



Food and Agriculture
Organization of the United
Nations

Mid-Term Evaluation of the Improved Global Governance for Hunger Reduction Programme, GCP /INT/130/EC

Management response to the final evaluation report

March 2014
Final

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

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Mid-Term Evaluation of the Improved Global Governance for Hunger Reduction Programme, GCP/INT/130/EC

1 Overall response to the evaluation

1. The mid-term evaluation (MTE) of the Programme, conducted by two external evaluators under the guidance of FAO Office of Evaluation at the mid-point of programme implementation, made strategic recommendations for the final two years of the Programme (2014-15) for consideration by the Programme Management team, its oversight mechanisms and its Steering Committee.

2. As a direct follow-up to the MTE, the Programme Management team organized a **workshop from 14 to 15 January 2014** to discuss how the MTE findings and recommendations could best inform the next phase of the Programme. The workshop was very well attended by the members of the Technical Working Group (12 FAO divisions involved), selected WFP and IFAD colleagues, FAO colleagues from selected regional and country offices, and a representative from the EU Delegation in Rome. After the workshop, a significant number of meetings were organized among the technical divisions, with the regional focal points and partners. These allowed to get greater clarity and to prepare **a revised and integrated planning for 2014-2015, including the emphasizing/deemphasizing of certain areas of work, in line also with the priorities identified by the Steering Committee in May 2013.**

3. This Management Response is therefore the result of an extensive consultation process involving a broad range of stakeholders and governing bodies (PSC, EC, TWG) of the Programme. It provides an overview of the proposed way forward and actions already taken to address the Mid-term evaluation recommendations, and is organised around the seven MTE recommendations.

4. The Programme welcomes the Mid-term Evaluation, the quality and the depth of the analysis, and **appreciates the proposed recommendations.** In particular, the Programme is pleased that the **MTE emphasizes the added value of the Programme as well as its overall approaches to Improving Governance.**

5. The response to the first recommendation (#1) of the MTE on Improving the Strategic Coherence of the Programme has been implemented immediately, so that it could be translated in a revised workplan for the second phase of the Programme.

6. Detailed discussions are on-going to address recommendations #2 and #3 for strengthening collaboration and partnership between FAO, IFAD, WFP and EU and have already produced interesting results.

7. The Programme deliberately chose to focus the actions to respond to the recommendation #4 on priority settings on **improving the relevance of the Programme at country and regional level**, while it acknowledges the need to maintain flexibility in order to address future priorities. As proposed in recommendation #5, more in-depth documentation of lessons-learned on models of good practices for Improved Global Governance for Food Security, Nutrition and Resilience governance developed by the Programme will inform continuous improvement within and beyond the Programme.

8. **A communication plan** will allow scale-up communication to increase EU and RBA visibility in terms of programme achievements, but also to communicate incentives to partners at country level, as invited in recommendation #6.
9. Finally, the capacities of the Programme Management team have been slightly adjusted in order to be able to continue to play its pivotal role in terms of coordination, as suggested in recommendation #7.

2 Management response matrix

PSC: Programme Steering Committee

EC: Programme Executive Committee

PM: Programme Management / Coordination team

TWG: Technical Working Group, including regional focal points and WFP and IFAD colleagues

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Evaluation Recommendation	Management response Accepted, partially accepted or rejected and comment on the Recommendation	Management plan			
		Action to be taken	Responsible unit	Timeframe	Further funding required (Y or N)
Recommendation 1 : The Programme should strengthen its strategic coherence through the actions stated below	Accepted Building areas of strategic coherence and where strategic linkages should be reinforced as identified by the MTE, FAO, WFP, IFAD and EU colleagues involved in the programme discussed and identified areas of work and approaches to be strengthened within the Programme and agree on three strategic actions to be moved forward : A. Further stress the need to prioritize nutrition and resilience, as well as social protection, and to contribute to key policy processes at global, regional and country level to ensure greater governance, based on a quick contextual analysis B. Revise the Programme structure for greater strategic coherence, providing an “intellectual framework” easier to work with, and stronger linkages across outputs have been identified C. Emphasize/Deemphasize some areas of work	1.1 A new Programme Structure is prepared to reflect the improved Strategic Coherence accordingly	PM	By Feb. 2014	N
		1.2 A workplan for 2014 is prepared taking into account the revised structure	TWG	By Feb. 2014	N
		1.3 The EC provides strategic guidance for the new Programme Structure and associated workplan for 2014	EC	31/01/2014	N
		1.4 The new Programme Structure and associated workplan for 2014 is approved by the PSC <i>See specific actions below</i>	PSC	10/03/2014	N
1.a. FAO in consultation with IFAD and WFP should further develop the original conceptual framework for improved governance for hunger reduction, to underpin the programme and give it	Partially accepted The new Programme structure serves as an efficient tool to provide greater intellectual and strategic coherence, and is well aligned	1.a.1 The four outcomes are revised, so that they reflect clearly the pathway from outputs to indicators and four cross-cutting issues (gender, nutrition, capacity development, RBAs)	PM / TWG	By February 2014	N

