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PROGRAMME COMMITTEE

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**Follow-up report on the Evaluation of
FAO's support to Zero Hunger (SDG 2)**

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

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EXECUTIVE SUMMARY

- Management notes that significant progress has been achieved in the direction suggested by the Evaluation (*cf.* [PC 128/3](#), [PC 129/3](#)), in particular through corporate-wide strategies and initiatives such as the FAO Strategy for Private Sector Engagement 2021-2025 (recommendation 3) and the Strategy for Mainstreaming Biodiversity across Agricultural Sectors and its Action Plan (recommendation 9).
- The FAO Strategic Framework 2022-31 addresses all substantial issues identified by the Evaluation, especially the need for stronger alignment with the SDGs (recommendations 5 and 14).

GUIDANCE SOUGHT FROM THE PROGRAMME COMMITTEE

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

Draft Advice

The Committee:

- **welcomed the information provided in the Follow-up report on the Evaluation of FAO's Support to Zero Hunger (SDG 2); and**
- **recognized that the FAO Strategic Framework 2022-31 addresses all substantial issues identified by the Evaluation.**

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 support to Zero Hunger (SDG2) (cf. [PC 129/3 Sup.1](#)).
2. 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 provides a Management Action Record Scoring (MAR Score) on a six-point scale, in which FAO Management self-assessed the level of adoption and implementation of recommendations.

Overall progress in the implementation of accepted recommendations

3. Management found that the Evaluation Report (cf. [PC 128/3](#), [PC 129/3](#)) was well formulated, insightful and constructive, and generally concurred with the findings and recommendations presented and accepted all 15 recommendations.
4. In terms of implementation, all 15 recommendations are rated as “good” or “adequate”, considering most of them are of a medium- or long-term strategic nature, such as FAO's technical capacity at headquarters and Decentralized Offices, and the optimal skill mix needed to deliver the Strategic Framework, partnerships or the shift towards a more programmatic delivery model.
5. Significant progress in the direction suggested by the evaluation has been made in a number of areas, in particular through corporate-wide strategies and initiatives such as the FAO Strategy for Private Sector Engagement 2021-2025 (recommendation 3) and the Strategy for Mainstreaming Biodiversity across Agricultural Sectors and its Action Plan (recommendation 9). The FAO Strategic Framework 2022-31 addresses all substantial issues identified by the Evaluation, in particular the need for a stronger alignment with the SDGs (recommendations 5 and 14)
6. Likewise, significant progress has been made in developing technical tools and data platforms for data analysis such as the Hand-in-Hand Geospatial Platform, as well as the ongoing project for FAO Statistical Data Warehouse that increases FAO's capacity to engage in the UN Common Country Analysis, the formulation of UN Sustainable Development Cooperation Frameworks, and the provision of integrated policy support to governments (recommendations 4, 6 and 13)
7. Detailed information on progress in the implementation of all agreed actions is provided in the Matrix.

Follow-up report on the Evaluation of FAO's support to Zero Hunger (SDG 2) - Matrix

Evaluation recommendation	Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Description of actions actually taken, or reasons for actions not taken	MAR score ¹	Impact of, or changes resulted from taken actions
<p>Recommendation 1. Weak operational capacity in FAO Country Offices is a strategic liability, and needs systemic strengthening over the long-term. The UN Reform requires greater decision-making power and financial autonomy for FAO Country Offices, as well as significant analytical support to their capacity to engage with other UN agencies on an equal analytical footing at country level.</p>	<p>The newly approved structure of the Organization, facilitating horizontal coordination among technical streams aims at channelling FAO's support in a more integrated way, including for strengthening operational and programmatic capacity of FAO Decentralized Offices.</p> <p>The Hand-in-Hand Initiative, in particular, meets the needs for an integrated "One FAO" or whole of FAO approach that provides data and analysis, technical and policy support, greatly expanded use of partnerships through a match-making approach, and everything tied together with a comprehensive investment programme and dashboards to provide improved transparency and accountability, as well as tools for coordinating and sustaining a complex development process.</p> <p>FAO is also committed to further strengthen the Organization's engagement in the UN development system repositioning, ensuring timely and strategic involvement of FAO country offices in the reinvigorated UN country-level programming, through effective contributions to the Common Country Analyses (CCAs) and to the UN Sustainable Development Cooperation Frameworks (UNSDCFs) from which FAO's Country Programming Frameworks (CPFs) are now duly grounded and derived.</p>	<p>Senior Managers in respective responsibilities and OSP</p>	<p>An extensive review of the structure of Regional, Subregional and Country Offices was carried out between 2020 and 2022, with the objective of improving relevance, timeliness, cost-efficiency, technical quality, and effectiveness of the support provided to Members in delivering the FAO Strategic Framework 2022-31. The transformation of the regional and subregional structures will be completed end 2022, under a more integrated model to better support better delivery at the country level. A review of the Country Offices Business Model system was initiated and will be completed following the reform of Regional and Subregional Offices.</p> <p>The Organization continues to strategically engage in the UN development system repositioning and places a strong emphasis on country level engagement and synergetic work at country level, to mobilize analytical capacity and avoid fragmentation.</p> <p>FAO is investing in strengthening regional and country level capacity in</p>	<p>5</p>	<p>Ongoing – impact will be assessed after full implementation. Design and plans already show alignment with the new headquarters structure, facilitating horizontal coordination among technical streams aims at channelling FAO's support in a more integrated way and increased support to country offices.</p> <p>FAO has a number of success stories to demonstrate that the repositioning of the UN development system is generating positive impact at country level, resulting in stronger collaboration with Resident Coordinators and UN agencies, increased FAO visibility and wider</p>

