

Programme Evaluation Series

Evaluation of FAO's contribution to the humanitarian–development–peace nexus

2014–2020

Management response

1. Management welcomes the Evaluation of FAO's Contribution to the Humanitarian-Development-Peace (HDP) Nexus: 2014-2020. The Evaluation contributed to the development of FAO's Strategic Framework 2022-31 to support the 2030 Agenda – through the transformation to MORE efficient, inclusive, resilient, and sustainable agri-food systems for better production, better nutrition, a better environment and a better life, leaving no one behind. The Evaluation recognizes the importance of FAO's mandate, and its considerable expertise and experience in both humanitarian and development contexts, along with its contribution to sustaining peace within the scope of its mandate. It describes in depth FAO's comparative advantages, current and potential role in the humanitarian-development nexus and its contribution to peace. Management appreciates that the Evaluation was conducted during an exceptionally challenging period when the restrictions imposed by the COVID-19 pandemic have limited in-person interaction with FAO personnel, especially those in decentralized offices.
2. The Evaluation recognizes the need for a humanitarian-development nexus contributing to peace approach to be 'institutionally anchored' in FAO so that it can be used systematically by headquarters and decentralized offices in both fragile and more stable contexts. Management recognizes that adopting a humanitarian-development nexus and its contribution to peace approach within the scope of its mandate requires a major corporate effort and needs clear leadership, support and messaging from senior management, as well as more practical and operational actions. Deliberate and informed use of approaches and practices will be required to complement strategic positioning, corporate understanding and wider communication on the approach.
3. Management acknowledges that to work in challenging and highly politicized contexts, FAO, within the scope of its mandate, needs to take urgent steps to become truly 'fit for purpose'. 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 (CPF) drafting, among others. FAO management is fully committed to supporting senior leadership at country level to ensure the adoption of a humanitarian-development nexus and its contribution to peace approach, as well as prioritizing related engagement by the Organization's Liaison Offices, in particular in New York and Geneva.
4. The Evaluation highlights the crucial role of partnerships across the HDP nexus. Management recognizes that FAO must strengthen its partnerships at global, regional and country levels, within the scope of its mandate, to engage across the nexus with humanitarian, development and peace actors. This includes transformative partnerships, including with the private sector and academia, among others, in line with the reinvigorated business model at the core of the Strategic Framework.
5. To ensure that beneficiaries are at the centre of the interventions implemented by FAO, management recognizes the need to promote and incentivize people-centred approaches across its humanitarian and development programmatic work, whilst ensuring that the technical entry points of its interventions are sufficiently informed by conflict-sensitive approaches, and sustaining peace-related objectives, as appropriate. This will link to efforts to mainstream the Strategic Framework cross-cutting themes of gender, youth and inclusion for reduced inequalities and to leave no one behind.
6. Management recognizes that creating an enabling organizational environment that promotes the adoption of a humanitarian-development nexus and its contribution to peace approach is necessary to build on existing and new partnerships to achieving the SDGs. In doing so, FAO will link to and take advantage of wider organizational efforts to improve ways of working under the reinvigorated business model.
7. All recommendations are accepted. Detailed comments on the specific recommendations are provided in the Matrix.

Management response to the evaluation of FAO's contribution to the humanitarian–development–peace nexus: 2014–2020						08/2021
Evaluation Recommendation	Sub-recommendation	Management response Accepted, Partially Accepted or Rejected	Management plan			
			Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
Recommendation 1. 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 managers complemented by a number of practical actions, as follows:		Accepted	The actions related to the subrecommendations below will aggregate into institutionally anchoring the humanitarian-development nexus and its contribution to peace approach in FAO. This will include strategic positioning, corporate understanding, and wider communication on this topic.			
	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.	Accepted	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 agri-food 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 Strategic Framework in all contexts (e.g. One Health, climate change, nutrition for the most vulnerable, contributions to sustaining peace	OSP, OER, Divisions, Centres, Decentralized Offices	2021	No

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			and supporting inclusiveness, gender equality and social protection, etc.).			
	ii. Joining other UN agencies in signing up to the OECD-DAC ¹ 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.	Accepted	FAO intends to adhere to the OECD-DAC recommendations on the nexus. FAO recognizes that this is strategically important for effective engagement with donors and other partners in fragile and conflict-affected contexts.	OER, LEG	Q1 2022	No
	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. not 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.	Accepted	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	FAO Core Leadership, OER, OCC, Divisions, Centres, Decentralized Offices	Q4 2022	Yes (extrabudgetary)

¹ Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC).

