



联合国
粮食及
农业组织

Food and Agriculture
Organization of the
United Nations

Organisation des Nations
Unies pour l'alimentation
et l'agriculture

Продовольственная и
сельскохозяйственная организация
Объединенных Наций

Organización de las
Naciones Unidas para la
Alimentación y la Agricultura

منظمة
الغذية والزراعة
للأمم المتحدة

PROGRAMME COMMITTEE

Hundred and Seventeenth Session

Rome, 9-13 March 2015

**FOLLOW-UP TO THE EVALUATION OF FAO'S ROLE IN
INVESTMENT FOR FOOD AND NUTRITION SECURITY,
AGRICULTURE AND RURAL DEVELOPMENT**

Queries on the substantive content of this document may be addressed to:

Mr Laurent Thomas

Assistant Director-General

Technical Cooperation Department

Tel. +39 (06) 570-55042

*This document can be accessed using the Quick Response Code on this page;
a FAO initiative to minimize its environmental impact and promote greener communications.
Other documents can be consulted at www.fao.org*



MM888E

Introduction

1. This report was prepared in follow-up to the Evaluation of FAO's Role in Investment for Food Security, Nutrition, Agriculture and Rural Development (FSNARD)¹ and the accompanying Management Response² which had been reviewed at the 113th session of the Programme Committee.
2. FAO Management welcomed the findings of the Evaluation and accepted the five Recommendations and 16 supporting actions. Management appreciated the recognition of FAO's critical role in providing investment support services to its member countries in the context of FSNARD.
3. This document provides an update on the status of implementation of the actions set out in the Management Response, including a Management Action Record (MAR) score matrix for an overview of progress achieved, as assessed by FAO Management.
4. Out of the 16 actions set out in the Management Response, FAO self-assessed 10 as "adequate", four as "good" and only two as "inadequate".³ For the latter two actions, inputs are needed from the other 14 actions. This indicates that the Organization is on track in terms of implementation progress for most of them and that there is some initial evidence of their impact. More tangible results and impacts are expected in 2015.

Achievements

5. Implementation of the Evaluation's Recommendations started in 2013 and was framed in line with FAO's reviewed Strategic Framework (SF). Therefore, FAO's investment work was aligned to the five Strategic Objectives (SOs) and on strengthening existing partnerships.
6. An FAO-wide consultative process was launched in 2014 by the Investment Centre (TCI) to address the 16 actions agreed upon in the Management Response. The process engaged technical divisions and other FAO units responsible for strategy and planning, finance, human resources and partnerships, as well as members of the SOs Teams through five working groups, each one covering a specific Recommendation. Decentralized offices (DOs) will be engaged in this process, in particular regarding the development of the strategy on investment support from March 2015.
7. Good progress has already been achieved in implementing the Recommendations, in particular:
 - a) Alignment of FAO's work on investment support with the Strategic Framework: investment support has been fully integrated into the five SOs in the 2014-15 results frameworks and work plans, contributing to specific output indicators.
 - b) More proactive approach to collaborate across divisions on investment support: TCI has taken advantage of the Evaluation to further enhance collaboration with technical divisions and DOs, and to promote the uptake of FAO's knowledge.⁴
 - c) Expansion and strengthening of external partnerships: since the Evaluation, FAO has further strengthened its traditional partnerships with International Financing Institutions (IFIs). The cooperation with the European Bank for Reconstruction and Development (EBRD) has intensified by bringing additional support to private sector investment in the Southern and Eastern Mediterranean region. This led to a growth in funds committed by the EBRD for joint collaboration. The partnership with the World Bank has remained

¹ PC 113/2

² PC 113/2 Sup.1

³ Refer to MAR score matrix on page 13.

