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PROGRAMME COMMITTEE

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Follow-up report to the Evaluation of FAO's Contribution to Strategic Objective 5 – Increase the resilience of livelihoods to threats and crises (cf. PC 120/4; PC 120/4 Sup.1)

Action Requested from the Programme Committee

- The Committee may wish to note progress in implementation of the recommendations accepted by the Management.

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Overall progress in the implementation of the accepted recommendations

1. Management welcomes the opportunity to present the progress made in implementing the actions agreed in the Management Response to the *Evaluation of FAO's contribution to Strategic Objective 5 – Increase the resilience of livelihoods to threats and crises*. The Evaluation presented a comprehensive analysis of FAO's resilience agenda which broadens the services FAO offers, moving more towards encompassing resilience programming, bridging between the short and long-term emergency response and working along the humanitarian-development-peace nexus. It highlighted how, through its technical expertise and capacity, FAO is ideally positioned to contribute to this agenda and to work as an opinion leader in the field. At country level, SP5 is found to be making a difference by ensuring more cohesive multidisciplinary resilience building interventions having mobilized nearly USD 590 million in 2017. Within the UN system, FAO is particularly well-positioned to harness its humanitarian and development work, bringing it together coherently under the resilience agenda and also contributing to the third element of the "triple nexus"- peace - as embodied in the ambitions of the Corporate Framework to support sustainable peace in the context of Agenda 2030.
2. The report contains five key recommendations.
3. While the evaluation found that no major change is required to the Strategic Framework, its **first recommendation** requested FAO to make a few adjustments to the SP5 result framework, clarify the concept of the Regional Initiatives, and promote greater integration of products and services across FAO units involved in SP5.
4. More specifically, the evaluation provided valuable suggestions for revising the corporate definition of resilience. In line with this, the re-defining is taking into account the core elements of the resilience of agricultural livelihoods and food systems (including individuals, households, communities, cities, institutions, countries and agro-ecosystems) and is in line with its strategic contribution to the formulation of an inter-agency UN system wide guidance on resilience being finalized under the leadership of the UN Deputy Secretary General.
5. With regard to the results framework, and in line with the recommendation, the SO5 Output and Outcome structures have been simplified and a fine-tuned SP5 results chain has been validated and issued in the MTP 2018-21, including two revised Outputs, one focusing on formulation and one on coordination.
6. Considerable progress has been made in broadening the policy outreach and impact of SP5's resilience and food security analyses. Two editions of the Global Report against Food Crises have been released (2017 and 2018) in parallel with the process of operationalizing the Global Network against Food Crises, a multi-stakeholder platform aimed at coordinating evidence-based analysis and humanitarian – development – peace nexus responses in food crises countries. SP5 also continues to support countries in terms of resilience and food security analysis particularly through regional bodies and organizations such as CILSS and IGAD.¹ FAO also published ground-breaking global reports on the estimates of impacts of disasters and crisis on the food and agriculture sector in 2016 and 2018. The scope of this second edition has expanded to cover all types of shocks and all agricultural subsectors, including fisheries and forestry, often overlooked in the post-disaster needs assessment process. The report also debuts FAO's newly developed methodology for computing the effects disasters have on the sector and is adopted now for monitoring progress toward the Sendai Framework for Disaster Risk Reduction and SDG targets (especially as indicator for SDG target 1.5.2). FAO also initiated its Early Warning Early Action (EWEA) global quarterly report for food security and agriculture. The report presents high-risk countries and on-watch countries on the basis of multi-hazard and multi-sector analysis together with recommendations and response options. The EWEA system aims to translate forecasts and early warnings into anticipatory action.
7. There has also been considerable progress in expanding of SP5 collaboration with other SPs. The great potential for collaboration between SP5 and SP1 is being developed in policy work at

¹ Comité permanent inter-États de lutte contre la sécheresse dans le Sahel (CILSS) ; Intergovernmental Authority on Development (IGAD)

country level on nutrition and food systems, through complementary support to the FIRST Policy Facility effectiveness analysis in conflict-affected contexts. SP5 and SP2 are closely collaborating on climate change adaptation and disaster risk reduction (DRR) for climate resilience, especially through contributions to global policy processes and initiatives such as the Global Platform on DRR with the UN International Strategy for Disaster Reduction (UNISDR), the Paris Agreement annual Climate Conference (COP) with UNFCCC² and other multiple partners, the Capacity for Disaster Reduction Initiative (CADRI) partnership, the UN Climate Resilience Initiative (A2R) and the GPP³ Initiative.

8. SP5 and SP3 have developed a common vision and approach around social protection and migration. The teams have been working together in providing joint support to countries, particularly in fragile and protracted crises contexts for the development of risk-informed and shock-responsive social protection, while strengthening partnerships with WFP, World Bank, EU, UNICEF and other actors. The two SP teams have also been working on the operationalization of a Memorandum of Understanding (MoU) signed between FAO and IOM⁴ engaging with FAO country offices, identifying areas of collaboration and supporting the development of joint FAO-IOM proposals.

9. Through increased collaboration with SP4, resilience models have been linked to marketing support through the promotion of systems for processing, transformation and marketing at small scale, ensuring increased incomes of communities. Efforts have been geared towards the replication/adaptation of this model in other countries, aimed at addressing both agro-climatic risk and socio-economic crises.

10. SP5 has also worked with SP4 and SP2 to advance “One Health” as an integrated multidisciplinary approach to Food Chain threats, with the view of achieving benefits in public health, food and nutrition security and sustainable ecosystems.

11. As per recommendation 1f, the RLC office formulated a new Regional Initiative on resilience integrating disaster reduction and climate adaptation, and natural resource management in support of the Community of Latin American and Caribbean States (CELAC). In RAP, a new flagship resilience programme focuses on the One Health approach for animal, plant pest and diseases together with Climate Change and DRR “*Food Safety and One Health*”. The Regional Initiatives on resilience in RNE and in RAF have been reframed as much as possible as regional flagship programmes to mobilise voluntary contributions and to be implemented in collaboration with regional and national partners. Through the RNE Regional Initiative on Building Resilience for Food Security and Nutrition (RI-FSN), FAO contributes to regional discourse on building resilience, food security and nutrition through specific thematic issues such as transboundary animal diseases (TADs), agriculture investment, One Health. Synergies have been reinforced in the RAF Regional Initiative on African drylands and the AU Malabo Declaration, specifically on commitment VI of the Declaration to building resilience against climate and weather related risks. In the REU region, a new Regional Initiative is formulated for climate change on *sustainable intensification through resource use efficiency and climate change adaptation and mitigation*. In addition, SP2 and SP5 are working together to increase climate resilience of small-scale farmers.