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			widely communicated through various means including webinars.			
	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.	Accepted	The formulation and implementation of the PPA on food emergencies (BL3) reflects the core pillar of FAO's commitments to humanitarian action and principles. 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.	OER, Divisions, Centres, Decentralized Offices	2021 2022-2023	No
	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 monitoring, natural resource management.	Accepted	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.	OER, Divisions, Centres, Decentralized Offices	2022	No
	vi. A DG Bulletin or internal guidance outlining responsibilities, authority	Accepted	A DG Bulletin will be formulated following the development of the	ODG, OER, Divisions,	2023	No

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	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.		Corporate Position Paper, outlining responsibilities and operational guidance at global, regional and country level.	Centres, Decentralized Offices		
	vii. Developing and implementing a communication strategy for FAO staff, based on the position paper and DG Bulletin, 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.	Accepted	<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 DG Bulletin. 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 subrecommendation 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 agri-</p>	OER, CSHL, OCC, Divisions, Centres, Decentralized Offices	2023	No

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			food systems) will also be used according to contexts.			
Recommendation 2. 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 states. This includes:		Accepted	The actions related to the subrecommendations below will contribute to improving FAO's work in protracted crises through learning from experience, improved contextual understanding, a focus on protection and strengthened engagement in high-level policy fora on the humanitarian-development nexus and its contribution to peace.			
	i. Stepping up, prioritising and institutionalising support to senior leadership at country level. This must be provided at a high-level (e.g. ADG/DDG level), fully conversant with the context, and readily available.	Accepted	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). It will be critical for implementing this subrecommendation to strengthen the relationship with the RC/HC office at country level.	FAO Core Leadership	2022	No
	ii. Learning more systematically from FAO's experiences (positive and negative) of navigating its relationship with government in such contexts, developing guidance for in-country senior leadership.	Accepted	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	OER, OCC, Divisions, Decentralized Offices	2023	No

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			for improved relevance and impact of its work.			
	iii. Increasing FAO's capacity to carry out regular context/conflict and risk analysis to support senior leadership in-country (see also recommendation 4).	Accepted	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 CPF drafting. Relevant tools will be further strengthened and shared widely with country offices. Additional extra-budgetary resources will be mobilised.	OER, PSS, OCB, OSP and Decentralized Offices	2022 and ongoing thereafter	Yes (extrabudgetary)
	iv. Formulating and rolling out a protection policy to guide FAO's work, especially in conflict environments and fragile states.	Accepted	An FAO protection policy will be developed, in line with other Inter-Agency Standing Committee (IASC) Members' policies and accepted good practice.	OER, ETH	2022	Yes (extrabudgetary)
	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,	Accepted	The FAO Core Leadership is committed to prioritizing engagement on the humanitarian-development nexus and its contribution to peace approach in the Liaison Offices in New York and Geneva, fostering the interaction between these two Offices, headquarters and decentralized	FAO Core Leadership, Liaison Offices, OER, CSH, OSP	2022 and ongoing thereafter	No

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	NRM, ² 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.		offices, hiring and/or deploying additional expertise.			
	vi. Supporting country offices to engage in its areas of technical expertise (eg land rights) with the big 'P' actors, such as UN peacebuilding missions by sharing guidance derived from FAO's participation in the 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.	Accepted	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 peace-building and security actors, in line with the scope of FAO's mandate and adherence to humanitarian principles.	OER, Divisions, Centres, Decentralized Offices	2023	No

² Natural resources management (NRM)

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Recommendation 3. 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 particular:		Accepted	The actions related to the subrecommendations below will contribute to improving FAO's breadth of partnerships so it can better engage in humanitarian-development nexus and its contribution to peace approach ways of working, building on the push of the new SF towards a reinvigorated business model that stresses transformative partnerships.			
	i. Broadening its partnerships on food security monitoring, resilience measurement, early warning/risk analysis and anticipatory action, 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.	Accepted	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 contribution to peace approach to programming.	GNAFC, ³ OER, Divisions	2022 - onwards	No

³ Global Network against Food Crises (GNAFC).

