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Cluster evaluation of two right to food projects

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**Cluster evaluation of two right
to food projects**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

December 2015

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The evaluation team

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Acronyms and abbreviations

CARICOM	Caribbean Community
CFS	Committee on World Food Security
CONAN	National Council for Food and Nutrition (Bolivia)
CONASAN	National Council for Food and Nutrition (El Salvador)
CPF	Country Programming Framework (FAO)
CPLP	Community of Portuguese Speaking Countries
CSO	Civil society organizations
ECOWAS	Economic Community of West African States
ESA	Agricultural Development Economics Division (FAO)
FAO	Food and Agriculture Organization of the United Nations
FIAN	Food First Information and Action Network
FSN	Food Security and Nutrition
FSN Forum	Global Forum on Food Security and Nutrition
HRBA	Human Rights-Based Approach
IALCSH	Hunger Free Latin America and Caribbean Initiative
IFAD	International Fund for Agricultural Development
OAS	Organization of American States
OPC	Office for Partnerships, Advocacy and Capacity Development (FAO)
PRESANCA	Regional Programme for Food and Nutrition Security
SETSAN	Technical Secretariat for Food Security and Nutrition (Mozambique)
RtF	Right to Food
SICA	Central American Integration System
TCSF	Integrated Food Security Support Service
UN	United Nations
WFP	World Food Programme

Executive summary

Introduction

- ES1 This report presents the final cluster evaluation of two projects: i) “Coherent Food Security Responses: Incorporating Right to Food into Global and Regional Food Security Initiatives”, funded by the Government of Spain (GCP/GLO/297/SPA); and ii) “Integrating the Right to Adequate Food and Good Governance in National Policies, Legislation and Institutions”, funded by the Government of Norway (GCP/GLO/324/NOR).
- ES2 The Spanish-funded project (GCP/GLO/297/SPA) started on 1 July 2010 and was closed on 31 December 2014. The project had a budget of EUR 1 million per year with the provision of periodically reviewing progress. The total budget was USD 4 317 979. The Norwegian-funded project (GCP/GLO/324/NOR) was signed by the Government of Norway in 2010, but started only in March 2011. The project ended in October 2015. The original budget increased from USD 1 709 627 to USD 3 688 125, and a request for another one-year extension with a resource endowment of EUR 1 million was approved during the evaluation mission.
- ES3 As stated in the Terms of Reference (ToR), the purpose of the evaluation was to provide the governments of Spain and Norway, as well as the Food and Agriculture Organization of the United Nations (FAO), with a better understanding of the scope and impact of the two projects. The scope of this evaluation is limited to the two projects assessed and does not include the entire RtF work within the organization. The evaluation was a results-based evaluation; the main objective was to review progress made by these projects in support of FAO’s work on the Right to Food (RtF) (based on the evaluation questions) and to identify lessons learned.
- ES4 The time frame covered by the evaluation was from July 2010 (the start of the Spanish-funded project) to September 2015 (the time of the evaluation). The geographical scope included the work carried out by the projects at global, regional and national level in El Salvador, Bolivia, Nepal and Mozambique. All outcomes under the two projects were included in the evaluation.
- ES5 The evaluation was conducted from October to December 2015, including a visit to headquarters from 6-14 October 2015 and country visits to El Salvador (21-28 November 2015) and Bolivia (17-19 November 2015).
- ES6 The evaluation is a combination of results-based approaches with an analysis of the theory of change. Starting from the guiding questions, the evaluation team further developed the evaluation sub- questions in the evaluation matrix, with their respective indicators. In order to answer the key evaluation questions, the evaluation applied a mixed methods methodology including the following methods and tools: i) Review of existing documentation; ii) Semi-structured interviews with key informants, and stakeholders, supported by checklists; iii) Direct observation during field visits (e.g. school feeding in Bolivia); and iv) E-survey with perception indicators.
- ES7 The execution of this evaluation was inhibited among others by following limitations: i) Finding a proper approach/model for a concurrent evaluation of two projects was challenging, particularly as both projects applied a rather flexible approach, responding to opportunities at various levels (global, regional and national) rather than following a detailed logical framework with outputs and activities. Absence of capacity development indicators or baseline-endline data, and limited post-training evaluation. In the absence of this evidence, the evaluation team has elaborated indicators of the evaluation question that rely mainly in qualitative data that captures perceptions, specially of enhanced capacity, obtained through interviews and the E-survey.

Main findings

Evaluation question 1: “Have the projects strengthened capacities of stakeholders at all levels to realize the right to food and to promote human rights principles in the formulation and implementation of legislation, strategies and programmes?”

- ES8 At global level, the RtF team, supported by the two projects under evaluation, appears to have contributed to increasing global RtF governance capacity in the form of enhanced awareness and understanding (e.g. in the Committee of World Food Security). No evidence was found to suggest this was translated into enhanced capacity to provide guidance to implement food security measures. The two projects promoted RtF and provided important inputs (e.g. in relation to the tenth anniversary of the Right to Food Guidelines) to the CFS, and supported the Food Security and Nutrition Forum in becoming a leading global online forum.
- ES9 At regional level, organizations were provided with increased capacity and tools through the interventions of the two evaluated projects. Hence operating through regional organizations provided an important platform for outreach of the RtF concept, but was less successful in trickling down to member countries. The work with parliamentary fronts was successful at promoting RtF, as well as creating mechanisms which allow the realization of RtF; however, the parliamentary fronts periodically lose momentum (most importantly during electoral periods) and require ongoing external support.
- ES10 At country level, the projects contributed to or were instrumental in enhancing RtF capacity (this was particularly true for the four countries supported mainly by the Norwegian-funded project). In all countries, promoting and advocating for the right to food was based on collaboration between many actors. In Bolivia, for example, it was not the RtF project which started the work on RtF; this originated from the constitutional debate in 2008. The project, however, provided technical support on operationalizing the ideas into policy design (e.g. the National Council for Food Security and Nutrition (CONASAN)); the FAO country programme then contributed to facilitating the purchase of local food for school feeding, and adjusting the local legal framework (municipal regulations) to the new national laws. The support provided for the RtF and capacity development interventions in El Salvador was very similar to the support provided in Bolivia (regarding the design and implementation of national food security policies and the required adjustments of legal frameworks to include the RtF concept). In Nepal, the project contributed to the process of incorporating the RtF into the new constitution; the project's preparation of normative products such as the Law Review and the Draft Guideline on Monitoring were parallel processes reinforcing the constitutional process. The outcome of these processes was enhanced conceptual understanding and, to some extent, enhanced qualifications (e.g. in terms of capacity for monitoring). In Mozambique, the main focus of the Norwegian project was the capacitation of the Technical Secretariat for Food Security and Nutrition in order to fulfil its mandate: promoting and coordinating the efforts of the Government of Mozambique to implement the component of the National Food Security and Nutrition Strategy II relating to the RtF.
- ES11 The evaluation team found that the capacity of FAO staff to support developing countries at all levels had increased during the period under evaluation; mainly in the form of increased awareness and understanding of RtF, but to some extent with regard to capacity to incorporate RtF in policies, laws and programmes. Limited support was provided for promoting the programmatic approach, aside from the collaboration with FAO's Technical Cooperation Department on preparing a guidance note (“Integrating the right to adequate food into food and nutrition security programmes”) and organizing a joint training workshop on the integration of RtF into food security and nutrition projects. Some training and awareness raising on a human rights-based approach (HRBA) was conducted at country level; however, the training was too short to develop capacities to apply the approach in practice. At headquarters, the staff of the two projects was proactive in collaborating with other units on the incorporation of RtF in various areas, e.g. including nutrition, emergency and fisheries.

Evaluation question 2: “Have the projects contributed to the improvement of an enabling environment for the progressive realization of the right to food?”

- ES12 Country visits carried out by the evaluation team confirmed that the two projects played an important role in the provision of inputs (e.g. knowledge provision, conceptual support, capacity development, tools and facilitation of processes) to support an enabling environment for realization of the RtF. Considerable progress was achieved, particularly in Bolivia, El Salvador and Nepal; the achievements were less pronounced in Mozambique. For all countries, the projects were coordinated through a multi-stakeholder process.
- ES13 Increased government commitment to RtF was, to a varying degree, found in all four reviewed countries (Bolivia, El Salvador, Nepal and Mozambique). In all cases, the Norwegian project was instrumental to the inclusion of RtF in policies and legislation; in El Salvador and Bolivia the project also resulted in an increased RtF budget allocation. The comparative advantage of FAO in this process was its direct and close collaboration with the government as well as its (previously non-existent) direct collaboration with parliamentary bodies. In Nepal, due to its easy access to government bodies, FAO played a very important role in the multi-stakeholder process of incorporating the RtF into the national constitution, a role which civil organizations (such as FIAN, for example) could not play. Also in Mozambique, the Norwegian-funded project contributed to the process of incorporating the right to food into the constitution; the draft constitution reviewed in July 2014 included some of the considerations of the project. Unfortunately, the constitution was never endorsed. The same is true for the draft right to food law; the draft was concluded in July 2012, but was never endorsed.
- ES14 According to the results of the e-survey, awareness and understanding of RtF by both governments and other stakeholders were perceived to have increased significantly during the period 2010-2015. 43.4% of the respondents found that the awareness/understanding of governments increased, and 85.7% of the respondents perceived that the awareness and understanding of other stakeholders increased.
- ES15 With regard to the actions taken to realize RtF by both government and other stakeholders, the respondents of the e-survey perceived this to have increased considerably during the period 2010-2015. 70.9% of the respondents perceived that actions taken by governments in all regions increased, whereas 77% perceived that the actions taken by other stakeholders increased.

Evaluation question 3: To what extent and in which way did the two projects contribute to the new Strategic Framework?

- ES16 The RtF team, including the staff of both projects, contributed significantly to formulating the new Strategic Framework, particularly with regard to SO1 and the concept of enabling environment, which was inspired by the RtF thinking and approach. In addition, several activities under both projects contributed directly to the outputs of SO1. For example, the RtF was included in output 1.2 (“Improving capacities of governments and stakeholders to develop and implement legal frameworks and accountability mechanisms to realize the right to adequate food and to promote secure and equitable access to resources and assets”) and indirectly in output 2.1 (“Improving capacities of government and stakeholders for strategic coordination across sectors and stakeholders for food security and nutrition”). Furthermore, the RtF team contributed to developing the scoring system for the four dimensions of the enabling environment for the Food Security Commitment and Capacity profiles (to be applied for 80 countries under SO1). The activities under the two projects also contributed to the different outputs of SO1.
- ES17 In Latin America and the Caribbean (LAC), the RtF projects played a critical role (in collaboration with other projects) in mainstreaming the new Strategic Framework at both regional and national level. In other regions, however, most country offices continued to work as before, and the Country Programme Frameworks (CPFs) are only partly aligned with the new Strategic Framework. Thus, the change to the new Strategic Framework is expected to be gradual.

Evaluation question 4: To what extent have the projects mainstreamed gender equality and other equity considerations (e.g. decent work)?

ES18 Gender was not sufficiently mainstreamed into the two projects and was not reflected in the objectives, design, and identification of beneficiaries. At country level (e.g. in El Salvador and Bolivia), the mainstreaming of gender into the promotion and realization of the RtF was almost not existent. FAO El Salvador only recently began research on integrating gender aspects into the implementation of RtF activities. Although gender was not mainstreamed into the two projects, several studies included reference to gender issues. The Norwegian-funded project is planning to conduct gender studies in five countries during the 14-month project extension: Senegal, Togo, Cambodia, Guatemala and El Salvador. The idea is that these gender studies will lay the foundation for future work on gender in the Norwegian project.

ES19 Other equity concerns, such as decent work, were slightly more integrated into the work of the two projects (e.g. through collaboration with the Decent work and Rural Employment Team under SO 3). The RtF team contributed to the work regarding disadvantaged groups. At country level in El Salvador, for example, equity aspects were considered in school feeding programmes. The recent evolution of FAO towards civil society engagement with international committees (e.g. CFS and the Second International Conference on Nutrition) is very much embedded in and influenced by the RtF approach according to many informants.

Conclusions and recommendations

Conclusion 1

ES20 The RtF team played an important role by adding the RtF issue to the global agenda, and was proactive and successful in promoting the RtF approach at national, regional and global level and their different contexts. Although the findings were not based on hard evidence, the evaluation team concluded that in most cases, the two projects led to increased awareness and knowledge about RtF, and to a lesser extent to capacity to advocate for and/or incorporate RtF into legislative frameworks, policies, and programmes.

Conclusion 2

ES21 In the last five years, the RtF team made positive changes to its working modality, moving from a main focus on the preparation of normative products to focusing also on the operation and practical implementation of RtF. The country level work contributed to better linkages/interaction between the global, regional and country levels with regard to RtF. Furthermore, through the work with politicians and parliamentarians, rather than as previously primarily working only at ministry level, the work on RtF contributed to increase the political awareness within the organization. With regard to incorporating RtF at country level, the inclusion of RtF in the CPF is important, if a country wishes to work on it, as FAO can work effectively on an issue if it is included in the CPF.

Conclusion 3

ES22 The evaluation found that the two projects do not yet strike the right balance between applying a flexible implementation modalities (responding to “windows of opportunities”) and being able to verify the achievements of the project interventions. The flexibility to respond to upcoming events or opportunities at the political level is very much the nature of RtF work. Hence it is not doable to apply a very detailed Logical Framework with all activities outlined three years in advance. Room for flexibility is required as the political scene is unpredictable and new opportunities for supporting the realization of the RtF might arise – or expected openings might not appear after all. The two projects had – with the support of the respective donors – adopted a flexible management of financial resources based on relatively broadly-formulated Logical Frameworks focusing

on outcomes and impact-rather than strictly adhering to and reporting against detailed Logical Frameworks at the activity level. On the other hand, it is exactly the lack of proper monitoring systems based on well-defined outcomes, outputs and SMART indicators, which prevent the two projects from verifying the achievements of project results. It is absolutely essential (e.g. for further funding) that the results of the projects can be verified and hence a balance should be found through improving the monitoring systems while at the same time allowing a flexible mode of operation.

Conclusion 4

ES23 Adopting a flexible implementation modalities can lead to overextending human and financial resources by responding to too many opportunities, which can result in important processes being neglected and falling below the expectations of stakeholders. This scenario was observed in El Salvador, for example, where six lines of action were initiated almost simultaneously (parliamentarian front, CONASAN, RtF capacity development of media, capacity development of civil society/universities, policy formulation with the Ministry of Agriculture, and support to the Ombudsman Office). In all six processes, progress toward the outcome was much slower than expected. In some cases, only a limited number of activities were carried out, leading to unmet expectations and frustration among the targeted stakeholders. A thorough analysis is required of whether the initiated support processes are likely to achieve critical levels of progress toward the project objective within a reasonable timeframe. Although it is recognized that when working in a highly political context the outcome of interventions is often unpredictable, initiating activities with too many partners and in various contexts is not the most efficient use of human and financial resources. The timeliness of the interventions is also an important consideration. In Nepal, for example, the project's preparation of normative products such as the Law Review and the Draft Guideline on Monitoring were parallel processes reinforcing the constitutional process.

Conclusion 5

ES24 The two projects did not prepare explicit project capacity development strategies or measures for assessing capacity development even though the relevant reference documents were available. Thus, even though a capacity building strategy was developed by the RtF team in 2009, it did not serve as an explicit reference document for the capacity development interventions of the two projects. The Right to Food Curriculum Outline (Book 4 of the RtF Methodological Toolbox) is an exemplary reference guide for conducting RtF training for the main target learner groups. The curriculum was rightly used as basis for preparation of specific training programmes (e.g. the Economic Community of West African States, Southern African Development Community, Barbados and Grenada); however, the detailed training and capacity development needs of stakeholders were not included under the capacity development indicators of the Logical Framework, or in a capacity development strategy. Nor were the identified training needs used as a reference for conducting tests or self-assessments of the capacities developed through the training.

Conclusion 6

ES25 Creating enhanced capacity at various levels, which is the overall objective of both projects, appears ambitious when compared with the capacity development interventions of the two projects, which focused mostly on awareness raising. The capacity development activities included training in the practical application of RtF; training on HRBA was also conducted. In order to fully comprehend the subject and develop the capacity for practical application, long-term training is required. This was beyond the scope and funds of the projects. Moreover, the fact that both projects work at many levels and in many contexts at the same time, thereby spreading the resources, inhibits comprehensive capacity development. Hence there is a trade-off between focusing on comprehensive capacity development in fewer selected contexts and providing light capacity development (sensitization) on a broader scale. In the case of both projects, it seems that the projects fall between two goals: aiming at comprehensive capacity development while at the same time not limiting the scope.

Conclusion 7

ES26 Both projects were successful with regard to creating partnerships and alliances. Partnerships and alliances are critical to enhancing capacity at various levels and supporting policy processes at national level (in the interests of long-term sustainability). The comparative advantage of FAO in these processes is its direct and close collaboration with the government, which makes it easy to liaise (e.g. this is a role that cannot be fulfilled by civil society organizations).

Conclusion 8

ES27 Gender was not sufficiently mainstreamed into the two projects. More attention was given to other equity considerations (e.g. though collaboration with other units and through the work of the civil society mechanism in CFS).

Conclusion 9

ES28 Overall, the evaluation found that the projects achieved important outputs and outcomes at national, regional and global levels in accordance with the Theory of Change. Moreover, the two projects contributed to enhancing the capacity of global, regional and national actors to progressively realize the right to food at their respective levels. However, the above shortcomings (related to the capacity development interventions and M&E systems) should be resolved in order to achieve greater and verifiable results. Despite these shortcomings, which were mainly related to the project design, the evaluation found that the RtF team, as exemplified by the two projects under evaluation, represents critical corporate knowledge and know-how

ES29 The scope of this evaluation is limited to the two projects assessed and does not include the entire RtF work within the organization. The evaluation team consider that the RtF team should be further strengthened in case FAO decides to systematically continue the RtF related work.

Recommendation 1: To FAO senior management

ES30 FAO should consider the relevance and purpose of RtF work within the organization, and when appropriate integrate RtF-related work into the main SO work stream (with due attention to the specific objectives to be achieved for each SO). To allow the continuity of RtF related work at global/regional and national level FAO should consider appropriate arrangements which may include further strengthening of the RtF team.

Recommendation 2: To project management

ES31 Ensure that a well-defined logical framework/results framework is in place for all project interventions. The results will be manifested in legislative frameworks, national programmes and mainstreaming into other work areas (e.g. programmes for humanitarian assistance, disaster preparedness, indigenous populations, poverty reduction, sustainable agriculture and nutrition). Thus, results frameworks should be structured in such a way that progress can be monitored. Baseline and endline data should be collected in order to provide evidence of the project achievements and verify the results of project interventions. Some flexibility should be included within the logical framework/results framework, as this is required by the nature of the work. However, it is still important to ensure that evidence of the achievements can be provided.

Recommendation 3: To project management

ES32 Ensure that the “responding to windows of opportunities” approach does not lead to too many unfinished processes and overextend the available resources. Any support that is provided should be followed by an assessment of the effectiveness of the support (i.e. whether the objective can be achieved).

Recommendation 4: To project management

ES33 Ensure the capacity development strategies of the projects are properly articulated and presented based on the available reference documents. The strategies should include learning objectives for different target learner groups, capacity development indicators, and targets. The Right to Food Curriculum Outline, Methodological Toolbox, Book 4 (used for specific capacity development strategies) specifies the relevant parts of the curriculum as well as learning objectives for different target learner groups, and should be used as basis for preparing the project capacity development strategies.

Recommendation 5: To project management

ES34 Ensure that due consideration is provided regarding the consistent mainstreaming of equity issues into RtF interventions. This should be done in accordance with FAO policies, such as FAO's Policy on Gender Equality, FAO Policy on Indigenous and Tribal People, Decent Work, and Accountability to Affected Populations.

Recommendation 6: To project management

ES35 Ensure that all training sessions include a post-training evaluation and some form of test or self-assessment, in order to verify whether the training objectives have been achieved. It is crucial that the post-training evaluation is systematic, harmonized and focused on the awareness, knowledge and skills acquired through the training (i.e. it should not only assesses the training methodology and facilities). If funding allows, the assessments should conduct ex post surveys with training participants (e.g. one year after the training) in order to collect information about their experience and ability to use the RtF concept and approach, both theoretically and in practice.

1. Introduction

1.1 Background and purpose

- 1 This report presents the final cluster evaluation of two projects:
 - Coherent Food Security Responses: Incorporating Right to Food into Global and Regional Food Security Initiatives, funded by the Government of Spain (GCP/GLO/297/SPA) and
 - Integrating the Right to Adequate Food and Good Governance in National Policies, Legislation and Institutions, funded by the Government of Norway (GCP/GLO/324/NOR).
- 2 The main audience of the evaluation are the Governments of Spain and Norway, and the Food and Agriculture Organization of the United Nations (FAO). As stated in the terms of reference (Annex 1), the purpose of the evaluation is to provide a better understanding of the scope and impact of the two projects. Furthermore, the evaluation will contribute to defining FAO's role in the promotion of the right to food (RtF) and to formulating a more strategic approach on how FAO can better assist governments to realize RtF.
- 3 The evaluation is conducted as a cluster evaluation as the work of the two projects is interrelated and complementary. The main objective of the Spanish-funded project was to support global and regional level bodies on RtF. The main objective of the Norwegian-funded project was to support FAO Member States in the realization of RtF at global and country level. The Norwegian-funded project thus reinforced the work of the Spanish-funded project at national level, while on a global level the two projects were mutually reinforcing.
- 4 The cluster evaluation was conducted at a time when both projects had been or were expected to be completed. The Spanish-funded project ran from 1 July 2010 to 31 December 2014. The project document was signed with a budget of EUR 1 000 000 and a provision that a review of the project's progress would be made to decide adjustments of the logical framework and the budget. The final budget was US\$4 317 979.
- 5 The Norwegian-funded project was signed by the Government of Norway in 2010 but only started in March 2011 and ended in October 2015. The original budget increased from US\$1 709 627 to US\$3 688 125. A request for another one year extension with a resource endowment of EUR 1 000 000 was approved during the evaluation mission.
- 6 The cluster evaluation was conducted between October and December 2015.

1.2 Scope and objective

- 7 The time frame covered by the evaluation was from July 2010, the actual EOD of the Spanish-funded project (December 2014) to September 2015 (time of the evaluation). The evaluation covers project work at global and regional levels, as well as four country cases (Bolivia, El Salvador, Mozambique and Nepal). All outcomes under the two projects were included in the evaluation.
- 8 The main objective of the evaluation was to review progress made by these projects in support of FAO's RtF work and identify lessons learned. In particular, the evaluation analysed the outcomes and outputs of: operational work of these projects at global, regional and national level; the contribution of the two projects to the normative work conducted by the organization; and support of these projects to FAO's stewardship role on RtF.
- 9 The evaluation had four questions:
 - a. Have the projects strengthened the capacities of stakeholders at national, regional and global levels to realize RtF and promote human rights principles in the formulation and implementation of legislations, strategies and programmes?

- b. Have the projects contributed to the improvement of an enabling environment for the progressive realization of RtF
 - c. To what extent and in which way did the two projects contribute to the new strategic framework?
 - d. To what extent have the projects mainstreamed gender equality and other equity considerations (e.g. decent work)?
- 10 The evaluation questions were further detailed in an evaluation matrix (see Appendix 1) prepared by the evaluation team, the FAO Office of Evaluation (OED) manager and the assigned resource person. The evaluation matrix includes evaluation questions and subquestions, as well as indicators, sources, methods and tools to address the evaluation questions. The report is structured according to the evaluation questions with some small changes with regard to the subquestions (subquestion 3.1. is discussed under evaluation question 1 instead of evaluation question 3).
- 11 A theory of change including both projects was elaborated by the evaluation team, the OED manager and the assigned resource person, and validated by the RtF team. It is presented in Chapter 2.
- 12 Capacity development has been a direct and indirect objective of the two projects and, as such, was a central concept in the evaluation. Furthermore, according to the theory of change, enhanced capacity of global, regional and national actors was an expected impact of the projects. However, despite being central concepts for both projects capacity or capacity development were not defined in the project proposals¹. A capacity building strategy was prepared by the RtF Team in 2009. However, its status is not clear and no reference to the strategy was made in any of the reviewed documents². According to information from the interviews, the strategy was further developed into the RtF Curriculum Outline, which served as the basis for the training conducted under the Spanish-funded project³. The Curriculum Outline presents the learning needs and objectives, learning contents, etc. for specific target learning groups, including national government duty bearers, legislators and policy decision-makers. The Corporate Strategy on Capacity Development⁴ defines capacity development as “the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time”.

