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# PROGRAMME COMMITTEE

**Hundred and Thirty-seventh Session**

**Rome, 6-10 November 2023**

**Follow-up report on the Evaluation of FAO's role and work on the  
humanitarian-development-peace (HDP) nexus**

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### EXECUTIVE SUMMARY

- In line with FAO's policy on evaluations, this document provides an update from FAO Management on the implementation of the recommendations of the Evaluation of FAO's contribution to the humanitarian-development-peace (HDP) nexus: 2014-2020 [cf. [Document PC 132/6](#)], which was presented to the 132nd Session of the Programme Committee (PC) in November 2021.
- The recommendations of the Evaluation were extensive and broad ranging, from engaging with United Nations (UN)-wide initiatives that encourage working across the HDP nexus and creating an enabling Organizational environment for HDP nexus ways of working, to strengthening understanding of, and ability to engage in, conflict-sensitive programming.
- Results are becoming evident, in some cases building on pre-existing work and experiences. The examples provided in the matrix are illustrative of the work across the Organization and are by no means exhaustive.
- Good progress has been made, in particular when it comes to:
  - a) FAO's commitment to humanitarian action as part of its mandate (Recommendation 1);
  - b) increasing the frequency and use of context/conflict and risk analyses to inform project and programme development, including in Anticipatory Action (AA) (Recommendations 2 and 4);
  - c) the concrete steps taken on implementing the Inter-Agency Standing Committee (IASC) 2016 Centrality of Protection Policy (Recommendation 2);
  - d) a broader range of partnerships across the HDP nexus, including improved reflection of affected populations' perspectives (Recommendations 3 and 4); and
  - e) greater attention being paid to intersectionality in guidance on conflict-sensitivity (Recommendation 4).
- Areas where less progress has been made include:
  - a) embedding the HDP nexus approach institutionally in the Organization, including adherence to the 2019 Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC) Recommendation on the HDP nexus (Recommendation 1);
  - b) developing and implementing a communication strategy for FAO personnel to support their understanding of the HDP nexus and its relevance to FAO (Recommendation 1);
  - c) creating new partnerships with entities at all levels that have a more explicit focus on peace, as relates to FAO's mandate, to broaden experience and learning (Recommendation 3);
  - d) undertaking a corporate-wide review of participatory approaches and use of a HDP nexus approach (Recommendation 5); and
  - e) developing a guidance note on conflict-sensitive environmental and social risk management to inform the new Framework for Environmental and Social Management (FESM) (Recommendation 5).

### GUIDANCE SOUGHT FROM THE PROGRAMME COMMITTEE

- The Programme Committee is invited to review the contents of the document and provide guidance as deemed appropriate.

**Draft Advice****The Committee:**

- **appreciated the actions taken to follow-up the Evaluation recommendations, and the progress made to date; and**
- **encouraged FAO to continue working on institutionally anchoring the HDP nexus approach in the Organization, strengthening partnerships at all levels to be better able to engage across the HDP nexus, systematising conflict-sensitivity in FAO's programming, and learning and identifying promising practices and experiences to inform scale-up of programmes with a HDP nexus approach.**

## I. Background

1. Management welcomes the opportunity to provide information on the progress made in implementing the actions agreed in the Management Response to the Evaluation of FAO's contribution to the humanitarian-development-peace (HDP) nexus: 2014-20 [cf. [PC 132/6 Sup.1](#)]. The Programme Committee, at its 132nd Session in November 2021, welcomed the Evaluation Report (cf. [PC 132/6](#)) which described the comparative advantage, current and potential role, and challenges for FAO contributions to and institutional anchoring of the HDP nexus approach, whilst recognizing FAO's considerable expertise and experience in both humanitarian and development contexts, along with its contributions to sustaining peace.
2. The HDP nexus is not a new area of work or a particular type of programme, instead, it is a systemic way of thinking and a new way of working. Its main features are about joined-up, multi-partner, flexible and adaptive programming across the three HDP pillars that is anchored in context analysis and evidence, and is people-centred and inclusive. Humanitarian assistance, development cooperation and contributions to peace are not serial processes: they are all needed at the same time in order to reduce needs, risk and vulnerability. At its core the HDP nexus is about prioritizing prevention, mediation and contributions to sustaining peace, investing in development whenever possible, while ensuring immediate humanitarian needs continue to be met.
3. The overarching message from the Evaluation is that FAO is ideally placed to invest in a major corporate effort to learn from its years of experience and successful examples. According to the Evaluation, FAO is also well equipped to mainstream and adopt the HDP nexus approach, making deliberate and informed use of approaches and practices such as technical engagement, information systems and context analysis to inform conflict-sensitive programming, rights-based frameworks and people-centred approaches to achieve inclusive and peace-sustaining results.
4. At the same time, the Evaluation called for FAO to step-up its footprint in, and contributions to, coordination and multi-partner fora and policy dialogues on the HDP nexus at country, regional and global levels. Management appreciates that, while such collaboration naturally includes the Rome-based Agencies (RBAs), stronger engagement with traditional and non-traditional humanitarian, development, and peace actors – persons or entities that contribute to or engage in maintaining and/or promoting peace - is essential to understand the underlying causes of vulnerability and reach the most in need.
5. Management recognizes that greater collaboration and alignment across FAO Offices, Centres and Divisions is paramount to achieve a common understanding and implementation of the HDP nexus in both fragile and more stable contexts. Management acknowledges that greater bridging of technical expertise is necessary to ensure that the HDP nexus becomes a corporate approach and is not limited to the remit of a few Offices, Centres and Divisions.
6. In line with FAO's policy on evaluations, this report provides an update on the implementation of the actions set out in the Management Response. The report uses the Management Action Record Scoring (MAR Score) with a six-point scale, in which FAO Management self-assessed the level of adoption and implementation of the recommendations.
7. The HDP nexus approach is reflected in the FAO Strategic Framework 2022-31 and underpins work of the Programme Priority Areas (PPAs) on emergencies and resilience, namely Better Life (BL) 3 "Agriculture and food emergencies" and BL4 "Resilient agrifood systems". The Office of Emergencies and Resilience (OER) has developed a programme approach as a common internal framework for shaping country emergency and resilience programming and project formulation, predicated on the HDP nexus approach, and operationalising PPA commitments from a country programme perspective. The HDP nexus is increasingly referenced and used by FAO's Decentralized Offices (DOs), as well as partners.

## II. Overall progress in the implementation of the accepted recommendations

8. Management found that the Evaluation Report (cf. [PC 132/6](#)) was well formulated, insightful and constructive, and concurred with the findings and recommendations presented and accepted all

recommendations. Management also appreciated that the Evaluation team conducted the evaluation during an exceptionally challenging period when the restrictions imposed by the COVID-19 pandemic limited in-person interaction with FAO personnel, especially those in decentralized offices.

9. With the exception of the formulation of a Director-General Bulletin (DGB) (following the development of the corporate position paper on the HDP nexus), all recommendations are being implemented and results are becoming evident.

10. The development of a corporate position paper on the HDP nexus, which is foundational for other actions to be addressed, will be informed by FAO's programmatic experiences and good practices of the HDP nexus approach. These are already being documented and disseminated. In addition, FAO's leadership of workstreams under the IASC Task Force 4 "Humanitarian and Development Collaboration and its Linkages to Peace" will also have relevance. However, resources need to be allocated in 2024 to ensure that any further delay in developing a corporate position paper on the HDP nexus is avoided.

11. The overall implementation of the six recommendations and forty associated sub-recommendations has shown good progress, in particular when it comes to:

- a) FAO's commitment to humanitarian action as part of its mandate (Recommendation 1). For more details, please see table below – page 9;
- b) increasing the frequency and use of context/conflict and risk analyses to inform project and programme development, including in AA (Recommendations 2 and 4). For more details, please see table below – page 13, page 23 and pages 25-26;
- c) the concrete steps taken on implementing the IASC 2016 Centrality of Protection Policy (Recommendation 2). For more details, please see table below – pages 14-15;
- d) a broader range of partnerships across the HDP nexus, including improved reflection of affected populations' perspectives (Recommendations 3 and 4). For more details, please see table below – pages 16-27; and
- e) greater attention being paid to intersectionality in guidance on conflict-sensitivity (Recommendation 4). For more details, please see table below – pages 21-26.

12. Of note are the impacts of certain actions taken to date, which indicate that FAO is on a positive trajectory with regard to its role in and work on the HDP nexus, both internally and with external partners.