⁴ Celebrating the 50th Anniversary of the Investment Centre in December 2014, the division produced a number of videos highlighting salient collaborations with other divisions. Videos are available at: <http://www.fao.org/investment/newsandmeetings/news-clips/en/>

strong despite the Bank's major reform process over the past two years. Building on its long cooperation with the International Fund for Agricultural Development (IFAD), FAO recently received USD 2 million to improve fragile states capacity to implement agricultural investments. Finally, FAO collaborated with the World Bank, IFAD and the United Nations Conference on Trade and Development (UNCTAD) to promote responsible investment in developing countries to improve FSNARD. FAO is also working with the African and Asian Development Banks (AfDB and ADB) to revive cooperation.

8. Beyond strengthening the work with its traditional partners, in 2013 TCI developed a five-year agreement with the International Finance Corporation (IFC) of the World Bank Group to support private sector investment. FAO has also strengthened its collaboration with the Organisation for Economic Co-operation and Development (OECD) in developing practical guidance for investors on responsible business conduct along agricultural supply chains.

9. Since the Evaluation took place, FAO has made progress in formalizing its relationship with the private sector⁵ in line with the guidance provided by Members in the *FAO Strategy for Partnerships with the Private Sector*. To support this type of partnerships, TCI has enhanced provision of technical advice for creating a more enabling environment for private sector investment at country level.

Challenges and way forward

10. Resource availability remains a challenge for scaling up the delivery of investment support as recommended by the Evaluation. This scaling up will be possible only through extrabudgetary resources, for example through the establishment of an "Umbrella Programme", comprising a multi-donor trust fund (MDTF). The modalities for increasing human resources and putting in place such a programme are being developed within one of the working groups.

11. FAO will continue addressing the five Recommendations during 2015. It is foreseen that a corporate Strategy for Support to Investment will be fully developed by the end of 2015.

Guidance Sought

12. The Programme Committee may wish to note progress in the implementation of the Evaluation Recommendations and provide its views on the follow-up report.

⁵ Core Function 6: facilitate partnerships for food security and nutrition, agriculture and rural development, between governments, development partners, civil society and the private sector.

Follow-up to the evaluation of FAO's role in investment for food and nutrition security, agriculture and rural development

Management Action Records (MAR) Matrix

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|--|---|--|----------------------------|--|
| <p>Recommendation 1 Develop a FAO Strategy for Support to Investment</p> <p>FAO should lead the international community in integrating FSNARD development goals into investment, to help achieve country objectives and regain its role in leading the global agriculture system. The Strategy should include metrics linked to the new SF goals to motivate guide and inform investors to help achieve FAO's SOs, and link closely to FAO's policy support activities at country and global levels, in order to ensure a continuum of advice and support from</p> | <p>1.1 Map existing strategic processes and fora on FSNARD investments at global and regional levels.</p> | <p>1.1.1 Working Group 1 (WG1), tasked to develop an FAO Strategy on Investment Support, has mapped global and regional processes and fora on FSNARD and validated their relevance on investments.</p> <p>FAO is (co-) leading several processes and fora that have impacts on investments in FSNARD, such as the Second International Conference on Nutrition (ICN2); the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests; the Blue Growth Initiative (BGI); the Principles for Responsible Agricultural Investment (PRAI) and – through its participation in the Committee on World Food Security (CFS) – the Responsible Agriculture Investments (CFS/RAI). Furthermore, FAO participates or contributes to other processes and fora relevant to FSNARD, both at global and regional level, such as the World Economic Forum's "New Vision for Agriculture" and its "Global Agenda Council on</p> | 4 | <p>1.1.1 Relevant global and regional fora where to engage in policy dialogue and advocate on FSNARD have been identified. Analysis is ongoing to specifically target those fora that promise the greatest benefit for FAO support to FSNARD investment.</p> |

⁶ **1 - None:** no action was taken to implement the recommendation; **2 - Poor:** plan and actions for implementation of the recommendation are at a very preliminary stage; **3 - Inadequate:** implementation of the recommendation is uneven and partial; **4 - Adequate:** implementation of the recommendation has progressed; there is no evidence yet of its results on the intended target; **5 - Good:** the recommendation has been fully implemented and there is some initial evidence of its impact on the intended target; **6 - Excellent:** there is proven evidence that the recommendation has had a positive impact on its intended target.

