



Food and Agriculture
Organization of the United
Nations

Office of Evaluation

EC/FAO Programme on Linking Information and Decision-Making to Improve Food Security – GCP /GLO/243/EC

Management response to the evaluation report

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

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Overall response to the evaluation

The Management agrees on the key recommendations and compliments the OED for the overall quality of the evaluation. All recommendations will be taken into account in the implementation of the new EU/FAO Improved Global Governance for Hunger Reduction Programme (GCP/INT/130/EC). However the implementation of some of the recommendations will depend, particularly at country level, from additional resources.

February 2012

Management Response Matrix

Evaluation of the EC/FAO Global Programme (1 January 2009-31 December 2012), Luca Russo (Program Manager)

Evaluation recommendation	Management Response	Management Plan			
		Action to be taken	Responsible Unit	Timeframe	Further Funding Required
1. Strengthening the regional and national levels: Linking knowledge systems to operational system at national level is to some extent strengthened in the Global Governance Programme by targeting few countries. However, overall the gaps (dichotomy) between knowledge and operations systems, global and national (regional), and supply and demand driven development will continue to be a challenge even in the Global Governance Programme – pushing for a greater involvement at the national and regional levels is mandatory. The main partners of the Global Governance Programme will be the Rome based agencies (FAO, WFP, and IFAD). Regional partnership, however, remains part of the Programme; after some delay there are now a sound foundation for collaboration between regional partners	Accepted in Principle (See details below)	See below	See below	See below	See below

and the Programme. As the organizations have access to funding from other donors (for instance USAID is funding CILSS), the collaboration will mainly focus on providing technical assistance. The following specific actions are recommended to strengthening the regional and national levels					
Rec. 1.1. If required, the formulation of partnership agreements with the regional organizations should be initiated as soon as possible to avoid delay. If funding is involved, the disbursements have to be timely.	Accepted.	1.Extension of LoA with NPCA 2. Extension of MoU with CILSS 3. Agreement with NPCA on mainstreaming Nutrition into CAADP	1. ESA 2. ESA 3. AGN	1. June 2012 2. June 2012 3. Sept 2012	1/2.Provided under the GCP/INT/130/EC + direct funding to partner agencies by other donors 3. N.A.
Rec. 1.2. A deliberate capacity development needs analysis is recommended at regional and country level (the 5-6 focus countries) before the final design of the Global Governance Programme. The analysis should focus on capacity needs with regard food security statistics, food security analysis and decision-making.	Partially Accepted Capacity development needs analysis is a long-term and continuous process that cannot be fully undertaken during the formulation of the new programme (GCP/INT/130/EC)	1. Capacity development being mainstreamed in all components of the Programme (GCP/INT/130/EC) 2. Capacity needs assessment at country level to be undertaken at later stage	1. ESA/OEK 2. ESA/OEK	1. May 2012 2. End 2012	1. Programme (GCP/INT/130/EC) 2. Country level funding from other sources required
Rec. 1.3. The existing <i>ad-hoc</i> communication between FAO and the regional partner CILSS should be reinforced by a more strategic work plan (prioritization of needs, planning activities including expected outputs) and establishment of governance “entity” to follow-up of this partnership.	Accepted.	1.Creation of inter-agency Food Security Analytical Unit - A regional inter-agency food security unit is being currently created. The Unit will lead all the planning process. 2. Action Plan for the Sahel – An action plan is currently being developed by FAO and will provide the appropriate policy framework for food security intervention in the region.	1. TCE/ESA 2. TCE/TCS/ESA	1.May 2012 2. June 2012	1.Program funds + funds received from CILSS and other partners 2. Funds required by international donors
Rec. 1.4. The Programme should increase the	Accepted.	1. Joint planning in selected countries	1. ESA/TCE	1. End 2012	1. Depend on other

