

Programme Evaluation Series

[01/2025](#)

Evaluation of the Global Network Against Food Crises Partnership Programme

Management response

Evaluation of the Global Network Against Food Crises Partnership Programme - Management Response					04/2025
Evaluation Recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	Further funding required (Y or N) (f)
<p>Recommendation 1.</p> <p>FAO should work with partners to sharpen the strategic vision of the GNAFC and the associated activities.</p> <p>This strategic recommendation should include considerations of the following suggested actions or interventions to implement the recommendation.</p>	Accepted	<p>It should be noted that the recommendations are based on an evaluation of a project implemented between 2018 and 2022. Significant changes and improvements have taken place between 2023 and 2025 regarding the strategic vision and associated activities of the GNAFC initiative. Over these years, the initiative has continued to refine its vision and demonstrate its strategic relevance by enhancing its analytical production, country and regional engagement, partnerships, and strategic positioning, as well as expanding its membership. An annual work plan has been developed through strategic consultation and agreed upon with donors each year. Further efforts are planned for 2025. FAO and the World Food Programme (WFP) are conducting a series of consultations, culminating in a dedicated workshop, with current and potential new GNAFC partners and other relevant stakeholders to further review the GNAFC strategic vision in light of the evolving context and reaffirm commitments.</p>	FAO Office of Emergencies and Resilience	2025	No
<p>Recommendation 1.1.</p> <p>FAO should advocate to re-focus the GNAFC partners, building a theory of change to identify causal pathways of change and underlying assumptions. This should take into account the roles of other networks and initiatives this should inform priority areas of work for the GNAFC.</p>	Accepted	<p>Between 2023 and 2024, previous and new partners of the initiative have been engaged in defining the GNAFC's priorities annually through the GNAFC governance system (TWG, SAG, SSG). In 2025, the planned consultation process will aim to define the work plan and related priorities. A theory of change will be proposed to GNAFC members for further elaboration.</p>	FAO Office of Emergencies and Resilience	2025	No

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<p>Recommendation 1.2. FAO should work with partners to ensure that the GNAFC workplan represents a consensus, based on a strategic analysis of the most important priority actions that contribute to addressing the underlying causes of food crises, the rather than individual agency priorities.</p>	Partially accepted	During 2023 and 2024, an annual work plan for the initiative was negotiated and discussed through the GNAFC governance structures. However, as the initiative was entirely funded by the European Union through a specific contribution agreement, a dedicated annual work plan was developed based on performance and agreed upon with the donor as per contractual agreements. The work plan's definition has been based on strategic consultations and previous performance. In 2025, the planned consultation process will result in defining the work plan and related priorities based on available capacities and resources.	FAO Office of Emergencies and Resilience	2025	No
<p>Recommendation 1.3. FAO should work with GNAFC partners to prioritize activities that improve programmatic coordination amongst the GNAFC partner agencies at global level, as a basis for, and precursor of, stronger coordination at country level.</p>	Partially accepted	In 2023 and 2024, the GNAFC regional and country engagement was reviewed to ensure relevance and effectiveness. While significant successes were observed through regional engagement (e.g., in East Africa through the Intergovernmental Authority on Development and the Food Security and Nutrition Working Group, and in West Africa through Permanent Interstate Committee for drought control in the Sahel and the Food Crisis Prevention Network), engagement at the country level did not yield similar results. A key lesson learned was that country engagement must be demand-driven and led by country stakeholders rather than imposed top-down by the global GNAFC structure. Future approaches to regional and country-level engagement will be discussed during the consultation process and workshop for defining the annual work plan.	FAO Office of Emergencies and Resilience	2025	No