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|---|--|--|----------------------------|---|
| <p>policy through investment to implementation. FAO should commit to interlinked actions at the global, regional and country level to achieve more and better public and private investment aligned to country-driven multi-sector strategies (including through support to FAO's Country Programming Frameworks (CPFs) process in countries), and to develop country capacities for evidence-based alignment of all agriculture investment (public and private) with these country strategies. To achieve this, the Organization must map in-house capacity and develop a strategy to fill gaps through recruitment or partnerships, to deliver effective investment policy, promotion and facilitation.</p> | | Food Security and Nutrition"; the Post-2015 Agenda; CAADP; and the Agribusiness Forum. | | |
| | <p>1.2 Develop a Strategic Plan on investment support linked to the strategy for FAO's policy assistance and outlining entry points for investment support (including through CPFs).</p> | <p>1.2.1 WG1 is developing a Strategy on investment support through a step-based approach. As recommended by the Programme Committee in its March 2013 Session, careful consideration is being given to ensure that the strategy for Investment Support be "subsumed within the SF".</p> <p>1.2.2 FAO has been working to influence the investment agenda at country level. However, support to investment planning and programming at country level has not yet been fully integrated into the CPFs. FAO will reach out to DOs to engage them in the development of the Strategy on Investment Support.</p> <p>1.2.3 TCI and the Policy and Governance Support Team (hosted in ESD) are cost-sharing a senior officer position to focus specifically on investment and policy linkages. In particular, cross-divisional collaboration is ongoing to ensure more coherence on the investment and policy nexus and that policies create an enabling environment for efficient public and private investments. Linkages between investment and policy are taken into account in the development of the Strategy.</p> | 4 | <p>Strategy closely linked to new Strategic Framework</p> <p>1.2.2 The second phase of CPFs, foreseen for about 50 countries in 2015, will offer a significant opportunity to mainstream the investment and policy support work into the national strategies. A selection of priority countries is currently ongoing.</p> <p>1.2.3 FAO is exploring opportunities for policy advice in the context of investment programmes in selected countries (e.g. Tanzania and Viet Nam).</p> |
| | <p>1.2 Consult closely with Rome-based agencies (RBAs) and IFIs</p> | <p>1.3.1 The key partners who have participated in the recent edition of the Investment Days (World Bank, IFAD, EBRD, AfDB, IFPRI) are</p> | 3 | <p>1.3.1. Discussions have taken place during the 2014 edition of the Investment Days on future directions and on the perspectives</p> |

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|---|---|--|----------------------------|---|
| | partners, as well as other key investment stakeholders (such as producer organizations, private sector, research and academia, foundations and civil society organizations. | aware of the strategy development exercise. FAO plans to consult with RBAs and IFIs in 2015, throughout the drafting stages of the Strategy. | | for FAO's support to investment. More impact is expected in Q2 of 2015. |
| <p>Recommendation 2 Strengthen external partnerships to better support investment for FNSARD, in particular with the corporate private sector and with IFIs, with the result that FNSARD goals are achieved by harnessing and scaling up private sector commitment to development. FAO should strengthen its interaction with the private sector (including private foundations) by engaging more effectively with the newer global public-private development partnerships concerned with FNSARD investment, contributing to FAO's knowledge; supporting regional platforms for dialogue on private sector investment</p> | 2.1 Assess specific partnership opportunities with the private sector, including consideration of appropriate fora and committees for dialogue and collaboration. | <p>2.1.1 New partnerships have been initiated, both with traditional and new IFI partners who work directly with private sector actors (e.g. EBRD and IFC), and with new funding mechanisms (e.g. the private sector window of the GAFSP). The Organization has also established new cooperative agreements with national and regional financing institutions in Central Asia.</p> <p>Proactive public private policy fora have been established in collaboration with EBRD in selected countries (Egypt, Serbia and Ukraine) to improve the investment climate for the private sector. Regional fora on food security (Istanbul, 2012; Egypt, 2014) were also organized and gathered high level private sector attendees from across the region around priority investment themes.</p> <p>Furthermore, TCI has established an internal group on private sector to step up the division's support to private sector investment. Initial opportunities for increasing current level of engagement with private sector have been identified. The proposals of this group are being discussed in WG2.</p> | 4 | <p>2.1.1 The assessment of opportunities and regular dialogue with external partners has resulted in diversification and expansion of FAO's partnerships to cover new areas of work or geographic regions. These partnerships are resulting in an expansion of work with private sector actors. Likewise TCI has considerably contributed to the development of the reviewed SF ensuring that investment is at the heart of the result chain of each SO.</p> <p>An example of a partnership opportunity translating into a concrete collaboration is with KazAgro Marketing, a parastatal company in Kazakhstan, which offers an effective outreach to private investors in the agriculture and agribusiness sector in the country.</p> <p>The organization of public-private fora at country and regional level also led to good results. For instance in Ukraine, stakeholders' consultations led to the removal of export quotas. This estimated to potentially generate USD one billion</p> |

