



Evaluation of CFS Reform

Evaluation of the Committee on World Food Security

**First draft (for discussion)
31 January 2017**

Contents

| | |
|---|-----|
| Acronyms & Abbreviations..... | ii |
| Executive Summary..... | iii |
| Conclusions | v |
| Recommendations | ix |
| 1 Introduction..... | 1 |
| 1.1 Purpose, objectives and scope..... | 1 |
| 1.2 Approach and methodology..... | 1 |
| 1.3 Scope and limitations..... | 4 |
| 1.4 Structure of the report..... | 5 |
| 2 CFS in the global context..... | 6 |
| 2.1 Right to adequate food..... | 6 |
| 2.2 Trends in food security and nutrition..... | 6 |
| 2.3 2030 Development Agenda..... | 7 |
| 2.4 The reformed Committee..... | 8 |
| 2.5 Global and regional institutions..... | 12 |
| 3 Main findings..... | 14 |
| 3.1 Achieving intended outcomes..... | 14 |
| 3.2 How the reformed CFS is functioning..... | 24 |
| 3.3 Replicating the multi-stakeholder approach..... | 35 |
| 4 Conclusions and Recommendations..... | 41 |
| 4.1 Conclusions..... | 41 |
| 4.2 Recommendations..... | 45 |
| Annex A: Concept Note..... | 48 |
| Annex B: List of documents consulted..... | 49 |
| Annex C: List of persons consulted..... | 51 |

List of tables and charts

| | |
|---|----|
| Table 1: Key Evaluation Questions..... | 2 |
| Table 2: Number of persons consulted..... | 3 |
| Table 3: Trends in food insecurity 1990 to 2016..... | 7 |
| Table 5: Time frames for major policy convergence products..... | 19 |
| Table 7: Submissions on the use and application of VGGT..... | 20 |
| Table 8: Approaches to the use and application of VGGT..... | 21 |
| Table 9: Attendance at CFS Plenaries 2009 to 2016..... | 24 |
| Table 10: Examples of use of HLPE reports..... | 28 |
| Table 11: Issues that informed HLPE topics..... | 28 |
| Table 12: Staffing of CFS Secretariat..... | 31 |
| Chart 1: Issues needing more emphasis or coverage..... | 15 |
| Chart 2: CFS products identified by respondents..... | 22 |
| Chart 3: Responses - Lack of focus/MYPoW..... | 32 |
| Chart 4: Areas of improvements suggested by interviewees..... | 40 |

Acronyms & Abbreviations

| | |
|----------|--|
| CFS | Committee on World Food Security |
| CSM | International Food Security and Nutrition Civil Society Mechanism |
| ECOSOC | United Nations Economic and Social Council |
| EU | European Union |
| FAO | Food and Agriculture Organization of the United Nations |
| FFA | Framework for Action |
| FSN | Food Security and Nutrition |
| GSF | Global Strategic Framework for Food Security and Nutrition |
| HLPE | High Level Panel of Experts on Food Security and Nutrition |
| ICN2 | Second International Conference on Nutrition |
| IFAD | International Fund for Agricultural Development |
| M&E | Monitoring & Evaluation |
| MYPoW | Multi Year Programme of Work |
| NGO | Non-Governmental Organization |
| OECD/DAC | Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) |
| OEWG | Open-Ended Working Group |
| PSM | Private Sector Mechanism of the Committee on World Food Security |
| RAI | Responsible Agricultural Investment (full title) |
| RBAs | Rome-Based Agencies (i.e. FAO, IFAD and WFP) |
| SDGs | Sustainable Development Goals |
| SUN | Scaling Up Nutrition |
| UNSCN | United Nations Standing Committee on Nutrition |
| VGGT | Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security |
| WFP | World Food Programme of the United Nations |
| WHA | World Health Assembly |
| WHO | World Health Organization |

Executive Summary

Background and purpose

ES1. The Committee on World Food Security commissioned an independent evaluation to determine the progress the Committee was making towards its Overall Objective and main Outcomes since the 2009 reform. The evaluation covered the period October 2009 to October 2016.

ES2. The purpose of the evaluation as set out in the Concept Note in Annex A, endorsed by the Bureau is to:

- a) Produce evidence regarding whether CFS, as a multi stakeholder forum, is achieving the vision outlined in the Reform Documents and its expected outcomes;
- b) Assess the extent to which CFS is performing its roles outlined in the Reform Document, efficiently and effectively, and if so, with what impact;
- c) Review the working arrangements, including the multi-year programme of work of CFS in order to assess how the decision-making processes and planning may be impacting effectiveness;
- d) Propose forward-looking recommendations to enable CFS to respond effectively to the emerging food security and nutrition challenges, to further strengthen its comparative advantages, and to enhance its leadership role in improving global food security and nutrition; and
- e) Generate learning regarding multi-stakeholder collaboration, to which the CFS represents a possible model to be replicated.

Methodology

ES3. The evaluation mainly used qualitative data collection, namely, semi-structured interviews with key informants and focus group discussions, and observation at the CFS 43rd Plenary. The data was complemented by documentary evidence, primarily from the Committee's documents and the documents of the Rome-Based Agencies, the Civil Society Mechanism, the Private Sector Mechanism, and other stakeholders. The evaluation team consulted 361 persons in the course of this evaluation, and 156 of these were consulted in the country missions conducted to France, Jordan, Panama, the Philippines, Senegal, Uganda, and the United States. The evaluation covered all the main structures of the Committee. Time and budgetary constraints limited, among other things, the range of stakeholders that could be interviewed, and the evaluation team could not meet in person to do the detailed analysis of the data.

Summary of the main findings

ES4. *Relevance:* CFS Members and stakeholders are of the view that the Committee is addressing relevant food security and nutrition issues, but there are areas that require more focus or emphasis. Climate change, youth, and nutrition were identified most frequently. Nutrition has become more mainstreamed in the Committee's discussions and activities; however, it is primarily addressed through a separate, parallel work stream. Being relevant also involves being responsive to urgent and controversial issues that have global implications. The existing mechanisms do not cater adequately for the Committee to be responsive to urgent global issues.

ES5. *Coordination*: The CFS Plenary serves as a platform for bringing in a range of voices to policy dialogue. There has been an increase in the number and diversity of attendees at the CFS Plenaries since 2009, but the attendance of Ministers has declined. The Committee developed the Global Strategic Framework that captures all the major decisions and policy recommendations of the Committee and is intended as a tool for guiding actions on food security and nutrition. The framework has shortcomings and is not well known. It is undergoing its first periodic review since its adoption in 2012.

ES6. *Policy convergence*: The Committee produced four main policy convergence products, policy recommendations from 10 High Level Panel of Experts reports, and policy recommendations from three work stream studies between 2009 and 2016. Interviewees from government, civil society, the private sector and the Rome-Based Agencies expressed concern about the length of time taken to negotiate and the resources required for negotiation, and governments raised most of the concerns. Most of these concerns came from governments. The VGGT has the highest profile of the Committee's policy convergence products, and there is evidence of its use and application in several countries and in the regions. There is no evidence of widespread uptake of other policy products and recommendations of the Committee.

ES7. *Support to countries and regions*: The Committee has not received requests for support and advice from countries and regions. The Rome-Based Agencies provide technical support to countries as the Committee is not structured to do so, nor is it in the Committee's mandate to provide direct support.

ES8. *Monitoring*: The Committee conducted a survey of its effectiveness as part of its monitoring role. It also convened the first monitoring event at the CFS43rd Plenary on the VGGT. It has not conducted monitoring of its policy products and policy recommendations. There are different views in the Committee about the role and scope of the Committee's monitoring role.

ES9. *Bureau and Advisory Group*: The joint Bureau -Advisory Group meets at least quarterly, and most Advisory Group members attend all the meetings. There is disagreement within the Committee about the composition of the Advisory Group and the distribution of seats, and several proposals, often conflicting were put forward to the evaluation team.

ES10. *Open-Ended Working Groups*: The Committee has three standing Open-Ended Working Groups (Multi-Year Programme of Work, Monitoring and the Global Strategic Framework), and the number of policy-related Open Ended Working Groups depends on what has been agreed to in the Multi-Year Programme of Work. Concerns were raised about the number of work streams in the Committee and the burden it places on small delegations. The Open-Ended Working Groups do not have terms of reference to guide their work.

ES11. *High Level Panel of Experts*: The Panel produced 10 reports between 2011 and 2016, and a paper on Critical and Emerging Issues (2014) to inform the selection of topics to be researched. The Panel asserts that its reports are widely used as a reference document, not only, by the Committee, but also by the UN system and the scientific community. Interviewees raised concerns about the reports, including, the scientific language rendering the reports inaccessible to lay persons, the length of time taken to produce reports, and the quality of the recommendations contained in the reports.

ES12. *Civil Society Mechanism*: The Civil Society Mechanism provides a channel through which CFS and the Rome-Based Agencies can access the diverse organisations in food security and nutrition. It participates in all the main processes of the Committee and has contributed to the monitoring of the VGGT. The Civil Society Mechanism has raised the need for the space for civil society's participation to be strengthened to allow for greater participation in the various processes and structures of the Committee. There are

organisations with the Civil Society Mechanism who feel that their voices are not being heard within the mechanism.

ES13. *Private Sector Mechanism*: The level of interest from the private sector has increased over the past few years as reflected in the increase in the number of private sector organisations attending the CFS Plenary, from 4 in 2010 to 86 in 2016. The private sector, through the Private Sector Mechanism, is engaged in all the key processes of the Committee, including the Open-Ended Working Groups and the Advisory Group. The Private Sector Mechanism is seeking parity with the Civil Society Mechanism with respect to the number of seats on the Advisory Committee.

ES14. *CFS Secretariat*: The number of staff within the Secretariat fluctuates, depending on the programme of work and the resources to fund the work. Half of the staff is funded from extra-budgetary sources, creating uncertainty in the staffing of the Secretariat.

ES15. *Communication and Outreach*: The Committee has a communication strategy, but e efforts to date have not translated into widespread awareness of the Committee and its products at country level. Out of 156 persons consulted at the country level, only 30 (19 percent) could identify at least one of the major CFS products. There is a low level of awareness of CFS products in among government officials, as well as officials in the United Nations system at country level.

ES16. *Strategies and tools*: The Committee has not developed tools to assist countries to apply and use its products. FAO has developed a tool for mapping national actions on food security and nutrition, and the civil society organisations at the country level have developed advocacy tools for use by civil society.

ES17. *Stakeholder platforms*: There are regional platforms in food security and nutrition, but the Committee appears not to have regular interaction with these. The Chairperson briefs the FAO Regional Conferences on the Committee and the outcomes of the CFS Plenary.

ES18. *Diversity and inclusiveness*: The Committee involves a diverse group of stakeholders in its policy dialogue processes. There are groups who feel that their voices are not being heard in the Committee. Issues of gender and Indigenous Peoples are reflected in the work of the Committee, and youth to a far lesser extent. Issues of people with disabilities are not on the Committee's agenda.

ES19. *Replicating the CFS model*: Interviewees see the CFS model as worth replicating, provided the shortcomings in the current functioning of the Committee are addressed. The need for focussing on a few things, sustainable finances, capable human resources, and effective communication were highlighted as essential for the multi-stakeholder model to function. Trust, mutual respect and commitment to collaboration were identified as necessary conditions.

Conclusions

Enhanced coordination on food security and nutrition issues

Conclusion 1: *The Committee has put in place the mechanisms and processes to enhance global coordination on food security and nutrition issues. Although the Committee is addressing relevant issues in food security and nutrition that fall within its mandate, it has not articulated its comparative advantage in the area of food security and nutrition.*

ES20. The Committee is the only platform within the United Nations system that brings together a broad range of diverse stakeholders at the global level to develop guidelines and

make policy recommendations, in the manner that it does, with non-state actors as equal partners, except for the final decision. It has the participation of civil society and the private sector in all its major processes, and is able to draw on the evidence base provided by the reports of the High Level Panel of Experts. This makes the Committee unique within the United Nations system, yet it is largely unknown outside of headquarters in Rome. The Committee is seen by those closely associated with it, to be addressing relevant food security and nutrition issues, but with the Committee largely unknown at the national level, it may not be relevant to the ‘ultimate beneficiaries’ of its work.