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<p>Recommendation 1.4.</p> <p>FAO should work with GNAFC partners to strengthen the analysis of the causes and impacts of major emerging food crises and capitalize on the GNAFC as a platform to plan and advocate for coordinated responses that address the nexus from the outset.</p>	Accepted	Between 2023 and 2024, GNAFC's analytical production evolved to better meet partners' needs. The Global Report on Food Crises (GRFC) further strengthened its role as a key advocacy tool, the Hunger Hotspot report addressed gaps in forward-looking analysis, and the financing flows report provided complementary insights. These products have gained increased uptake through dedicated events and involvement in key forums and processes, consequently expanding their audiences. While technical improvements are ongoing, the planned consultations and workshop aim to further engage GNAFC members in jointly defining a stronger advocacy platform based on these products.	FAO Office of Emergencies and Resilience	2025	No
<p>Recommendation 2.</p> <p>FAO should advocate for the governance, membership and participation in the GNAFC to be adapted in line with delivering the refined objectives and activities of the network.</p> <p>This recommendation responds to Conclusions 6 & 7.</p> <p>This strategic recommendation should include considerations of the following suggested actions or interventions to implement the recommendation.</p>	Partially accepted	With the expansion of GNAFC in 2023 and 2024 to include new members (e.g., the World Bank, International Fund for Agricultural Development, the United Nations High Commissioner for Refugees, the United Nations International Children's Emergency Fund), governance and participation structures were adjusted to meet the growing interest and evolving context. Significant efforts were made to increase participation across the membership and enhance the relevance of governance structures (TWG, SAG, SSG). As part of ongoing improvements, governance, membership, and participation will be reviewed in the planned 2025 consultations.	FAO Office of Emergencies and Resilience	2025	

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<p>Recommendation 2.1. Promote the engagement of the FAO senior leadership in the GNAFC, encouraging and supporting their active participation in the senior governance structures and participating in key events, including the launch of the annual Global Report on Food Crises.</p>	Accepted	Since the conclusion of the Partnership Programme, considerable efforts have been made to engage FAO senior leadership. This has included participation in GNAFC flagship publication launches (e.g., GRFC launch event, United Nations Security Council briefings, household briefings) and involvement in key events and strategic dialogues. There is consensus that FAO leadership engagement is critical for the success of GNAFC. Therefore, the team will continue leveraging analytical products and strategic discussion forums to strengthen this engagement.	FAO Office of Emergencies and Resilience	Continuous	No
<p>Recommendation 2.2. Advocate to other GNAFC members to encourage the active participation of their respective senior leadership in the GNAFC SSG and key events</p>	Partially accepted	Efforts have also been made to engage senior leadership across the broader GNAFC membership, particularly through the organization of SSG meetings and improved communication on GNAFC activities. While this recommendation is valid, its achievement is beyond the direct control of the FAO programme team. However, there is consensus on the importance of senior leadership engagement, and ongoing efforts—including strategic consultations with GNAFC members—aim to reinforce this aspect.	FAO Office of Emergencies and Resilience	Continuous	No
<p>Recommendation 2.3. Consider advocating for the inclusion of agencies with a peacebuilding mandate and experience within the GNAFC.</p>	Partially accepted	The recommendation is relevant. However, the adoption of this strategic direction has to be a joint decision of the GNAFC membership.	FAO Office of Emergencies and Resilience	Continuous	No

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<p>Recommendation 2.3. Encourage and facilitate cross organizational participation of FAO divisions and units in the GNAFC activities through enhanced collaboration in the development of the respective workplans.</p>	Accepted	<p>Since 2023, significant efforts have been made to facilitate cross-organizational participation within FAO divisions and units. Stronger collaboration has been established with the FAO Statistics Division, the FAO Agrifood Economics and Policy Division, and the FAO Markets and Trade Division for the Global Report on Food Crises production; the FAO Markets and Trade Division and the FAO Agrifood Economics and Policy Division for the household report; t the FAO Statistics Division and the FAO Agrifood Economics and Policy Division for FF analysis; the FAO Rural Transformation and Gender Equality Division for social protection in food crises and engagement with G7 and G20 initiatives; and regional and sub-regional offices for country and regional engagement (notably Resilience Team for Eastern Africa and the Subregional Office for West Africa). Additionally, the FAO Agrifood Economics and Policy Division has contributed to resilience analysis and programming, while the FAO Office of Communications has supported communication and advocacy efforts. The team will continue seeking opportunities to further enhance FAO divisional engagement through the definition of the 2025–2026 GNFC workplan.</p>	FAO Office of Emergencies and Resilience	Continuous	No
<p>Recommendation 3. FAO should continue to invest in, and develop, analytical tools that contribute to the objectives of the GNAFC.</p>	Accepted	<p>Since the evaluation, analytical tools supporting GNAFC work have continued to evolve based on partner expectations and requests. Several tailored briefs and policy products have been developed to support decision-making (e.g., a paper on protracted acute food insecurity for CERF</p>	FAO Office of Emergencies and Resilience	Continuous	Yes

