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Продовольственная и
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منظمة
الغذية والزراعة
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PROGRAMME COMMITTEE

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**Real-time Evaluation of FAO's COVID-19 Response and Recovery
Programme - Final Report**

Management's Response

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1. FAO Management commends the Evaluation Office for conducting a real-time evaluation of FAO's COVID-19 Response and Recovery Programme, and wishes to express appreciation for the work carried out in two separate phases, across the seven priority areas of work at global and decentralized levels.
2. FAO Management welcomes the positive assessment of the Organization in terms of effectiveness in coordinating actions and synergies across internal and external partners, provision of data and analysis, timely response to an unpredicted crisis, mobilization of technical and policy support to Members during a very challenging time of the COVID-19 pandemic, covering around 90 countries across five regions.
3. FAO Management recognizes the strategic value of this real-time evaluation and the lessons learnt for the Organization given the complex global challenges and the increasing need for FAO to suggest comprehensive and multi-dimensional solutions to global challenges.
4. FAO Management appreciates the recommendation to both Members and the Organization for ways to address funding shortfalls and even distribution of resources to priority areas of work, while highlighting the constraint of managing a flat nominal regular budget. FAO Management will scale-up its efforts for continuous dialogue with Members and partners, for identification of sustainable ways to ensure priorities of FAO are evenly and adequately funded.
5. It should be further noted that fundraising for the COVID-19 Response and Recovery Programme continues, and the overall funding level for approved and forecasted contributions currently stands at 42 percent. Pillars related to the Global Humanitarian Response Plan, Economic Inclusion and Social Protection to Reduce Poverty, and Preventing the Next Pandemic, are on track in reaching their own funding targets, with overall levels above 40 percent. However, all remaining Pillars – and in particular Trade and Food Safety Standards – still require additional efforts to attract the necessary resources. Attention and importance should be given to areas of work that receive less funding compare to others such as data and statistics, but are essential for all the pillars including the Humanitarian Response.
6. FAO Management recognizes the need for fast-track procurement procedures, which are already integrated for projects of an emergency and humanitarian nature, and could be further strengthened and expanded during times when the Organization is addressing a global crisis. The Organization has already taken action to include these aspects in the restructuring of the Decentralized Offices, as well as its approach to strategic risk management.
7. Management welcomes the recommendation regarding offices' business continuity plans. Actions have already been taken to ensure that a comprehensive review is carried out and the plans are updated and adjusted to the revised procedures. This will enable the Organization to learn from the COVID-19 pandemic and respond to potential future crises in an improved, agile and experienced manner. The experience of the COVID-19 Crisis Management Team, which guided the Organization in times of crisis in a collegial and consultative manner, supporting informed, rapid and agile decision-making, will strengthen internal crises preparedness and management at all locations.
8. Looking ahead, FAO Management is committed to addressing all of the recommendations in close consultation and collaboration with internal and external stakeholders. FAO Management believes that the evaluation provides helpful insights that will strengthen the work of the Organization towards a more programmatic approach to achieve results at country level.

Management response matrix

Evaluation Recommendation (a)	Management response (b) Accepted Partially Accepted or Rejected	Management Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Timeframe(e)	Further funding required (Y or N) (f)
Recommendation 1. Members and Management should consider how to best address funding shortfalls to avoid uneven distribution of resources required in future or similar programmes.	Accepted	Management is committed to address funding shortfalls and to provide information to Members and partners with regard to priority areas with limited resources in order to ensure required funding is mobilized and allocated.	FAO Management, PSR, OER, Tech units and Decentralized Offices	Ongoing	N
Recommendation 2. Management should consider the application of fast-track procurement procedures for future similar situations and further improve timeliness in procurement processes through the support provided to country offices by International Procurement Officers.	Accepted	Management agrees that fast tracked procurement should be applied to similar situations to improve and accelerate the Organization's response and assistance, and committed to prepare such procedures in view of the possibility of another crisis.	CSL	2022-2023	N
Recommendation 3. Management should ensure that business continuity plans are updated and owned by country offices, and that sufficient human and financial resources for their implementation are available.	Accepted	Management agrees that the update of business continuity plans should be ensured and, depending on the availability of funds and relevant human resources, will pursue implementation of this recommendation.	CSL- Decentralized Offices	2022-2023	Y (human and financial resources may depend on additional extra budgetary funding)