1.3 Methodology

- 13 The evaluation focused on examining capacity development in terms of: 1) increased awareness/understanding about RtF; and 2) enhanced capacity to advocate for and/or incorporate RtF in legislative frameworks, policies and programmes. Assessing the extent to which capacity development had occurred was hugely challenging. The logical frameworks needed to include capacity development indicators and baseline data collected at the launch of the projects i.e. FAO staff and stakeholders needed to be tested and assessed on their understanding of RtF and their capacity to advocate for and/or incorporate RtF in policies and programmes. Unfortunately, capacity development indicators and baseline/impact data were not available for reasons outlined below on the limitations of the evaluation. To assess changes over the course of the project periods, the evaluation relied on respondents' perceptions of potential changes i.e. recall questions (through semi-structured interviews).
- 14 The results-based cluster evaluation applied a mix-methods methodology which included:
- a. A review of existing documentation such as project documents, back-to-office reports, normative products, legal frameworks, timelines prepared by the RtF team, Committee for Food Security (CFS) documents, strategic framework documents, etc.;
 - b. Semi-structured interviews with key informants and stakeholders, supported by checklists (FAO project staff, FAO staff in headquarters and country and regional offices, government staff, parliamentarians, civil society representatives, donor representatives, etc.);

1 The Spanish-funded project proposal included a section on capacity development which outlined, for example, the training methods to be applied.

2 Capacity Building Strategy (2009).

3 Right to Food Curriculum Outline. Book 4 of the Right to Food Methodological Toolbox.2009.

4 FAO. Corporate Strategy on Capacity Development (No date).

- c. Direct observation during field visits (e.g. school feeding in Bolivia); and
- d. An e-survey.

- 15 The evaluation team visited headquarters from 6-14 October 2015 to plan the evaluation in collaboration with the OED manager and the assigned resource person. Interviews with project staff of the two projects being evaluated and other relevant staff were also conducted. The evaluation team also undertook country visits to Bolivia (17-19 November 2015) and El Salvador (21-28 November 2015). However, country visits to Mozambique and Nepal were not feasible and interviews had to be conducted remotely.
- 16 In addition, an e-survey with perception indicators was conducted. Respondents highlighted their perceived changes during the reviewed period with regards to, for example, awareness and understanding of RtF and the ability of governments, stakeholders and FAO staff to advocate for and incorporate RtF in policies and programmes.
- 17 The survey was based on non-probability sampling, which means that the results are not representative of the general population. It was therefore not possible to properly identify the general population and random sampling was unfeasible. It was agreed to use a non-probability convenience sampling of:
- All subscribers to the Global Forum on Food Security and Nutrition (FSN Forum);
 - All subscribers to the RtF list, under the FSN Forum; and
 - A list of people compiled by the evaluation team
- 18 As the Spanish-funded project supported the FSN Forum, the evaluation team decided to take advantage of the online platform to conduct an online survey.
- 19 The three lists were merged as respondents met the same criteria namely individuals from governments, civil society, international organizations, academia and research and the private sector who are either engaged in RtF and food security or with knowledge and interest in the subject.
- 20 The survey was sent to 9129 possible respondents:
- 168 from the list of relevant persons composed by FAO staff, and government and national stakeholders involved in the realization of RtF;
 - 5425 subscribed to the FSN Forum; and
 - 3536 subscribed to the RtF list (minus 280 already subscribed to the FSN Forum to avoid overlap).
- 21 In order to know if the response rate is representative of the universe (9129 persons), the following formula was applied. The universe of 9129 persons was taken as the Population and a minimum recommended number of responses to be representative of our population was calculated (with a margin of error of 5percent).

$$n = \frac{Z^2 \times p \times q \times N}{E^2(N-1) + Z^2 \times p \times q}^5$$

$$n = 369$$

- 22 The minimum recommended number of responses required to ensure the responses were representative of the population was 369. The survey received 450 responses (4.93 percent) and, although a low response rate, it is representative of the sample.

5 Where n=simple size, z = given z score for two-tailed P values, percentage of population, q=1-p, N=universe, E=confidence level

1.4 Limitations

- 23 The cluster evaluation of the two RtF projects had a number of limitations.
- a. Finding a proper approach/model for an evaluation of two concurrent projects was challenging. In addition, both projects applied a rather flexible approach, responding to opportunities at various levels (global, regional and national) rather than following a detailed logical framework with outputs, activities, etc. RtF projects need to respond to evolving opportunities as they often have to operate in a changing political context. A flexible approach was made possible by the rather broadly defined logical frameworks, especially in the case of the Spanish-funded project. However, this hampered the verification of the achievements. In general, the two projects included a huge number of interventions at global, regional and national levels and to get an overview of these interventions was quite time consuming.
 - b. The budget and time (in terms of the number of days for which the consultants were contracted) for the evaluation was insufficient. The Norwegian-funded project provided support to four countries, yet budget limitations only two country visits were possible. There was also not enough time to evaluate in depth the many different interventions of the two projects, e.g. global level activities, regional organizations, country level interventions in four countries, capacity development of FAO staff, etc.
 - c. A results-based evaluation is based on the results and the indicators included in a project's logical frameworks or results framework of the project. The logical and results frameworks constitute the basis upon which the effectiveness of a project can be measured and assessed. Unfortunately, in the case of the Spanish-funded project, the logical framework is poor. For example, it did not include outputs, and while outcomes were relatively well defined the corresponding indicators were more output oriented. Moreover, even if the overall goal was capacity development at global, regional and national level, there were no capacity development indicators. In short, the logical framework for the Spanish-funded project did not provide the basis to assess the effectiveness of the project. The logical framework of the Norwegian-funded project was relatively well-prepared although with some weaknesses: impact was formulated more as an outcome and did not match the corresponding indicator; some of the indicators are not specific, measurable, accurate, realistic, time bound (SMART) (e.g. for outcome 1) and, in general, capacity development indicators were not appropriate as they in most cases they focused on the number of trainings given rather than on whether they led to any kind of capacity development. Furthermore, the lack of baseline and end of programme data hampered assessment as to whether capacity development had occurred.
 - d. The lack of appropriate capacity development indicators (and baseline/end-line data) meant the evaluation had to rely on informants' perceived changes and survey perception indicators. Despite a large number of capacity development interventions under both projects, e.g. RfF training, there was limited evidence to show any resulting enhanced capacity (understanding/awareness and capacity with regard to inclusion of RtF). Only in a few cases, training processes included post-training assessments (assessing if trainees had acquired new skills, etc.).
 - e. Many different stakeholders worked to ensure RtF was included for example policy frameworks, for example, or to ensure an enhanced understanding of the topic. It was therefore difficult to attribute success to the two projects. Furthermore, the RtF team at headquarters worked, to some extent, jointly regardless of funding. It was therefore not easy to clearly distinguish the interventions of the two projects being evaluated.
- 24 There were also a number of more practical limitations including:
- a. The final terms of reference was substantially revised compared to the original version and was only given to the evaluation team on the first day of the mission to Rome. The evaluation team were therefore unable to prepare, including requesting inputs from project staff. The mission also coincided with CFS 42 (12-15 October 2015) and so staff were only able to submit requested information at the end of the mission. It was therefore not used to inform the interviews conducted at headquarters.
 - b. The timing of the mission also meant that many respondents were not available (e.g. the coordinator of the CFS civil society mechanism).

- c. Despite efforts, the evaluation team were unable to meet (personally or remotely) with the FAO subregional office in Barbados where the current and previous FAO Representative and technical staff are based. The absence of primary information for the regional and subregional levels limited the analysis of, for example, regional versus national approaches. The evaluation team were also unable to interview (even remotely) government staff in Mozambique and Nepal. In Mozambique, the team were unable to interview representatives from the Technical Secretariat for Food Security and Nutrition (SETSAN).
- d. In many ways, staff of the two RtF projects work as a team making it a challenge to identify the funding source of the different interventions. Moreover, while data are available, the team were unable to check the funding source for all interventions/outputs because of time constraints and as previously, outputs were not always included in the project logical frameworks (in particular for the Spanish-funded project where the logical framework only included outcomes, not outputs).

1.5 Structure of the report

- 25 Chapter 2 describes the context of the evaluation, and outlines the background and set up of the two projects. Chapter 3 presents the evaluation findings according to the four evaluation questions. It presents the projects' capacity development interventions; analyses the extent to which capacity development interventions are likely to have contributed to an enabling environment to realize the right to food; discusses the projects' contribution to FAO's strategic framework; and examines the extent to which the projects have mainstreamed gender and other equity considerations. Finally the report presents conclusions, recommendations and lessons learned.

2. Context of the evaluation

- 26 The right to adequate food was formally recognized by the United Nations (UN) in the Universal Declaration of Human Rights (1948) as part of the right to a decent standard of living. In 1999, RtF was interpreted by the Committee on Economic, Social and Cultural Rights (CESCR) to be: “[t]he right to adequate food is realized when every man, woman and child, alone or in community with others, has the physical and economic access at all times to adequate food or means for its procurement”⁶.
- 27 FAO’s efforts to realize RtF dates back to 2003-2004 when an intergovernmental working group negotiated a set of right to food guidelines⁷. Between 2005 and 2009, the RtF team in the Agricultural Development Economics Division (ESA) in FAO produced tools and capacity development materials to support governments and other actors follow up on individual recommendations of these guidelines. The Methodological Toolbox and e-learning modules are the most prominent examples of normative work produced during this period. The RtF website was also redeveloped.
- 28 From 2009, FAO’s focus shifted from preparing global goods (normative products) to also providing more specific support to individual Member States. Appendix 4 shows FAO projects on the RtF currently being implemented, many of which directly supported one or few countries, including the Norway-funded project under evaluation.
- 29 During the same period, the role of regional organizations grew in importance. Regional organizations receive advice and guidance from global governance structures for food security and nutrition (like the CFS) based on which they provide guidance to member countries. National experiences are aggregated at regional level and conveyed by regional organizations to the relevant discussion fora at global level. To support regional organizations in these functions, funding from the Government of Spain was sought for the project under evaluation.
- 30 Both projects were developed for a shorter implementation period than ultimately realized. In both cases, project extensions were prepared and submitted to and endorsed by the respective donor. The project logic, however, remained the same. The extensions did not present any major implications to the evaluation.
- 31 In the case of both projects, the normative work of the RtF team was used to develop tools and capacity development material to support regional and national partners. Ultimately, both projects sought to enhance the capacity of global, regional and national actors to progressively realize RtF at their respective levels. This was expected to happen if governance capacities at all levels have increased. The projects contributed to improving governance capacity on RtF by:
- Preparing analytical studies, policy briefs and tools;
 - Facilitating debates on salient issues at all levels through face-to-face meetings and online discussions;
 - Strengthening networks of experts and academic institutions;
 - Helping regional and national entities incorporate RtF in their legislation, policies and programmes; and
 - Offering capacity development activities (such as training workshops, on-the-job training and institution building).
- 32 A key assumption of this logic is that actors at all levels (national, regional and global) are willing and committed to progressively realizing RtF, but require enhanced capacity and well-designed tools to do so.

6 <http://www.fao.org/righttofood/right-to-food-home/en/>

7 Voluntary Guidelines on the Progressive Realization of the Right to Adequate Food in the Context of National Food Security

- 33 A theory of change was developed by the evaluation team, the OED manager and the assigned resource person. It was also validated by the RtF team (Annex 2).
- 34 The theory of change begins with the project inputs and structural elements that the project can count to be implemented. The inputs of the two projects include a total budget of more than US\$ 8 000 000; project staff, including all persons that supported the project regardless of the duration or the type of contract; total time allocated for implementation, and FAO's contribution as an organization from the regular programme. Inputs become activities which contribute to the ultimately expected impact, namely: enhanced capacity of the global, regional and national actors to progressively realize the RtF at their respective levels.
- 35 To achieve this impact, the project's activities mainly related to building capacity through: the preparation of normative products; training and raising awareness; consultations and workshops; support to countries, regional organizations and other stakeholders to integrate RtF approach into policies, legislations, strategies and plans; support to CFS and technical divisions in FAO; and promoting global and regional dialogue on specific RtF concerns, especially through the FSN Forum. These activities led to a number of outputs including: a global RtF network; analytical studies/policy briefs for CFS and RtF studies from other stakeholders; inclusion of RtF the curriculum and research of academic institutions; strengthened capacity of regional parliamentarians; the incorporation of RtF into policies and plans; FAO country office staff facilitates RtF integration, RtF tools are developed; governments advocating for RtF; and inclusion of RtF in legal and policy frameworks and programmes. These outputs contributed to important outcomes such as the increased capacity of civil society organizations (CSOs) to work for the realization of RtF into their different areas of influence. Generally awareness and understanding of RtF increased over time within governments, civil society, FAO staff and other stakeholders contributing to some extent the inclusion of RtF in legal frameworks. In Nepal, for example, the Norway-funded project contributed to discussions about including RtF in the constitution through the law review.
- 36 The theory of change will be further discussed in the conclusion, in particular whether the anticipated change and the intervention logic can be verified. As this is a results-based evaluation, the focus will be on the three types of results: output, outcome and to some extent impact.
- 37 The core project teams were both located in ESA, but cooperated with many units at headquarters and in decentralized offices. Joint work with other units included: information sharing; coordination of activities on related topics or in the same country; and the integration of project implementation, for example the Spanish project with other Spanish-funded projects in Latin America and the Caribbean. At global level, the projects worked with FAO staff in support of global food security and nutrition governance structure. The most extensive cooperation was with the CFS secretariat. At regional level, the Spanish-funded project either worked directly with regional organizations, such as the Caribbean Community (CARICOM), or contributed to efforts led by another FAO project such FAO's Zero Hunger Initiative which supported the Economic Community of West African States (ECOWAS). In both cases, activities were channeled through the respective FAO regional and subregional offices. At national level, the Norwegian-funded project hired national project personnel, located either in the FAO country office or in a government institution, as in the case of Mozambique.
- 38 Many activities were subcontracted to institutions and organizations to: complement efforts (e.g. hiring the Food First Information and Action Network [FIAN]); facilitate a CSO contribution to a CFS activity); ensure sustainable use of products after the life of the project (e.g. contract with University of Catalonia); and release the projects from their work burden (e.g. PROSALUS produced information briefs on the basis of the RtF Methodological Toolbox).
- 39 Key partners of the projects were entities that benefited from the service provided by the two projects, namely:
- a. At global level: the CFS, governments and bodies involved in building the global FSN governance structure (e.g. the second international conference on nutrition, Rio +20, post-2015 sustainable development goals);

- b. At regional level: regional organizations such as CARICOM, the Community of Portuguese Speaking Countries (CPLP), ECOWAS, the Latin American Parliament, the Central American Integration System (SICA), etc.; and
 - c. At national level: governments and specific units which the project activities supported, such as SETSAN in Mozambique, and the National Council for Food and Nutrition (CONAN) in Bolivia, etc.
- 40 In some cases, the projects cooperated closely with institutions pursuing similar goals but with different constituencies and roles. For example, support to FIAN facilitated the civil society contribution to the negotiations of the global strategic framework of CFS.
- 41 ESA was the lead technical unit for the implementation of the two projects. The Director of ESA managed the budget and was ultimately responsible for the smooth implementation and delivery of expected outputs of both projects.
- 42 In terms of human resources, the Spanish-funded project initially had one project coordinator and capacity development position (P4) and one policy officer (P3). In December 2011, the policy officer was transferred to the FAO Regional Office for Latin America and the Caribbean to facilitate linkages between the CFS Secretariat and regional office. At the same time, the coordinator of the project supporting the Hunger Free Latin America and Caribbean Initiative (P5) was transferred to headquarters to facilitate the exchange of experiences and lessons learned from this initiative. This was possible because both posts were funded by the Government of Spain. The P4 project coordinator continued as capacity development officer. The project further contributed to one legal officer (P2) (based in FAO's Development Law Branch), one project assistant (75 percent) and 40 consultants (including technical consultants, editors, translators and administrative support) over the course of implementation.
- 43 The Norwegian-funded project employed a project officer (P2) and an administrative assistant (G3). It also benefitted from the contribution of a senior officer (P5) (Right to Food) who was financed by the FAO regular fund, was responsible for overall project management. When the senior officer moved to a different unit in FAO the post was abolished. The project was then managed by the senior coordinator (P5) funded by Spain. The project hired 77 consultants (25 at headquarters, 10 in Mozambique, eight in El Salvador, 18 in Bolivia and 16 in Nepal), including individuals on short-term contracts for editing or translation, and full time national level project coordinators.
- 44 The projects were designed to contribute to FAO's Strategic Framework. Strategic Objective H2 of the Framework required "[m]ember countries and other stakeholders [to] strengthen food security governance through the implementation of the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security and through a reformed Committee on World Food Security." Under the new strategic framework, the projects were designed to contribute to several outputs of Strategic Objective 1 (discussed in Chapter 3).
- 45 FAO can only work on a specific topic, such as RtF, if it is a government priority in the Country Programming Framework (CPF), a strategic document jointly developed by FAO and the host government. The work is therefore demand driven. RtF can only be promoted at country level when it is a government priority which is the case in Bolivia, El Salvador, Mozambique and Nepal.
- 46 RtF was not clearly included in FAO's mandate in the reviewed Strategic Framework. As a result the P5 regular programme post on RtF was cancelled. Another P5 post was moved to the Office for Partnerships, Advocacy and Capacity Development (OPC) where it was converted into one P2 post and one P3 RtF post. Consequently, there are currently no regular programme posts in FAO headquarters exclusively focused on RtF. Instead, RtF is included as an additional responsibility in the terms of reference of some staff. Cutbacks in the size of the workforce on RtF hampered the work of the RtF team.

3. Evaluation questions: findings

3.1 Capacity development of stakeholders

- 47 This section analyses the evaluation question namely, “have the projects strengthened capacities of stakeholders at all levels to realize RtF and promote human rights principles in the formulation and implementation of legislations, strategies and programmes?” The evaluation subquestions cover three themes: global governance capacity; capacity development at regional and national levels; and capacity development of FAO staff.

Insufficient results monitoring affected the collection of solid evidence which was required to provide a definite answer to this question. Taking this into consideration, the capacity of stakeholders to realize RtF and promote human rights principles seems to have been strengthened at all levels. At the global governance level, RtF work in the CFS was particularly important and appeared to have led to a higher level of RtF awareness and understanding among CFS members. Promotion and outreach at regional and country level also seemed successful and stakeholders have, to a varying degree, been given the capacity and normative tools in the four case countries. The capacity of FAO staff in terms of conceptual awareness and ability to facilitate incorporation of RtF in policies, laws and programmes appears to have been strengthened as a result of the two projects; one of the means was enhanced collaboration across units at HQ.

- 48 Before examining the three subquestions, it is important to outline the implementation approach of the projects, the normative work produced, and work to raise awareness and deliver training.

3.1.1 Implementation approach

- 49 Staff of both projects collaborated in different ways, such as providing comments and inputs to products and documents, and supporting activities of both projects, which complemented the knowledge and skills of the staff assigned to each project. Due to the close collaboration, it was not easy to identify the funding source of the different interventions, in particular since some activities were also cofunded. Throughout the report the projects are distinguished to the extent possible, however, for practical reasons and because it was not always possible to identify the funding source, in some cases the two projects are discussed together.
- 50 Both projects applied flexible and pragmatic approaches when responding to windows of opportunity rather than planning activities at the design phase⁸. This was also reflected in the relatively generic logical frameworks, in particular for the Spanish-funded project whose logical framework only included outcomes (and thus no outputs). For the Norwegian-funded project, the global component was flexible compared to country level activities which were largely planned in advance and based on country level work plans. In the case of both projects, the donors were flexible on the way projects were implemented which responded to evolving opportunities. The Norwegian donor representative interviewed expressed appreciation of this implementation approach.
- 51 Donors received biannual updates on implementation, changes in planned activities and work plans for the next period through the trust fund reporting mechanisms. However, there were no joint discussions of results between donors funding comparable projects which would have secured complementarity and avoided duplication. Thus, it was only very recently that the Norwegian donor representative learned that there was also a Spanish-funded project, even though they were perceived as complementary.
- 52 Both projects developed capacity by: producing normative products, including guidelines, e-learning; conducting training courses and raising awareness; conducting consultations and workshops; advocating for RtF issues; and supporting integration of RtF into

8 The Spanish-funded project had very detailed implementation plans during the period 2011-January 2012. This changed due to the changes of project management in January 2012.

appropriate legislation, policies and strategies. A table of the different types of activities is included in Appendix 5. Normative work, and training and awareness raising initiatives are discussed below, whereas other types of activities are discussed in relation to the global, regional and country level work.

3.1.2 Normative products

53 The two projects have published a number of normative products including:

- 10 handbooks based on the 2009 *Right to Food Methodological Toolbox* (prepared by the Spanish-funded project in collaboration with PROSALUS).
- Volume 7 of the Methodological Toolbox which provides analytical tools on integrating RtF into national food and nutrition security (FNS) policies and programmes (prepared by the Spanish-funded project).
- A guide for integrating RtF at municipality level (funded by the Spanish-funded project and prepared by a consultant based in Bolivia).
- *The Right to Adequate Food in Emergency Programmes* (2014) (produced by the Norwegian-funded project in collaboration with the FAO Emergency and Rehabilitation Division).
- A guidance note on integrating the right to adequate food into FNS programmes (prepared by the Norwegian-funded project in collaboration with the Integrated Food Security Support Service [TCSF] with contributions from both projects).

54 Both projects also disseminated normative work published previously such as the Methodological Toolbox and the Voluntary Guidelines for the Adequate Right to Food. In Nepal, as part of the Norwegian-funded project, project staff prepared a booklet on RtF legislative frameworks and translated several documents. The majority of e-learning modules were produced before 2010, i.e. prior to the launch of the two projects under evaluation. One e-learning module on RtF for communication development practitioners was prepared by the Norwegian-funded project and OPC. The module is part of a corporate multi-thematic e-learning training package in different languages, which is expected to be released at the end of 2016.

55 The e-survey examined the extent to which FAO’s normative works are being used (see Figure 1). According to the survey, 29.6 percent of respondents reported occasionally using FAO’s RtF materials; 5.6 percent frequently used the materials; 33.9 percent rarely use the materials; and 30.9 percent reported never using or not knowing about the materials. In other words, only one-third of respondents occasionally or frequently use the RtF materials.

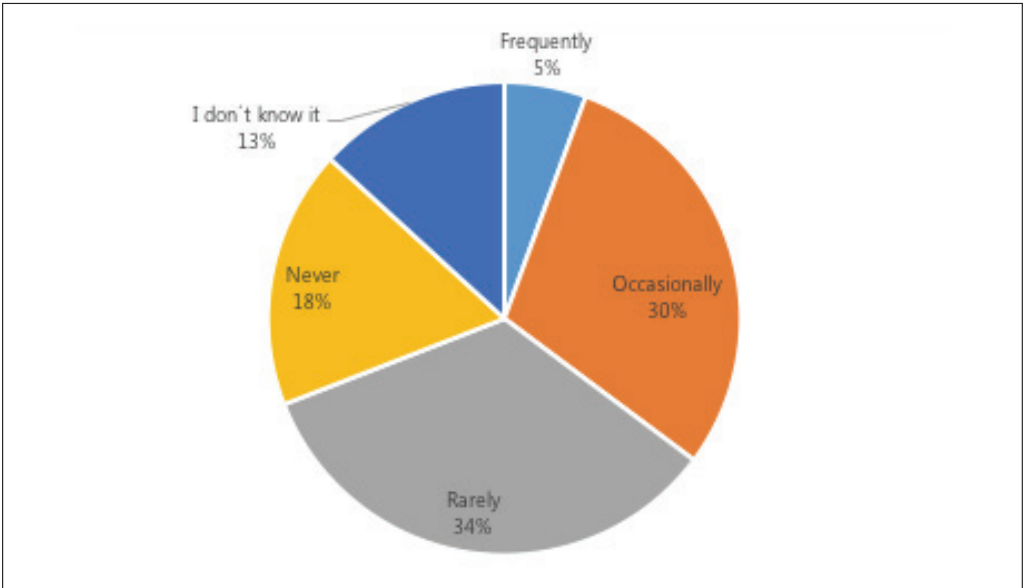


Figure 1: Frequency of use of FAO’s materials on RtF

- 56 Table 1 details how often the different normative products have been used. Of the respondents 31.8 percent reported using the RtF Methodological Toolbox occasionally, followed by the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forest (30.8 percent). A high percentage of respondents reported either never using or not knowing about the products. The percentage was highest for the publication on *Right to Adequate Food in Emergency Programmes* (46 percent), but this is also a relatively new publication (2014) and has not been promoted or disseminated as much as other materials. Few of the respondents reported sharing the materials with colleagues. The two most frequently shared materials were the Methodological Toolbox (17.1 percent) and *the Voluntary Guidelines on the Progressive Realization of the Right to Adequate Food in the Context of National Food Security* (16 percent).