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|--|---|---|----------------------------|---|
| <p>issues; and helping national governments to improve the enabling environment for private investment consistent with their FNSARD goals. FAO should further achieve a stronger and more strategic relationship with IFIs in support of FAO's global goals and countries' multi-sector strategies by reviewing each FAO/IFI relationship to agree on future collaboration and holding summit-level discussions with IFI presidents to agree on collaboration to achieve common FNSARD goals over a ten-year period.</p> | | | | <p>investment in the grain sector. The regional meetings in Istanbul and Cairo have also triggered new activities at the national level in collaboration with local agribusiness companies (e.g. in Egypt on the grain sector, and in Serbia on meat and dairy sector).</p> |
| | <p>2.2 Enhance FAO's engagement in key new and emerging international partnerships processes (global and regional).</p> | <p>2.2.1 Participation in regional platforms and fora for dialogue on private sector investment has been initiated. Collaboration is ongoing with the World Economic Forum (WEF) and the New Partnership for Africa's Development (NEPAD) regarding the Grow Africa Initiative; with the WEF Global Council for Food and Nutrition Security; the Global Donor Platform for Rural Development; and with various regional alliances for resilience (e.g. Global Alliance for Resilience Initiative; and Global Alliance for Action for Drought Resilience and Growth). Working closely with partners, TCI co-led the Task Forces for FAO's renewed commitment to the Horn of Africa – where it supported the development of the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) - and to the Sahel (AGIR). Furthermore, FAO continues supporting regional programmes such as the CAADP.</p> | 4 | <p>2.2.1 Engagement in international processes remains ad hoc and is not yet systematic.</p> <p>Support to CAADP continues to be very valuable, for instance through capacity development for investment planning and implementation and formulation of the national agricultural investment plans.</p> |