¹ 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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	<p>Significant progress was also made in making data and analysis available to Decentralized Offices, including through the establishment of the geospatial platform of the Hand-in-Hand Initiative and the new Data Lab.</p>		<p>support of SDG attainment at national level through the Common Country Assessments (CCA) and UNSDCFs and to bring multi-sectoral support to these processes in an effective timely manner. FAO's contribution to Country Teams activities, through UN joint resource mobilization, business operations, as well as joint planning and programming, is among the top UN entities in terms of number of joint programmes as well as multi-donor trust funds.</p> <p>FAO has developed new partnerships with several UN organizations with concrete outputs and deliverables, which are aligned with the FAO Strategic Framework 2022-31.</p> <p>Some analytical tools such as the Country Profile Tool, were put in place to provide officers in Decentralized Offices access to a curated selection of charts and data tables at the national level coming from different FAO domains – with the aim to increase their analytical capacities to support the inclusion of food and agriculture information.</p> <p>In the context of the Hand-in-Hand Initiative, for example, support is delivered through established interdisciplinary task forces that include a wide array of skillsets that support evidence based programme development, identification of interventions and specialized investment</p>		<p>participation in UN joint programmes. UN collaboration has strengthened the support provided at country level, through aligning activities and priorities of the various entities resulting in more optimized funding mechanisms, minimized overlaps of business among UN agencies and improved efficiency and effectiveness of implementation of country programmes.</p> <p>Additional joint programmes and funding proposals among UN agencies in the context of country level results frameworks and priorities will further this work.</p> <p>FAO country offices actively participated in the negotiation and formulation of 69 UNSDCFs from 2019 to August 2022.</p> <p>Increasing number of countries interested to participate and benefit</p>

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			<p>advice in thematic areas that match national contexts and answer to national priorities</p> <p>Furthermore, extensive capacity development efforts to familiarize with newly developed technical tools and platforms including data and analytics was provided. Within the context of the Hand-in-Hand Geospatial Platform for example training efforts have been taking place to improve understanding and enhance the use of data and analytics in more than 60 sessions globally. Training focussed on geographical information systems and improved territorial approaches for improved targeting, investment and intervention prioritization. Training sessions were requested and delivered not only to FAO country offices but increasingly to government agencies and technical experts of national agencies.</p>		<p>from FAO supported programmes like HIH Initiative (in a period of two years, 53 countries requested support through HIH Initiative). FAO launched in 2022 a pilot initiative to support four countries to prepare their National Voluntary National Reviews (VNR) for the 2022 High-Level Political Forum for Sustainable Development (HLPF).</p>
<p>Recommendation 2. FAO's procedures and centralized administration processes need to be revised if FAO is to successfully implement or even support large development programmes at scale in a cost-effective manner. FAO must also strengthen its operational skills, and programmatic tools and implementation modalities in order to mobilize more strategic</p>	<p>The newly approved structure of the Organization, facilitating horizontal coordination among technical streams aims at better coordinating and channelling FAO's support in a more integrated way, including for strengthening operational and programmatic capacity of FAO Decentralized Offices.</p> <p>The importance of streamlining policies, procedures and operational modalities is also being discussed to create a more agile enabling environment and allow more timely response and delivery. This includes, for instance, the already</p>	<p>DDG-Bechdol/ Chief Economist/ DDG-Thomas/OSG</p>	<p>Progressive implementation of regional and subregional structural adjustments– See information on Recommendation 1 for more details.</p> <p>Ongoing efforts to support the streamlining of policies and guidelines and the modernization of administrative and operational functions (in particular in the areas of human resources and flexible working arrangements, procurement, finance, vertical integration, etc.), for improved</p>	<p>5</p> <p>4</p>	<p>Ongoing – impact will be assessed after full implementation.</p> <p>Ongoing – impact on the time dedicated to certain functions and timeline of actions will be assessed at a further stage.</p>

