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# PROGRAMME COMMITTEE

## Hundred and Twenty-seventh Session

Rome, 4-8 November 2019

**Follow-up report on evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (SO4)**  
*(cf. PC 122/3; PC 122/3 Sup. 1)*

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PC 127

## **Executive Summary**

- The Evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (Strategic Objective 4) was considered at the 122nd Session of the FAO Programme Committee in November 2017. The Evaluation provided six recommendations to assist in ensuring the delivery of a more integrated approach to agriculture and food system development. These recommendations encouraged the Organization to develop a limited number of identifiable flagships under SP4, to customize its approaches to agricultural and food systems, to improve internal and external communications, to strengthen the resource mobilization strategy and capacities, to review mechanisms and policies to partner with the private sector and IFIs, and to increase focus on cross-cutting issues.
- Management has made substantive progress in addressing the six recommendations by building an interlinked strategy of capacity development, communication and resource mobilization around six flagships (or priority areas) through which FAO's support to SO4 will be delivered in the 2020-21 biennium. Progress in all 18 of the Management Response actions included in the Management Response matrix has been assessed as "adequate" or "good", according to the Management Action Record scoring.
- Management welcomes the opportunity to present the progress made in implementing the actions agreed, and to highlight some of the challenges of supporting food systems transformation. A Food Systems Summit to be convened in 2021, and its preparatory process, provide an excellent opportunity for FAO to play a leading role in contributing to addressing the complexity of food systems and the difficult trade-offs that countries will face during their transformation. In playing this role, FAO will need to further develop its staff capacities to assist countries in adopting a food systems approach and ensure that its regulations and associated instruments are better adapted to effectively support food systems transformation that contributes extensively to the achievement of the majority of the Sustainable Development Goals.

## **Guidance sought from the Programme Committee**

- The Programme Committee is asked to take note of progress in implementing the agreed Management Response actions.

## I. Overview/Highlights

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 inclusive and efficient agricultural and food systems (Strategic Objective 4)*<sup>1</sup>, and in line with guidance from the Programme Committee at its 122nd session.

2. The Evaluation provided six recommendations to assist in ensuring the delivery of a more integrated approach to agriculture and food system development, building on the Organization's clear comparative advantage in a number of core areas:

- a) Develop a limited number of identifiable flagships under SP4 that include an all-SP4 programmatic offering
- b) Customize and adapt its approaches to agricultural and food systems with differing levels of complexity and integration
- c) Improve internal and external communications on programmatic offerings under SP4
- d) Strengthen the strategy with, and capacities for, resource mobilization
- e) Review mechanisms and policies to partner with the private sector and IFIs so that there are no unnecessary bottlenecks
- f) Ensure stronger consideration of increased focus on cross-cutting issues, including gender, climate change and nutrition

3. In responding to the recommendations, Management has made substantive efforts to ensure coherence in addressing the six highlighted areas by building an interlinked strategy of capacity development, communication and resource mobilization around six flagships (or priority areas) through which FAO's support to SO4 will be delivered in the 2020-21 biennium.

4. Delivery through the priority areas will ensure more coordinated support to countries seeking to transform their food systems and which, in turn, will be critical in determining the extent to which countries will achieve the goals agreed to under the 2030 Agenda, notably SDGs 1, 2, 8, 9, 11, 12, 13, 14 and 17.

5. In playing a lead role in the preparations for the Food Systems Summit, FAO will further strengthen its partnerships with the range of food system stakeholders at global, regional, national and local levels, promote the organizational innovations required in countries to support sustainable food system development, and further elevate the Organization as a lead development partner in supporting the transformation of food systems to a more sustainable footing.

## II. Summary progress made in the six evaluation recommendations

6. Progress in all 18 of the Management Response actions included in the Management Response matrix has been assessed as "adequate"(4) or better, with nine actions receiving a Management Action Record score of "good" (5). A summary of progress for each of the recommendations is provided below.

7. In response to **Recommendation 1**, FAO has developed six easily identifiable flagships (priority areas) designed to promote a more integrated approach to strengthening the Organization's support to more efficient and inclusive food systems and to ensure a clearer line of sight to the SDGs.

8. In supporting greater levels of *Investment in sustainable value chains*, FAO is linking and scaling up several existing programmes under the new Agrinvest initiative to allow different entry points in support of investment in value chain development (SDGs 8, 9, 14, 17); the flagship on One Health facilitates increased integration of FAO's activities in support of food safety, plant health and animal health, including AMR aspects, with activities in support of enhancing trade and market opportunities. The *Global Initiative on Food Loss and Waste* (SDG12) promotes increased coherence

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<sup>1</sup> PC 122/3; PC 122/3 Sup. 1

in FAOs support to the measurement, awareness raising and technical assistance to reduce levels of FLW.

9. A particular feature of the flagships on the Urban Food Agenda, designed to provide more comprehensive support to national and sub-national institutions in incorporating food in urban and territorial policy development (SDG 11) and on *Sustainable Food Systems in SIDS* supporting the implementation of the Global Action Programme (SDGs 1, 2, 12, 14, 17), is their cross-cutting nature with delivery against all five SOs, but with SP4 taking a coordinating role.