ES21. The CFS Plenary is a platform that has brought stakeholders together to dialogue on issues, and while the attendance levels of the Plenary have increased since the reforms of 2009, the decline in the levels of representation at the Ministerial level is worrisome. It may be an indication that the Committee’s relevance to and interest from those who make the policy decisions is declining.

ES22. The Committee’s work to date has covered a wide range of food security and nutrition issues, many of which are covered elsewhere. While the topics are relevant and important, the Committee is not always clear about what its added value is in pursuing certain issues. For example, has not sufficiently articulated its vision and strategy to contribute to global nutrition efforts.

ES23. The Committee has developed the Global Strategic Framework to improve coordination and guide synchronised action by stakeholders in food security and nutrition. The stated main added value of the Global Strategic Framework is to serve as a single reference document and as practical guidance on the recommendations of the Committee with regard to food security and nutrition issues. In its current format, the document is an information reference, and it is unclear how it can guide synchronised action.

Improved policy convergence

Conclusion 2: *The Committee has contributed to improved policy convergence on food security and nutrition issues to the extent that it has developed policy products that have potential application across many countries and regions. The Committee has achieved convergence on certain policy issues at the global level, but this has not yet translated into widespread use and application of its policy convergence products.*

ES24. The Committee’s policy products have been consulted, negotiated and adopted on the basis of consensus, lending legitimacy to them. There is strong evidence that the VGGT is being applied in several countries. The available evidence shows limited use and application of the other policy convergence products of the Committee, namely, the RAI and FFA.

ES25. The following factors may explain the slow uptake of other Committee policy products:

- a) How CFS members, participants and stakeholders define policy convergence has implications for CFS effectiveness in promoting and improving policy convergence on food security and nutrition issues. In sharing their understanding of ‘policy convergence’ interviewees emphasised negotiation processes leading to consensus or agreement on policy recommendations. What should happen once consensus was reached was left implicit in most descriptions, though it could be inferred from other responses to the interviews that countries are expected to adopt those policy recommendations that were relevant to the country context. The Committee puts a great deal of thought, effort and resources into deciding on policy topics, obtaining the evidence to inform policy recommendations, consultation and negotiation to arrive at consensus. However, insufficient effort is put into working out the modalities for moving from policy recommendations to implementation.

- b) Committee and its policy products have a low profile or are not known at all in many countries, according to the vast majority of interviewees. This was borne out by the interviews at country level. Even in the case of the VGGTs, only CSM constituencies, and government and FAO officials who were involved in the implementation of the VGGT knew these guidelines. Committee promotes the VGGT, RAI, FFA and GSF as major policy products, and this creates the impression that the policy recommendations based on the HLPE reports are not ‘major’ and therefore not as important.
- c) The policy recommendations and policy products are broad and have to be adapted to the country context. This requires tools and support that the Committee is not in a position to provide.

Strengthened national and regional food security actions

Conclusion 3: *The Committee has contributed to national actions on food security and nutrition, through the use and application of the VGGT in several countries. However, without a detailed evaluation of the VGGT projects that have been implemented, the evaluation team cannot draw conclusions about the extent to which national and regional actions have been strengthened.*

ES26. The VGGT have received, and continues to receive substantial support from FAO for its use and application in countries, and the independent evaluation of FAO’s support is expected to assess the effectiveness of the support. The Committee’s contribution to strengthening national and regional food security actions is not direct as the Committee is not an implementing body.

Functioning of the Committee

Conclusion 4: *The Committee is functioning and has managed to generate a high level of outputs since the 2009 reform. Its performance of its six roles is uneven, and there are gaps and issues that it needs to address to be fully effective and efficient.*

ES27. As a platform for coordination at the global level, the Committee has managed to bring a wide range of stakeholders around the table to dialogue on food security and nutrition issues. However, it is too early to conclude whether this has translated into strengthening collaborative action among stakeholders at the country level. The Committee has been able to produce policy convergence products, and there is evidence of use of one of its major products. The roles that the Committee has not been effective in executing are:

- Support and advice to countries and regions
- Coordination and national and regional levels
- Promoting accountability and sharing best practice

ES28. There is a lack of clarity and agreement about how the Committee should proceed with these roles. In the case of support and advice to countries and regions, the Committee at best can only facilitate support and advice to countries and regions. The Committee is an intergovernmental policy body, and not an implementing body. The Rome-Based Agencies and others in the United Nations system are better placed to provide support and advice to countries and regions. The Committee has had limited engagement with regional organisations, except for the briefings at the FAO regional conferences.

ES29. With regard to the Committee’s role in promoting accountability and sharing best practices, the Committee has made a good start with the convening global events for sharing

best practices. There are however, differing views in the Committee about its role in monitoring and what it should be monitoring. In the view of the evaluation team, it is not feasible, nor is it desirable for the Committee to attempt to monitor the implementation of the many policy recommendations, and policy products at the country level. Policy development processes at the country level are influenced by many different factors and sources of information, and it would be difficult to monitor the use of the Committee's products.

ES30. The Bureau, the Advisory Group, and the Open Ended Working Groups play a pivotal role in shaping the agenda of Committee and content of its work. The Open-Ended Working Groups are not as effective as they could be. The Advisory Group adds value to the work of the Bureau, but the contestation over the membership of the Advisory Group threatens to reduce the effectiveness of the Advisory Group. The Civil Society Mechanisms and the Private Sector Mechanisms play an important role in facilitating the contributions of non-state actors in the work of the Committee. Both mechanisms are seeking to have the requisite 'space' to ably facilitate the views of their participating organisations. The Joint Bureau-Advisory Group meetings are a platform for influencing the decisions of the Bureau and ultimately, the Plenary. It is therefore not surprising that there is contestation over the representation and the distribution of seats in the Advisory Group.

ES31. The High Level Panel of Experts has produced reports that cover a range of food security and nutrition issues. There is broad agreement amongst CFS Members and stakeholders on the importance of the Panel in bringing scientific evidence to inform the decisions of the Committee, but the potential of the Panel is not fully exploited. The panel has a number of challenges including the lack of adequate resources to promote its work.

ES32. Multi-Year Programme of Work, although it follows a rigorous process of identifying the priorities for the Committee over the biennium, has not been successful in limiting the number of priorities that are finally approved. The Committee's effectiveness and efficiency are impacted negatively by the unpredictability of its funding and the resources for the Joint CFS Secretariat.

ES33. The Committee has not been effective in its communication and outreach, as it is largely unknown at the country level. The Civil Society Mechanism and the Private Sector Mechanism promote the Committee and raise awareness of products and decisions, amongst their constituencies. The gap lies in the communication between delegations in Rome and ministries at the country level.

Diversity and inclusiveness

Conclusion 5: The reformed Committee has engaged a greater diversity of actors than was the case prior to the reform, but not all voices feel that they are heard. There are stakeholders who could potentially add value, but are not present in the CFS platform.

ES34. Committee has integrated gender equality and the empowerment of women to a great extent. It has produced policy recommendations on gender, but the extent to which these have been taken up by countries and regions is unknown. The participation of youth is receiving more attention in the Committee's agenda than has been the case in the past. The Committee's approach to youth however, is ad hoc. The Committee has integrated the interests of Indigenous Peoples into its work, but issues of Indigenous Peoples are championed primarily by the Civil Society Mechanism and not by the Committee as a whole. People with disabilities are not on the agenda of the Committee.

Conditions, assumptions, and replicating the multi-stakeholder model

Conclusion 6: *The Committee is potentially a good model for the collaboration and partnership required to achieve the targets of the Sustainable Development Goals. However, it still lacks some of the factors or conditions required to function effectively as a multi-stakeholder platform.*

ES35. Successful multi-stakeholder initiatives have clear objectives and a single issue that brings stakeholders to the table to try to resolve. The Committee covers a broad spectrum of food and security issues, and does not have a single focus that stakeholders can rally around. The Right to Adequate Food, which was one of the drivers for the reform, does not have a high profile on the agenda of the Committee.

ES36. There must be mutual respect and trust among stakeholders. This is something that is still evolving in the Committee. People don't work together because they trust one another – they develop trust through working together. Stakeholders must feel that they have an equal voice and that their different contributions have equal value in the Committee. This is an area where the Committee and its mechanisms have challenges. There are groups that feel excluded or that their contributions are not valued equally.

ES37. Multi-stakeholder platforms require predictable resources and a stable core staff to support it. These two conditions are not in place in the Committee and so the sustainability of the Committee is at risk. Effective multi-stakeholder platforms are good at communicating their vision, and demystifying the technical aspects of their work. This condition is not present in the Committee.

Recommendations

ES38. The evaluation team proposes a number of recommendations, recognising that the Committee is addressing a number of the issues raised in this evaluation.

Recommendations on strategy

ES39. The Committee should develop a strategic framework to guide its work over the medium-to-long term. Such a framework should set out a small number of strategic priority areas. The strategic framework does not replace the Reform Document. It seeks to give clarity and specificity to what the Committee should be focusing on to achieve the vision set out in the Reform Document. Within the strategic framework, the Committee is better placed to formulate clear objectives, and the theory or theories of change that underpin its work. This could also assist the Committee in clarifying how best to execute its roles in the Reform Document.

ES40. In selecting and developing policy convergence products, the Committee should from the outset consider the primary users of its products, what mechanisms will be required for these products to reach the primary users, what capacities will be required for primary users to make effective use of the products, and which partners can provide the capacity and support for the use and application of the product.

ES41. The High Level Political Forum on the 2030 Agenda represents an opportunity for the Committee to position and profile itself at the global level. The Committee utilise the platform presented by the High Level Political Forum, to showcase its work. It should also leverage its relationship with the High Level Task Force on Food and Nutrition Security to secure the support of other United Nations entities.

Recommendations on the Bureau, Advisory Group and Open-Ended Working Groups

ES42. The Open-Ended Working Groups should all have approved terms of reference to guide their work. The work of the three core Open-Ended Working Groups, namely, MYPoW, Monitoring, and the Global Strategic Framework are interrelated. They should hold joint discussions at least twice a year to ensure that there is synergy and alignment.

ES43. The Bureau should consider taking decisions in the Joint Bureau-Advisory Group meeting, and reserve the Bureau meetings for those items that do not require the input and discussion with the Advisory Group. This will eliminate duplication of the agendas and also promote transparency in the decision taking of the Bureau.

ES44. The issue of the number of seats on the Advisory Committee is not simply about the number of seats for the Civil Society Mechanism and the Private Sector Mechanism. There is also the status of WHO and WFO as ad hoc members, and the need for broader representation of philanthropic foundations. The Committee should initiate a formal process of reviewing the membership of the Advisory Committee. In doing so, it should take into consideration the following:

- a) The strategic framework recommended at paragraph #
- b) The Reform Document (paragraph 7) calls for a composition that ensures that the voices of all relevant stakeholders, *particularly those most affected by food insecurity*, should be heard.
- c) The roles that selected United Nations entities, including the Bretton Woods institutions (excluding the Rome-Based Agencies) currently play on the Committee, and the roles envisaged going forward in the Sustainable Development Goals, especially SDG 2.
- d) The status of regional organisations as observers, and their future role in the work of the Committee.
- e) The resource implications of changes to the Advisory Group memberships

ES45. The mechanisms in the Committee are self-organising, and how their internal structures and processes are their prerogative. They should review the internal structures and processes to ensure that are inclusive of the voices of all their constituencies. This recommendation is specifically directed at the Civil Society Mechanism, the Private Sector, and the Bill and Melinda Gates Foundation, but does not preclude other Participants in the Advisory Committee from doing so.

Recommendations on the High Level Panel of Experts

ES46. The Committee should retain the maximum of one report per year for the High Level Panel of Experts. The Steering Committee of the Panel should discuss with the Bureau and the Advisory Group, their requirements and expectations regarding the framing of recommendations. The High Level Panel of Experts should consult the non-scientific community about ways to improve the accessibility and use of the information contained in the reports.