Table 1: Use of FAO's RtF normative materials

	Question: Between 2010 and the present, have you been acquainted with FAO tools, guidelines, publications or other materials regarding the realization of Right to Food? Have you been able to use them in your daily work?					Shared it with colleagues and institutions	
	Frequently	Occasionally	Rarely	Never	I don't know it	Yes	No
Right to Food Methodological Toolbox (2009)	10.0%	31.8%	21.2%	11.9%	25.1%	17.1%	82.9%
Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security (2004)	16.9%	22.3%	16.2%	8.6%	36.0%	16.0%	84.0%
Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (2012)	18.0%	30.8%	19.2%	15.2%	16.8%	12.9%	87.1%
10 Right to Food Handbooks (based the RtF Methodological Toolbox)	15.0%	27.1%	21.9%	16.6%	19.5%	11.5%	88.5%
The right to adequate food in emergency programmes (2014)	10.0%	22.9%	21.1%	22.5%	23.5%	2.3%	97.7%
Other	22.4%	18.4%	14.5%	14.5%	17.1%	1.3%	98.7%

3.1.3 Training and awareness raising initiatives

- 57 Both projects conducted a number of training and awareness raising sessions for different audience. Appendix 5 provides a full list of events organized by the two projects. Here only a few examples will be mentioned.
- 58 Under the Spanish-funded project, the training/awareness sessions conducted targeted people from different groups, including RtF ombudspersons, FAO staff, Masters students, etc. Important training sessions included:
- Technical training for three national human rights ombudspersons and technical staff of the ombudsperson's office in El Salvador (November 2011).
 - A two and half day training for technical staff of the Special Programme for Food Security in Central America and FAO technical staff in Guatemala (November 2011).
 - Two training workshops with the regional programme for food and nutrition security (PRESANCA) II. The first was for Masters students from Central America on human rights, RtF and good governance (May 2012). The second targeted municipal level technical staff from Central America enrolled in a certificate course organized by PRESANCA II. The two courses led to discussions with PRESENCA II on developing a core team of RtF

- trainers in Central America for which a training of trainers took place in Guatemala in September-October 2013.
- d. Training for FAO staff, including FAO representatives (e.g. a two-day training for the subregional office for Southern Africa conducted by the Spanish-funded project) in Zimbabwe (April 2013).
- e. RtF regional training for people involved in development of FNS policies in the Caribbean (June 2013).
- 59 As part of the Norwegian-funded project, a high number training and awareness raising events were conducted in Bolivia, El Salvador, Mozambique and Nepal. Participants in the training courses included FAO staff, parliamentarians, staff from national Human Right Commissions, ministries, media, CSOs, municipality staff and civil servants.
- 60 It is therefore possible to say that both projects have trained persons/staff centrally placed to integrate RtF. Unfortunately, post-training evaluations such as participatory self-assessments, were not systematically conducted thereby limiting the extent to which it can be verified that the training led to enhanced capacity regarding RtF.
- 61 The evaluation team reviewed two cases of training evaluation reported by staff of the Spanish-funded project. FAO staff, including FAO Representatives, participated in a training course in Zimbabwe (April 2013) which included a workshop evaluation. The evaluation focused on the usefulness and effectiveness of the training with limited attention as to whether the trainees acquired the expected skills. When asked to specify the three most important things they learned during the workshop participants reported: detailed information on RtF⁹; the importance of a human rights-based approach (HRBA); and incorporation of RtF into programmes. The number of trainees who stated having learned the above was not given.
- 62 A workshop evaluation was also conducted for the training-of-trainers workshop in Guatemala (September-October 2013)¹⁰ conducted as part of the Spanish-funded project. Of the 16 participants, 13 reported concepts, principles and approaches (RtF, food sovereignty, FNS) as the most important learning from the workshop. Between one and six participants indicated other areas such as legal frameworks, training methods, tools and instruments for analysis, etc.) as areas of important learning. In general, thus, concepts/principles/approaches in relation to RtF, food security, etc. appeared to be the main learning output from the workshops, whereas only a limited number of trainees had acquired understanding of other subjects. Unfortunately, without any follow-up it was impossible to determine whether these newly educated trainers were sharing their new found understanding and knowledge of RtF with new trainees.
- 63 At least three training workshops to which staff from headquarters contributed as either resource people or organizers under the Norwegian-funded project were evaluated. First, training of CSOs, complementary to a mapping exercise previously undertaken by the RtF Team in Mozambique, to feed into an assessment report on the needs and capacities of CSOs working on the RTF and FSN in Mozambique. The evaluation (including findings) of the workshop was integrated into a capacity assessment report, which was never released officially, but was given to the main project stakeholders (SETSAN and FAO) to assist and support them on future work related to RTF and FSN. The workshop was the last one undertaken before the Mozambique component of the project was operationally concluded. Second, a workshop with TCSF held at headquarters in November 2011 included a training evaluation. Third, a workshop on monitoring and protection of the right to adequate food (7-9 November 2012) for the National Human Rights Commission of Nepal. A review of the training evaluation of the workshop found it focused mainly on the participants' assessment of the training and did not include questions on whether participants achieved a higher level of understanding or new skills. All other workshops and trainings under the Norwegian-funded project were undertaken at national level under the responsibility of the FAO Representative. Any evaluation was retained by the respective field office.

9 Especially the principles concerning participation, accountability, non-discrimination, transparency, human dignity, empowerment and the rule of law (PANTHER)

10 The objective of the training was to establish a local core team of RtF FSN trainers to continue the RtF training to follow the PRESANCA II training.

64 Due to time constraints, it was not possible to collect and analyse all training evaluation reports (e.g. from the field offices). The reviewed examples of post-training evaluations under both projects could not be used to verify that capacity had been developed as a direct result of the training because participants were asked to assess the training and not their levels enhanced understanding of RtF. In general, for both projects, it seemed there was no systematic, harmonized approach for training evaluation.

3.1.4 Global governance capacity

65 This section addresses the evaluation subquestion:

- *To what extent has global governance capacity been strengthened to formulate recommendations and provide guidance to implement food security measures using the guiding principles of RtF?*

66 The RtF team, including the two projects under evaluation, contributed to increasing the global RtF governance capacity through enhanced awareness and understanding, e.g. in the CFS. There was no evidence that this was translated into enhanced capacity to formulate recommendations and provide guidance to implement food security measures. Due to the complexity of the CFS structure it was however not possible to obtain a full picture of the changes with regard to enhanced capacity in relation to RtF.

67 CFS is an intergovernmental body reviewing and following up on FSN policies. CFS is the principal inclusive international and intergovernmental platform for all stakeholders to work together to ensure FNS for all. Based on a multi-stakeholder inclusive approach, it develops and endorses policy recommendations and guidance on a wide range of FSN topics. Membership of the Committee is open to all FAO Member States the International Fund for Agricultural Development (IFAD), the World Food Programme (WFP) and non-Member States of FAO who are members of the UN¹¹. The CFS is a large and complex body with a highly complicated structure. It is therefore not possible to give a full picture of how the two projects contributed to enhancing the capacity of CFS with regard to RtF¹². Interviews were conducted with former and previous coordinators/members of the Secretariat, members of the CFS and observers.

68 According to respondents, the RtF team (including staff funded under both projects) individually and in collaboration actively promoted and assured RtF was included in CFS discussions and issues.

69 The RtF team provided support and assistance to various bodies under the CFS by:

- a. Contributing to the work of a panel of high level experts to be submitted to the CFS (Norwegian-funded project) and promoting the participation of different stakeholders to ensure that the panel received feedback on how to define the scope of the reports and discussions of subsequent drafts.
- b. Providing technical inputs to the extended technical team, consisting of representatives from FAO, WFP and IFAD. For example, the RtF team ensured an RtF angle was included in the global strategic framework.
- c. Providing comments and feedback directly on the terms of reference of reports and other documents discussed within the CFS as part of a divisional process and internal mechanism of feedback, revision, technical support and input led by ESA who hosts the CFS Secretariat.
- d. Supporting the Civil Society Mechanism with background documents to assist in negotiations.

70 The RtF team also organized specific events in relation to the CFS sessions including:

11 <http://www.fao.org/cfs/en/>

12 The CFS structure includes a permanent secretariat with representatives from FAO, IFAD and WFP; a bureau consisting of the executive arm of CFS, a chairperson and 12 member countries; the High Level Panel of Experts on Food Security and Nutrition; an advisory group with representatives for CFS participants; CFS members and participants; and representatives of civil society.

- a. A side event to the 39th CFS session (2012) on the transformational power of RtF, countries pioneering RtF strategies and a seminar briefing on RtF in India.
 - b. A side event to the 40th CFS session (2013) on ten years of implementation of the RtF guidelines. The event offered a platform to exchange concrete examples from countries and regional mechanisms working together to ensure the common objective of ensuring the progressive realization of RtF.
 - c. At the 41st CFS session (2014), the RtF team contributed to the 10th anniversary of the RtF Guidelines by: preparing seven thematic studies (relating to nutrition, natural resources, governance, social protection, etc.); preparing a synthesis report on the main findings of *Right to Food: Past commitment, current obligation, further action for the future - A Ten-Year Retrospective on the Right to Food Guidelines*; organizing a technical dialogue (3 July 2014) with almost 200 participants, reviewing progress over the last 10 years. The ideas put forward contributed to the 10-year retrospective process leading up to the 41st session of the CFS; contributing to plenary session V (14 October 2014) on the right to food justiciability in perspective where El Salvador, India and Jordan shared their experiences in implementing the RtF Guidelines.
- 71 The above-mentioned outputs and the RtF team's active involvement in CFS discussions appear to have led to a higher level of awareness and understanding of the issue over time (outcome). For example, many respondents reported that CFS members/participants were better prepared on RtF issues in meetings and that it is like a new mantra included in all discussions. In addition to the RtF teams' contribution, the establishment of the Civil Society Mechanism which was established in 2010 as part of the CFS reform and advocates for RtF, also increased the visibility of RtF. A number of normative materials on RtF are available and endorsed by CFS which increases the opportunities to incorporate an RtF perspective into discussions (providing tools). However, one respondent indicated that the debates on RtF are always difficult processes, as such many member countries are not in favour of incorporating an RtF approach.
- 72 There were also more critical views regarding the role of the RtF team in the CFS. According to a donor representative, there were always good discussions regarding RtF in the Civil Society Mechanism of CFS. However, the RtF team was not sufficiently visible in relation to CFS. At the end of 2012, the Partnerships, Advocacy and Capacity Development Division (OPC) was established¹³ under which partnership and advocacy of matters pertaining to RtF were centralized. The RtF team continued to provide technical support, however interaction with CFS stakeholders was mainly carried out by OPC staff. Moreover, the variety of matters addressed by CFS increased notably due to a reform process, and the CSOs and technical units supporting RtF dialogues addressed the issues themselves. Direct presence of the RTF team in those debates was thus not needed. In general, the function of the RTF team is to provide technical support, not be visible.
- 73 In some cases, discussions in the CFS had a direct impact at country level. The RtF Guidelines are an example of a normative product promoted at a global level but then shared at country level (for example El Salvador, India and Jordan). This is an example of an outcome of a RtF normative product (although this particular normative product was produced before the two projects under evaluation were implemented). It is important to note that the principles endorsed by the CFS are voluntary and not legally binding. Thus, it is ultimately the decision of the member countries if they want to pursue these principles. Moreover, the CFS is not an implementing body and does not have a country level structure nor does it have the human and financial resources to follow up at country level.
- 74 In the e-survey, 43.4 percent of respondents agreed that there had been an increase in the global governance capacity of the CFS to support the realization of RtF during the period 2010-2015, 24.6 percent found that there had been no change, 4.4 percent found that there had been a decrease and 27.6 percent responded that they had no basis for judgement. Hence, among the respondents who had a basis for judgement, an overwhelming majority found that there had been an increase in the governance capacity of CFS to realize RtF.
- 75 The FSN Forum was launched in 2007 with regular programme funds. The Spanish-funded project had close links with the Forum and supported it by covering the cost of

13 Initially established as the Office for Partnerships.

coordination and leadership functions. A Capacity Development Officer (P4) spent an estimated 25 to 35 percent of his time working on and coordinating the Forum. In 2011-2012, the Forum faced some financial constraints. However, financial support and linkages facilitated by the project allowed the Forum to consolidate and expand its activities between 2011-2014. The project also funded consultancies and services to improve the Forum's website and communication. The Norwegian-funded project did not provide any funding. The RtF team contributed in two ways to the FSN Forum: 1) The RtF team started a discussion (raised a subject related to RtF); and 2) The RtF team ensured that the RtF aspect was included in more general discussions. The RtF Team also contributed to support different divisions at HQ in the following subjects incorporating right to food based approach: CFS, land tenure, climate change, small holder agriculture, social protection, bio fuels, small-scale fishery, peace building and protracted crisis. Moreover, for several discussions, the RtF team functioned as a moderator; wrapping up and providing a summary of the discussion. The discussions generally last 3-4 weeks, with approximately 15-20 consultations per year. Discussions of the High Level Panel of Experts on Food Security and Nutrition (HLPE) would always attract official contributions from countries and organizations.

76 The FSN Forum has, over the last couple of years and under the leadership of the P4 Officer of the Spanish-funded project, become a global leading platform for online discussions on FSN. For example, conclusions from FSN discussions were used as important inputs for CFS sessions and the preparation of CFS reports. Discussions started by the RtF team included open or targeted consultations concerning¹⁴:

- The 10-year anniversary of the RtF Guidelines (July 2014). The RtF provided questions (e.g. how the Guidelines could be better used). Comments received in the discussion were used for the synthesis report and were then discussed at the 41st session of the CFS.
- The CARICOM Regional FNS Action Plan (August-September 2011). An online consultation was started by the RtF team in collaboration with CARICOM and the Hunger Free Latin America and Caribbean 2025 Initiative/FAO Civil Society Mechanism. At the time of the consultation, CARICOM and FAO had completed a regional FNS policy and the consultation gathered the views and inputs of key regional civil society partners in order to redefine its proposed strategies and actions proposed.

77 The Right to Food Forum moreover exists as a partnership (online community) for people interested in the right to food (facilitated by the FSN Forum). As previously mentioned, The RtF prepared seven thematic studies on different aspects of the RtF Guidelines as a contribution to the 10-year retrospective. Two of the thematic studies were posted for discussion on the RtF Forum:

- Natural Resources Governance and the Right to Adequate Food (August-September 2014). This particular discussion aimed to gather evidence from the past 10 years on Guideline 8 (natural resources governance) to feed into the debates at the 41st CFS session.
- Nutrition, Education and Awareness raising (Guidelines 10 and 11).

78 Under the global component of the Norwegian-funded project, the following interventions contributed to increased awareness and understanding of RtF:

- Informing the discussion on implementation of the Voluntary Guidelines on the Governance of Tenure and how they can strengthen work on RtF.
- Production of documents framing RtF in the context of important global processes such as the Global Strategic Framework for FSN and the more recently approved Framework for Action for FSN in Protracted Crises.
- Coorganizing events, in particular involving regional or subregional groups of experts, to promote interaction with UN Special Rapporteurs on RtF. Since 2011, three regional expert consultations on RtF have been coorganized with the Office of the High Commissioner For Human Rights (OHCHR) and UN Special Rapporteurs in Colombia (2011), Kenya (2012) and Senegal (2013). They brought together more than 50 food experts, parliamentarians and policymakers from each region. A South Asian Dialogue on RtF was held in Bangladesh in November 2015.

14 <http://www.fao.org/fsnforum/consultations>

- Representation at technical level of FAO in the United Nations Development Group (UNDG) human rights working group.

3.1.5 Regional and National Level Capacity Development

- 79 Based on regional organizations (supported in particular by the Spanish-funded project) and Bolivia, El Salvador, Nepal and Mozambique (supported by in particular the Norwegian-funded project), the evaluation subquestion explored:
- To what extent are regional and national food security initiatives, organizations and programmes endowed with the capacity and tools to incorporate RtF into their policies, programmes and legal frameworks?
- 80 Interventions of the two evaluated projects have enabled both regional and national level organizations to develop capacity and tools required for RtF. RtF has been incorporated into the policies and programmes in El Salvador, Bolivia and Nepal, and to a lesser extent in Mozambique.

Regional organizations

- 81 The FAO RtF team's strategy to increase promotion and outreach of the RtF concept by addressing both national and regional organizations has been successful. The team adopted a two-step approach starting with promotional discussions, followed by technical assistance on the content of the RtF. The approach was successfully implemented in regional organizations such as CARICOM and SICA; regional initiatives and bodies, e.g. the Hunger Free Latin America and Caribbean Initiative (IALCSH), Central and Latin American Parliaments and the Organization of American States (OAS); and less political organizations such as the CPLP.
- 82 Regional political bodies such as the Central and Latin American Parliaments, and the Central American and Caribbean Forum of Presidents and Parliamentary Presidents have been reached through work with the national Parliamentary Fronts of IALCSH (a regional political initiative).
- 83 Work with ECOWAS and the Southern African Development Community (SADC) is in an initial stage and so, given its limited progress, is not discussed in this report.
- 84 In all cases, FAO offered the organizations:
- Support to raise awareness through events and outreach, and conceptual and political discussions with stakeholders.
 - General training materials and training events on RtF.
 - Tool kits and guidelines on the design of general and sector specific legal frameworks on RtF.
 - Technical assistance to design policy frameworks, strengthen institutions and build capacity.
 - A special assessment of the RtF context and progress under specific institutional contexts.
 - Facilitated general networking and discussion processes between stakeholders, institutions, regions and regional organizations.
- 85 The outputs, outcomes and levels of progress achieved by a number of regional organizations are presented below.

(a) Central American Integration System

- 86 PRESANCA II, part of SICA, seeks to reduce food and nutrition insecurity for the most vulnerable populations in Central America, by strengthening the integration system as part of a process that aims to build integrated policies on social, environmental and economic

issues. PRESANCA II emphasizes the strengthening of the regional strategy for FNS through political and regulatory processes, as well as knowledge management and territorial development¹⁵.

- 87 PRESANCA II developed a regional Masters programme on FSN with an emphasis on local management, public management of national programmes, regional integration and systems of information. It also developed a diploma programme on FNS and local development in Central America.
- 88 The FAO RtF team, in collaboration with the regional component of the Special Programme for Food Security in Central America and the FAO project supporting IALCSH, helped PRESANCA II incorporate RtF modules in both the Masters and diploma programmes¹⁶. Through this technical support, the project conducted regional training workshops on RtF in six Central America countries, and prepared tools and materials for applying HRBA to legislation, policies, programmes and district plans on FSN. PRESANCA II staff reported that the technical support received was adequate in terms of inputs. According to project staff, graduates of both the Masters and diploma programmes frequently incorporate RtF concepts and practices in their daily work.

(b) Caribbean Community

- 89 In September 2010 in Georgetown (Guyana), representatives of CARICOM Member and Associated States, and regional and international private and public sector organizations validated the Regional Food and Nutrition Security Policy. This milestone was reached through an innovative policy design process looking at practical issues and problems in which Member States and regional technical institutions collaborated with the CARICOM Secretariat (CCS) and FAO in a technical working group to formulate the RFNSP.
- 90 In 2013, the FAO RtF team then published an assessment of the FNS situation in the CARICOM region and CARICOM Member States and the relevant legal, policy and institutional environments in the region with respect to the protection and realization of RtF. The objective was to provide up-to-date information to countries formulating their own national policies under the umbrella of the regional policy. The update was required as there had been no progress in the discussion between 2010 and 2013. The assessment had four parts: an analysis of the FNS situation and recent trends at the time, focusing on identifying structural inequities with respect to the protection and realization of RtF; an analysis of the legal environment for RtF with reference to international law obligations, constitutional provisions, and relevant domestic legislation and human rights institutions in CARICOM Member States; an inventory of regional policies relating to RtF; and an inventory of governmental and non-governmental organizations (NGOs) with mandates and activities on the protection and realization of RtF. The assessment provided a stocktaking of the food security situation in the CARICOM region to enable member countries to move forward and design national food security policies, following the framework of the CARICOM regional food and nutrition policy (2010). However, at the time of the evaluation mission, progress by member countries had been limited.
- 91 The intended uses of the findings and conclusions of the assessment were to:
- Identify cross-cutting actions to strengthen RtF underpinnings in regional and national FNS and action plans;
 - Provide CARICOM Member States with key elements to conduct RtF assessments;
 - Provide regional and national CSOs with relevant information to aid their participation in FNS policy formulation and contribute to the adherence of RtF principles; and

15 The official definition of PRESANCA objectives reads as follows: PRESANCA II strives to contribute to reduce food and nutrition insecurity in the most vulnerable population groups in Central America by strengthening Central American Integration System within the framework of a concerted process of social, environmental, and economic policies. It stresses actions to consolidate the Regional Food and Nutrition Security Strategy within the existing policy-setting processes, management of knowledge and territorial development.

16 Both programmes were implemented in cooperation between FAO and PRESANCA II. The Masters programme was designed mostly for central government staff and has 101 graduates. The diploma programme was designed for local administration staff and has 130 graduates.

- Provide FAO staff with the relevant knowledge and information to increase the effectiveness and relevance of policy assistance offered to CARICOM and its Member States.

92 The CARICOM Regional FNS Policy was endorsed by Member States in 2010 while the regional FNS action plan was endorsed in 2011. One section of the policy was dedicated to RtF (under Guiding Principles). In the same document, the 15 CARICOM Member States commit themselves to the principles of equity and participation of the most vulnerable in decision-making, and to target the most vulnerable groups, particularly small producers (farmers, fishermen), women and children. Although RtF was not strongly emphasized in the policy document, the action plan expands on RtF principles. The action plan: (a) adopts the guiding human rights principles of the policy and adds transparency, accountability and fair treatment of all as good governance measures; (b) promotes empowerment of rights-holders and duty-bearers as part of a human rights approach; (c) adopts gender targeting to promote gender equality; (d) reaffirms the focus on policy actions (reducing income inequality, increasing employment) targeted at the most vulnerable population under the food access component; (e) promotes institutional development for good governance of regional and national FSN actions; and (f) includes the application of human rights principles when implementing policy actions for monitoring FSN at regional and national levels. In other words, the action plan translates the guiding implementation principles into specific actions. There is evidence that the regional policy and action plan have functioned as a guide for the RtF contents of the designs of national FSN policies. Subsequently, and as a result of the CARICOM policy and action plan, several countries including Antigua and Barbuda (2012), Barbados (2013), Grenada (2013), the Republic of Guyana (2011) and Jamaica (2013), started to develop national FSN policies¹⁷. Formulation of the Regional FSN Policy and the drafting of national policies are outcomes of FAO's contribution to the technical working group.

(c) *Organization of American States*¹⁸

93 The RtF team supported a consultation workshop and provided technical assistance to Bolivia's Ministry of Foreign Affairs in preparation of a draft government declaration. The declaration, *Food Security Sovereignty and the Right to Food: An Hemispheric Approach for the XXI Century*, was presented at OAS' 42nd General Assembly and adopted at the meeting in Cochabamba (Bolivia) on 5 June 2012. Although an official OAS document, adaptation and implementation by member countries is voluntary. The declaration is considered important because it comprehensively addresses all aspects of food security and reaffirms countries' commitments regarding the right to adequate food contained in international instruments, including the Universal Declaration of Human Rights and the International Covenant on Economic, Social and Cultural Rights.