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This strategic recommendation should include considerations of the following suggested actions or interventions to implement the recommendation.		allocations and country briefs synthesizing multiple GNAFC analytical products for strategic discussions). Discussions are ongoing regarding the development of a forward-looking projection report. Additionally, FAO is developing a standardized methodology for integrated analysis to identify target populations for emergency agricultural interventions, aiming to influence humanitarian response frameworks to address acute food insecurity sustainably.			
Recommendation 3.1. Use the GNAFC platform to advocate for continued expansion of the Integrated Food Security Phase Classification (IPC) coverage as a preferred standard - including funding to expand the coverage of acute food insecurity scales and advocating with host Governments on the importance of participating in IPC consensus building processes.	Accepted	In collaboration with the IPC team, relevant opportunities for advocating for IPC expansion in relevant GNAFC discussion continue to be identified. It has to be noted that between 2023 and 2024, GNAFC's efforts around production and dissemination of evidence about food crises and the organization of events and strategic dialogues have expanded IPC visibility and use across and beyond the GNAFC membership. In particular the United Nations Security Council now uses IPC data as a key indicator for the severity of humanitarian contexts.	FAO Office of Emergencies and Resilience FAO Agrifood Economics and Policy Division	Continuous	No
Recommendation 3.2. Consider with partners whether the GNAFC should build consensus, reporting and publication of forward-looking estimates of food insecurity, as a complement to the retrospective data provided through the GRFC.	Accepted	Following the evaluation, significant technical improvements were made to the Hunger Hotspot report, solidifying its role as the global reference for forward-looking estimates. FAO teams are also developing a proposal for an enhanced forward-looking analysis of acute food insecurity, which will be discussed within relevant GNAFC forums to ensure consensus and participation.	FAO Office of Emergencies and Resilience	2025	No

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<p>Recommendation 4.</p> <p>FAO should work with partners to increase the use of, and relevance to, decision makers of the global public goods produced with the support of the GNAFC.</p> <p>This recommendation responds to Conclusions 2, 6 & 7.</p> <p>This strategic recommendation should include considerations of the following suggested actions or interventions to implement the recommendation.</p>	Accepted	Between 2023 and 2024, efforts were made to make GNAFC governance bodies (SAG and SSG) more effective forums for strategic discussions. This included enhancing the production and uptake of GNAFC analytical products. Key efforts focused on launching, disseminating, and communicating flagship publications through targeted events tailored to different audiences (e.g., briefings in New York, Geneva and Washington). These advocacy efforts have strengthened GNAFC's profile and increased the relevance of its analytical outputs in decision-making processes.	FAO Office of Emergencies and Resilience /FAO Economic and Social Development Division	2025	
<p>Recommendation 4.1.</p> <p>FAO should work with GNAFC partners to improve the communication of the Global Report on Food Crises and the Financing Flows Analysis in formats tailored for different audiences.</p>	Accepted	Between 2023 and 2024, efforts were made to make GNAFC governance bodies (SAG and SSG) more effective forums for strategic discussions. This included enhancing the production and uptake of GNAFC analytical products. Key efforts focused on launching, disseminating, and communicating flagship publications through targeted events tailored to different audiences (e.g., briefings in New York, Geneva, and Washington). These advocacy efforts have strengthened GNAFC's profile and increased the relevance of its analytical outputs in decision-making processes. Looking ahead to 2025, the GRFC launch is expected to be elevated to a ministerial-level event, with additional satellite briefings and strategic dialogues. For the FF analysis, communication will be improved through ad-hoc products and tailored briefings.	FAO Office of Emergencies and Resilience	2025	

