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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 Agricultura y la Alimentación

PROGRAMME COMMITTEE

Hundred and Third Session
Rome, 12 – 16 April 2010
SUMMARY REPORT OF THE JOINT THEMATIC EVALUATION OF FAO AND WFP SUPPORT TO INFORMATION SYSTEMS FOR FOOD SECURITY
MANAGEMENT RESPONSE

I.   Background

1.   This document presents the Secretariat's response to the recommendations of the first joint independent evaluation "Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security" (ISFS).

2.   It addresses the final evaluation report, and is based on the consultative process, which took place between FAO, WFP and the evaluation team during the evaluation itself, and subsequent interactions on this report and its conclusions between FAO and WFP. The WFP Management Response to the Evaluation Report was presented recently at the Executive Board meeting (February 8-11, 2010).

3.   The Secretariat appreciates the recognition accorded to the FAO and WFP collaboration and the recommendations to strengthen and sustain joint activities on information systems for food security. It notes the challenges and presents actions to address the recommendations as outlined in the matrix.

4.   This joint response further demonstrates the importance the Secretariat attaches to the ongoing collaboration among the Rome-based United Nations agencies.

Executive Summary

5.   The recommendations in the Joint Evaluation report address five main thematic areas: Strategies, Leadership, Technical Support, Sustainability, and Communication and Decision-Making. Management agrees with all recommendations and plans to implement them fully. A summary of the FAO Management Response, by recommendation, is presented below.

Recommendation 1.1: FAO and WFP should each develop corporate information systems for food security (ISFS) strategies for the range of their ISFS work at national, regional and global levels based on overall goals defined jointly and including means and plans for implementation.

6.   FAO will address the need for greater in-house coordination of ISFS work within the overall context of FAO's revised Strategic Framework and Medium Term Plan. The corporate ISFS strategy will be developed jointly with key development partners, and will be driven by the following: (i) a re-engagement by FAO in a number of key areas of ISFS work, including in the production of global ISFS products and capacity development at regional and country levels; (ii) a re-assessment of areas of work where FAO leadership is desirable and where FAO's comparative advantage will make a difference in ISFS development; and (iii) an engagement towards the development of ISFS in both the development and emegency contexts.

Recommendation 1.2: FAO and WFP should develop a joint FAO/WFP ISFS strategy based on their identified comparative advantages.

7.   Both organizations have started work on a joint ISFS strategy on the basis of complementary and well understood comparative advantages. The joint strategy aims to strengthen existing, and develop new areas of collaboration. The implementation of this joint strategy will include:
*   Systematic exchange of information between the FAO and WFP ISFS;
*   Continued and strengthened collaboration on ISFS-related methods and tools of common interest;
*   Collaborative and coordinated support at the country level to national ISFS;
*   Joint communication and advocacy, including joint publications, press releases and conferences, and participation in donor round-tables.

Recommendation 2: FAO and WFP should jointly maintain and strengthen their leadership in ISFS.

8.   FAO agrees with the assessment that as an organization it has the expertise, experience and technical capacity to play a lead role in agriculture and food security in general, and in ISFS in particular, and that it must assert more forcefully these qualities on the world stage. In this regard, FAO will strengthen its leadership in three important areas:

a)   The provision of global public goods and services, including short- and medium-term commodity and market outlooks, early warnings, agricultural statistics, food balance sheets and undernourishment estimates, and international reference publications such as the State of Food and Agriculture (SOFA) and the State of Food Insecurity in the World (SOFI). These global public goods are underpinned by methodological and analytical tools developed by FAO.

b)   Capacity development support to member states, in such areas as methods for crop yield forecasts, market information systems, food security monitoring and early warning systems, emergency needs assessments, response analysis and integrated analysis of food security, vulnerability and resilience.

c)   Politically neutral and independent assessments and food security analysis. FAO is often the ultimate reference in crop and food security and needs assessments, and regarded as a valuable independent and reliable source by national institutions and the community of member states.

9.   The FAO ISFS strategy will also take existing fora and multi-stakeholder groups, such as the (reformed) Committee on World Food Security (CFS), into account. Through more open, higher-level and more visible interactions with member states and other stakeholders, FAO will

communicate its global public goods and services more effectively, and will strengthen its collaboration with key international players.