12. The **second recommendation** requests FAO to further promote an integrated financial model combining assessed and voluntary contributions, and invest predictable resources in a few areas that are key to establishing FAO’s presence in resilience, including staff.

13. The Strategic Management Team identified key thematic work streams which frame the prioritization of the work implemented at global, regional and country level. Such an approach enables strategic interactions with governments, regional bodies and financial partners, ultimately reinforcing the predictability of the resources in support of SP5.

14. With regard to the need for greater predictability in contractual arrangements of technical and operational staff, the recent increasing trend of multi-year and predictable funding supports the

² United Nations Framework Convention on Climate Change (UNFCCC)

³ Global Preparedness Partnership (GPP)

⁴ International Organization for Migration (IOM)

establishment of additional technical and operational capacities at country level, optimizing contract arrangements in line with the long-term nature of the interventions implemented.

15. Three new Professional positions were established within the Programme of Work and Budget on sustainable peace, of which two in ES Department at headquarters, and one in the Liaison Office with the United Nations, New York.

16. The **third recommendation** requests FAO to strengthen and diversify its offer of high-quality resilience-enhancing services and better tailor its programmes to the type and duration of crises it responds to.

17. FAO has geared up strategic dialogue and engagement with resource partners at global and country level to promote its increasingly diversified resilience-enhancing programmes and projects. There is indeed greater recognition from donors that resilience-building can best be achieved by supporting multi-year, diversified programmes, particularly in complex protracted crises, linking the humanitarian-development – and ideally peace-nexus. Accordingly, through its Fragility, Conflict and Violence work, the World Bank, has emerged in 2017 as SP5's second largest resource partner. Significant resources are in the pipeline for 2018. Building on the RBA conceptual framework that was developed to ensure alignment across existing agency-specific approaches to support the resilience of food-insecure people, Canada has provided funding for the implementation of an innovative, five-year RBA-resilience programme in the Democratic Republic of the Congo, the Niger and Somalia.

18. At the same time, and in line with the recommendation, FAO continues to support formulation of country/subregional resilience strategies (such as Central African Republic, Chad, Niger, Nigeria), a key means of consolidating a body of knowledge about livelihoods, strengths and vulnerabilities and programmatic entry points for resilience building.

19. As the report rightly recommends, efforts need to be made to ensure that any crisis-oriented intervention that extends over a longer period is designed and implemented with due consideration to the sustainability of achieved results. With this objective in mind, country offices are supported with developing their Humanitarian Response Plans so that they respond to the immediate food security and nutrition needs, while also strengthening the capacities to diversify, manage risk and accumulate assets to further build their resilience through risk-informed and shock-responsive social protection, market-oriented and community-based approaches such as cash plus, cash-for-work and input trade fairs.

20. SP5 has been actively pursuing gender mainstreaming efforts including the systematic integration of gender in needs' assessments and context analysis. Given the mounting prevalence of gender-based violence (GBV), especially in the context of protracted displacement, comprehensive guidance on protecting and addressing GBV in the food security and agriculture sector has been developed to introduce FAO staff and partners to the relevance and practical know-how of addressing GBV. The guidance has been rolled out with training to key country programmes, starting with Somalia, Nigeria and Burundi and further such training is planned. Guidance material has also been prepared to support staff, partners and government counterparts on how to apply a gender-responsive approach to DRR planning.

21. The crucial role of partnerships (with UN agencies, NGOs, local authorities, CSO, etc.) has been acknowledged by the Evaluation as a key dimension of FAO's resilience programs. Indeed SP5 has been stepping up partnerships and collaboration as a means of maximizing impact, coverage and enhancing sustainability. Capacity building of local partners is a priority area. A number of strategic partnerships have been entered into with civil society organizations, the private sector, academia and UN agencies through Memoranda of Understanding. In terms of inter-agency collaboration, and building on the momentum of the RBA conceptual framework on resilience, an MoU was recently signed between FAO, WFP and IFAD to enhance the collaboration, coordination and synergies between the three agencies, especially at country level to better support member countries in the implementation of the 2030 Agenda for Sustainable Development with a specific emphasis on resilience.

22. The Evaluation recommended the development of an overarching Information and Early Warning System Strategy (IEWS), requiring the different systems to converge into a more homogeneous and strategic framework while maintaining the technical and institutional specificities of their area of action. The preparation of a regular Early Warning Early Action (EWEA) report on food security and agriculture has been a major step in this direction. Every quarter, FAO's EWEA report ranks risks by their likelihood and potential impact and identifies the best interventions. It represents a summary and a prioritization of analysis provided by FAO's corporate and joint multi-agency information and early warning system including: Global Information and Early Warning System on Food and Agriculture (GIEWS); Food Chain Crisis Management Framework and Emergency Prevention Systems (FCC-EMPRES); Integrated Food Security Phase Classification (IPC) and Cadre Harmonisé (CH).

23. The **fourth recommendation** requests FAO to further strengthen its technical, operational and resilience capacity based on country office demand and needs, so that the post profiles in FAO technical and administrative units progressively evolve to better serve the Strategic Programmes.

24. Amongst other areas, technical capacities are being strengthened to support conflict analysis and conflict-sensitive programme design. To-date activities have supported FAO staff in Iraq, Jordan, Lebanon, Mauritania, Nigeria, RNE, Sudan, Syria and West Bank and Gaza Strip, with additional activities planned for East Africa, Myanmar and Yemen in the coming months.

25. The FAO Emergency Response Preparedness Plan (FERPP) is a corporate diagnostic and reporting tool that provides a good overall picture of the general preparedness strengths and weaknesses of a decentralized office for preparedness capacity to respond to future crises and disasters. Following FERPs carried out in all regional offices, SP5 has launched a series of tailored emergency preparedness and response trainings to build capacity of national country-level and key FAO Regional Office personnel to apply FAO and inter-agency tools and apply standard operating procedures (SOPs).

26. Lastly, notable progress has also been made in expanding current alliances with NGOs and other partners as a source of maximising technical expertise and capacity. Agreements with additional stand by partners are being entered into – e.g. MSB Sweden and USDA.⁵ These together with the existing six stand-by partners provide high-quality capacity in under-staffed areas of work for critical resilience programs.

27. The **fifth recommendation** requests FAO to create a strong learning environment and accelerate the development of tools and channels for knowledge management.

28. SP5 fully acknowledges that the transition to 'resilience' programming requires amongst other things accelerating the pace of knowledge management, innovation, dissemination and adoption of good practices. To this end, notable progress has been made on documenting and disseminating successful field experiences and practices to increase knowledge exchange and support country offices in their upscaling and expansion. The FAO-led Knowledge Sharing Platform on Resilience (KORE) supports and informs good resilience programming through its knowledge sharing activities and methodological support for learning and good practice documentation. Numerous resilience good/promising practices have been documented in collaboration with regional and country/regional offices (and partners) using the harmonized capitalization methodology, seven capacity development and/or good practices capitalization workshops were organized in country offices involving the collaboration of country/regional teams. FAO resilience good practices are systematically made available on its resilience Web site and also added together with resilience good practices from partners, on the KORE. As part of KORE, FAO together with partners organises regular knowledge-sharing events (internal and external webinars) to exchange experience around resilience good practice such as cash-based interventions, Caisses de résilience, DRM, SAFE,⁶ sustaining peace, EWEA, etc.