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<p>Recommendation 4.2.</p> <p>FAO should work with GNAFC partners and FAO units responsible for other food security data and reports to provide a consistent explanation and presentation of how different food insecurity figures inter-relate, including: past, current, forward-looking figures; chronic and acute food insecurity; and data covering differing geographical regions.</p>	Partially accepted	<p>Since 2023, collaboration with the FAO Statistics Division and the FAO Agrifood Economics and Policy Division has intensified. The team is currently developing a technical study for 2025 to examine trends in food insecurity and the evolution of food crises. Previous efforts included an internal GNAFC paper clarifying analytical estimates and proposing ways to increase coherence. Additionally, the GRFC and the State of Food Security and Nutrition in the World publications now include dedicated sections explaining how different analyses complement each other.</p>	FAO Office of Emergencies and Resilience	2025	
<p>Recommendation 4.3.</p> <p>FAO should work with GNAFC partners to ensure that the Global Report on Food Crises and the Financing Flows Analysis are accompanied by consensus based key messages on the implications and necessary actions including both the type and amount of resources necessary to make an impact at scale in reducing vulnerability to food crises.</p>	Partially accepted	<p>In 2023 and 2024, efforts were made to produce key messages and implications from the two analyses. In particular, in 2024, the GNAFC membership coordinated to produce overall key messages from the GRFC, as well as specific thematic messages to support coherent advocacy across the partnership. Similarly, around the FF analysis, implications were drafted based on consultation with GNAFC partners. These efforts to develop consensus based key messages from all the global public goods produced under the initiative will continue in 2025 and beyond based on lessons learnt in the previous years. It has to be noted that recommendations on type and amounts of resources is challenging for the GRFC analysis as it provides retrospective information. However, information on type of support needed are included in the households report, and on financing from the Financing flows analysis.</p>	FAO Office of Emergencies and Resilience	2025	

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<p>Recommendation 4.4. FAO should consult with GNAFC partners to consider whether the GRFC Mid-year Update should continue to be produced.</p>	Partially accepted	The discussion on the relevance of the mid-year update was further discussed in 2023 and 2024. In 2024, the Food Security Information Network revised the format of the update to improve its relevance and use. For what concerns 2025, the production of a mid-year update is currently under discussion in relevant Food Security Information Network discussions. However, this decision is outside of FAO (only) control.	FAO Office of Emergencies and Resilience /FAO Economic and Social Development Division	2025	No
<p>Recommendation 4.5. FAO should clarify that the United Nations Security Council brief is a UN authored product without a direct connection to the GNAFC.</p>	Partially accepted	The report to the United Nations Security Council members is a UN authored product developed by FAO and WFP to ensure quality and neutrality of the analysis, similarly to other global public goods such as the households report. The published analysis contributes to the GNAFC as it provides information relevant for all stakeholders.	FAO Office of Emergencies and Resilience	2025	
<p>Recommendation 5. FAO should continue to invest in, and develop, approaches to gathering and disseminating evidence on the effectiveness of different interventions on addressing the root causes of crises. This recommendation responds to Conclusion 4 & 5. This strategic recommendation should include considerations of the following suggested actions or interventions to implement the recommendation.</p>	Accepted	Since the evaluation, the FAO Office of Emergencies and Resilience continued invest in approaches to gathering and disseminating evidence on the effectiveness of different interventions around food crisis response and prevention. This includes capacities around conflict analysis, monitoring, evaluation, and learning, and knowledge management. Given the relevance of these activities, efforts to further strengthen these capacities and have them mainstreamed in the work of the FAO Office of Emergencies and Resilience will be continued.	FAO Office of Emergencies and Resilience		Yes