Recommendations on MYPoW and resourcing

ES47. The Committee should consider developing a four-year MYPoW that is reviewed and updated annually. The Strategic Framework and the Critical and Emerging Issues Papers of the High Level Panel of Experts should inform the contents of the MYPoW. There should be room for flexibility in taking on new issues not covered in the Critical and Emerging Issues Papers. The selection criteria and the process of prioritisation should be improved. Topics should not be selected unless it can be demonstrated that the Committee has a comparative advantage and can add value. Steps should be taken to ensure that all CFS Member States and

stakeholders participate in the prioritisation process. This may mean a longer consultation process, but will ensure inclusiveness and buy-in in the long run.

ES48. The Committee should resolve the issue of sustainable financing and resourcing of its functions. In this regard, it is recommended that there be a formal agreement between the Committee and the Rome-Based Agencies to secure their annual financial contributions to the functioning of the Committee, and their contribution in the form of senior staff seconded to the Secretariat. All core staff (not consultants) should be funded from core funding.

ES49. The Committee should consider establish a pooled funding mechanism to which should operate along the lines of ‘budget support’, with funding from different sources, including the private sector and philanthropic organisations. Donors should not be permitted to select specific projects to fund. How the funding is spent should be determined by the MYPoW, and accounted for through the annual reporting of the Committee.

Recommendations on monitoring

ES50. The Committee should not seek to monitor the use of its products or the implementation of its policy recommendations directly, as it is not feasible for the Committee to monitor the large number of recommendations and actions at the country level. Nor should the Committee seek to monitor for the purpose of attributing positive changes at the national level to the influence of its policy products, as there are a large number of factors other that influence policy-making at the country level. The Committee’s approach to monitoring should be to leverage the information that the Rome-Based Agencies have on the actions being taken at the country level. The Committee seek to seek to draw on multiple perspectives on its products from, for example civil society, the private sector, and the wider research community.

ES51. The Committee should commission periodic evaluations of its work. These evaluations may focus on a specific theme, or could be a comprehensive review of its performance. Where appropriate, the Committee should consider requesting the evaluation offices of the Rome-Based Agencies to conduct a joint evaluation.

ES52. The Committee should continue to implement the ‘events’ approach to monitoring, as a vehicle for sharing knowledge and learning. It should consider convening regional events, in partnership with the relevant regional organisations. This could strengthen the bridges between the Committee and regional organisations, and contribute to improving coordination with the regional level.

Recommendations on Communication and outreach

ES53. The Committee should review and update its communication strategy. Greater emphasis should be placed on the role of CFS Members to communicate with the countries, on matters relating to the Committee. The Secretariat can assist the CFS Members, as well as Participants by providing short briefs on the work of the Committee.

1 Introduction

1. The Committee on World Food Security was established in 1975 as an intergovernmental body by resolution of the Food and Agriculture Organization of the United Nations (FAO).¹ In 2009, the FAO Council adopted a resolution initiating the reform of the Committee² as one of the global responses to the 2007-2008 food crisis that saw an estimated 1 billion people hungry and undernourished. The food crisis was unprecedented and pointed to the necessity for improved global governance of food security. A reformed Committee was seen to have the potential to play a key role in global governance of food security and ‘...generate momentum for timely, integrated, sustainable and effective responses to the challenges of food security.’³

2. The CFS 40th Plenary (2013) decided that there should be an evaluation of the progress of the reform, including the progress made by the Committee towards its overall objective and outcomes. The CFS Bureau commissioned an independent evaluation in January 2016. This is the first independent evaluation of the Committee, and it follows on the CFS 2015 Effectiveness Survey. The evaluation covers the period from October 2009 to October 2016, representing the period that has elapsed since the 2009 resolution.

1.1 Purpose, objectives and scope

3. The purpose of the evaluation as set out in the Concept Note in Annex A, endorsed by the Bureau is to:

- f) Produce evidence regarding whether CFS, as a multi stakeholder forum, is achieving the vision outlined in the Reform Documents and its expected outcomes;
- g) Assess the extent to which CFS is performing its roles outlined in the Reform Document, efficiently and effectively, and if so, with what impact;
- h) Review the working arrangements, including the multi-year programme of work of CFS in order to assess how the decision-making processes and planning may be impacting effectiveness;
- i) Propose forward-looking recommendations to enable CFS to respond effectively to the emerging food security and nutrition challenges, to further strengthen its comparative advantages, and to enhance its leadership role in improving global food security and nutrition; and
- j) Generate learning regarding multi-stakeholder collaboration, to which the CFS represents a possible model to be replicated.

1.2 Approach and methodology

4. The evaluation sought to be as comprehensive as possible within the available resources and timeframe, and covered the main structures and processes of the Committee. The evaluation criteria that guided the evaluation were effectiveness, efficiency, and relevance. The evaluation followed the norms and standards of the United Nations Evaluation

¹ Resolution 21/75 of the FAO Council

² Get correct references

³ Op cit. p.46

Group (UNEG), and the OECD-DAC principles of impartiality and independence, credibility and usefulness.

5. The Evaluation Manager conducted an inception mission to Rome in May 2016 to identify the key issues for the evaluation, confirm the scope of the evaluation, and to identify key stakeholders and documents for the evaluation. Discussions were held with Bureau Members and Regional Groups; chairs of all Open-Ended Working Groups, members of the Advisory Group, senior officials in FAO, IFAD, WFP and WHO; the current and two previous Chairs of the Committee; the CFS Secretariat; representatives of the Civil Society Mechanism and the Private Sector Mechanism (Skype discussion), the World Farmers Organization, and the United Nations Secretary-General's Special Adviser on the 2030 Development Agenda. A draft inception report was discussed with the Bureau-Advisory on 22 July 2016, and the final inception report was submitted on 31 August 2016.

6. A results-based framework was developed by the Open-Ended Working Group on the Multi-Year Programme of Work (MYPoW) in 2011, and was approved by the CFS Plenary at its Thirty-Seventh Session in 2011, as a document that required further refinement.⁴ It is understood from key informants in the Open-Ended Working Groups on Monitoring and the MYPoW, and in the CFS Secretariat consensus could not be reach on the indicators in the results-based framework. There was however agreement on the Overall Objective and three Outcomes set out in the framework. At the time of the evaluation, the framework had not been refined to include agreed indicators. The evaluation team used the Overall Objective and three major Outcomes as the framework for evaluation, The key evaluation questions are shown in Table 1. These questions were further elaborated with sub-questions to guide the data collection and the development of the interview protocols.

Table 1: Key Evaluation Questions

| |
|---|
| Overall Objective: <i>Contribute to reducing hunger and malnutrition and enhancing food security and nutrition for all human beings.</i> |
| Outcome A: Enhance global coordination on food security and nutrition questions |
| Outcome B: Improved policy convergence on key food security and nutrition issues |
| Outcome C: Strengthened national and regional food security actions |
| Key evaluation questions |
| Are the reforms working? |
| 1.1 To what extent has the reformed CFS enhanced global coordination of food security and nutrition issues? |
| 1.2 To what extent has the reformed CFS improved policy convergence on key food security and nutrition issues? |
| 1.3 To what extent has the reformed CFS strengthened national and regional food security actions? |
| How is the reformed CFS functioning? |
| 2.1 To what extent do the six roles, working arrangements, management systems and structures contribute to the outcomes? |
| 2.2 To what extent do strategies, tool, products and recommendations contribute to the outcomes? |

⁴ Results-based Framework for CFS document CFS/2011/10 presented at the CFS 37th Plenary. The decision is reflected in paragraph 63 of Committee on World Food Security Thirty-Seventh Session 17-22 October, 2011, Final Report, <http://www.fao.org/docrep/meeting/024/mc494e.pdf>

- 2.3 To what extent do the stakeholder platforms and interactions contribute to the outcomes?
 2.4 What unexpected outcomes and dynamics have emerged from the new roles and structures?

Is the collaboration approach worth replicating?

- 3.1 To what extent has the multi-stakeholder platform engaged a diversity of voices in policy-making?
 3.2 To what extent are gender and youth interests, as well as the interests of indigenous peoples and marginalised populations integrated?
 3.3 What are the assumptions, factors and conditions necessary for the platform to function effectively?

7. Primary data collection was done through semi-structured interviews and focus group discussions conducted in Rome during the CFS 43rd Plenary, and in a sample of countries. The countries were selected on the basis of the following criteria: food security & nutrition status, presence of one or more Rome-Based Agencies (RBA), total value of the RBA portfolio, evidence of application of CFS products, and estimated cost of the mission. The countries visited covered six of the seven CFS regions – France, Jordan, Panama, Philippines, Senegal, Uganda, and the United States of America. Interviews were also conducted in Brussels. The evaluation team observed the plenary sessions and various side events.

8. The evaluation team developed an interview protocol that covered all the key evaluation questions. This served as the basis for developing specific protocols to cater for the different categories of interviewees, for example, CFS Member States, the Civil Society Mechanism, and the Private Sector Mechanism. Where requested, the protocols were sent in advance to interviewees. In the case of the country missions, the evaluation team provided a note to the Rome-Based Agencies, setting out the categories of people to be interviewed and the five areas to be covered in the interviews.

9. A total of 361 individuals were consulted in this evaluation, and 45 per cent of these (162) consultations took place outside Rome. Table 2 shows categories of people interviewed. Government representatives constituted the largest number of persons consulted, followed by civil society (most interviewees belonged to organisations of the Civil Society Mechanism). The number of persons consulted at the country level varied from 13 in France to 35 in the Philippines. The list of persons consulted is shown in Annex C.

Table 2: Number of persons consulted

| Category | All interviews and focus group discussions | Country missions only | Country | Number of persons consulted |
|-----------------|--|-----------------------|--------------|-----------------------------|
| Government | 99 | 49 | France | 13 |
| Civil society | 95 | 46 | Jordan | 20 |
| Private sector | 42 | 13 | Panama | 26 |
| HLPE | 5 | - | Philippines | 35 |
| CFS Secretariat | 12 | - | Senegal | 20 |
| FAO | 32 | 16 | Uganda | 24 |
| IFAD | 7 | 2 | USA | 18 |
| WFP | 10 | 6 | TOTAL | 156 |
| Other UN | 17 | 10 | | |
| Other | 42 | 14 | Brussels | 6 |
| TOTAL | 361 | 156 | | |

10. The evaluation conducted a desk review of a large volume of secondary data sources, primarily CFS reports, work plans, policy products, High Level Panel of Experts reports,

documents emanating from the Rome-Based Agencies, the Civil Society Mechanism, the Private Sector Mechanism, and external experts in food security and nutrition. The list of documents consulted is shown in Annex B.

11. All interviews and focus group discussions were summarised into an agreed format to facilitate data analysis. Most of the interview summaries were prepared during the mission or in the days immediately following the mission while the information was still fresh in the minds of the evaluation team. The team members each prepared an overall summary of the country missions based on the five broad areas of enquiry set out in the note for country missions. The evaluation team held debriefing discussions following each mission, and emerging themes were noted during these debriefings.

12. The primary data for the evaluation was qualitative data. The evaluation team analysed the qualitative responses from the interviews using the following a two-step process. *Grouping responses by stakeholders*: the responses from the interviews were grouped by different stakeholder groups, for example, governments, civil society, private sector, the Rome-Based Agencies, and other United Nations entities). *Clustering by categories*: The interviewers highlighted common themes and clustered them into categories, for example, Effectiveness of CFS, and issues the respondents raised in the interviews. This was complemented by the review of emerging themes from all interviews that had been conducted in a location, for example, Rome, or Panama, and captured in summaries for each site. These two steps yielded a short summary of common themes that were reported by a) specific categories of stakeholders, and b) by the aggregation of people interviewed. The categories and emerging themes were used to inform the summary of findings based on each key evaluation question. In a selection of cases and for specific themes, the interviewers used *systematic coding* of the raw data (interview notes) to confirm the frequency of associated terms that were mentioned, to provide a “weighting”.