13. Some thematic areas within FAO's mandate lend themselves particularly well to an HDP nexus approach because they transverse humanitarian, development and peace-related action (e.g. ensuring collaborative relations, contributing to horizontal social cohesion between host and forcibly displaced communities). FAO's work on durable solutions for forcibly displaced populations includes deep involvement in global policy processes, such as the Secretary-General's Action Agenda on Internal Displacement and the Global Refugee Forum process, with the development of a Multistakeholder Pledge on Agriculture, Food Systems and Food Security, co-led with the World Food Programme (WFP) and the UN Refugee Agency (UNHCR).

14. Similarly, the linkages between climate change and the dynamics of conflict over natural resources as related to agriculture and food security are being explored through an informal cross divisional technical-level discussion group on climate, peace and security, noting that this topic is receiving attention at the 28th Conference of the Parties (COP28) to the UN Framework Convention on Climate Change (UNFCCC) through a new theme on 'Health, relief, recovery and peace' under the Presidency of the United Arab Emirates.

15. The engagement of FAO Liaison Offices (LOs) in Geneva, Switzerland, (LOG) and New York, United States of America, (LON) as well as OER with various multistakeholder platforms, such as the Climate Security Mechanism (CSM), and active participation in UN-wide initiatives that encourage HDP nexus ways of working has ensured that FAO is well positioned to share experiences of the HDP nexus approach. External partners are increasingly understanding that FAO's work on

emergencies, resilience and transformative agrifood systems in protracted crises, grounded in contextual understanding and conflict-sensitive approaches, are in line with an HDP nexus approach.

16. Some practical examples include FAO's co-lead of the Anticipation Hub working group on AA in Conflict, where FAO is co-designing and supporting a training series on conflict-sensitive programming for AA stakeholders. Similarly, in FAO's work under the Kingdom of the Netherlands funded Food Security and Nutrition Resilience Programme (FNS-REPRO) in Somaliland, South Sudan and the Sudan, an integrated approach has been adopted from the start. This included piloting of a context monitoring initiative to enable the identification of emerging conflict issues and determination of the potential and/or actual impacts on areas of intervention to inform adaptive programming and timely responses.

17. There are some areas where progress has not been as strong, and to which greater attention shall be paid in the coming biennium. These include:

- a) embedding the HDP nexus approach institutionally in the Organization which has not yet reached its full potential, including adherence to the 2019 OECD-DAC Recommendation on the HDP nexus (Recommendation 1). For more details, please see table below – pages 8 and 10;
- b) developing and implementing a communication strategy for FAO personnel to support their understanding of the HDP nexus and its relevance to FAO (Recommendation 1). For more details, please see table below – page 11;
- c) creating new partnerships with entities at all levels that have a more explicit focus on peace, as relates to FAO's mandate, to broaden experience and learning (Recommendation 3). For more details, please see table below – page 21;
- d) undertaking a corporate-wide review of participatory approaches and use of a HDP nexus approach (Recommendation 5). For more details, please see table below – page 32; and
- e) developing a guidance note on conflict-sensitive environmental and social risk management to inform the new FESM (Recommendation 5). For more details, please see table below – page 34.

18. Extra-budgetary resources are being used to hire a dedicated HDP nexus adviser to take forward certain actions under Recommendation 1 in the coming months.

19. Divisions and Offices are working closely together on thematic areas that are conducive to the HDP nexus and FAO's mandate, with programmatic experiences and good practices of the HDP nexus approach being documented. Knowledge products on concrete examples of FAO's work using or highlighting an HDP nexus approach are being captured and disseminated by OER's Knowledge Platform on Emergencies and Resilience (KORE) team.

20. An OER research agenda was initiated in mid-2023 and includes the HDP nexus as one of three broad research areas on contributions to improved food security and nutrition and resilience outcomes. This exercise will promote research led by OER in collaboration with other stakeholders (FAO Divisions and Offices, DOs, and/or external research partners) with the aim to collect evidence and strengthen the knowledge base on the role of food and agriculture to address the root causes as well as symptoms of acute food insecurity, linking humanitarian, development and peace objectives.

Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

Accepted evaluation recommendations (a)	Sub-recommendation	Action agreed in the management response (b)	Description of actions taken, or reasons for actions not taken (c)	MAR score <sup>1</sup> (d)	Impact of, or changes resulted from taken actions (e)
<p><b>Recommendation 1:</b> The HDP nexus must be 'institutionally anchored' in FAO so that it becomes a well understood and used approach at the corporate level in all locations, both fragile states and more stable contexts. This will require an acceleration and change in the organizational culture and acquired knowledge of the Organization so as not to remain the limited remit of a few dedicated units and country teams in crises contexts. Such a change will need to happen through clear leadership, support and messaging from senior</p>	<p>i. -Ensuring the HDP approach is well reflected across the relevant areas of the Strategic Framework 2022-31. This should be embedded across outcomes and programmatic components and not 'isolated' as the sole remit of resilience and emergency domains, making the case that this is relevant for stable contexts as well.</p>	<p>The guidance for PPA formulation specifically highlighted the need to think across the humanitarian-development nexus and its contribution to peace. This approach is explicitly embedded and visible under the PPAs on emergencies and resilience, namely BL3 "Agriculture and food emergencies" and BL4 "Resilient agrifood systems"; the humanitarian-development nexus and its contribution to peace approach will be further articulated and strengthened in the formulations and related implementation of the FAO Strategic Framework 2022-31 in all contexts (e.g. One Health, climate change, nutrition for the most vulnerable, contributions to sustaining peace and supporting inclusiveness, gender equality and social protection, etc.).</p>	<p>The HDP nexus approach continues to underpin work of the PPAs on emergencies and resilience, namely BL3 "Agriculture and food emergencies" and BL4 "Resilient agrifood systems" and is increasingly referenced and used by DOs.</p> <p>In order to facilitate that different key thematic components (including the HDP nexus approach) are further articulated and strengthened in the implementation of the FAO Strategic Framework 2022-31 in all contexts, the Organization launched, among other tools, the PPA Country Information Package to provide a ready-to-use reference to promote an improved familiarity with and understanding of the PPA's key thematic components and theories of change.</p> <p>Additional work is required to ensure the HDP nexus approach is understood as equally relevant in more stable contexts.</p>	<p>4</p>	<p>Better reflection of the HDP nexus in the FAO Strategic Framework 2022-31 related guidance.</p> <p>Improved understanding of, and the relevance of, the HDP nexus approach outside of OER, both at headquarters and decentralized levels.</p>

<sup>1</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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managers complemented by a number of practical actions, as follows ( <i>by sub-recommendation</i> ).	ii. Joining other UN agencies in signing up to the OECD-DAC recommendation on the nexus. Although this is not legally binding, it is a clear statement of intent, and provides a useful set of standards for HDP nexus ways of working against which FAO can continue to monitor its progress, and be peer-reviewed, and a platform for discussion between donor governments and UN agencies on the HDP nexus.	FAO intends to adhere to the OECD-DAC recommendation on the nexus. FAO recognizes that this is strategically important for effective engagement with donors and other partners in fragile and conflict-affected contexts.	Deputy Director-General (DDG)-level support for adherence to the OECD-DAC recommendation on the nexus submitted to Legal Counsel requesting review/advice in August 2023.	4	DDG-level approval provided, with legal advice awaited.
	iii. With a corporate position paper that clearly states this is an organizational commitment, setting out what HDP nexus ways of working mean to FAO (and what the nexus is not i.e. a new brand of projects of programmes), peppered with illustrations from lessons across countries and regions on what HDP nexus ways of working look like in practice.	A corporate position paper will be prepared to unpack the humanitarian-development nexus and its contribution to peace approach, and commitments across the Organization, from headquarters to Decentralized Offices. This will spell out respective roles and accountabilities, identify ways of working, good and promising practices, lessons learned and recommendations. The paper will be widely communicated through various means including webinars.	A dedicated HDP nexus adviser is being hired by OER within its Conflict and Peace Unit (CPU), a specific function being to develop a corporate position paper on the HDP nexus.  In the meantime, programmatic experiences and good practices of the HDP nexus approach are being <a href="#">documented and disseminated</a> , and FAO has co-led development of HDP nexus-related guidance under the IASC Task Force 4 “Humanitarian and Development Collaboration and its Linkages to Peace”. These will help inform a corporate position paper.	4	Too early to report evidence of results on the intended target.