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|---|--|---|----------------------------|---|
| | 2.3 Review existing agreements with IFI partners and identify opportunities for strategic focus and strengthen and expand partnerships with IFIs who have a strong private sector focus. | <p>2.3.1 In 2013-14, FAO initiated a dialogue with the World Bank, the AfDB and the ADB to review existing agreements and reflect on new priorities and strategic (re-) orientation. Due to ongoing reforms in these organizations, particularly the World Bank, progress has stalled and discussions are expected to resume in 2015. For AfDB, discussions have been delayed mainly due to the move of its headquarters from Tunis back to Abidjan (Côte D'Ivoire). Discussions will resume in early 2015 during the visit of the Vice-President of AfDB to FAO.</p> <p>2.3.3 Partnerships with IFIs that have a strong private sector focus have significantly strengthened and expanded in the past two years. In the case of EBRD, collaboration had a positive evolution in 2013-14 which saw a significant growth in funds committed (i.e. nearly double than in 2012). Expansion of joint work was also experienced geographically leading to a greater coverage of the Southern and Eastern Mediterranean region. Regarding IFC, the collaboration started in 2013 with the signing of a five-year cooperative agreement.</p> | 5 | <p>2.3.1 FAO has further improved its planning process with partner IFIs, particularly the World Bank. During the last programming with the World Bank (last quarter of 2014), FAO has jointly identified large tasks where the Organization has a comparative advantage and can best help member countries.</p> <p>2.3.3 New opportunities have been identified with IFC and EBRD to support private sector investment in member countries. In the case of EBRD, joint support to private sector actors has led to new growth and greater geographic coverage. This has resulted in significant increases in contract value and staff weeks.</p> |
| | 2. 4. Explore opportunities for, and build partnership with universities, research and training institutions, and foundations to enhance upstream, policy and Capacity Development work. | 2.4.1 TCI formed partnerships with universities in several countries for the adaptation of investment related learning materials and the scaling up of related training at national and international level (see also Recommendation IV) in the context of several Trust Fund projects. Examples include partnerships on | 4 | 2.4.1 New partnerships are in place in selected countries to support learning and better strengthen links between academia and investment decision-makers. Priority investment learning materials are available in a form adapted to specific national contexts. Within these countries an |

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|---|--|--|----------------------------|---|
| | | <p>integrating climate change considerations into investment planning with the Chinese Agricultural University; on national investment plans with several universities in the Democratic Republic of the Congo, and on project cycle management with the main public administration training institute in Bangladesh. Additional partnerships with capacity development partners are being built in Lesotho and Mongolia.</p> <p>2.4.2 FAO will identify opportunities and priorities to build new partnerships - and to sustain and upscale them over time - with selected universities, learning centres, training institutions and foundations.</p> | | <p>increasing number of decision makers can build upon international good practice guidance in making investment decisions.</p> |
| <p>Recommendation 3</p> <p>Strengthen cross-divisional action, working as “One FAO”, in support of FNSARD investment. FAO should commit to supporting investments as an organizational priority and ensure that it acts as “One FAO”. Support to investment should be included more explicitly in the core functions and clearly linked to policy support. FAO should</p> | <p>3.1 Clarify and elaborate the Core Functions (CF) related to FAO’s investment and policy support and their application in the SF and MTP, linked to the Strategy for FAO’s policy assistance under development.</p> <p>3.2 Reflect investment and policy-related core functions in the SO Action Plans.</p> | <p>3.1.1 Investment is included in seven CFs of the SF, namely: (i) policy dialogue (CF3); (ii) capacity development and support to investment (CF4); (iii) uptake of knowledge, technology and good practice (CF5); and (iv) partnerships between governments, development partners, civil society organizations and the private sector (CF6).</p> <p>3.1.2 Refer to 1.2.3 for linkages to the strategy on policy assistance.</p> <p>3.2.1 The Division’s investment work has been aligned to the SO Outputs and Outcomes. Investment related products and services for</p> | <p>5</p> <p>5</p> | <p>3.1.1 Investment is embedded and delivered mainly through four out of the seven CFs.</p> <p>3.1.2 Linkages with FAO’s policy assistance work are being duly considered (see action 1.2.3 for details).</p> <p>3.2.1 TCI is gradually implementing a number of specific activities defined in the work plans, with SO seed funding or Trust</p> |