94 The OAS declares the decision of its Member Countries to promote agriculture development with the goal of strengthening food security in the context of national, regional, and international development policies, taking into account the importance of modernization and technological innovation for increasing output and productivity as well as synergies between sustainable agriculture, conservation and sustainable use of biodiversity, food security, nutrition and development policies among others.

95 In 2012, OAS Member States decided to develop legal and institutional frameworks (where appropriate) for the effective realization of the right to adequate food within the context of FNS, in particular for poor and vulnerable individuals and groups, and with gender equity¹⁹.

17 Despite repeated efforts, the evaluation team was unable to get feedback from these countries or the FAO subregional office in Barbados regarding the progress of the policy design processes. It was eventually agreed with OED to discontinue the efforts of updating information on these processes and countries.

18 OAS is the world's oldest regional organization, dating back to the First International Conference of American States from October 1889 to April 1890. The Organization was established in order to achieve among its member states "an order of peace and justice, to promote their solidarity, to strengthen their collaboration, and to defend their sovereignty, their territorial integrity, and their independence." It uses a four-pronged approach to effectively implement its essential purposes, based on its main pillars: democracy, human rights, security and development.

19 OAS 42nd regular session of the General Assembly, 3-5 June 2012, Cochabamba (Bolivia), *Declaration of Cochabamba on "food security with sovereignty in the americas"* AG/DEC. 69 (XLII-O/12), adopted at the fourth plenary session, held on June 5, 2012.

It was the first time in the history of OAS that a declaration regarding food security had been made. The formulation of the draft declaration text was supported by the FAO RtF team²⁰.

- 96 As seen from the current evaluation, El Salvador and Bolivia made progress with regard to RtF after 2012²¹.

(d) Community of Portuguese Speaking Countries

- 97 The Spanish-funded project supported the CPLP²² to develop a regional policy and a joint action plan that will guide African member countries to adjust their current strategies seeking to enhance good governance and mainstreaming RtF in their policies and programmes for FSN. It also provided technical assistance for the formulation of a proposal for the Strategy of Food and Nutrition Security, which underwent a wide consultation process through the FSN Forum. Supported by the legitimacy of these consultations, the strategy led to the formulation of statutes for the Regional Council of Ministers on FSN, and the incorporation of RtF in guidelines and the business plan 2012–2014.
- 98 In 2011, the RtF team facilitated an online consultation process among CPLP member countries to gather stakeholder views and inputs on actions and issues to be addressed in a new FNS strategy. The Spanish-funded project financed the consultation with civil society representatives. The strategy was presented at the 37th Session of the CFS in Rome (Italy) in October 2011 where it was approved by CPLP member countries. Following up on this consultation, in 2012 statutes on Food Security and Nutrition and the incorporation of the right to food in the guidelines and the business plan 2012 - 2014 (for the Regional Council of Ministers) were developed by the Technical Secretariat of the CPLP with support from the RtF team. In 2014, CPLP heads of state made FNS a permanent issue on the agenda of the presidencies of the CPLP and the Summits of Heads of State and Government until 2025 (Dili Declaration).

(e) Hunger Free Latin America and Caribbean Initiative

- 99 IALCSH is a commitment by regional countries and organizations to create conditions that will allow the permanent eradication of hunger by 2025. The Initiative was launched during the Latin American Summit on Chronic Hunger in Guatemala in 2005 and participation is open to all interested countries in Latin America and the Caribbean. The Initiative aims to reduce the impact of chronic malnutrition in children to below 2.5 percent in all countries of the region by 2025. The Government of Spain and other donors such as Brazil support the Initiative by providing technical and financial support to the IALCSH Secretariat at regional level and initiatives of the Parliamentary Fronts at national level. The establishment of Parliamentary Fronts on RtF in 17 Latin American countries²³ and the permanent inclusion of the legislative power in the discussion of RtF policies was an important achievement of the Initiative. Following these results, the Spanish-funded project provided technical backstopping in institutional strengthening; design and implementation of regulatory frameworks; public policy, plans, programmes and actions for hunger eradication; and resource allocation schemes relative to each country's situation. Examples illustrating the supportive work of the Parliamentary Fronts for the realization of RtF include: the Law on School Feeding in Bolivia (2014); the law on food labeling in Ecuador (2013); the law on promotion of healthy nutrition for children and adolescents in Uruguay (2013); and the

20 The formulation of the declaration was supported by the project *Seguridad Alimentaria con Soberanía: Un Enfoque Hemisférico para el Siglo XXI* TCP/BOL/3304 (11/IX/BOL/215 - OTCP10BO11117). Following a request from the government and the FAO representative during a mission of the Spanish-funded project, project staff prepared a proposal to support the declaration. The Norwegian-funded project was also involved and supported the process. The project consultants supporting the technical committee of the national counsel on nutrition and health in Bolivia participated in the drafting committee.

21 For example, according to FAO data the index of average dietary energy supply adequacy increased for El Salvador between the triennium 2010-2012 and 2014-2016 from 112 to 114 percent. Bolivia increased its index in the same period from 101 to 103 percent (available at <http://www.fao.org/economic/ess/ess-fs/ess-fadata/en/#.VuExg5N97GI>).

22 Member countries include: Angola, Brazil, Cape Verde, Equatorial Guinea, Guinea-Bissau, Mozambique, Portugal, Sao Tome and Principe and Timor-Leste.

23 Argentina, Brazil, Colombia, Costa Rica, the Dominican Republic, El Salvador, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Uruguay and the Parliamentary Front in the Central American Parliament.

Framework Law of RtF, Food Security and Nutrition and Food Sovereignty of the Latin American Parliament (2013).

- 100 Overall, at regional level, operating through regional organizations/institutions provided an important platform for outreach of RtF, but was less successful in ensuring capacity reached member countries. However, a progressively stronger alignment between regional and national policy agendas, and FAO's global and neutral position, ensures a permanent access to regional institutions. Work with Parliamentary Fronts was fruitful to promoting RtF and creating mechanisms which allow the realization of RtF. However, Parliamentary Fronts periodically lose momentum (especially during electoral periods) and require a permanent positive external impulse to continue permanent work on RtF.

Country level

- 101 During the first years of the Norwegian-funded project (2011-2013), the RtF team at headquarters was extensively involved in project interventions at national level in Bolivia, El Salvador, Mozambique and Nepal. In 2013, decentralization and a new strategic framework gave extensive responsibility to the country office under the FAO Representative. The Norwegian-funded project work plans are now drafted in the country office rather than at headquarters. According to RtF project staff at headquarters, greater involvement at the country level led to better results even if there was a period of transition. The Spanish-funded project also provided support at country level, including in the four aforementioned countries. In these cases the FAO Representative had an important role in coordinating the activities of projects with staff at both headquarters and in the country office. Capacity development interventions and achievements for each of the four countries are presented below.

Case 1: Bolivia

- 102 RtF and the State's obligation to ensure food security through healthy, adequate and sufficient food for all people is established in the 2009 Constitution of the Plurinational State of Bolivia (article 16, paragraphs I and II). To support the government create the required capacities to implement the new constitutional mandate, FAO:

- Supported the establishment of a Parliamentary Front for RtF²⁴ and their work, in particular on the school feeding law (number 622/2014)²⁵;
- Made the National Council for Food and Nutrition and its technical committee operational;
- Established legal observatories regarding RtF in the Higher University of San Andres and the Catholic University of San Pablo and officially linked their work with activities of the Parliamentary Front to the discussion and approval of the school feeding law²⁶;
- Helped form departmental councils for FNS in Cochabamba, Pando and Tarija; and
- Contributed to the design and adoption of the National Programme on Complementary School Feeding and the approval of the National Nutrition Policy.

- 103 The Norwegian-funded project contributed directly to the first two achievements. In addition to working with the Parliamentarian Front in both chambers, training sessions on RtF were conducted in parliamentary plenary sessions²⁷. In 2013, Bolivia hosted the IV Regional Forum for parliamentarian fronts. In Bolivia, the RtF team (with funds from Norway although not yet under the Norway-funded project being evaluated) supported the constitution of the CONAN Technical Committee (2005). However, success was limited during this initial stage because of an initial lack of political priority and leadership

24 Constituted in September 2012 in the first chamber (*Camara de Diputados*) and April 2013 in the second chamber (*Senado*).

25 *De Alimentación Escolar en el marco de la Soberanía Alimentaria y la Economía Plural* (2014). Available at http://www.fao.org/fileadmin/templates/righttofood/documents/project_b/bolivia/LEY_ACE_n622.pdf

26 Only the Higher University of San Andres supported the draft law. Specifically the two universities contributed to finding a solution for incompatibility of the draft law on school feeding with previously established norms of municipal autonomy. Technical proposals provided by the universities through the observatory were thus included into the draft law which was then approved at the end of 2014.

27 Provided to all members of parliament and not only members of the Parliamentarian Front.

problems in the Committee itself. Since 2009, there has been a consolidation of the Committee's work of articulating and coordinating between different governmental institutions working in favour of the realization of the RtF, pushed by the inclusion of RtF into the new political constitution of the state (2009). The Committee was given a permanent operational structure and public budget (through the budget of the Ministry of Health). Before having an official budget, the activities of the Committee were financed through the Norwegian-funded project. Even if the process of capacity development and institutional strengthening of the Committee at central government level was slow, it has now been consolidated and, in 2014, started to reach out to subnational governments (establishing local and municipal, and departmental and provincial committees) to coordinate multi-thematic and inter-sector interventions for realizing RtF. The Norwegian-funded project contributed significantly to the discussion of how different institutions can contribute to the implementation of a food and nutrition policy²⁸ and the realization of RtF, financing the work of consultants who facilitated these processes. One of the most prominent ideas discussed at this stage was realizing RtF through a school feeding policy which was later implemented nationwide. Additionally, the Committee served as a resource and knowledge institution which helped define official national food security indicators and provided the first draft of the school feeding law²⁹.

- 104 The approval of the school feeding law in December 2014 highlights the development of RtF capacity in different institutions. As previously mentioned, the first draft text of this law was put together by the Technical Committee of CONAN with support from FAO EAS and the RtF team legal consultant. It was the Parliamentary Front (established through IALCSH and supported by FAO)³⁰ which led the process to have the law approved. Incompatibilities between different draft law texts and the law of autonomies were solved with support from universities through the legal observatory of RtF. Academic support to the Parliamentary Commission came following an official request from the commission to the observatory which had received support from the Norwegian-funded project for capacity development. FAO provided capacity development to the CT CONAN for coordination policy implementation processes with regard to RtF (e.g. the zero under-nutrition policy), the formulation and design of additional and new policies (redesign of the school feeding programme and its legal base) and the adequate design of the required legal base plus support to the approval process of the new school feeding policy and its legal framework. The participatory process of the design of the law, enabled through training and sensitization events at different levels of government and civil society, enabled the construction of a replicable approach for the successful creation and implementation of a school feeding law with sufficient scope and adequate technical elements to ensure the achievement of the expected results (improved nutrition, improved learning outcomes, furtherance of the local economy).
- 105 In parallel to the process to develop the school feeding law, which established local food procurement and cost sharing modalities between municipal and central government for school feeding³¹, the Ministry of Education designed the National Programme on Complementary School Feeding in 2015. Implementation of the programme was to start in early 2016. FAO, among other partners, supported the design, methodological guidelines and pilot implementation of the programme. School feeding existed in different forms in Bolivia for over four decades. However, it was the inclusion of RtF in the Constitution in 2009 and discussions around the specific school feeding law which contributed to an important increase in public schools offering school meals. In 2003, 52 percent of public schools in Bolivia offered school meals, of which approximately half were funded by and provided through development cooperation. By 2008, the share of public schools offering school meals increased to 64 percent. By 2013, this figure increased to 95 percent, of which only two percent were funded through development cooperation³².

28 Having helped to draft and discuss the policy, which was approved through presidential decree DS 2167, October 2014.

29 The Norwegian-funded project paid the fees for the consultant (Technical Committee of CONAN staff), to prepare the first draft of the school feeding law.

30 Support to IALCSH was financed mostly through another Spanish-funded project (SPA/160).

31 The law does not stipulate fixed rates for sharing, but in practice costs are evenly split (50 percent) between municipal governments and central government.

32 Source: statistics provided by the Ministry of Education.

Case 2: El Salvador

- 106 Support under the Norwegian-funded project to realize RtF and develop capacity in El Salvador were similar to those in Bolivia and focused on:
- The constitution of and support to the Parliamentary Front (established in 2012);
 - Strengthening the National Council for Food and Nutrition (CONASAN), established in 2009 and reformed in 2011;
 - Supporting the Government of El Salvador in the preparation of its intervention in the plenary session on the 10-year retrospective of the RtF Guidelines at CFS41 in October 2014³³;
 - Supporting CONASAN ensure FSN issues were included in national debates, and in the consultation process of the Government's five-year development plan³⁴; and
 - Fostering crucial sensitivity to RtF issues to the point that the former Head of the Parliamentary Front against Hunger of El Salvador took office as Minister of Agriculture and Livestock in 2014³⁵.
- 107 In both cases, the aim was to support the design and implementation of national food security policies and the required adjustments of legal frameworks, as well as the inclusion of RtF into these.
- 108 In contrast to Bolivia, FAO El Salvador has developed a FAO country programming framework (CPF) based on the concept of RtF³⁶. RtF has thus been incorporated as a cross-cutting issue into all other FAO country programme activities and reached far beyond both the Parliamentary Front and CONASAN. Through other projects, RtF reached the Ministry of Agriculture (increased productivity for food security); the Ministry of Education (school feeding); the Ministry of Health (quality and diversity of nutrition); the Human Rights Ombudsman Office (RtF as a human right); and civil society and media (general awareness raising and increased visibility of RtF issues). For all these groups and through different funding sources, RtF capacity development and operationalization initiatives have been implemented.
- 109 More specifically, with funding from the Norwegian-funded project, modules from the PRESANCA MA and diploma courses for stakeholders national and municipal level have been implemented³⁷. Future courses are currently being prepared and will be cofinanced by the United States Agency for International Development (USAID). The Ministry of Foreign Relations benefited from FAO support to define FNS indicators³⁸. The Human Rights Ombudsman Office extensively used the FAO examples for a legal text for example in school feeding. It also used the RtF toolkit to draft FNS legislation as well as the required participatory processes for their socialization, public discussion and approval. The RtF guidelines are used in courses and training and are an important input to develop capacity.

Case 3: Nepal

- 110 Project activities in Nepal started in August 2012. Project staff funded by the Norwegian-funded project included one project coordinator and consultants contracted for specific assignments. Project staff received good support from two staff members in the country office and described a three-phase work approach:

33 Support was coordinated, through national, regional and global expertise. FAO El Salvador, the FAO Regional Office in Santiago and the RtF Team at FAO headquarters together finalized an important case study formally adopted by the Government of El Salvador entitled *Advances and obstacles in the implementation of the Right to Food Guidelines – The case of El Salvador*. The case study focused on the practical experiences and lessons learned during the past 10 years of their implementation at national level. The study has served as a basis for review, compliance and follow-up on matters related to RtF in the country. Most importantly, it has encouraged stakeholders to continue the dialogue on this matter, also across two different legislatures (elections occurred in May 2015).

34 The Plan now includes explicit reference to the right to adequate food and FSN actions are articulated under the main strategic policy areas.

35 Mr. Orestes Fredesman Ortez Andrade.

36 Mainstreaming RtF into the CPF was a decision by the FAO Representative following recommendations from the RtF team.

37 Some 230 students have been trained through the PRESANCA Masters and diploma courses. Many participants have since become national, regional and local leaders and decision-makers in FNS and RtF-related issues.

38 For example for reporting on the accomplishment of the OAS, Additional Protocol to the America Convention on Human Rights in the area of economic, social and cultural rights "Protocol of San Salvador".

- 2012: Creating an environment for RtF through discussions with relevant stakeholders, e.g. National Human Right Commission, government, etc.
 - 2013: Conducting consultation workshops, training, etc.
 - 2014: Working closely with other stakeholders (Ministry of Agricultural Development, National Planning Commission, human rights organizations, the Nepal Bar Association, civil society, members of the Constitutional Assembly and media, etc.) to advocate for the inclusion of RtF in the constitution.
- 111 The project developed capacity through trainings, consultations, advocacy and involvement in discussions; technical assistance to stakeholders; preparation of supporting documents in Nepali including a booklet on the legislative framework on RtF (easy-reader) (800 copies distributed); and translation and dissemination of normative products prepared at headquarters including the *Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security* and the *Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forest in the Context of National Food Security*.
- 112 All normative products produced at headquarters and locally were considered highly useful by respondents. According to respondents very few documents on RtF are available in Nepal and the products therefore filled a gap, e.g. for high level parliamentarians. The normative products were published when the constitution was being drafted. They therefore provided conceptual clarity on RtF and advocated for the inclusion of RtF. There was quite a lot of buy-in for FAO's normative products from national stakeholders, in particular civil society, e.g. FIAN. However, respondents felt that it will still take some time before the tools are fully internalized and adapted for use.
- 113 Knowledge of RtF issues is limited to the handful of people in the government who have participated in training and sensitization workshops, including those by the Norwegian-funded project. Government staff have a good understanding of RtF at a conceptual level. However, this is because FAO insisted that every participant attend the training twice to enhance the understanding of targeted government staff. Government staff who had not participated in training workshops were perceived to hold the view that the government, being the main duty bearer, holds the entire responsibility when it comes to RtF.
- 114 The RtF project appears, to some extent, to have been integrated into the country office. A programme officer was appointed to coordinate RtF projects and the FAO Representative participated in all workshops and consultations conducted by the RtF project. According to FAO staff, everybody was well informed about RtF at the conceptual and theoretical level. However, FAO staff do not have the capacity to translate theory into practice i.e. to advocate for or integrate RtF into legislative frameworks, policies and programmes in particular at the project level. The training included suggestions of practical ways to realize RtF through, for example, different policy instruments.; moreover training on the Human Rights Based Approach (HRBA) was conducted. Nevertheless, in order to fully comprehend the subject and develop the capacity to apply it in practice, long-term training is required. The project team was constrained by lack of funds, as well as the huge workload of the FAO country office staff.
- 115 RtF project staff contributed to the incorporation of RtF in the FAO CPF, more specifically under CPF priority area 2 on institutional and policy support. Priority area 2 includes an outcome on strengthened analytical, technical and institutional capacity for policy formulation, implementation and monitoring. Output 2.1.3 under this outcome calls for:
- "[I]mproved technical assistance and policy advice on the integration of right to food into legislation, strategies and programmes in view of adoption of a right to food law in Nepal, and awareness building and capacity development seminars for parliamentarians, government officials, judges and representatives from CSOs on how to implement the right to food and good governance in the context of their service delivery system"³⁹.*

39 Nepal. Country Programming Framework 2013-2017. Government of Nepal and Food and Agricultural Organization of the United Nations. January 2013.

- 116 In addition to its contribution to the CPF, the project contributed to three highly important outputs: explicit recognition of RtF in the new constitution (see Section 3.2); a review of the legislative framework and jurisprudence concerning the right to adequate food in Nepal; and draft guidelines on monitoring the human right to adequate food.
- 117 In 2013, a review of the legislative framework and jurisprudence concerning the right to adequate food in Nepal was conducted in consultation with national stakeholders. The preparation of the review was technically supervised by FAO's Development Law Branch at headquarters. The review provided an overview of existing domestic legal provisions and related juridical key decisions and court verdicts concerning RtF. The review pointed to various implementation gaps and recommended a set of concrete recommendations in light of Nepal's international RtF standards. The review was widely disseminated to policymakers, lawyers, government agencies researchers and human rights organizations. A validation workshop to share the findings and recommendations of the review was organized in August 2013 and was attended by 40 key actors and stakeholders, including high level officials. According to respondents, the review provided a good basis for RtF advocacy in relation to the new constitution and the work with the law review contributed significantly to the preparation of the new constitution, which took place in parallel. However, one respondent felt the law review should have been disseminated to a broader range of stakeholders and that it would have been useful if a simplified version of the law review had been prepared.
- 118 According to respondents, the law review increased the visibility of the RtF approach and clarified the differences between RtF, food security and food sovereignty approaches. The consultant involved in the law review noted an increasing consensus about the importance of an RtF approach and greater understanding that RtF should be a primary concern as it focuses on constitutional rights. Thus, while the interim constitution incorporated RtF sovereignty, the new constitution guarantees RTF with food sovereignty and security⁴⁰.
- 119 The new constitution was disclosed on 20 September 2015 and recognized RtF as a fundamental right of citizens of Nepal. In particular, Article 36 ensures RtF for every citizen; ensures that all citizens have the right to be protected against food scarcity that may cause threat to life; and ensures that all citizens have RtF sovereignty as provided by law. Article 42 focuses on the right to social justice and includes a provision on food.
- 120 Other recommendations of the review of the legislative framework and jurisprudence were also taken up in the new constitution. Under Part Three: Fundamental Rights; these include: Article 24: Right against untouchability and discrimination; Article 25: Right to property; Article 33: Right to employment; Article 34: Right regarding labor; Article 37: Right to housing; Article 38: Right of women; article 42: Right to social justice; Article 43. Right to social security; and Article 44: Right of consumers. Under Part Four: Directive Principles, the following policies (recommended by the Law Review) are now included: Article 51: policies regarding Agriculture and Land Reform, hereunder policies regarding labour; and policies regarding social justice and inclusion and employment (i) and; e) Policies regarding agriculture and land reform⁴¹.
- 121 Overall, the Government of Nepal has shown a high level of commitment to RtF and the the Law Commission has already formed a drafting committee. The Justice and Right Institute of Nepal and FIAN jointly developed a civil society draft bill on framework legislation which was submitted to the Nepal Law Commission.
- 122 The system of parliamentary oversight was also strengthened under article 54 of the Constitution which states "[t]here shall be a committee, in accordance with law, in the Federal Parliament in order to monitor and evaluate whether the directive principles, policies and obligations of the State set forth in this Part have been implemented progressively or not".

40 Food sovereignty was a term coined by the international peasant movement, Via Campesina, in 1996. It asserts that all people who produce, distribute and consume food should control the mechanisms and policies of food production and distribution, as opposed to these processes being controlled by corporations and market institutions (available at https://en.wikipedia.org/wiki/Food_sovereignty).

41 Source: Indira Shankar, Project Coordinator, Norwegian-funded project.

- 123 These changes in the constitution, the establishment of the law drafting committee and strengthening the system of parliamentary oversight are all outcomes to which the law review contributed. Although FAO was not the only actor in the process, the law review was seemingly instrumental for the inclusion of RtF in the new constitution.
- 124 Another important output of work in Nepal supported by the Norwegian-funded project is the Draft Guideline on Monitoring the Human Right to Adequate Food (under finalization), which includes SMART indicators. Work on the Guideline started in 2013 and included several activities. In May 2013, a two-day workshop on establishing RtF monitoring indicators was organized in collaboration with the Nepal Bar Association. The workshop addressed the gaps in existing indicators on the human right to adequate food in Nepal prepared by the Economic, Social and Cultural Rights group of Nepal in 2011. Twenty-seven participants from the Nepal Bar Association, the National Human Rights Commission and human rights organizations participated in the workshop. A number of training workshops on monitoring the human right to adequate food were then conducted, with one session for the National Human Rights Commission including high level members (May 2013). Two four-day capacity development workshops on monitoring for CSOs and local government officials in Karnali and the mid-western region in July 2013 were conducted in collaboration with FIAN and the regional chapter of the RtF network. The process started with a workshop on SMART indicators in 2013 and culminated in the preparation of the *Draft Guideline on Monitoring the Human Right to Adequate Food in Nepal* in October 2015. A series of consultations and workshops were held in August 2015 to sensitize lawmakers, members of the Constituent Assembly, government officials, CSOs and national human rights institutions on the importance of human rights monitoring frameworks. In total 170 participants, including high level officials, attended four days of dialogue. The draft framework was prepared by a task force which included representatives of FAO Nepal, the National Human Rights Commission and the National Women's commission.
- 125 According to the consultant involved in the preparation of the Draft Guidelines, there is now a better understanding of how to monitor RtF and stakeholders also have the practical tools for monitoring. A total of 35 significant RtF indicators have been developed. While some are relatively easy to implement e.g. structural indicators where statistical data already exists, others such as the outcome and process indicators, will require more preparatory work and funding. There are some stakeholders who have the adequate capacity and conceptual understanding and the required tool kits to monitor RtF in Nepal. However, even if there is a high level of buy-in, it will still take one to two years before they are internalized. Respondents are sure this will happen as there is high level support including from the Prime Minister's Office.

