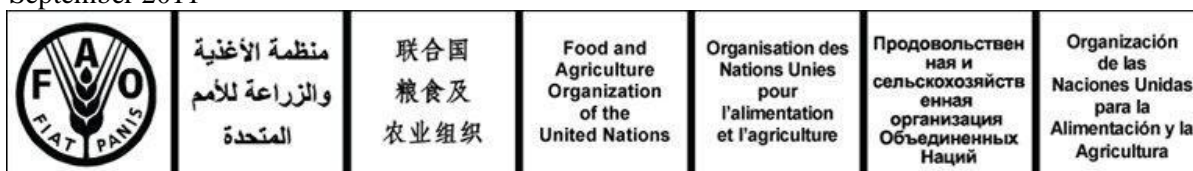


September 2011



PROGRAMME COMMITTEE

Hundred and Eighth Session

Rome, 10 - 14 October 2011

EVALUATION OF FAO'S ROLE AND WORK IN NUTRITION - MANAGEMENT RESPONSE

A. GENERAL RESPONSE TO THE EVALUATION

1. This Evaluation serves as a vehicle for action and accountability by providing an analysis of the current status of FAO's work in nutrition. The Evaluation provides guidance and recommendations to improve the relevance and effectiveness of FAO's work in nutrition and to clarify the role of the Organization in the international nutrition architecture.
2. This Management Response has been prepared through a consultative process involving the Deputy Director-General (Knowledge) and the Assistant Directors-General of the technical departments (especially AG, ES), as well as TC and decentralized offices, with inputs from staff of other divisions/departments, notably FI, FO and NR.
3. FAO Management welcomes the Evaluation of FAO's role and work in nutrition and is pleased that the recommendations rightly emphasize the central role of nutrition in FAO's mandate. Management notes and welcomes that many of the findings, conclusions and recommendations of the Evaluation reinforce the issues identified by the concerned units across the Organization, while some of the recommendations are being fully or partially implemented, or partially implemented as part of ongoing efforts to strengthen the role of nutrition within the Organization.
4. Management endorses the Evaluation's call for the development of a corporate vision and strategy for nutrition work in FAO as very timely for re-establishing FAO's global leadership role for improving nutrition from a food and agriculture perspective.
5. Management foresees FAO's main contribution to nutrition improvement through a nutrition-sensitive food systems approach, which will draw upon a wide range of technical expertise that exists throughout the Organization. This approach presents a perspective that is broader than the food supply chain, taking into consideration factors that play a key role in determining access to a nutritionally adequate, safe and sustainable diet, while addressing issues of under- and over-nutrition.

This document is printed in limited numbers to minimize the environmental impact of FAO's processes and contribute to climate neutrality. Delegates and observers are kindly requested to bring their copies to meetings and to avoid asking for additional copies. Most FAO meeting documents are available on the Internet at www.fao.org

6. In terms of achieving measurable nutrition outcomes, FAO plays a significant role in assisting Member Governments in policy development, investment programming and capacity development for food, agriculture and rural development, including response to, and better preparedness for emergencies. It is expected that mainstreaming a nutrition-sensitive food systems approach in FAO's policy, programme and capacity development work will contribute at the national, regional and global levels to sustainable improvements of access to nutritionally adequate diets for all.

7. The 14 major recommendations are grouped by the Evaluation under six headings: corporate position on nutrition (1 and 2); focal areas for nutrition (3-7); strategic framework (8); institutional arrangements (9-12); collaboration and partnership (13); and networking (14). The 14 major recommendations are disaggregated further into 44 sub-components. Out of the 14 major recommendations, 10 are accepted by Management with some qualifications indicated in the appended matrix; one sub-component under Recommendation 5 is partially accepted; and the four recommendations on institutional arrangements (9-12) are deferred pending further review. Implementation of the evaluation's recommendations will entail the actions detailed in the following paragraphs.