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|---|---|--|----------------------------|---|
| improve internal work planning mechanisms and remove financial and other disincentives that hinder inter-divisional work. | | <p>Regular Programme or Trust Fund resources in priority areas have also been incorporated.</p> <p>3.2.2 The TCI Results-Based Monitoring (RBM) system was updated in 2014 to track TCI's work and deliverables. The system tracks up to 1000 field missions and desk tasks per year.</p> | | <p>Fund resources.</p> <p>3.2.2 TCI RBM allows the mapping of TCI-supported projects tasks to the five SOs. The system therefore allows to systematically track TCI contributions to the five SOs and to track cross-divisional collaborations.</p> |
| | 3.3 Assess and apply practical incentives to enhance cross-divisional work in support of investment | <p>3.3.1 To facilitate exchanges with WGs members throughout the implementation process, a 'workspace' has been setup in FAO's Intranet.</p> <p>3.3.2 WG3 is reviewing the technicalities and budget implications that would enhance cross-divisional work. Initial suggestions to ensure that technical staff time is allocated to investment support, include: (a) ensure extra-budgetary resources to increase capacities and expertise in TCI and in technical divisions; (b) maintain a dialogue with the SOCs to jointly identify collaborative activities; (c) secure the buy-in of management in technical divisions to allow for the secondment of staff to TCI tasks. In the meantime, TCI has continued collaborating with other FAO divisions and in some cases intensified existing relationships.</p> <p>3.3.3 In 2013, 12 additional TCI Investment Support Officers (ISOs) posts have been decentralized at regional, subregional and country offices (total of 21 ISO posts). ISO's</p> | 4 | <p>3.3.1 Coherence, information flow and ownership of work and decisions taken in each WG is ensured.</p> <p>3.3.2 In addition to already existing technical collaboration with other FAO divisions, TCI also cooperates through the SF implementation.</p> <p>3.3.3 Collaboration with DOs has been part of TCI's modus operandi. The outposting of TCI officers to the Regions has improved the dialogue, leading to a more</p> |

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|---|--|--|----------------------------|---|
| | | <p>Terms of Reference allocates 20 percent of their time to support the work of DOs.</p> <p>3.3.4 TCI Management encouraged its staff to participate in the Technical Networks that have been established by departments along main disciplinary lines. To-date, 22 TCI officers participate in the 14 FAO Technical Networks, according to their technical expertise.</p> | | <p>strategic sharing of information, in particular in preparation of TCI-led missions.</p> <p>3.3.4 It is early to assess any impact of the work of Technical Networks.</p> |
| <p>Recommendation 4 Strengthen work on increasing country capacity in all aspects of the investment cycle in FNSARD</p> <p>Capacity Development is one of the five Common Country Programming Principles and a Core Function of FAO. However, FAO has not fully delivered on its objective on Capacity Development for Investment, Regular Programme funding has been inadequate and the internal skill base is insufficient. There is wide agreement that FAO should expand and upgrade its work in this area, also addressing upstream work on policy</p> | <p>4.1 Prepare a strategy note on Capacity Development for Investment support to member countries (linked to Recommendation I)</p> | <p>4.1.1 The FAO Strategy Note on Capacity Development for Investment will be an integral part of the Strategy to Support Investment (see Recommendation I). To that effect, the scope of Capacity Development for Investment work will be aligned to FAO's overall investment support work.</p> <p>WG4 has reviewed and discussed the scope of Capacity Development for Investment work under the last MTP and lessons from implementation to inform the future Capacity Development for Investment strategy. Mapping of recently completed and ongoing work on Capacity Development for Investment support was initiated encompassing all five SOs. To support the development of good practice modalities for implementation, WG4 has analysed partnerships for Capacity Development, identified benefits and constraints, and reviewed and discussed a range of diverse concrete cases of partnerships</p> | 4 | <p>4.1.1 A common understanding across divisions of past work and lessons learned is emerging. Consensus is surfacing on the scope of Capacity Development for Investment work in the current SF and on challenges linked to its implementation in various thematic and regional contexts. This will feed into the Strategy note.</p> |