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<p>and programmatic voluntary contributions, spend them well in support of SDG 2, and give some visibility to the results achieved. This needs to include an introduction of programme approach (i.e. the ability to regroup different projects into one cohesive programme in corporate financial and reporting systems) to reduce transaction costs and improve continuity of effort.</p>	<p>streamlined procedures for TCP approvals that allow speedy availability of catalytic funds in the context of country, regional, and global response to the effects of COVID-19 on agrifood systems. It is foreseen, furthermore, to conduct an assessment on the feasibility of moving from a project-based model to a programme-based model as moving to a more programmatic approach could reduce transaction costs and increase the impact of FAO's interventions.</p> <p>The streamlining of administrative processes is a priority of the Organization, including through increased decentralization of decision-making whenever possible, and review of business model of Decentralized Offices to support more effective and efficient implementation at field level.</p> <p>In this exercise, attention is being paid to FAO's fiduciary and other obligations under the rules adopted by the Members.</p> <p>The FAO Strategic Framework 2022-31 also incorporated the above.</p>		<p>efficiencies and effectiveness in all locations and across all functional areas. Several elements of the Project/Programme Cycle policies, tools and procedures have been reviewed, updated and streamlined to promote a more agile, fit for purpose and enabling environment (e.g. the new Lead Technical Officer model), enhanced support to delivery modalities, new implementation modalities developed and released (e.g. grants and vouchers). The TCP Strategic Exercise is concluding and the regional TCP resource shares will be reviewed based on a set of criteria approved by the Council and applicable as of the 2024-25 biennium.</p>		<p>New information management tools have the potential to transform FAO's way of working, as well as its engagement with beneficiaries/empowering beneficiaries.</p> <p>The simplification of processes and systematic efforts to utilize new systems for better monitoring, increased efficiency and timeliness are an evident benefit, as well as a means to increase data sharing among offices.</p> <p>The harmonized set of principles and approach to TCP within regions allocations will result in improved transparency and strengthened governance, while maintaining the required flexibility to respond to regional specificities and promoting catalytic impacts.</p>

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<p>Recommendation 3. Closer links to the private sector, producer and consumer organizations, education and research institutes and philanthropic organizations are needed to act at scale. The specific strategy with the private sector might require a combination of high-level corporate diplomacy and arms-length engagement through multi-stakeholder platforms. The due diligence process could be adapted to the level of risk and hence to the size of the private entity involved, i.e. adopt a lighter process for partnerships with small-scale private entities than with multinationals.</p>	<p>Modalities to strengthen collaboration with non-governmental stakeholders, including civil society, the private sector, academia, etc. are being discussed as part of FAO's strategies for partnerships.</p> <p>FAO's new strategy for private sector engagement signalled a shift to more systematic engagement to bring transformative changes essential to fulfil the SDGs by 2030 through more coordinated collective actions. The due diligence, risks and benefits assessment and risk mitigation processes are currently under review to be better fit-for-purpose.</p>	DDG-Bechdol	<p>FAO continues to balance its approach in its multiple engagements with a wide spectrum of stakeholders, who are all working to transform agrifood systems to be more sustainable, inclusive and equitable. At normative level, FAO has worked to develop a guidance note on transformative partnerships aiming to guide FAO personnel in engaging more strategically with stakeholders.</p> <p>A detailed update on progress and achievements related to the implementation of the FAO Strategy for Private Sector Engagement is provided in document PC 133/INF/2. FAO has taken a proactive, risk-conscious, approach in pursuing engagements with the private sector. FAO has engaged with a wide variety of private sector entities since the introduction of the Strategy, but entered a relatively small number of formal partnerships to date.</p> <p>The due diligence framework (FRAME) built into the engagement cycle has helped to safeguard FAO's neutrality and independence as the Organization works closely with the private sector to support the 2030 Agenda. FRAME and related streamlined workflows support evidence based decisions, balancing benefits, risks and risk mitigation, and management plan.</p>	5	<p>Increased stakeholder participation and ownership of initiatives at the global, regional, national and local level.</p> <p>Deeper engagement with private sector entities willing to devote meaningful resources to achieving SDG-related co-benefits in their commercial investment choices.</p> <p>Due diligence reviews are completed at an early stage of the process, reducing the risk of lengthy negotiations with process halted at an advanced stage. Risk management is an integral part of prospecting and decision-making and key to a successful proposal, allowing broader partnership opportunities.</p>

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<p>Recommendation 4. Beyond advocating for greater resource allocation to agriculture and food and nutrition security, there is also a need to improve upon policy, legal and educational environments to make them more coherent and more conducive to private investment in agriculture, as well as to strengthen the institutional capacity and resource efficiency in line ministries in order to make them more effective at using their current resources and/or mobilizing new ones.</p>	<p>Progressively, FAO's support, most frequently provided in partnership with other UN entities and stakeholders, has shifted towards more comprehensive and programmatic approaches, covering not only agriculture, but enabling the institutional environment conducive to identify the broad range of measures to sustain livelihoods and encourage investments for inclusive development and economic growth. Renewed attention and support related to social protection and increased attention to nutrition education are among the areas where FAO is increasingly investing its energies. Assistance is also increasingly focused on capacitating institutional stakeholders and supporting their strategic planning, as to allow for comprehensive and integrated policy-making and cross-sectoral coordination.</p> <p>The priority given to better coordination of data, information and analysis and the Hand-in-Hand initiative are also contributing to the capacitation of national stakeholders by making evidence available, supporting their identification of priorities, and facilitating exchange of knowledge and experiences, including through South-South and Triangular Cooperation.</p> <p>The new approved headquarters structure, and the more strategic approach for resource mobilization will further expand the capacity for comprehensive evidence based interventions and for expanding the spectrum of private and public resources mobilized.</p>	<p>Chief Economist supported by the Investment Centre (CFI)/PSR</p>	<p>Through the Monitoring and Analyzing Agricultural Policies (MAFAP) programme, the Agrifood Economics Division (ESA) has worked in close partnership with more than 14 countries in sub-Saharan Africa and South Asia on advancing evidence-based policy monitoring and reform for strengthening the enabling policy environment for inclusive agricultural transformation. As part of MAFAP, FAO has partnered with government institutions to strengthen institutional capacities for tracking the effects of agricultural policy on producers across countries and value chains, and assessing levels and composition of public expenditure in support of the food and agricultural sector. Under Phase III of the programme (2021 – 2027), FAO also provides technical assistance to support countries in prioritizing policies and investments with the highest impact on poverty reduction, growth, employment and affordable healthy diets. This provides selected countries with additional evidence on how to use fiscal resources as effectively and efficiently as possible.</p>	<p>4</p>	<p>The MAFAP programme implemented by ESA has resulted in 25+ policy reforms in areas such as public investment, agricultural strategy development, trade, marketing and pricing policies, or regulatory environment.</p>
<p>Recommendation 5. FAO should step up its efforts to mainstream the principle of “leave no one behind” into its</p>	<p>Management is fully committed to ensuring vulnerable actors, adult and youth, women and men, rural and urban are supported to exploit their fullest potential as critical agents of change.</p>	<p>ESP/ESA</p>	<p>The development and implementation of inclusivity as a cross-cutting theme with dedicated resources, including mainstreaming and operationalization in</p>	<p>4</p>	<p>Analysis and data collected or in process in 10 countries in Africa and Latin America. On</p>