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<p>Recommendation 5.1.</p> <p>Building on the support provided under the GNAFC Partnership Programme, FAO should continue to support the mainstreaming and further development of the conflict analysis, monitoring, evaluation, accountability and learning (MEAL) and the Knowledge Sharing Platform on Resilience (KORE) functions as under the FAO Office of Emergencies and Resilience. Institutionalizing the pilot practice of ring-fencing minimum project funds for monitoring, evaluation and learning purposes should be considered.</p>	Accepted	<p>Through appropriate awareness raising, incentives, policies and capacitation, FAO will mainstream and develop context/conflict analytical functions to inform project and programme development. Relevant tools will be further strengthened and shared widely with country offices. Additional resources will need to be mobilized.</p> <p>The FAO Office of Emergencies and Resilience will continue to support decentralized offices with normative guidance and technical assistance to MEAL. Ringfencing of finance for MEAL activities will continue to be explored within the Special Fund for Emergency and Rehabilitation Activities and in projects under the FAO Office of Emergencies and Resilience’s direct financial management.</p> <p>The FAO Office of Emergencies and Resilience has already integrated KORE as a function within the division and will continue to support FAO Office of Emergencies and Resilience technical teams and decentralized offices with normative guidance, technical assistance and tailored Learning and Knowledge management support. Ringfencing will be explored; however, the current challenge lies in the absence of an existing knowledge management function and the limited capacities in decentralized offices.</p>	FAO Office of Emergencies and Resilience		Yes
<p>Recommendation 5.2.</p> <p>Reflect on the experience of the GNAFC Partnership Programme to develop a more appropriate and</p>	Accepted	Drawing from the cross-country impact analysis of the pro-resilience actions under the GNAFC-PP, a complementary approach beyond household-level	FAO Agrifood Economics and Policy Division	To be explored and planned in connection with project	Yes

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effective methodological approach to evaluating the impact of resilience building activities, and should retain a clear focus on household resilience while taking into consideration a systems approach.		<p>resilience will be explored. Efforts in this direction include:</p> <ul style="list-style-type: none"> i. Refining resilience analysis impact pathways– Led by the FAO Regional Office for Arica, an assessment of the links between FAO project activities and resilience capacities is underway to evaluate the potential and limitations of household-level resilience analysis, incorporating systemic considerations. ii. Experimenting with Earth observation data for impact assessment – exploring the use of Earth observation data to assess the impact of specific types of resilience-building interventions—such as water management infrastructure —beyond the household level, with a case study on Somalia in collaboration with GeoField. iii. Piloting and testing solutions – depending on resource availability, piloting and testing innovative solutions for Food Security and Nutrition resilience as part of a new intra-divisional FAO initiative, the Resilience Action Innovation Learning Lab (RAILL). 	<p>FAO Rural Transformation and Gender Equality Division (Impact Evaluation Working Group)</p> <p>FAO Nutrition Division (for RAILL)</p> <p>FAO Office of Emergencies and Resilience</p> <p>FAO Office of Evaluation</p>	identification and project cycles.	
<p>Recommendation 5.3.</p> <p>Explore the possibilities of working in partnership with specialized actors (academia, think tanks) to implement the learning agendas at corporate and country level.</p>	Accepted				

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<p>Recommendation 5.4. Capitalize on the GNAFC to bring in decision-maker perspectives to setting FAO research agendas and using the GNAFC to disseminate and amplify FAO learnings amongst external users.</p>	Accepted	As part of its knowledge management mandate within the FAO Office of Emergencies and Resilience, KORE initiated the structuring and leveraging of learning and knowledge generated from emergency and resilience interventions and is willing to explore opportunities to use GNAFC to disseminate and amplify learning, pending interest from the Global Network.	FAO Office of Emergencies and Resilience		
<p>Recommendation 6. A refined and more efficient evaluation approach should be adopted for the United Nations Joint Programmes (UNJPs). This recommendation responds to the evaluation limitations.</p>	Accepted		FAO Office of Emergencies and Resilience FAO Office of Evaluation		No
<p>Recommendation 6.1. The scope of overarching evaluations or reviews of the UNJPs – and potentially other programmatic investments supporting the GNAFC – should be set at the level of the GNAFC rather than the individual programmes. These evaluations should also be conducted jointly with WFP.</p>	Partially accepted	It should be noted that external actors should be involved for an evaluation of the GNAFC initiative, in order to build terms of reference and conduct the evaluation and ensure neutrality of the findings.	FAO Office of Emergencies and Resilience FAO Office of Evaluation		No
<p>Recommendation 6.2. Other standalone evaluations should be considered to support the strategic and technical direction of key areas, starting with approaches to resilience analysis.</p>	Accepted		FAO Office of Emergencies and Resilience FAO Office of Evaluation		No

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