8. Corporate position on nutrition (Recommendations 1 and 2). An immediate response to the Evaluation has been taken at the highest levels of Management to reinforce FAO's commitment and to re-establish the strong role of FAO in the global nutrition architecture. An interdivisional steering committee, led by the Deputy Director-General (Knowledge) and including the Assistant Directors-General of AG, ES, TC and a representative of the Regional Offices will be established to provide overall guidance to the formulation of a corporate vision and strategy for mainstreaming nutrition throughout FAO's programme of work. An Inter-divisional Task Team (ITT) will be formed under the direction of the steering committee to develop the vision and strategy and to provide guidelines on communication and capacity development for its implementation. The newly developed strategy will lead to the formulation of an articulated conceptual framework through which nutrition considerations will be taken into account, and will specifically serve to inform, guide and establish norms and standards for governments and other development partners to deliver on and to achieve improved nutrition outcomes. Through its nutrition-sensitive foods systems approach, FAO's mandate and comparative advantages will be strengthened within international initiatives, in particular the UN System Standing Committee on Nutrition, the SUN movement and the High-level Task Force on the Global Food Security Crisis. FAO will formulate a strategy and an action plan to deal with over-nutrition and under-nutrition, as a part of FAO's overall mandate to reduce the level of malnutrition. The new vision and strategy of nutrition in FAO will guide the implementation of the subsequent recommendations made by the Evaluation Team.

9. Focal areas of nutrition (Recommendations 3-7). The areas outlined by these recommendations are essential contributions to formulating and implementing the overall vision and strategy. Integral to this is the investment in internal and external capacity development for the implementation of the corporate strategy for nutrition in all aspects of FAO's work, whether normative or operational. FAO will also take a leadership role in generating, collating, interpreting and sharing evidence on the efficacy, efficiency, effectiveness and sustainability of nutrition-sensitive food systems approaches towards nutrition improvement. Actions will include building upon and strengthening FAO's normative work on the development of nutrition-related indicators (food consumption, biodiversity and dietary diversity), tools, methods and guidelines for conducting dietary/food consumption surveys/assessments and routine monitoring. Work on sound policy formulation and support related to nutrition-sensitive food systems can only be strengthened through the availability of accurate and valid evidence of impact on nutrition. Food supply including stock position, food composition, nutrition requirement and food price data are fundamental for strengthening nutrition analysis in statistics and information thus providing evidence to drive targeted investments and high-level commitment.

10. Strategic Framework (Recommendation 8). Integral to creating a vision and formulating a corporate strategy for nutrition will be the fine-tuning of the Strategic Framework to ensure that nutrition considerations are mainstreamed into all normative and operational activities in FAO. This will require review of the Strategic Framework in collaboration with technical departments, TC,

decentralized offices and the SO-H strategy team. The upcoming process of preparing the Medium Term Plan 2014-17 will provide a unique window of opportunity for making nutrition more central to FAO's work by better incorporating nutrition at a sufficiently strategic level in FAO's corporate plans, both in terms of action areas and measurable outcomes.

11. Institutional arrangements (Recommendations 9-12). The management response on these four recommendations is deferred pending further review. A corporate vision and strategy will inform the management response on specific recommendations related to structural and resource allocation issues.

12. Collaboration and partnership (Recommendation 13). Among external partners there is strong agreement that FAO has an extremely important role to play in the international nutrition architecture, specifically by bringing its comparative advantages in agriculture and food systems approaches to nutrition. Management will clarify urgently FAO's role in nutrition and harness the Organization's comparative strengths in nutrition, realigning existing collaborative arrangements and strengthening its multi-sectoral partnerships, in order to promote nutrition-sensitive food systems in the international nutrition arena. This will serve to delineate FAO's unique role and leadership in its partnerships with UN and other international agencies, and facilitate development of other strategic alliances.

13. Networking (Recommendation 14). Through ongoing mechanisms and with its new corporate vision and strategy, FAO will engage constructively in nutrition-related networks at all levels and will raise its visibility as an international partner operating within its specific mandate to promote nutrition-sensitive food systems towards addressing nutrition concerns for all.

B. IMPLEMENTATION CHALLENGES

14. The Evaluation noted that many of the recommendations have significant cost implications, while others require a change in the allocation and use of existing human and financial resources.

15. The timetable for implementation coupled with the resource requirements for the implementation present the most serious challenges. It is proposed to have nutrition mainstreamed into all of FAO's work through the Strategic Framework and Country Programming Framework as of 2014 onwards and to immediately pioneer a nutrition-sensitive food systems approach in a number of countries.

16. Management remains concerned with the recommendations that "projects be of sufficient duration". In many contexts in which FAO operates in emergencies, individual project duration may be short but there is a continued presence of FAO that may last for many years. This is the case in "protracted crisis" countries such as Afghanistan and Somalia. In these contexts, it is vital that nutrition be mainstreamed into all related emergency, rehabilitation and development projects and programme work, regardless of the duration of the intervention.