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	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' ⁴ in ways that reduce conflict and contribute to peace.	Accepted	In line with the CFS-RAI framework, FAO will refer to and apply its principles when engaging with the private sector in protracted crises.	OER, CFI, PSR, Decentralized Offices	2022	No
	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.	Accepted	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.	PSU, PSR, OER, Decentralized Offices	2022	Yes (extrabudgetary)
	iv. With RECS, guided by longer-term partnership strategies that promote linkages across the nexus, from programming to policy levels.	Accepted	Building on existing longer-term partnership strategies, FAO will strengthen its engagement with RECs to promote linkages across the nexus.	Decentralised Offices	2022	No

⁴ Refer to Responsible Agricultural Investment Principles (RAI) and guidance in <http://www.fao.org/cfs/home/activities/rai/en/>

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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 Comités Locaux de Paix in DRC ⁵ , the Global Network of Women Peacebuilders ⁶ or West Africa Network for Peacebuilding ⁷).	Accepted	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) ⁸ 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.	PSU, OER, Decentralized Offices	2022	No
Recommendation 4. 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		Accepted	The actions related to the subrecommendations below will contribute to improving FAO's context/conflict analysis informed programming and improving linkages between different analytical areas.			
	i. Adapting FAO's guidance materials on context/conflict analysis to promote intersectional analysis and	Accepted	Existing guidance implicitly reflects intersectional analysis. However, FAO's guidance on context/conflict	OER, ESP	2022	No

⁵ <http://www.fao.org/emergencies/fao-in-action/projects/detail/en/c/1187194/>.

⁶ <https://gnwp.org/>.

⁷ <https://www.wanep.org/wanep/>.

⁸ Intergovernmental Authority on Development (IGAD)'s Conflict Early Warning and Response Mechanism (CEWARN)

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and conflict sensitive programming, paying attention to intersectionality and including risk and food insecurity analysis beyond (but including) conflict analysis. This means:	a more holistic understanding of the gendered dimension.		analysis and conflict-sensitive programming will more clearly reflect multidimensional analysis, including gender and age.			
	ii. As well as building capacity on context/conflict analysis (see recommendation 3. c 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.	Accepted	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.	OER, Decentralized Offices	2022	Yes (extrabudgetary)
	iii. Strengthening the linkages between data collection and analysis of short-term acute 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.	Accepted	While the Hand-in-Hand initiative, the Integrated Food Security Phase Classification (IPC) and the Global Network against Food Crises are 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,	ESP, ESN, ESF, ESS, ESA, EST, OER, OCB, Decentralized Offices	2023	No

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			collecting data disaggregated at the household level.			
	iv. Strengthening and mainstreaming context/conflict analysis in its Anticipatory Action work.	Accepted	Through appropriate advocacy with extrabudgetary resource partners, the links between context/conflict analysis and Anticipatory Action are being strengthened with specific HR capacities. A similar effort is required at decentralized level.	OER, PSR, Decentralized Offices	2021	Yes (extrabudgetary)
	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.	Accepted	Under subrecommendation 1. 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 subrecommendation.	OER, Divisions, Centres, Decentralized Offices	2022	No
	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.	Accepted	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	OER, Decentralized Offices, Divisions	2022-2023	Yes (extrabudgetary)

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			<p>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>Recommendation 5.</p> <p>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 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</p>		Accepted	<p>The actions related to the subrecommendations below will contribute to promote the adoption of people-centred approaches underpinning conflict-sensitive actions related to humanitarian-development nexus and its contribution to peace. This will link to efforts to mainstream the Strategic Framework cross cutting themes of gender, youth and inclusion to leave no one behind, and manage trade-offs through the lens of SDGs 1, 2 and 10. Moreover, FAO will take stock of major relevant international events to improve programming across the humanitarian-development nexus and its contribution to peace for resilient agri-food systems taking into account local specificities in fragile contexts.</p>	<p>ESP, ESN, ESF, ESS, ESA, EST, Liaison Offices, OSP, Decentralized Offices</p>		No

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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. 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.	Accepted	Noting previous subrecommendations 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.	OER, OSP, Decentralized Offices	2022-2023	No
	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.	Accepted	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.	OER, OCB, OSP, Decentralized Offices	2022-2023	No
	iii. Re-think 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.	Accepted	Targeting approaches are already being improved to ensure that they are more conflict-sensitive and address the different elements of agri-food 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 AFPs. This will be linked to the work being done to mainstream the Strategic Framework cross-cutting themes.	OER, PSS, ESP, ESN, ESF, ESS, ESA, EST, OSP, Decentralized Offices	2022-2023	No