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|--|---|--|----------------------------|---|
| <p>dialogue and strategic planning for investment and strengthening institutional, as well as technical capacity, to support all phases of the investment cycle. Resource allocation must be commensurate with the importance of Capacity Development for Investment support. TCI should further strengthen internal collaboration with OEK. FAO should improve relevant skills in TCI and other FAO units, with TCI acting as principal source of internal capacity development support. TCI should work with FAORs in particular, as well as other decentralized staff (e. g. outposted TCI staff) to build up their understanding and ability in Capacity Development for Investment.</p> | | currently in action led by different divisions, with partners in academia, the private sector, regional and international organizations. | | |
| | 4.2 Allocate resources to Capacity Development for Investment with adequate time horizon for institutional capacity development in the SO Action Plans. | 4.2.1 This action is being addressed as part of Recommendation V – Action 2: “Mobilize and allocate resources to support TCI expansion, in particular through a multi-sourced Trust Fund”. | 4 | 4.2.1 FAO proposes to establish an “Umbrella Programme” for its resource mobilization needs related to support to investment. Capacity Development for Investment will be a prominent theme to which the “Umbrella Programme” will be linked. |
| | 4.3 Develop and implement internal training programme (targeted to specific needs in technical divisions and DOs) and complementary guidance tools. | <p>4.3.1 Significant progress has been achieved towards the development and implementation of an internal training programme on Capacity Development for Investment support. FAO is developing case-study based material to strengthen competencies and skills of DO leaders to enhance FAO’s contribution to country level policy dialogue for public and private investment in agriculture (four country case studies have been produced for face-to-face and/or online training events). A draft concept was further developed to carry out a learning needs assessment for FAO staff linked to investment support.</p> <p>In addition, TCI is providing support to selected FAO Country Offices to strengthen their capacity to implement CPFs more effectively under the Regular Programme (e.g. support to Sri Lanka in 2014).</p> | 5 | 4.3.1 This activity has significantly strengthened collaboration with other divisions, namely human resources. Case-study based material to strengthen competencies and skills of DO leaders is now available through the “FAOR Programme and Community”. |

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d) ⁶ | Impact of, or changes resulted from taken actions (e) |
|---|--|--|----------------------------|---|
| <p>Recommendation 5 Expand and strengthen the role of TCI in supporting FNSARD investment. In order to ensure that TCI remains a global centre of excellence in investment support for FNSARD with capacities in strategy, policy and project work, FAO must strengthen and expand TCI's capacity to meet rapidly growing demand for investment support services. TCI should expand its core activities relating to project design and implementation support, and diversify its support services to develop country level capacity for FNSARD and support upstream planning and policy work. Support for investment by FAO should be broadened by developing capacity in the technical divisions, and increased collaboration at all levels and locations of the Organization. Required resources should be secured through creation of a multi-sourced Trust Fund of the</p> | <p>5.1 Develop a staffing plan with required skill mix for expansion (linked to the implementation plan of the proposed Strategic Plan (Recommendation I).</p> | <p>5.1.1 Staffing plans reflecting the anticipated required skill mix will depend on the direction of the new Strategy for Investment Support. Therefore, staffing requirements will not be finalized before the end of 2015.</p> | 3 | 5.1.1 No impact to report yet. |
| | <p>5.2 Mobilize and allocate resources to support TCI expansion, in particular through a multi-sourced Trust Fund.</p> | <p>5.2.1 Options explored include the establishment of an "Umbrella Programme" to mobilize voluntary contributions. This Programme would comprise a Multidonor Trust Fund (MDTF), together with other bilateral Trust Funds. Those funds would likely be linked to specific investment activities in support of the new corporate Strategy for Investment Support.</p> | 4 | 5.2.1 Internal advocacy built around the need and rationale for mobilizing resources for investment support services. |
| | <p>5.3 Expand upstream and policy work for investment in close consultation and collaboration with the FAO policy team and other relevant divisions.</p> | <p>5.3.1 This action is being addressed by WG1 responsible for developing an FAO Strategy for Investment Support. It is intended that upstream and policy work will be integral parts of the Strategy (for more details see actions taken under Recommendation I).</p> | 4 | 5.3.1 Refer to 1.2.3 |

| Accepted evaluation Recommendations (a) | Action Agreed in the Management Response (b) | Description of actions actually taken, or reasons for actions not taken (c) | MAR score (d)⁶ | Impact of, or changes resulted from taken actions (e) |
|---|---|--|----------------------------------|--|
| order of USD 50-75 million over ten years. Decentralization of TCI staff should be based on selective field assignments and based upon efficiency. | | | | |