C. CONCLUSIONS

17. Management recognizes the importance and value of this Evaluation and welcomes almost all of the recommendations. It will endeavour to ensure timely, effective and efficient responses, and in a number of cases has already implemented the necessary changes and adjustments. Management's response to each of the specific recommendations and the actions to be taken are provided in the appended matrix.

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|---|---|---|-------------------------------------|-------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| 1. Corporate position on nutrition | | | | | |
| Recommendation 1 (by January 2012): Senior management in FAO has to commit to a strong focus on nutrition across the Organization requisite to its mandate. This commitment should be “championed” by the Deputy Director General Knowledge (DDG-K). There are six principal areas which require the urgent attention of senior management: | Accepted Many of the subsequent recommendations and subcomponents will be addressed in the process of developing a corporate vision and strategy for nutrition, including organizational structure, staffing, resource requirements, content. | 1.1 Led by DDG-K, an inter-divisional Steering Committee with AG, ES and TC as core members, along with Regional ADGs and others will be established to ensure nutrition-sensitive food systems work throughout the Organization. Terms of reference will be developed to guide this Steering Committee (SC). | Inter-divisional Steering Committee | by Oct 2011 | N |
| | | 1.2 An Inter-divisional Task Team (ITT), under the direction of the Steering Committee, will formulate a corporate vision and strategy on a nutrition-sensitive food systems approach with the goal of mainstreaming nutrition throughout FAO’s programme of work (also applies especially to Recs. 2 and 8). Terms of reference will be developed to guide the Task Team, which will include ways to address recommendations within the current PWB as well as preparation for the next MTP-PWB. | | by Oct 2011 | N |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|--|---|--------------------------|--------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| · a clear articulation of FAO's projection of the key food and agriculture issues most likely to affect malnutrition in the 21 st Century and the Organization's commitment to addressing nutrition insecurity; | Accepted | <p>1.3 Articulation of key nutrition issues in the 21st Century will be addressed by:</p> <ul style="list-style-type: none"> • ICN+20 preparatory work, including regional consultations • The State of Food and Agriculture - 2013 will focus on Nutrition in Agriculture • Global Perspective Studies - Feeding the World in 2050 <p>1.4 Nutrition is reflected in the current PWB work plans in several Unit Results (UR) contributing to SO-H, SO-D, SO-F, SO-I, SO-B; and actions will be taken to strengthen the nutrition-sensitive approach in the overall FAO Strategic Framework (see also Section 3 below).</p> | AGN ESA ESA ITT | ongoing | N |
| · a clear indication of FAO's commitment to the international development agenda on nutrition including the Organization's engagement in Scaling Up Nutrition (SUN) as a global initiative; | Accepted This is included in the process of developing an overall corporate vision and strategy for nutrition (see above). Also related to envisaged action under Recs. 13 and 14. | 1.5 In the short term, FAO will officially endorse the SUN movement and actively participate in the various SUN structures. | DDG-K | by Sept 2011 | N |
| · recognizing nutrition as an | Accepted | 1.6 Guidelines will be | ITT | by end | N |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|--|--|------------------|---------------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| overall outcome for FAO which has to be reflected across different stages and levels of the planning and budgeting frameworks with appropriate indicators and measurement of nutrition; | Note - indicators and measurement of nutrition will not be included in FAO's planning and budgeting frameworks as the Strategic Framework is formulated at a higher level. Related to Rec. 8, FAO's Strategic Framework to be revisited following the development of the corporate vision and strategy. | developed to incorporate nutrition considerations into the planning and budgeting frameworks, and nutrition prompts to be incorporated into PWB planning and budgetary frameworks, PIREs, PPRC. | | 2012 ongoing | |
| · establishing nutrition as an <i>Impact Focus Area</i> within FAO's global strategic framework for which it should be accorded requisite resources; | Accepted This will require agreement by FAO governing bodies (starting with the Programme Committee). | 1.7 The IFA's approach is currently being reviewed. The integration of nutrition-sensitive food systems into the IFA's framework will be considered with the scope of this review. | DDG-K | by early 2012 | N |
| · separating Nutrition from Codex and Food Safety and re-establishing "Nutrition" within FAO's institutional structure to service and strengthen the clear strategic links with information, statistics and policy assistance; and | Accepted Note - On the understanding that the corporate vision and strategy will inform the choice of more precise appropriate institutional structure. | 1.8 Specific consideration will be given to this recommendation during the process of developing an overall corporate vision and strategy for nutrition under Rec. 1. | SC | by end 2012 | N |