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<p>programmes and projects, and to delineate what it can do, what entry points to use for each vulnerable group. The Country Gender Assessments could be extended to other vulnerable groups.</p>	<p>Leaving no one behind and reducing inequalities is also a core theme of the new Strategic Framework 2022-31.</p> <p>The strategy for partnership with civil society, the evaluation of which will be presented at PC 129, can provide views to better refine and strategize the work in support to those actors.</p> <p>It is important to note however, in the context of FAO's contribution to SDG2, that the principle of leaving no one behind can be fully realized through transformative change towards sustainable food systems, by ensuring appropriate measures are taken to realize sustainability in its economic, social and environmental dimensions. The Organization's reform of its structure and working modalities is another fundamental step to realize this approach.</p>		<p>the cross-cutting theme under the <i>four betters</i> and in FAO's Programme Priority Areas. Similarly, youth focus has been prioritized accordingly and more systematically mainstreamed and operationalized as a cross-cutting theme.</p> <p>FAO conducts a series of analyses that evaluate the inclusion of disadvantaged groups in agricultural development and collecting data in several countries. These data help the Organization to develop analyses that help governments to decide their social policies in relation to agriculture.</p> <p>Country Gender Assessments (CGAs) provide data and information in support of programme delivery for gender and age specific data drawn from, for example, the Human Development Index (HDI), the Multidimensional Poverty Index (MPI), and data from agricultural censuses and surveys.</p>		<p>inclusivity: The REU-led international workshop, inputs provided to methodology for GESI analysis of food security, and collaboration with the Food and Nutrition Division (ESN) on common approaches towards mainstreaming inclusivity and nutrition.</p>
<p>Recommendation 6. FAO should develop diversified strategies to help provide employment to the youth of both genders in food systems, building upon the youth desire for environmental sustainability, for fairer markets and trade, for modernization and for radical change to explore new modes of production, expand support to food producers (extension, input</p>	<p>With the establishment of the Youth Committee, the Organization started an internal discussion aiming at better targeting youth needs in FAO's work.</p> <p>Programmatically, priority has been given to broaden and upscale programmes and technical assistance related to youth role in rural transformation, under the responsibility of the inclusive rural transformation and gender equity division (ESP). The increased focus on the role of youth will be also enhanced by the newly established Office of Innovation. Further</p>	ESP/ESF/OIN	<p>Programmatically, FAO has expanded its work on youth engagement and employment in rural transformation, guided by the priorities set in its Rural Youth Action Plan (RYAP) (2021-25). Several initiatives promoting youth employment and agripreneurship, green jobs, support to youth cooperatives and farmer organizations, and livelihoods resilience, among others, have been implemented by multiple units and Decentralized Offices.</p>	4	<p>While dedicated impact assessments have not been conducted for specific projects, positive changes resulted from actions taken include growing rural youth digital communities and youth networks, increased number of youth overall beneficiaries trained or</p>

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supply and mechanization, veterinary services, etc.) and improve on downstream aggregation and trade of food producers (farmer organizations, certification schemes, transformation, retail, etc.).	strengthening of youth engagement in extension and advisory services is being taken up through ongoing projects and normative works including those focusing on digitalization in extension. Policy and “how to do” briefs are also being developed to make extension and advisory services youth sensitive.		<p>Multiple knowledge, training (including e-learning courses) and guidance materials have been developed, including Investment guidelines for youth in agrifood systems in Africa and Guidelines for Youth-sensitive value chain analysis and development.</p> <p>Within the framework of the collaboration with the Green Innovation Centres in Africa and Asia, FAO supported the implementation of the Sustainable Agricultural Mechanization framework for Africa and implemented two projects on supporting the introduction of women-friendly mechanization and business development.</p> <p>The Office of Innovation has developed a policy ‘how-to-do’ brief on enabling extension and advisory services to effectively support rural youth.</p> <p>A Global Network for Innovation Hubs was launched to provide digital solutions for youth and women in four pilot countries through a Flexible Multi-partner Mechanism project.</p> <p>A Global AgriInno Challenge was organized in 2020 and 2021 to identify, accelerate and scale-up youth/women-led innovative solutions and business models in agrifood systems. Over 300 teams from 60 countries worldwide participated in the challenge.</p>		supported in accessing finance and incubation, adoption of youth-centred national strategies and programmes in multiple countries.