13. The interview data was triangulated with secondary data extracted from the Final Reports of CFS Plenaries, the minuted outcomes and documents of the Bureau, Advisory Group, and the Open-Ended Working Groups; reports of the High Level Panel of Experts, the strategic frameworks and other reports of the Rome-Based Agencies. Documents submitted by various respondents in support of their responses in the interviews were also used as sources for triangulation. The evaluation team used the results of the *CFS Effectiveness Survey* conducted by the Committee in 2015. This survey captured the perceptions of a range of stakeholders on the relevance of the Committee and its effectiveness in relation to its three major outcomes.

14. The preliminary observations were presented to a meeting of the Bureau and Advisory Group in November 2016. These observations were preliminary as all the data from the country missions had not been analysed, and one country mission (Jordan) was still to be conducted. This briefing gave the Bureau and Advisory Group the opportunity to identify gaps or issues that required attention, and factual errors. The comments received at the briefing, as well as written comments submitted were taken into consideration in the drafting of the evaluation report.

1.3 Scope and limitations

15. The evaluation covered the main structures and mechanisms of the Committee, namely, the CFS Member States, the Bureau, the Advisory Group, all Open-Ended Working Groups, the High Level Panel of Experts, the Civil Society Mechanism, the Private Sector Mechanism and the CFS Secretariat. The role of the Rome-Based Agencies in the Committee was also within the scope of the evaluation.

16. The absence of an agreed, approved results framework posed a major limitation for the evaluation as there were no indicators against which the effectiveness and efficiency of

the Committee and its work could be evaluated. The three main Outcomes are high level outcomes, and there were no immediate or intermediate outcomes that could be used in constructing the evaluation framework. The evaluation team inferred a hierarchy of outcomes that has not been tested with the Committee. Without agreed key performance indicators, it is difficult to make a judgement on the extent to which the Committee is achieving the main Outcomes and Overall Objective.

17. Time and budgetary constraints limited the range of stakeholders that could be interviewed.

- a) The evaluation team was not able to interview United Nations bodies based at headquarters in New York. These include the members of the Economic and Social Council of the United Nations (ECOSOC), the United Nations Development Group (UNDG), the United Nations Department of Economic and Social Affairs (UNDESA), the United Nations Children's Fund (UNICEF), and UN Women. Although several of these entities are members of the High Level Task Force on Global Food and Nutrition Security that sits on the CFS Advisory Group, it would have been useful to obtain their perspectives on CFS directly.
- b) The evaluation team did not secure interviews with regional bodies, with the exception of the African Union/NEPAD. The views of regional bodies, including those of the regional economic commission of the United Nations would also have been useful but could not be obtained due to time constraints.
- c) The country missions were between 3-5 days (excluding travel), and limiting the range of stakeholders that could be interviewed, for example, the ultimate beneficiaries of the Committee's work. Most of the interviews were conducted in the capitals. In the case of Jordan, Senegal and Uganda, there were interviews outside the capital with agricultural research bodies and civil society.

18. The evaluation team relied on the efforts of the country offices to organise the interviews, based on the guidance set out in the country note. While country offices endeavoured to secure interviews with the range of stakeholders as requested, it was not always possible for them to secure interviews with all the categories of stakeholders or with the most appropriate informants. The country missions were planned for September to October 2016, but because of the long-lead time required, the country missions took place in late October through to early December 2016. This compressed the time available for data analysis.

19. The evaluation team conducted 14 focus group discussions, and in 6 cases, the interviewer did not have the advantage of a note-taker. Some important information or nuances may therefore have been overlooked. In the case of Senegal, an independent interpreter was used, and there is always the risk of losing out on some information.

20. The evaluation team members are based in different locations and only had one opportunity to meet face-to-face. Due to budgetary constraints, the evaluation team did not have the benefit of analysing the data collectively in person. All meetings including data analysis were done via Skype, except for the work sessions during the CFS 43rd Plenary.

1.4 Structure of the report

21. The report consists of four chapters including this introductory chapter. Chapter 2 provides an overview of CFS and the context in which it operates. Chapter 3 presents the findings, and Chapter 4 presents the conclusions and recommendations of the evaluation.

2 CFS in the global context

This chapter provides background information on the reformed Committee and the context in which it operates.

2.1 Right to adequate food

22. To understand the Committee and its reform, it is important to locate these within the context of the ‘Right to Food’. The right to adequate food is a human right. It is formally recognised in the Universal Declaration of Human Rights (1948), and Article 11 of the International Covenant on Economic, Social and Cultural Rights is binding on United Nations member states that have ratified it. The right to food gained prominence in the global architecture for food security and nutrition during the 1996 World Food Summit. The legal obligations set forth in the Declaration of the 1996 World Food Summit were translated into practical guidance for countries through the Right to Food Guidelines, which were approved by the FAO Council in 2004. These guidelines were implemented in many countries in response to the 2007-08 food and fuel price crisis, and were also an impetus/driving force for the reform of the Committee of World Food Security, where the right to food figures prominently as a defining component of its vision: *“The CFS will strive for a world free from hunger where countries implement the voluntary guidelines for the progressive realization of the right to adequate food in the context of national food security.”*⁵

23. At the time of the CFS Reform, agricultural production was considered the primary means for alleviating global food insecurity while proponents of the right to food held to a broader view that stressed factors such as poverty, power imbalances, environmental sustainability and cultural appropriateness particularly for vulnerable and indigenous populations.⁶ The right to food is thus closely linked with the food sovereignty and food justice movements as well as agro-ecological production.⁷ Moreover, adequate food implies considerations of quantity as well as quality in terms of nutritional content. Nutrition governance has also been linked to the right to food.⁸

2.2 Trends in food security and nutrition

24. The world has seen significant progress in reducing hunger over the past 15 years (Table 3). Yet, nearly 795 million people worldwide still lack access, on a regular basis, to adequate amounts of dietary energy. This means that we are far from achieving the goal of eradicating hunger. The Food Insecurity Experience Scale (FIES) provides a new and improved measure of food insecurity, focusing on the access to food. Based on a preliminary assessment of worldwide data collected at the individual level, sub-Saharan Africa is the region with the highest prevalence of food insecurity, followed by Southern Asia. FIES-based results also suggest that food insecurity is more prevalent among adult women than among adult men almost everywhere. Between 2000 and 2015, the number of stunted children has fallen in all regions except sub-Saharan Africa, where it increased. Worldwide, the share of

⁵ Jean Ziegler, The Fight for the Right to Food. <http://www.righttofood.org/work-of-jean-ziegler-at-the-un/what-is-the-right-to-food/>

⁶ This stems from Amartya Sen’s work on famines – that it is not about production, but access/distribution which is political.

⁷ UNSCN ICN2 Follow up Policy Brief 3. Impact Assessment of Policies to support Healthy Food Environments and Healthy Diets. http://www.unscn.org/files/ICN2_TPM/Policy_Brief_EN_Impact_Assessment_FINAL.pdf

⁸ Interim report of the Special Rapporteur on the right to food, August 3, 2016 (<https://documents-dds-ny.un.org/doc/UNDOC/GEN/N16/247/21/PDF/N1624721.pdf?OpenElement>) - “Applying a human rights-based approach to nutrition policy acknowledges rights holders and the duty of Governments to refrain from actions that negatively affect the right to nutrition and to implement strategies that tackle malnutrition’s root causes.”

children under five years of age considered overweight increased from 5.1 percent to 6.2 percent between 2000 and 2015.⁹

Table 3: Trends in food insecurity 1990 to 2016

| Regions | Under-nourished people | 1990-1992 | 2000-2002 | 2005-2007 | 2010-2012 | 2014-2016 |
|---------------------------|------------------------------|-----------|-----------|-----------|-----------|-----------|
| World | Number (millions) | 1001.6 | 929.6 | 942.3 | 820.7 | 794.6 |
| | Prevalence (% of population) | 18.6 | 14.9 | 14.3 | 11.8 | 10.9 |
| Developed regions | Number (million) | 20.0 | 21.2 | 15.4 | 15.7 | 14.7 |
| | Prevalence (% of population) | <5 | <5 | <5 | <5 | <5 |
| Developing regions | Number (millions) | 990.7 | 908.4 | 926.9 | 805.0 | 779.9 |
| | Prevalence (% of population) | 23.3 | 18.2 | 17.3 | 14.1 | 12.9 |

Source: FAO, IFAD and WFP. 2015. *The State of Food Insecurity in the World 2015*.

2.3 2030 Development Agenda

25. On 25 September 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development. It includes 17 Sustainable Development Goals (SDGs) and 169 targets that will guide the actions of governments, international agencies, civil society and other institutions over the next 15 years. A specific goal has been defined to “End hunger, achieve food security and improved nutrition and promote sustainable agriculture” (SDG 2). The goal is comprehensive and articulated around eight targets: five on development outcomes and three on means of implementation. The outcome targets include concepts that range from hunger, malnutrition, smallholder agricultural productivity and income, sustainability of agricultural practices, to the protection of crop and livestock genetic resources, covering in large part all four dimensions of food security and nutrition (food availability, access, utilization and stability).

26. The SDGs are interrelated, so other goals are also pertinent to achieving food security and nutrition, for example, SDG 5 (Gender equality), and SDG 17 (Partnerships to achieve the goals). The SDGs are not legally binding on Member States, but the latter are expected to take ownership of these goals and put national frameworks in place to achieve the goals. Member States have the primary responsibility for the follow up and review of progress towards achieving the targets set out in the goals. Progress will be monitored at the regional and global levels as well, with the information from the national level. The follow-up and review of progress at the global level will be done at the annual meetings of the High Level Political Forum on Sustainable Development.

27. The SDGs, in particular SDG 2 is expected to guide the Committee’s priorities going forward. The CFS 43rd Plenary endorsed the document prepared by the Open Ended Working Group – SDGs, on the Committee’s engagement in advancing the 2030 Agenda for Sustainable Development. The document envisages the Committee contributing to the annual follow-up and review of the High Level Political Forum, through providing an overall review of the state of food security and nutrition, and lessons learned that are relevant to the particular theme that the High Level Political Forum may select for a particular year. The

⁹ Monitoring Food Security and Nutrition in Support of the 2030 Agenda for Sustainable Development: Taking Stock and Looking Ahead, 2016, FAO, IFAD and WFP

Committee is expected to highlight policy instruments and recommendations that are relevant for the theme at hand.¹⁰

2.4 The reformed Committee

Vision and roles

28. The reform crafted a vision for the Committee: “The CFS is and remains an intergovernmental Committee in FAO. The reformed CFS, as a central component of the evolving Global Partnership for Agriculture, Food Security and Nutrition, will constitute the foremost inclusive international and intergovernmental platform for a broad range of committee stakeholders to work together in a coordinated manner and in support of country-led processes, towards the elimination of hunger and ensuring food security and nutrition for all human beings. The CFS will strive for a world free from hunger where countries implement voluntary guidelines for the progressive realization of the right to adequate food in the context of national food security.¹¹”

29. The Committee agreed to three key guiding principles for the reform, namely: **inclusiveness**; **strong linkages to the field** to ensure that the reform process is based on the reality of what happens on the ground; and **flexibility** in implementation to enable the Committee to be responsive to changes in the external environment and needs of its Members. The Committee also agreed that the reforms would be implemented in two phases, with the Committee gradually taking on additional roles in Phase II, and no dates were set for when Phase II would begin.¹² In practice, the Committee has been working on roles in both phases, and the evaluation therefore sought to cover all six roles.

| Roles: Phase I | Additional roles: Phase II |
|---|--|
| <i>Coordination at global level.</i> Provide a platform for discussion and coordination to strengthen collaborative action among governments, regional organizations, international organizations and agencies, NGOs, CSO, food producers’ organizations, private sector organizations, philanthropic organizations and other relevant stakeholders, in a manner that is in alignment with each country’s specific context and needs. | <i>Coordination at national and regional levels.</i> Serve as a platform to promote greater coordination and alignment of actions in the field, encourage more efficient use of resources and identify resource gaps. As the reform progresses, the CFS will build, as appropriate, on the coordination work of the United Nations High Level Task Force (HLTF). |
| <i>Policy convergence.</i> Promote greater policy convergence and coordination, including through the development of international strategies and voluntary guidelines on food security and nutrition on the basis of best practices, lessons learned from local experience, inputs received from the national and regional levels, and expert advice and opinions from different stakeholders. | <i>Promote accountability and share best practice at all levels.</i> One of the main functions of the CFS has been to monitor actively the implementation of the 1996 World Food Summit Plan of Action (WFS-PoA). CFS should help countries and regions, as appropriate, address the questions of whether objectives are being achieved and how food insecurity and malnutrition can be reduced more quickly and more effectively. |
| <i>Support and advice to countries and regions.</i> At country and/or region request, facilitate support and/or advice in the development, implementation. Monitoring and evaluation of their nationally and regionally owned plans of action for the elimination | <i>Develop a Global Strategic Framework for food security and nutrition</i> in order to improve coordination and guide synchronized action by a wide range of stakeholders. The Global Strategic Framework will be flexible so that it can be adjusted as priorities change. It will build upon |

