



联合国
粮食及
农业组织

Food and Agriculture
Organization of the
United Nations

Organisation des Nations
Unies pour l'alimentation
et l'agriculture

Продовольственная и
сельскохозяйственная организация
Объединенных Наций

Organización de las
Naciones Unidas para la
Alimentación y la Agricultura

منظمة
الغذية والزراعة
للأمم المتحدة

PROGRAMME COMMITTEE

Hundred and Twenty-fifth Session

Rome, 12-16 November 2018

**Evaluation of FAO's contribution to integrated natural resource
management for sustainable agriculture (SO2)**

MANAGEMENT RESPONSE

Queries on the substantive content of the document may be addressed to:

Mr Dan Gustafson
Deputy Director-General (Programmes)
Tel. +39 065705 6320

*This document can be accessed using the Quick Response Code on this page;
an FAO initiative to minimize its environmental impact and promote greener communications.*

Other documents can be consulted at www.fao.org

MX376e



PC 125

1. Management welcomes the Evaluation of FAO's Strategic Objective 2 (SO2) *Make agriculture, forestry and fisheries more productive and sustainable*". The evaluation concludes that the overall design and focus of SO2 is highly relevant in responding to the changing global agenda and country needs, particularly in the context of the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change. SO2 aims at transformation of agricultural production systems in view of climate change and environmental degradation, through changes in policies and practices in different sectors that support implementation of the 2030 Agenda in an integrated manner. The evaluation provides a set of recommendations to make further progress in effectively operationalizing the approaches proposed within the context of FAO's common vision for sustainable food and agriculture (SFA)¹ and its principles, particularly at country level.
2. In providing support to countries, Management accepts the recommendation of taking advantage of each new Country Programming Framework (CPF) formulation to translate SFA principles and its related 20 interconnected actions² into potential country-level results. This will demonstrate the value added of SFA practices and promote their potential integration into national policies, plans, investments and development interventions. Therefore, FAO Management proposes to include the SFA principles into the CPF formulation guidelines.
3. Management fully agrees with the recommendation to establish a dedicated knowledge platform that consolidates and shares best practices and results achieved in promoting sustainable food and agriculture production. For this purpose the Sustainable Food and Agriculture Web site will be strengthened and reorganized to highlight best practices and successful cases on implementing SFA principles and will foster knowledge sharing mechanisms, to promote more sustainable food and agriculture production.
4. The evaluation recommends to continue promoting cross-sectoral and integrated approaches as key potential solutions to sustainability, while opportunities for implementing sustainable practices through sector-specific approaches should be fully considered, including inherent trade-offs. Management agrees with the recommendation, noting that supporting approaches that integrate different dimensions of sustainability, including across sectors, is essential for the agricultural sectors. The challenge is to ensure that aspects of sustainability are addressed in the context of limited timeframes and constrained funding. FAO's technical departments, with the support from the SO2 team, will identify and address opportunities to further strengthen sector-specific approaches that consider inherent trade-offs, including across sectors.
5. The evaluation also recommends that FAO intensify its efforts in promoting SFA principles within the context of SO2 by taking a step further in formulating clear guidelines that define the full set of practices that support implementation of SFA principles, unpacking relevant models and approaches in detailed and descriptive manner, and addressing integration of cross-cutting issues, such as climate change, gender and nutrition. Management agrees with the need for guidelines that support SFA implementation (see proposed actions in the matrix below). However, listing potentially relevant models and approaches to be 'unpacked' in detailed may be a resource-consuming activity with limited impact. FAO and its partners have already developed many relevant approaches, guidelines and tools that need to be applied more widely and more systematically. Therefore, it is proposed to integrate a series of existing approaches, policies and tools within the SFA/SDGs guidelines, and make them available through online platforms. This should respond to the concerns of the SO2 evaluation.
6. Finally, the recommendation to further strengthen partnerships and communications is fully acknowledged, but partially accepted. Management supports the proposal to conduct a review of the current SO2-focussed partnerships with a range of partners including civil society organizations, academia, cooperatives and the private sector, financial institutions, as well as with governments and

¹ SFA: Sustainable Food and Agriculture <http://www.fao.org/sustainability/en/>

² Transforming Food and Agriculture to Achieve the SDGs – 20 interconnected actions to guide decision-maker. <http://www.fao.org/3/I9900EN/i9900en.pdf>

bilateral donors at the national, regional and global level, with a view to identifying the gaps and opportunities. Management also supports the need to continue to raise awareness of SFA principles through corporate communication and outreach. However, the development of an SO₂ specific global action plan, as proposed, will only be effective if closely tied to practical approaches and action plans tailored to local needs, ensuring higher relevance and deeper commitment of the actors involved.

