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PROGRAMME COMMITTEE

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Evaluation of One Health (BP3)

Management Response

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I. Introduction

1. In November 2022, the Programme Committee endorsed the Office of Evaluation (OED)'s work plan of evaluations 2022-2025, which included an evaluation of FAO's Programme Priority Area (PPA) on One Health (*better production 3-BP3*).
2. This document presents the Management Response to the evaluation of the evolution and operationalization of FAO's work on One Health between 2010 to 2023. The Evaluation focused on analysing the available evidence base to identify the evolution of the Organization's work in four key areas in its One Health approach: conceptualization and operationalization of One Health; resourcing; measuring results; and role in the Tri/Quadripartite.
3. Currently, it is noteworthy that FAO's work on One Health (OH) is included in FAO Strategic Framework 2022-31 as an important component of FAO's Vision and Global Goals through the prevention and management of animal and plant (including aquaculture and forest) pests and diseases, invasive species, resilience to climate change and biodiversity loss, protecting and restoring soil and water health, and mitigating risks of zoonotic diseases, future pandemics, and antimicrobial resistance.
4. The Evaluation highlights the recognition of FAO's political and technical strengths particularly in addressing issues such as transboundary animal diseases and zoonoses; the collaborative role within the Quadripartite¹; and the advocacy for One Health in relevant Governing Bodies and national ministries, and stressed the timely opportunity to strengthen FAO's role within global frameworks, including the Pandemic Accord under negotiation.
5. FAO's OH work contributes to the Quadripartite One Health Joint Plan of Action (2022-2026) which receives specific advice as needed from the One Health High-Level Expert Panel (OHHLEP).
6. The Evaluation report provides a valuable look at how One Health has evolved over the past 10 years, and the implications for shaping the One Health PPA. In general terms, Management agrees with the findings of the Evaluation and supports its conclusions and recommendations. However, there are concerns that the approach taken to support the Evaluation was overly focused on animal health and missed important contributions to One Health from other technical areas of FAO's work. Similarly, other historical examples of broad system-based approaches, such as the Emergency Prevention System (EMPRES) for transboundary animal and plant pests and diseases and the Food Chain Crisis Management Framework, were also overlooked, as well as the substantial body of work related to normative efforts in the OH space, such as the Rotterdam Convention. An improved approach to identifying OH-related efforts, projects, and initiatives for the future will be beneficial to better understand and represent the diverse array of OH efforts occurring across FAO, and the interpretation of these conclusions and recommendations should consider the nature of this bias.
7. Given the multidisciplinary and multisectoral nature of One Health, Management appreciates the recommendations related to the need for synergizing, enhancing, and better showcasing collaborative work across FAO divisions and with other UN entities, the valuable and substantive work in coordination within and among the Quadripartite partners, and increased opportunities for upstream disease prevention and long-term sustainability of OH efforts in FAO. Management would have seen the benefit of the evaluation extending its focus beyond Quadripartite collaboration and, as the strategic thinking about partnerships continues to expand, to include the many other partners working in this space, and which have long-standing and impactful engagements with FAO in areas other than animal health. These elements were not well reflected in this Evaluation and should be taken into consideration in the interpretation of the conclusions and recommendations.

¹ <https://www.fao.org/one-health/background/coordination/en>

II. Comments on Recommendations

8. Management welcomes all three recommendations and would like to offer the following comments. Management will ensure all corporate processes are leveraged as relevant, and carefully review resource allocations to ensure their adequacy.
9. *Recommendation 1* is accepted. Management acknowledges and accepts the importance of strengthening and mainstreaming the implementation of OH approach across FAO and by partners to reduce productivity losses and promote global health. Management will also focus on clarifying FAO's value-added within OH and agrifood systems in order to provide clarity around how FAO can support Members and facilitate resource mobilization.
10. *Recommendation 2* is accepted. Management will focus on improving the OH results framework and its measurement, including monitoring the impact of improved OH approach beyond the scope of BP3.
11. *Recommendation 3* is accepted, Management will increasingly mainstream considerations related to gender, youth, and social inclusion.
12. Looking ahead, Management is committed to addressing all the recommendations in close consultation and collaboration with internal and external stakeholders.
13. Further information is provided in the matrix.