¹⁰ CFS, 43rd Plenary, Guidance Note for CFS contribution to the 2017 United Nations High Level Political Forums <http://www.fao.org/3/a-mr318e.pdf>

¹¹ CFS, Reform of the Committee on World Food Security, Thirty-fifth Session, Rome, October 2009, CFS:2009/2 Rev.2, p.2

¹² CFS, Reform of the Committee on World Food Security, Thirty-fifth Session, Rome, October 2009, CFS:2009/2 Rev.2, p.2-3

| | |
|--|--|
| of hunger, achievement of food security and the practical application of the “Voluntary Guidelines for the Right to Food” that shall be based on the principles of participation, transparency and accountability. | existing frameworks such as the UN’s Comprehensive Framework for Action (CFA), the Comprehensive Africa Agriculture Development Programme (CAADP), and the Voluntary Guidelines to Support the Realization of the Right to Adequate Food in the Context of National Food Security. |
|--|--|

Current structures of CFS

30. The Committee comprises Member States, Participants and Observers reflecting one of the key reform objectives of increasing the diversity of voices in the Committee. The establishment of mechanisms for the participation of non-state actors, the broadening of the participation of United Nations bodies, and the establishment of a permanent secretariat were some of the main reforms introduced. A second objective of the reform was to ensure that policy recommendations of the Committee were informed by sound evidence, and so the High Level of Panel of Experts was introduced. Committee Participants may debate and discuss issues with Member States, but it is Member States who make the decisions.

31. **Chairperson and Vice-Chairperson:** The Chairperson is elected for a period of two years on a rotational basis amongst regions and on the basis of individual qualifications and experience relevant to the mandate of the Committee. The Chairperson is not eligible for election for two consecutive terms in the same office. The term of office expires at the end of the Committee meeting where the election of a new Chairperson is held. The Bureau elects a Vice-Chairperson from among its members, on the basis of individual qualifications. The Vice-Chairperson remains in office until the election of a new Vice-Chairperson. The Chairperson, or in his or her absence the Vice-Chairperson, will preside at meetings of the Committee or the Bureau and exercise other functions which may be required to facilitate its work. The Chairperson, or a Vice-Chairperson exercising functions in the absence of the Chairperson, will not vote.

32. **The Bureau:** The 12 Bureau Members are elected from the following regions: two Members each from Africa, Asia, Europe, Latin America and the Caribbean and Near East, respectively; one Member each from North America and Southwest Pacific. The Committee also elects 12 Alternate Members from the following regions: two Members each from Africa, Asia, Europe, Latin America and the Caribbean and Near East, respectively; one Member each from North America and Southwest Pacific. The Bureau, between sessions, represents the membership of the Committee, facilitate coordination among all Members and participants and, in general, ensure preparations for the sessions of the Committee including the preparation of the agenda. The Bureau may exercise functions delegated by the Committee, including the preparation of documents and other tasks related to the operations of the High-Level Panel of Experts on Food Security and Nutrition (HLPE). The Bureau facilitates coordination among relevant actors and levels to advance intersessional tasks entrusted to it.

33. **Advisory Group:** The Bureau will establish an Advisory Group from among representatives of the Food and Agriculture Organization of the United Nations (FAO), the World Food Programme (WFP), the International Fund for Agricultural Development (IFAD) and other organizations allowed to participate in the proceedings of the Committee under paragraph 11 of the CFS Reform Document and paragraph 3 of Rule XXXIII of the General Rules of FAO. The members of the Advisory Group are appointed for a term of two years. The number of members of the Advisory Group shall not exceed that of the members of the Bureau including the Chairperson, unless otherwise decided by the Committee.

34. The Advisory Group assists the Bureau by sharing with it the expertise and knowledge of the broad range of organizations it represents and its outreach to constituencies.

It will contribute regularly with the substantive work to the intersessional activities of the Committee, and its members may propose issues to the Bureau for consideration. Each member of the Advisory Group is responsible for the establishment, maintenance and strengthening of regular linkages with organizations and entities within the category it represents with a view to:

- a) promote the engagement of interested organizations and entities that are represented in each of the five categories of the Advisory Group in order to ensure a two-way exchange of information during CFS inter-sessional periods;
- b) facilitate the participation and provision of inputs, comments and proposals regarding on-going CFS activities from those entities represented in each category that could provide relevant contributions to CFS discussions;
- c) assist the Bureau in the identification of important developments in the area of food security and nutrition at global, regional and national levels and raise awareness towards on-going activities carried out by the different entities represented in each category;
- d) contribute to the dissemination of CFS outcomes and deliberations.

35. At the end of each inter-sessional period, each member of the Advisory Group should prepare a report to inform the Bureau about the work carried out within the year to fulfil their roles. Particular attention should be devoted to the achievements obtained in involving their constituencies and facilitating a two-way exchange of information and inputs among their stakeholders and the Committee.

36. The Chairperson, after consulting the Bureau, may decide to appoint ad hoc Participants whose mandate would be limited to a particular topic, a specific activity and a limited period of time. The ad hoc Participants' expertise and background should add value to the deliberations and contribute to the work of the Advisory Group. The appointed ad hoc Participant can participate, with the right to intervene in discussions on the subject matters for which he/she was appointed, in the Joint Bureau and Advisory Group meetings.

37. **Civil Society Mechanism:** The role of the Civil Society Mechanism (CSM) is to facilitate the participation of civil society organisations in the work of the Committee, including input to negotiation and decision-making. The CSM is a space for dialogue between a wide range of civil society actors where different positions can be expressed and debated. The CSM presents common positions to the Committee where they emerge, and the range of different positions where there is no consensus.

38. In order to fulfil its facilitation role, the CSM performs a series of functions including: i) broad and regular exchange of information, analysis and experience; ii) developing common positions as appropriate; iii) communicating to the CFS and, as appropriate, its Bureau through representatives designated by an internal self-selection process within each civil society category; and iv) convening a civil society forum as a preparatory event before CFS sessions if so decided the CSM. The CSM reserves the right to take on other functions and will facilitate participation in both inter-sessional activities and the CFS Plenary Sessions.

39. The members of CSM include all civil society organisations and social movements active in the area of food and nutrition at any level, particularly those that represent food producers, consumers, and other actors directly involved in producing and consuming food who want to participate in CFS processes and benefit from the information provision, facilitated participation in CFS processes and events and other such services that the Mechanism may be able to provide.

40. A Coordination Committee is responsible for ensuring that the functions of the CSM are carried out as effectively as possible and according to the organizing principle. The Coordination Committee is composed of constituency and sub-regional focal points as follows: 4 focal points from smallholder family farmer organizations and 2 from each of the other constituencies, and 1 focal point from each sub-region. Priority is given to small-scale farmers because they represent 80% of the hungry people in the world and produce the largest proportion of food in the world. Each focal point will hold the function for 2 years. Gender and geographic balance among the focal points has to be ensured.

41. The role of the civil society members of the Advisory Group is not one of representation but rather of facilitating two-way communication between the Bureau and the CSM. The civil society Advisory Group members coordinate among themselves and through the Coordination Committee to ensure as a collective the maximum possible participation. The 4 civil society members of the Advisory Group are elected by and among members of the Coordination Committee, according to their ability to perform the role expected of them and respecting the priority given to small food producer constituencies.

42. A Secretariat is established in Rome to provide support to members of the CSM, the Coordination Committee, civil society members of the Advisory Group and to help organized the annual Civil Society Forum. The Secretariat reports to the Coordination Committee and its role will be administrative, facilitating the functioning of the CSM by performing financial, logistical and communication tasks. It is politically neutral and will not perform advocacy and lobbying roles.

43. **Private Sector Mechanism:** The Private Sector Mechanism (PSM) is an open platform providing a permanent seat for the broad agri-food business value chain at CFS. The PSM represents private sector organizations at the CFS Advisory Group, and sits along with other Non-State Actors and Member Countries of FAO. The PSM is composed of all who are involved in addressing agriculture and food security from a business point of view, including farmers, input providers, cooperatives, processors, small and medium sized enterprises and food companies. The International Agri-Food Network was elected to coordinate the PSM and brings together thirteen international organizations, which include thousands of international companies, and hundreds of national associations which represent tens of thousands of small and medium enterprise, thousands of cooperatives, and millions of farmers. The PSM goes right across the agri-food value chain and includes over 400 registered private sector representatives, in addition to the associations listed above.

44. PSM coordinates the consultation on policy issues discussed in the context of the CFS. It is organized in thematic working groups that follow the official CFS work streams. The PSM conducts quarterly calls in March, September and December, and holds two in-person meetings every year in May and October.

45. **High Level Panel of Experts:** The Committee is assisted by a High-Level Panel of Experts on Food Security and Nutrition (HLPE), consisting of a Steering Committee and of ad hoc Project Teams acting on a project-specific basis and constituting a network of food security and nutrition experts. The functions of the HLPE are to:

- a) assess and analyse the current state of food security and nutrition and its underlying causes;
- b) provide scientific and knowledge-based analysis and advice on policy-relevant issues, utilizing existing high-quality research data and technical studies; and
- c) identify emerging issues and assist the Committee and its Members to prioritize future actions and attention on key focal areas.

46. The Steering Committee consists of between ten and fifteen experts on food security and nutrition-related fields, appointed in their personal capacity for a term of two years,

renewable consecutively only once. The Steering Committee should reflect an assortment of technical disciplines, balance of regional expertise as well as consideration of gender representation. The members of the Steering Committee is appointed by the Bureau of the Committee on the basis of a recommendation of an ad hoc technical selection committee consisting of representatives of FAO, WFP, IFAD, Biodiversity International and a representative of civil society organizations. The Steering Committee will elect a Chairperson and a Vice-Chairperson from among its members. They will be elected for a period of two years renewable consecutively only once. The Steering Committee will normally hold two sessions every year, unless otherwise decided by the Committee itself in extraordinary circumstances. Members of the Steering Committee participate in their individual capacities, and not as representatives of their respective governments, institutions or organisations.

47. **Open-Ended Working Groups:** The reform of the CFS highlighted the importance of expanding participation in the Committee to ensure that the voices of all relevant stakeholders are heard in the policy debate on food security and nutrition and that there should be a balance between inclusiveness and effectiveness. This also applies to intersessional activities. The Open-Ended Working Groups (OEWGs) are established to expedite the work of the Committee. OEWGS for major work streams are plenary-style intergovernmental OEWG open to all CFS Members and Participants. The OEWG Chair is identified and nominated by the Bureau and reports to the Bureau.

48. Membership of the Open-Ended Working Groups is open to all members of FAO, WFP, IFAD or non-member States of FAO that are member States of the UN. Members take part fully in the work of the OEWG. Decision taking is the exclusive prerogative of Members.

49. As an outcome of the reform, the Committee includes five different categories of Participants: a) UN agencies and other bodies; b) civil society and non-governmental organizations particularly organizations representing smallholder family farmers, fisherfolks, herders, landless, urban poor, agricultural and food workers, women, youth, consumers and indigenous people; c) international agricultural research institutions; d) international and regional financial institutions such as the World Bank, the International Monetary Fund, regional development banks and the World Trade Organization; and e) private sector associations and philanthropic foundations. Participants take part in the work of the OEWG with the right to intervene on the same basis as Members, but are not involved in taking decisions.