Case 4: Mozambique

- 126 The Norwegian-funded project in Mozambique had three project staff (project manager, policy officer and communications officer) located in SETSAN, and a legal officer partly located in the FAO office⁴². Project interventions in Mozambique were implemented between 2011 and (March) 2015.
- 127 The main expected outcome of the project in Mozambique was to build the capacity of SETSAN for it to fulfil its mandate to promote and coordinate the government's efforts to implement the component of the National Food Security and Nutrition Strategy II relating to RtF. The Norwegian-funded project supported SETSAN by: supporting the drafting of an Investment Plan for Food Security and Nutrition to encompass agriculture, health and nutrition, water and sanitation, and education issues (2012); supporting the integration of RtF in the Annual Social and Economic Plan 2014 at central and provincial levels (2013); and preparing guidelines on how to integrate RtF in public policies and programmes. The Annual Social and Economic Plan 2014 was important as it defined the strategic approach for socio-economic policy orientation in Mozambique. SETSAN employees also attended training courses and field visits.

42 The title of the legal officer later changed to Food Advisor as she not only advised on legal matters, but also normative work, awareness raising/capacity development and communication. The officer also assisted country offices in Bolivia and El Salvador as part of the Norwegian-funded project. The legal officer was only located in the country office in 2013. In 2014 and 2015, the officer only had short-term contracts).

- 128 The evaluation team never managed to obtain an interview with SETSAN representatives and so it was not possible to ascertain whether they felt capacity development had taken place as a result of the support of the Norwegian-funded project. The capacity of SETSAN was relatively weak and there was a problem of frequent staff turn-over. In 2013/2014, a new structure was approved in SETSAN, however the institution still suffered from shortage of qualified staff, particular at the provincial level.
- 129 In addition to supporting SETSAN, the Norwegian-funded project also conducted advocacy and awareness raising activities for other stakeholders including CSOs, parliamentarians, members of the National Human Rights Commission, ministries and interacted with parliament. A high number of training courses were conducted, including capacity development training on RtF for FNS implementers at provincial level (March-May 2013). FAO in Mozambique also signed a letter of agreement to provide technical and legal support to the Woman, Gender and Development Association⁴³. The support contributed to the establishment of the Mozambique Rural Women Movement in March-August 2014.
- 130 The project also disseminated normative RtF products prepared at headquarters to stakeholders. These products were adapted to the national context and translated into Portuguese. Project staff worked primarily on two parts of the RtF Methodological Toolbox, namely the *Guide on Legislation for the Right to Food* and the RtF curriculum outline. At the time of the training, the Guides had only been prepared in English (the Portuguese versions were only available at the end of the project, in shorter versions). The Guides (parts) were translated and adapted to the national context for training purposes (the Guidelines are extensive and the content is difficult for persons without legal human rights background)⁴⁴. Hence a high number of papers on RtF in Portuguese were prepared; e.g. "How to define a drafting process for the RtF"; "the legislation process in Mozambique", "Three different questionnaires to make the consultation process in Mozambique", etc. (the papers were used for the trainings, but were not edited and officially published).
- 131 According to the FAO Representative, tools on practical implementation were found to have been particularly useful and even after the project was phased out in 2014, partners continued to ask for normative products. According to FAO staff, the various capacity development interventions of the project team put RtF on the agenda and led to both a better understanding and awareness of the subject, as well as enhanced capacity to incorporate RtF among stakeholders. Training sessions were also regarded as an important opportunity to advocate for RtF at a high level. However, having not been able to interview stakeholders it was not possible to verify this information.
- 132 The project also developed the capacity of FAO staff in the country office. Training focused on HRBA, practical application of RtF into programmes and projects, and normative products such as the Methodological Toolbox and the RtF Guidance Note. However, the majority of project staff were based in SETSAN which was a challenge for day-to-day learning. Staff were also often too busy to participate in the training courses. Training sessions were conducted on an ad hoc basis but were scheduled to coincide with other events such as CPF planning, the United Nations Development Assistance Framework (UNDAF) or when new funding came through. In general, the project's main objective was to train national stakeholders and not FAO country office staff. Although there was general interest in building RtF capacity in the country office, few staff were able to apply it in practice because, as in Nepal, longer-term training was required which was prevented by lack of funds and the huge work load of the country office staff. According to project staff, the FAO Representative needs to be more committed to addressing RtF systematically in the country office programme which requires both regular and extra-budgetary funds.
- 133 RtF is explicitly mentioned in the CPF 2012-2015 under priority area 1 relating to governance on FNS. The expected CPF outcome is defined as improved governance for FNS with a RtF approach (CPF 2012-2015: p.20).

43 Mulher, Genero e Desenvolvimento.

44 The legal consultant/RtF advisor also conducted training on the RtF guidelines in Ecuador where they were linked to the recommendations for the constitution

Support to other FAO-supported projects

In addition to country-level work, RtF team members provided support to other FAO-supported projects that were not directly funded by the two projects being evaluated. For example, RtF team members contributed to the formulation and enactment of an FNS policy, action plan and law that had explicit RtF underpinnings in Zanzibar. Both the policy and law received endorsement and commitment from the presidential level. Furthermore, team members contributed to the formulation phase of several district FNS plans which involved training at central and district levels.

3.1.5 Capacity development of FAO staff

134 This section focuses on two subevaluation questions:

- To what extent has the capacity of FAO staff at headquarters, regional and country level been strengthened to support developing countries in realizing RtF?
- Are the two projects interacting with relevant units of FAO and what can be learned for other RTF-related activities in the organization?

135 The evaluation team found FAO staff had the capacity to support developing countries at all levels during the period under evaluation. Staff were able to increase awareness and understanding of RtF, and build capacity for RtF to be incorporated into policies, laws and programmes. At headquarters, staff of the two projects proactively collaborated with other units on incorporating RtF into a number of areas such as nutrition, emergency, fishery, etc. It was important for the RtF team to be proactive as staff of other units were unaware of the relevance of RtF.

136 This section focuses on the capacity development of FAO staff primarily in headquarters (including collaboration with other units), but also at regional and country level. The discussion of the results from the e-survey covers capacity development across all levels.

137 Capacity development at FAO headquarters primarily focused on raising awareness of RtF, as opposed to conducting training. Only one training course was conducted in headquarters in November 2011 and was run in collaboration with TCSF (which no longer exists). The objective of the course was to increase understanding on how to integrate RtF into FSN programming work. The results of the training course fed into the guidance note which was later published. The two projects also organized numerous workshops and side-events to CFS, etc. (Appendix 5). Normative products were also produced and disseminated (see above).

138 Staff of the two projects also made a successful effort to collaborate with other units at headquarters and those who responded to the e-survey found there had been an increased level of collaboration between the RtF team and other units to ensure RtF was incorporated into FAO's work during the period 2010-2015. Of the respondents, 51.9 percent (FAO staff only) indicated an increase in the level of collaboration; 9.3 percent indicated no change; and 1.9 percent indicated a decrease. The percentage of respondents who indicated no basis for judgement (37 percent) was relatively high.

139 According to project staff it is very much the nature of RtF work to collaborate with other sections, e.g. fishery, forestry, social protection and nutrition. Incorporating RtF at a constitutional level and in food security policies is not sufficient and incorporating RtF in sectoral policies and programmes is equally important. Collaboration between the RtF team and other sections was, however, not systematic. For example, the RtF team had to convince the team developing Voluntary Guidelines on Land Tenure of the connection between the two topics. Several respondents indicated that the user-friendly normative products developed by the RtF team such as the 10 RtF handbooks (2014) helped collaboration.

140 At headquarters, the RtF team collaborated most with the Development Law Branch (LEGN) on issues such as technical assistance, normative work and capacity development. Under the Spanish-funded project, this included: training workshops in Guatemala and

- Barbados, and two workshops with Parliamentarians Governmental representatives and CSOs in Brazil in 2013; preparation of an assessment report on RtF in the CARICOM Region (2013); a workshop on legal frameworks for social protection in the Organization of Eastern Caribbean States (OECS) and Barbados, cohosted by the OECS Commission and FAO (June 2014); and the preparation of two studies on the state of social protection legislation in Barbados and OECS from a human rights perspective (2015); and an analysis of FSN legislation in El Salvador, Guatemala, Honduras and Nicaragua (2015).
- 141 Staff from the Norwegian-funded project provided technical support to the review of the legislative framework and jurisprudence concerning the right to adequate food in Nepal, and participated in a joint mission to support parliamentary work in drafting an agriculture and FSN law in Mozambique.
- 142 Both projects and the FAO Development Law Branch also collaborated on: designing indicators for the monitoring of FAO's strategic framework at outcome level (indicator for Strategic Objective 1, Outcome 1); multiple desktop contributions to expert studies, reports and publications; and contributions to the summary report and preparation of two thematic studies on legal developments in the progressive realization of the right to adequate food, and natural resources governance and the right to adequate food.
- 143 The RtF team also collaborated with the Decent Work and Rural Employment Unit on three outputs: a brief on the right to adequate food and the right to decent work in rural areas (draft not yet finalized); a two-week training course at the Rural Development Academy, sponsored by the ILO training centre where FAO contributed technical inputs; and mainstreaming RTF as a component of the FAO-wide e-learning course. The training course, *Ensuring Quality Projects: United Nations Common Country Programming Principles*, looks at capacity development, gender equality and HRBA (RtF and decent work) in the context of UN Common Country Programming Principles (UNCCPPs) and is supported by the Norwegian-funded project.
- 144 The Emergency and Rehabilitation Division published *The Right to Adequate Food in Emergency Programmes*, which was prepared by the RtF team and was produced as part of the joint organizational output on integrating gender, nutrition and RtF in emergencies.
- 145 The RtF team and the Climate, Energy and Tenure Division (NRC) collaborated on the *Voluntary Guidelines on Land Tenure* and the study *The Right to Food and the Responsible Governance of Tenure: A Dialogue towards Implementation* (2014). Specifically, the RtF team worked with the land tenure unit and other relevant units (fisheries, forestry and gender) in preparing additional documents. In continuation of this normative collaboration, the RtF team participated in an FAO project funded by Germany with the FAO Departments of Fisheries and Forestry which supported Sierra Leone implement the Voluntary Guidelines.
- 146 The RtF team also collaborated closely with the Fishery Department which has integrated RtF issues into its work relatively well. The Norwegian-funded project collaborated on a number of normative products including: the Voluntary Guidelines on the Responsible Governance of Tenure (endorsed in 2012 by the CFS) for which *Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication* were prepared; a chapter on HRBA to securing livelihoods dependent on inland fisheries (2015); and the joint study on *The Right to Food and the Responsible Governance of Tenure* (2014). The information brief *Responsible Governance of Fisheries: A Right to Food Perspective* was also developed.
- 147 The RtF team collaborated with the Communication, Advocacy and Partnerships (OPC) Division on a broad number of issues/outputs including: preparation of an e-learning module on communication and development practices; preparation of the policy of Indigenous People (2010); and a project document on technical cooperation with the CPLP Secretariat to support member countries implement CPLP's FSN Strategy (2013) (Spanish-funded project). The technical cooperation project was launched in 2014 and RtF staff led the project task force and provided backstopping. As a result of the project and other coordinated actions, Cabo Verde and Timor Leste established FSN national councils and Sao

Tome is well advanced in the process. Since 2013, the RTF team, mainly from the Spanish-funded project, collaborated with OPC on disseminating the experience of Parliamentary Fronts in Africa, Asia and Europe. The RtF has also provided technical support to activities coordinated by OPC in collaboration with the regional offices. Support in establishing the RTF Network paved the way for closer partnerships and technical support on RtF has strengthened OPC's collaboration with CSOs (e.g. Right to Food Watch was launched in FAO in 2014, as part of the activities to celebrate ten years of the RtF guidelines). FAO has also supported the work of the Civil Society Mechanism of the CPLP countries in family farming which led to the drafting of the first version of the regional guidelines for strengthening family farming in CPLP countries.

- 148 The RtF team and the FAO Nutrition and Food Systems Division (ESN) collaborated on the Hunger Free Initiative for West Africa which laid the ground for a project to strengthen regional initiatives to end hunger and malnutrition in West Africa (GCP/RAF/476/GER). They also collaborated on the project on mainstreaming FNS and RtF into the smallholder commercialization programme of Sierra Leone (GCP/SIL/042/GER). While ESN held the overall responsibility of the project, the RtF team provided advice on RtF-related issues. Technical backstopping from the RtF team was discontinued following the decentralization process and responsibilities were transferred to the Senior Nutrition Officer in the regional office in Accra. In parallel, resources allocated to the RTF team were reduced. In addition to work in West Africa, in 2012, the Food Safety and Quality Unit (AGND)⁴⁵ launched a consultative process to prepare a nutrition strategy with the support of an external consultant. The RtF team participated in discussions with the Inter-Departmental Task Team on Nutrition and collaborated with the consultant on mainstreaming RtF and adopting HRBA. Due to internal issues, the strategy was not adopted. The RtF team also joined FAO's 21st International Congress of Nutrition Scientific Advisory Committee (meetings started in 2012) and provided inputs and support at the specific request of the Second International Conference on Nutrition Secretariat.
- 149 Collaboration between the RtF team and TCSF for instance resulted in the joint guidance note *on Integrating the right to adequate food into FNS programmes* which was based on the results of the November 2011 training course. The guidance note was used mainly as a capacity development tool during workshops, seminars, events and conferences attended by a wide range of practitioners. Trainings were not necessarily tailored on the content of the guidance note, but rather mentioned some of the entry points offered. Approximately 3000 copies were printed in three languages and were distributed to field and regional offices, and at headquarters. While the RtF team has had the opportunity to use the note, TCSF was dismantled before the it was printed. The note has been distributed in soft copy and its validity is not limited to a specific timeframe so it can be still used.
- 150 Under the global component of the Norwegian-funded project, the International Conference on Forests for Food Security and Nutrition (13-15 May 2013) was organized by the FAO Forestry Division in partnership with Biodiversity International, the Center for International Forestry Research, the World Agroforestry Centre and the World Bank. Over 400 participants attended the conference, including experts from governments, CSOs, indigenous and other local communities, donors and international organizations in more than 100 countries. The Norwegian-funded project led the preparation of a study on an RtF-based approach to enhance the contribution of non-wood forest products to food security and nutrition (one of seven background studies for the conference). The Forestry Division also collaborated with the Norwegian-funded project to prepare the study on *RtF and the Responsible Governance of Tenure*, as well as the information brief *Responsible Governance of Forests: A Right to Food Perspective*. The two units also collaborated with the FAO Legal Office on the updates to the constitutional section of their online database on the basis of Strategic Outcome 1 baseline for measuring progress on RtF (the International Covenant on Economic, Social and Cultural Rights; constitutional protection; and national legislations). They also collaborated on the aforementioned Ensuring Quality Projects e-learning course.
- 151 It is possible to say that both projects collaborated extensively with many different units at headquarters. Such collaboration included providing technical assistance,

45 The division AGND was previously in charge of nutrition.

contributing to normative work and joint capacity development. In particular, a large number of normative products have been coproduced by the RtF team and other units. It was, however, very difficult to get information regarding the use of these products because their uptake and use is not being monitored.

152 According to members of the RtF team under the Norwegian-funded project, they have been less successful in collaborating with the Agriculture and Consumer Protection Department because of the complexity of the theme. Agriculture is considered more technical and controversial due to discussions on genetically modified foods, food sovereignty, etc. The Norwegian-funded project has not been involved in these discussions and does not have a stand on food sovereignty.

153 The evaluation found that the RtF team, partly through the Spanish- and Norwegian-funded projects, contributed to a greater awareness and understanding of RtF among FAO staff at headquarters. According to many staff in headquarters, the RtF team and the Development Law Branch have been influential in changing the mindset in FAO. Compared to previously, many FAO activities now include an RtF approach as it has become more accepted and is less questioned in headquarters.

154 A higher level of awareness and understanding of RtF issues among FAO staff is in line with the results of the e-survey. The survey included 58 FAO staff and the percentage of those who have seen an increase in their knowledge and awareness of RtF was similar at headquarters, regional and subregional, and country office levels (Figure 1). The majority in fact reported a strong increase (59.1 percent at headquarters, 60 percent at regional and subregional level, and 57.7 percent at country office level). A slight increase of knowledge was also more or less the same at all levels (27.3 percent at headquarters, 30 percent at regional and subregional level, and 30.8 percent at country office level).

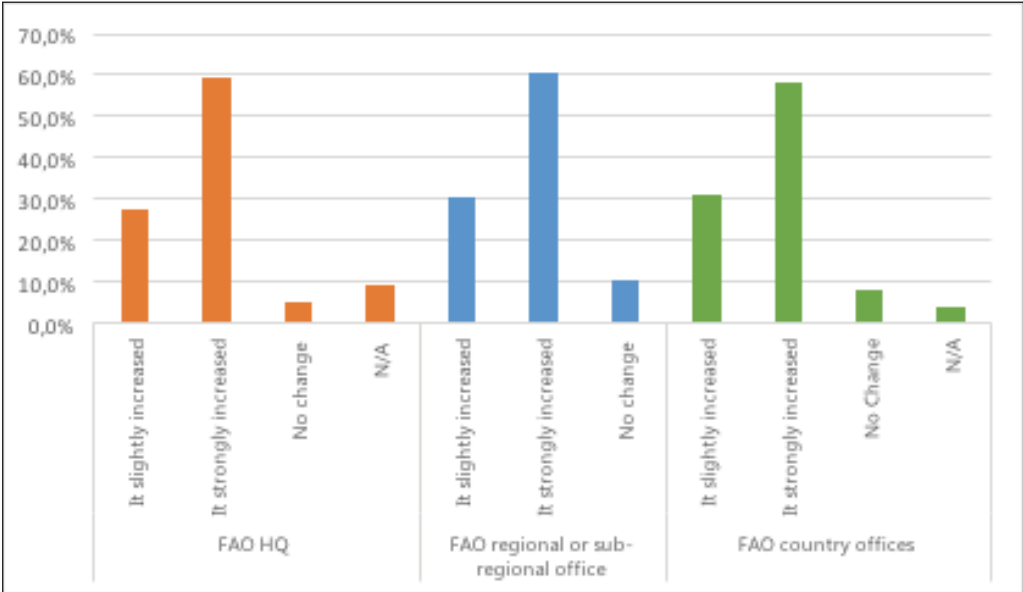


Figure 2: Change in knowledge and awareness regarding RtF at headquarters, regional/ subregional and country level, 2010-2015

155 There were only 58 respondents to the survey. It is therefore relevant to include the survey data on the respondents view of the change of understanding and awareness of FAO staff in general. Figure 2 reflects how respondent’s perceived the general increase in knowledge and awareness of FAO staff on RtF issues from 2010-2015 : 59.3percent of the respondent was of the opinion that there has been an increase at HQ level; 57.4percent found that there has been an increase at regional level, and 58.5percent believed that there has been a general increase of understanding and awareness at country office level.

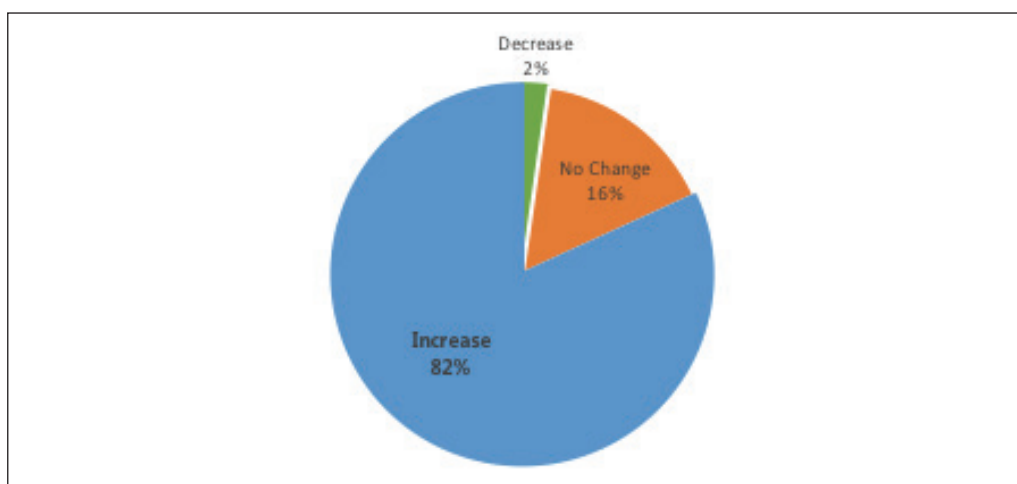


Figure 3: Perception of FAO Staff about understanding of RtF within FAO

156 Respondents also reported a positive development in FAO’s capacity to facilitate incorporation of RtF in policies, laws and programmes in FAO Member States (Table 1). While 62.3 percent of respondents reported an increase in capacity at headquarters, figures at regional and country level were 53.7 and 52.8 percent respectively.

Table 2 : FAO staff assesses the change in the level of existing corporate capacity on RtF

Question: Since 2010, which change do you see regarding FAO’s capacity to facilitate incorporation of the Right to Food in policies, laws and programmes in FAO Member States?			
	Headquarters	Regional level	Country level
Decrease	1.9%	1.9%	3.8%
No change	11.3%	20.4%	26.4%
Increase	62.3%	53.7%	52.8%
NA	24.5%	24.1%	17.0%
Total	100%	100%	100%

3.2 Project contribution to creating an enabling environment for the realization of the right to food

157 This section explores the second evaluation question - Have the projects contributed to the improvement of an enabling environment for the progressive realization of RtF?

Country visits by the evaluation team confirmed that the two projects played an important role in providing different inputs (knowledge, conceptual support, tools, facilitation of processes, among others) to support the improvement of an enabling environment for the realization of RtF. Considerable progress has been achieved, in particular in Bolivia and El Salvador, as well as Nepal where RtF has been included in the constitution. Achievements were less pronounced in Mozambique. For all countries this was a multi-stakeholder process with many actors, including FAO.

158 The three themes discussed in relation to the overall evaluation questions were: enhanced understanding and awareness of RtF; governmental commitment to realizing RtF; and realization of RtF at the national level. The three themes are discussed in relation to the cases of the four countries supported by the Norwegian-funded project, as well as the findings of the e-survey.

159 This section discusses the following evaluation sub-question:

- Do stakeholders understand the meaning of RtF and are they aware to what extent it is already realized?

160 According to the results of the e-survey, awareness and understanding of RtF of both governments and other stakeholders increased significantly during the period 2010-2015. Of the respondents, 43.4 percent found that the awareness and understanding of governments had increased while 85.7 percent of respondents perceived that the awareness and understanding of other stakeholders had increased.

161 The e-survey examined the projects' contribution to an enabling environment for the realization of RtF, and the enhanced understanding of governments and stakeholders as perceived by respondents. Table 2 presents how respondents perceived the change in government awareness and understanding in different regions from 2010-2015. It shows that 74.2 percent of respondents see an increase in RtF awareness and understanding in Africa and 71.9 percent perceived an increase in Asia. Only 11.6 percent perceived an increase in Latin America and the Caribbean but this is possibly because awareness in Latin America has increased significantly since 2005 when IALCSH started its work meaning awareness post-2010 might appear weaker as compared to post-2005. A second possibility is that, in some Latin American countries, there have been changes in government since 2010 and these new governments are either less aware of RtF issues, have other priorities or are less committed to and did not share the IALCSH momentum after 2005. Data from Latin America and the Caribbean are further discussed below in Section 3.2.3.