Recommendation 3: FAO and WFP should promote ISFS which respond to identified needs.

10.   FAO will continue to respond to the current ISFS needs of member states, institutional, and other users, as it has in recent years (e.g. June 2008 Conference, October 2009 Expert Panel on Feeding the World in 2050, World Food Security Summit of November 2009). FAO will also continue to respond to emerging information needs, including those resulting from drastic changes in worldwide chronic food insecurity, extreme weather events and climate change and increased volatility in agricultural and related commodity markets. The identification of, and response to, the needs of member states and other stakeholders will take place through improved multi-stakeholder forums, in particular the reformed CFS. Joint FAO-WFP identification of needs will rely both on such multi-stakeholder forums, and on the joint identification of sets of indicators monitored by each organization and brought together for collaborative analysis.

Recommendation 4: ISFS support should promote long-lasting national multi-stakeholder ISFS partnerships.

11.   FAO and WFP fully recognize the importance of a multi-stakeholder approach of supporting the longer- term sustainability of ISFS capacity at regional and country levels. Based on many years of support to ISFS development, FAO has learned that "sustainability" depends on three key factors:

  i)   National ownership of the ISFS, which is driven by an expressed demand for food security information in the country (or region);
  ii)   Longer-term commitment to the development of the ISFS by development partners (donors and technical support), given the complexity of the information systems and the joint interest in the food security information generated;
  iii) An exit strategy that places emphasis on the cross-sectoral institutional structures, policies and technical capacities that must be in place before funding and technical support is phased out.

Recommendation 5.1: FAO and WFP should strengthen application of ISFS communication strategies based on a genuine understanding of food security decision-making processes.

12.   FAO has in-depth experience with decision-making processes in support of the formulation and implementation of food security policies, programmes and emergency response at country and regional levels through its long-term engagement with Member States. FAO also recognises the difficulties associated with linking food security information to decision-making processes, and the essential aspect of effective communication.

13.   FAO has reviewed existing communication practices and ISFS products with the explicit aim of strengthening linkages between food security information and decision-making for food security. FAO will incorporate its findings into the future development of ISFS, including in the joint strategy with WFP.

Recommendation 5.2: FAO and WFP should work together to develop a joint ISFS communication and advocacy strategy.

14.   Effective communication remains an important strategic area representing the individual corporate interests of both FAO and WFP. There are several good examples of past and current efforts in joint communication, including joint press releases and press conferences, and joint events to advocate for greater food security globally and at country level.

15.   As part of the joint WFP/FAO ISFS strategy, FAO will further review its communication and advocacy strategies for hunger reduction and food security