10. Support to the Food Systems Summit under the *Global Dialogue and Partnership* flagship provides a significant opportunity for FAO to demonstrate its leadership role in working with countries to shape the future trajectory of food system transformation. In common with the other flagships, the promotion of strengthened partnerships with UN organizations (notably UNEP, UNIDO, ITC, WTO, IFAD, WFP, WHO), government institutions, civil society and the private sector is a central feature in the delivery against SO4.

11. In response to **Recommendation 2**, FAO has developed and implemented a capacity development programme on sustainable food systems and value chains for its employees to improve their capacities to apply approaches to food system development in contexts of differing complexity, with differing objectives and at different states of readiness. Based on a conceptual framework for food system development, the capacity development programme will be further rolled out through eLearning from early 2020.

12. Engagement with other UN agencies and international finance institutions has also been strengthened in order to better address capacity needs to support the development of sustainable agricultural and food systems, as well as to further increase the scale and impact of such support.

13. Management has strengthened the Technical network on Sustainable Value Chain Development, merging it with the Technical network on Rural Finance to create awareness of FAO practitioners of the need to better integrate support to value chain diagnosis with feasible solutions to unlocking critical constraints to inclusive value chain development, particularly those faced by smallholders and SMEs.

14. In response to **Recommendation 3**, a combination of improved use of the Technical Network on Sustainable Food Value Chains, a series of seminars on the priority areas and the delivery of the capacity development programme on sustainable food systems have been used to sensitize FAO staff at all levels as to the key entry points to supporting countries in adopting food systems approaches in their national strategies.

15. Similarly, the awareness of member countries and development partners, both of the critical importance of food system transformation and of FAO's role in supporting countries in this process has been heightened through the participation of the SPL/DSPL in all Regional Conferences during 2018, the delivery of a paper on Sustainable Food Systems to the Committee on Agriculture, the launch of the FAO Framework on the Urban Food Agenda, and through FAO's engagement in the preparatory process towards the 2021 Food System Summit. This improved awareness is reflected in the high visibility of food systems in the items under consideration during the Regional Conferences in 2020.

16. In response to **Recommendation 4**, the flagship areas highlighted in paragraphs 8-10 have been used as a basis for the development of the Corporate Business Development Portfolio that is proving effective both in improved coordination and in engagement with donors on priority areas for SO4, and as a marketing tool for decentralized offices. Significant resources for projects aligned to the priority areas have recently been secured, where the support to country offices in the formulation and engagement with donors has been key.

17. FAO has supported the implementation of the flagships through targeted use of FMM and MDF resources to establish these areas of support in targeted countries and through assistance to the formulation of project proposals, resulting for example in the mobilization of further resources in support of the Urban Food Agenda in Asia and Africa and of the Agrinvest initiative in Africa. A key feature of the latter has been the strengthening of collaboration between SP4 and the Investment

Centre (DPI) in supporting access to blended finance and facilitating private sector investment on food system development.

18. Increased collaboration with the Liaison Offices has also been instrumental, both in communicating FAO's priorities in support of the delivery of SO4 to member countries, through for example coordinated support with LON to FAO's participation in the HLPF, or through targeted events for development and resource partners in collaboration with LOW, LOJ, LOG and LOB.

19. In response to **Recommendation 5**, FAO has supported the development of decentralized offices' capacities to identify, facilitate and negotiate partnerships with the private sector. In addition, FAO has developed strategic partnerships with several traditional and non-traditional International Finance Institutions to support increased private sector investment in sustainable value chains, compliant with CFS-RAI and the OECD-FAO Guidance for Responsible Agricultural Supply Chains.<sup>2</sup>

20. Strengthened partnerships with other UN organizations including UNIDO, ITC, WTO and IFAD have also facilitated greater interaction with private sector stakeholders in country level activities. Further, engagement with the private sector has been visible through FAO's increased engagement in the One Planet Network Sustainable Food Systems Programme and with the World Economic Forum in the preparatory process towards the Food Systems Summit.

21. In response to **Recommendation 6**, FAO presented a comprehensive case for leadership of the GEF7 Food Systems Impact Programme. FAO scored highly in terms of technical capacity, but it was judged that the World Bank was better placed given its proven track record in mobilizing private sector resources and national co-financing. As lead of the GEF7 Drylands Programme, FAO is promoting the integration of a value chain approach in programme formulation.

22. FAO has expanded its support to gender mainstreaming under SO4, notably in its collaboration with UNCTAD under the Trade Impact Group tasked with facilitating the implementation of the Buenos Aires Declaration on Women and Trade. A new eLearning course on nutrition sensitive value chains launched in collaboration with the RBA working group on nutrition sensitive value chains and the allocation of MDF resources in collaboration with SO1 to analyse how food system development can contribute to reducing levels of malnutrition will enable improved mainstreaming of nutrition within SO4.

### III. Challenges and the way forward

23. The convening of a Food Systems Summit in 2021 reflects a growing awareness of the critical role of food systems transformation in the achievement of the majority of the Sustainable Development Goals. While this growing awareness has facilitated the further development and positioning of FAO's contribution to inclusive and efficient food systems, with it comes increasing expectations with regards to the Organization's leadership role in this context.