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<p>Recommendation 7. A stronger policy engagement is required for FAO to rise to the challenges of the SDG era, and in particular to approach trade-offs between economic growth, equity and environmental sustainability. FAO should try and use to a greater extent its current tools and assets in social equity and inclusion, including the set of voluntary guidelines emanating from its Governing Bodies, which should be promoted at country level as an integral part of FAO's values and value added.</p>	<p>A more programmatic and integrated policy approach is being promoted throughout the Organization, facilitated by the reformed structure of FAO, with horizontal and cross sectoral technical collaboration foreseen in headquarters and decentralized levels.</p> <p>The establishment of comprehensive and inclusive programmes, such as the Hand-in-Hand Initiative are in fact promoting stronger integrated policy approaches, based on solid evidence and analysis to help countries identify viable options, improve enabling environments, and map potential risks and trade-offs across different sectors and dimensions of sustainability.</p> <p>In the same vein, comprehensive programmes funded through voluntary contributions, such as FMM programmes, and the EU-FAO FIRST Programme also support countries in more comprehensive policy approaches and promote use of policy instruments and tools.</p> <p>The Strategic Framework 2022-31 also highlights the importance of tools to minimize trade-offs.</p>	Chief Economist	The 20 Programme Priority Areas (PPA) in the FAO Strategic Framework 2022-31 include an explicit recognition of the possible trade-offs between the three dimensions of sustainability and between agricultural sectors, as well as a section with the normative tools that set the basis to implement given PPAs.	4	Instruments such as the HiH Initiative and the FAO Strategic Framework 2022-31 fully respond to this recommendation.
<p>Recommendation 8. FAO has to become better at tailoring its global approaches to local contexts. To do so, it needs to identify clear and focused entry points, preferably through existing national and local priorities, policies and programmes. This includes territorial approaches (e.g. "Landscape for Life", the Globally Important Agricultural Heritage Systems) that focus on a</p>	FAO is improving its capacity to analyse concrete needs and identify tailored interventions to achieve transformational change and achieve sustainable development in its three dimensions. It is doing this by strengthening evidence based analysis and by making data, analysis, and multidisciplinary assistance available, including through increased collaboration among development actors and national stakeholders.	Chief Economist/ DDG-Semedo/ Regional and Country Offices	<p>Building on global-level methods and tools, FAO works with in-country policy analysts and government counterparts to provide country-specific agricultural policy recommendations and advice for reform.</p> <p>In addition, ESA has developed increased capabilities to support countries with policy and investment prioritization. Initially used to support COVID-19 recovery in Ecuador, Mexico, Nicaragua, Paraguay and Uganda, this type of economic</p>	5	The MAFAP programme implemented by FAO's Agrifood Economics Division has resulted in 25+ policy reforms in areas such as public investment, agricultural strategy development, trade, marketing and pricing policies, or regulatory environment.

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<p>specific geographic region. The optimal mix of interventions will depend on local circumstances and conditions and this emphasizes the importance of a full understanding of the local context to achieve the desired successful outcome at the least transaction cost.</p>			<p>modelling-based policy support is now being further rolled out to additional countries in sub-Saharan Africa. In close partnership with national policy-makers, FAO assists governments in providing evidence on optimal mixes of policies and investment priorities to achieve national agricultural development targets.</p> <p>Other examples of locally tailored projects, programmes and initiatives include the 1000 Digital Villages initiative, the Sustainable Wildlife Management Project or FAO's portfolio of GCF projects that ensure the resilience of family food production systems and access to water through investments and technical assistance targeting impact at household level.</p>		<p>Through its new economic modelling capabilities, FAO is better able to support countries requesting support for policy and investment prioritization and public budget optimization to achieve national development targets and progress towards SDG2.</p>
<p>Recommendation 9. Protecting and conserving biodiversity is key to prevent the spread of pathogens that can highly affect food and nutrition security, and FAO should expand its so far limited work in this area.</p>	<p>FAO's evidence- and science-based policy analysis highlights the importance of protecting and restoring biodiversity and ecosystems to ensure food security, nutrition and sustainable agriculture as a whole. Recent analytical and policy work aimed at supporting countries in their response to COVID-19 also includes dedicated attention to biodiversity and ecosystems. The approved biodiversity mainstreaming strategy is a fundamental step to ensure biodiversity is mainstreamed across FAO's work, and included comprehensively in the assistance provided to its members.</p>	DDG-Semedo	<p>The FAO Strategy on Mainstreaming Biodiversity across Agricultural Sectors (approved in 2019) and its 2021-23 Action Plan are being implemented. FAO is also mainstreaming biodiversity into the One Health approach, both in its work with the Quadripartite and its own programme, in particular the Programme Priority Area on One Health.</p> <p>FAO is supporting Members in better using information from forestry, wildlife management, habitat degradation, climate change, ecosystems and biodiversity. Examples include the FAO/EcoHealth Alliance</p>	4	<p>A detailed update on progress and achievements related to the implementation of the FAO Strategy on Mainstreaming Biodiversity is provided in document COAG/2022/13.</p>