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE JOINT THEMATIC EVALUATION OF FAO AND WFP SUPPORT TO INFORMATION SYSTEMS FOR FOOD SECURITY			
Recommendations	**Action by**	**Management response and action taken**	**Implementation deadline**
STRATEGIES			
Recommendation 1.1: FAO and WFP should each develop corporate information systems for food security (ISFS) strategies for the range of their ISFS work at national, regional and global levels based on overall goals defined jointly and including means and plans for implementation. The strategies should clearly differentiate between ISFS support – such as generation of models, methods, and tools, capacity development and technical advice – and direct execution of ISFS. The corporate strategies should be based on analysis of comparative advantages of major ISFS stakeholders, for instance other United Nations agencies, development banks, INGOs, donors, and inter-governmental organizations, in providing ISFS support at different levels. This analysis should be based on an open and continuous dialogue with the different stakeholders putting special emphasis on the long-term functionality of the ISFS. Given the global leadership of FAO and WFP in ISFS work, both agencies' Governing Bodies should take responsibility to ensure that these well-coordinated corporate ISFS strategies and business plans are prepared and implemented. When preparing these strategies: • FAO should develop its strategy as part of its ongoing reform process to ensure improved coordination of overall FAO support to ISFS, thereby ensuring greater efficiency. Major elements of the strategy should be a restructured Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS) Secretariat building on the positive integration of the FIVIMS Secretariat into the Food Security and Agricultural Projects Analysis Unit (ESAF) and maximizing collaboration with the new phase of the Food Security Information for Action (FSIA) project. As part of the strategy development, FAO's global ISFS products should undergo a user analysis.	FAO (ES Dept) and WFP (Food Security Analysis Service (ODXF)) each	Based on this agreed Recommendation, FAO and WFP are working (both separately, and on the basis of their comparative advantages and respective Strategic Frameworks) to develop their own corporate ISFS strategies. At FAO, this work is being undertaken by the Economic and Social Development (ES) Department, and will address squarely the need for greater coordination of activities within FAO and with partners at the headquarters, global, regional and national levels. The strategy will seek to combine more effectively the relevant Unit Results from Strategic Objectives H, I, G and K, and will draw on the new emphasis placed on core functions, in particular, databases and statistical information. The process of ISFS strategy design will also benefit from the recently completed inventory of datasets, and will be consistent with FAO's existing Information and Knowledge strategy. To make FAO ISFS products fully responsive to user needs, the strategy will rely both on partnerships established with various stakeholders, as stated in Recommendation 4, and on improved communication with other users, as stated in Recommendation 5. The FAO corporate strategy will further be guided by a shared understanding on the part of FAO and WFP of their respective areas of relative strengths, again, at all levels (national, regional, global), as discussed in the response to Recommendation 2 below. In conclusion, FAO has started developing its corporate ISFS strategy, emphasizing greater coordination of ISFS activities across all relevant Divisions in FAO. The FAO strategy will be built on the following pillars:	December 2010

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• WFP should include the maintenance of an effective food security information capacity in all low-income and food-deficit countries, including countries that are not affected by acute emergencies or immediate humanitarian demands. This country-level ISFS should function in close collaboration with FAO and other relevant partners.		(i) the provision of global food security information (ii) capacity development at country and regional levels (iii) strengthening of partnerships with key stakeholders (iv) development of ISFS method and tools; and (v) improved communication The above points are discussed in more detail further below 2. WFP (ODXF) will prepare a corporate ISFS strategy, which will be in line with the joint FAO/WFP ISFS strategy (see 1.2). This strategy will include: • an in-country ISFS approach based on supporting and institut-ionalizing a national inter-ministerial/-sectoral food security body, complemented by FAO, WFP and various partners; • capacity-building of WFP country offices (mainly vulnerability analysis and mapping (VAM)), governments and partners, in collaboration with FAO and other development partners; • the prioritization of low-income, food-deficit countries – where VAM should be present – and solutions for countries without VAM; provision of resources for this corporate strategy, including VAM presence and in-country ISFS activities.	
Recommendation 1.2: FAO and WFP should develop a joint FAO/WFP ISFS strategy based on their identified comparative advantages. The corporate ISFS strategies should be complemented by a joint FAO/WFP	FAO and	The comparative advantage of FAO lies in its role as the world's foremost knowledge organization on agriculture and food security. As such, it provides member states with global public information	June 2010

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ISFS strategy, which should include operational plans for complementary and joint ISFS support. This joint strategy development process should be closely monitored by the two agencies' Governing Bodies whose role as critical ISFS stakeholders should be recognized. The joint FAO/WFP ISFS strategy should include: - awareness-raising and advocacy activities on the importance of well-functioning ISFS; - a strategy for mobilization of much-needed new investments in FAO/WFP joint food security diagnostics to strengthen national as well as global ISFS capacities; and - guidelines for integration of FAO and WFP ISFS work and ISFS work in general into coordination and harmonization frameworks such as One UN, the common country assessments, United Nations Development Assistance Frameworks, Poverty Reduction Strategies, donor country strategies, etc.	WFP jointly	goods and services, as well as country support and analysis in agricultural and food policy, integrated capacity building, including for ISFS, technical cooperation, emergency needs assessments and rehabilitation services. Conversely, the comparative advantage of WFP is its field presence, combined with strong logistics in delivery of food including: 1) community based approach in assessments, vulnerability analysis and mapping, emergency needs assessment capacity, targeting, and early warning; 2) implementation of direct food aid assistance programmes and social safety nets such as school feeding, food for work, mother and child health and nutrition; and 3) strength in local procurement of food commodities, such as P4P. Both organizations have worked jointly to identify areas of relative strength in the main areas of ISFS (incl. monitoring, vulnerability analysis, early warning, needs assessments, response planning, risk mitigation, contingency work and linkages to decision-making in policy and programming). On this basis, the two organizations will strengthen existing, and develop new areas of collaboration in areas of advocacy, requests for joint funding of ISFS methods and diagnostic tools, and on the further integration of ISFS work into inter-agency processes. On the FAO side, Departments are working more closely than before on Rome or Geneva-based inter-agency processes (ES and TC). The FAO Food Chain Centre, which brings together Departments working on the food security aspects of trans-boundary animal and plant pests and diseases, and food safety, is another example of heightened coordination within the Organization. Starting in December 2009, WFP (ODXF) and FAO representatives from the Economic and Social Development (ES) Department have	June 2010 /December 2010 Ongoing