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	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.	Accepted	A cross-Organizational corporate review of participatory approaches will be necessary. This subrecommendation 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.	OED, PSU OER, Divisions, Decentralized Offices	2022-2023	No
	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.	Accepted	As per subrecommendation 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 knowledge management and the RBM learning loop.	PSS, OER, OSP, Decentralized Offices	2022-2023	No
	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.	Accepted	A number of cross-border initiatives (including under the UN Peacebuilding Fund) have been developed in recent years. Building on this experience, learning will be used to improve collaboration across and between Decentralized Offices	Decentralized Offices, OER, OED	2022-2023	No

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			and between FAO and external partners.			
	In addition, 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. Develop a companion conflict safeguard to the environmental and social safeguards.	Accepted	A companion on conflict sensitivity safeguard/Guidance Note will be developed for incorporation into the existing environmental and social safeguards.	OCB, OER	2022-2023	No
	ii. Systematise conflict-sensitivity as well as contributions to sustaining peace in GEF and other climate-related programmes to address climate justice issues.	Accepted	Building on existing engagement with GEF, FAO will further systematize conflict-sensitive approaches in order to better address climate security risks.	OER, OCB, PSS, Decentralised Offices	2022-2023	No
	iii. Stress social cohesion as an important element/entry point in working with social protection programming.	Accepted	FAO is already undertaking a study and research on the links between social protection and sustaining peace. In addition, pathways have	OER, ESP, Decentralised Offices	2022-2023	No

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			been identified for FAO's contribution to social cohesion.			
	iv. Develop lessons-based practical HDP guidance for pastoralism, animal health, fisheries, water, forced displacement, crops and other sectoral interventions.	Accepted	FAO will develop appropriate sectoral-based guidance, also considering policies, capacities, incentives and accountability to ensure guidance is appropriately applied.	NSA, NSL, NSP, NFI, NFO, ESP, ESN, OER	2022-2023	No
	v. Promote the role of women and youth as peace-builders whenever possible, developing their potential as positive agents of change, not just as victims of violence.	Accepted	FAO will further promote the role of women, youth and indigenous people as peace-builders.	ESP, OER	2022-2023	No
Recommendation 6. Creating an enabling organizational environment for HDP nexus ways of working, including:		Accepted	The actions related to the subrecommendations below will contribute to create a more enabling organizational environment to adopt a humanitarian-development nexus approach and its contribution to peace approach. They will link to and take advantage of wider Organizational efforts to improve ways of working under the reinvigorated business model of the Strategic Framework.			
	i. Clarifying what principled leadership means to FAO, fostering and empowering leadership at	Accepted	Ongoing adjustments at decentralized office level will help ensure proper empowerment of	FAO Core Leadership,	2022-2023	No

Management response to the evaluation of FAO's contribution to the humanitarian–development–peace nexus: 2014–2020						08/2021
Evaluation Recommendation	Sub-recommendation	Management response Accepted, Partially Accepted or Rejected	Management plan			Further funding required (Y or N)
			Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	
	country level, that is sufficiently externally focused to develop strategic partnerships across the HDP nexus, and that is well-skilled to engage in technical diplomacy.		leadership, with special attention to women and youth, to build on existing strategic partnerships in the context of and across the humanitarian-development nexus and its contribution to peace approach.	Decentralized Offices		
	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.	Accepted	FAO will further promote the adoption of a programme approach at country and regional levels, engaging with donors and Members.	OSP, PSS, PSR, Decentralized Offices	2022-2023	No
	iii. Engaging with UN-wide initiatives that encourage HDP 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 UNICEF, as they promote and adopt nexus ways of working.	Accepted	The Organization will continue to engage with a variety of initiatives, networks and platforms, such as the IASC, the UN Climate Security Mechanism, the UN SDG, the UN Peacebuilding Support Office and address the different elements of agri-food 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.	FAO Core Leadership, Divisions, Liaison Offices, Decentralized Offices	2022-2023	No

Management response to the evaluation of FAO's contribution to the humanitarian–development–peace nexus: 2014–2020						08/2021
Evaluation Recommendation	Sub-recommendation	Management response Accepted, Partially Accepted or Rejected	Management plan			
			Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
	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.	Accepted	Ongoing internal reforms are aimed at promoting such a culture, through a change management process.	FAO Core Leadership, CSH	2022-2023	No
	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.	Accepted	FAO carried out a full Learning Needs Assessment in 2020, which includes guidance from HLCM, JIU ⁹ 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.	CSH	2022-2023	Yes (extrabudgetary)

⁹ High-level Committee on Management (HLCM); Joint Inspection Unit of the United Nations System (JIU).

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