Management response matrix

Management response to the Evaluation of FAO's contribution to integrated natural resource management for sustainable agriculture (SO2)

Evaluation recommendation	Management response Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	Further funding required (Y or N)
(a)	(b)	(c)	(d)	(e)	(f)
<p>Recommendation 1. FAO should intensify its efforts in promoting Sustainable Food and Agriculture (SFA) principles within the context of SO2 by taking a step further in formulating clear guidelines that would provide an indication of the types of practices that support implementation of SFA principles, unpacking relevant models and approaches in detailed and descriptive manner, and addressing integration of cross-cutting issues such as climate change, gender and nutrition.</p>	Partially Accepted	<p>While we agree with the need for guidelines that support SFA implementation (see proposed actions below), we believe that listing potentially relevant models and approaches, to be ‘unpacked’ in detailed and descriptive manner, may be a resources-consuming activity with limited impact. Action 1.1 below suggests to integrate a series of existing approaches, policies and tools within the guidelines, which should respond to the concerns of the SO2 evaluation.</p>	SP2 MT, relevant technical units, RPLs, FAORs	MTP 2018-21	Y
		<p>1.1 FAO has recently released the guidelines on ‘Transforming food and agriculture to achieve the SDGs’ (SDG Guidelines), a practical manual, aligned to the SFA principles, describing approaches, policies and tools to bolster its effective support to countries as they develop strategies and action plans able to accelerate transformation of the agricultural sectors towards the implementation of SDGs. The guidelines will be used in regions and selected countries as a framework for policy review, leveraging investments and developing programmes that foster the implementation of SFA principles, while addressing cross-cutting issues.</p> <p>1.2 Develop an analytical framework to support implementation of SFA principles that assesses synergies and trade-offs of interconnected SFA actions, promoting its use at policy and project levels.</p>			

Evaluation recommendation	Management response Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	Further funding required (Y or N)
(a)	(b)	(c)	(d)	(e)	(f)
Recommendation 2: In order to demonstrate the value added of SFA principles and promote their potential integration into national policies, plans and development interventions, FAO should take advantage of each new Country Programming Framework formulation to translate SFA principles and the 20 interconnected actions (in the guidelines to transform food and agriculture to achieve the SDGs) into potential country-level results.	Accepted	2.1 Include SFA principles into CPF formulation guidelines.	SP2 MT, OSP	By end-2018	N
		2.2 SFA principles and tools for the 20 interconnected actions (SDG guidelines) will be promoted during Country Programming Framework formulation and eventual implementation in selected countries. This will be supported by headquarters and regional offices interdisciplinary teams.	SP2 MT with other SPs, RPLs, FAORs, OSP, OSD	By end-2019	N
Recommendation 3: Building upon its comparative advantages and technical expertise, SP2 should pursue its efforts in harmonizing existing platforms or establishing a dedicated knowledge platform consolidating and sharing best practices and results achieved in promoting sustainable food and agriculture production.	Accepted	3.1 The Sustainable Food and Agriculture Web site ³ will be strengthened to highlight best practices and successful cases on implementing SFA principles. The Web site will also feature key products/results/interventions generated or identified through Global Knowledge Products ⁴ .	SP2 MT, OCC, technical units	By end-2019	Y
		3.2 FAO will foster knowledge sharing mechanisms, among FAO staff and external stakeholders, to promote the adoption of more integrated and cross-sectoral practices for sustainable food and agriculture production. Those mechanisms will include, but are not limited to: - capacity development initiatives on SFA and SDG guidelines together with the preparation and dissemination of e-learning and communication materials; and	SP2 MT, OCC, RPLs, FAORs, technical units	By end-2019	Y

³ <http://www.fao.org/sustainability/en/>

⁴ Global Farmer Field School Platform, Biodiversity Mainstreaming Platform, NDC Implementation Support Platform, Integrated Management and Restoration of Landscapes and Seascapes, Tools to support evidence-based decision-making on Agroecology, Water in Agriculture and Food Systems, and Progress in Sustainable Agriculture report.