| · ensuring that FAO makes concrete achievements in addressing malnutrition at country level. | Accepted | 1.9 The process of developing an overall vision and strategy for nutrition under Rec. 2 (specific reference to focal countries) will inform, but also be informed by the process of developing objectives, | ITT | | N |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|---|---|--|------------------|-------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| | | mechanisms and expected outcomes at country level. | | | |
| Recommendation 2 (by mid-2012): | | | | | |
| A Vision and Strategy for nutrition-sensitive agricultural development should be drawn up and articulated reflecting FAO's commitment to address both under-nutrition and over-nutrition. | Accepted Note (for all of Rec. 2) - It is understood that focal countries are countries where a nutrition-sensitive food systems approach will be pioneered during the coming biennium (2012-13) and that based on the lessons learned, nutrition will be mainstreamed into all of FAO's work through the Strategic Framework and the CPFs from 2014 onwards. | See 1.1 and 1.2 A corporate vision and strategy on nutrition-sensitive food systems approach will be formulated as described above, taking into consideration the sub-components of this recommendation. | SC/ITT | by mid-2012 | N |
| In view of current capacity constraints, an external senior expert reporting to the DDG-K will be hired to lead/develop the process specifically for the duration of this exercise.- Key elements of the strategy must include: | Accepted The Senior Expert (or experts) will develop relevant conceptual frameworks to inform the strategy and vision including the proposal to the Steering Committee of an implementation plan. | 2.1 Develop TORs and recruit an external expert to assist the DDG-K, Steering Committee, and ITT in this exercise. | SC | by Oct 2011 | N |
| · an agreed conceptual framework for the recently adopted term of <i>Food and Nutrition Security</i> within the Organization; | Accepted | 2.2 The formulation of a new corporate vision and strategy on nutrition-sensitive food systems approach will include an appropriate conceptual framework to guide these efforts. | SC/ITT | by mid-2012 | N |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|---|---|---|---------------------|----------------------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| · identification of <i>focal countries</i> where there is capacity within FAO to deliver relevant and effective interventions and there is a country-led commitment to address levels of malnutrition which are high and persistent; | Accepted | 2.3 Criteria for focal country/regions will be developed that consider, <i>inter alia</i> , those countries with high and persistent malnutrition, FAO capacity, relevant interagency initiatives (e.g. UNJP, UNTFHS, MDG Spanish funds, REACH, SUN) etc. | SC/ITT | by end 2012 ongoing | N |
| · causal analysis of malnutrition to be undertaken (preferably through national government initiatives and including other development partners) in all <i>focal countries</i> which should be factored into Nutrition Country Profiles and Country Programming Frameworks (CPF); | Accepted | 2.4 Linked to Rec.13 below, CPF guidelines will be reviewed to ensure nutrition is properly integrated, building on the guidance note to incorporate food security and nutrition into the UNDAF process, which is a joint FAO/WFP/ILO effort. | AGN with TCS | by mid 2012 | Y |
| · situation analysis of where and how governments and other development partners are actively engaged in addressing nutrition concerns which should also be factored into the CPF of <i>focal countries</i> to ensure FAO plays a complementary role; | Accepted | Linked to above criteria for focal countries and review of CPF guidelines in action 2.4. | AGN with TCS | ongoing | Y |
| · linkages between the field programme in these <i>focal countries</i> and the normative work in nutrition (and vice versa); | Accepted | Part of action 2.4. | TC with AGN and ITT | ongoing | N |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|---|--|--------------------------------------|-------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| <p>· a communications strategy (both internal to FAO and external) which in a first phase would raise awareness and understanding of the new vision and strategy on nutrition across FAO professional staff at regional, sub-regional and country levels (including Heads of Office and FAO Representatives), starting in the focal countries, and in a second phase include governments of Member Countries and relevant development partners; the strategy should also take into account greater prominence of nutrition on FAO's website, lines of communication for better learning between focal countries and modalities for the effective dissemination of normative products on nutrition;</p> | Accepted | <p>2.5 A corporate communication and advocacy strategy will be developed and implemented to share FAO's corporate vision and approach and spell out its distinctive role in scaling up investment in nutrition through nutrition-sensitive food systems.</p> <p>2.6 Relevant briefing and policy papers to be further elaborated to present to Members and development partners.</p> | ITT with AGN, OEK, NR, TCS, TCI, ESA | by mid-2012 | N |
| <p>· an advocacy strategy to promote broader understanding and application of the linkages between agriculture, food security and nutrition; FAO's advocacy work should be proactive rather than responsive, based upon explicit goals against strategic priorities that</p> | Accepted | See action 2.6. | ITT with OEK, TCS, ESA | by mid-2012 | N |