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		met regularly and have started to work on a joint strategy. The development of the strategy will include the identification of activities that will be jointly executed (such as in-country capacity development and/or food security assessment and analysis work), are complementary, and/or include activities to be executed individually by the two organizations. In conclusion, the relative comparative advantages of FAO and WFP are complementary and are well understood by both organizations; they will form the basis for a joint ISFS strategy along the following points: • Systematic exchange of information from ISFS managed by FAO and WFP, respectively; • Continued and strengthened collaboration on ISFS-related methods and tools of common interest; • Collaborative or coordinated support at the country level to national food security monitoring and early warning systems; • Joint communication and advocacy, including joint publications, press releases and conferences, and participation in donor round-tables.	

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Recommendations	**Action by**	**Management response and action taken**	**Implementation deadline**
LEADERSHIP			
Recommendation 2: FAO and WFP should jointly maintain and strengthen their leadership in ISFS. FAO and WFP should jointly invest in maintaining and strengthening – and in the case of FAO, to a great extent reclaiming – their leadership in ISFS development and implementation, based on the analysis of comparative advantages and policy decisions made during the development of the ISFS strategies. In order to maintain and strengthen the ISFS leadership the following should be prioritized: • As early as possible, FAO and WFP should jointly organize an informal, multi-stakeholder group including United Nations agencies, INGOs, donor governments, national and regional ISFS, research institutions, the international media, and other important ISFS stakeholders. The multi-stakeholder groups should focus on future ISFS institution-building. This should be along the lines of the original FIVIMS, but under a joint FAO/WFP leadership, and redesigned and renamed to learn from and avoid failures of the past. It will be particularly important to ensure that the multi-stakeholder group set realistic goals and work according to a rolling five-year business plan updated every year. The group should consider how best to establish a global ISFS network with a focus on national ISFS, supported by sub-regional, regional, and global ISFS. The ultimate goal of the ISFS multi-stakeholder group would be to identify how to sustain collaboration for more effective and continuous ISFS institution-building. In this context, WFP should ensure that the positive experience from the expert groups established under the Strengthening Emergency Needs Assessment Implementation Plan (SENAIP) is used to establish similar working	FAO and WFP jointly	FAO agrees with the assessment that, as an organization, it has the expertise, experience and technical capacity to play a global leading role in agriculture and food security in general, and in ISFS in particular, but that it must assert more forcefully these qualities on the world stage. More specifically, FAO and WFP have jointly provided technical leadership on ISFS including through: the development of methodologies for undertaking specialized assessments and analyses at regional and country levels, in addition to joint analyses of global crises such as the food, fuel and economic/financial crises; the Global Partnership in support of the application of the Integrated Food Security Phase Classification (IPC); and a joint programme to model the impact of the various natural or economic crises. FAO and WFP will continue to provide and strengthen their technical leadership on ISFS based on their comparative advantages, including by investing in advanced technologies and new techniques to keep up with advances in the field and global challenges. FAO fulfils three important functions in the ISFS area. As recognized in the Evaluation Report, the Organization provides: a) Global public goods and services, including short- and medium-term commodity and market outlooks, early warnings, agricultural statistics, food balance sheets and undernourishment estimates, and international reference publications such as the State of Food and Agriculture (SOFA) and the State of Food Insecurity in the World (SOFI). These global public goods are underpinned by methodological and analytical tools developed by various technical Departments. These include guidance on gender-disaggregated data	Ongoing