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greater intellectual and strategic coherence. This could also be linked to conceptual thinking underpinning FAO's new strategic framework	with FAO's new strategic framework.	<p>1.a.2 The result chain is clarified, contributing to 13 country-led indicators (derived from the new FAO's Strategic Framework) measured at outcome level</p> <p>1.a.3 Some outputs are being merged when linkages are obvious while new outputs are created, bringing relevant pieces of work together (e.g. on monitoring of policy for FSN, or on resilience policy). In the end, the Programme is constituted of 18 outputs instead of 21.</p>	<p>PM</p> <p>PM / TWG</p>	<p>By February 2014</p> <p>By February 2014</p>	<p>N</p> <p>No (reallocation of resources among outputs)</p>
1.b. FAO in consultation with IFAD and WFP should undertake a rapid contextual analysis (also drawing on secondary sources) of key elements required to contribute to improved governance for hunger reduction in the areas where the programme is focusing, namely Horn of Africa and the Sahel. Through this analysis, the three RBAs should identify elements which require additional emphasis (and possibly resources) through the programme, with particular reference to data collection on food and nutrition security, mapping of food and nutrition security interventions and strengthening the livestock dimension within existing programme outputs;	Accepted	<p>1.b.1 A rapid contextual analysis focusing on the HoA and Sahel is conducted, bringing the regional/country perspective, and discussed by key stakeholders of the Programme (during January 2014 Workshop)</p> <p>1.b.2 Elements which require additional emphasis are identified (country coordination support; follow-up of CFS recommendations; follow-up CAADP Nutrition; policy work on social protection and agriculture; mainstreaming livestock through FSIN and new output on resilience policy; policy/investments mapping, monitoring, analysis and evaluation) → feeds into what has been proposed under 1.a.1, 1.a.3, 1.a.4. See also 1.c.3.</p>	<p>TWG (Regional focal points)</p> <p>PM / TWG</p>	<p>January 2014</p> <p>January 2014</p>	<p>N</p> <p>N (reallocation of resources among outputs, minimum amounts allocated to some new areas of work)</p>
1.c FAO should identify where there could	Accepted	1.c.1 Linkages across outputs will be	PM	Every 6	N

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be stronger linkages between outputs of the programme, drawing on the analysis of this MTE especially in support of information systems and policy;	Stronger linkages between outputs created and to be monitored	monitored		months	
		1.c.2 The programme will strengthen joint / integrated support to key policy processes and the eight focus countries	PM	Progress to be assessed in January 2015	N
		1.c.3 The role of technical leadership of the FSIN will be emphasized, and ensure greater coherence of the work on informations systems (Outcome 2)	FSIN Secretariat / ESA/ ESS/ ESN	Progress to be assessed in January 2015	N
1.d The programme management should review the three ‘satellite projects’ identified by the MTE against the criteria of (i) contribution to improved global governance for hunger reduction, and (ii) strategic linkages to other elements of the programme, to determine whether they should remain part of this programme or be relocated into other FAO programmes	Partially accepted Two of the three identified “satellite projects” to be deemphasized (right to food and climate variability/change impact assessment), but sustainable crop production intensification to be kept as an output	1.d.1 De-emphasize the work related to tools to mainstream a Right to Food approach in social protection programmes and refocus the work on CFS and link it to the new output 3.2 on policy work for linking social protection and agriculture 1.d.2 De-emphasize the work on technical tools to asses climate variability and climate change impact, and integrate it in the work related to improving resilience analysis (output 2.3) 1.d.3 Revise the work conducted on Sustainable Crop Production with a view to boost linkages with policy processes at country level and strengthen linkages with other outputs related to policy work (e.g. nutrition, resilience)	PM / ESA PM / NRC PM / AGP	February 2014 February 2014 February 2014	
Recommendation 2 : The Programme should develop a more strategic approach to collaboration with IFAD, WFP and build	Accepted Overall agreement with the recommendation:	<i>See actions below</i>			