24. The complexity of food systems and the difficult trade-offs that countries will face during their transformation creates significant challenges. FAO is well placed to support processes of food system transformation given its authority and status as a global intergovernmental organization, its recognition as an honest broker and as an unparalleled source of information across all aspects of the food system. Through the application of its core functions, notably the assembly and provision of knowledge, the development of international norms and standards and the provision of policy and strategy options and advice, FAO can ensure coherence in action at and between the global, national and local levels of food system governance.

25. The preparatory process towards the Summit provides an excellent opportunity for FAO to engage the full range of food system stakeholders in defining a feasible trajectory towards more sustainable food systems, while providing targeted and more coordinated support to addressing critical issues with the potential to constrain sustainable food system development including inadequate levels and quality of investment, the increasing incidence of food safety and trans boundary diseases, high

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<sup>2</sup> See also PC 127/3 Sup.1

levels of food loss and waste, the consequences of urbanization and the complexities of malnutrition, particularly in Small Island Developing States.

26. In meeting the challenge, FAO will need to further capacitate its staff to assist countries in adopting a food systems approach and ensure that its regulations and associated instruments are better adapted to fostering partnership with all food system stakeholders, particularly in supporting a significant scaling up of levels of public and private sector investment in sustainable food systems development.

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<b>Recommendation 1:</b> FAO should develop a limited number of identifiable flagships under SP4 that include an all-SP4 programmatic offering, and link with other SPs as required.	<p>1a. In operationalizing the revised SO4 Results Framework for the MTP 2018-21, which restructures the SO from one focused on discrete thematic areas to one which promotes greater integration across thematic areas, FAO will develop a combination of flagship programmes. These flagships, which will include the Regional Initiatives on Agrifood Trade and Market Integration (REU), and on One Health (RAP), the Inter-regional Initiative on SIDS, and a global programme on Urban Food Systems, will be used to deliver a more programmatic approach through the integration of relevant priority areas of SP4 and the strengthening of linkages with the other SPs.</p> <p>The development of the flagship programmes will be informed by the national and regional sector strategies and investment plans formulated with FAO's support, so as to facilitate the provision of</p>	<p>SP4 has developed a set of six priority areas (flagships), designed to provide a more integrated approach to strengthening FAO's contribution to more efficient and inclusive food systems, and to ensure a clearer line of sight to the multiple SDGs impacted by food system developments. These priority areas have been used to guide the 2020-21 work planning. The six priority areas are:</p> <p>a) <i>Trade and Agribusiness: Investing in sustainable value chains</i>            Ensuring strategic coordination of technical assistance to countries in the development of sustainable agricultural and food value chains while facilitating appropriate investments to take advantage of trade and market opportunities. Delivered through programmes including the Accelerator for Agriculture and Agro-industry Development and Innovation (3ADI+), Agrinvest, Aid for Trade, Alliances for Transformative Actions, Regional Initiatives in REU, RAF, RLC and RAP, technically supported by the Sustainable Food Value Chains Technical Network, and in coordination with SP3 and SP2.</p> <p>b) <i>Urban Food Agenda for inclusive and efficient food systems</i></p>	5	<p>The six priority areas enable a more structured approach to the planning and implementation of FAO's support to the achievement of the multiple SDGs that can be leveraged through more sustainable food systems development. The flagships have enabled greater clarity of understanding of FAO's programmatic offering under SP4. The result has been a significant scaling up of support, which is expected to continue and expand in the coming biennium. This has been underpinned by the initiation and piloting of several key programmes and greater coherence in resource mobilization efforts (see Recommendation 4).</p> <p>(a) Linking several programmes (including A4T, A4A, 3ADI+) with the Agrinvest initiative has provided different entry points in support of greater coordination and investment on value chain development. The programmes have been instrumental in strengthening partnerships with UNIDO, ITC, EIF, and FAO's contribution to</p>

<sup>3</sup> Management Action Record (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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	FAO's technical assistance to their implementation.	<p>In coordination with all SPs, SP4 led the development of FAO's Framework for the Urban Food Agenda, designed to provide comprehensive support to national and sub-national institutions in incorporating food in urban and territorial policy development, shortening supply chains, improving access to healthy food and green environments and reducing food losses and waste. The Framework provides a programmatic structure through which all of FAO's work in relation to urban food is delivered ensuring the creation of more resilient and sustainable food systems both in urban areas and in the rural territories that supply them.</p> <p>c) <i>One Health/ Food safety, plant health and animal health</i>  Within a One Health approach, contributes to global governance of food systems, and provides a framework within which countries design and implement their own regulatory control systems, policies, legislation and public services related to plant and animal health and food safety and quality. Delivered through initiatives including support to the Codex Alimentarius Secretariat, the International Plant Protection Convention Secretariat, the Regional Initiative on one Health in RAP, and the AMR Action Plan, and in coordination with SP2 and SP5.</p>		<p>IDDA III (Third International Development Decade for Africa).</p> <p>(b) Piloted in Nairobi, Dhaka and Lima the approach to supporting local governments embedded within the FAO Framework for the Urban Food Agenda has enabled the mobilization of additional resources for implementing the Urban Food Agenda and triggered a number of city-to-city exchanges on food governance.</p> <p>(c) In the Asia-Pacific region substantial commitment to the One-Health approach has been observed at national level and within regional bodies and institutions. This has led to better coordination of the work within FAO, stronger collaboration with partners such as WHO, OIE, AsDB and IFPRI, as well as increased potential for resource mobilization at national and regional level. The approach is now also expanding to other regions.</p> <p>(d) Following its launch in 2017, the SIDS GAP has been used to inform the revision of FAO's CPFs and the generation of sub-regional implementation plans with key regional partners. Over 250 results were planned in SIDS for 2018-19, with the majority supporting the implementation of the GAP.</p>