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groups to support this informal group, with FAO closely involved • WFP's leadership role in supporting ISFS should be widened beyond being just a means for corporate effectiveness and should be designed to equally serve decision-making by partners not directly involved in decisions related to WFP's food assistance. WFP's ISFS support should thus be defined in part as a public good similar to that of FAO.		and other vulnerability analysis tools, the IPC the Integrated Food Security Phase Classification (IPC), the CountrySTAT project, the database of basic food prices for 70 countries and the GIEWS Workstation. b) Specific technical support to member states, in such areas as methods for crop yield forecasts, market information systems, food security monitoring and early warning systems, emergency needs assessments, response analysis and integrated analysis of food security, vulnerability and resilience. c) Politically neutral and independent assessments and food security analysis. FAO is often the ultimate reference in crop and food security and needs assessments, and regarded as a valuable independent and reliable source by national institutions and the community of member states. FAO agrees that more needs to be done to build upon these qualities to establish itself more strongly as a world leader and eminent centre of excellence in these areas of strength. To do so, the Organization will improve the positioning and visibility of its global products and services, and improve the way it communicates with various stakeholders. As part of the joint ISFS strategy development, a multi-stakeholder group will be considered taking into account existing fora, such as the (reformed) Committee on World Food Security (CFS). Through more open, higher-level and more visible interactions with member states and other stakeholders, FAO will present, share and apply its global public goods and services more effectively, including through strong interactions with the International Panel of Experts. By strengthening its collaboration with key international players, such as the OECD, the World Bank, IFPRI, FEWSNET, the European Union's Joint Research Centre and other partners,	December 2010

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		FAO will raise the level and visibility of its products, and reclaim its prominent position on global agriculture and food security issues.	
		With respect to joint leadership, FAO and WFP will continue to collaborate on such global flagship publications as SOFI (as in 2009, 2010) and increase their collaboration at the country level, whereby FAO technical expertise can be efficiently combined with WFP's field presence and logistical capacity (as has been the case in Nepal, where both organizations support the national food security monitoring system.	
		WFP-supported ISFS, in collaboration with FAO and other key partners, will broaden food security analysis to support information needs beyond guiding food assistance-related programme decisions in order to be more relevant to all food security stakeholders.	
		WFP-supported ISFS, in collaboration with FAO and other key partners, will broaden food security analysis to support information needs beyond guiding food assistance-related programme decisions and be more relevant to all food security stakeholders.	
		In conclusion, the Evaluation Report acknowledges FAO's capacity to provide global leadership in global public good and services, in specific technical cooperation and support to member states, and in its ability to provide neutral and independent assessments and food security analysis. FAO, conversely, recognizes the need to raise the visibility and increase relevance of these assets, partly through better communication with stakeholders, in order to consolidate its position as global leader in agriculture and food security.	
		Joint FAO-WFP leadership will be reaffirmed through continued publication of joint flagship reports and improved communication and advocacy strategies, as recommended below in 5.2.	

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TECHNICAL SUPPORT			
Recommendation 3: FAO and WFP should promote ISFS which respond to identified needs FAO and WFP must each ensure that ISFS at all levels have the technical capacities to provide the types of information and analysis needed by decision-makers for today's and tomorrow's food security challenges. In order to provide the most useful and appropriate technical support FAO and WFP should: • regularly undertake strategic analyses of food security information needs of intended, actual and potential decision-makers. This work should preferably be undertaken jointly and should give special attention to potential future threats to food security. • jointly advocate for an agreement on a core set of indicators for integrated measurement of food security, including nutrition, building on already established initiatives such as the Standing Committee on Nutrition's Task Force on Assessment, Monitoring and Evaluation, which is co-chaired by FAO and WFP.	FAO and WFP each and jointly	FAO agrees with the emphasis placed in the Recommendation on both current and future challenges and information needs. The Organization will rely on the reformed Committee on World Food Security, CFS, as a high level multi-stakeholder forum to raise issues of current and future relevance, identify user needs, and respond to these through better targeted ISFS data, analyses, and other products. It should be noted that the June 2008 High Level Conference on World Food Security, the October 2009 High level Experts Forum on "Feeding the World in 2050" and the November 2009 World Summit on Food Security all presented analyses based on food security information systems implemented by FAO. The same information systems are also an important input into the Organization's Medium-Term Agricultural Outlook work done with the OECD, which will be strengthened. Regarding future events, FAO has already embarked on the analysis of several major trends deemed to be critical to member states: - Chronic food insecurity and its trends to 2050, with implications on malnutrition and mortality, but also on the natural resource base, and on social, as well as political dynamics and stability; - The climate change phenomenon, including the increasing unpredictability and severity of weather events, the needs for adaptation in agriculture and related sectors, and the quest for mitigating measures; - Increased volatility in agricultural commodity markets, and implications for policy measures, as well as the quest for risk management strategies.	Ongoing ongoing

