</b></p> <p>Management needs to effect a culture-change, advocating for ‘good transition work,’ integrating it across the organization, especially regarding ‘two-way LRRD,’ where development policy in crisis or crisis-prone countries or areas is determined by crises and crisis planning (which is not at all the case at present). This particularly aims to obtain the</p>	<p>2c) The Organization’s Resilience Agenda promotes an integrated response of short- and long-term actions to enhance resilience of vulnerable populations. More specifically, the SO5 country support process is supporting countries with the rollout and implementation of the SO5 result chain. This process, supported by key multidisciplinary technical staff, will move forward the SO5 performance indicators and scale-up the resilience work.</p>	<p>Regional Initiatives and the country support process allow FAO to provide direct support to over 30 focus countries to deliver defined outputs, as per indicators selected by the countries in the delivery of FAO’s Resilience Agenda. The main goal of this approach is to mobilize the wealth of technical expertise available within the Organization to strengthen countries’ capacities to achieve results. This process maximizes synergies among all SOs through coordination, joint action and programming to support cross-cutting themes and demands.</p>	5	<p>Under the leadership of the FAO Representative and the country office team, interactions between the country, the subregion, the region and headquarters allow the identification and prioritization of requirements to support the implementation of resilience outputs at country level, ensuring a common understanding of priorities across the various levels.</p>

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<p>participation and contribution of all development units in the context of FAO crisis response and transition and resilience work. Management should find a resource-effective way to extend the positive effect of the L3 response protocol in mobilising development staff to participate in other (non-L3) emergency work.</p> <p>(Action: SO5 Team)</p>				
<p><b>Recommendation 3a:</b></p> <p>In a paradigm shift, the relationship of food security and agriculture (including tenure, employment and income) to conflict and potential conflict management/ resolution should be a paramount concern in FAO's crisis response work in conflict or conflict prone situations, and FAO's intervention</p>	<p>3a) FAO's Resilience Agenda in SO5 is built and relies on multidisciplinary technical expertise encompassing crop, livestock, fisheries, aquaculture, forestry and other natural resources such as land and water. Through its resilience work, FAO aims to address the root causes of vulnerabilities and risk drivers and the way any intervention has a positive impact on conflict reduction. Activities implemented under SO5 outcome 1 (risk sensitive development), outcome 3</p>	<p>FAO's work in protracted crises focuses on promoting appropriate policies and actions to address food insecurity and malnutrition, and build resilience. Responding effectively requires innovative policy frameworks, improved analysis to inform decision-making, increased understanding of the structural causes of crises, and joint efforts at scale by all stakeholders to implement measures that reduce the vulnerability of people with agriculture-based livelihoods.</p>	5	<p>Endorsement of the 'Framework for Action for Food Security and Nutrition in Protracted Crises' (CFS-FFA) at the CFS 42 in October 2015, following a three-year inclusive, multi-stakeholder consultative and negotiation process. Implementation of the CFS-FFA is embedded in SP5 work on protracted crises.</p> <p>Major achievements include: support to United Nations High Commissioner for Refugee's Global Strategy for SAFE; a how-to guide on technical</p>

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<p>should begin with a contextual analysis examining that relationship in each case. Interventions and support should be designed keeping in mind the positive impact they could potentially have on conflict reduction through hunger reduction and support to economic activity. To do this well, FAO will need to expand its analytical competence.</p> <p>(Action: SO5 Team)</p>	<p>(reducing vulnerabilities) and outcome 4 (effectively prepare and responding) aim at reducing the source of conflict and the vulnerability of the affected populations through livelihoods diversification, land and natural resources access and tenure, nutrition. Within the SO5 country support process, countries are supported to develop contextual risk analysis and better design interventions according to the needs of the people at risk/affected and the root causes of the conflicts. The Resilience Hubs and the multidisciplinary teams, actively involved in the country support process, will play an increasingly important role in providing cutting edge high quality technical expertise to the countries and will thus need to be strengthened.</p>	<p>A study on ‘Food Security, Peacebuilding and Gender Equality: conceptual framework and future directions’ was completed with the Institute of Development Studies (IDS).</p> <p>A training manual on Integrating Gender in Disaster Risk Reduction in Agriculture was prepared, and will guide country support actions in 2016.</p> <p>FAO currently participates in the IASC TT on the Hum-Dev Nexus in protracted crises and intends to use this forum to operationalize the CFS-FFA on protracted crises with IASC partners concerned.</p>		<p>interventions in livestock emergencies; rapid qualitative seed security assessment tools; an agricultural stress index for pastures; and a technical paper on fisheries and aquaculture for food security and nutrition in the drylands.</p>
<p><b>Recommendation 3b:</b></p> <p>Central to this contextual analysis must be strong</p>	<p>3b) FAO’s resilience agenda addresses the agriculture and natural resource based livelihoods of most vulnerable countries and</p>	<p>Guidelines on “Improving Gender Equality in Territorial Issues” were prepared to promote women’s access to land and natural resources in the</p>	5	<p>As part of the work under the CFS-FFA, a Guidance Note on Land and People in Protracted Crises is being finalized. The Guidance Note explains</p>

