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Follow-up report to the Management Response

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**Follow-up report of the Management response to the EC/FAO Programme on Linking
Information and Decision Making to Improve Food Security
Phase 3 (GCP/GLO/243/EC)**

Introduction

1. The EU/FAO Improved Global Governance for Hunger Reduction Programme (GCP/INT/130/EC) is the main framework under which the recommendations of the evaluation (GCP/GLO/243/EC "EC/FAO Programme on Linking Information and Decision Making to Improve Food Security") have been implemented. It is however to be noted, that in general terms, the Global Programme is not to be seen just as a follow up Programme to the GCP/GLO/243/EC since its scope of work is much wider.

2. Evaluation recommendations focused essentially on three areas: a) strengthening regional and countries level; b) targeting and dissemination of normative products; c) enhance FAO/EU collaboration. The matrix below summarizes the main actions taken with this respect. Key actions undertaken include, inter-alia, the following:

- **Strengthening the regional and country level:** despite the global focus of the Programme, a lot of attention has been given to implement this recommendation. In particular, progresses have been made with respect to a) mainstreaming capacity development in all activities; b) developing stronger strategic partnerships with regional organizations; and c) linking normative work to operations with a stronger involvement of TCE staff at all levels.
- **Targeting and dissemination of normative products:** key actions relevant to this recommendation include: a) the creation of a community of practice (Food Security Information Network-FSIN) for prioritization and dissemination of normative products; and b) the higher attention paid to the capacity development aspects (and related supporting tools) of Programme implementation.
- **Enhance FAO/EU collaboration:** this recommendation has been implemented with a particular focus on: a) realigning of Programme scope of work with EU and FAO priorities through the Programme Governance Structure; b) providing technical support in selected countries on EU strategic priorities (e.g. resilience and nutrition mainstreaming).

Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures
<p>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.</p> <p>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 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</p>	<p>Accepted in Principle See below actions</p>		<p>Linking knowledge to operations is now at the core of the Global Governance Programme with great potentials for upscaling.</p>
<p>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.</p>	<p>1. Extension of LoA with NPCA; 2. Extension of MoU with CILSS; 3. Agreement with NPCA on mainstreaming Nutrition into CAADP.</p>	<p>All activities are in process. Please refer to the GCP/INT/130/EC annual progress report.</p>	
<p>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.</p>	<p>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.</p>	<p>Mainstreaming activities are being undertaken as planned. Capacity needs assessments on pilot basis are being undertaken on food and nutrition security</p>	

		information systems at country level in Sudan through synergies with the Food Security Policy and Strategy Capacity Building Programme (FSPS & CBP) and in South Sudan through the Agriculture and Food Security Information System Programme (AFIS). Please refer to the annual progress report.	
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.	<p>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.</p> <p>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.</p>	Activities being undertaken as planned. Technical assistance to CILSS is being jointly provided by WFP and FAO under the FSIN. Please refer to the annual progress report.	
Rec. 1.4. The Programme should increase the 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	<p>1. Joint planning in selected countries (South Sudan, Somalia, Kenya, Niger, Uganda)¹. The Programme (GCP/INT/130/EC) will provide technical and normative support to TCE intervention in these countries.</p> <p>2. Support to the HoA and Sahel Action Plan. See above action. Particularly for what concerns Resilience analysis.</p>	Implementation of activities as planned. Please refer to the annual progress report.	

¹ Please note that emergency activities are now fully embedded in FAOR offices as a result of TCE reform process.

<p>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:</p>	<p>Accepted in Principle (see details below).</p>		<p>The utilization of normative products in operations is increasing. The FSIN provides the institutional framework for such efforts.</p>
<p>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.</p>	<p>Communication Strategy is being elaborated as part of the Inception Phase of the Programme (GCP/INT/130/EC).</p>	<p>Action in process. The Programme is mainstreaming communication into existing Divisions' Communication strategies. The concept note to increase visibility of the Programme is under elaboration.</p>	
<p>Rec. 2.2. FAO staff at regional and national level should be introduced to and trained in the normative products.</p>	<p>Part of the Capacity Development Strategy (these include training of FAO staff when relevant).</p>	<p>Activities in process based on the Food Security Information Network (FSIN) process. Orientations are ongoing for FAO staff (e.g. sensitization of TCI staff in mainstreaming nutrition).</p>	
<p>Rec. 2.3. All Programme partners should be introduced to the normative products (accessible through the Programme web-site).</p>	<p>1. Programme Outputs disseminated through Capacity Development Strategy; 2. Programme Outputs disseminated through FSIN website.</p>	<p>Activities in process. Please refer to the annual progress report.</p>	
<p>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</p>	<p>Accepted in Principle See below.</p>		<p>The Programme is providing a platform for enhanced technical</p>

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 2014. The following actions are recommended as part of the Global Governance Programme:			collaboration with ES+C Delegation on key thematic issues (e.g resilience analysis and land tenure).
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.	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.	On-going as planned. Countries where collaboration has been enhanced are Somalia, South Sudan, Kenya, Ethiopia, Uganda, Mozambique, Niger, Mali, and Guatemala.	
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).	On-going as planned. For instance particular focus is given to land tenure and the use of resilience analysis for programming.	
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.	Synergies are being discussed at country level between EU and FAO (for instance in Sudan and South Sudan).	