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		These trends may combine with another set of factors which can have enormous impacts on countries and regions (a) trans-boundary animal diseases, (b) pests and plant diseases, and (c) threats to food safety.	
		The Organization is well aware of the higher information system requirements dictated by these trends, and will meet them to all extent possible, with its own or with extra-budgetary resources.	
		At a more local and immediate level, FAO and WFP will continue to collaborate on the identification of needs through rapid and longer assessments (EFSAs, CFSVAs, CFSAMs, pre-crisis market assessments), collaboration on vulnerability analysis, and household level impact assessment. Both organisations are members of the inter-agency Needs Assessment Task Force that is identifying a core set of food security indicators for inclusion in inter-agency assessments.	June 2010/ December 2010
		At a higher level and for the longer-term, FAO and WFP will jointly bring together the most relevant stakeholders for prospective food security analysis on the global trends mentioned above, for example, through the Committee on World Food Security. This analysis will also draw upon a set of indicators jointly identified by both organizations, monitored separately, but brought together for analysis by both organizations.	
		In conclusion, FAO will continue to respond to the current ISFS needs of member states, institutional and other users, as it has in recent years. Regarding future needs brought about by drastic changes and trends in worldwide chronic food insecurity, climate change and extreme weather events, and increased volatility in agricultural and related commodity markets, the Organization will continue to take the lead in prospective agricultural and food security analysis. The identification of, and response to, the needs	

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		of member states and other stakeholders will take place through improved multi-stakeholder forums, in particular the reformed Committee on World Food Security, CFS. Joint FAO-WFP identification of needs, and response, will rely both on such multi-stakeholder for a, and on the joint identification of sets of indicators monitored by each organization and brought together for collaborative analysis.	

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Recommendations	**Action by**	**Management response and action taken**	**Implementation deadline**
SUSTAINABILITY			
Recommendation 4: ISFS support should promote long-lasting national multi-stakeholder ISFS partnerships. In seeking to achieve "sustainability" of national ISFS, FAO and WFP should each discuss with funding partners to reconsider the usual working definition of sustainability, which presumes continuation of benefits under exclusively national funding and management. In the case of ISFS, donors and other partners are users as well as supporters, and "sustainability" should be redefined to mean "continuation of benefits under long-term multi-stakeholder funding and partnership."	FAO and WFP each	FAO and WFP fully recognize the importance of a multi-stakeholder approach of supporting the longer-term sustainability of ISFS capacity at regional and country levels. Based on many years of support to ISFS development, FAO has learned that "sustainability" depends on three key factors: (i) National ownership of the ISFS, which is driven by an expressed demand for food security information in the country (or region); (ii) Longer-term commitment to the development of the ISFS by development partners (donors and technical support), given the complexity of the information systems and the joint interest in the food security information generated; (iii) An exit strategy that places emphasis on the cross-sectoral institutional structures, policies and technical capacities that must be in place before funding and technical support is phased out.	Ongoing
• To promote long-lasting national ISFS, FAO and WFP should each: • continue to support the development of national ISFS based on multi-stakeholder partnerships and networks, focusing on the production of consensus-based information. Whenever possible, FAO and WFP should privilege joint ISFS work between the two agencies; • base their capacity development work on systematic capacity needs assessments, including the policy, institutional/organizational and individual levels; and		WFP and FAO will continue their current practice to support multi-stakeholder groups and networks, which will be a core element of the corporate and joint WFP/FAO ISFS strategy. Capacity needs assessments will be conducted and will be part of both, the individual corporate WFP and FAO, as well as the joint WFP/FAO ISFS strategies.	Ongoing Starting second half 2010

