



# Evaluation of FAO's Contribution to the Humanitarian – Development – Peace Nexus: 2014–2020

---

## INSIDE THIS BRIEF

- Why an evaluation?
- What will this evaluation cover?
- What will the process be and who will be involved?

## Why an evaluation on FAO's role and work on the Humanitarian-Development-Peace Nexus?

In order to contribute evaluative learning to FAO's strategy development and provide lessons for programming at country level, the Office of Evaluation (OED) has launched an evaluation of FAO's role and work on the humanitarian-development-peace (HDP) nexus. The evaluation will be presented to the Programme Committee in November 2020.

The HDP nexus or "triple nexus" refers to the interlinkages between humanitarian, development and peace actions and actors, necessary for sustainable development. In his remarks to the General Assembly in December 2016, UN Secretary-General Antonio Guterres named 'sustaining peace' as a pillar of sustainable development along with humanitarian response and development. While there have been previous efforts to foster linkages between humanitarian action and aid for development, the HDP nexus approach encourages more fundamental structural shifts that have implications for how different actors work together and on how aid is planned and financed.

These transformations are particularly relevant to FAO which, as a dual-mandate agency, finds itself uniquely positioned in relation to the HDP nexus. FAO has a long history of working on issues that address humanitarian relief and development, and through its work on resilience, it has aimed to have a long-term impact on vulnerable populations and their ability to recover from disasters and crises as well as to prevent them. Since 2016, FAO has placed greater emphasis on the third component of the nexus, sustaining peace.

## What will this evaluation cover?

Recognizing that the triple nexus is principally about ways of working, there are a number of reference points for this evaluation: the New Ways of Working, to which FAO is a signatory; Key Messages on the nexus by the UN Sustainable Development Group & IASC; and the OECD-DAC Recommendation on the Humanitarian-Development-Peace Nexus.

This is a strategic and high-level evaluation. It is also formative and learning-oriented, and will focus on two main purposes: The first, is to review how FAO has, and is currently, addressing the humanitarian-development nexus and

**For further information please contact:**

*Marta.Bruno@fao.org*

*Paul.Neuman@fao.org*

---

---

## Evaluation calendar / timeline of the different evaluation phases

### Preparatory phase:

January-March 2020

- Desk review
- Drafting of Terms of Reference
- Recruitment of team members

### Main evaluation phase

March-May 2020

- Evaluation synthesis
- Collection of information
- Key informant interviews
- Case studies

### Report writing and dissemination

June-July 2020

- Report drafting

implicitly or explicitly engaging with the conflict/peace dimension of the triple nexus, including how this can be strengthened. The second is to provide methodological guidance for evaluating HDP nexus ways of working that can be used in subsequent evaluations.

In line with these objectives, an inductive approach that emphasizes observations of good and poor practice will serve to identify nexus ways of working and actions specifically relevant to FAO. In addition to serving as a source of learning to inform current programming, these may serve as a benchmark for evaluating FAO's performance in the future, potentially through a more participatory and field-based evaluation.

Specifically, this evaluation aims to answer the following questions:

- What is the relevance of the HDP nexus to FAO's mandate and work?
- How effective is FAO's strategic positioning for addressing the HDP nexus, and how could its strategic positioning be strengthened?
- What have been the results (positive and negative, intended and unintended), at all levels and for different population groups (e.g., women, men, youth, displaced), of FAO's efforts to address the interface between humanitarian and development interventions, of beginning to address the triple nexus, and what is the learning for applying the nexus in future?
- What can be learned from FAO's programming experience related to conflict and peace, for addressing the triple nexus, with particular reference to the peace dimension?
- What organizational factors have facilitated or constrained FAO in working in an integrated way in line with the HDP nexus?
- How can FAO create a more enabling environment to promote the nexus in its ways of working in future?

## What will the process be and who will be involved?

The evaluation will take place from January to July 2020 and will be led by a team of independent external consultants. Part of the evaluation will be based on a synthesis of past evaluations. While the team will not be able to travel due to the COVID-19 pandemic, a consultative approach will be used, with meetings and interviews with key FAO stakeholders conducted remotely.

The evaluation team has outlined a framework of "ways of working" as well as eight thematic areas. This preliminary framework is aimed at cataloguing evidence and examples of FAO's past work in relation to the nexus. Following this synthesis, a small number of remotely conducted evaluative case studies from different geographic regions, contexts and themes will serve to illustrate some of the key analytical findings.

The evaluation team will also conduct a review of secondary documentation, including strategy and policy documents and FAO normative and guidance materials. Additional key informant interviews and webinars will allow a wider group of stakeholders to contribute to the evaluation and validate the analysis, as well as develop the recommendations.

---

**All FAO evaluations and management responses are public documents and can be found at:**

[www.fao.org/evaluation/oed-home/en/](http://www.fao.org/evaluation/oed-home/en/)



Some rights reserved. This work is available under a [CC BY-NC-SA 3.0 IGO](https://creativecommons.org/licenses/by-nc-sa/3.0/igo/) licence