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	iv. Restate FAO's commitment to humanitarian action as part of its mandate, ensuring that this is well understood by all staff and clarifying FAO's commitment to humanitarian principles, accompanied by guidance for programme staff on how to manage this while working in partnership with national governments.	<p>The formulation and implementation of the PPA on food emergencies (BL3) reflects the core pillar of FAO's commitments to humanitarian action and principles.</p> <p>The delivery of this PPA will be accompanied by guidance for management and technical staff, along with programme staff at all levels, and related capacity development, on how to manage this while working in partnership with national governments.</p>	<p>FAO's commitment to humanitarian action has been reinforced through the Director-General's focus on emergency and resilience-related resource mobilisation, and reaching 60 million people (R60M)<sup>2</sup>, both of which are key BL3 delivery targets.</p> <p>OER has developed a programme approach as a common internal framework for shaping country emergency and resilience programming and project formulation, predicated on the HDP nexus approach, and operationalising PPA commitments from a country programme perspective.</p>	5	<p>FAO's emergency and resilience resource mobilisation increased in 2022 to USD 1.294 billion, while delivery likewise rose by 61 percent.</p> <p>In 2022, at least 36 million people were reached with direct emergency and resilience assistance in predominantly protracted crisis contexts.</p>
	v. Creating space for discussion and dialogue to bring together FAO colleagues working on the 'H', 'D' and 'P' components of the nexus, to explore how their work can be more complementary. These could be organized around particular thematic areas for which a HDP nexus lens is particularly relevant to keep it grounded e.g. social protection, food security	<p>FAO will explore establishing an internal humanitarian-development nexus and its contribution to peace community of practice, and/or build on existing thematic ones to better bring together and bridge 'H', 'D' and 'P' technical expertise and help ensure that those connections, once built, will strengthen over time.</p>	<p>An informal cross-divisional technical-level discussion group on Climate, Peace and Security started in 2022 as this is a thematic area for which an HDP nexus lens is particularly relevant, with more active collaboration between OER, the Office of Climate Change, Biodiversity and Environment (OCB) and the Agrifood Economics Division (ESA).</p> <p>OER's work on Durable Solutions for forcibly displaced populations, including</p>	5	<p>Discussion around HDP nexus-relevant thematic areas ongoing, informing global policy processes.</p>

<sup>2</sup> FAO Strategic Framework 2022-31, para 99, <https://www.fao.org/3/ne577en/ne577en.pdf>

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	monitoring, natural resource management.		<p>both the Secretary-General's Action Agenda on Internal Displacement and the Global Refugee Forum, pulls together expertise across the Organization.</p> <p>The Inclusive Rural Transformation and Gender Equality Division (ESP) and OER are working closely together on social protection and AA in protracted crises, as well as on Community Engagement for Empowerment approaches (such as Dimitra Clubs) as a HDP nexus approach with a strong gender transformative perspective.</p>		
	vi. A DGB or internal guidance outlining responsibilities, authority and commitments in terms of both strategic positioning and programmatic work at country level and the necessary support requirements for all the other subsidiary levels.	A DGB will be formulated following the development of the corporate position paper, outlining responsibilities and operational guidance at global, regional and country level.	Requires development of the corporate position paper (recommendation 1.iii) to be completed.	1	Too early to report evidence of results on the intended target.

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	vii. Developing and implementing a communication strategy for FAO staff, based on the position paper and DGB, to support their understanding of the HDP nexus and its relevance to FAO, for example through webinars, learning from its work so far and building expertise to do so.	<p>A learning package for FAO staff on the humanitarian-development nexus and its contribution to peace will be formulated following the development of the corporate position paper and DGB. This will consider how to best position within, synergize with, benefit from and support other ongoing change processes in the Organization.</p> <p>This would include the development with technical teams of knowledge products highlighting concrete examples of FAO's work.</p> <p>This sub-recommendation would be supported with the development of a mandatory training on conflict- and risk-sensitive programming. Other relevant trainings (e.g. nutrition, social protection, resilient agrifood systems) will also be used according to contexts.</p>	Requires development of the corporate position paper (recommendation 1.iii) and DGB (recommendation 1.iv) to be issued. Knowledge products on concrete examples of FAO's work using or highlighting an HDP nexus approach are being gathered and collated by OER's KORE team.	3	Too early to report evidence of results on the intended target.
<p><b>Recommendation 2:</b> As a matter of priority, FAO must take urgent steps to become truly 'fit for purpose' to work in challenging and highly politicised conflict environments and fragile</p>	i. Stepping up, prioritising and institutionalising support to senior leadership at country level. This must be provided at a high-level (e.g. Assistant Director-General/DDG level), fully conversant with the context, and readily available.	<p>FAO senior management is fully committed to supporting senior leadership at country level to ensure the implementation of FAO position on the humanitarian-development nexus and its contribution to peace (as framed in recommendation 1).</p> <p>It will be critical for implementing this sub-recommendation to strengthen the</p>	In order to help promote the implementation of the HDP nexus approach at country level, OER has developed a programme approach as a common internal framework for shaping country emergency and resilience programming and project formulation, predicated on the HDP nexus approach,	4	Too early to report evidence of results on the intended target.

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States. This includes (by sub-recommendation).		relationship with the RC/HC office at country level.	and operationalising PPA commitments from a country programme perspective. The development of a corporate position paper (recommendation 1.iii) and subsequent DGB (recommendation 1.iv) will be critical steps for the sub-recommendation.		
	ii. Learning more systematically from FAO's experiences (positive and negative) of navigating its relationship with governments in such contexts, developing guidance for in-country senior leadership.	FAO will explore and capture its experiences in working with governments in protracted crises. This will fit within the context of wider knowledge management initiatives being explored by the Organization for improved relevance and impact of its work.	An OER research agenda was initiated in mid-2023 and includes the HDP nexus as one of three broad research areas on contributions to improved food security and nutrition and resilience outcomes. This exercise intends to promote research led by OER in collaboration with other stakeholders (FAO Divisions/DOs, and/or external research partners) with the aim to collect evidence and strengthen the knowledge base on the role of food and agriculture to address the root causes as well as symptoms of acute food insecurity, linking humanitarian, development and peace objectives. This sub-recommendation will be reflected in this OER research agenda.  FAO's Investment Centre (CFI) has worked with the Government of Palestine to develop and implement the national policy and investment framework for Sustainable Development	4	Too early to report evidence of results on the intended target.

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			Goal (SDG) 2 providing a solid basis for learning (along with other cases where CFI supported countries in protracted crisis to develop transformative and inclusive National Investment Plans for Food and Nutrition Security and Sustainable Agriculture).		
	iii. Increasing FAO's capacity to carry out regular context/conflict and risk analysis to support senior leadership in-country (see also recommendation 4).	Through appropriate awareness, incentives, policies and capacitation, FAO will improve and increase the frequency and quality of regular context/conflict and risk analyses in project and programme development, and in Country Programming Framework drafting. Relevant tools will be further strengthened and shared widely with country offices. Additional extra-budgetary resources will be mobilised.	The number of context/conflict analyses has increased in the reporting period. Context/conflict analyses have been completed to support UN Secretary-General's Peacebuilding Fund (PBF) projects in Cameroon and the Democratic Republic of the Congo. Joint context analyses have been completed with partners such as Interpeace and the Intergovernmental Authority on Development (IGAD) in the Karamoja Cluster, to understand the interlinkages of conflict, food insecurity, climate change and migration. A joint analysis was undertaken with WFP on the nexus of instability and food insecurity in Haiti.  Risk analysis and mitigation is a mandatory step in the FAO project cycle and reflected in project documents. Complementary tools are being developed by OER, e.g. a "Guidance Note on Scaling up Multi-Hazard	5	Improved frequency of analyses informing quality of programme design, monitoring and evaluation approaches, and conflict sensitivity and context monitoring methodologies.

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			<p>Disaster Risk Reduction in Fragile and Conflict Settings in Agrifood Systems”.</p> <p>The Climate Risk Toolbox (CRTB) is an open-access digital resource aimed to assess vulnerability, adaptive capacity, and climate risks of agricultural systems in a systemic way for agricultural investment projects, policy plans, and decision-making processes. It has been developed and <a href="#">integrated</a> into the corporate Hand-in-Hand Geospatial Platform. A series of awareness-raising activities for CRTB have been organized within FAO and for a wider audience.</p>		
	<p>iv. Formulating and rolling out a protection policy to guide FAO's work, especially in conflict environments and fragile States.</p>	<p>An FAO protection policy will be developed, in line with other IASC Members' policies and accepted good practice.</p>	<p>FAO has committed to implementing the IASC 2016 Centrality of Protection Policy. In the area of data protection<sup>3</sup>, a Senior Data Protection Officer position has been created and a corporate Data Protection Policy was launched in 2022 (AC 2022/06). Concerning development of an overarching protection policy, a Senior Protection Expert to assess the organisation's protection infrastructure and provide recommendations to management in line with Management Response's action plan. Norwegian</p>	5	<p>Concrete steps taken to implement the IASC 2016 Centrality of Protection Policy undertaken, which is ongoing. Raised awareness of protection-related issues with Core Leadership and FAO personnel, with cross-unit collaboration.</p>

<sup>3</sup> Insofar as data protection is linked to protection in terms of protecting individuals and groups providing information from harm, including around informed consent for data collection.