⁵ Swedish Civil Contingencies Agency (MSB); United States Department of Agriculture (USDA)

⁶ Disaster risk management (DRM); Safe Access to Fuel and Energy (SAFE)

KORE is playing a key role in catalysing and mobilizing expertise around key multi-sectoral thematic areas along the HDP⁷ nexus and supporting the uptake of good practices across countries and regions.

29. In addition, the evaluation points to the need to keep strengthening monitoring systems, post-distribution surveys and qualitative and quantitative impact assessments, and learn from the information collected. In this regard a small dedicated monitoring and evaluation (M&E) capacity has been set up, amongst other things to strengthen this key function, systematize information management and flows, reinforce M&E and information management (IM) capacities and to bring teams responsible for M&E and IM together for improved learning.

30. Lastly, the evaluation refers to the FAO reserves of technical talent that are currently applied to other tasks, such as planning and reporting, recommending that the talent could be more systematically mapped and tapped into through the creation of virtual knowledge exchange networks. This has been well addressed through the creation of a highly functional FAO Emergency Response Roster and the issuance of several ‘calls of expressions of interest’ for key positions in regional and country offices.

31. Overall, the evaluation affirms that FAO is ideally positioned to contribute to the resilience agenda, given the growing need for resilience support; the humanitarian-development-peace-nexus; FAO’s extensive experience in livelihood support, early warning and disaster risk reduction and mitigation; and the coherence of the resilience agenda with the FAO mandate. The set of recommendations made have been very valuable for re-positioning and enhancing key areas of SP5 in order to continue to deliver the resilience agenda in a strategic, multi-disciplinary and sustainable manner.

⁷ Human Dimensions of Global Environmental Change Programme (HDP)

Accepted evaluation recommendations (a)		Action agreed in the management response (b)	Description of actions actually taken, or reasons for actions not taken (c)	MAR ⁸ score (d)	Impact of, or changes resulted from taken actions (e)
Recommendation 1 While no major change is required to the strategic framework, FAO should make a few adjustments to the SP5 result framework, clarify the concept of the Regional Initiatives, and promotes greater integration of products and services across FAO units involved in SP5					
1.a	The corporate definition of resilience should be edited to include: 1) a reference to households, communities and nations to be more explicit on whose resilience, 2) the ability of a society to transform as a result to a disaster or a crisis, and 3) the principle that resilience starts from people’s strengths, assets and strategies.	SP5 will ensure that the resilience definition will evolve considering the latest developments such as A2R, WHS, Sendai Framework for DRR, etc. This will be reflected in the new publication.	The corporate definition of Resilience has been adjusted taking into account the core elements of the resilience of agricultural livelihoods and food systems (including individuals, households, communities, cities, institutions, countries and agro-ecosystems). The redefining process has been strategic in the formulation of an inter-agency UN system wide guidance on resilience being finalized by FAO and partners under the leadership of the UN Deputy Secretary General.	4	UN system wide guidance produced on resilience taking into account the core elements of the resilience of agricultural livelihoods and food systems.
1.b	The SO5 output and outcome structure could be simplified by combining Output 1.1 with Output 4.1, as the two seem highly connected but seen from different standpoints.	The output structure will be simplified in the context of the MTP2018-21, recombining 511, 512 and 542 around two revised outputs: 511 focusing on formulation and 512 on coordination	The SP5 Result chain has been fine- tuned and issued in the MTP 2018-21, including two revised outputs (one focusing on formulation and one on coordination).	5	The simplified SP5 structure supported the 2018-2021 work planning process.
1.c	More generally, there is potential for further integration of FAO services related to resilience, by promoting greater collaboration and coherence between concerned FAO units involved in policy advice (outcome 1) and early warning (outcome 2).	SP5 will continue and step up its ongoing efforts (also supported by flagship programme such as FIRST and INFORMED) to increase the policy impact of its resilience and food security analyses. A particular attention will be paid to the collaboration with regional organizations such as CILSS and IGAD in providing support to member countries in	Two editions of the Global Report against Food Crises have been released (2017 and 2018) supported by the operationalization of the Global Network against Food Crises, a multi-stakeholder platform aimed at coordinating evidence-based analysis and responses in food crises countries. SP5 has continued to step up support to countries in terms of resilience and food security analysis particularly through the regional organizations and their dedicated technical	6	The EU funded Global Network Against Food Crises Partnership Programme will support the development of a body of evidence and learning at the global level around effective typologies of interventions along the humanitarian-development-peace nexus. The Network will be instrumental in creating strong coordination with existing mechanisms and initiatives at the global level to increase the level of policy support and buy-in, as well as

⁸ Management Action Record Scoring (MAR Score) **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.