Table 3: Perceived change in government awareness and understanding of RtF in different regions, 2010-2015

Question: In your opinion, did the awareness that government have of RtF today change when compared to 2010?	Decrease	No change	Increase
	% respondents		
Asia		28.1	71.9
Southwest Pacific		50.0	50.0
Africa	4.5	21.3	74.2
Europe	7.8	41.2	51.0
Latin America and The Caribbean	63.6	24.8	11.6
North America	23.7	31.6	44.7
Total	100	28.0	43.4

162 Table 4 presents stakeholder awareness and understanding of RtF as perceived by respondents. Stakeholders are defined as actors and organizations outside government and FAO involved in the realization of RtF. According to respondents, during the period 2010-2015 awareness and understanding of stakeholders increased highest in Latin America and Caribbean (88.6 percent), closely followed by Asia (87.9 percent) and Europe (86 percent)⁴⁶.

Table 4: Perception of RtF awareness and understanding of other stakeholders in the regions, 2010-2015

Question: In your opinion, have stakeholders today a better awareness and understanding of RtF compared to 2010?	Decrease	No change	Increase
	% respondents		
Asia		12.1	87.9
Southwest Pacific		28.6	71.4
Africa		16.5	83.5
Europe		14.0	86.0
Latin America & The Caribbean	0.9	10.5	88.6
North America	2.6	15.8	81.6
Total	0.6	13.7	85.7

⁴⁶ The majority of respondents from Asia (28 out of totally 37) were from Nepal and India, which are also the two countries in Asia where RtF is promoted and hence the awareness of government is higher.

3.2.1 Government commitment to realize the right to food

163 In this section, the following evaluation sub-question is analysed:

- To what extent do governments show commitment to realize RtF in their policies, strategies, programmes, legislation and use of public resources (budget allocations)?

164 Increased government commitment to RtF was, to a varying degree, found in all four country cases. In all cases, the Norwegian-funded project played an instrumental role in RtF being included in policies and legislation. It also contributed to increased RtF budget allocations in Bolivia and El Salvador. FAO's direct and close collaboration with the government, as well as its new direct collaboration with parliamentary bodies, was a definite comparative advantage in this process.

165 Government commitment to realize RtF policies, strategies, budget allocation etc. varied across the four case countries although there were some similarities between Bolivia and El Salvador with regard to, for example, school feeding.

166 Discussions below will focus on policies and legislations, followed by budget allocations from the four countries (where data was available). They will also focus on the contribution from the Norwegian-funded project and FAO's other types of contributions such as its normative work.

167 In Bolivia, the Parliamentary Front is working on a permanent agenda regarding the required legal framework for the realization of RtF. The Parliamentary Front considers that an adequate legal framework for RtF should go beyond the constitution or specific technical laws, such as school feeding, and that it should be included as a cross-cutting issue into other legal frameworks. In recent years, RtF has subsequently been included into laws on child protection and the rights of families. The Norwegian-funded project raised awareness in parliament and provided technical inputs for legal discussions on the National Programme on Complementary School Feeding and the National Nutrition Policy. In addition, the project facilitated the transition and continuity of the work of the Parliamentary Front after an extensive change in the composition of Parliament following the 2014 elections.

168 The case of **El Salvador** demonstrates the influence normative works can have on public policies. The RtF Guidelines⁴⁷ have been used as a tool to comprehensively combine approaches from different sector policies, providing the potential to realize RtF through a multi-sector policy⁴⁸. In practical terms, the Norwegian-funded financed a full-time RtF expert position⁴⁹ who raised awareness, lobbied different institutions, and later coordinated technical support for activities such as drafting policies etc. El Salvador's experience was presented at the 41st CFS plenary event in October 2014. The Norwegian-funded project also contributed to the formulation of a ministerial resolution by the Ministry of Agriculture and Livestock which stipulated that family agriculture can and must be the subject of specialized and tailor-made interventions. This official recognition opened the door for the design of a specific policy. In 2015, during its temporary presidency of SICA, El Salvador submitted a proposal to the Central American Agricultural Commission for consideration of adopting a regional agreement on specific interventions regarding Family Agriculture, along the lines of the resolution issued in El Salvador and the experience of this process.

169 Nepal has generally been at the forefront in Asia when it comes to human rights. In 1991, it ratified the International Covenant on Economic, Social and Cultural Rights (ICESCR), although it did not ratify the optional protocol. More recently, a strong commitment to

47 Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the context of National Food Security (2004).

48 With the guidance of the Voluntary Guidelines, El Salvador aligned the National Policy and the Strategic Framework for Food Safety, the policy for Family Agriculture and Rural Entrepreneurship, the Universal Social Protection System, the national policy for the reform the health system, the national policy on consumer protection, monitoring of agricultural markets, and measures of adaptation and mitigation of climate change effects.

49 The position in El Salvador was for a Project Coordinator who, in addition to the tasks listed in the document, was the main person in charge of the project.

RtF has developed in Nepal, and considerable change has been achieved in a short time. In 2015, Nepal adopted a new constitution which included RtF for all citizens. The constitution is in effect and can be implemented, but needs to be actualized through laws. As previously mentioned, a drafting committee has been formed by the Nepal Law Commission and the process of drafting policies have started. The *Draft Guideline on Monitoring the Human Right to Adequate Food* has not yet been endorsed by the government, but it has been shared with ministries through to under-Secretary level. Respondents reported the general good will and interest of the ministries, and a high level of ownership by the Nepal National Human Rights Commission. Currently, there is no funding available for monitoring. Other countries, such as Uganda, have adopted the international human rights monitoring framework. However, Nepal is the first country which has contextualized the monitoring framework to meet the particular needs of the country. This is unique and a step forward compared to other countries. The development of the Guideline on Monitoring took place in parallel with the constitution process (inclusion of RtF).

- 170 The National Human Rights Commission had previously focused more on political and civil rights, compared to economic, social and cultural rights. This was reflected in the limited number of staff allocated to economic, social and cultural rights, and that reporting on violations of RtF has been minimal and mainly focused on consumer protection. With the incorporation of RtF in the new constitution there is a change to more focus on economic, social and political rights.
- 171 According to respondents, the role of FAO through the Norwegian-funded project has been very important for work on RtF. FAO is generally trusted as an organization and its close collaborative relationship has made engaging and sensitizing the government possible. CSOs such as FIAN would not have the same easy access to the government, so this is a definite comparative advantage for the organization. FAO initiatives concerning the law review and Draft Guideline on Monitoring have been important and timely (running in parallel to the process of developing a new constitution). FAO's visibility in Nepal has increased and, according to several respondents, it is no longer regarded as just a technical organization but also as an RtF organization.
- 172 FAO Nepal hence appears to have been successful in contributing to an enabling environment for the realization of RtF and could thus serve as a model in this regard. One important factor for success was the timeliness of the intervention. In addition, the process of incorporating RtF in the constitution was a collective and collaborative process with many important stakeholders.
- 173 Mozambique did not ratify the International Covenant on Economic, Social and Cultural Rights or the optional protocol⁵⁰. RtF is not explicitly recognized in its national constitution, although an article on RtF was included in a draft of the new constitution reviewed in 2014. According to staff of the Norwegian-funded project, a proposal to explicitly include RtF in the constitution was sent to parliamentarians⁵¹ and the National Human Rights Commission, who organized a seminar to discuss the reforms of the constitution. The FAO project participated in the event. The draft constitution reviewed in July 2014 included some of the considerations of the FAO project.
- 174 RtF is also implicitly included in the Government's Five-Year Programme Plan (2010-2014), which recommends the development of a national RtF framework law. The Norwegian-funded project supported the process by elaborating the draft RtF law, including sensitization and capacity development activities with different stakeholders. The draft, concluded in July 2012, was never approved due to political changes. The draft RtF law explicitly considers the human right to adequate food and defines the levels of State obligations and citizens' responsibilities. According to project staff, although the law was never approved, the inclusion of RtF in the policy document had an important impact on national policymaking by: sensitizing and advocating for RtF in national decision-making processes; and increasing commitment to realizing RtF; and bringing Mozambique to the attention of the international community. Although too many changes in the political scene diminished the RtF

50 The Government presented a proposal to ratify the ICESCR supported by the National Human Rights Commission. The status of the process is unknown expect that in 2015 the process was at a standstill.

51 The proposal was presented to Mr. Francisco Mucanheia, Chairman of the Commission on Agriculture, who was a member of the parliamentary team reviewing the constitution.

commitment, project staff continue to believe that the law drafting process in Mozambique remains one of the most participatory and inclusive processes FAO has supported.

- 175 With regard to RtF budget allocations, accomplishing the constitutional based RtF, the case of school feeding in Bolivia illustrates the increased commitment of the government. Bolivia has approximately 2.3 million students. In 2003, 52 percent were targeted by school feeding programmes, of which 26 percent were assisted by NGOs and the rest by the government. In 2008, the share of students receiving school meals increased to 64 percent. By 2013, the figure was 95 percent of which only two percent were assisted by NGOs⁵². After the new law on school feeding was approved, participation and responsibilities of municipal governments for decentralized implementation increased importantly. In response to this increased responsibility, the municipality of Huari, for example, increased the budget for school feeding from 1.5 Bolivianos per student per day (approximately US\$0.21) to 5.5 Bolivianos per student per day (approximately US\$0.78) and now provides breakfast and lunch for every student on a daily basis.
- 176 Since 2012, to increase the commitment of local authorities, the Ministry of Education has organized annual conferences with municipal authorities on RtF and school feeding. The 2012 event was entirely financed by the Norwegian-funded project and was attended by 80 out of 339 municipal authorities. In 2013, FAO financed half of the events and participation increased to 100 and in 2014, the Ministry of Education covered all related costs.
- 177 In El Salvador, the Norwegian-funded project helped authorities to expand public school feeding which had existed since 1999 nationwide. This was achieved in 2009 and 2012 for primary and secondary education respectively.

3.2.2 Realisation of the right to food at national level

- 178 Based on the results from the e-survey, this section explores whether the enhanced understanding and commitment found also resulted in realization of RtF at national level. More specifically, the section analyses the following evaluation sub-question:
- To what extent do national stakeholders uphold human rights principles in their action?
- 179 According to the results from the e-survey, actions to realize RtF by both government and other stakeholders increased considerably from 2010 to 2015. Of the respondents, 70.9 percent reported that actions taken by governments in all regions had increased, whereas 77 percent perceived that the actions taken by other stakeholders increased.
- 180 In the e-survey, respondents reported what they perceived to be the change in government actions with regard to RtF in different regions (Table 5). Overall, respondents reported a positive change during the period 2010-2015 with 83.9 percent seeing an increase in Asia; 83.3 percent saw an increase in Southwest Pacific; 72.3 percent saw an increase in Africa; and 74.2 percent saw an increase in Latin America & the Caribbean.

Table 5: Perception of change in RtF actions by governments in different regions, 2010-2015

Question: Have you seen a change in governments taking action to realize RtF since 2010?	Decrease	No change	Increase
	% respondents		
Asia		16.1	83.9
Southwest Pacific		16.7	83.3
Africa	2.4	25.3	72.3
Europe	7.4	37.0	55.6
Latin America & The Caribbean	2.4	23.4	74.2
North America	5.3	26.3	68.4
Total	3.3	25.8	70.9

52 All figures provided by the Ministry of Education, School Feeding Department.

- 181 In Latin America and the Caribbean, 63.6 percent of respondents reported a perceived decrease in government awareness during the period (Table 3), yet 74.2 percent reported an increase in government actions (Table 5) which is contradictory. One way of interpreting the data is that government awareness was already high (thus there is only limited scope for additional increase), but commitment and action substantially increased. This might be a logical consequence of a high level of awareness (existing already for some time), combined with positive outcomes of capacity development measures which then led to an increased level of action and commitment.
- 182 When it comes to perceived RtF-related actions by stakeholders (Table 6) most respondents reported an increase in awareness and understanding in most regions which had been translated into an increased number of actions. All respondents found an increase in the Near East; 82.3 percent in Latin America and the Caribbean and 78.8 percent Asia. RtF actions were also perceived to have increased considerably in Africa (74.4 percent).
- 183 Overall (for all the studied regions), 85.7 of respondents reported an increase in RtF awareness and understanding and a 77 percent increase in RtF-related actions by other stakeholders (Tables 3 and 6 respectively).

Table 6: Perceived change in RtF actions of stakeholders in the regions, 2010-2015

Question: Have you seen a change in stakeholders taking action for realizing RtF since 2010?	Decrease	No change	Increase
	% respondents		
Asia		21.2	78.8
Southwest Pacific		42.9	57.1
Africa	2.4	23.2	74.4
Europe		30.4	69.6
Latin America & The Caribbean	1.6	16.1	82.3
North America	2.7	21.6	75.7
Total	1.5	21.5	77.0

3.3 Contribution to FAO’s strategic framework

184 This section discusses the evaluation question:

- To what extent and in which way did the two projects contribute to the new strategic framework?

The RtF team, including staff of the two projects, contributed significantly to the formulation of the new strategic framework, in particular with regard to Strategic Objective 1 and the concept of enabling environment, which was inspired by the RtF thinking and approach. In addition, several of the activities under the two projects contributed directly to the outputs of Strategic Objective 1.

- 185 FAO staff at headquarters generally recognized and appreciated the role the RtF team played in the new strategic framework, in particular concerning Strategic Objective 1 (influencing the thinking). Strategic Objective 1 was inspired by RtF thinking and approaches as developed in the Methodological Toolkit (even though RtF is not directly mentioned). The four aspects of the enabling environment (policies, programmes and legal frameworks; financial, organizational and human resources; governance, coordination mechanisms and partnerships; evidence-based decision-making) are thus aligned with the RtF approach and the seven steps formulated in the 2004 Guidelines. The previous strategic framework did not refer to RtF approaches or thinking.
- 186 Members of the RtF team and staff from the FAO Development Law Branch involved in promoting RtF into the new Strategic Framework regretted that it had not been incorporated to a greater extent. RtF is included in Output 1.2. (improving capacities of governments and stakeholders to develop and implement legal frameworks and

accountability mechanisms to realize the right to adequate food and to promote secure and equitable access to resources and assets) and indirectly in Output 2.1. (improving capacities of government and stakeholders for strategic coordination across sectors and stakeholders for food security and nutrition). Incorporation of an RtF approach to Outputs 1.1 (improving capacities of government and stakeholders for developing sectoral and cross-sectoral policy frameworks and investment plans and programmes for FSN) and 1.4 (improving the capacity of government to enhance the adequacy, efficiency and effectiveness of public resource allocation and use for FSN) was not as explicit as in Output 1.2. However, the qualifiers of the indicators developed for monitoring these two outputs include aspects relating to RtF principles such as participation, transparency and accountability.

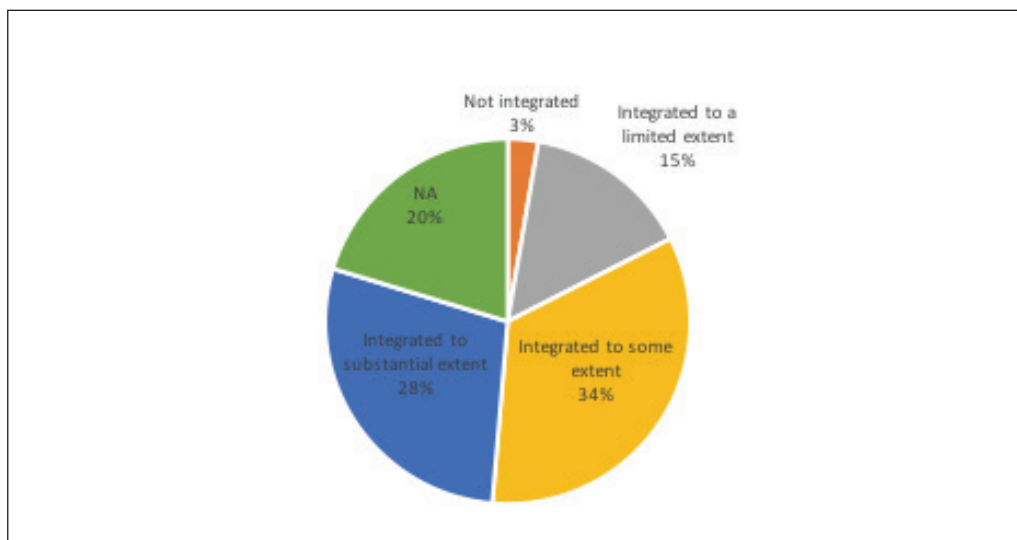


Figure 4: Perceived integration of an RtF approach in the FAO strategic framework

- 187 According to the RtF team, the new Strategic Framework was a good opportunity to promote RtF in FAO. The RtF team worked with different Strategic Objectives but, due to the heavy workload, they decided to focus on Strategic Objective 1 which would ensure the most cohesion in FAO's work.
- 188 The RtF team leader and a staff member joined the special team established by the Director General in 2013 to prepare the new strategic framework⁵³. The team leader joined the extended core team and manager delivery of Strategic Objective 1, output 1.2. on RtF. The RtF team leader also helped develop the high level work plan; supported the detailed planning of Strategic Objective 1; served as focal point between headquarters and the FAO Regional Office for Latin America and the Caribbean on Strategic Objective 1; and supported the regional initiative for Strategic Objective 1 in Latin America and the Caribbean.
- 189 The RtF team helped develop the scoring system for the Food Security Commitment and Capacity profiles, a balanced score card of a country's commitment and capacity to act upon food insecurity and malnutrition. The RtF team developed the scoring system for Indicator 1.4 concerning the existence of legal protection of right to adequate food, under Dimension 1 (policies, programme and legal frameworks)⁵⁴. The monitoring system of SO1 focuses on the enabling environment applying country level Food Security and Capacity Profile. The monitoring system of Strategic Objective 1 focuses on 80 countries, including the four countries of the Norwegian-funded project.
- 190 In Latin America and the Caribbean, RtF projects in collaboration with other projects played a critical role in mainstreaming the new Strategic Framework at national level. The number

53 The contribution to the new Strategic Framework was not part of the two projects under evaluation. However, since the position of RtF team leader was funded by the Spanish-funded project the mentioned achievements and contribution to the new framework can be seen as a result of this project.

54 FAO 2014: Acting on Food Insecurity and Malnutrition: Food Security Commitment and Capacity Profile. Methodological Paper; p.14.

of countries reporting against Outputs 1.2, 1.3 and 2.1 of Strategic Objective 1 is significant in this region. In other regions, most country offices continue to work as previously and the CPF is only partly aligned with the new Strategic Framework so change is expected to be gradual.

191 The RtF team was actively involved in the formulation and preparation of the new Strategic Framework and activities under the two projects also contributed to the different outputs of Strategic Objective 1. Table 7 shows how project support contributed to the different outputs.

Table 7: Examples of project contributions to implementation of Strategic Objective 1⁵⁵

Outputs	Project examples
Output 1.1.1: Improving capacities of governments and stakeholders for developing sectoral and cross-sectoral policy frameworks and investment plans and programmes for food security and nutrition: Projects' support to regional and national policies and programmes	Regional FSN strategy of CPLP; Regional FSN policy of CARICOM
Output 1.1.2: Improving capacities of governments and stakeholders to develop and implement legal frameworks and accountability mechanisms to realize the right to adequate food and to promote secure and equitable access to resources and assets: Projects' support to legislative frameworks and laws at national level	Support to legislation in Bolivia, El Salvador and Mozambique
Output 1.1.3: Improving capacities in governments and stakeholders for human resource and organizational development in the food security and nutrition domain.	Awareness raising with special rapporteur, e-learning
Output 1.1.4: Improving capacity of governments and other stakeholders to enhance the adequacy, efficiency and effectiveness of public resource allocation and use for food security and nutrition.	Budget analysis in Central America
Output 1.2.1: Improving capacities of governments and stakeholders for strategic coordination across sectors and stakeholders for food security and nutrition.	Support to SETSAN and CONAN

3.4 Mainstreaming gender and other equity considerations

192 This section considers the evaluation question:

- To what extent have the projects mainstreamed gender equality and other equity considerations (e.g. decent work)?

Gender was not sufficiently mainstreamed in the two projects, and was not reflected in objectives, design and identification of beneficiaries. Other equity concerns, such as decent work, were slightly more integrated into the work of the two projects through, for example, collaboration with relevant divisions.

193 The RtF team generally paid little attention to gender in the two projects under evaluation. Gender issues were therefore not reflected in the objectives, design, identification of beneficiaries and implementation of the two projects. Members of the RtF team recognized this and indicated that they were somehow uncertain on how to include gender in the RtF approach.

194 In Bolivia and El Salvador, mainstreaming gender into the promotion and realization of RtF has been weak. FAO El Salvador recently started research on integrating gender aspects into the implementation of RtF activities but, at the time of the evaluation, the study had not yet been finished. FAO El Salvador also recently started looking at addressing gender issues and the inclusion of RtF concepts in legal frameworks such as the law for equity and equality, the law regarding non-violence in families and activities of the government initiative *Ciudad mujer*, which promote gender equity.

55 Compiled by Frank Mishler, the resource person assigned to the evaluation.

- 195 While gender was not mainstreamed in the two projects, some studies made reference to gender issues including: *Gender-equitable governance of tenure of land, fisheries and forest: A right to food perspective*, which included a four page information note on gender (Norwegian-funded project); a study commissioned by the Academy of international Humanitarian Law and Human Rights in Geneva on RtF and Global Strategic Frameworks, which discusses the need to promote gender equality beyond the context of the GSF (Norwegian-funded project); *Human Rights in the Design and Implementation of Local Actions of the Special Programmes for Food Security in Guatemala, Honduras and Nicaragua*, a comparative analysis of the Special Programme for Food Security in Central America. Among the issues addressed, gender was recognized as key to assessing the extent to which the Special Programme was implemented through a HRBA in the three countries (Spanish-funded project); and a review of the legislative framework and jurisprudence concerning the right to adequate food in Nepal which informed national discussions on the overarching aspects of Nepalese law and jurisprudence dealing with RtF. References to mainstreaming gender, gender discrimination, issues related to the protection of women and children, gender inclusion and participation, and most importantly recommendations to properly address gender issues, are made throughout the text (Norwegian-funded project); a paper on the right to adequate food in emergency programmes which demonstrated the importance and provided guidance on adopting RtF and related human rights standards in the work on emergencies, and included references to gender (Norwegian and Spanish-funded projects).
- 196 The Norwegian-funded project is planning to conduct further gender studies under addendum 4, a 14-month extension approved at the time of the evaluation. Country level gender and RtF studies will take place in Cambodia, El Salvador, Guatemala, Senegal and Togo which will lay the ground for future work on gender in the Norwegian-funded project.
- 197 The Norwegian-funded project collaborated with the Decent Work and Rural Employment Team on Strategic Objective 3 on the brief *The Right to Adequate Food and the Right to Decent Work: Joining Forces in Rural Areas* and provided training in the Rural Development Academy. The RtF team also contributed to work on disadvantaged groups. According to representatives from Advocacy, Partnership and Capacity Development, the RtF team was the first in FAO to talk about disadvantaged groups. In 2010, the RtF team contributed to the *Policy of Indigenous People*, prepared by OPC. At country level, the issue of equity has been considered for example in the school feeding programmes in El Salvador. However, these issues are inherent to this type of intervention and therefore do not necessarily represent an effort to mainstream equity considerations.
- 198 The recent evolution in FAO towards engaging with civil society through international committees such as CFS and ICN2, is also very much embedded in and influenced by the RtF approach according to many informants. Giving a voice to civil society ensures the principle of inclusiveness which means not only that 75 percent of the countries should be represented but also requires that women leaders are represented.

4. Conclusions and recommendations

Conclusion 1

199 The RtF team played an important role by adding the RtF issue to the global agenda, and was proactive and successful in promoting the RtF approach at national, regional and global level and their different contexts. Although the findings were not based on hard evidence, the evaluation team concluded that in most cases, , the two projects led to increased awareness and knowledge about RtF, and to a lesser extent to capacity to advocate for and/or incorporate RtF into legislative frameworks, policies, and programmes.

Conclusion 2

200 In the last five years, the RtF team made positive changes to its working modality, moving from a main focus on the preparation of normative products to focusing also on the operation and practical implementation of RtF. The country level work contributed to better linkages/interaction between the global, regional and country levels with regard to RtF. Furthermore, through the work with politicians and parliamentarians, rather than as previously primarily working only at ministry level, the work on RtF contributed to increase the political awareness within the organization. With regard to incorporating RtF at country level, the inclusion of RtF in the CPF is important, if a country wishes to work on it, as FAO can work effectively on an issue if it is included in the CPF.