50. The OEWG may invite other interested organizations relevant to its work to observe entire sessions of specific agenda items. Observers may be invited by the Chair to intervene during discussions. There is no limit to participation by Members. The OEWG will determine the allocation of seats for Participants and Observers in consultation with the Advisory Group.

51. **CFS Secretariat:** The Committee is assisted by a permanent joint secretariat, located in the headquarters of FAO in Rome. Its task is to assist the Plenary, the Bureau, the Advisory Group and the HLPE, and to exercise liaison functions in connection with all the activities of the Committee. The Secretariat is headed by a Secretary and comprise staff from FAO, IFAD and WFP.

2.5 Global and regional institutions

High-Level Task Force on Global Food and Nutrition Security

52. The UN Secretary-General established the High Level Task Force, chaired by the United Nations Secretary-General (UNSG), in 2008 with the aim of bringing about greater synergies in efforts of the United Nations system in promoting food and nutrition security for

all people. The heads of 23 UN entities (departments, programmes, funds, agencies, and organisations, the World Bank, and the IMF) and Deputy Secretary-General and the Secretary-General's Special Representative on Food Security and Nutrition (SRSG) meet twice a year. The work of the High Level Task Force is guided by the UNSG vision of a Zero Hunger World, and recently it revised its terms of reference to align with the 2030 Agenda for Sustainable Development. The revised terms of reference views the High Level Task Force as providing high-level policy coordination and coherence in the UN system on issues pertinent to the achievement of the SDGs as they relate to food security and nutrition. The High Level Task Force is therefore an important partner for CFS, and is a member of the Advisory Group.

United Nations Special Rapporteur on the Right to Food

53. The mandate for the United Nations Special Rapporteur on the right to food was established in 2000 by the Commission of Human Rights, which was replaced by the Human Rights Council in 2007. The Special Rapporteur monitors the global situation of the right to food through activities that include dialogue with relevant actors, country visits, academic fora and conferences. Findings from these activities are noted in annual thematic reports to the Human Rights Council and the General Assembly. The Special Rapporteur participated in deliberations leading to the CFS Reform, and is a member of the Advisory Group.

United Nations Standing Committee on Nutrition (UNSCN)

54. The UNSCN was established in 1977 with a mandate to improve nutrition levels in the world. Its core members are FAO, IFAD, UNICEF, WFP and WHO, and is open to other entities in the United Nations system that have an interest in nutrition-related issues. Associate membership is open to non-UN organisations. The Secretariat relocated from WHO in Geneva to FAO in Rome in 2016. The UNSCN is a member of the CFS Advisory Group.

Regional institutions

55. The CFS reform made provision for the inclusion of regional intergovernmental development institutions and regional associations of countries to have observer status in the Committee. The Regional Commissions of the United Nations are involved in agriculture and food security. The African Union/NEPAD and the regional economic communities in Africa have food security strategies guided by the Comprehensive Africa Agriculture Development Programme (CAADP). The AU/NEPAD has a liaison office in Rome that supports African delegates in CFS matters. The European Commission has food security and nutrition as one of its key development cooperation priorities, and its policy framework on food security prioritises support to countries that are most challenged in reducing poverty.¹³ ASEAN has an Integrated Food Security Framework and a Strategic Plan of Action on Food Security in the ASEAN Region. In the Latin America Region, there are several food security platforms, for example, Hunger Free Latin America and Caribbean Initiative (Regional Initiative 1) and the Mesoamerica Without Hunger (Sub-Regional Initiative).

¹³ http://ec.europa.eu/europeaid/sectors/food-and-agriculture/food-and-nutrition-security_en

3 Main findings

56. This chapter discusses the key findings of the evaluation. These findings are organised around the key evaluation questions grouped into the following thematic areas:

- Whether the reformed CFS is achieving its intended outcomes
- How the reformed CFS is functioning
- Whether the CFS multi-stakeholder collaboration approach is worth replicating

3.1 Achieving intended outcomes

Key Evaluation Question 1.1 To what extent has the reformed CFS enhanced global coordination of food security and nutrition issues?

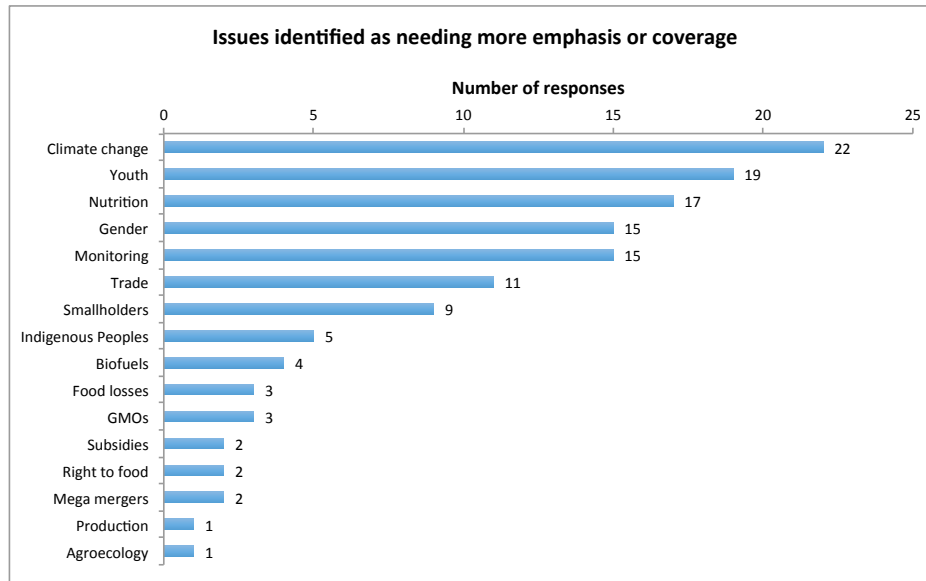
Relevance of issues

57. The food crisis of 2007-2008 revealed a high level of institutional fragmentation in the global architecture for food security and nutrition, and the reform sought to, among other things, have the Committee play a central coordination role in the global governance of food security and nutrition.

58. CFS Members and stakeholders interviewed believe that the Committee is addressing relevant issues in food security and nutrition. Committee Members in particular expressed positive views on the relevance of the issues covered by the Committee, and pointed to the consultative, consensus approach used in the selection of topics for the High Level Panel of Experts. This positive view of Committee Members on the relevance of issues addressed by Committee is consistent with the CFS Effectiveness Survey that found that 61 percent of country government respondents rated the Committee high on the relevance of the global food security issues it addressed. The survey also found that in other categories of respondents, namely, civil society, private sector/philanthropic organisations, the UN system, and academia, slightly less than 50 percent rated the Committee high on relevance.¹⁴

59. Fifty-six interviewees commented that there were issues that were not receiving sufficient attention or emphasis in the agenda of the Committee. These are shown in Chart 1. The issue mentioned most frequently was climate change, followed by youth, nutrition and gender. These were also the ‘top’ issues identified by the government category of interviews. Governments, civil society, and the Rome-Based Agencies identified the need for greater attention to the issue of monitoring. Although this is not a ‘relevance’ issue, it identifies concerns that exist about monitoring role of the Committee. There were two responses about the need for emphasis on the Right to adequate food, one from government and one from the Civil Society Mechanism.

¹⁴ Report on the Findings of the CFS Effectiveness Survey, July 2015

Chart 1: Issues needing more emphasis or coverage

60. Being relevant also involves being responsive to urgent and controversial issues that have global implications. The existing mechanisms do not cater adequately for the Committee to be responsive to urgent global issues. The Committee Rules of Procedure do not make permit discussion of issues that are not on the agenda even if these issues are urgent, important and highly relevant. The case in point is the mega-mergers issue raised at the CFS 43rd Plenary, but could only be discussed on the side lines as it was not on the formal agenda. There is also very limited scope for the Committee to request the High Level Panel of Experts to prepare additional reports or other advice after decisions have been made in the CFS Plenary, as requests have to be put to the subsequent Plenary.

Nutrition on the Committee's agenda

61. In the Reform document, nutrition was highlighted as integral to the concept of food security. Moreover, malnutrition was indicated alongside food insecurity.¹⁵ However, from several accounts getting nutrition on the agenda gained significant impetus from the ICN2 in 2014. Several key changes in working arrangements and structures reflected in primary and secondary data sources include:

- The Open-Ended Working Group on Nutrition and supporting Technical Task Team;
- HLPE steering committee has included at least one well-known nutrition expert;
- The development of an HLPE report on nutrition and food systems;
- Inclusion of new stakeholders with a focus on nutrition (e.g. UNSCN, WHO);
- Promoting linkages with UN and global initiatives on nutrition such as the World Health Assembly, the UN Decade of Action on Nutrition, and the High Level Task Force on Food and Nutrition Security. The transfer of the UN Standing Committee on Nutrition (UNSCN) from Geneva to Rome has strengthened these linkages in 2015.

62. Nutrition has become more mainstreamed in the Committee's discussions and activities; however, it is primarily addressed through a separate, parallel work stream. A number of CFS documents underscore the need to mainstream nutrition, but does not

¹⁵ CFS Reform Document: "The nutritional dimension is integral to the concept of food security and to the work of CFS" and "hunger and malnutrition" in Point #1.

elucidate what this means and the role of the Committee in this process. The OEWG proposal on nutrition notes that CFS will address nutrition directly as well as through mainstreaming.

63. Addressing nutrition directly through a separate work stream is an addition to the overall workload of the Committee. Without an increase in resources and time, these adjustments may have the unintended consequence of reducing the Committee's effectiveness through other work streams. Many individuals involved with the work stream are from the nutrition community, thus limiting the potential for multisectoral discussion and building foundational connections with the agriculture community. This arrangement risks the production of outputs that are not owned by the agriculture community and translated to the field.

64. The role of the Committee in nutrition remains unclear. The CFS MYPOW 2016-17 tasked the OEWG on nutrition to prepare a work stream that "should result in a clear vision for CFS role on nutrition."¹⁶ A number of organisations work in the space of food systems and nutrition and there is the risk of duplication or working on issues where CFS does not have a comparative advantage. The World Bank and the Global Panel on Agriculture and Nutrition (GLOPAN) have recently published prominent reports on the topic. The difference in mandate between CFS and UNSCN is not immediately clear to stakeholders, as both are United Nations platforms seeking to improve nutrition levels in the world.

Global Strategic Framework to enhance coordination

65. One of the roles of the reformed Committee is to develop a Global Strategic Framework for food security and nutrition. Although this was envisaged as a Phase II role, Committee took the initiative to develop the first iteration of the framework, which was endorsed by the CFS 39th Plenary in October 2012 following lengthy negotiations. The Global Strategic Framework was developed and negotiated in a participatory and transparent manner by Committee Members, Participants and other stakeholders. The Global Strategic Framework is reviewed and updated annually to reflect decisions taken at the CFS plenaries. There is provision for a more substantial periodic review and update to incorporate new international developments, for example, the SDGs. The first periodic review since the endorsement of the GSF in 2012 is in progress.¹⁷

66. In order for the Global Strategic Framework to contribute to enhanced coordination of food security and nutrition issues, it will have to be used as a reference source by those at whom the Global Strategic Framework F is targeted. The evaluation team reviewed the structure and content of the Global Strategic Framework and found that it is not explicit about its target audience and how they can use the information contained in the framework. In its current form, the Global Strategic Framework is a large compendium about CFS products, decisions and recommendations and other international frameworks relevant to food security and nutrition. The Global Strategic Framework seeks to be all encompassing, and the document is long and unwieldy. The Effectiveness Survey found that the 60 percent of respondents rated the potential usefulness of the Global Strategic Framework as high, but only 28 percent of respondents rated its actual influence as high, suggesting a large gap between the potential of the Global Strategic Framework and its actual influence.¹⁸

67. The meeting documents of the GSF Open Ended Working Group reflect that there is disagreement about whether documents that have not been negotiated in the Committee may be included in the Global Strategic Framework. The meeting documents identified issues

¹⁶ CFS 2015/42/12

¹⁷ GSF Open-Ended Working Group: Document No: CFS OEWG- GSF/2016/05/02/01

¹⁸ Report on the Findings of the CFS Effectiveness Survey, July 2015

such as the length of the document, and the accessibility of the document as barriers to its use.¹⁹

68. There are examples of promotion of the first Global Strategic Framework in 2013, following its adoption, but no other promotion of the Framework except on the Committee's website. The GSF Open-Ended Working Group is developing a communication plan to increase awareness of the Global Strategic Framework.²⁰

- CFS video outlining the main elements of the GSF²¹;
- FAO publication on how the Global Strategic Framework mainstreams the right to adequate food and human rights into food security policies at national, regional and global levels, and how stakeholders can translate global consensus into national level practice²²;
- a manual prepared by CSM members on the GSF and how civil society can use the Global Strategic Framework²³; and
- a two-page brief by the Global Network for the Right to Food and Nutrition about the Global Strategic Framework and the role civil society can play in its implementation.²⁴

Key Evaluation Question 1.2 To what extent has the reformed CFS improved policy convergence on food security and nutrition issues?