| Evaluation Recommendations | Management Accepted, partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|--|--|---------------------------|-----------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| relate to the nutrition <i>focal countries</i> and its contribution to the international development agenda. | | | | | |
| 2.- Focal areas for nutrition | | | | | |
| Recommendation 3: Building the evidence and linking food and agriculture work to nutrition outcomes | Accepted Note - This recommendation is fundamental to FAO's normative work on nutrition and to the development of the corporate vision and strategy. | | | | |
| · FAO's normative work to focus on the development of tools, methods and guidelines for food consumption surveys, assessments and monitoring including nutrition-related indicators (food consumption, biodiversity and dietary diversity) in both rural and urban contexts; | Accepted Note - This list is too restrictive as FAO's normative work goes well beyond food consumption surveys and assessments/monitoring. | 3.1 Using the new vision and strategy, and building on past and current work, normative tools, methods and guidelines will be strengthened within the context of the nutrition-sensitive food systems approach. | ITT with AG, ES, TC, NR | ongoing | N |
| · FAO to act as "knowledge broker" of good practice and lessons learned from <i>nutrition-sensitive</i> development work by a wide range of governments and development partners including evidence of the impact agriculture and food security interventions have on nutrition in different contexts. | Accepted | 3.2 Using the new vision and strategy, and building on past and current work, FAO will strengthen its role as a "knowledge broker" towards building evidence to support nutrition-sensitive food and agriculture in different contexts. A paper will be produced which synthesizes existing literature on nutrition impacts of the | ITT with AG, TC, SC DDG-K | ongoing | N |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|--|--|---------------------|-------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| | | nutrition-sensitive food approach and provide guidance for programme and research design that generate valid evidence of nutrition impact. | | | |
| Recommendation 4: <i>Strengthening nutrition analysis in statistics and information</i> | Accepted | | | | |
| · Under-nourishment calculations to be updated and indicators developed that can be used to monitor food consumption trends, and the debate on how the under-nourishment indicator can better reflect micronutrient deficiency opened to wider debate through the frameworks of the SCN and the CFS. | Accepted Note - (i) there are several issues embedded in this subcomponent; these are addressed separately under the 'Action' column; (ii) reliable indicators are available to monitor food consumption trends. | 4.1 Under-nourishment calculations and methodology are being reviewed through several fora in 2011 and 2012. Existing indicators, tools and standards will be revised as appropriate and disseminated more widely. The need to better reflect micronutrient deficiency is part of the above methodological review, also linked with Recs. 7, 13, 14. Various fora (e.g. CFS, SCN, others) will be used to seek input, debate and seek endorsement, as appropriate. | ITT with AG, TC, ES | mid 2012 | N |
| · Representatives of the Nutrition Team placed on the Steering Committee for ISFNS and to establish a strong working relationship with the IPC Global Support Unit. | Accepted Note - Need to clarify what is meant by the 'Nutrition Team' (assumed to be the nutrition staff in AGN). | 4.2 AGN will be formally represented on the Steering Committee of ISFNS and will strengthen linkages with the IPC Global Support Unit. | ESD with AGD | by Oct 2011 | N |
| Recommendation 5: <i>Mainstreaming nutrition into</i> | Accepted | See Rec. 2 above. | ITT | | |