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		the implementation of regional resilience initiatives such as AGIR and IDDRISI.	bodies including (RAU and FSNWG in IGAD) and the RMTP in CILSS).		with stakeholders at national level to enhance coordinated responses.
1.d	Output 3.2 deserves greater attention from the Strategic Programme 5 team, with promising resilience building pathways through basic services in agriculture (extension and veterinary services) and agricultural insurance schemes.	SP5 will strengthen output 3.2 through two main priorities: focus on social protection and risk transfer tools, and supporting the access and tenure to land and natural resources to reduce vulnerabilities of communities. Diffusion of knowledge through Farmer Field School and support to Veterinary services will also benefit from dedicated attention under the MTP2018-21.	<p>SP5 has prioritized strengthening risk informed and shock responsive social protection systems in the MTP 2018-2021 through the development of a common approach and vision around social protection in protracted crises and in fragile and humanitarian contexts.</p> <p>The placing of the Senior Social Protection Officer/Team Leader in both SP3 and SP5 management teams is serving to further strengthen collaboration and joint work. SP5 has been a key contributor to the S-Gs Guidance note on Land and Conflicts, highlighting the potential of UN agencies to promote peaceful access to land and natural resources through their interventions.</p>	4	<p>At the end of 2017, FAO's support for improving prevention and mitigation capacities and measures exceeded the biennial target: 45 countries have applied socio-economic measures that reduce vulnerability and strengthen resilience of communities at risk of threats and crisis.</p> <p>Diffusion of knowledge has been supported through Farmer Field School and the <i>Caisse de Résilience</i> approaches in Burkina Faso, Burundi, CAR, Mali, Malawi, Niger, Sierra Leone, Chad, Cambodia, Nepal, and Pakistan.</p>
1.e	There is potential for enhanced collaboration between Strategic Programmes, and for clarifying interfaces. Strategic Programme 5 shares significant common concerns with Strategic Programme 2 on climate change adaptation and with Strategic Programme 3 on social protection and migration. There is also potential for more work with Strategic Programme 4 on value chains, given that food chain crises strongly affect value chains. Overlaps are not necessarily a problem as long as they are utilized proactively to foster effective collaboration.	<p>SP5 will enhance its collaboration with other SPs, in particular on:</p> <ul style="list-style-type: none"> - Complementarity between resilience to climate change and adaptation to climate change (SP2). - Joint work on social protection and migration, especially in terms of coordination, common vision and country-level joint-technical support (SP3). - FCC impacts on value chain, strengthening of regulatory frameworks and public sector organization capacities, and country support in the formulation of strategies / policies on the 	<p>Collaboration between SP5 and SP1 is being planned in policy work at country level, articulated around nutrition and food systems in conflict-affected contexts. There is strong and growing partnership between SP5 and SP2 on climate change adaptation and DRR for climate resilience, especially through global policy processes and initiatives such as the Global Platform on DRR with UNISDR, the Paris Agreement annual Climate Conference (COP) with UNFCCC and other multiple partners, the CADRI partnership, the UN Climate resilience Initiative (A2R) and the GPP Initiative.</p>	5	<p>FAO partnership with UNFCCC and co-leading first multi-stakeholders climate resilience events during COP23. (SP2-5)</p> <p>Implementation of key global partnerships and initiatives on DRR/Climate Resilience including UN Climate Resilience-A2R Initiative; CADRI Partnership, and GPP Initiative. (SP2-5)</p> <p>Leading the development of FAO key publications on DRR/Climate Resilience in 2018. (SP2-5)</p> <p>Publication of a position paper - Social Protection and resilience, as well as other joint guidance materials around cash plus (cash+) and on-going work on social protection and climate change. (SP3-5)</p> <p>Prioritization of joint support to countries in the context of the humanitarian-development-</p>

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		<p>resilience of post-harvest food systems (SP4).</p> <p>SP5 and SP3 have developed a common vision and approach around social protection. SP3 and SP5 have also prioritized joint coordination and the development of a shared vision around normative/global level work related to migration. At country level, SP3 together with SP5 have been working on the operationalization of the FAO-IOM MoU Field Programme component.</p> <p>Collaboration with SP4 has focused on marketing support through the promotion of systems for processing, transforming and marketing at small scale, ensuring increased incomes of communities. SP5 has also worked with SP4 and SP2 on the One Health agenda as an integrated multidisciplinary approach to Food Chain threats.</p>		<p>peace nexus, specifically on the linkages between poverty and resilience and the role social protection plays in this regard. (SP3-5) Contribution to the flagship publication, SOFA 2018 as well as the development of the FAO Migration Framework (both forthcoming), and inputs to the two global compacts on migration and refugees. (SP3-5)</p>
1.f	<p>The concept of the Regional Initiatives under SO5 should be clarified and their purpose reframed to that of regional flagship programmes co-funded from external resources, and implemented in collaboration with regional and national partners. Regional Initiatives can also serve as useful vehicles for knowledge sharing and awareness raising (within and beyond FAO).</p>	<p>Inspired by the example from RLC, and based on the deliberations of the Regional Conferences, the Regional Initiatives in RAF and RNE will be adjusted in the context of the MTP2018-21.</p> <p>RLC office formulated a new RI on resilience integrating disaster reduction and climate adaptation, and natural resource management in support of the Community of Latin America and Caribbean States – CELAC.</p> <p>The RNE Regional Initiative (RI) for Food Security and Nutrition (FSN) Pillars have been adjusted to align with the SO5 2018-21 Outcome and Indicators, and communicated at various levels (RNE and focus countries).</p> <p>The scope and priority programmatic focus areas of RAF RI on “Building Resilience in Africa’s dryland” have been adjusted. As a result, partnership and knowledge</p>	5	<p>At the request of the Pro Tempore Presidency of the Community of Latin American and Caribbean States (CELAC), the capacities and resources of SPs 1, 2, 3 and 5 were combined to formulate the Regional Strategy for Disaster-risk Management in the Agriculture Sector and for Food and Nutritional Security in Latin America and the Caribbean</p> <p>NERC34 acknowledged the contribution of FAO in the region through the Resilience Strategic Programme and RI; with further recommendations for stepping up interventions and improved partnerships for building resilience.</p> <p>The RAF RI programmatic focus areas are aligned, and builds on existing continental programmes and policy frameworks, i.e. (i)</p>

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		<p>management are now key components of the RI.</p> <p>In RAP, a new flagship resilience programme focuses on the One Health approach for animal, plant pest and diseases together with Climate Change and DRR.</p> <p>In the REU region, a new Regional Initiative is formulated for Climate Change “Sustainable Intensification through Resource Use Efficiency and Climate Change Adaptation and Mitigation”.</p>		<p>resilience policy and strategy development and implementation (ii) knowledge management (iii) pastoralism and (iv) social protection for resilience.</p> <p>Governance and coordination mechanisms of the One Health approach ensure a coordinated effective way for addressing cross-cutting problems.</p> <p>In 2016-17, through its RI, REU focused on the nexus between climate change adaptation and mitigation, disaster risk management, and energy under the Climate Smart Agriculture approach, addressing the interrelated challenges of food security, development and climate change in an integrated manner.</p>
1.g	<p>This framing of the Regional Initiatives as regional flagship programmes requires a strong political commitment behind them at Regional level. From this standpoint, Regional Initiative 3 on African Drylands should probably be more formally anchored in the Malabo Declaration. The establishment of expanded Regional Initiatives on One Health and Resilience to Climate Change is the Regional Office for Asia and the Pacific should be supported.</p>	<p>The RAF Regional Initiative is already linked to the Malabo Declaration as a basis of for strengthening resilience in Africa, including the specific areas of policy support and social security issues. SP5 fully supports RAP in the development of the two regional priorities.</p>	5	<p>RAF regional initiative is supporting AUC with the monitoring and reporting for the Biennial review on the progress against the commitment n.6 of the Malabo Declaration (building resilience against climate and weather related risks) in particular on the measurement of resilience building with the Resilience Index Measurement and Analysis (RIMA).</p> <p>SP5 work on FCC is now fully integrated in the RAP regional programme within the broader framework of “One Health” hence expanding the scope from TAD to include AMR and a stronger focus on human health and trade. The RAP RI on CC promotes a common framework for CCA and DRR work in the region, the Ministerial Conference on DRR in Agriculture held in Hanoi in 2018 was very well received across countries in the Region and has been a key event for awareness raising of the agriculture sector needs in relation to the</p>