69. Addressing the policy fragmentation that accompanied the institutional fragmentation of food security and nutrition at the global level is the second major role of the reformed Committee. The Committee is mandated to promote greater policy coherence through the development of international strategies and voluntary guidelines on food security and nutrition. These strategies and guidelines, according to the Reform Document should be informed by:

- best practices;
- lessons from local experience;
- inputs from national and regional levels; and
- expert advice and opinions from an array of stakeholders.

¹⁹ GSF Open Ended Working Group compilation of inputs
http://www.fao.org/fileadmin/templates/cfs/Docs1516/OEWG_GSF/CFS_OEWG_GSF_2016_05_02_INF_Compilation_of_Inputs_rev1.pdf

²⁰ GSF Open Ended Working Group, Outcomes of meeting 30 November 2016
http://www.fao.org/fileadmin/templates/cfs/Docs1617/OWEG-GSF/Meeting-01/CFS_OEWG_GSF_2016_11_30_02_Outcomes.pdf

²¹ CFS Global Strategic Framework. <https://www.youtube.com/watch?v=uC03QsxeoMA>

²² FAO, The Human Right to Adequate Food in the Global Strategic Framework for Food Security and Nutrition: A Global Consensus, Rome 2013.
http://www.fian.org/fileadmin/media/publications/GSF_GlobalConsensus.pdf

²³ See Using the Global Strategic Framework for Food Security and Nutrition to Promote and Defend the People's rights to adequate food? https://viacampesina.org/downloads/pdf/en/GSF-Manual_en.pdf

²⁴ Global Network for the Right to Food and Nutrition.
<http://www.righttofoodandnutrition.org/sites/www.righttofoodandnutrition.org/files/The%20Global%20Strategic%20Framework%20for%20Food%20Security%20and%20Nutrition.pdf>

Policy convergence outputs

70. The Committee produced four main policy convergence products, policy recommendations from 10 High Level Panel of Experts reports, and policy recommendations from three work stream studies between 2009 and 2016 (Table 4). The number of policy products adopted between 2011 and 2016 has declined from four in 2011 to one in 2016, as a result of reducing the number of High Level Panel of Experts reports from two per year to one per year and limiting the number other policy products. The Global Strategic Framework and Framework for Action for Food Security and Nutrition in Protracted Crises are two main policy convergence products that were initiated in the post-2009 reform era, while the VGGT and Principles for responsible investment in food and agriculture systems were initiated prior to the reform, in 2004 and 2008, respectively.

Table 4: CFS Policy products

| | Policy products |
|---|---|
| Main CFS Products | <ol style="list-style-type: none"> 1. Voluntary Guidelines for the responsible governance of tenure of land, fisheries and forestry in the context of national food security (VGGT 2012) 2. Principles for responsible investment in food an agriculture systems (RAI 2014) 3. Framework for Action for Food Security and Nutrition in Protracted Crises (FFA 2015) 4. Global Strategic Framework for Food Security and Nutrition (2012, updated annually) |
| Policy recommendations from HLPE reports | <ol style="list-style-type: none"> 1. Price volatility and food security 2011 2. Land tenure and international investments in agriculture 2011 3. Food Security and Climate Change 2012 4. Social Protection for Food Security 2012 5. Biofuels and Food Security 2013 6. Investing in Smallholder Agriculture for Food Security 2013 7. Sustainable fisheries and aquaculture for food security and nutrition 2014 8. Food losses and waste in the context of sustainable food systems 2014 9. Water for food security and nutrition 2015 10. Sustainable agricultural development for food security and nutrition: what roles for livestock? 2016 |
| Policy recommendations from policy roundtables | <ol style="list-style-type: none"> 1. Gender, food security and nutrition, 2011 2. How to increase food security and smallholder sensitive investments in agriculture, 2011 3. Connecting Smallholders to Markets, 2016 |

71. In explaining their understanding of policy convergence, interviewees identified the Voluntary Guidelines for the responsible governance of tenure of land, fisheries and forestry in the context of national food security (VGGT 2012), Principles for responsible investment in food an agriculture systems (RAI 2013) and Framework for Action for Food Security and Nutrition in Protracted Crises (FFA 2015) as evidence of policy convergence.

72. There were voices that were critical of the Committee’s effectiveness in improving policy convergence at the global level. Statements were made such as ‘there is no policy convergence’, there is policy ‘divergence’. Concern was also expressed that the space provided for dialogue and negotiation to achieve policy convergence was sometimes abused by wearing down parties into agreement rather than achieving genuine convergence from the diverse views and positions of different stakeholders. Another criticism was that the Committee’s approach to policy convergence needs to be more results-oriented, and be clear on what the Committee wants to achieve with the policy product. There was also a view that not everything needs to be negotiated and that the Committee should be selective in what is

put it puts forward for negotiation. CFS policy convergence products have long timelines from their initiation to their adoption at the CFS Plenary. Table 5 shows the overall time frame from initiation to adoption for the main policy convergence products. The products that were started post-2009 in the Committee took between three to five years from initiation to adoption. The VGGT spent two years in the Committee but had a six-year ‘incubation’ period in FAO. Each product took at least 2 weeks to negotiate (and 3 weeks in the case of VGGT).²⁵ Interviewees from government, civil society, the private sector and the Rome-Based Agencies expressed concerns about the length of time taken to negotiate and the resources required for negotiation. Most of these concerns came from governments – 12 out of 24 responses on time taken to negotiate, and 11 out of 17 responses about the resources required.

Table 5: Time frames for major policy convergence products

| Main policy convergence products | Overall time frame from initiation to adoption | Time within CFS |
|--|--|---------------------------|
| Voluntary Guidelines for the responsible governance of tenure of land, fisheries and forestry in the context of national food security | 2004-2012 (8 years) | 2010-2012 |
| Principles for responsible investment in food an agriculture systems | 2008-2014 (6 years) | 2010-2014 |
| Framework for Action for Food Security and Nutrition in Protracted Crises | 2010-2015 (5 years) | 2010-2015 |
| Global Strategic Framework for Food Security and Nutrition | 2009 -2012 (3 years) | 2009 – 2012 ²⁶ |

Source: CFS Secretariat, CFS Approach to Policy Convergence Document No: CFS/BurAG/2016/03/31/05

Key Evaluation Question 1.3: To what extent has the reformed CFS strengthened national and regional food security actions?

Support and advice to countries and regions

73. The Reform Document envisaged that CFS would facilitate support and/or advice to countries and regions at their request, in developing, implementing, and monitoring and evaluation of their plans of action to achieve food security, and the practical application of the Voluntary Guidelines for the Right to Food. In evaluating the extent to which CFS has strengthened national and regional food security actions, the evaluation team looked for examples of national and regional actions that were influenced by CFS policy products, and advice and support that countries and regional institutions may have received from CFS.

74. From all accounts, including the Effectiveness Survey, the Committee has not received any requests from countries and regional institutions for the support and/or advice. The absence of requests was noted at CFS 36th Plenary in 2010, and the CFS Chair proposed that the agenda item in future be used as an opportunity for countries to present their current and planned activities for development partnerships on food security and nutrition.²⁷

75. The CFS 36th Plenary did not explore the reasons for the absence of requests, and the item has not appeared on the CFS Plenary agenda since 2010. There is also no guidance to countries on how they should access support and advice from the Committee, or who would

²⁵ CFS Secretariat, CFS Approach to Policy Convergence, paper prepared for CFS Bureau and Advisory Group Meeting, 8 July 2016, Agenda Item: CFS Approach to Policy Convergence Document No: CFS/BurAG/2016/03/31/05

²⁶ Ibid

²⁷ CFS 36th Plenary

be providing the support. The Committee has limited capacity and resources, and at best can only facilitate support and advice through its linkages with the Rome-Based Agencies, other UN entities and other development cooperation partners that have the technical capacity and resources to provide support and advice. Table 6 shows examples of support and advice from Rome-Based Agencies to the countries visited for the evaluation.

Table 6: Support and advice to countries from Rome-Based Agencies

| Country | Support and advice from Rome-Based Agencies |
|-------------|---|
| Jordan | No information on support and advice on CFS products |
| Panama | FAO, WFP and WHO are supporting the government to develop a new Food Security and Nutrition National Plan. FAO is also assisting the government to in drafting new Food Security and Nutrition legislation utilising the VGGT, RAI and FFA Guidelines. |
| Philippines | The implementation of VGGT started in 2016, spearheaded by FAO and the Land Management Bureau under the Department of Environment and Natural Resources. IFAD and the civil society organisations have also collaborated on agrarian reform with reference to VGGT. |
| Senegal | FAO is supporting Senegal with use and application of VGGT. Land tenure problems presented a stumbling block for investment in agriculture. With the support of FAO, two national workshops have been held and a national platform with a steering committee emerged as a follow-up from the workshop. |
| Uganda | Uganda is a VGGT pilot country and a VGGT Steering Committee has been established in September 2016, chaired by the Permanent Secretary of Uganda and the FAO Deputy Country Representative. IFAD incorporated RAI principles in assessment of a major public-private-partnership in oil palm on Lake Victoria. |

76. With regard to regional organisations, the Chairperson of the Committee has made presentations on Committee and the outcomes of the CFS Plenary to the Regional Conferences of FAO. The evaluation team did not find evidence of requests from regional organisations for support and advice.

Use and application of policy products and recommendations

77. Actions are being taken at country, regional and global levels to apply the VGGTs. As part of the preparation for the CFS 43rd Plenary, the Secretariat received 62 submissions on experiences and good practices in applying the VGGT, from governments, development partners, civil society and the private sector. (Table 7). The study conducted by the Civil Society Mechanism on experiences in the use and implementation of VGGT illustrates the active role played by civil society in raising awareness about the VGGT, advocacy, and the creation of policy dialogue spaces. FAO plays a critical role in providing technical support to several countries, as well as its capacity development work at the regional and global levels.²⁸

Table 7: Submissions on the use and application of VGGT

| Region | Number of submissions | Stakeholder group | Number of submissions |
|------------------------|-----------------------|----------------------|-----------------------|
| Country | 36 | Government | 9 |
| Regional/Multi-country | 11 | Development partners | 31 |
| Global | 15 | Civil society | 20 |
| | | Private sector | 2 |
| Total | 62 | Total | 62 |

Source: CFS Secretariat Information Note on Experiences and good practice in the use and application of VGGT

78. The submissions reflect a variety of approaches to the application and use of the VGGT, often in combination. Over half of the submissions identified awareness raising,

²⁸ Sources for this are CSM Synthesis report on implementation of VGGT and CFS Secretariat compilation of submissions on VGGT for CFS 43rd Plenary.

capacity development, and reform of legal policy frameworks as approaches they used in the application of the VGGT. (Table 8) The submissions also contain information on results, but these have not been verified independently.