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		<p>d) <i>Sustainable Food Systems in the SIDS</i> To contribute to the implementation of the Global Action Programme on Food Security and Nutrition in SIDS (GAP) ensuring a more integrated, multi-stakeholder approach to addressing the unique and particular challenges faced by SIDS in achieving improved food security and nutrition. Delivered through the Interregional Initiative on SIDS, and in coordination with all SPs.</p> <p>e) <i>Global Initiative on Food Loss and Waste</i> In the context of SDG 12 on responsible consumption and production, to support countries and regions in reducing food losses and waste, including through awareness raising, policy development and encouraging dialogue between industry, research, politics, and civil society on food losses and waste. Delivered through the Save Food Initiative, including support to the development of an International Code of Conduct for the prevention and reduction of food loss and waste, and in coordination with SP2 and SP1.</p> <p>f) <i>Global Dialogue and Partnerships for Sustainable Food Systems</i> Support to global processes advocating for the transformation to more sustainable food systems. This includes increased support to the One Planet Network's Sustainable Food Systems Programme (10YFP), as requested at COAG (2018); the process towards a UN Food</p>		<p>(e) The programmatic approach to work on FLW reduction has allowed linking FLW to food security, nutrition, climate change and sustainable use of natural resources. The flagship has also fostered collaboration with external partners and mobilization of resources, such as from EU, World Bank, Rabobank.</p> <p>(f) The SFS Programme of the 10YFP provides a platform to promote a food systems approach, cross-disciplinary and multi-stakeholder collaboration. FAO's lead role in the preparatory process towards the UN Food Systems Summit in 2021 offers the prospect of ensuring significantly scaled up global commitment to the transformation of food systems, greater alignment of initiatives to support food systems development and a more coherent approach to supporting countries in fulfilling their commitments.</p>

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		Systems Summit in 2021; and to the development of CFS Voluntary Guidelines on Nutrition and Food Systems. Delivered in collaboration with key partners, including the RBAs, the World Economic Forum, the CFS, and in coordination with SP1.		
<b>Recommendation 2:</b> In applying the principles of inclusiveness and efficiency, FAO should customize and adapt its approaches to agricultural and food systems with differing levels of complexity and integration, especially taking into consideration the readiness, constraints and capacities of smallholders to beneficially and sustainably integrate into markets and a diversity of value chains. To be effective, programmes at the national level should strike a good balance of upstream aspects - (e.g. resolution of trade measures and trade	2a. FAO will implement a capacity development programme for staff to develop their capacities to assist countries in identifying and supporting the delivery of priority interventions, accounting for the level of agricultural and food system development and informed by the specific national objectives that the country is seeking to pursue.	FAO has developed and rolled-out a capacity development programme on sustainable food systems and value chains for staff at country, regional and HQ level, with inputs from a range of divisions, An eLearning course has been developed during 2019,.	5	Over 200 selected FAO staff have been trained, covering nearly all divisions, regional and sub-regional offices. Staff now have improved capacities to apply a food systems approach in the delivery of priority interventions. This is further strengthened through the technical network on Sustainable Food Value Chains (SFVC).
	2b. In its work supporting the development of value chains, FAO will give greater attention to aspects that provide the greatest scope for the integration of small scale operators into markets. In doing so, FAO will increase the provision of technical assistance to International Finance Institutions in the design and implementation of large scale investments in agricultural and food system development.	3ADI+, Alliances for Action and Agrinvest include specific interventions to support the implementation of investment operations connecting small-scale operators to markets and finance services. Such support is provided in partnership with international finance institutions including the WB, IFAD, AfDB, IsDB, EBRD and GEF. FAO is also engaging with non-traditional IFIs, such as COFIDES and FMO, to increase responsible agricultural investments, including through blended finance schemes.  In addition, the sustainable food value chain approach (SFVC) is informing FAO's youth	5	The quality of support provided through different initiatives has positioned FAO as the go-to partner for technical assistance on the development of strategic value chains, as well as to be more strategic in the provision of technical assistance to IFIs in large – scale investments,.