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			study on reducing emerging infectious disease risk in forest ecosystems (manuscript and policy brief in preparation); FAO's Health, Wildlife and Livelihoods initiative in Asia (in progress); and the Sustainable Wildlife Management (SWM) programme.		
<p>Recommendation 10. To accelerate the transition to sustainable food systems, more work could be done to help markets valorise sustainable agricultural practices and biodiversity, through certification schemes, social media campaigns, or even TV shows, cooks and gastronomic societies, etc.</p>	<p>The establishment of the Food Systems and Food Safety division aims at providing the Organization with the hub for channelling knowledge and assistance to advance transformational change towards realizing sustainable food systems and fully contributing to the achievement of the 2030 Agenda at all levels. The increased global commitment will be strengthened by the UN Food Systems Summit in 2021 to which FAO will contribute substantially, including by making evidence, analysis, and good practices available, and by encouraging Members and partners to mobilize actions at all levels.</p>	<p>ESF in close collaboration with EST</p>	<p>The UN Food Systems Summit saw the elevation of the agrifood systems topic on policy and investment agendas. The Summit also led to the True Value of Food Initiative, where FAO has supported the work on the True Cost of Food, in particular the True Cost Accounting method which quantifies and values impacts across the agrifood value chain.</p> <p>Actions also taken include: i) market intelligence and food security assessment to promote market transparency and early warning through better availability of timely and credible data; ii) strengthening the knowledge and evidence base to inform policy decision-making; and iii) monitoring SDG indicator 2.c.1 on price volatility.</p> <p>Collaboration is also being explored with the Hand-in-Hand Initiative to see synergies and enhance follow up to the FSS through the national pathways in consultation with national governments.</p>	<p>5</p>	<p>The Summit resulted in the development of national pathways by 177 countries to accelerate the transition to sustainable food systems. FAO has recently launched projects/programmes to provide direct support to countries on their pathways and in close consultation with the Food Systems Hub, which is hosted by FAO.</p> <p>In collaboration with Tufts University, a global webinar was held on leveraging the True Cost Accounting (TCA) framework to address market failures, as well as the policy and programmatic implications of TCA across the food system.</p>

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<p>Recommendation 11. An explicit, integrated knowledge management approach is required to help bridge cross-divisional divides, enhance interactions between staff based at headquarters, regional, sub-regional and country offices, and facilitate learning. A key element is to connect across countries and regions, and to build knowledge on what is already happening in the field. Having an explicit approach and standard tools to organize how such knowledge is acquired, transformed and packaged by groups at FAO (divisional, thematic, otherwise) could increase the effectiveness of transforming knowledge into focused policy recommendations and programmes. This is critical in a context where cost effectiveness is a major concern.</p>	<p>The management agrees that effective knowledge management is key to allow for all FAO stakeholders to properly contribute to realizing the vision of a world free from hunger and malnutrition, and to allow for collection and analysis of evidence, lessons learned and experience sharing to be timely and widely disseminated and used by concerned actors, as well as to allow for the technical expertise of FAO to be deployed.</p> <p>The approved new structure and the establishment of programmes and initiatives, such as the HIH Initiative and efforts to pull together information, evidence and analysis, will provide the Organization with the necessary tools to respond to the challenge.</p>	<p>DDG-Bechdol/ DDG-Semedo/ DDG-Thomas, in collaboration with regional offices</p>	<p>FAO is working towards strengthening the corporate approach to monitoring and evaluation (M&E), both in terms of policy, guidance, tools and capacity development. This will provide the basis for stronger, more systematic and better-documented evidence-based results from projects/programs and lessons learned, to also better serve evaluations.</p> <p>In 2022, FAO Regional Offices have established thematic technical platforms (Asia Pacific on Aquaculture, Europe and Central Asia on Green Agriculture, Latin America and the Caribbean on Family Farming, Near East and North Africa on Water Scarcity and Africa on Common Agricultural Policies and Practices) as means to share knowledge and resources on innovations. The platforms are also intended to facilitate access to training and capacity development opportunities across regions</p> <p>A bi-monthly “Global Think-Lab” has been established as a key knowledge sharing platform to strengthen linkages between global and local perspectives and experiences, and exploring the synergies across the organization, with the objective of having informal brainstorming and dialogue on strategic, technical and operational topics relevant to field work, and the implementation of the FAO Strategic Framework 2022-31</p>	<p>4</p>	<p>The regional platforms were launch in the first half of 2022 therefore it is premature to assess their impact.</p>