involvement of FAO Regional Emergency Offices and Country Offices that usually have already built contacts with the regional/national partners to enhance the implementation of the Programme at these levels		(South Sudan, Somalia, Kenya). The Programme (GCP/INT/130/EC) will provide technical and normative support to TCE intervention in these countries. 2. Support to the HoA and Sahel Action Plan. See above action.	2. ESA	2. June 2012	resources available at country level 2. Other donors' funds
2: Targeting and Dissemination of normative products: the normative products elaborated under the Programme have not been accompanied with a thoroughly planned strategy defining the audience and target group of the normative products and outlining the dissemination of the products. To enhance the dissemination and scale up of the normative work, the following actions are recommended for the Global Governance Programme:	Accepted in Principle (see details below).	See below	See below	See below	See below
Rec. 2.1. A Targeting and Dissemination Strategy outlining the audience/target group (globally, regionally and at country level) as well as channels and methods of dissemination for each product should be prepared as part of Programme.	Accepted.	1. Communication Strategy is being elaborated as part of the Inception Phase of the Programme (GCP/INT/130/EC).	1. OEK	1. May 2012	Programme funds (GCP/INT/130/EC)
Rec. 2.2. FAO staff at regional and national level should be introduced to and trained in the normative products.	Accepted.	1.Part of the Capacity Development Strategy (these include training of FAO staff when relevant)	1. OEK	1.May 2012	1.Programme funds (GCP/INT/130/EC) + additional resources at country level from other sources
Rec. 2.3. All Programme partners should be introduced to the normative products (accessible though the Programme web-site).	Accepted.	1.Programme Outputs disseminated through Capacity Development Strategy	1.OEK	1.May 2012	1. Programme funds (GCP/INT/130/EC) + additional resources at country level from other sources

		2. Programme Output disseminated through FSIN website	2.OEK	2. Sept 2012	2. Additional resources envisaged for FSIN
3: Enhanced EC-FAO collaboration: One of the ways to push for a greater national involvement and higher level of demand driven development is to establish a closer collaboration with the EC and if relevant focus on countries where the EC is present. As part of the EC country-level aid, a comprehensive analysis of the political, economic and social situation and a response strategy are prepared by the national government and the EC (the Country Strategy Papers and National Indicative Programme). The Programme should aim at tapping this strategic work to push for a more demand-driven approach to linking food security analysis with decision-making at national level. The problem at this point in time is that the number of countries, which have selected agriculture as Focal Areas of Concentration is relatively limited (mainly African countries). However, as part of the Agenda of Change process recently launched by the EC, Sustainable Agriculture (and Energy) will gain in importance; funds for such activities will be released in 2013 for use in 2014¹. The following actions are recommended as part of the Global Governance Programme:	Accepted in Principle	See below	See below	See below	See below
Rec. 3.1. In countries where both EC and FAO are present and where the Country Strategy Papers focuses on agriculture/food security, the two parties should collaborate and devise their actions in a complementary manner, aligning their objectives and avoid duplication.	Accepted.	1.Country level action plan in selected countries. Planning process underway under the supervision of the Steering Committee of the Programme (GCP/INT/130/EC) and in line with the Statement of Intent on Food Security signed between the three RBAs and the EU.	1. ESA	Dec 2012	1. Programme funds (GCP/INT/130/EC) + country level programs
Rec. 3.2. EC Country Strategy Papers should to a higher extent be aligned with and adopting FAO tools; this would lead to national roll-out.	Partially Accepted Depending on Discussion with EC at country level	Modalities to be discussed at the Steering Committee of the Programme. (GCP/INT/130/EC)			

Rec. 3.3. EC should ensure that the FAO Global Programme is effectively aligned with other projects/programmes under the FSTP.	Partially Accepted. Depending on Discussion with EC at country level				
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List of abbreviations:

AGN: Nutrition & consumer protection Division (FAO)

CAADP: Comprehensive Africa Agriculture Development Programme

CILSS: Comité permanent Inter-Etats de Lutte contre la Sécheresse

ESA: Agricultural development Economics Division (FAO)

FSIN: Food Security Information Network

HoA: Horn of Africa

OEK: Office of Knowledge Exchange, Research and Extension (FAO)

NPCA: NEPAD Planning and Coordinating Agency

NEPAD: New Partnership for Africa's Development

RBA: Rome Based Agencies (IFAD,FAO,WFP)

TCE: Emergency Operations and Rehabilitation Division (FAO)

TCS: Policy and Programme Development Support Division (FAO)