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<p>political economy analysis and conflict analysis. This is key in any crisis context. Tenure of land and other natural resources is a key factor in the potential for conflict. This contextual analysis should be fully integrated with strategy development, targeting, intervention design, planning, implementation and monitoring for each transition environment.</p> <p>(Action: SO5 Team)</p>	<p>communities. Using a resilience livelihoods approach, it puts agriculture and natural resources access and tenure at the core of its work and drives the contextual analysis or country risk profile, in turn guiding the FAO country programming framework and related strategy. On this basis, iterative and gradual improvement of coherent targeting, intervention formulation and implementation and monitoring, is foreseen in general and particularly for countries in a transition situation.</p>	<p>context of disasters and protracted crises, and related country support was provided to Somalia and Kenya.</p> <p>The CFS-FFA includes a specific principle on contributing to peacebuilding through food security. FAO's technical expertise and knowledge have a critical role to play in the promotion of peaceful, just and inclusive societies and the prevention of conflict. Factors such as food insecurity, conflict over access to land and other natural resources and resulting displacement, can be drivers of violence and conflict. Work is ongoing to build the evidence base on the relationship between food security and nutrition and peacebuilding/social cohesion, through improved measurement and impact assessment, and identifying good practice opportunities in focus countries.</p>		<p>how issues related to land require a longer-term approach around people and a recognition that land is more than an asset. It also illustrates FAO's work in this area through different projects and proposes a promising approach to be scaled up.</p>
<p><b>Recommendation 3c:</b></p> <p>Such analysis will need to be conducted in</p>	<p>3c) Within the framework of FAO's overall thrust towards developing strategic partnerships, and in the context of SO5, partnerships are</p>	<p>Through work with Geneva-based partners within IASC and with the Geneva Peace building Platform, FAO is expanding and sharing its</p>	5	<p>The important collaboration of FAO and regional bodies such as CILSS and IGAD is being translated in successful and sustainable resilience programmes</p>

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<p>partnership. FAO is not in a position to have all the information and skills needed for the analysis, and will need to work closely with other stakeholders.</p> <p>(Action: SO5 Team)</p>	<p>considered a key, cross-cutting dimension of the Results Chain.</p> <p>FAO will continue to collaborate with and build on external expertise.</p> <p>Efforts are underway to further strengthen existing partnerships with leading academic and research institutions, NGOs and the UN system to leverage comparative advantages in contextual and technical analysis.</p>	<p>knowledge base with other actors in the field of peace-food security-conflict.</p> <p>Through a global Memoranda of Understanding (MoU) finalized with leading humanitarian actors, such as the International Federation of the Red Cross and Red Crescent Societies and World Vision International, FAO is now able to identify and connect with key operational partners in the field.</p> <p>FAO is also actively engaging with other UN agencies, academic institutions and think tanks in the formulation of contextual analysis supporting appropriate strategy development.</p> <p>In a resilience perspective, particularly significant are the technical partnerships established with the UN system and regional organizations (CILSS and IGAD) as well as NGOs consortia through the establishment of regional resilience analysis platforms. These efforts aim at integrating and coordinate data bases and analytical tools to provide a more inclusive and comprehensive</p>		<p>that are based on strong contextual analysis. An example is the South Sudan Resilience Strategy 2016-2018.</p>

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		<p>contextual analysis. Partnerships are also being established with the OECD risk and resilience experts group.</p> <p>On conflict analysis and food security, significant partnerships have been established with leading research institutions such as for instance the International Security and Development Centre.</p>		

**1 – None:** no action was taken to implement the recommendation; **2 – Poor:** plan and actions for implementation of the recommendation are at a very preliminary stage; **3 – Inadequate:** implementation of the recommendation is uneven and partial; **4 – Adequate:** implementation of the recommendation has progressed; there is no evidence yet of its results on the intended target; **5 – Good:** the recommendation has been fully implemented and there is some initial evidence of its impact on the intended target; **6 – Excellent:** there is solid evidence that the recommendation has had a positive impact on its intended target