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			diminishing the gap between the field and headquarters.		
<p>Recommendation 12. Social media applications, digital innovations and information systems should be supported in a more service-oriented manner by corporate services.</p>	<p>Management assigns high-priority to innovation, including digitalization and information technology – but also to many other forms of innovation such as new practices, entry in new markets, and business models – as essential elements to drive transformational change in agrifood systems and rural development. The establishment of the Chief Scientist and Office of Innovation, to work in close coordination with the Chief Economist and technical divisions, aims at enabling FAO to harvest available information, knowledge and expertise, and to make innovation and most recent technology and science available to countries through research and technical assistance at all levels.</p>	<p>Chief Scientist/ Chief Economist/ CSI supported by OIN/OCC</p>	<p>FAO has developed applications, databases and platforms to support the work being carried out in countries around the world. These digital services increase access to useful data, information, maps and statistics. This includes the Hand-in-Hand Geospatial Platform, WaPOR (FAO’s portal to monitor water productivity through open access of remotely sensed derived data), Food Price Monitoring and Analysis (FPMA) Tool, Agricultural Stress Index System (ASIS) or the revamped FAO Global Animal Disease Information System (EMPRES-I). A number of these applications and information systems have been recently updated to improve their integration and improve their usability.</p> <p>In 2022, FAO launched the Global Livestock Environmental Assessment Model – interactive GLEAM-I dashboard, a highly interactive tool to explore and visualize emissions and their sources at high level of details. Progress on integration of statistical data is reported under recommendation 13.</p>	<p>4</p>	<p>In the case of EMPRES, timely and reliable disease information enhances early warning and response to transboundary and high impact animal diseases, including emergent zoonoses, and supports prevention, improved management and progressive approach to control. Tools such as WaPOR have resulted in a large range of field applications such as water accounting to improve water governance, monitoring of agriculture in conflict areas or yields assessments, among others.</p>
<p>Recommendation 13. FAO information systems should be geared to support the analytical base of FAO and partners at the country level, where knowledge</p>	<p>Management is already in the process of rapidly upgrading its analytical base and capacity by creating new platforms that improve access to FAO data assets and analysis, including through the recently established geospatial platform supporting</p>	<p>Chief Economist</p>	<p>Key FAO databases have established dedicated sections to country profiles (the SDG portal on SDG indicators, FAOSTAT on food security indicators and SOFA indicators) that should</p>	<p>5</p>	<p>UN country teams and FAO Decentralized Offices are better equipped to access a wide range of FAO and</p>

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creation and sharing actually happen and can be impactful, rather than have all the information centralised and analysed at Headquarters.	HiHI. The data and analysis developed in headquarters and Decentralized Offices during the pandemic represents a first example of the increased capacity of FAO to make necessary evidence and information available to decision-makers to understand and address challenges to sustainable development. The support provided by Members will be essential to sustain and further develop this work both at HQ and decentralized levels.		support analytical work of FAO and partners at country level. The Chief Statistician has developed a toolkit of resources and organized training sessions on their use in every region for FAO Representations and key country personnel to support Decentralized Offices in monitoring progress towards the SDGs and in the implementation of evidence-based policies to support their achievement. A similar training programme has been organized, in collaboration with the Chief Statisticians of the UN system for data officers in UN country teams. FAO has started a project for the development of a Statistical Data Warehouse which will bring together all the data assets published by the Organization in one single dissemination platform. The warehouse will gather data on food, agriculture, water resources and agricultural water management, forestry, fisheries, and aquaculture, which are currently available on multiple platforms, using different formats and applications.		other partner data and information for better decision making, including the provision of policy advice and the formulation of UNSDCF's.
Recommendation 14. FAO's Strategic Framework needs to be revised in favour of a lighter, streamlined and more nimble architecture speaking more directly to the SDGs. It should delineate the key principles of the 2030 Agenda as well as	The review of the FAO strategic framework in 2020 is fully aligned with this recommendation. Its core focus is to ensure full alignment with the 2030 Agenda, mapping FAO comparative advantages and consolidating priorities, as well as efficient and operational modalities for FAO's best contribution to sustainable development. Progress is being periodically reported to Members, who provide	OSP	The FAO Strategic Framework 2022-31 is fully aligned with the 2030 Agenda, with SDGs positioned at the core of the results framework in a cross-disciplinary manner, linked to 20 'Programme Priority Areas'. FAO's contributions are guided by the lens of SDG 1 No poverty, SDG 2 Zero	5	The implementation of the FAO Strategic Framework 2022-31 has initiated the use of a lighter and SDG-centric results framework. Previous bespoke indicators which