| Evaluation Recommendations | Management Accepted, partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|---|---|---------------------------------------|-----------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| <i>agriculture and food security interventions and prioritizing focal countries.</i> | | | | | |
| · In focal countries, the CPF to be developed around stated nutrition objectives drawn from the causal analysis and programme interventions clearly linked to those objectives; | Accepted | Linked to actions under Rec. 2, in line with the review of CPF guidelines to ensure nutrition is properly integrated, building on the guidance note to incorporate food security and nutrition into the UNDAF process. | TCS and AGN | 2012 | N |
| · Nutrition mainstreamed into agriculture and food security projects (including ISFNS and policy assistance) of <i>focal countries</i> . Projects to be of sufficient duration to incorporate baselines and monitoring of nutrition-related indicators to assess impact on nutrition and thus generate evidence of the relevance and effectiveness of the intervention. Opportunities sought to include nutrition outcomes in projects including livestock and fishery activities; | Partially Accepted Note - In many contexts in which FAO operates individual project duration may be short, but there is a continued presence of FAO which may last for many years. This is the case in so-called “protracted crisis” countries such as Afghanistan and Somalia. In these contexts, it is vital that nutrition should be mainstreamed into all project and programme work, regardless of the duration of the intervention. | 5.1 Internal capacity development materials are being developed to assist in formulating nutrition-sensitive objectives, identifying nutrition-related indicators, and for designing and implementing M&E systems for programme and policy development work. Capacity development material already developed will be updated where necessary and widely utilized for both internal and external capacity development. FAO will explore collaboration with external partners to increase capacity of governments and non-governmental organizations to | AGN with AGAL, FI, NR, TCSF, ESA, OEK | 2012-13 | Y |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|---|---|--------------------|----------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| | | validly assess impact on nutrition. | | | |
| <ul style="list-style-type: none"> Projects with nutrition mainstreamed to articulate clearly how they take into account issues of gender (with a particular focus on adolescent girls and women of reproductive age), social inclusion and climate change and how they link with other elements of FAO's nutrition work. | <p>Accepted</p> <p>Note - Gender sensitivity is included in nutrition-sensitive approach. Reference to social inclusion and climate change are not clear in this recommendation.</p> | 5.2 Building on existing work on nutrition-sensitive food systems a paper will be developed to highlight how to take into account gender issues, such as differential impact of poor nutrition and food insecurity, as well as differential response to interventions (e.g. CFS Round Table on hunger estimates; SOFA on gender, etc.). | ES and NR with AGN | by end of 2012 | Y |
| Recommendation 6: <i>Integrating nutrition into policy work</i> | <p>Accepted</p> <p>Note - there is a need to clarify reference to the "Policy and Nutrition Team" and the FAO "Nutrition Team" throughout this recommendation.</p> | | | | |
| <ul style="list-style-type: none"> The Policy and Nutrition Team to develop normative guidelines for integrating nutrition into agriculture and food security policies at different levels; | <p>Accepted</p> | See actions under Recs. 2 and 5. Guidelines to be developed as part of the tasks of the "Senior Expert" (action 2.1). | SC with DDG-K | | N |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|---|---|---|------------------|---------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| · The Policy and Nutrition Team to ensure that “knowledge” generated of good practice and lessons learned from nutrition-sensitive development work and nutrition information and analysis generated through ISFNS contributes to policy work at all levels. | Accepted | See actions under Recs. 2 and 5. | ITT with SC | | N |
| · The FAO Nutrition Team to be engaged with the policy assistance “node” established by TCS and to contribute to the guidelines being developed for CPF and participate actively in policy events facilitated by FAO. | Accepted | See actions under Recs. 2 and 5. | TCS, AGN | | N |
| Recommendation 7: <i>Focusing on food composition and related scientific advice.</i> | Accepted | | | | |
| · FAO should shift from ad-hoc country support to work strategically to build capacity at the regional and sub-regional levels, encourage regional collaboration to support countries (especially <i>focal countries</i>) to collect and analyze food composition data that is demanded by end-users for ensuring the nutrition sensitivity of policies and programme interventions; | Accepted | 7.1 Capacity development for collection and analysis of food composition data will be carried out systematically through the International Network of Food Data Systems (INFOODS) regional data centres (part of SO-D). | AGN | starting 2012 | Y |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|---|---|---|---------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| · FAO to support the function of an international repository of the data, and provide quality control of that data, which should in turn be readily accessible to all potential users; | Accepted | 7.2 The role of FAO as an international repository of food composition data will be strengthened and will include activities of data collection and compilation, database management support, and published results. | AGN with OEK | starting 2012 | Y |
| · Within FAO, the normative work in food composition should demonstrate its value added to assessments, statistics and policy assistance. | Accepted | 7.3 Increase visibility of FAO food composition work for use as a global public good for key outputs, such as FAOSTAT and SOFI and through promotion of these activities, improved Web sites and partnerships with collaborators. | AGN | starting 2012 | Y |
| 3. Strategic framework | | | | | |
| Recommendation 8: Mainstream nutrition into the strategic framework and planning and programming documents through: | Accepted | 8.1 Building on the new corporate vision and strategy (Rec. 1), nutrition will be mainstreamed in the Strategic Framework in collaboration with technical departments. | SO-H Strategy Team, ITT, AG, TC, ES, FI | by end 2012 | N |