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			funding under the Special Fund for Emergencies and Rehabilitation (SFERA) to support protection capacities in six Country Offices has also been agreed.		
	<p>v. Strengthening FAO's presence and engagement in high-level discussions and decision-making at the New York and Geneva levels, with increased resourcing and staff experienced in working across the HDP nexus, contributing evidence on the linkages between food security, Natural resource management (NRM), livelihoods and peace. This can foster a systematic two-way flow of information, from country level to feed FAO experience and knowledge into high-level debates and decision-making, and from New York and Geneva back to country level to ensure FAO country offices are fully informed of decisions and analysis that relate to the contexts in which they are working.</p>	<p>The FAO Core Leadership is committed to prioritizing engagement on the humanitarian-development nexus and its contribution to peace approach in the LOs in LOG and LON, fostering the interaction between these two Offices, headquarters and Decentralized Offices, hiring and/or deploying additional expertise.</p>	<p>LOG personnel has been strengthened with an improved skills mix in various areas including HDP nexus, One Health, trade and NRM. In order to strategically position food security and agrifood systems transformation within Geneva-based policy discussions, FAO and WFP Geneva Offices hold monthly joint briefings on food crises which cover emergency responses as well as resilience building efforts undertaken by the two organizations and their UN and non-governmental Organizations (NGO) partners. Capacity at LON has also been strengthened which covers the HDP nexus portfolio. Both LOs have numerous bilateral conversations with members and partners on the HDP nexus and related thematic topics (e.g. Durable Solutions and Climate, Peace and Security), facilitating briefings, side events and senior management missions.</p>	5	<p>FAO is increasingly recognised by partners as an important and relevant player on the HDP nexus and related thematic areas. There has been strengthened collaboration and interaction between headquarters, LOs and DOs on the HDP nexus.</p>

Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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	<p>vi. Supporting country offices to engage in its areas of technical expertise (e.g. land rights) with the big 'P' actors, such as UN peacebuilding missions by sharing guidance derived from FAO's participation in the United Nations Sustainable Development Group (UNSDG) Task Team on Transitions and Peacebuilding and the Peacebuilding Contact Group as well as additional guidance that could be derived from examples from other UN Agencies, and learning from examples of FAO's successful engagement with big 'P' actors.</p>	<p>Based on the guidance developed in the corporate framework on the humanitarian-development nexus and its contribution to peace opportunities will be identified where specific technical expertise can engage with traditional peacebuilding and security actors, in line with the scope of FAO's mandate and adherence to humanitarian principles.</p>	<p>Action to be taken based on guidance developed in the corporate position paper (recommendation 1.iii) on HDP nexus, yet to be developed.</p> <p>Some field-level experiences of FAO technical engagement with UN peacekeeping missions, e.g. with United Nations Assistance Mission in Somalia (UNSOM) and United Nations Interim Security Force for Abyei (UNISFA) have previously been <a href="#">reflected</a>.</p>	4	Too early to report evidence of results on the intended target.
<p><b>Recommendation 3:</b> FAO must strengthen its partnerships at all levels – global, regional and country levels – so it is better able to engage in HDP nexus ways of working with humanitarian, development and peace actors, in</p>	<p>i. Broadening its partnerships on food security monitoring, resilience measurement, early warning/risk analysis and AA, to include a more diverse range of actors that ensure the analysis includes perspectives of affected people as well as more quantitative measurements and explore underlying structural causes.</p>	<p>In line with its reinvigorated business model, FAO will ensure improved and more integrated partnerships across diverse thematic areas. This will inform a more comprehensive understanding of risks, protracted crises, taking on-board the perspective of affected populations to ensure needs and priorities-based support, addressing the gender and social dimensions in resilience measurement, in order to better inform a humanitarian-development nexus and its</p>	<p>Progress is solid in this area with partnerships strengthened and deepened across a number of areas. FAO now consistently engages with the UN's Peacebuilding Contact and Strategy Groups, including the emerging Peacebuilding Impact Hub. Since 2020, FAO's award-winning <a href="#">Data in Emergencies (DIEM)</a> information system provides a regularly updated and accessible picture of food insecurity in fragile environments informing FAO's</p>	5	<p>Broader range of partnerships emerging across the HDP nexus related to analysis, including emerging work on improved reflection of affected populations' perspectives.</p>



Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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particular (by sub-recommendation).		contribution to peace approach to programming.	<p>evidence-based programming. The Markets and Trade Division (EST) Global Information Early Warning System (GIEWS) has developed a strong collaborative partnership with the National Aeronautics and Space Administration (NASA) Harvest/University of Maryland to supplement on-going agriculture and food security assessments with advanced remote-sensing analysis. This partnership was used to produce more quantitative analysis on the impact of the war in Ukraine, specifically to assess the impact on cropped areas and the <a href="#">effect of the breach of the Kakhovka Dam on agricultural production</a>. New partnerships related to AA are being developed, e.g. in Somalia where an AA and Preparedness programme in Somalia ahead of an expected El Niño event has been launched.</p> <p>The Subregional Office for East Africa's Resilience Team for East Africa (SFE-RTEA), in collaboration with IGAD's Conflict Early Warning and Response Mechanism (CEWARN), Interpeace and the Northern Rangeland Trust (NRT), has developed a framework for an integrated Early Warning and AA</p>		

Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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			<p>system comprising the thematic areas of food security and livelihoods, conflict, One Health and natural resources. Once operationalized, the system is expected to inform more comprehensive approaches to addressing the intersectionality of risks, needs and vulnerabilities.</p> <p>Inclusion of affected populations' perspectives, under initiatives funded by the Swedish International Development Agency (SIDA) and the United States Agency for International Development (USAID), the OER research agenda includes aspects of localization and community engagement in AA.</p>		
	<p>ii. With the private sector such as national and international companies investing and engaged in agriculture, especially in fragile states, promoting 'Principles for Responsible Investment in Agriculture and Food Systems' in ways that reduce conflict and contribute to peace.</p>	<p>In line with the Committee on World Food Security's Principles for Responsible Investment in Agriculture and Food Systems (CFS-RAI) framework, FAO will refer to and apply its principles when engaging with the private sector in protracted crises.</p>	<p>FAO has produced an <a href="#">online course</a> on "Responsible investment in agriculture and food systems targeted to the private sector". The course includes an assessment tool that allows private sector companies to determine their activities and/or investment(s) compliance with the CFS-RAI Principles. The course offers digital certification.</p> <p>CFI has supported Yemen on private sector engagement in the agrifood sector. As part of these efforts, value chain diagnostics in the coffee and</p>	5	<p>Capacity development opportunities developed, and country-specific policy support provided.</p>

## Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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			<p>fisheries subsectors have been developed in collaboration with the International Finance Corporation (IFC) to both guide the work of the World Bank Group on supporting these two subsectors, as well as the work of FAO and development partners on private sector engagement in the agrifood sector.</p> <p>In 2022, SFE-RTEA in collaboration with the Sudan and Somalia country offices held project-specific discussions with private sector actors along the Gum Arabic (Sudan) and fodder (Somaliland) value-chains on conflict-sensitive business practices as part of a larger discussion on Smart Partnerships.</p>		
	<p>iii. Stepping up strategic partnerships with academic and research institutes at global, regional and country levels, to strengthen action research in order to build a credible and rigorous evidence base, for internal FAO learning and to feed into and inform higher level discussions and debate.</p>	<p>The importance of a strong evidence base is well understood. Partnerships with academic and research institutes at all levels already exist and these will be deepened and strengthened to support extrabudgetary resource mobilization and policy discussions on the humanitarian-development nexus and its contribution to peace.</p>	<p>Building on existing partnerships with academic and research institutes, under the Fighting Food Crises along the HDP Nexus Coalition, of which FAO is a co-lead, a research consortium, led by the Stockholm International Peace Research Institute (SIPRI), is being created to explore drivers of, and approaches to address food crises across the HDP nexus. A condition for any research project commissioned by the Consortium is that a Global South institution is involved.</p>	4	<p>Too early to report evidence of results on the intended target.</p>

**Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix**

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			SFE-RTEA has increased collaboration with local academia to foster FAO's contributions to peace, including through the Universities of El-Fasher, El-Dain and Hargeisa Institutes for Peace and Conflict Studies.		
	iv. With Regional Economic Communities (RECs), guided by longer-term partnership strategies that promote linkages across the nexus, from programming to policy levels.	Building on existing longer-term partnership strategies, FAO will strengthen its engagement with RECs to promote linkages across the nexus.	<p>Engagement with RECs has continued, e.g. with IGAD member states on developing the IGAD Protocol on Transhumance, cutting across humanitarian, development and peace considerations.</p> <p>The Global Network Against Food Crises (GNAFC) is supporting West African regional institutions (the Economic Community of West African States (ECOWAS), West African Economic and Monetary Union (UEMOA), Permanent Interstate Committee for drought control in the Sahel (CILSS)) in operationalizing the HDP nexus approach in West African and Lake Chad region countries, including Cameroon.</p> <p>CILSS is participating in a regional workshop organized under the GNAFC on the HDP nexus to ensure better coordination of efforts with and within existing food security and nutrition</p>	5	Technical support provided to RECs on development of cross-border agreement and policy concerning transhumance, and engagement in HDP nexus-related processes.

## Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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	v. Exploring more ‘unusual’ partnerships at regional and country levels that can support and strengthen FAO’s engagement with the ‘p’ component, in the way that Interpeace has done at the global level. FAO should map civil society organizations and networks engaged in contributing to peace, such as the <i>Comités Locaux de Paix</i> in DRC, the <a href="#">Global Network of Women Peacebuilders</a> or <a href="#">West Africa Network for Peacebuilding</a> .	FAO recognizes that it has not traditionally worked with partners that have a more explicit focus on peace. Nonetheless, it is building relationships in this area at global (e.g. Interpeace), regional (e.g. CEWARN) and local level (e.g. Search for Common Ground). In order to broaden this experience, FAO will explore other options, including mapping networks and organizations with which to partner.	analytical processes, and to build synergies with other partners.  In some contexts, engagement with more local actors that contribute to peace has taken place, e.g. with the local private enterprise “INSTA” in Kenya which works on value-chains with displaced and host communities, contributing to horizontal social cohesion.  More explicit mapping of civil society organizations and networks engaged in contributing to peace needs to be undertaken.	4	Too early to report evidence of results on the intended target.
<b>Recommendation 4:</b> In order to ensure that FAO’s work at country level matches its global ambitions, the Organization must strengthen its understanding of, and ability to engage in context/conflict analysis and conflict sensitive	i. Adapting FAO’s guidance materials on context/conflict analysis to promote intersectional analysis and a more holistic understanding of the gendered dimension.	Existing guidance implicitly reflects intersectional analysis. However, FAO’s guidance on context/conflict analysis and conflict-sensitive programming will more clearly reflect multidimensional analysis, including gender and age.	ESP has organized two short training sessions for FAO personnel on intersectionality analysis, based on the experiences of ESP, and a paper drafted. ESP and OER closely collaborate to address gender and intersecting issues in the work related to emergency and resilience building, paying special attention to reducing the risks of gender-based violence. This includes joint personnel training and awareness	5	Greater attention being paid to intersectionality and specific activities in 2022-23 have started to address this concern, with experiences of OER and ESP collaboration, and external review of relevant FAO guidance materials to be followed-up on as resources allow.

Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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<p>programming, paying attention to intersectionality and including risk and food insecurity analysis beyond (but including) conflict analysis. This means (by <i>sub-recommendation</i>).</p>			<p>raising activities, and periodical information and knowledge products, using both secondary and primary sex-disaggregated data.</p> <p>The OER/CPU commissioned a rapid review and scoring of gender integration in OER guidance materials on context/conflict analysis, and wider contributions to peace in mid-2023 as part of work with Interpeace, with findings to be discussed with ESP.</p> <p>Community Engagement for Empowerment approaches (e.g. Dimitra Clubs) are a recognised and well-regarded strategy in the implementation of the HDP nexus, combined with a strong gender transformative perspective, which also touches upon FAO work under the Localization Agenda.</p> <p>FAO's "<a href="#">Stakeholder Engagement Guidance Note</a>" includes concise guidance on adopting an intersectionality lens to identify risks from projects as there may be different risks for different stakeholders, depending on their sex, age, ethnicity, disability, employment status and other relevant socio-demographic variables.</p>		

## Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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	<p>ii. As well as building capacity on context/conflict analysis (see recommendation 3.iii above), investment to build capacity in conflict-sensitive programming, and programming to manage conflict and sustain peace, especially at country and regional levels. This should be supported through strategic partnerships, as recommended above.</p>	<p>While FAO will couple its efforts to increase capacity on context/conflict analysis and adapting existing guidance materials with similar initiatives to build capacity in conflict-sensitive programming, with associated policies, incentives and accountabilities. This will be complemented by intensified efforts and advocacy to mobilize extrabudgetary, voluntary contributions and catalyse partnerships to promote scaling up for enhanced impact.</p>	<p>In addition to previously noted actions on partnerships, linkages are being made with other technical areas. FAO's links to conflict-sensitive programming by including guidance on how community engagement supports context analysis by drawing on local knowledge, community feedback and local expert opinion to identify vulnerabilities, capacities and priorities<sup>4</sup>. It further places emphasis on an intersectional approach.</p> <p>Support to Decentralized Offices to build capacity on conflict-sensitive programming is ongoing, including through dedicated OER missions from headquarters (most recently to DRC), and support from decentralized expertise in Amman, Dakar and Nairobi funded by the GNAFC, and the increased use of FAO's "<a href="#">Programme Clinic: Designing conflict-sensitive interventions</a>".</p> <p>Conflict sensitivity has been included as a cross-cutting approach in the SFE Priority Framework.</p>	5	<p>Awareness of conflict sensitivity improved in selected decentralized locations, and over 30 conflict sensitivity Programme Clinics completed in DOs since 2020.</p>
	<p>iii. Strengthening the linkages between data collection and analysis of short-term acute</p>	<p>While the Hand-in-Hand Initiative (HiHi), the Integrated Food Security Phase Classification (IPC) and the GNAFC are</p>	<p>The GNAFC is supporting the establishment of analytical units to enhance capacities and information</p>	5	<p>Additional opportunities beyond the IPC and HiHi being capitalised on,</p>

<sup>4</sup> <https://www.fao.org/3/cc5966en/cc5966en.pdf>

**Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix**

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	<p>food insecurity with data collection and analysis of longer-term chronic food insecurity, deepening understanding of the structural causes of food insecurity, and analysis of conflict as a major driver of food insecurity.</p>	<p>all currently working on strengthening these linkages, FAO will further explore opportunities to strengthen complementarities between acute and chronic analyses and structural causes of food insecurity, including the impacts of climate change, collecting data disaggregated at the household level.</p>	<p>systems at national level in seven priority countries in west Africa (Burkina Faso, Cameroon, Chad, Mali, Mauritania, Niger and Nigeria), as well as national dialogues and workplans aligned with an HDP nexus approach.</p> <p>OER is working with analytical teams to improve data disaggregation, particularly on forced displacement. ESP and OER are supporting rigorous evidence generation to guide investments, policies and programmes in the context of protracted crises. In Uganda, impact evaluation of value chain interventions targeting both refugees and hosting communities is underway. In Somalia, ESP works with OED to evaluate the impacts of different transfer modalities on productive capacities and food security of beneficiaries. In northern Kenya, ESP is evaluating the impacts of bundling cash transfers with farmer field schools to support increased climate resilience among agro-pastoralist households.</p> <p>All FAO programmes and projects will need to integrate climate change and disaster risk considerations during the project design, while projects with substantial or high climate risks are</p>		<p>particularly on improved data disaggregation and linkages with climate change.</p>



## Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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			advised to conduct in-depth climate risk assessments, e.g. using the newly developed Climate Risk Toolbox (CRTB). FAO's Climate and Agriculture risk Visualization and Assessment (CAVA) Platform and CAVA Analytics are another set of tools that enable climate hazard and impact assessments with the best available datasets in support of projects that address climate change and food insecurity.		
	iv. Strengthening and mainstreaming context/conflict analysis in its AA work.	Through appropriate advocacy with extrabudgetary resource partners, the links between context/conflict analysis and AA are being strengthened with specific Human Resources (HR) capacities. A similar effort is required at decentralized level.	Drafting of a guidance note on conflict-sensitive AA programming, which includes gender and diversity aspects is underway. As co-lead of the Anticipation Hub working group on AA in Conflict, FAO is co-designing and supporting a training series on conflict-sensitive programming for AA stakeholders, using extrabudgetary resources.  SFE-RTEA and the Northern Rangeland Trust (NRT) piloted the overlay of the Predictive Livestock Early Warning Systems (PLEWS) with incidences of conflict to inform Early Warning and AA.  The development of an integrated early warning and AA framework is ongoing	5	Specific guidance being developed and associated training designed, to be delivered in the coming period.

Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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	<p>v. Creating a cross-cutting group as a community of practice, to pull together the different initiatives within FAO that explicitly address conflict, the different resources available, and to promote networking between them.</p>	<p>Under sub-recommendation 1.v the possibility of creating a community of practice to work across the humanitarian-development nexus and its contribution to peace approach or leverage existing thematic networks for the same purpose will be explored. This will include discussions on conflict as proposed in this sub-recommendation.</p>	<p>in collaboration with CEWARN, Interpeace and NRT.</p> <p>Refer to actions reported under sub-recommendation 1.v. Whilst a specific cross-cutting community of practice on the HDP nexus has not been created (which would possibly be part of operationalization of a corporate position paper (recommendation 1.iii)), it should be noted that within the R60M country investment plans and the OER programme approach, these areas are being actively discussed with DOs. FAO is also actively part of existing external communities of practice on the HDP nexus and related thematic areas, such as the community of practice under the IASC Task Force 4 “Humanitarian and Development Collaboration and its Linkages to Peace” and the CSM (a joint initiative between the UN Department of Political and Peacebuilding Affairs (DPPA), the UN Development Programme (UNDP) and the UN Environment Programme (UNEP), and the UN Department of Peace Operations (DPO).</p>	5	<p>Cross-cutting FAO engagement on context/conflict analysis and conflict-sensitive programming in the context of the HDP nexus is emerging, to be further developed as other recommendations are actioned.</p>

**Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix**

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	vi. FAO needs to move beyond the 'proof of concept' phase found in many of its conflict-sensitive projects to substantially scale up, built on solid reflection and learning.	<p>FAO is already moving beyond the proof-of-concept phase and has developed indicators on conflict-sensitive programming and peace impacts, and for overall resilience programming, to inform Monitoring Evaluation Accountability and Learning (MEAL) frameworks. This will improve programming and build the evidence base to inform scaling up.</p> <p>Corporate resource mobilization efforts will be deployed to increase financial support of conflict-sensitive interventions across the humanitarian-development nexus and its contribution to peace.</p>	<p>With financial support from the GNAFC, a scalable learning agenda framework was developed by OER/KORE within a broader MEAL perspective and learning has been documented (ongoing). Learning briefs <a href="#">available to date</a> on Afghanistan, Nigeria, the Sahel, South Sudan, Palestine, with Yemen under development.</p> <p>In 2022 Interpeace completed a stocktake of FAO's conflict sensitivity and peace contributions in Africa in order to increase and strengthen understanding and widening of conflict-sensitive programming, and contributions to sustaining peace in Africa.</p>	4	There has been a solid learning agenda and reflection processes which will inform further scale-up of projects that are conflict-sensitive and peace-responsive.
<p><b>Recommendation 5 (part 1):</b> FAO needs to promote and incentivize people-centred approaches as a critical way of linking its humanitarian and development programmatic work, ensuring that the technical entry points of its</p>	i. Ensure that conflict, context and food security and resilience analysis and data are systematically used not just at the design stage of programmes but throughout implementation of activities on the ground.	Noting previous sub-recommendations and FAO's intent to increase capacities, supported by appropriate policies, incentives and accountability, a focus on adaptive programming will be incorporated into programme implementation to ensure contextual changes are reflected.	In east Africa, conflict sensitivity Programme Clinics conducted for ongoing projects in Uganda, Somalia, Sudan, and South Sudan generated recommendations that informed the implementation of adjustments that enabled the targeted projects to respond to the conflict context. Building on this SFE-RTEA, in collaboration with the Kingdom of the Netherlands funded FNS-REPRO teams in South Sudan, Somaliland and Sudan, is piloting a	5	A variety of adaptive programming and ongoing context-monitoring approaches made available to DOs, noting that complementarity between these needs to be enhanced/explored.

**Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix**

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<p>interventions are conflict-sensitive and where relevant contribute to sustaining peace. These need to be reflected from strategy frameworks through programme approaches and design to the end results. How to strengthen the HDP dimension in strategies and information analysis have been addressed in Recommendation 3. FAO must strengthen HDP ways of working across the programme cycle in the following ways (<i>by sub-recommendation</i>).</p>			<p>project-specific context monitoring initiative to enable the identification of emerging conflict issues and determination of the potential and/or actual impacts on the geographical areas of intervention, to inform adaptive programming and timely responses.</p> <p>The Office of Strategy, Programme and Budget (OSP) is launching a pilot mechanism intended to boost the Organization's capacity for policy and data analysis to support an integrated country programming approach to accelerate agrifood systems transformation. Beyond the immediate objective of enhancing the technical analytical capacity, the aim is to assist country offices with the integration of contextual changes into country-level programme implementation through regular data collection and analysis helping to identify emerging trends and challenges. The support provided will help country programme managers to better understand the evolving context to swiftly adjust activities and/or resource allocation to address emerging issues effectively.</p> <p>GIEWS liaises closely with FAO Country Offices to conduct both remote</p>		

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			and in-country agriculture and food security assessments and near-term outlooks in conflicted-affected countries/territories. The reports are used as a basis to inform programmes and resource mobilisation to support resilience-based interventions, e.g. GIEWS Updates on Ukraine and Myanmar (2023), and Haiti (2022).		
	ii. Ensure that the design of interventions is conducted in consultation with local actors and partners and that it is underpinned by a collaboratively generated theory of change and identification of shared objectives.	The development of the guidance material previously mentioned will ensure that local actors and partners are appropriately engaged in the design and theory of change of interventions on the ground.	<p>FAO recognizes that diligent engagement with local actors and partners plays a major role in minimizing risks of exclusion and lowering the chance of creating, perpetuating or exacerbating local conflict e.g. over the use of natural resources.</p> <p>As noted previously, AA has published a guidance note on "<a href="#">Community Engagement in Anticipatory Action</a>". This is in the process of being further elaborated, in collaboration with OER/KORE, through the development of a compendium on community engagement practices and experiences; a practical manual on community engagement, and training modules (e-learning as well as field module) on community engagement in AA.</p>	4	Too early to report evidence of results on the intended target but guidance being developed, building on existing collaborative approaches with local partners.

Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix

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			<p>Key learning and identification of promising practices within a SIDA-funded localization project is in progress by OER/KORE and the OER localization workstream, to be included in a compendium to be published in early 2024. This work seeks to improve the capacity of local actors (national NGOs, community-based organizations and sub-national technical organizations) in eight countries (Bangladesh, Burkina Faso, DRC, Mali, Niger, Nigeria, Somalia and South Sudan,) to deliver quality humanitarian interventions responding to agricultural emergencies and building resilience of local agrifood systems.</p> <p>A “<a href="#">Stakeholder Engagement Guidance Note</a>”, developed by the Environmental and Social Management Unit in line with the new FESM, incorporates inputs from the Office of the Inspector General, and teams responsible for Accountability to Affected Populations and Preventing Sexual Exploitation and Abuse. It outlines requirements and guidance on stakeholder engagement including grievance redress and public disclosure of project information. Under the FESM,</p>		

**Follow-up report on the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020 – Matrix**

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			<p>all FAO projects must develop a Stakeholder Engagement Plan and a Grievance Redress Mechanism. The FAO project cycle reflects related requirements.</p> <p>These guidance materials will help further guide DOs to engage with local actors and partners in the design and theory of change of interventions on the ground.</p>		
	<p>iii. Rethink targeting approaches to make them more inclusive as well as diversified, reconsidering the narrow focus on vulnerability in favour of a more strategic approach that includes activities that may contribute to strengthening all aspects of food systems at the local level.</p>	<p>Targeting approaches are already being improved to ensure that they are more conflict-sensitive and address the different elements of agrifood systems, going beyond focusing on vulnerability, FAO will institutionalize such an approach and look at improving targeting based on up-to date information from interventions areas, working closely with other UN Agencies, Funds and Programmes (AFPs). This will be linked to the work being done to mainstream the Strategic Framework cross-cutting themes.</p>	<p>ESP's Social Protection Team are working closely with the OER Cash and Voucher Assistance (CVA) team and Country Support team colleagues to explore how FAO country offices can access social protection information management systems (IMS) and related social registries to support targeting and recipient identification for programming and emergency interventions. National IMS and related registries, whilst noting gaps in terms of coverage and reliability, can nevertheless provide useful datasets that can be leveraged to contribute to more inclusive and appropriate targeting of interventions. Challenges remain with regards to FAO systems and data protection rules and regulations, but the opportunity posed by overcoming these challenges, includes FAO country</p>	4	<p>Approaches to targeting that are more inclusive are being explored and developed.</p>