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<p>facilitation issues) -and downstream aspects - (e.g. strengthening value chain actors in less developed countries to respond efficiently to opportunities). Adequate capacities to backstop these programmes should be prioritized.</p>		employment programme and to support programmes developed by the fisheries department.		
	<p>2c. By better focusing its technical resources on country level delivery, strengthening its Technical Networks through the provision of programmed resources and infrastructure, FAO will ensure that its capacity to effectively support countries is strengthened in a number of key areas (food safety, value chain finance, agribusiness, trade), particularly in decentralized offices.</p>	<p>Although the regular budget allocation to professional staff working on SO4 key areas has not increased significantly since last biennium (2% increase), efforts to increase technical capacity in terms of professional staff and consultants are ongoing, with 68 professional vacancy announcements (80% of which at HQ) related to SO4 between 1 January 2018 and 21 June 2019, compared to 24 professional vacancy announcements for the 2016-2107 period. Regarding consultancies, there were 72 NSHR roster requisitions (80% of which in decentralized offices) published during the same period.</p> <p>The design of the revised SO4 Results Framework for MTP 2018-21 further steered the delivery towards the country level, with only two outputs out of eight being of a global nature, compared to five outputs in the previous MTP.</p> <p>The Sustainable Food Value Chains - Development and Finance Technical Network was created in 2019 bringing together two Communities of Practice, value chain practitioners and rural and agricultural finance and investment experts. This Technical Network aims at further developing critical mass around a more integrated approach to sustainable and inclusive food systems. Similarly, the Food Safety Technical Network (FSTN) strengthened</p>	4	<p>Regular re-profiling of professional positions as new demands emerge will be required. The overall budget allocated to SO4 priority areas is also showing an increased focus on country level delivery (almost 60% allocated to country level results in the 2018-19 biennium).</p> <p>The new Sustainable Food Value Chains - Development and Finance Technical Network is promoting increased coherence between developing value chain investment plans and finance solutions to realize these plans.</p>

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		synergies through facilitated events undertaken together with the Feed Safety Multi-stakeholder Partnership, the Livestock Technical Network, AGE and the Codex Secretariat.		
	2d. FAO will also strengthen engagement with partner organizations, such as with UNIDO through the 3ADI+ to leverage additional technical capacities in the priority areas of agricultural and food system development.	<p>Engagement with partner organizations has been strengthened to better address capacity needs to support SP4 priority areas. UNIDO is the co-lead for the 3ADI+ programme. FAO and ITC signed a MoU to operationalize the co-led Alliances for Action. Increased collaboration with WTO has strengthened coherence in support to trade and food safety, while with ITC and UNCTAD collaboration has been instrumental in promoting the mainstreaming of gender into trade related support. FAO has also strengthened its partnership with WHO in relation to food systems, including regarding food safety (One Health). Increased collaboration with UNEP has helped to position the Sustainable Food Systems Programme as the priority of the One Planet Network.</p> <p>Partnerships at regional level include an MoU with the African Union Commission on agribusiness activities and with the Latin-American Supply Markets Federation on food supply and reduction of food waste.</p>	5	<p>Initiatives such as 3ADI+ and Agrinvest are stimulating further partnerships with other international organizations (ITC, ILO, IFPRI, WB, IFAD), with development banks (IsDB, the IADB, the AfDB) and with the private sector, resulting in highly effective and collaborative support and allowing to scale-up the support through multimillion dollar programmes at country level.</p> <p>Partnering with organizations such as UNHabitat and GAIN is proving essential to upscale actions within the urban food agenda through lessons generation and sharing among local governments, while partnering with UNEP has strengthened the environmental sustainability dimension in the food systems work.</p> <p>South-South Cooperation initiatives are allowing to efficiently build capacities at scale, to accelerate and improve delivery on food systems development.</p>
<b>Recommendation 3:</b> FAO should improve internal and external communications on	3a. Leveraging on its successful Sustainable Food Value Chains Technical Network, FAO will intensify efforts to raise the awareness of its country	In promoting the Sustainable Food Value Chains - Development and Finance Technical Network a brief on the sustainable food systems concept and framework has been developed, a capacity development programme has been	5	Awareness of staff has increased as a result of communications and the capacity development programme, including through the Sustainable Food Value Chains - Development and