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<p>1.h When introducing new systems for planning and reporting, FAO should try and keep the related transaction cost as low as possible, since such cost reduces FAO's capacity to attain its members' goals. This consideration applies to the new project cycle and to the two distinct channels for country reporting (annual FAO Representative reports and reporting against the outcomes and outputs of the Strategic Framework in corporate databases, which should be merged into one reporting channel so that Country requirements of resource Offices are not required to report twice.</p>	<p>This is one of the key points expected to emerge in the Digital Strategy that is under development. Country reporting processes will be harmonized. All possible efforts will be made to keep transaction costs as low as possible while at the same time, meeting fiduciary requirements of resource partners.</p>	<p>In addition to the benefits to be derived from the Corporate Integrated Project Management and Control System that is being developed within the framework of FAO's Digital Strategy, some improvements have already been made during the 2017 year-end reporting. The country offices reporting against the corporate outputs indicators (PIRES) is now automatically downloaded into the annual FAO Representative report (COIN system).</p>	4	<p>increase of extreme events and vulnerability to national hazards.</p> <p>The transaction costs of DO's in reporting have been reduced.</p>
<p>Recommendation 2 Resilience presents FAO with a momentous opportunity to redesign its programmes in crisis monitoring, response and prevention with strong political and financial support from member countries. To seize this opportunity, FAO needs to further promote an integrated financial model combining assessed and voluntary contributions, and invest predictable resources in a few areas that are key to establishing FAO's presence in resilience, including staff. The return on investment in this area of work is likely to be significant.</p>				
<p>2.a The lack of predictable resources in Strategic Programme 5 affects FAO's capacity to position itself Strategically in resilience. The Organization has committed politically to this area of work by adopting SO5 as one of its Strategic Objectives, and by advocating in global, regional and national forums for resilient development. It now needs to invest more predictable resources</p>	<p>To be considered along with all other corporate priorities in preparing PWB 2018-19</p>	<p>During the formulation of the PWB 2018-19, the Strategic Management Team identified key thematic work streams which are framing the prioritization of the work implemented at global, regional and country level. Such an approach enables strategic interactions with governments, regional bodies and financial partners, ultimately reinforcing the predictability of the resources in support of SP5.</p>	5	<p>In 2017, close to USD590 million was mobilized in support of SP5 versus USD460 million in 2014.</p> <p>Identification of SP5 areas key to reinforcing FAO's presence in resilience work:</p> <ul style="list-style-type: none"> • Risk and food security information systems • DRR and climate resilience • Disaster and Crises damage and loss • EMPRES/ One health

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<p>in a few Strategic Programme 5 areas that are key to establishing FAO's presence in resilience: programming capacity, high quality "signature services", knowledge systems, resource mobilization, and regional and national teams. A scan of current and future funding trends in the area of resilience indicates that if FAO invests in resilience funding (in addition and beyond the humanitarian funding stream), this is likely to generate a significant return that will enable the Organization to further strengthen its work.</p>				<ul style="list-style-type: none"> • Risk informed and shock responsive social protection • Pastoralism resilience • Sustaining peace
<p>2.b In particular, FAO and Strategic Programme 5 need to find ways to offer better recognition and greater predictability in contractual arrangements to its technical and operational staff in the resilience area, in order to establish sustained FAO presence and capacity in this area. Short-term personnel may be adequate for short-term emergency responses, but not for long-term resilience building.</p>	<p>This matter will be furthered explored with other HR priorities</p>	<p>The recent trend for increased multi-year and predictable funding is supporting the establishment of additional technical and operational capacities at country level, optimizing contractual arrangements aligned with the long-term nature of the interventions implemented.</p>	<p>4</p>	<p>Establishment of various technical and programming experts' rosters which enables the appointment of longer-term assignments in countries with large scale resilience programmes.</p>
<p>2.c The creation of new regular budgeted posts appears unlikely in the face of overall resource constraints. However, FAO could expand on its use of trust funds to partially "cushion" the unpredictability of project funding, allow longer-term contracts for its core resilience</p>	<p>To be considered along with all other corporate priorities in preparing PWB 2018-19</p>	<p>Three new Professional positions were established on sustainable peace. The cost recovery policy of the Organization enables the sustainability and strengthening of the resilience team at regional and sub-regional level, combining assessed and voluntary contribution into a coherent whole.</p>	<p>4</p>	<p>Increased regular programme capacities working on sustainable peace.</p> <p>Sustained resilience team capacities at regional and sub-regional level, based on an integrated model.</p>

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<p>personnel, and invest in strategic tools and processes. In keeping with the ‘integrated budget’ policy of the Organization, new cost recovery policy represents an opportunity to further promote an integrated financial model combining assessed and voluntary contributions into a coherent whole.</p>				
Recommendation 3 To strengthen resilience programme development and resource mobilization, FAO should strengthen and diversify its offer of high-quality resilience-enhancing services and better tailor its programmes to the type and duration of crises it tries to respond to.				
3.a A re-tooling of FAO’s resilience programming and resource mobilization capacity appears necessary. FAO should define a workable strategy to approach “resilience donors”. This strategy should include SFERA, which FAO has used strategically to establish its presence and assess needs at a start of a response.	Although donors have increased their resilience portfolio, there are still no “resilience donors” per se. SP5 will strengthen its dialogue with donors using tools such as the DRR Facility, SFERA and CARM.	SP5 dialogue and advocacy with donors has been enhanced to promote longer term interventions. The World Bank, through its Conflict Fragility and Violence work, has emerged in 2017 as SP5’s second largest resource partner. Canada is supporting the implementation of an innovative, five-year RBA-resilience programme in the Democratic Republic of the Congo, the Niger and Somalia.	5	There is increasing recognition from donors that resilience building can best be achieved by supporting multi-year, diversified programmes, particularly in complex protracted crisis, linking humanitarian and development – and ideally peace actions.
3.b « Resilience strategies » provide a simple and tested way to acquire a body of knowledge about livelihoods strengths and vulnerabilities, and programmatic entry points for resilience in country. Country offices with significant opportunities in resilience programming may consider developing a resilience strategy as part of their country programming Framework or separately, to guide their involvement in this area.	Agreed. Building on the resilience strategies formulated in Somalia, Uganda, Kenya, South Sudan and Ethiopia (under development), special attention will be given to protracted crises and conflict areas	SP5 has continued to support the preparation of country resilience strategies and programmes. This takes place either as part of FAO CPF or as separate processes especially in the context of protracted crisis situations.	6	National resilience strategies were developed in Central African Republic, Ethiopia, Madagascar, Somalia, South Sudan, Zimbabwe and Colombia. FAO sub-regional strategies also developed in Lake Chad Basin and for the Southern Africa region.