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			offices gaining access to rich datasets to support improved and more inclusive programming. ESP is engaging with OER to link this work with related initiatives including OER CVA team's Identification, Delivery and Empowerment Application (IDEA) information management software, and ESP's engagement in the Digital Convergence Initiative, amongst others.		
	iv. Conduct a review of FAO's range of participatory approaches across regions and countries, sharing experiences and the factors that contribute to good practice, to systematize approaches and to facilitate scale-up.	A cross-Organizational corporate review of participatory approaches will be necessary. This sub-recommendation needs to take into consideration the differences across regions, and within the same region, across programmes. Participatory approaches are fundamental to the implementation of a humanitarian-development nexus and its contribution to peace approach.	A corporate review of participatory approaches and implementation of a HDP nexus approach has not yet been requested or planned for (but which would possibly be part of operationalization of a corporate position paper (recommendation 1.iii)). However, examples of people-centred approaches are highlighted under previous actions taken.	2	Too early to report evidence of results on the intended target.
	v. Ensure that programme cycles are supported by learning and outcome monitoring that are pro-actively used to flexibly manage and adapt activities to ensure optimal results, react to new risks and crises and protect development gains.	As per sub-recommendation 5.i, the programme cycle will be adapted to ensure that learning, as well as context and outcome monitoring are used to manage and adapt activities to ensure optimal results, react to new risks and crises and protect development gains. This will be linked to wider Organizational efforts to improve	Refer to actions reported under sub-recommendation 5.i and 2.ii in particular. Learning agendas and identification of promising practices across various thematic areas help link HDP nexus-related programmatic work, ensuring that the technical entry points	4	Learning and knowledge management processes feeding back into project and programme design.



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		knowledge management and the Results Based Management (RBM) learning loop.	are conflict-sensitive and where relevant contribute to sustaining peace.  At the corporate level, the Project Support Division (PSS) is working on a MEAL eLearning course to provide guidance for both HQ and DOs to enhance the overall effectiveness of monitoring, evaluation and learning at FAO.		
	vi. Strengthen the design and implementation of regional and cross-border programmes by better supporting coordination and collaborative work across country offices and with regional partners.	A number of cross-border initiatives (including under the PBF) have been developed in recent years. Building on this experience, learning will be used to improve collaboration across and between DOs and between FAO and external partners.	SFE-RTEA in collaboration with OER, Kenya, Uganda, South Sudan and Ethiopia country offices, Interpeace and CEWARN analyzed conflict and its interaction with climate change, food security and mobility in the cross-border Karamoja Cluster. Findings and recommendations from the study have informed programme development processes including Global Environment Fund (GEF) and Green Climate Fund (GCF) country-level discussions, a five-year European Union (EU) funded pastoral livelihoods programme (Mara-Serengeti, Karamoja Cluster and Bar-El-Arab ecosystems), and a three-year cross-border project proposal on peaceful and resilient borderlands - targeting the Kenya, Ethiopia and South Sudan parts of the Karamoja Cluster.	5	Learnings from peace-responsive cross-border projects and initiatives applying a HDP nexus approach captured and disseminated to improve collaboration across and between Decentralized Offices and between FAO and external partners.

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			A workshop to gather experiences and learning from cross-border PBFs in west Africa and the Sahel was held in 2022 and <a href="#">report</a> on lessons learned and best practices was published in 2023.		
<p><b>Recommendation 5 (part 2):</b>  <b>In addition,</b> the technical/sectoral areas of FAO's programmes should identify and develop guidance on the progressive levels of addressing the peace dimension, across humanitarian and development interventions. These should range from a minimum 'do no harm' and conflict sensitivity requirements to pro-active and explicit activities focused on contributing to sustaining peace. Some examples include (<i>by sub-recommendation</i>).</p>	<p>i. Develop a companion conflict safeguard to the environmental and social safeguards.</p>	<p>A companion on conflict sensitivity safeguard/Guidance Note will be developed for incorporation into the existing environmental and social safeguards.</p>	<p>Whilst existing corporate guidance and tools on conflict sensitivity should be used alongside FAO's FESM, a guidance note on conflict-sensitive environmental and social risk management needs to be developed with OCB's Environmental and Social Management team.</p>	3	<p>Too early to report evidence of results on the intended target.</p>
	<p>ii. Systematise conflict-sensitivity as well as contributions to sustaining peace in GEF and other climate-related programmes to address climate justice issues.</p>	<p>Building on existing engagement with GEF, FAO will further systematize conflict-sensitive approaches in order to better address climate security risks.</p>	<p>The GEF Coordination Unit (CU) in OCB worked closely with OER on a number of GEF project proposals in fragile, conflict-affected, and violent (FCV) contexts to make these conflict-sensitive, using baseline assessments conducted by OER on the root causes of conflict (e.g. "<a href="#">Burkina Faso – Analysis of conflicts over the exploitation of natural resources</a>"), and adopting consultative and participatory approaches to project design and decision-making, therefore addressing priorities and root causes through the project intervention strategy and developing a solid risk mitigation plan.</p>	5	<p>Engagement and consultation between OER and GEF CU, in the frame of the 2020 Evaluation of GEF Support in Fragile and Conflict-Affected Situations, furthering more consistent incorporation of conflict-sensitivity in GEF and use of available analyses.</p>

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			<p>The GEF CU participated actively, with OER, in the GEF’s Independent Evaluation Office’s (IEO) study on monitoring and evaluation in FCV contexts. This study builds on IEO’s Evaluation of GEF Support in Fragile and Conflict-Affected Situations (2020) and seeks to document good practice examples of how GEF Agencies are using innovations in conflict-sensitive project design and implementation to address and mitigate challenges related to working in a FCV context. The GEF CU-OER joint collaboration in support of a climate change adaptation project in Burkina Faso will be documented in this upcoming GEF study. FAO tools and approaches for conflict-sensitive programming have been shared and will be made available to the broader GEF Partnership.</p> <p>In FAO's Climate Risk Toolbox (CRTB), climate risk is defined as a function of hazard, exposure, vulnerability, and adaptive capacity. Conflict intensity, from the Heidelberg Institute for International Conflict Research (HIIC), is considered a vulnerability factor that may exacerbate the population's sensitivity to</p>		

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			<p>weather-related hazards. The climate risk screenings using CRTB have been applied to all GEF projects and will also be applied to FAO projects as a part of the FESM compliance on climate change and disaster risk reduction.</p> <p>An informal cross-Divisional technical-level discussion group on Climate, Peace and Security started in 2022 as this is a thematic area for which an HDP nexus lens is particularly relevant, with more active collaboration between OER, OCB and ESA, including a planned workshop on climate-sensitive and conflict-sensitive project design.</p>		
	<p>iii. Stress social cohesion as an important element/entry point in working with social protection programming.</p>	<p>FAO is already undertaking a study and research on the links between social protection and sustaining peace. In addition, pathways have been identified for FAO's contribution to social cohesion.</p>	<p>A study on the links between social protection and social cohesion was commissioned by ESP and OER and will be published in 2023.</p> <p>FAO's "<a href="#">Operationalizing pathways to sustaining peace in the context of Agenda 2030: A how-to guide</a>", developed with Interpeace and through consultation across the Organization, was published in 2022. This identifies where FAO can positively contribute to social cohesion and peace, grounded in robust theories of change.</p>	5	<p>The "Operationalizing pathways to sustaining peace in the context of Agenda 2030: A how-to guide" elaborates the pathways through which the Organization can optimize deliberate contributions to peace, and inform the design, adaptation and impact measurement of its interventions. This is being used in the development of emergency and resilience projects and discussed with FAO Country Offices (COs)</p>