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<p>programmatic offerings under SP4.</p>	<p>representatives on opportunities for supporting countries to develop their agricultural and food systems in line with national objectives. This will be achieved through the development and communication of an FAO Food Systems framework paper, further rollout of a capacity development programme and through more systematic use of the Corporate Outcome Assessment and the CPF formulation process.</p>	<p>rolled-out (see 2a above), and a total of 8 newsletters and 8 webinars on different topics have been organized since January 2018.</p> <p>FAO is working with the One Planet Network (10YFP) on the development of a toolbox to support food systems transformation, which will also inform the preparatory process towards the UN Food Systems Summit in 2021. , This will include the development of a set of practical tools for countries to manage specific nexus and trade-offs in the design of national strategies for food system transformation.</p> <p>SP4 has presented the priority areas to staff in decentralized offices on several occasions, including regional management meetings in all FAO regions, and to newly appointed FAORs during their briefing sessions at HQ.</p> <p>Similarly, SP4 has provided inputs to CPF formulation across all regions, in particular through the SP4 focal point network in regional offices.</p>		<p>Finance Technical Network (288 members in total, of which 113 are in decentralized offices). Feedback from the regional offices indicates that the definition of the six programmatic areas (flagships) is helping FAORs and national partners at national level to better understand what FAO can contribute in support of agricultural and food systems development, which translates into a more systematic consideration of such areas in the CPF formulation process.</p> <p>The agreement of the UN Secretary General to convene a Food Systems Summit led by the RBAs has already generated increased awareness of the lead role of FAO in supporting countries to identify opportunities to transform their agricultural and food systems in line with national objectives.</p>
	<p>3b. FAO will give greater attention to the communication of the impacts of its many programmatic offerings under SP4 in order to increase awareness amongst member countries and development partners of the support that the Organization is well positioned to provide.</p>	<p>The SP4 Management attended all five 2018 Regional Conferences, providing an excellent opportunity to explain FAO's support to food system development to representatives of the majority of member countries. SP4 delivered a paper on Sustainable Food Systems during COAG 2018. A series of publications and seminars have been developed to raise awareness of FAO's work on food systems development, including an FAO-UCL Press book "Integrating food into urban planning"; the</p>	5	<p>There are clear indications of the increased interest of member countries in the different SP4 programmatic areas. As requested by member countries in all five regions, FAO is preparing technical papers on specific themes related to SP4 programmatic offering for the next round of Regional Conferences in 2020, including papers on urbanization and urban food systems in RAF and RNE, and on sustainable food systems and healthy diets in REU, RAP and RLC.</p>

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	<p>At Headquarters, this will include an increase in outreach to the Permanent Representatives to FAO, recognizing their key role in sensitizing their Governments to the importance of taking an integrated approach to agricultural and food system development.</p> <p>At the country level, it will be achieved through the provision of support to decentralized offices to engage in targeted communication and marketing to key government counterparts and resource partner country delegations.</p>	<p>launch of the FAO Framework for the Urban Food Agenda</p> <p>Outreach to the Permanent Representatives to FAO has been increased through such technical seminars, specific informal briefings on the strategic programmes in May and September 2018, discussions with the COAG Bureau and in COAG26, and through bilateral meetings with Permanent Representatives and country delegations.</p> <p>The SP4 website content has been improved to better capture the priority areas of support. SP4 contributed to the annual report “Resources, Partnerships, Impact 2019” developed by PSR for development partners, with several SP4 specific examples of successful projects.</p>		<p>The proposed theme of the next Near East Regional Conference is “Food system transformation to achieve the SDGs”.</p> <p>Interest of development partners is also increasing notably with respect to the Food Systems Summit, which is seen by many as a unique opportunity to bring together different ongoing discussions on the transformation of food systems</p>
<p><b>Recommendation 4:</b> FAO should strengthen the strategy with and capacities for resource mobilization under SO4. In particular, evolve more innovative approaches for resource mobilization at the regional level, in order to unlock and tap the potential in many countries where there is momentum for agricultural and food</p>	<p>4a. FAO will develop a resource mobilization plan based on a clearer articulation of the value proposition that the Organization brings to agricultural and food system development. This will include the identification of key potential donors to support the implementation of the above-mentioned flagship programmes at the country level.</p>	<p>SP4 worked closely with PSR on the development of a new tool for communication and marketing, the Business Development Portfolio, to better coordinate and engage with resource partners. The SP4 flagship programmes described under 1.a. served as focus areas for the development of eighteen sub-components of the Business Development Portfolio</p> <p>At country level, the portfolio offers a toolbox of FAO products to raise awareness and engage with national counterparts and provides FAORs with a directory of backstopping support from technical units and an overview of resource</p>	4	<p>Resource partners have shown growing interest in the SP4 offering, as reflected in an overall analysis of the Business Development Resource Partners Intelligence tool provided by PSR in July 2019, where it emerges that among the 27 top donors of FAO, 21 are interested in SP4 related areas. The area that shows most traction is related to Trade and Agribusiness (more than 50% increase in interested donors since the 2012-2017 period) followed by Urban Food Agenda and One Health.</p>