| Evaluation Recommendations | Management Accepted, partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|---|---|----------------------------|--------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| · In the immediate term, systematically identifying specific joint unit results linking nutrition with other areas of work of the Organization in particular (but not exclusively) statistics, assessments, policy, food security programming; and | Accepted | 8.2 (see also action 1.4) FAO nutrition work is being mainstreamed through joint URs contributing to Strategic Objective H (Improved Food Security and Better Nutrition) in 2012-13; mainstreaming will be more strategic and systematic in future MTPs and PWBs. | SO-H Strategy Team, ITT | end Nov 2011 | N |
| · In the medium-term, taking account of the need to strengthen the linkages between the strategic objectives and organizational results within the Global Goal 1 relating to food and nutrition security in the upcoming revision of the strategic framework and the formulation of the MTP 2014-2017 and the PWB 2014-2015. | Accepted | 8.3 (see also action 1.4) As part of review of FAO Strategic Framework and following the development of the corporate vision and strategy to be incorporated into the next MTP-PWB, building on lessons learned from the current MTP-PWB. | SO-H Strategy Team and ITT | mid 2012 | N |
| 4. Institutional arrangements | | | | | |
| Recommendation 9 (by January 2013): The “nutrition” element (AGND) of the current Nutrition and Consumer Protection (AGN) to disengage from Food Safety and Codex (AGNC) and have a clearly defined institutional home with a staff dedicated to a multi-sectoral service function. The new nutrition entity must operate | Deferred pending further review | 9.1 The inter-divisional Steering Committee led by DDG-K (Rec. 1) will review the recommendation and prepare a management response taking into account the corporate vision and strategy on nutrition-sensitive food systems approach (Recs. 1 and 2). | SC | | |

| Evaluation Recommendations | Management Accepted, partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|--|---------------------------------|------------------|-----------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| as a “service provider” offering technical assistance and normative guidance to other relevant services of the Organization (notably all divisions within ES as well as AGA, AGP, TCS, TCI and TCE) in accordance with agreed strategic priorities. A move back to the Economic and Social Development Department (ES) would empower and strengthen links with information, assessments, statistics, policy and gender, which are most strategic to nutrition work. | | | | | |
| Recommendation 10 (by January 2013): The technical composition of the new Nutrition Team to be determined according to the strategic priorities of the nutrition vision and strategy when it is developed. It will be headed by a strong, internationally recognized, Director of Nutrition. New job descriptions to be developed for the team with emphasis on staff having the requisite experience and knowledge to interact effectively with staff of other divisions in the Organization. Core | Deferred pending further review | See action 9.1 | | | |

| Evaluation Recommendations | Management Accepted, partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|--|---------------------------------|------------------|-----------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| competencies will be required in: (i) food composition, (ii) dietary measurement and assessment, (iii) nutrition information and statistics; and (iv) nutrition policy and advocacy. | | | | | |
| Recommendation 11 (by January 2013): Nutrition Officer posts (separate from Food Safety Officers) to be established in regions and sub-regions where there are nutrition <i>focal countries</i> . This team will provide technical backstopping for <i>focal countries</i> developing Country Programming Frameworks, which include agriculture and food security projects with nutrition outcomes. Technical backstopping to support the development of baselines and monitoring systems to assess those nutrition outcomes based upon work already completed by AGN and TCSF. Opportunities should be sought to rotate staff between headquarters, regional, sub-regional and country offices (where feasible) to promote better synergies across the nutrition team and more | Deferred pending further review | See action 9.1 | | | |