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	iv. Develop lessons based practical HDP guidance for pastoralism, animal health, fisheries, water, forced displacement, crops and other sectoral interventions.	FAO will develop appropriate sectoral-based guidance, also considering policies, capacities, incentives and accountability to ensure guidance is appropriately applied.	<p>FAO Regional Office for Near East and North Africa (RNE), working with OER and the Food Systems and Food Safety (ESF) division, recently finalised “Developing sustainable and resilient agrifood value chains in conflict-prone and conflict-affected contexts: Practitioner guideline for selection, analysis and design”.</p> <p>FAO conducted assessments in Afghanistan integrating analyses of context, vulnerability and of crop- and market-related needs, to guide interventions. FAO supported the development and use of humanitarian standards such as Standards for Supporting Crop-related Livelihoods in Emergencies (SEADS) to guide development of context-sensitive sectoral responses.</p> <p>In 2023 OER published “<a href="#">Towards durable solutions: Sustainable reintegration of the forcibly displaced</a>” which brings an HDP nexus lens to forcible displacement.</p> <p>CFI supported the Government of Yemen to develop its 2030 National</p>	5	<p>through webinars and during field missions.</p> <p>Thematic HDP nexus-related guidance being developed and published, and specific country support provided.</p>

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			Agriculture and Fisheries Strategy and Investment Plan (NAFSIP), within a HDP nexus approach. The NAFSIP opens a dialogue and collaboration window with humanitarian actors to reinforce the HDP nexus, through improved coordination between agencies to promote harmonization of approaches, sharing lessons on implementation and effectiveness, and improve coordination and targeting.		
	v. Promote the role of women and youth as peacebuilders whenever possible, developing their potential as positive agents of change, not just as victims of violence.	FAO will further promote the role of women, youth and Indigenous Peoples as peacebuilders.	FAO continues to receive funds under the Gender and Youth Promotion Initiatives of the PBF, working with partners to promote the role of women and youth as peacebuilders. A recent example is in <a href="#">Somalia where young women and men are embracing technology to promote peace</a> . For the 2023 Gender and Youth Promotion rounds, seven projects in six countries (Chad, Guinea, Guinea Bissau, Honduras, Mauritania and Somalia) with FAO involvement have been invited to full project development (13 percent of the total being considered).  Discussions between the Partnerships and UN Collaboration Division (PSU) and OER to reinforce the HDP nexus in two main areas of work have started: (i)	5	Increasing attention being paid to the role of women and youth as peacebuilders, linking with the Women, Peace and Security and Youth, Peace and Security agendas, through PBF projects, but recognising other opportunities need to be explored.

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			<p>including Free Prior Informed Consent (FPIC) in Accountability to Affected Populations; and (ii) to develop new approaches to resilience and disaster preparedness with Indigenous Peoples at the centre making use of their knowledge and expertise.</p> <p>Opportunities for undertaking pilot experiences jointly supported by OER-PSU exist in Colombia (peace process and <i>resguardos Indigenas</i>); Guatemala (post-conflict process of reconciliation with Indigenous women abused during the conflict and now agents of peace); and Myanmar.</p> <p>In east Africa, SFE-RTEA has developed local guidance on the participation of women and youth, with a focus on increasing their engagement in peace and decision-making processes as per the UN Security Council Resolutions 1325 (Women, Peace and Security) and 2250 (Youth, Peace and Security) agendas.</p>		
<p><b>Recommendation 6:</b> Creating an enabling organizational environment for HDP nexus ways of working,</p>	<p>i. Clarifying what principled leadership means to FAO, fostering and empowering leadership at country level, that is sufficiently externally-focused to develop strategic</p>	<p>Ongoing adjustments at Decentralized Office level will help ensure proper empowerment of leadership, with special attention to women and youth, to build on existing strategic partnerships in the context of and across the humanitarian-</p>	<p>Under the R60M process, OER is working with and supporting COs in the most food insecure contexts to develop and refine forward-looking 'Investment Plans' which increasingly reflect a HDP nexus approach, linked with OER's</p>	<p>4</p>	<p>Too early to report evidence of results on the intended target at corporate level as currently focused on a specific set of countries.</p>

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including ( <i>by sub-recommendation</i> ).	partnerships across the HDP nexus, and that is well-skilled to engage in technical diplomacy.	development nexus and its contribution to peace approach.	programme approach referred to under recommendation 1.iv and elsewhere. Strategic partnerships are being leveraged that help CO decision-makers navigate engagement with external partners. For example, the Data in Emergencies (DIEM) information system provides a regularly updated and accessible picture of food insecurity in fragile environments informing FAO's evidence-based programming.		
	ii. Shifting from a project to a programme approach, with adaptiveness and flexibility built in from the design stage, supported by informed risk assessments, and flexible financing negotiated with donors.	FAO will further promote the adoption of a programme approach at country and regional levels, engaging with donors and Members.	PSS has initiated a process with relevant Divisions and Regional Offices to develop an innovative concept and refined operational framework for a new FAO Project and Programme cycle approach. This initiative aligns with the ongoing transformation processes within FAO. Simultaneously, PSS is also developing a new appendix aimed at enhancing the effectiveness of the existing FAO Project Cycle Guide by introducing a stronger programmatic approach. This appendix will initially cater to project entities established or planned as Global Umbrella Programmes (including in OER), each with distinct results earmarked for execution by diverse operational units	4	Too early to report evidence of results on the intended target.



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			<p>known as Project Components, but can evolve further as needed and feasible.</p> <p>OER has developed a programme approach as a common internal framework for shaping country emergency and resilience programming and project formulation, predicated on the HDP nexus approach, and operationalising PPA commitments from a country programme perspective.</p>		
	<p>iii. Engaging with UN-wide initiatives that encourage HDP nexus ways of working, for example, Common Guidance on Resilience and collective outcomes. FAO could also learn from the experience of some of its sister UN Agencies, such as WFP or the UN Children's Fund (UNICEF), as they promote and adopt nexus ways of working.</p>	<p>The Organization will continue to engage with a variety of initiatives, networks and platforms, such as the IASC, the UN CSM, the UNSDG Task Team, the UN Peacebuilding Support Office and address the different elements of agrifood systems. Through these mechanisms, FAO is already learning about the humanitarian-development nexus and its contribution to peace approach and exchanging experiences with other UN Agencies.</p>	<p>OER continues to be active in numerous UN-wide initiatives that focus on HDP nexus approaches and linkages with collective outcomes, including with PBSO as a panelist in "Rightsizing the P in the HDP" event, IASC Task Force 4 "Humanitarian and Development Collaboration and its Linkages to Peace" (co-leading drafting of an "Advisory Note for Global Clusters on Advancing the Humanitarian-Development-Peace nexus Approach" with UNHCR and the CSM).</p> <p>FAO and WFP Geneva offices are together spearheading a process to define the role of Geneva in the implementation of the GNAFC's third pillar on "Beyond Food". The first workshop contributed to building consensus on the challenges to multi-</p>	5	<p>Active participation in UN-wide initiatives that encourage HDP nexus ways of working.</p>

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			<p>dimensional food security analysis and integrated interventions.</p> <p>OER/KORE and OER/CPU provided support to the Food Security Livelihoods Cluster learning on HDP nexus in South Sudan through a "<a href="#">Participatory review and learning exercise of selected humanitarian, development and peace nexus initiatives</a>".</p>		
	<p>iv. Promoting a working culture that incentivizes and rewards innovative and reflective programming, and a 'can do' attitude, re-balancing the current default of compliance.</p>	<p>Ongoing internal reforms are aimed at promoting such a culture, through a change management process.</p>	<p>Action being led by FAO Core Leadership in collaboration with the Internal Control Board (ICB) working on 'risk appetite', linked with work on FAO's Enterprise Risk Management Policy.</p>	4	<p>Too early to report evidence of results on the intended target.</p>
	<p>v. Carrying out a light skills assessment to inform a skills-building programme that fosters systems-thinking, inter-disciplinarity, consensus building, and partnership-broking, to promote nexus ways of working.</p>	<p>FAO carried out a full Learning Needs Assessment in 2020, which includes guidance from the High-level Committee on Management (HLCM), Joint Inspection Unit of the United Nations System (JIU) and other relevant bodies. Building on this, FAO will develop and promote skills-building programme that fosters systems-thinking, working collectively, consensus building, and partnership-broking, to promote nexus ways of working.</p>	<p>Nexus ways of working have been incorporated into corporate skills building programmes. The UN System Leadership Framework, which complements HDP nexus ways of working e.g. partnerships, systems thinking, etc. is also integrated into FAO's corporate programmes/360° assessments, as a tool to foster broader cultural change and reinforce the behaviours and mindsets envisaged in the UN System Leadership Framework .</p>	6	<p>Action completed.</p>