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systems approaches and increasing trends toward trade openness. Government co-funding and more effective engagement with regional development banks will become increasingly necessary, due to the downscaling of donor funding in non LDC countries.		partner intelligence to match their interest. It also represents a key tool to support FAO's contribution to the new United Nations Sustainable Development Cooperation Framework (UNSDCF).		
	4b. Greater support will be provided to country offices in the formulation of projects (including UTF projects in the case of middle-income countries) and in supporting their engagement with donors by building on recent examples of SP4 provisioned support to Bangladesh and the Gambia in project formulation, and in assisting countries in the identification and design of trade-related projects.	Increased support is being provided in the formulation of country level projects that include a food systems perspective and an integrated approach to value chain development. New funding opportunities at corporate level, such as the FMM or the MDF, were leveraged to formulate projects related to the SP4 programmatic areas in more than 15 countries. Additionally, SP4 has actively supported the review of the GEF 7 expressions of interests, promoting a food system approach in the formulation of GEF 7 child projects under the Sustainable Drylands Impact Programme.	5	Several new projects including a sustainable food systems approach have been formulated and funds mobilized. They include a Value Chain Development project in Papua New Guinea (Euro 80 million), an ACP programme on sustainable fisheries (Euro 40 million), projects in support of 3ADI+ in Bangladesh, Agrinvest projects in Africa, and 13 child projects under the GEF7 Impact Programmes on Sustainable Drylands and on Food Systems.
	4c. FAO will strengthen the close collaboration between SP4 and TCI both in the provision of support to countries and regional economic communities in the development of agricultural investment plans and in accessing blended financing, and in enhancing private sector investment in agricultural and food system development in support of the SDGs.	Collaboration between SP4 and DPI has been strengthened to ensure a clear food systems approach in the development and implementation of national and regional agriculture investment plans. SP4 was involved in the preparation of National Agriculture Investment Plans, such as for West Bank and Gaza, to prepare technical papers on accessing financial services for farmers and SMEs. The Agrinvest initiative provides a tangible example of recent efforts to strengthen SP4 and DPI collaboration, bringing together the sustainable	5	FAO, together with IFAD and WB, is providing support to the implementation of investment operations connecting small producers to formal markets in several countries. In cooperation with the EBRD, FAO is supporting public private investment-related policy dialogue in selected value chains. Joint PS-DPI-SP4 missions, were organized during 2019 in several African countries to present the Agrinvest initiative and support the formulation of project proposals.



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		food value chain development and the investment and finance aspects.		
	4d. FAO will strengthen collaboration between its Liaison Offices and the SP teams in recognition of the key role that Liaison Offices can play in resource mobilization efforts given their proximity to key donors and partner organizations.	SP4 has traditionally had strong collaboration with LOG on issues related to trade and to food safety and with LOB in liaising with DEVCO and the ACP Secretariat. While consolidating these relationships, significant action has been taken to develop collaborative relationships with other Liaison Offices. Collaboration with LON has been strengthened, including in relation to the HLPF. In 2018, SP4 and LON supported dialogue on accelerating progress on SDG 11, 12 and 15 with a series of side events, and with a high-level event on SIDS in 2019. LON has also supported SP4 in positioning in New York the One Planet Network. Collaboration between LOW and SP4 has focused on improving engagement with research institutions in North America. Collaboration with LOJ was strengthened through SP4 delivery of a course on 'FAO and World Food Security and Nutrition' with a food systems perspective at Tokyo University of Agriculture and Technology in 2018.	4	FAO's support to achieving sustainable consumption and production (SDG 12) is now better reflected in discussions at UN HQ. Collaboration was key in establishing the One Planet Network Multi-partner Trust Fund on SDG12, and in the preparations for the launch of the 2021 Food Systems Summit.  The roundtable and subsequent bilateral meetings with key institutions present in Washington D.C. resulted in strengthened partnerships, e.g. with GAIN and Buffalo University.  The training through LOJ raised the profile of FAO among the participants, the university staff who served as resource persons, and the wider TUAT community.
<b>Recommendation 5:</b> Mechanisms and policies to partner with the private sector and IFIs should be reviewed so that there	5a. FAO through DPS will increase its support to decentralized offices in establishing partnerships with the private sector. Training for Partnership Officers in regional offices will be followed-up with	Actions taken in support of decentralized offices establishing partnerships with the private sector include: (i) the development of a series of learning materials and fact sheets on current partnerships and mapping to the appropriate SDGs; (ii) coaching sessions for HQ and ROs on engaging with the private sector; (iii)	5	Partnerships officers in regional offices are better equipped to identify, facilitate and negotiate partnerships in response to FAO's priorities and in particular to engage more effectively with the private sector.



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are no unnecessary bottlenecks.	regular support to assist in addressing opportunities, to examine specific aspects which may pose corporate reputational and other risks, and to support country offices throughout negotiations to ensure appropriate alignment with FAO's priorities.	<p>interactive sessions including examples of fruitful partnerships, due diligence process, and identifying areas for potential partnerships in line with SP priorities.</p> <p>A webinar on partnerships supporting investments through blended finance instruments and PPPs is being developed for decentralized offices.</p> <p>Strategic partners from IFIs and non-traditional IFIs have been mapped, and mechanisms, policies and procedures are in place to address emerging challenges and opportunities.</p> <p>Experiences with non- traditional IFIs include partnerships with COFIDES, FMO, and Huruma Fund.</p>		
	5b. On the basis of growing experience in engaging the private sector as partners, FAO will review its existing policies to ensure that a balanced approach, reducing constraints to engagement with the private sector, while guarding against reputational risks, is maintained.	<p>An external evaluation of the FAO strategy for engagement with the private sector was undertaken in 2019. Its results and recommendations will inform the adjustment of the related corporate policies.</p> <p>As of January 2019 a new "Private Sector and Responsible Agricultural Investments (PSPS)" team has been created, as part of the reorganization of PSP. This reinforces the engagement with the private sector to foster responsible investment following guidance such as the CFS-RAI Principles and the OECD-FAO Guidance for Responsible Agricultural Supply Chains.</p> <p>PSP has also reviewed the procedures to assess potential reputation and other associated risks</p>	4	With the creation of the new team in PSP and the implementation of initiatives such as Agrinvest, FAO has strengthened its capacity to strategically engage with the private sector to increase responsible agricultural investments and promoting the adoption of internationally recognized guidance for responsible investment in agriculture and food systems.