Conclusion 3

201 The evaluation found that the two projects do not yet strike the right balance between applying a flexible implementation modalities (responding to “windows of opportunities”) and being able to verify the achievements of the project interventions. The flexibility to respond to upcoming events or opportunities at the political level is very much the nature of RtF work. Hence it is not doable to apply a very detailed Logical Framework with all activities outlined three years in advance. Room for flexibility is required as the political scene is unpredictable and new opportunities for supporting the realization of the RtF might arise – or expected openings might not appear after all. The two projects had – with the support of the respective donors – adopted a flexible management of financial resources based on relatively broadly-formulated Logical Frameworks focusing on outcomes and impact – rather than strictly adhering to and reporting against detailed Logical Frameworks at the activity level. On the other hand, it is exactly the lack of proper monitoring systems based on well-defined outcomes, outputs and SMART indicators, which prevent the two projects from verifying the achievements of project results. It is absolutely essential (e.g. for further funding) that the results of the projects can be verified and hence a balance should be found through improving the monitoring systems while at the same time allowing a flexible mode of operation.

Conclusion 4

202 Adopting a flexible implementation modalities can lead to overextending human and financial resources by responding to too many opportunities, which can result in important processes being neglected and falling below the expectations of stakeholders. This scenario was observed in El Salvador, for example, where six lines of action were initiated almost simultaneously (parliamentarian front, CONASAN, RtF capacity development of media, capacity development of civil society/universities, policy formulation with the Ministry of Agriculture, and support to the Ombudsman Office). In all six processes, progress toward the outcome was much slower than expected. In some cases, only a limited number of activities were carried out, leading to unmet expectations and frustration among the targeted stakeholders. A thorough analysis is required of whether the initiated support processes are likely to achieve critical levels of progress toward the project objective within a reasonable timeframe. Although it is recognized that when working in a highly political context the outcome of interventions is often unpredictable, initiating activities with too many partners and in various contexts is not the most efficient use of human and financial resources. The timeliness of the interventions is also an important consideration. In Nepal, for example, the

project's preparation of normative products such as the Law Review and the Draft Guideline on Monitoring were parallel processes reinforcing the constitutional process.

Conclusion 5

203 The two projects did not prepare explicit project capacity development strategies or measures for assessing capacity development even though the relevant reference documents were available. Thus, even though a capacity building strategy was developed by the RtF team in 2009, it did not serve as an explicit reference document for the capacity development interventions of the two projects. The Right to Food Curriculum Outline (Book 4 of the RtF Methodological Toolbox) is an exemplary reference guide for conducting RtF training for the main target learner groups. The curriculum was rightly used as basis for preparation of specific training programmes (e.g. the Economic Community of West African States, Southern African Development Community, Barbados and Grenada); however, the detailed training and capacity development needs of stakeholders were not included under the capacity development indicators of the Logical Framework, or in a capacity development strategy. Nor were the identified training needs used as a reference for conducting tests or self-assessments of the capacities developed through the training.

Conclusion 6

204 Creating enhanced capacity at various levels, which is the overall objective of both projects, appears ambitious when compared with the capacity development interventions of the two projects, which focused mostly on awareness raising. The capacity development activities included training in the practical application of RtF; training on HRBA was also conducted. In order to fully comprehend the subject and develop the capacity for practical application, long-term training is required. This was beyond the scope and funds of the projects. Moreover, the fact that both projects work at many levels and in many contexts at the same time, thereby spreading the resources, inhibits comprehensive capacity development. Hence there is a trade-off between focusing on comprehensive capacity development in fewer selected contexts and providing light capacity development (sensitization) on a broader scale. In the case of both projects, it seems that the projects fall between two goals: aiming at comprehensive capacity development while at the same time not limiting the scope.

Conclusion 7

205 Both projects were successful with regard to creating partnerships and alliances. Partnerships and alliances are critical to enhancing capacity at various levels and supporting policy processes at national level (in the interests of long-term sustainability). The comparative advantage of FAO in these processes is its direct and close collaboration with the government, which makes it easy to liaise (e.g. this is a role that cannot be fulfilled by civil society organizations).

Conclusion 8

206 Gender was not sufficiently mainstreamed into the two projects. More attention was given to other equity considerations (e.g. though collaboration with other units and through the work of the civil society mechanism in CFS).

Conclusion 9

207 Overall, the evaluation found that the projects achieved important outputs and outcomes at national, regional and global levels in accordance with the Theory of Change. Moreover, the two projects contributed to enhancing the capacity of global, regional and national actors to progressively realize the right to food at their respective levels. However, the above shortcomings (related to the capacity development interventions and M&E systems) should be resolved in order to achieve greater and verifiable results. Despite these shortcomings, which were mainly related to the project design, the evaluation found that the RtF team, as exemplified by the two projects under evaluation, represents critical corporate knowledge and know-how.

- 208 The scope of this evaluation is limited to the two projects assessed and does not include the entire RtF work within the organization. The evaluation team consider that the RtF team should be further strengthened in case FAO decides to systematically continue the RtF related work

Recommendation 1: To FAO senior management

- 209 FAO should consider the relevance and purpose of RtF work within the organization, and when appropriate integrate RtF-related work into the main SO work stream (with due attention to the specific objectives to be achieved for each SO). To allow the continuity of RtF related work at global/regional and national level FAO should consider appropriate arrangements which may include further strengthening of the RtF team.

Recommendation 2: To project management

- 210 Ensure that a well-defined logical framework/results framework is in place for all project interventions. The results will be manifested in legislative frameworks, national programmes and mainstreaming into other work areas (e.g. programmes for humanitarian assistance, disaster preparedness, indigenous populations, poverty reduction, sustainable agriculture and nutrition). Thus, results frameworks should be structured in such a way that progress can be monitored. Baseline and endline data should be collected in order to provide evidence of the project achievements and verify the results of project interventions. Some flexibility should be included within the logical framework/results framework, as this is required by the nature of the work. However, it is still important to ensure that evidence of the achievements can be provided.

Recommendation 3: To project management

- 211 Ensure that the “responding to windows of opportunities” approach does not lead to too many unfinished processes and overextend the available resources. Any support that is provided should be followed by an assessment of the effectiveness of the support (i.e. whether the objective can be achieved).

Recommendation 4: To project management

- 212 Ensure the capacity development strategies of the projects are properly articulated and presented based on the available reference documents. The strategies should include learning objectives for different target learner groups, capacity development indicators, and targets. The Right to Food Curriculum Outline, Methodological Toolbox, Book 4 (used for specific capacity development strategies) specifies the relevant parts of the curriculum as well as learning objectives for different target learner groups, and should be used as basis for preparing the project capacity development strategies.

Recommendation 5: To project management

- 213 Ensure that due consideration is provided regarding the consistent mainstreaming of equity issues into RtF interventions. This should be done in accordance with FAO policies, such as FAO’s Policy on Gender Equality, FAO Policy on Indigenous and Tribal People, Decent Work, and Accountability to Affected Populations.

Recommendation 6: To project management

- 214 Ensure that all training sessions include a post-training evaluation and some form of test or self-assessment, in order to verify whether the training objectives have been achieved. It is crucial that the post-training evaluation is systematic, harmonized and focused on the awareness, knowledge and skills acquired through the training (i.e. it should not only assess the training methodology and facilities). If funding allows, the assessments should conduct ex post surveys with training participants (e.g. one year after the training) in order to collect information about their experience and ability to use the RtF concept and approach, both theoretically and in practice.

5. Lessons learned

- 215 The following lessons learned relate to the *operational work* conducted by these projects at global, regional and national level; the contribution of the two projects to the normative work conducted by the organization; and the support of these projects to the stewardship role of the organization in relation to RtF.

Operational work

- 216 Addressing RtF is a multi-sector and multi-activity task. Country offices therefore often launch many activities (processes) at the same time expecting these to progress in parallel. However, since resources to support the progress of all these processes are limited, many are not concluded. Focusing on fewer numbers of processes is therefore considered more efficient and effective.
- 217 The examples of collaboration with other units at headquarters stress the importance of the RtF team being proactive in drawing attention to the relevance of RtF in relation to various subjects, as this might be less clear for the staff of other units.

Normative work

- 218 The preparation, publication and dissemination of more practical, easy reader guidelines such as the 10 RtF handbooks based on the RtF Methodological Handbook, are important for promotion of RtF principles, and tools and means for incorporating RtF into legislative frameworks, policies and programmes. Such normative works is furthermore critical for collaboration with other less legal and policy-oriented units of the organization.

Stewardship role

- 219 The two projects have contributed to the stewardship role of FAO, principally at global and country levels with regard to the promotion and realization of RtF. At the global level, the involvement of civil society, e.g. in CFS, has been particularly significant. At the country level, the two projects represent a Member States organization, and have a unique and close collaboration with the government body. This comparative advantage has been particularly valuable in terms of promoting RtF.

Appendices

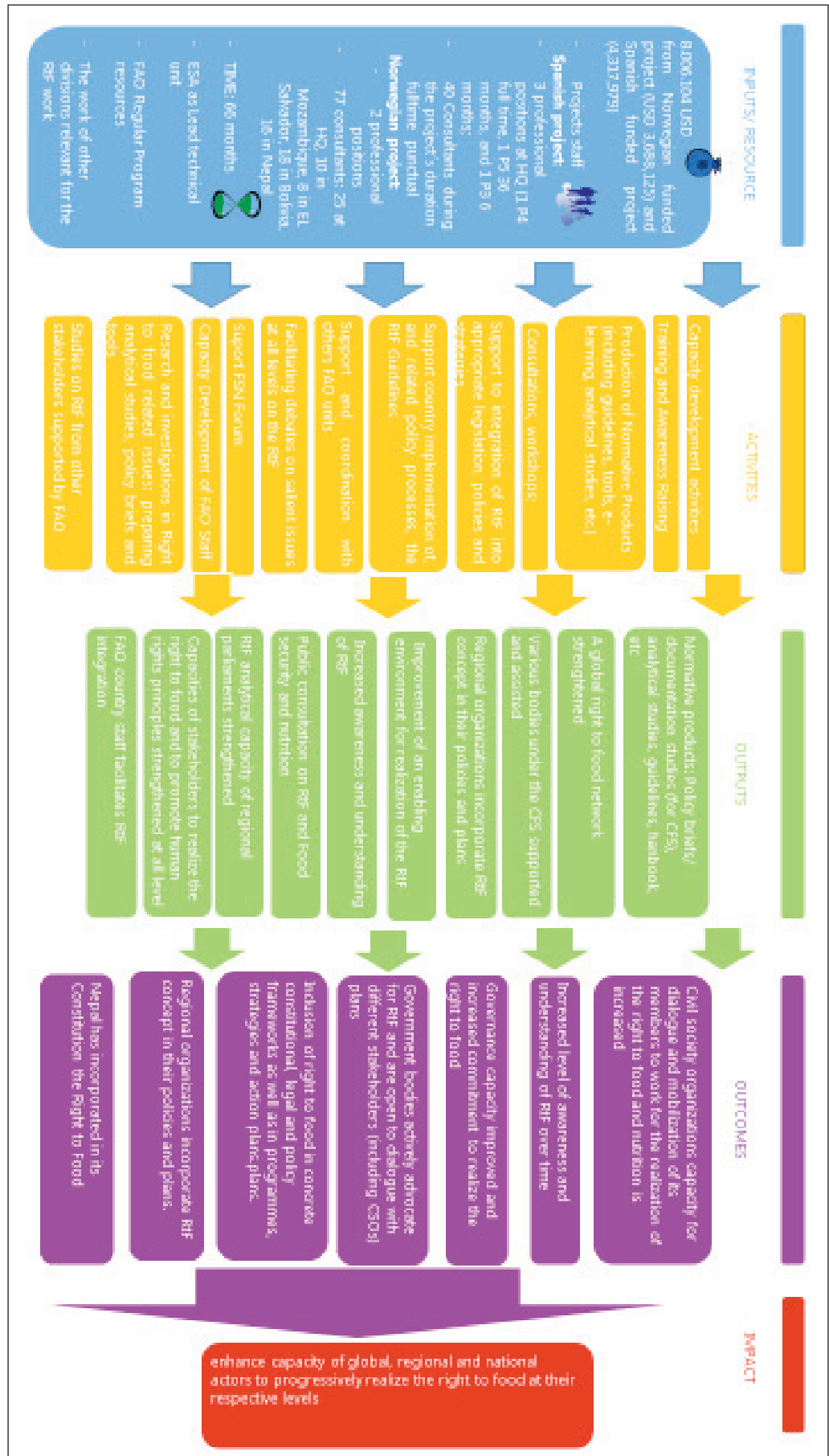
Appendix 1: Evaluation matrix

Question/sub-question	Indicators	Sources	Method & tools	Responsibility
Have the projects strengthened capacities of stakeholders at all levels to realize the right to food and to promote human rights principles in the formulation and implementation of legislations, strategies and programmes?	1. Use a perception indicator: enhanced understanding of RtF by stakeholders at global, regional and national level and ability/capacity to progressively realize the right to food at country level.	- FAO Staff at HQ - FAO Staff at regional level - FAO Staff at country level - Parliamentarians - Regional organizations - National governments - CFS - Civil Society Mechanism at HQ and a national level	- E-survey - Interviews	-Raquel/OED for survey implementation -ThO and PNS elaborating survey questionnaire - ThO BOL and ELS -PNS NEP and MZ
To what extent has global governance capacity been strengthened to formulate recommendations and provide guidance to implement food security measures using the guiding principles of the right to food?	2. Existence of normative work that include the RtF (mainly CFS) at global level 3. Dissemination activities to all stakeholders. 4. Their frequency of use and level of response from regional and national level 5. Scope of how widely the projects facilitated that regional organizations submitted their concerns at global level and vice versa (e.g. CFS) 6. Perception indicator of global governance capacity (limited to CFS)	- CFS (Secretariat, Bureau High Level of Experts, national government representatives, Civil Society Mechanism)	- E-survey - Interviews	- PNS for CFS and other HQ - Raquel/OED for survey implementation - ThO and PNS elaborating survey questionnaire
To what extent regional and national food security initiatives, organizations and programmes are endowed with capacity and tools to incorporate the right to food in their policies, programmes and legal frameworks?	7. Existence and availability of tools, case studies, references to best practices, training courses and their use for regional and national governance capacity 8. Activities and steps taken at regional and national level, based on FAO input for incorporating RtF into policies programmes and legal frameworks. 9. Scope of how widely the projects facilitated that national concerns were discussed at regional level and vice versa.	- FAO Staff at HQ - FAO Staff at regional level - FAO Staff at country level - Parliamentarians - Regional organizations - National governments - (CSF) - L	Interviews Desk review	-ThO for national governments BOL and ELS -PNS for MZ and NEP -ThO Regional Organizations -Raquel/OED for survey implementation -ThO and PNS elaborating survey questionnaire

Question/sub-question	Indicators	Sources	Method & tools	Responsibility
To what extent has the capacity of FAO staff (at HQ, regional level and country level) been strengthened to support developing countries in implementing the right to food?	10. FAO staff at HQ at regional, sub-regional and country offices has a greater understanding and has the capacity to facilitate integration of RtF into projects, programmes and government policies. 11. FAO staff assesses the change in the level of existing corporate capacity on the right to food (perception indicator) .	- FAO Staff at HQ - FAO Staff at regional level - FAO Staff at country level - Workshop and training evaluation reports	E-survey Interviews Desk review	-PNS in HQ -ThO in BOL and ELS -PNS NEP and MZ - Raquel/OED for survey implementation - ThO and PNS elaborating survey questionnaire
Have the projects contributed to the improvement of an enabling environment for the progressive realization of the right to food?	12. Use a perception indicator (stakeholders, FAO (all levels), CFS, stakeholders)	- FAO Staff at HQ - FAO Staff at regional level - FAO Staff at country level - Parliamentarians - Regional organizations - National governments - Civil society at national level	E-Survey Interviews	-Raquel/OED for survey implementation -ThO and PNS elaborating survey questionnaire -ThO Bolivia and ELS -PNS NEP and MZ
Do stakeholders understand the meaning of the right to food and are aware to what extent the right to food is already realized?	13. Enhanced awareness and understanding of stakeholders on the Right to Food.	- Parliamentarians - Regional organizations - National governments - Civil society at national level	E-Survey Interviews	-PNS in HQ -ThO in BOL and ELS -PNS in NEP and MZ -ThO regional organizations
To what extent Governments show commitment to realize the right to food in their policies, strategies, programmes, legislation and use of public resources (budget allocations)?	14. Existence of national/regional norms, legal frameworks and public policies and programmes that promote the realization of the Right to Food 15. Existence of policies and legal frameworks which had been revised for including right to food or adapted to it. 16. Existence and improvement of coordination and mechanisms and partnerships 17. Availability of new knowledge for evidence based decision-making and their use of this kind of decision-making (normative).	- National strategic documents (policies, etc.) - Normative work on Right to Food	Desk review Research Interviews	-ThO in BOL and ELS -PNS in MZ and NEP

Question/sub-question	Indicators	Sources	Method & tools	Responsibility
To what extent do regional and national stakeholders uphold human rights principles in their action?	18. Existence of RtF on the media agenda and CSO agenda	- FAO Staff at country level - Parliamentarians - Regional organizations - National governments - Civil society at national level	E-survey with CSO Interviews and research	- ThO in BOL and ELS -PNS in MZ and NEP -Raquel/OED for survey implementation -ThO and PNS elaborating survey questionnaire
To what extent and in which way did the two projects contribute to the new FAO Strategic Framework?	19. Enhancement in FAO's response capacity to RtF support requested from countries.	- FAO Staff at HQ	Interviews Desk review	-PNS in HQ
Are the two projects interacting with relevant units of FAO and what can be learned for other right to food related activities of the organizations?	20. Frequency (level) of coordination activities on RtF 21. Frequency (level) of joint activities on RtF 22. Evidence that RtF work is based on results/previous work from other units and vice versa.	- FAO Staff at HQ - FAO regional staff - FAO national staff	Interviews Desk review	-PNS in HQ -ThO in BOL and ELS
To what extent have the projects mainstreamed gender equality and other equity considerations (decent work)?	23. Project's alignment with FAO's gender equality strategy regarding equality and equity aspects. 24. Project's alignment with FAO rural employment and decent work strategy regarding equality and equity aspects.	- FAO Staff at HQ - FAO regional staff - FAO national staff	Interviews Desk review	-PNS in HQ -ThO in BOL and ELS -PNS in NEP and MZ

Appendix 2: Theory of Change of the two right to food projects



Appendix 3: Stakeholders interviewed

Name	Position	Institution (unit)
FAO HQ		
Juan Carlos Garcia Cebolla	Team Leader	Right to Food team, Agricultural Development Economics Division (ESA)
Serena Pepino	Project Officer (Norwegian project)	Right to Food team, ESA
Luisa Cruz	Legal Officer	Development Law Branch
Magret Vidar	Legal Officer	Development Law Branch
Francisco Sarmiento	Consultant	Right to Food team
Emilio Colonnelli		CFS Secretariat
Dan Gustafson	Deputy Director General	Operations
Fernanda Guerrieri	Assistant Director General	Corporate Services, Human Resources and Finance Department
Kostas Stamoulis	SO1 Coordinator (formerly Director of ESA)	TC
Mark McGuire	Senior Programme Coordinator	ESD
Michael Clark	Senior Coordinator (policy/governance group)	ESD
Dubravka Bojic		ESD
Marcela Villareal	Director	Office for Partnerships, Advocacy and Development (OCP)
Yon Fernandez	Advocacy officer	OCPA
Renata Mirulla	Policy Officer (FSN Forum)	ESA
Max Blank	Policy Officer (FSN Forum)	ESA
Charlotte Dufour	Nutrition Officer	Nutrition and Food Systems Division (FAO)
Jose Valls Bedeau	Strategy and Planning Officer (formerly in TC)	Office of Strategy, Planning and Resource Management (OSP)
Mauricio Rosales	Right to Food Capacity Development Officer /Coordinator Global Forum on Food Security and Nutrition FSN Forum	ESA
Ricardo Rapallo	Official Food Security	Regional Office FAO LAC Santiago de Chile
Barbara Ekwall	Previous manager of the RtF team	FAO LOW
Other stakeholders, global level		
Margot Skarpeteig	Counsellor; Deputy Permanent rep. to the UN Agencies in Rome	Royal Norwegian Embassy, Rome
Santiago Menendez de Luarda	Ambassador? Permanent Rep. to the UN Agencies in Rome	Spanish Embassy, Rome
Magaña de Larriva Lourdes	EU Focal point to the CFS; EU delegate to the Rome based Agencies	EU Rome
Mozambique		
Castro Camarada	FAO Representative	Mozambique FAO CO
Felicidade Panguene	Program Officer	Mozambique FAO CO
Cecilia Luna	Program Officer	Mozambique FAO CO

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Name	Position	Institution (unit)
Nepal		
Indra Maya Shankar	Project Coordinator, Norwegian Project	Nepal FAO CO
Shrawan Adhikary	Program Officer	Nepal FAO CO
Rajeev Malhotra	RtF Indicator Monitoring Consultant	
Basudha Gurung	Monitoring Consultant	Formerly FIAN Nepal
Raju Prasad Chapagai	Legal Consultant	
Dilip Khadka	Section Officer	National Women's Commission
Uma Joshi	Human Rights Officer	National Human Rights Commission
El Salvador		
Alan Gonzalez	FAOR	FAO El Salvador
Nayda Acevedo	National director NOR 324 FAO El Salvador	FAO El Salvador
Rosmery Rivas	National director project 193 – Brazil	FAO El Salvador
José Betancourt	National director project SANNHOS – FAO (One UN project)	FAO El Salvador
Jesus Constanza	National director project GEF	FAO El Salvador
Juan Jose Castillo	Inter-agency coordinator project SANNHOS	FAO El Salvador
Walter Torres	National director project AMEXCID	FAO El Salvador
Xenia de Moran	Manager inter-institutional coordination	FAO El Salvador
Delmy Linares	Assistant FAOR (Program)	FAO El Salvador
Carolina Quinteros	National director project SLM	FAO El Salvador
Yanira Calderon	National director project 180 – Brazil	FAO El Salvador
Audelia López	President Agriculture Commission and President Parliamentary Front RtF El Salvador 2015-2018	MoP for FMLN
Mario Marroquín	Member of President Agriculture Commission and President Parliamentary Front RtF El Salvador 2015-2018	MoP for ARENA
Daysi de Márquez	Executive Director	CONASAN
Patricia Flores	Planning Manager	CONASAN
Patricia Palma	Director	PRESANCA (implemented by SICA and financed by the European Union)
Luis Carines	Specialist for Food and Nutrition Security	PRESANCA
Carlos Urquilla	Deputy attorney/ombudsman	Office of Human Rights
Antonio Aguilar	Advisor	Office of Human Rights
Maria Cidon	Journalist	Diario El Mundo San Salvador
Lucinda Quitanilla	Journalist	Diario Hoy San Miguel
Wendy Roger	Member DRR unit	Secretariat of Social Inclusion
Douglas Romero	Coordinator DRR unit	Secretariat of Social Inclusion
Evelyn Martinez	Member	Civil Society Round Table RtF
Antonia Cruz Sandoval	Director	Carmelo School