Evaluation of One Health (BP3) – Management Response Matrix

Evaluation Recommendation (a)	Management response Accepted, Partially Accepted or Rejected (b)	Management plan			
		Management 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>Leverage the multidisciplinary and multisectoral dimensions of the organization in its positioning on One Health, ensuring the appropriate engagement of under-represented divisions in One Health efforts (as part of a system approach). The human resource needs should be assessed and addressed, using the One Health Workforce Competencies, to build and harmonise One Health skills to support development of long-term One Health collaborations inside FAO.</p> <p>Senior management, the management team for the One Health PPA, and other internal stakeholders, will need to continue to cultivate a common and shared understanding of One Health within FAO based on the Expert Panel definition and FAO's track record in One Health as part of the process of rolling out FAO's vision for One Health under BP3 in the Strategic Framework 2022-31.</p> <p>It is important and necessary to recognize that One Health, as currently defined, requires a general cognitive and organisational shift in perceptions of and approaches to One Health. This will likely be a lengthy process that senior management across technical divisions, in coordination with the partnerships and outreach stream, can support and foster through a combination of communication, working groups, and targeted funding, and country-level capacity building. This can include workshops on lessons learned and good practices in</p>	Accepted	<p>FAO will step up efforts to enhance engagement from underrepresented technical divisions in the One Health activities, especially in relation to human resources allocation. The establishment of the One Health technical working group recommends an opportunity to scale up One Health in FAO beyond its traditional realms.</p> <p>FAO will also strive to embed One Health approach across its programme of work, acknowledging that resource mobilization and donor dependency may pose challenges to sustain long-term One Health collaborations.</p> <p>Management will evaluate and consult with units in headquarters and Decentralized Offices on options for collaborative leadership models and coordination mechanisms for BP3 with the aim of enhancing engagement of under-represented divisions, including by harnessing lessons emerging from initiatives promoting systems-based approaches – such as those which have been successfully leveraged in the AMR space – to further clarify and expand the application of OH approach across FAO.</p> <p>Management will discuss and identify priority areas where collaborations are needed and implement an approach for determining priorities and resource needs to support them.</p> <p>Management will develop a Policy Framework on One Health in Agrifood Systems Transformation for Global Health and Food Security, which will clarify FAO's comparative advantage in OH, moving beyond animal health, and enable further targeted actions to address gaps in perception.</p> <p>Management will leverage opportunities provided by current and new initiatives, to foster multidivisional collaborations</p>	PPA BP3 leadership, PPA BP3 Team, the Animal Production and Health Division (NSA), in collaboration with the OH Technical Working Group	<p>End 2025</p> <p>Medium and long term (2026-2028 years)</p> <p>End 2025</p> <p>2026</p> <p>End 2025</p> <p>Medium and long</p>	N

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implementing One Health (specially at subnational levels), as well as sustained strategic outreach and advocacy efforts targeting key UN system stakeholders, resource and implementing partners at global, regional, and country levels.		and working groups, including development and implementation of these initiatives at country-level through capacity building. Management will encourage joint programming and exploration of funding and financing opportunities to extend the reach of FAO's work including in partnership with other UN agencies.		term (2026-2028 years)	
Recommendation 2: Update the OH results measurement system to better capture progress and results related to the implementation of OH in FAO projects and activities. The leadership of other relevant PPAs should be involved in these developments to ensure that approaches developed to measure OH-related results are adapted for the use of other PPAs as needed. The revision can include: i) defining additional One Health result-indicators to address gaps in the BP3 result framework; and ii) developing improved methodological guidance for project leads to support a better inclusion of a diversity of One Health-specific indicators in measurement systems at project level, and the use of adapted methods to evaluate progress made in One Health implementation across FAO's programmes (including beyond BP3).	Accepted	FAO will review and refine its corporate results measurement system in the context of the review of the FAO Strategic Framework 2022-31, as well as through initiatives aimed to better monitor, capture and aggregate project-level results and connect those to Country Programming Frameworks, the FAO Strategic Framework 2022-31 and other global frameworks. Along with this, enhanced guidance on identifying contributions to One Health and measuring outcomes and impacts at the national and regional levels, as well as in the context of projects, will also be provided. Additional indicators and ways to leverage currently reported OH outcomes in FAO's corporate and project results monitoring and evaluation systems will be pursued as ways to improve reporting on BP3.	PPA BP3 leadership, in collaboration with the Office of Strategy, Programme and Budget (OSP), the Project Support Division (PSS), OED and related technical divisions	2026	N
Recommendation 3: Develop and disseminate guidelines and toolkits to help OH practitioners and project teams integrate	Accepted	FAO will develop specific toolkits and guidelines to integrate social inclusion, gender and youth within One	PPA BP3 leadership in collaboration with PSS and the Rural	End 2025	N

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<p>gender, youth and inclusion using a One Health approach in collaboration with the Rural Transformation and Gender Equality Division (ESP). The PPA could consider the following:</p> <ul style="list-style-type: none"> • Developing tools similar to the World Bank’s Gender Infectious Disease Epidemic Preparedness and Response Toolkit that assists project implementers and governments to develop gender actions plans for animal health in One Health • Determining how FAO should collaborate with external partners such as ILRI that are already developing a gender and One Health Framework. • Ensuring that all projects have relevant clear and measurable targets on gender, youth (such as age disaggregation) and inclusion, aligned with the FAO policies such as on gender equality and the FAO corporate strategy on youth and the forthcoming new Framework on Inclusion • Strengthening the collaboration and coordination with other FAO divisions, units, and partners working on gender and social inclusion issues. 		<p>Health projects, ensuring that measurable outcomes align with FAO’s policies on gender equality and youth.</p> <p>FAO will work to identify opportunities to engage with external partners and develop participatory guidelines and toolkits promoting social inclusion for all.</p> <p>FAO will work to determine the feasibility of improving gender and social inclusion-related markers/targets and indicators in Field Programme Management Information System (FPMIS) and the project cycle in line with the “Voluntary Guidelines to support the progressive realization of the right to adequate food in the context of national food security”.</p>	Transformation and Gender Equality Division (ESP)	Medium and long term (2026-2028 years)	