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<p>FAO's role in implementing them. The new Strategic Framework is also an opportunity to define a comprehensive accountability mechanism to hold senior management, divisional directors and FAO Representatives accountable for implementing the desired change, and to develop a harmonized, user-friendly, decentralized monitoring system.</p>	<p>guidance to FAO Management in a continuous cycle.</p> <p>The Strategic Framework will incorporate country-level results as defined in the context of the UNSDCF and linked to the achievement of SDG targets and indicators. This will allow all FAO offices to use a common language, and facilitate measurement of FAO's interventions at all levels, by aggregating and rolling-up results from country, regional and global levels.</p>		<p>hunger, and SDG 10 Reduced inequalities, while acknowledging the interconnectivity of the SDGs and, thus, the importance of all other SDGs in achieving FAO's overall vision.</p> <p>Roles and responsibilities for implementing the Strategic Framework have been elaborated through a consultative process, with a shift that emphasizes accountability of unit managers (headquarters and DO) to draw upon the Framework to respond to Members' priorities at global, regional and country levels.</p>		<p>Decentralized Offices may have seen as bureaucratic and top-heavy, have been replaced with a monitoring system built around contributions to the corporate PPAs and relevant SDGs. 2022 is the initial year for utilizing the Framework, so it will take more time to fully assess the concrete efficiency gains and other impacts arising from the new system. Nonetheless, it is expected that clear benefits will accrue in terms of streamlining, particularly for country offices due to the common focus on SDGs.</p> <p>A streamlined planning monitoring and reporting system that takes advantage of using SDGs as a common "language" is being put into place. This system integrates and rolls up country level results deriving</p>

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					from the UNSDCFs into the overall FAO corporate planning, and performance monitoring and reporting processes.
<p>Recommendation 15. Acting at scale, promoting holistic approaches and leaving no one behind would require additional technical and functional capacities that are currently insufficient within FAO, such as lawyers, policy analysts, sociologists, operations managers, and experts with a strong field exposure.</p>	<p>The new structure and working modalities approved, including the establishment of flagship programmes and initiatives aims at enabling FAO to strategize its work, upscaling its capacity of intervention and support, and broadening the pull of partners and collaboration. An essential component of this work is the coordination of evidence and increased analytical capacity allowing for identification of opportunities, as well as addressing potential trade-offs of interventions at policy, programmatic and project level.</p> <p>Management will periodically undertake skills mix assessments to identify potential technical gaps and will strengthen its partnerships function to obtain tailored capacity support from academia and private sector.</p>	OSP/CSH	<p>With the FAO Strategic Framework 2022-31, there is urgency and opportunity for FAO to act now within available resources. In light of the approved structure and modular and agile working modalities, the experience over the past years, and taking account of the advice and guidance provided, FAO took a number of actions on a budget neutral basis to strengthen technical and functional capacities within FAO, as summarized below.</p> <p>The introduction of key new offices, such as the Office of Innovation (OIN), the Office of SIDS, LDCs, and LLDCs (OSL), and the Office of SDGs (OSG), followed by an increase of USD 8 million for the FAO Investment Centre (CFI), which supports public and private investments in countries through a unique business model involving governments and international financing institutions (IFIs).</p> <p>The review of the Investment Centre is ongoing to realign skills and expertise. In 2021, the restructuring of regional and subregional offices was launched. The internal structures of the Decentralized Offices are gradually shifting to being more reflective of the</p>	4	<p>The new Offices boosted technical and functional capacities in priority areas under the FAO Strategic Framework 2022-31. Decentralized Offices' restructuring improved relevance, timeliness, cost-efficiency, technical quality and effectiveness of the support FAO provides through its regional, subregional and country offices. Regional Offices developed a common functional structure in line with changes introduced at headquarters, but also adapted it to their specific regional needs. Integrating Decentralized Offices with headquarters structure ensures FAO delivers impactful and tangible results as One FAO, and enhanced the</p>

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			<p>way headquarters is organized and to empower decision-making over personnel skill mixes.</p> <p>Core Regional Leadership teams were established, comprised of the Assistant Director-General/Regional Representative, the two Deputy Regional Representatives (with redesigned roles) and senior staff members that support regional programmes under the Programme Priority Areas and other key priorities of the FAO Strategic Framework 2022-31.</p> <p>The Regional Representatives are now reviewing their detailed staffing needs and career growth opportunities, ensuring the right people in the right place to deliver on the strategic plan.</p> <p>The subregional offices (SROs) are an integral part of the regional office and, in order to achieve an optimal integration of the SROs to the regional structures, a rethinking of the functions and goals of SROs was launched in early 2022 to guide the integration of the SROs into regional structures, the exercise is ongoing. A review of the Country Offices Business Model system was initiated and will be completed following the completion of the reform of regional and subregional offices.</p> <p>The changes in decentralized skill mix, business processes and approaches are implemented concomitantly with the FAO Strategic Framework 2022-31 and</p>		<p>capacity of regional offices to contribute to the delivery of the FAO Strategic Framework 2022-31, providing impactful support at country level.</p> <p>Establishment of Core Regional Leadership teams provides focus on innovation, including in digital technologies but also in mindset, in new forms of collaboration, in policy-making and in governance.</p> <p>The process aims at better integrating regions, subregions and countries, delivering as One FAO, breaking down silos, adopting a programmatic approach, addressing capacity gaps at country level and leveraging on FAO's global capacities and expertise for maximum impact and contribution to UN collective work on the ground.</p>

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			<p>are reported in line with the programme and budgeting process established in FAO Basic Texts.</p> <p>As anticipated in the Programme of Work and Budget (PWB) 2022-23, the Human Resources Division (CSH) continued to focus on sustaining the recruitment of employees of the highest calibre, enabling effective workforce and succession planning which links to issues around risk management and knowledge management in addition to aligning with the strategic and programmatic needs of FAO.</p>		