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3.c The prioritization of FAO Strategic Objectives in country should be determined not by the specific (or lack of) interest of individual managers, but by the relevance of resilience programming to the country context and government priorities. Strategic Programme 5 should have a leading role in countries affected by severe crises, while other Strategic Programmes should be more prominent in institutionally stable contexts with manageable levels of hazards and risks. Evidently, Strategic Programme 5 may still provide valued inputs in the latter type of countries, e.g. on DRR/M policies.	For countries where there are constant threats and crises, SP5 should lead the implementing measures for resilience of ecosystems, people and communities, including prevention and enhancement of capacities, in collaboration with other SPs.	Supporting national and regional government partners in developing their resilience strategies and programmes is a continuous enabling factor for delivering sustainable development, and a key element of the SP5 risk governance result. FAO together with partners supports and equip governments of most vulnerable countries to develop in an all-inclusive and participatory manner, resilience programmes and strategies for the food and agriculture sector.	5	As part of the AGIR process in the Sahel region, resilience strategies were developed in Senegal and Burkina Faso. Supporting AUC with the monitoring and reporting for the Biennial review on the progress against the commitment n.6 of the Malabo Declaration (building resilience against climate and weather related risks) Approval at highest political level of the Regional Strategy for DRM in the AG and FSN sectors of the Community of States of the LAC region (CELAC) 2018-2030.
3.d Any crisis-oriented intervention of FAO that extends over more than two years should be designed and implemented with due considerations paid to the sustainability of achieved results. In essence, when a long-term intervention is required, community-based and market-oriented approaches are more suitable than free hand-outs.	As per the recommendations above on resilience strategies and programming, SP5 will continue to work towards ensuring sustainable interventions and long-term impact.	<p>All FAO response plans have the objective to respond to the immediate food production and nutrition needs, while also strengthening the capacities to diversify and accumulate assets to further build their resilience through market-oriented activities.</p> <p>FAO has been promoting more sustainable programming approaches with donors such as cash plus and cash for work aimed at community projects for the rehabilitation of farming infrastructure.</p>	5	<p>FAO was able to:</p> <ul style="list-style-type: none"> - Increase synergy between emergency/resilience/other SOs programming. - Higher likelihood for target HH to become self-sustainable with livelihoods secured. - Improve local markets. <p>SP5 has been working to operationalize FAO's corporate framework on sustainable peace through partnership with Interpeace to contribute to the attainment of more durable peace and development and inclusive growth in conflict-affected areas.</p>
3.e In order to bring good local experiences up to scale, FAO should focus on a few good	FAO will bring practical and theoretical knowledge to countries, based on good	Kindly refer to inputs provided under 5.a below which are equally relevant to this recommendation.	4	Kindly refer to inputs provided under 5.a below which are equally relevant to this recommendation.

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<p>practices, keep improving and enhancing them, “champion” them systematically and couple them with solid capacity building in country. This could take the shape of a semi-standard menu of “signature services” – e.g. DRR/DRM/CCA policies; Early Warning and IPC, EMPRES-type surveillance and protection programmes, CAHWs, FFS and their various versions including the <i>caisses de résilience</i>, different forms of input support (input distributions but also input fairs, input shops, <i>warrantage</i>), cash-for-assets, small-scale irrigation, etc. This list includes approaches anchored in significant FAO experience and visibility, with proven impact, adapted to both development and resilience, giving a premium to local capacities, economic sustainability and market linkages, and requiring an investment over the long term while being easily scalable and de-scalable temporarily. Developing such a menu of “signature resilience services” could help FAO develop a stronger, more diversified resilience programme at scale, by standardizing approaches and reducing programme design and roll-out time, while still adapting the services to local context as required.</p>	<p>experiences and practices from different contexts at field level, and in the implementation of public policies at national level. Knowledge sharing among countries will remain a key priority for resilience.</p>			

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<p>3.f Strategic Programme 5 should keep integrating gender in its context analyses and monitor the implementation of gender-responsive programmes so as to ensure that such programming translates into real benefits.</p>	<p>Guidance materials for Gender-responsive DRR, Gender-based violence and protracted crises will be finalized and widely disseminated and used in training activities. Projects are coded according to gender markers and will be closely monitored for gender-related impacts. Gender equality will be integrated in needs assessment and monitoring tools to collect sex-disaggregated data and report gender impacts. Stocktaking of good practices for learning and upscaling will continue.</p>	<p>Comprehensive guidance on protecting and addressing GBV in the food security and agriculture sector has been developed to introduce FAO staff and partners to the relevance and practical know-how of addressing GBV. The guidance has been rolled out with training to key country programmes. Guidance material has also been prepared to support staff, partners and government counterparts on how to apply a gender-responsive approach to DRR planning. FAO is bolstering efforts to ensure the collection and analysis of sex disaggregated data during needs assessments to identify the specific needs and priorities of women and men. A stocktaking of good practices to build resilience by addressing gender inequalities has been launched and once documented these practices will support programme design and learning across country, sub-regional and regional offices.</p>	4	<p>The intensified efforts to integrate gender in resilience analysis and work towards capturing more sex-disaggregated data are translating into strengthened gender-responsive programming and implementation, in turn catering more closely to the different needs of men and women that FAO's programmes and strategies seek to address.</p>
<p>3.g FAO delivers resilience-enhancing services to communities through a number of partnerships at different levels, e.g. with national and local governments and/or with NGOs. To maximize its impact, FAO should keep programming with and strengthening the capacity of a wide array of partners, including local, national and regional authorities other UN agencies such as WFP and UNICEF, IFIs, national and international NGOs, farmer organizations, the private sector</p>	<p>Based on recently developed partnerships with various actors, special attention will continue to be given to reinforcing partnerships at the regional/local level through SP5 related regional initiatives.</p>	<p>A number of new and ongoing partnerships with civil society, private sectors, academia and UN agencies have been developed, which enhance the delivery of the SP5 mandate.</p>	5	<p>Strategic partnerships have been entered into with the International Federation of Red Cross & Red Crescent Societies (IFRC), NGOs - World Vision International, , Plan International, with the private sector (for logistics/supply chain capacity and knowledge) , academia and the UN (RBAs, UNICEF, UNHCR and IOM).</p>