Evaluation recommendation	Management response Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	Further funding required (Y or N)
(a)	(b)	(c)	(d)	(e)	(f)
		<p>- strengthen FAO technical networks to generate knowledge and mainstream the adoption of SFA principles.</p> <p>3.3 A report on the progress towards sustainable agriculture will be prepared to put together key sustainability indicators to provide evidence-based insights into global, regional and country progress on sustainable agriculture and to support decision-makers to prioritize actions and assess trade-offs in promoting sustainable agricultural outcomes that are relevant to the SDGs.</p>	SP2 MT, ESA	By end-2019	N
<p>Recommendation 4: FAO should continue promoting cross-sectoral and integrated approaches as key elements of solutions to sustainability. At the same time, FAO technical departments with the support from SP2 should fully consider opportunities for mainstreaming sustainable practices in sector-specific approaches, with due consideration of inherent trade-offs and synergies.</p>	Accepted	<p>4.1 Promotion of sustainable solutions is essential for the agriculture sector. The challenge is to ensure that aspects of sustainability are analysed and addressed in the context of limited timeframe and constrained funding. To elaborate on this aspect, FAO technical departments will:</p> <ul style="list-style-type: none"> - identify and address opportunities that further strengthen integration of sustainability dimensions within the respective sector-specific approaches, programmes and projects. - identify key cross-sectoral issues and analyze potential solutions and options to better address these issues in the respective sector-specific approaches. 	Technical departments, SP2 MT	By end-2019	Y
		<p>4.2 Identify additional key RIs in all regions where SP2 can promote cross-sectoral and integrated work strengthening the use of SFA common vision and formalize arrangements with RPLs for collaboration.</p>	SP2 MT with other SPs, RPLs	By end-2019	N
<p>Recommendation 5: FAO should further strengthen partnerships and alliances towards achievement of sustainable food and agriculture systems. In order to achieve this,</p>	Partially Accepted	<p>While we agree with the recommendation for FAO to further strengthen partnerships and alliances, including communication, we have concerns about a SO2-specific global action plan for those topics. An important criterion for funding projects and programmes undertaken within SO2 is the adherence to the five</p>			

Evaluation recommendation	Management response Accepted, Partially Accepted or Rejected	Management plan						
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Timeframe	Further funding required (Y or N)			
(a)	(b)	(c)	(d)	(e)	(f)			
SP2 needs to review its partnership modalities and achievements as well as funding mechanisms with a view to maximizing potential of SO2-related interventions for generating greater impact and synergies. The results of this review should inform formulation and implementation of SO2-specific partnership and communication action plan aiming at extending engagement to all relevant (including non-traditional) partners and exploiting inherent complementarities and synergies around sustainability issues. At the national level, decentralized offices should be informed by this action plan in their efforts to actively engage all relevant partners and alliances. The main thrust of these efforts at various levels in FAO should be on creating multi-actor initiatives, recognizing that resources contributed by partners go beyond financial contributions and include expertise, networks and advocacy, and investments.		principles of SFA, while taking into account priorities, synergies, and complementarities that are context-specific. Therefore, while the request for developing action plans is accepted, such an action should not be at a global level. Practical approaches tailored to local needs will be more effective in ensuring deeper commitment of the actors involved.	SP2 MT, TCR, DPS	By end-2019	Y			
		5.1 FAO partners with a variety of non-state actors from civil society, academia, cooperatives and the private sector, including through multi-stakeholder platforms and networks at national and regional level, are critical for SFA. A strategic review of various partnerships, multi-stakeholder platforms and the funding landscape of SO2 and SFA, including South-South Cooperation, will be conducted to identify opportunities, gaps and possible actions to ensure adequate funding and greater impact of SO2 related interventions.				SP2 MT, TCR, DPS, FAORs	MTP 2018-21	N
		5.2 Continue to raise awareness, with both traditional and non-traditional resource partners, ⁵ and stakeholders on the benefits of using the SFA principles to prioritize resource allocation, promote integrated approaches and generate greater impact. In this regard, FAO will look for opportunities to systematically engage with key partners and look for synergies and complementarities for collaboration at country level.						
5.3 FAO will continue to reinforce corporate communication and outreach, including at the global, regional and national levels, through campaigns, dedicated events, multi-stakeholder platforms, social media and other innovative communication tools, to promote sustainable food and agriculture, cross-sectoral linkages among partners including non-traditional ones, such as private sector, civil society and youth.								

⁵ Key bilateral resource partners, IFI, Regional and corporate banks GEF, GCF, philanthropic foundations, among others