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• consider the joint development of a set of guidelines for ISFS capacity needs assessments.		A set of principles to assure capacity-building of partner institutions and not only of individuals within these institutions will be part of the joint WFP/FAO ISFS strategy. In addition to in-country and regional capacity development efforts, FAO will further expand its successful distance learning programme in collaboration with academic institutions on various continents.	June 2010 Ongoing
COMMUNICATION AND DECISION-MAKING			
Recommendation 5.1: FAO and WFP should strengthen application of ISFS communication strategies based on a genuine understanding of food security decision-making processes FAO and WFP must each ensure that all of their ISFS activities maintain the focus on informing decision-making. In order to do this effectively, supported ISFS must incorporate explicit communication strategies targeted to different stakeholder groups. The communication strategies should be based on clear identification of the different targeted stakeholder groups' resources, interests, priorities, and capacity to use different ISFS products, as well as an understanding of the different decision-making processes involved. Moreover, systematic feedback mechanisms should be included. In order to improve the use of ISFS communication strategies FAO and WFP should each: • build their own communication capacities for their work in support of ISFS development, including specific focus on understanding food security-related decision-making processes; and • to the extent possible, ensure that development of ISFS includes the support of communication specialists to supplement information experts.	FAO and WFP each	FAO has in-depth experience with decision-making processes in support of the formulation and implementation of food security policies, programmes and emergency response at country and regional levels through its long-term engagement with Member States. FAO also recognises the difficulties associated with linking food security information to decision-making processes, and the essential aspect of effective communication. FAO has been reviewing existing communication practices and ISFS products with the explicit aim of strengthening linkages between food security information and decision-making for food security. FAO will incorporate its findings into the future development of ISFS. A corporate food security information communication strategy will be developed as part of the corporate ISFS strategy and will include strengthening of WFP's and partners' communication capacities. Communication of findings and recommendations is an integral part of the ISFS at all levels and will be supported by specialists.	Ongoing June 2010 December 2010 Ongoing

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY REPORT OF THE JOINT THEMATIC EVALUATION OF FAO AND WFP SUPPORT TO INFORMATION SYSTEMS FOR FOOD SECURITY			
Recommendations	**Action by**	**Management response and action taken**	**Implementation deadline**
Recommendation 5.2: FAO and WFP should work together to develop a joint ISFS communication and advocacy strategy Advocacy work should strive to improve awareness of the usefulness of complementary ISFS that provide comprehensive food security information required for food security analysis according to the definition of food security from the 1996 World Food Summit. This would include nutrition, urban areas, gender aspects, among others. Special efforts should be made to advocate for the usefulness of ISFS for development purposes.	FAO and WFP jointly	Effective communication remains an important strategic area representing the individual corporate interests of both FAO and WFP. There are already several good examples of past and current efforts in joint communication. Over the years, FAO and WFP have had joint press releases and press conferences, while organising joint events to advocate for greater food security globally and at country level. It is recognised that the two Agencies could communicate more effectively by producing information products based on joint analysis of the food security situation. This has happened successfully in a number of countries and regions. Such products include the Joint FAO/WFP Crop and Food Security Assessment Mission reports, as well as individual country-level food security and vulnerability analysis reports. Most recently, at the global level, FAO and WFP have jointly produced the "State of Food Insecurity in the World" (SOFI) hunger report (in 2009 and in 2010), traditionally an FAO 'flagship' publication focussing on underlying causes of chronic hunger, food insecurity and malnutrition. As part of the joint WFP/FAO ISFS strategy, FAO will further review its communication and advocacy strategies for hunger reduction and food security. The ES Department is reviewing its own communication strategy and resource requirements to ensure greater access to its food security information and knowledge products.	Ongoing Ongoing June 2010