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	(for example insurance providers), and academia.				
3.h	FAO should initiate the development of an overarching IEWS Strategy, requiring the different systems to converge into a more homogeneous and strategic framework while maintaining the technical and institutional specificities of their area of action. The Strategy should also address the partnership dimension and spell-out a more corporate approach on how to support member countries across the relevant IEWS areas.	Development of the IEWS Strategy was initiated with a focus on linking existing FAO EW systems to early action.	Every quarter an FAO Early Warning Early Action (EWEA) report on food security and agriculture is issued. The EWEA report ranks risks by their likelihood and potential impact and identifies the best interventions. It represents a summary and a prioritization of analysis provided by FAO's corporate and joint multi-agency information and early warning systems. It further offers a systematic link between early warnings and anticipatory actions. Together with OCHA, FAO led the design and approval of the first ever Inter Agency framework for EWEA. The Inter Agency SOPs for Early Action to El Niño/La Niña events represent an important coordination framework as well as a model for inter sector EWEA at country level.	6	<p>Successful harmonization of early warning systems in FAO to create one cohesive product. To date, 8 issues of the report have been published</p> <p>Successful implementation of EWEA projects which draw upon local, regional and global knowledge systems.</p> <p>FAO's empirical studies on the impact of Early Warning Early Action have been a landmark contribution to the body of evidence on the cost effectiveness of acting early.</p> <p>In March 2018, the ENSO SOPs were endorsed by the IASC Principals and are now being institutionalized throughout the UN network and corporately adopted and disseminated.</p>
Recommendation 4 Further strengthen FAO's technical, operational and resilience capacity based on Country Offices demand and needs, so that the post profiles in FAO technical and administrative units progressively evolve to better serve the Strategic Programmes.					
4.a	As evidenced by the skill mix assessment, and in a context of high vacancies rates, Strategic Programme 5 needs access to additional technical capacity in DRR/M, insurances and cash-based approaches, as well as in conflict and political analysis in order to address the present demand for resilience programmes. More capacities also appears necessary in resilience programming itself and in resource mobilization. This implies that FAO should continue its present drive to fill vacant	SO5 is strengthening its pool of technical expertise in areas such as DRR/M and cash-based approaches. With regard to the establishment and filling of vacancies of new positions related to SP5, this will need to be considered along with all other corporate priorities in preparing PWB 2018-19.	Additional technical capacities have been established in support of FAO's sustainable peace agenda (RP - PWB 2018-19) and cash-based approaches (Voluntary contributions). Additional capacities would be required in DRR/M and insurance.	4	<p>Results of the skill mix assessment have been used to fill in the most critical gaps of the Strategic Programme 5.</p> <p>Additional efforts are required on few other areas such as insurances, pastoralism and DRR/M.</p>

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positions and create new ones in key technical units, to fill capacity gaps identified through the skill mix assessment and similar exercises, so that the post profiles in technical divisions and administrative units will progressively evolve to better serve the Strategic Programmes.				
4.b Continuous improvements of operational capacity are necessary. In particular, FAO should develop of standard operating procedures for Level 1 and Level 2 emergencies, and simplify the project cycle to reduce redundant steps	Formulation of corporate L1 and L2 declaration and response protocols, along with the related operational guidelines/SOPs is already underway.	The revision of Director-General's bulletin 2013/32 on Level 3 emergency protocols, which seeks also to further enhance FAO responses to emergencies by introducing declaration and response protocols for Level 2 Emergencies is conditioned by the results of the on-going IASC discussions. These discussions are considering a transition out of a grading of emergencies. These may therefore imply significant changes in the current draft. FAO Emergency Response Preparedness Planning (FERPP) exercises were conducted at regional and country office level in order to identify the most urgent requirements and operational capacities to be strengthened.	5	Creation of a dedicated space for Emergency Preparedness and Response in the FAO Corporate Handbook (consisting of accessible online guidelines, Standard Operating Procedures, best practices, templates on emergency response)
4.c The tagging of projects to specific strategic objectives should be standardized and quality-assured, as the data is currently unreliable. This issue is of particularly importance to Strategic Programme 5 and its funding model based almost entirely on voluntary contributions.	The alignment of projects to the SF is quality assured as part of the Concept Note endorsement and for development projects during appraisal by the PPRC. This recommendation will be implemented as part of overall improvement in project preparation.	The Corporate Integrated Project Management and Control System that is being developed, has the project tagging (through the LFM) to the Strategic Framework/SOs (and to the CPF), as one of the expected business' requirements/functionalities to be developed.	4	Improved coherence and alignment of projects to result framework.

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4.d More could be made of inter-Country Offices knowledge exchange. Some FAO COs are staffed with a stable cadre of national technical staff who can do both technical work and contribute policy advice in coordination and policy spaces, and can usefully provide assistance to Country Offices other than their own.	Development of a corporate mechanism / online space / community of practice (COP) /Discussion group to keep an updated roster of CO staff expertise (where COs could look to match their needs).	The KORE knowledge sharing platform has been created (public/open access) and maintained. Attendance of its knowledge sharing events (webinars) is increasing amongst partners; KORE also recently supported the creation of a Community of Practice for the Cash-based transfer work.	6	KORE platform visitors raised from 1257 (July 2017) to 7371 (July 2018); Total page view from 3304 to 19363 (same dates) KORE COP membership raised from 200 (Jan 2016 to 1622 (July 2017) members
4.e FAO may usefully expand upon its current alliances with NGOs and other partners as a source of expertise and capacity: stand-by partnership agreements with organizations such as the Norwegian Refugee Council, RedR Australia and the Danish Refugee Council provide capacity in critical, under-staffed areas of work (resilience advisors, gender or cluster coordination) and should continue.	MoU with new SBP, Swedish Civil Contingencies Agency (MSB) Sweden, in last stages of discussion. Additional partners to be sought and current partnerships to be reinforced, including with private sector.	Deployments in 2017 reached a record in terms of number of deployment days (5,840, equal to 194 person months) with an increase of almost 60% compared to 2016. The deployed experts included 12 different profiles, mainly Resilience/Disaster Risk Reduction (DRR), Information Management, Communications and Food Security. Discussions are ongoing with the wider SBP community on the identification of new emerging profiles.	5	SBPs contribute to FAO's mandate mainly through surge support in emergencies. SBPs have also been increasingly supporting FAO's work in the area of resilience building and disaster risk reduction (DRR) as well as in protracted crises.
4.f The UN system also harbours significant capacity in areas where FAO would need to become more robust. Among others, FAO already leverages WFP's logistics, collaborates with the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)'s joint needs assessments, and liaises with the United Nations Office for Disaster Risk Reduction (UNISDR) on disaster reduction. It could also approach the United	FAO provides robust technical support and work on good practice in food security assessments, agricultural livelihoods programming to various initiatives and agencies such as CADRI, A2R, UNISDR, Global Food Security Cluster. In addition, FAO is fully committed and engaged in the implementation of the RBA Framework.	FAO is engaged in the RBA partnership on resilience and promoting it actively with resource mobilization for joint programmes. As part of the UN reform, SP5 is taking a lead role in contributing to the ongoing inter-agency process for developing a UN system wide guidance on resilience under the leadership of the Deputy Secretary General. FAO is also part of the Steering Committee of the New Way of Working (NWOW) and the humanitarian/development and peace nexus co-lead by OCHA and UNDP.	5	FAO's Strategic Programme on Resilience (SP5) works closely with partners such as IFAD, WFP and UNICEF among others, and is leading the positioning and articulation of the food and agriculture sector in bridging and blending of short, medium and long- term interventions emphasizing the humanitarian, development and peace (HDP) nexus to build the resilience of agricultural livelihoods against multiple hazards (natural and man-made). In summary, all of FAO's contributions (to the NWOW, the nexus and the UN resilience guidance) are anchored in its clear risk management focus of what to do (based on its 4 priorities or outcomes) and how to do it