| Evaluation Recommendations | Management Accepted, partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|--|---------------------------------|------------------|-----------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| effectively address field concerns at all levels. | | | | | |
| <p>Recommendation 12 (by January 2013): Given the trends of FAO's core budget over the past biennia, Nutrition Officers at country level to be resourced through extra-budgetary support and therefore resources will have to be mobilized for that purpose.</p> <p>A principal role of the Nutrition Officers will be to: (i) promote nutrition high on the agenda of governments and development partners through established or new networks; (ii) offer technical assistance and guidance on food-based approaches to nutrition in national policies and programmes; and (iii) help mainstream nutrition in the agriculture and food security work of FAO.- Information exchange across countries will be facilitated through annual workshops for nutrition staff at either regional or sub-regional level (as recently conducted in the Asia and Pacific Region).</p> | Deferred pending further review | See action 9.1 | | | |

| Evaluation Recommendations | Management Accepted, partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|--|--|----------------------|----------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| 5. Collaboration and partnership | | | | | |
| Recommendation 13 (by January 2013): FAO needs to realign existing collaborative arrangements and develop strong multi-sectoral partnerships to deliver on its defined nutritional outcomes.- Specifically this will include: | Accepted Note - strongly linked with Rec. 14. | | | | |
| · FAO to phase out its leadership role on expert consultations concerning nutrient requirements (in consultation with WHO), but continue to maintain close technical collaboration with WHO on scientific advice pertaining to food composition and nutrient requirements; | Accepted | 13.1 FAO will re-examine and redefine its relationship with WHO in the provision of scientific advice on nutrition in the context of the new corporate vision. 13.2 The Joint FAO/WHO Expert Meetings on Nutrition (JEMNU), which was established in 2010 to strengthen the role of FAO and WHO in providing scientific advice on nutrition to Member States and bodies or other equivalent expert bodies will provide the joint FAO/WHO recommendations. | AG and JEMNU members | by end of 2011 | N |
| · FAO to develop other strategic alliances to deliver more effectively on nutrition outcomes especially in the area of policy assistance (notably with WHO, | Accepted | 13.3 Linked to Recs. 1, 2 and 5. FAO will investigate opportunities to strengthen alliances with these organizations and others to | ITT | by end of 2012 | N |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|--|---|---|------------------|-------------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| UNICEF and IFPRI) building upon the model developed with WFP on ISFNS; | | spell out its distinctive role in policy assistance through the nutrition-sensitive food systems approach. | | | |
| · FAO to build on its comparative advantage of working in close collaboration with governments, in particular Ministries of Agriculture, and use the opportunity to promote and harness a multi-sectoral approach and platform for <i>nutrition-sensitive development</i> in <i>focal countries</i> as it has already achieved successfully in some countries (e.g. Afghanistan and Bangladesh). | Accepted | Linked to action 2.4 above, to review CPF guidelines and ensure nutrition is properly integrated, building on the guidance note to incorporate food security and nutrition into the UNDAF process, which is a joint FAO/WFP effort. | AGN with TCS | mid 2012 | Y |
| 6. Networking | | | | | |
| Recommendation 14 (immediate): FAO should be constructively engaged in nutrition-related networks at all levels and its visibility as an international partner in nutrition raised. Specifically, this will include:- | Accepted Note - strongly linked with Rec. 13. | 14.1 In line with the above actions, FAO will strengthen its engagement at all levels and with its partners to share FAO's corporate vision and approach and spell out its distinctive role in addressing nutrition insecurity through a nutrition-sensitive food systems approach. | ITT | by end 2012 | |
| · FAO to contribute to global, regional and country coordination mechanisms that relate to nutrition and effectively | Accepted | See Recs. 2 and 4 | | | N |

| Evaluation Recommendations | Management Accepted , partially accepted or rejected and COMMENT on the Recommendation | Management - Action to be taken | | | |
|---|---|---------------------------------|------------------|-----------|-----------------------------------|
| | | Action | Responsible Unit | Timeframe | Further funding required (Y or N) |
| contribute to national agendas (including the IASC Cluster system and REACH where appropriate) thus facilitating broader engagement with development and humanitarian partners in nutrition; | | | | | |
| · FAO's contribution in the area of nutrition to the SCN and the CFS to be maintained and strengthened, provided that the SCN reform is ultimately successful in making the SCN an effective UN system nutrition coordinating body; | Accepted | See Rec. 4 | | | N |
| · FAO's commitment to SUN should be corporate, and FAO's engagement with its task forces should be clarified and communicated internally and externally to avoid any further confusion; | Accepted | See Rec. 1 | | | N |
| · The joint FAO/WHO initiative to convene an ICN+20 should have obvious relevance to others in the UN system and be inclusive of the SUN movement. | Accepted | See Recs. 1 and 13 | | | N |