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on other strategic technical partnerships	areas of work for strengthened collaboration opportunities and management mechanisms for stronger IFAD + WFP involvement identified.				
2.a. Map out the comparative advantage of the three RBAs and strengthen collaboration where particular RBAs are not sufficiently engaged yet have the potential to contribute	Partially accepted The mapping out of the comparative advantage of the three RBAs on food security should be discussed beyond the Programme, using for example the Zero Hunger Challenge as a framework for discussion. Any opportunities for the Programme to be engaged in these discussions will be encouraged.	2.a.1 Clarify mechanisms for strengthening collaboration on priority technical areas (resilience, nutrition, social protection, gender, information systems, policy development, strengthening producer organizations)	PM / WFP / IFAD	April 2014	N
		2.a.2 Apply way forward for addressing the missed opportunities (sustainable crop production, livestock and food security, DDS, FSIN and market prices, social protection and agriculture)	TWG	Progress to be assessed in January 2015	N
2.b Include IFAD and WFP focal points in the technical working group;	Accepted	2.b Include WFP and IFAD colleagues in regular meetings of the TWG	PM	February 2014	N
2.3 Carry out more joint planning between the RBAs for activities that concern them all, at all levels: headquarters, regional and country level.	Accepted	2.c.1 Enhance joint-planning at global, level on priority technical areas identified (including missed opportunities) using mechanisms identified in 2.a.1	TWG	Progress to be assessed in January 2015	N
		2.c.2 Regional/country level: include IFAD and WFP colleagues in country coordination groups and plan/conduct joint missions; systematize establishment of contacts on the field with RBAs	Country groups/ Regional focal points	Progress to be assessed in July 2014	Y (reallocation of resources among outputs)
Recommendation 3 : The Programme should develop a more concerted partnership with the EU, especially across strategic areas of common interest	Accepted The need to enhance technical collaboration between the Programme and the EU has been recognized, discussed during the workshop	<i>See actions below</i>			

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	and pursued with the FAO Liaison Office in Brussels, EU Delegation in Rome, and during the Steering Committee organized in Brussels on the 10 th of March 2014.				
3.a Jointly identify where technical exchange between key elements of the programme, e.g. FSIN, IPC, resilience, hunger indicators, nutrition and DEVCO staff at headquarters level could be strengthened, drawing on tools developed by the programme and capitalising on windows of opportunity that arise; and	Accepted	3.a.1 Identify key areas and initiatives for technical collaboration	PSC	March 2014	N
		3.a.2 Organise regular technical discussions between the Programme and EU technical counterparts; Include EU in relevant committees/task forces	TWG / EU (facilitated by PM)	Progress to be assessed in January 2015	N
		3.a.3 Map tools developed by the Programme for EU counterparts	PM	May 2014	N
3.b Develop a stronger technical cooperation between focal countries of this programme, the EU Action Plan on Nutrition (currently in draft) and EU Delegations that have prioritised food and nutrition security within their indicative plans 2014-2020.	Accepted	3.b.1 Update the EU on actions taken in the 8 focus countries	PM	July 2014	N
		3.b.2 Organize meetings between FAO, IFAD, WFP and EU Delegations in focus countries	PM / WFP/ IFAD/ EU	July 2014 (1-2 countries)	N
		3.b.3 Provide technical support to EU Delegations in 2-3 focus countries	TWG / EU (facilitated by PM)	January 2015 (1-2 countries)	N
Recommendation 4 : The Programme should increasingly be more demand-driven at different levels, drawing on models of good practice	Accepted Most of the points raised in this recommendation will be handled through the new programme structure/approach. Proposed actions in response of this recommendation focused on ensuring relevance of the	<i>See actions below</i>			

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	Programme at regional and country level. Proposed actions will be improved based on models of good practices documented as part of recommendation				
4.a Allow space and resources to address issues emerging through the CFS, e.g. post-2015 MDG agenda, possibly leveraging additional funds from other sources	Accepted	4.a.1 Additional support (technical + resources) will be provided to follow-up of CFS recommendations (A4A, VGs on Right to Food), and additional attention will be paid to ensuring that lessons learned from the Programme are feeding the CFS agenda when relevant (e.g. CAADP Nutrition Initiative in CFS 41)	ESA/SO1 Core team	Progress to be assessed in January 2015	
		4.a.2 Programme outputs (e.g. FSIN indicators) will support Post-2015 discussion, and current RBA activities will be realigned to be supportive	ESA/SO1 Core team	Progress to be assessed in January 2015	
4.b Pursue elements and products which are of particular relevance and therefore offer high potential for utilisation to member states and regional organisations, drawing on policy and other documentation, including FAO CPFs, and planning for appropriate time-frames which may extend beyond the life of this programme	Accepted	4.b.1 Identify in the 8 focus countries which technical expertise/areas of work are most needed to support their ongoing planning and how this can be supported	Country groups / regional focal points (facilitated by PM)	July 2014 (5 countries)	
		4.b.2 Participate in review of FAO CPFs, the design of EU Action Plans, add value to IFAD investments	Country groups / regional focal points (facilitated by PM)	Progress to be assessed in July 2014 and then January 2015	
		4.b.3 Prepare country fiches for five countries	PM	July 2014 (5	