Evaluation of two right to food projects

Name	Position	Institution (unit)
Maura Marinero	School Garden Coordinator	Carmelo School
Ever Luciano Estrada	Teacher	Carmelo School
Sayda Vargas	Director	Goldtree Leebe School
Rene Jiménez	Director	Alberto Montiel School
Jaime Azucena	Academic coordinator Medical School	Universidad Jose Matias Delgado School
Guillermo Perez	Advisor	CONASSAN
José Vásquez	Academic coordinator Law School	Universidad de El Salvador
Doris Garcia	Coordinator	Lawyers Association
Hugo Salinas	Director of Planning	Ministry of Agriculture
María José Morales	Delegate in CONASAN in 2014	Ministry of Agriculture
Bolivia		
Crispin Moreira	FAOR	FAO Bolivia
Pamela Fernandez	Program Assistant	FAO Bolivia
Barbara Villar	Specialist RtF and Good Governance	FAO Bolivia
Abdon Vasquez	Consultant for TA local procurement for school nutrition	FAO Bolivia
Milenka Torrico	Consultant GCP/RLA/193/BRA	FAO Bolivia
Carla Linares	Consultant for TA local procurement for school nutrition	FAO Bolivia
Fernando Ferreira	Senator and President of the Parliamentary Front RtF Bolivia 2015-2020	Member of Parliament
Arlet Telleria	Advisor	Parliamentary Front RtF Bolivia 2015-2020
Gonzalo Cuentas	Advisor	Parliamentary Front RtF Bolivia 2013-2014
Milenka Delgado	Coordinator Observatory RtF	UMSA University La Paz
Ramiro Molina Barrios	Coordinator Observatory RtF	Catholic University La Paz
Ciro Kopp	Consultant FAO	CONAN (National Council of Food and Nutrition)
Aida Ruegenberg	Coordinator Technical Committee	CONAN
Winston Canqui	Coordinator school nutrition program	Ministry of Education
Martín Colque Mamani,	Mayor	Toledo district
Gualberto Perez	Director Education	Toledo district
Jose Mamani	School director	Toledo district
Ana Delia Atanaad	School director	Toledo district
Luis Acha	School director	Toledo district
Julio Condori	School director	Toledo district
Zenon Acapa	School director	Toledo district
Jose Lopez	School director	Toledo district
Alberto Perez	Parents Committee for School Nutrition	Toledo district
Jose Luis Colque	Parents Committee for School Nutrition	Toledo district
Exiquiela Mamani	Parents Committee for School Nutrition	Toledo district

Appendix 4: Current FAO projects with focus on the right to food

Project title and symbol	NTE	Resource envelope (US\$)	Implementing unit
Coherent Food Security Responses: Incorporating Right to Food into Global and Regional Food Security Initiatives (GCP/GLO/297/SPA)	12/2014	4,317,979	ESA
Integrating the right to adequate food and good governance in national policies, legislation and institutions (GCP/GLO/324/NOR)	10/2015	3,688,125	ESA
Mainstreaming food and nutrition security and the right to food into the Smallholder Commercialization Programme of Sierra Leone (GCP/SIL/042/GER)	07/2015	2,495,349	FAO SIL
Strengthening Regional Initiatives to End Hunger and Malnutrition in West Africa (GCP/RAF/476/GER)	09/2016	2,581,318	RAF
Apoyo a la Iniciativa América Latina y Caribe Sin Hambre 2025 - IALCSH 2025 (GCP/RLA/160/SPA)	12/2015	9,318,395	RLC
Promotion du droit à l'alimentation et de la bonne gouvernance autour de la sécurité alimentaire (TCP/TOG/3402)	08/2015	392,000	FAO Togo
Supporting the implementation of the CPLP Regional Strategy for Food Security and Nutrition towards the establishment of a hunger free Community of Portuguese Language Countries (TCP/INT/3406)	12/2015	500,000	ESA
Programa Mesoamérica sin Hambre: marcos institucionales más efectivos para mejorar la agricultura familiar y la seguridad alimentaria y nutricional (GCP/SLM/001/MEX)	08/2019	14,999,997	SLM
Droit à l'Alimentation et Coordination de la Sécurité Alimentaire et Nutritionnelle en Guinée Bissau (TCP/GBS/3501)	10/2015	303,000	FAO GBS
Loading... Towards Sustainable Aquaculture and Fisheries Development in the Kyrgyz Republic (GCP/KYR/012/FIN)	12/2016	1,983,208	FAO KYR
Improved Legal Frameworks and Accountability Mechanisms to realize the Right to Food (GCP/GLO/545/SPA)	10/2017	902,054	ESA

Appendix 5: Capacity development activities (training/ awareness, advocacy and support)

RtF Training and awareness raising			
Funding	Date	Country	Output/activity
Spanish project	August 2011	El Salvador, Nicaragua, Honduras, Guatemala, Columbia	Define content of capacity development for RtF - FAOR and technical teams of Special Programme for Food Security in Central America country teams
Spanish project	November 2011	Guatemala	2½ day Regional workshop on the RtF in the context of the Special Programme for Food Security in Central America country work
Spanish project	March 2012	Panama and El Salvador	Regional workshops for capacity building of 14 Parliamentary Fronts + the Central American and Caribbean Forum of Presidents and Parliamentary Presidents and the Central and Latin American Parliaments, PARLASUR and Andenean Parliament in RtF Legislation
Norwegian project	April 2012	El Salvador	Awareness building meetings, project planning and stakeholders meetings, and proposal of technical contents for training courses. Workshop with media to clarify the concepts related to the right to food.
Spanish project	May 2012	Guatemala	5-day course for Master's degree students (MARS-APRESENCE II/ SICA) from Central America on human rights, the right of food and good governance practices
Spanish project	July 2012	Panama, El Salvador, Nicaragua, Honduras, Guatemala	Presentation Baby Project IALCSH legal support & Regional capacity development workshop for PRESANCA II students on RtF
Spanish project	August/ September 2012	Guatemala	Training course on human rights, RtF and good governance for Municipal staff from PRESANCA from four Central American countries
Norwegian project	September 2012- February 2013	Mozambique	Training of the FAO representation in Mozambique (all programme and project staff), on-going
Norwegian project	September 2012- February 2013	El Salvador	<ul style="list-style-type: none"> - 1 workshop developed to 16 Lawyers from the Circle of Salvadorian Lawyers (Circulo de Abogados Salvadoreños, CAS) - 1 workshop developed for United Nation System`s personnel. 34 people involved in the training - 1 training provided to the FAO administrative personnel. 13 people assisted - 4 workshops developed in San Miguel for 15 Nutritionist from the Ministry of Health, 40 technicians from CENTA, 30 technicians from the Oscala Municipality region of CENTA, 30 Educational advisors from the Education Ministry - 1 Trainers of teachers from the Ministry of Education, 52 teachers trained - 30 people from the Ministry of Health (MINSAL) in the western side of the country among them doctors, nutritionists and health promoters - 60 people (Regional supervisors and technicians) from the National Center of Agropecuario Technology and Forestry (CENTA) trained during two workshop, 1 in the western and 1 in the eastern side of the country - 35 people (teachers, departmental directors, pedagogical technicians and administrative personnel) from the Ministry of Education (MINED) in the eastern side of the country (Santa Ana) - 33 judges, lawyers and national prosecutors trained on the right to food during 1 workshop in the western side of the country - 58 people, 2 workshop from the Ministry of Education (San Salvador and La Union), central and western side of the country, respectively, among them teachers, departmental directors, pedagogical technicians and administrative personnel - 85 people, 2 workshop (Doctors, nutritionists, health promoters, nurses, kitchen managers, nurses assistants) from the Ministry of Health (MINSAL) in the eastern and Para central side of the country - 30 people from the National Center of Agropecuario Technology and Forestry (CENTA, (Regional supervisors and technicians) in the eastern side of the country - 1 workshop performed with different Families Farming Plan (PAF-SAN) from the western side of the country (35 People from Estanzuelas and Nueva Granada Municipalities)

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Norwegian project	October 2012	El Salvador	RtF awareness raising workshop for about 40 lawyers, seminar with women parliamentarians and with the Parliamentarian Commission for Agriculture
Norwegian project	October 2012	Bolivia	Training workshop on the responsibility on the RtF in the context of autonomy and decentralization (CONAN) Participation to the launch of the national parliamentarian front for the right to food and food sovereignty, 100 participants.
Norwegian project	October 2012	El Salvador	1 seminar with around 12 women Parliamentarians Forum members
Norwegian project	October 2012	El Salvador	1 workshop meeting with the Media to inform and increase capacity of editors, writers, and other on the right to food
Norwegian project	November 2012	Nepal	Training workshop on "Monitoring and Protecting the Right to Adequate Food" for FAO and National Human Rights Commission of Nepal Courtesy visit and advocacy meeting at the Norwegian Embassy
Norwegian project	October 2012	El Salvador	1 workshop meeting on the right to food organized for about 40 lawyers (from the Procuraduría) from different sectors
Norwegian project	December 2012	Bolivia	Training workshops for Journalists and Public Opinion Leaders
Norwegian project	March 2013 + May 2013	Mozambique	1 regional capacity development training for the Southern Region, Bilene, Gaza Province – 35 participants 1 regional capacity development training for the Central Region, Dondo, Sofala Province – 40 participants
Spanish project	April 2013	Zimbabwe	RtF regional training for FAORs and multidisciplinary teams
Norwegian project	April 2013	Nepal	1 orientation and sensitization programme on 'The Role of Government in Three-Year Plan: a Right to Food Perspective' – 28 participants 1 Capacity Building Workshop on Monitoring and Protection of the Right to Adequate Food to Journalist living in Karnali – 29 participants 1 Capacity Development Workshop for CSOs on monitoring the Human Right to Adequate Food in Karnali and in the Mid-Western Region – 32 participants 1 Capacity Development Workshop for Local Government Officials on monitoring the Human Right to Adequate Food in Karnali and in the Mid-Western Region – 42 participants
Norwegian project	May 2013	Nepal	Training workshop on SMART indicators for monitoring the RtF organized by FAO and Nepal Bar Association Half a day programme on monitoring the right to food for the National Human Rights Commission of Nepal Courtesy visit and advocacy meeting at the Norwegian Embassy
Norwegian project	May 2013	El Salvador	Training for government officials, NGOs, on the progressive implementation of the right to food and FSN good governance in El Salvador
Spanish project	June 2013	Barbados	RtF regional training for policymakers (RtF and good governance in FNS policies in the Caribbean)
Spanish project	July 2013	Panama and Columbia	National workshops for capacity building Parliamentary fronts in RtF legislation
Spanish project	Aug 2013	El Salvador	National workshops for capacity building to food security parliamentary commission

Norwegian project	Aug 2013	Bolivia	<p>3 "Talleres Regionales de Intercambio de experiencias de Consejos Departamentales y Municipales de Alimentación y Nutrición (CODAN y COMAN)" held in the cities of Oruru in May 2013, in Cochabamba in June 2013, and in Tarija in August 2013 – 230 participants in total</p> <p>2 information sessions on the right to food organized by FAO for the entire Legislative Assembly (House and Senate) – 155 participants</p>
Norwegian project	Aug-Feb 2013	El Salvador	<ul style="list-style-type: none"> -Preparation of training of civil servants on RtF - 2 workshops attended by 15 people from Ministry of Health (MINSAL)'s staff based in both San Salvador and La Union (central and western side of the country) - 1 workshop attended by 30 participants of the National Center of Agricultural Technology (CENTA) - 2 workshops attended by 55 participants, among them judges, lawyers from CAMUDASAL (Caja Mutual del Abogado Salvadoreño) and national prosecutors, held in the western and central regions in the Caja's offices - 1 workshop for 30 people from the National Forum of Food Security and Nutrition (FOROSAN), held in the city of San Miguel (western side of the country) - 1 workshop for 30 people from the Ministry of Education, held in San Salvador - 2 workshops for 65 participants of different agriculture associations, family farmers in selected villages
Norwegian project	September 2013	Bolivia	<p>Training on the justiciability of the RtF for 25 participants from the Office Of The High Commissioner For Human Rights (OHCHR); CONAN, CSOs National Police, Ministry of Defence, Ministry of Autonomy and the Defensoria del Pueblo</p>
Norwegian project	Oct 2013	Italy	<p>1 side event for 100+ people during the 40th session of the Committee on World Food Security (CFS)</p>
Norwegian project	Oct 2013	Bolivia	<p>Present research results / train FAO staff on how to mainstream RtF in other FAO projects / participate in parliamentarian fronts regional meeting / support CONAN training workshop for NGO & CSO on RtF</p>
Spanish project	Oct 2013	Guatemala	<p>Training of trainers workshop (in collaboration with PRESANCA II)</p>
Spanish project	Oct 2013	Guatemala	<p>Second training course on human rights, RtF and good governance for municipal technical I staff from four Central American countries (PRESANCA students)</p>
Norwegian project	March-August 2014	El Salvador	<p>2 capacity development event with representatives of madd media and social communications units of state institutions (24 persons)</p>
Norwegian project	June 2014	Mozambique	<p>1 capacity development event on the right to food for SETSAN's staff (40 people)</p>
Norwegian project	November-December 2014	Mozambique	<p>3-days capacity development workshop on RtF for CSOs in Mozambique</p>
Norwegian project	Mar-Aug 2014	Bolivia	<ul style="list-style-type: none"> - 1 workshop on the right to food for parliamentarians of the FPH (20 people) - 1º session of the blended learning course on the ACE, on the conceptual framework of the right to food (30 people) - 1 discussion/debate on the right to food, food security and food sovereignty, and on how to place them in the G77 (140 people) - 1 presentation entitled 'the right to food and its impact on farmers organizations' held at the teaching school for leaders on agro-food policies (120 leaders of CSOs) - 1 presentation entitled 'family agriculture and the right to food' held at the international dialogue for food sovereignty and the rights of indigenous people of farmers' origins (30 people) - 1 presentation held at the 2º session of the blended learning course on the ACE, on spaces for dialogue and participation of women (30 people) - 1 presentation held at the 3º session of the blended learning course on the ACE, on public budget and the right to food (30 people).

Norwegian project	Mar-Aug 2014	El Salvador	<ul style="list-style-type: none"> - 1 workshop with FAO staff and project personnel attended by 27 persons - 1 workshop with the National Committee for School Gardens attended by inter-ministerial representatives, 20 people - 1 workshop on HRBA to development and the right to adequate food attended by 10 people (8 women) from managerial and technical personnel of CONASAN - 1 workshop with members of the CNAF attended by 10 persons of whom 6 were women - 2 capacity development events with representatives of mass media and representatives of social communication units of state institutions attended by 24 people - 1 interagency workshop "Child labour and agriculture" in partnership with ILO, 30 people - Participation in the workshop on agri-food law, given by FAO and International Agency Regional Agricultural Health (OIRSA).
Norwegian project	September 2014-February 2015	Bolivia	<p>Various training activities contributing to outcome 2 on ACE with a participation of an average of 20 people per event (teachers, students, school board (fathers and mothers) authorities and municipal technicians, producers, doctors and nutritionists):</p> <ul style="list-style-type: none"> - 5 municipal ACE assessment workshops. - 1 exchange of experiences in the town of Presto. - 1 workshop on Food and Nutrition Education. - Preparation of two menu workshops. - 1 ceremony for the validation of the 2015 action plans. - 4 workshops to validate the menus. - 3 workshops in preparing menus. - 2 workshops to provide spaces for dialogue. - 2 workshops to design school canteens. - 4 sessions of training on the right to food during ACE. - 1 (3rd) Plurinational Meeting of the ACE. - 1 workshop on Security and Food Sovereignty in Bolivia, organized by the Public University of El Alto (UPEA) and attended by 150 students. - 1 Food Festival organized by civil society institutions (House of No, Slow Food - Bolivia) as part of the activities of Terra Madre. - 3rd Tambo Symposium "Strengthening regional food culture from family farming" and under the theme of analysis "Advances and challenges of family farming to access better markets", during which the Team made a presentation on the importance of the right to food and food security and sovereignty. The event was attended by more than 200 people. - Invited by Agronomists and Veterinarians Without Borders (AVSF) Two Public Forums on purchases that took place in the cities of Tarija and La Paz. - Internal discussions held at FAOBO for the analysis of the law school feeding 622 (January 30) (12 persons).
Consultations/workshops (conducting workshops/participating in workshops)			
Spanish project	March 2011	Bali	Side Event on "Realizing the RtF; sustainable use of plant genetic resources for food and nutrition security"
Spanish project	March 2011	Spain	Participation in the III European Forum on Rural Development and Food security
Norwegian project	June 2011	Colombia	<p>Attending the Expert Consultation on the RtF (for Latin America and the Caribbean) convened by the UN Special Rapporteur, organized jointly by the Office of the High Commissioner for Human Rights</p> <p>Participation in the Second Parliamentarian Forum against Hunger</p>
Norwegian project	October	Italy	Participation in Human Rights Mainstreaming workshop in Turin
Spanish project	November 2011	Brazil	Participation in the Fourth National Conference on Food and Nutrition Security (IV CONSEA), presenting the CPLP strategy
Spanish project	December 2011	El Salvador	Regional Workshop on Training and the Exchange of Experiences about RtF

Spanish project	December 2011	Guatemala	Regional Workshop on the Right to Food in the context of Special Programme for Food Security country work
Spanish project	December 2011	Panama	Workshop to define a curriculum outline for a regional certificate (diplomado) RtF
Spanish project	January 2012	Dominican Republic	Participation in a regional Congress on RtF
Spanish project	March 2012	Guatemala	Participate in the Regional Workshop of the Special Programme on Food Security and Nutrition in Central America
Norwegian project	April 2012	Kenya	Attending the Expert Consultation on the RtF convened by the UN Special Rapporteur and exploring possible entry points to support RtF in Kenya
Norwegian project	October 2012	Italy	1 side-event on the right to food during the CFS 2012 for 100 participants and 5 international panellists 1 afternoon seminar on the experience of the right to food from India (15 people) 1 side-event on the right to food held during the FAO Investment Days (40 people)
Spanish project	October 2012	Jordan	Participate in the launch of the Regional Alliance against Hunger and Malnutrition for Arab countries
Spanish project	November 2012	Tunis	Participation in a workshop on economics and social rights, facilitating dialogue between government, civil society and parliament members on social policies that could support the realization of the RTF and the advantages of including in the new Constitution an explicit recognition of the RTF
Spanish Project	November 2012	Rwanda	Attending the 61 st session of the Executive Committee and the 35 th Conference of Speakers of National Parliaments of the African Parliamentary Union
Norwegian project	April 2013	Southern Africa (Malawi)	Participation in seminar on the Implementation and Promotion of Economic, Social and Cultural Rights; Discrimination in the context of the RtF in Southern Africa
Norwegian project	June 2013	Senegal	Attending the Expert Consultation on the RtF (for West Africa) convened by the UN Special Rapporteur, organized jointly by the Office of the High Commissioner for Human Rights (OHCHR) and FAO
Norwegian project	August 2013	Nepal	Validation workshop related to the Review of the legal framework and the jurisprudence on RtF, organized by FAO and Ministry of Law and Justice; South-South seminar on Justiciability of the RtF, organized by FAO and Law and Human Rights Division of the PMO
Norwegian project	March-August 2014	Bolivia	Workshop on the RtF for parliamentarians of the FPH (20 persons)
Norwegian project	June 2014	Italy/Global	- 1 Consultative Workshop on a 10 Year Retrospective on the International Dimensions of the Right to Food Guidelines, 6 June 2014, organized by the Right to Food of FAO and the German Institute for Human Rights (25 people)
Norwegian project	June 2014	Mozambique	1 day seminar to support to preparation of SETSAN plans to strengthen its decentralized network 1 day seminar on FAO's new Strategic Framework and the relevance of the work of the Team to the SO1 Backstopping and advocacy mission (follow-up of this mission in November-December 2014, 3-days capacity development workshop on RtF for CSOs in Mozambique)

Spanish/Norwegian project	July 2014	Italy/Global	Multi-stakeholder Technical Dialogue held on 3 July 2014 at FAO premises in Rome. The event, entitled "10 Year Retrospective of the Implementation of the Right to Food Guidelines", saw the participation of almost 200 people and provided an important opportunity to look back at the progress made over the last ten years and discuss the gaps and challenges still ahead in the implementation of the right to food.
Spanish/Norwegian project	July 2014	Italy/Global	Facilitation of The Civil Society Consultation meeting held in Rome on 7-8 July 2014, which served as an essential contribution to CSO activities around the Retrospective and facilitated the enrichment of the participant's common position on the implementation of the Right to Food Guidelines to be discussed at CFS41. No FAO staff attended it.
Spanish project	November 2012	Togo	Participate in a workshop for awareness raising and capacity building with Togo's Parliament members and technical staff. Contribute to the review of the RtF assessment prepared by TCP national team Advocacy work with ECOWAS' Regional Agency for Agriculture and Food and support project GCP/RAF/476/GER to review its implementation strategy.
Norwegian project	September 2014-February 2015	Nepal	Consultation Workshop on Protection of RtF in New Constitution (plus 60 participants), "Stakeholders dialogue on RtF initiatives in Nepal" (plus 30 participants); Dialogue on RtF and Food Sovereignty with Constituent Assembly members (plus 70 participants)
Advocacy			
Norwegian project	September 2011	Bolivia	Advocacy for RtF with Parliamentarians, government and media, Strengthen National Council for Food and Nutrition of Bolivia (CONAN) and adjust work plan
Norwegian project	November 2011	Bolivia	Advocacy for RtF with Government, Media and adjust workplan
Norwegian project	November 2011	Mozambique	Backstopping and advocacy mission
Norwegian project	February 2012	Nepal	Backstopping and advocacy mission Participation and provision of technical input from a right to food perspective to the formulation process led by TCSF of a National Food Security and Nutrition Plan of Action Courtesy visit and advocacy meeting at the Norwegian Embassy
Norwegian project	June 2012	El Salvador	Advocacy and awareness raising RtF with Parliamentarians
Norwegian project	November 2012	Mozambique	Backstopping and advocacy mission 3-day workshop on project planning: objectives, methodologies and implementation to analyse and take stop of progress, lessons learned, opportunities and priority areas for 2013.
Spanish project	October 2012	Jordan	Advocacy for RtF with members of the national alliances against hunger and malnutrition of Arab speaking countries (Jordan, Lebanon, Mauritania, Morocco)
Norwegian project	February 2013	El Salvador and Bolivia	Backstopping and advocacy mission
Spanish project	November 2014	Germany	Participation in a conference on 10 Years Voluntary Guidelines on The Right to Adequate Food. to present the main findings of FAO work in support of the retrospective review of the 10 years of the voluntary guidelines.
Norwegian project	December 2014	Mozambique	Courtesy visit and advocacy meeting at the Norwegian Embassy
Norwegian project	December 2014	El Salvador	Backstopping and advocacy mission

Support to integration of RtF			
Spanish project	March 2011- July 2012	Various Portugese Speaking countries	Support to Community of Portugese Speaking Countries (CLPL) in preparation of a CPLP Food and Nutrition Strategy
Spanish project	May 2011	Guyana	Support the integration of RtF components into the Action Plan to implement the CARICOM Regional Food and Nutrition Security Policy
Spanish project	September 2011	Barbados	Participation in CARICOM Technical Working Group in preparation of the approval of the Regional Action Plan for Food Security by the COTED
Norwegian project	November 2011	Italy	Support to organizing and conducting the TCSF-ESA workshop with the aim to integrate the right to food in TCSF's work, that is in the planning and monitoring of FSN programmes Gather input to the publication Guidance Note on how to integrate the right to food in fsn programmes
Spanish project	April 2012	Panama and Barbados	Support the integration of food and nutrition security priorities, RtF principles and good governance practices in regional and national policies and programmes in CARICOM and central America regions
Spanish project	June 2012	Panama and Barbados	Support integration of RtF in regional policies CARICOM and Central America
Spanish project	July 2012	Bolivia	Assist Bolivia in preparing a declaration for OAS annual meeting on FS
Spanish project	October 2012	Brussels Belgium	Participation on panel on Free Humanity from Hunger, How to integrate the RTF on Post 2015 development framework
Spanish project	October 2012	Ghana. FAO regional office	Support to the implementation of ECOWAS Zero Hunger Initiative.
Spanish project	March 2013	Chile. FAO regional office	Workshop to develop the "RLC Regional Pilot Programme" in the context of FAO's Strategic Objective 1 (SO1).
Spanish project	April 2013	Botswana	Mainstreaming nutrition, food safety and RtF into food security policies and programmes in Southern Africa
Spanish project	February 2013	Lisbon, Portugal	Participate in an informal FAO Portugal commission meeting to inform on support provided to implement the CPLP FSN strategy.
Spanish project	June 2013	Angola	Participate in a identification mission to prepare a program of actions supporting the implementation of governance mechanisms for food security and nutrition in Angola under the framework of the CPLP FNS strategy and the Renewed Partnership for Unified Approach to End Hunger in Africa in 2025.



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