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		and has strengthened its due diligence's capacity, in terms of dedicated staff.		
	5c. FAO will continue to strengthen its partnerships with UN agencies that have more direct engagement with the private sector: with UNIDO in the design and implementation of the 3ADI+; with ITC through the development of an MoU to provide support to public-private sector alliances; and with the GEF and GCF <sup>4</sup> Secretariats in the mobilization of climate-related resources towards agricultural and food system development.	As described above (see 2.d), partnerships with UN agencies are leveraged to achieve a more direct engagement with the private sector. With UNIDO to jointly engage with the private sector in the development of sustainable value chains through the 3ADI+ partnership platform; with ITC to develop productive alliances with producers and SMEs; with the World Economic Forum and the RBAs on the preparations for a Food Systems Summit in 2021.	4	Strengthened partnerships with other UN organizations including UNIDO, ITC, WTO and IFAD have facilitated greater interaction with private sector stakeholders in country level activities. The preparation process of the Food Systems Summit provides an excellent opportunity to increase engagement with and further define the role of the private sector in the food systems transformation.
	5d. FAO will also increase its level of engagement within the 10YFP Sustainable Food Systems programme, which includes a significant number of private sector partners.	FAO is providing support to the Sustainable Food Systems (SFS) Programme of the One Planet network (10YFP), which is providing a platform for collaboration across all stakeholder groups including the private sector. For example, FAO is engaging in the development of a Mediterranean multistakeholder SFS platform, as an affiliated project of the 10YFP.	5	FAO's increased engagement in the One Planet Network has facilitated a common understanding of the principles of sustainable food systems development, and the adoption of a collaborative food systems approach by programme partners, including the private sector.
<b>Recommendation 6:</b> SP4 should ensure stronger consideration of increased focus on cross-cutting issues,	6a. FAO will seek to position itself as a core agency in the leadership of the GEF7 Impact Area on Food Systems to assist directing climate-related	FAO presented a comprehensive case to the GEF- Secretariat to justify its leadership of the food system IP, which was eventually assigned to the World Bank. Subsequently, FAO contributed to the global programme framework	4	According to the evaluation criteria for selection of the lead agency for the food system IP, FAO scored very high in terms of technical capacity, but lacked proven track record of engaging with and

<sup>4</sup> Global Environment Facility (GEF); Green Climate Fund (GCF)

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including gender, climate change and nutrition, in order to better meet the objective of enabling inclusive and efficient agricultural and food systems.	investments in support of agricultural and food system developments.	document for this IP. FAO is leading the IP on Sustainable Drylands, in which a value chain approach to dryland commodities is being adopted. This will be reflected in trainings, design of the questionnaires for surveys, as well as in setting selection criteria for priority commodities.		mobilizing resources from private sector as well as co-financing capacity, which is crucial for the GEF programs.
	6b. FAO will further strengthen and better mainstream its support to countries to address issues of malnutrition through appropriate food system developments, including a specific focus on Small Island Developing States through the Global Action Programme on Food Security and Nutrition in Small Island Developing States.	FAO is preparing an e-learning course on nutrition-sensitive value chains, to be launched in late 2019, in collaboration with the RBA working group on nutrition-sensitive value chains.  FAO has allocated resources from the MDF to support countries to address malnutrition and non-communicable diseases through improving food systems and fostering healthy diets.	4	A methodological framework to analyse the links between food systems, malnutrition and non-communicable diseases, has been developed jointly by SP1, SP4, CBD, ESN and AGF, and is being piloted in selected countries.  A particular focus is put on Small Island Developing States in the Indian Ocean and in the Caribbean, to build evidence on the potential of addressing malnutrition through more sustainable food systems.
	6c. During the MTP 2018-21, FAO will expand its focus on gender to areas related to international agreements and voluntary guidelines, such as the Voluntary Guidelines on Small Scale Fisheries and RAI, using partnerships with organizations such as UN Women and UNCTAD as the primary mechanism for doing so.	In addition to the focus on gender-sensitive value chains, expressed through a specific output indicator in the SP4 results framework 2018-2021, FAO is expanding the mainstreaming of gender considerations to other SO4 areas of work.  FAO became a member of the Trade Impact Group (TIG) that facilitates the Implementation of the Buenos Aires Declaration. As a result, FAO participated in a workshop on Women in Global Value Chains of the TIG in October 2018 as well as in a workshop on Gender	4	The collaboration with UNCTAD was strengthened through the joint preparation of a publication on Trade and Gender Linkages: a study on impact of technology in agriculture on women.

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		<p>Considerations in Trade Agreements, in March 2019.</p> <p>A seminar was held in June 2019 on Gender Equality in Global Agriculture Value Chains as part of “FAO Geneva Agriculture Trade Talks”, and in July 2019 FAO co-organized an Aid for Trade Side event with Finland and UNCTAD on Women's enhanced participation in trade.</p>		