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		to track progress of Programme support at country level, drawing from existing country briefs and revised with elements on i) key stakeholders involved ii) key indicators to which the Programme is contributing.		countries)	
4.c Decentralise technical capacity to support the programme and build national capacity where the political commitment is strong.	Accepted	4.c.1 Based on the review at regional/country level, identify where appropriate to decentralize technical capacities, recruit at local level, provide backstopping/coaching, provide seed money	Country groups / regional focal points (facilitated by PM)	July 2014 (5 countries)	
Recommendation 5 : The Programme should develop and document models of good practice at the regional and country levels, according to context	Accepted	5.a.1 Share Concept Note with the Steering Committee	PM	May 2014	N
		5.a.2 Conduct a stocktaking exercise of good examples using the criteria suggested by the MTE	PM	July 2014	N
		5.a.3 Prepare a paper with lessons learned on models and how they can be replicated to be shared across the Programme and used for future planning exercise	PM	End of 2014	N
Recommendation 6 : The Programme should develop better articulated communications on programme achievements tailored to particular audiences	Accepted				
6.a Raise awareness of the programme across principal stakeholders at regional and country level, with particular reference to EU Delegations and RBAs;	First steps taken by recruitment of communication expert	6.a.1 Develop a communication plan to be validated by the PSC	PM/PSC	April 2014	N (shared across outputs)
		6.a.2 Implement communication plan	PM	According	N (shared

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				to plan timeframe	across outputs)
6.b Provide succinct reports to principal stakeholders at global level through the Programme Steering Committee, which distinguish the main achievements and impact of the programme from the regular activities.	The annual report will also include country fiches in the future (see action 4.b.3)	6.b.1 Revise structure and schedule of the reporting	PM	February 2014	N
Recommendation 7 : The Programme should strengthen governance, establish better capacitated management and more conducive administrative arrangements in support of principal interventions	Partially accepted	<i>See actions below</i>			
7.a. Consider adding independent members to the PSC, to play a peer review role;	Rejected Rejected by the PSC. This role will be played through other mechanisms (External evaluations, Other steering mechanisms which do already include this peer review role and whose inputs are taken into account (e.g. Advisory Board of the FSIN, OEWG of the A4A, CAADP Nutrition Initiative Steering Committee,...))				
7.b. Identify additional resources to ensure that programme management has adequate capacity	Accepted	7.b.1 The Programme management will continue to play its monitoring and coordination role with a clear action plan and sharing of responsibilities, while being very much involved in implementation of specific output 7.b.2 A communication expert is recruited to support the team on a part-time basis	PM PM/TWG	February 2014 January 2014	N No (shared across

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		7.b.3 A new financial officer is recruited to support the team for budget monitoring on a part-time basis (gap in 2013)	PM	February 2014	No (shared across outputs)
7.c. Identify one budget holder within ESN to oversee all activities in support of mainstreaming nutrition;	Accepted	7.c.1 One budget holder for the two baby-budget managed by ESN is identified	ESN	February 2014	N
		7.c.2 One focal point is identified by ESN oversee activities in support of mainstreaming nutrition, in close collaboration with the Programme Management team	ESN	February 2014	N
7.d. Identify more efficient and workable administrative arrangements for managing the Multi-Donor Trust Fund in support of the Civil Society Mechanism of the CSF	Rejected Beyond the scope of the programme				
7.e Ensure that the quantitative bias of monitoring against the logframe indicators are balanced with more qualitative means of evaluating quality and relevance of the programme's outputs.	Accepted	7.e.1 The Logframe is revised in line with the results-based management approach of the new FAO Strategic framework and include qualitative means of verification	PM	March 2014	N
		7.e.2 Other means of evaluating quality and relevance of the Programme's output will be developed at corporate level and used through the Programme	OSP/ SO1 / SO5	July 2014	N