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	Nations Department of Political Affairs (UNDPA), which offers excellent political and conflict analysis in countries where the United Nations facilitate elections or other political processes, and the United Nations Children's Fund (UNICEF) and the United Nations Development Programme (UNDP) on qualitative resilience assessment. FAO, the International Fund for Agricultural Development (IFAD) and WFP should operationalise their joint Conceptual Framework for Collaboration and Partnership on Strengthening Resilience for Food Security and Nutrition, through more frequent collaborations in the field based on a strong complementary engagement and building on each other's comparative advantages.				through multi-stakeholder partnerships and collaboration responding to both the emergency needs while addressing the root causes of vulnerabilities continuously and contemporaneously.
4.g	In Africa, FAO has usefully allied with inter-governmental regional platforms such as the CILSS, IGAD of SADC, which suggests that FAO could usefully approach similar regional groups in other regions.	This is important for the positioning of FAO on the resilience agenda at sub-regional and/or regional levels.	In Asia, FAO has engaged with ASEAN to support the formulation of shock responsive social protection policy frameworks. In the LAC region, FAO supported the formulation of the Regional Strategy for DRM in the AG and FSN sectors of the Community of States of the LAC region (CELAC) 2018-2030.	4	Enhanced collaboration with ASEAN and CELAC on Resilience
Recommendation 5 In order to accelerate the pace of innovation, FAO should create a strong learning environment and accelerate the development of tools and channels for knowledge management.					
5.a	In a reform such as the one FAO is now enacting, knowledge	The work to identify, document and disseminate Resilience	More than 30 resilience good/promising practices have been documented in	6	Requests to support GP documentation and/or share GP via webinars is rising from COs

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management is critical. The transition to 'resilience' programming requires a change in mind-set. There is a need to accelerate the pace of innovation, dissemination and adoption of good practices. Better knowledge management would also help communication, advocacy, strategizing and fund raising.	good/promising practices started in 2015 using established methodologies. This effort will continue and expand in collaboration with regional and country offices.	collaboration with regional and country/regional offices (and partners) using the harmonized capitalization methodology 7 capacity development and/or good practices capitalization Workshops were organized in COs involving the collaboration of country/regional teams involved in the RIs Knowledge sharing events (internal and external webinars) have been organized to exchange experience around resilience good practices		Methodology is being used more and more across the org. With FAO/SP5 support External partners (ex. IGAD/IDDRSSI) using this methodology to identify, document and disseminate GPs
5.b FAO should develop training modules on resilience, resilience programming and resilience measurement, deploy them throughout the Organization, accelerate the development of knowledge sharing networks, and create knowledge management spaces in the Regional Initiatives, which are playing a valid knowledge management role which should be further developed	Webinars and knowledge sharing activities will continue under the INFORMED knowledge sharing platform on resilience to promote learning and exchange around resilience programming. Creation of a Community of Practice (COP) with external resilience partners, within this platform is also planned. Support will continue to be given to regional initiatives for the implementation of regional communication plans for multi-stakeholder dialogue and knowledge sharing in Africa, Asia and Latin America.	Knowledge sharing events were organized since April 2016 by KORE: - 19 external multi-stakeholders webinars, 10 Internal (regional) webinars (in French and English on 4 topics: cash transfer, FAWRisk map, conflict-sensitive programming, resilience strategy in CAR , 1 photo exhibition for 3 sustaining peace-related event	5-6	- External webinars participants ranged raised from 73 to 115 per session (in English) - Knowledge sharing events involved the participation of around 18 partners (guest speakers/hosts) - KORE COP membership raised from 200 (Jan 2016 to 1622 (July 2017) members
5.c There is a need to keep strengthening monitoring systems, post-distribution surveys and qualitative and quantitative impact assessments, and learn from the information collected. FAO needs to learn more about how to promote resilience to threats and crises, and to do that it	SP5 will support the strengthening of monitoring systems through advisory services and capacity building activities together with OED and regional and country offices.	A consultation process on the current state of M&E was undertaken in SP5. A small dedicated M&E team has been set up to strengthen this key function, systematize information management and flows, reinforce M&E and information management capacities and to bring teams responsible for M&E and IM together for improved learning.	4	Following extensive consultation with country offices, an SP5 M&E plan has been developed for implementation during 2018.

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	needs to experiments and monitor the results.				
5.d	There are at all levels in FAO reserves of technical talent that are currently applied to other tasks, such as planning and reporting, and that could be more systematically mapped and tapped into through the creation of virtual knowledge exchange networks.	Creation of an online corporate space/ knowledge network to map expertise with needs, and to promote network exchange.	An FAO Emergency Response Roster was created and several Calls of Expressions of Interest launched.	5	<p>Profiles for the Emergency Roster launched and candidates endorsed in the Roster</p> <p>Knowledge exchange networks created and involved all Regional Offices and many country offices in the Africa Region</p>
5.e	Non-Governmental Organizations (NGOs) are often used as mere 'implementing partners but the best of them form knowledge-rich environments with which FAO could interact more. Beyond NGOs, FAO should partner more with Producer Organizations, who are valid knowledge (and implementing) partners, endowed with complementary capacities to those of FAO, in particular in terms of outreach and community mobilization capacity, and very much interested in extension, advocacy, and resilience.	Whenever FAO engages with NGOs and/or other groups at community level during project implementation, final narrative project reports should capture systematically promising/good practices. This will require setting up a consultation process with NGOs/CBOs to capture this information	<p>Through the global Food Security cluster FAO fosters better coordination, cohesion and consultation among the stakeholders. FAO COs provide NGOs/IP capacity building and technical trainings as a key element for ensuring the good service delivery</p> <p>FAO promotes collaboration with producer organizations such as farmer associations where feasible. FAO is providing necessary training and capacity building to ensure the seed quality control is carried out and good practices are applied.</p>	5	<ul style="list-style-type: none"> - Enhanced coordination and consultation among the stakeholders within the sector - IP capacity is increased to deliver the requested service and coordination and consultation process strengthened between the IPs and FAO - Producer organizations empowered through active collaboration and capacity building.