Table 8: Approaches to the use and application of VGGT

| Approach | Examples | Number of submissions | Examples of results reported |
|--|---|-----------------------|---|
| Awareness raising: Targeting broad range of stakeholders | Meetings, media campaigns, case studies, publishing easy-to-read VGGT-related documents | 38 | Reached an estimated 100,000 individuals and 5,000 households |
| Capacity development: Targeting government, civil society and community leaders | Training workshops, e-learning, technical support to governments | 36 | Reached an estimated 300,000 individuals and 100,000 households |
| Develop multi-stakeholder platforms | Establish permanent platforms to ensure implementation of agreed priorities and monitor progress | 12 | 26 platforms established involving 1,000 stakeholders |
| Reform legal and policy frameworks | Mainstreaming VGGT into national policy and legal frameworks | 33 | 2 position papers, 13 reviews of laws/policy frameworks; 37 tenure policies |
| Operationalisation: Practical application of VGGT | Conflict mapping, land mapping and demarcation boundaries, establish conflict resolution mechanisms, testing new policies, new land registration system | 22 | Estimated over 1 million people directly impacted by VGGT |

Source: CFS Secretariat Information Note on Experiences and good practice in the use and application of VGGT

79. To fully realise policy convergence and contribute toward achieving the CFS Objective of contributing “... to reducing hunger and malnutrition and enhancing food security and nutrition issues for all human beings..” CFS Member States from developed and developing countries should be implementing aspects of CFS policy convergence products that are relevant to their context. In the case of the VGGT, the cases submitted show they are applied primarily in developing countries. There were two examples of domestic application in developed countries, namely Belgium and Italy.²⁹ In reality, there may be more developed countries applying the VGGT to address domestic land tenure issues, but the Committee does not have information on these.

80. Civil society organisations in Europe are using the VGGT in their advocacy and capacity building on tenure issues in Europe. For example, they have submitted a formal request to the European Parliament review the impact of European Union policies on land use and allocation, and to assess the current status of governance of land in the European Union in light of the VGGT. European civil society, in their submission of cases of VGGT application, point to the challenge of overcoming the bias in European Union institutions that the VGGT are not applicable to the European context and are only relevant in their development cooperation with the global South.

81. The submissions highlighted several challenges in the use and application of the VGGT, including:

- Difficulty in communicating technical terms and concepts used in VGGT to stakeholders
- Limited capacity in governments, in particular local government
- Limited capacity of marginalised groups and people in vulnerable situations

²⁹ CFS Secretariat compilation of submissions on VGGT for CFS 43: USA, Germany, France, and the Global Donor Working Group on Land use VGGT for development cooperation. The European Union supports VGGT-related projects in several African countries.

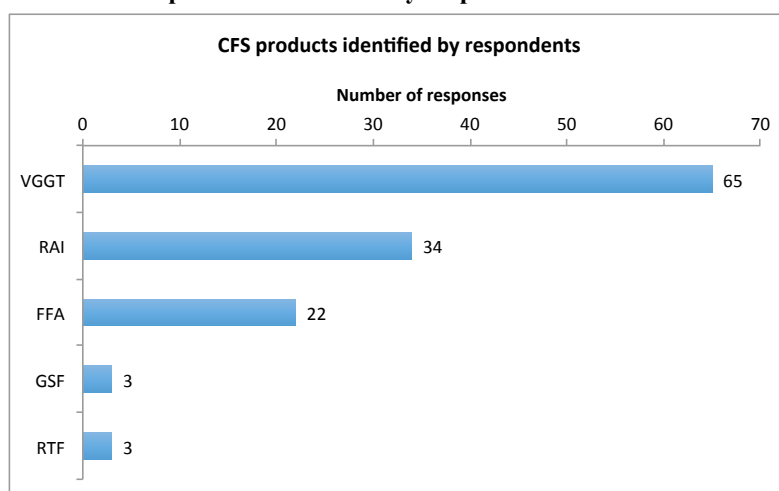
- Difficulty in mobilising all relevant actors in multi-stakeholder platforms
- Difficulty in ensuring that the most marginalised and vulnerable groups participate
- Difficulty in linking the VGGT to existing policy frameworks
- Political dynamics that do not support the VGGT and resist change

82. The Civil Society Mechanism’s synthesis report identifies several obstacles and challenges to implementing the VGGT. These include:

- Low level of awareness of amongst policy-makers, state institutions at national and sub-national levels, civil society and other stakeholders about how the VGGT can be applied.
- The non-binding nature of the VGGT makes it difficult to convince government officials to use and apply the guidelines.
- The lack of political will and weak governance institutions limit the use and application of the VGGT.
- The perception of institutions and policy-makers in the Global North that the VGGT are only relevant in development cooperation in the Global South.
- The tendency to implement the VGGT on a project basis confined to a specific geographic area rather than having broader national application.
- Difficulty in communicating the technical language used in the VGGT to the general public and rural communities
- Different interpretation of concepts among different actors involved.
- Absence of legal, political and financial support to affected communities and civil society in using the VGGT and participating VGGT-related local, regional and national processes.

83. Other CFS products do not have as high a profile as the VGGT. Mention was made of the other policy convergence products, but the evaluation team did not find examples of use and application of these, except in Uganda and Panama. It may be that that is understandable to some extent that the RAI and FFA, being more recent policy convergence products, have not yet ‘taken off’. Chart 2 shows the frequency with which respondents mentioned policy convergence products when asked to provide an example of CFS products. The VGGT were mentioned more frequently than any other main products of the Committee. The Guidelines on the Right to Food were also mentioned in addition to the four post-reform policy products.

Chart 2: CFS products identified by respondents



84. There are other policy recommendations that were approved by CFS Plenaries as far back as 2011, most of which emanate from the reports of the High Level Panel of Experts. The Committee has not followed up routinely on these policy recommendations, and there is no information on the current status of implementation of these policy recommendations.

85. CFS policy recommendations that emanate from the HLPE reports and policy roundtables cover a broad spectrum of food security and nutrition issues. A review of these policy recommendation documents found that many recommendations were framed very broadly, and often included a large number of action points. There was no consistency across the policy documents in differentiating between recommendations and action points. This may explain concerns of interviewees that the policy recommendations are not easy to understand, and that the volume of recommendations and actions is overwhelming.

3.2 How the reformed CFS is functioning

86. This section of the report discusses how effectively and efficiently the reformed Committee is functioning. The evaluation assessed the working arrangements, structures, and management systems of the Committee; strategies, tools and products; how Committee functioned as a platform; and unexpected outcomes that emerged from the new roles and structures of the Committee.

Key Evaluation Question 2.1 To what extent do the six roles, working arrangements, management systems and structures contribute to the Outcomes?

Role 1: Coordination at global level

87. The annual CFS Plenary provides a platform for discussion of food security and nutrition issues, decision-making and for sharing lessons among a diverse array of actors in food security and nutrition. Attendance of the CFS Plenary has increased significantly since 2009. The number of delegates registered for the Plenary (excluding side events) increased from 347 in 2009 to 1151 in 2016, and CFS Members increased from 101 to 116. The number of civil society organisations increased from three in 2009 to 123 in 2016, and private sector organisations increased from four to 86 during the same period. (Table 8). These increases can be attributed to the establishment of the CSM and PSM that broadened the participation of non-state actors in CFS. One interviewee (CFS Member) observed that CFS is no longer attracting Ministers, as the event is not sufficiently interesting. The number of Ministers attending the CFS Plenary has declined from a peak of 25 in 2013 to nine in 2016.

Table 9: Attendance at CFS Plenaries 2009 to 2016

| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|------------|------------|------------|------------|------------|------------|-------------|-------------|
| Total number of delegates (excluding side events)* | 347 | 755 | 867 | 883 | 966 | 790 | 1070 | 1151 |
| Number of CFS Member States | 101 | 126 | 114 | 116 | 121 | 111 | 120 | 116 |
| Number of Non-Committee Member States | 8 | 14 | 6 | 14 | 14 | 10 | 9 | 8 |
| Number of UN agencies and bodies | 7 | 13 | 9 | 12 | 12 | 12 | 11 | 11 |
| Number of Civil society organisations | 23 | 42 | 82 | 111 | 95 | 81 | 96 | 123 |
| Number of Private sector & philanthropic organisations | 4 | 2 | 31 | 46 | 47 | 73 | 68 | 86 |
| Number of International research organisations | 2 | 2 | 3 | 2 | 1 | 2 | 2 | 2 |
| Number of International and regional finance institutions | 0 | 1 | 5 | 3 | 2 | 1 | 2 | 2 |
| Other observers* | 3 | 10 | 21 | 32 | 26 | 42 | 47 | 45 |
| Ministerial level delegation | | | | | | | | |
| Ministers | 13 | 20 | 19 | 24 | 25 | 11 | 9 | 9 |
| Vice-Ministers | 1 | 2 | 7 | 0 | 12 | 2 | 6 | 8 |

Source: Compiled from CFS Plenary Reports

*Note this figure refers to the total number of delegates. The other rows refer to the number of organisations attending.

88. The crowded agenda of the Plenary and the large number of side events have been raised in successive post-Plenary reflections of the Bureau and Advisory Group. There were 54 side events in 2016, and these were well attended and an average attendance estimated at 87% capacity or about 5,000 attendees in 2016. There is demand for these side events as they cover topics not covered in the formal Plenary but are important, and provide a platform for all to participate equally, debate and share knowledge and experiences. As the Plenary agenda covers the programme of work of the Committee carried out in the inter-sessional period, a crowded agenda is a reflection of a crowded Multi-Year Programme of Work.

Role 2: Promote greater policy convergence and coordination (This role is discussed in paragraphs 68-82)

Role 3: Provide support and advice to countries and regions (This role is discussed in paragraphs 69-87)

Role 4: Serve as a platform to promote greater coordination and alignment of actions, resources and identify resource gaps

89. The reform envisaged that the Committee would gradually take on the role of serving as a platform for promoting greater coordination and alignment of actions in the field, and encourage efficient use of resources and identify resource gaps. The intention is that the Committee will work with existing structures at national and regional levels, and build on them.

90. There are many regional and national structures involved in food security and nutrition, but the evaluation team did not find evidence of linkages between these and the Committee in the countries it visited.

Role 5: Promote accountability and share good practice

91. One of the six roles of the reformed Committee is to promote accountability and share best practices at all levels. This includes assisting countries and regions in determining whether their objectives in relation to food security and nutrition are being achieved. The reform also called for the development of an innovative mechanism with agreed indicators to monitor progress towards agreed objectives and actions. In 2011, the Committee established an Open-Ended Working Group on Monitoring to advise on how the Committee could respond to this role. The Open-Ended Working Group identified two streams: Monitoring of CFS decisions and recommendations; and Facilitating monitoring of outcomes relation to food security and nutrition at country and regional level.³⁰

92. Under the guidance of the Open-Ended Working Group, the Committee completed the CFS Effectiveness Survey in 2015 that provides some useful information on the perceptions that stakeholders have of the Committee and its work. The group also developed '*Terms of Reference to Share Experiences and Good Practices in Applying CFS Decisions and Recommendations through Organizing Events at National, Regional and Global Levels*' and these were adopted at the CFS 43rd Plenary. The first event was held at the CFS 43rd Plenary on the VGGT, and in preparation, the CFS Secretariat collected cases from governments, civil society and the private sector. Civil society also conducted its own monitoring on the VGGT and shared this at the event. The exercise generated insights into the progress and challenges in implementing the VGGT, but has the limitations of self-reporting.

³⁰ OEWG-Monitoring Background Note, January 2016

93. The Committee has not progressed with the monitoring of its decisions and recommendations. The Secretariat monitors the process-related decisions (resolutions) of the Committee, but at a very basic level. The Monitoring Open-Ended Working Group identified the following challenges in attempting to monitor the implementation of CFS policy products and policy recommendations.

- The policy recommendations are numerous, and in most instances they are not sufficiently specific to enable monitoring. They lack timeframes and they are directed at different actors, not only governments.
- Monitoring CFS policy products and policy recommendations pre-supposed that there is awareness about these products, and from the *Effectiveness Survey* it is evident that the level of awareness is low amongst those who do not participate in CFS processes.

94. The Committee has invested time and resources on ‘monitoring’ of the VGGT, and has not advanced the monitoring of the Guidelines on the Right to Adequate Food, which falls within the mandate of the reformed Committee.

95. The documents of the Monitoring Open-Ended Working Group reflect different views about the scope and approach that should be adopted with regard to monitoring. One school of thought is that the Committee’s monitoring should be limited to measuring the outputs (policy products and recommendations) as the Committee does not have control over the Member States who are ultimately responsible for implementation. Another school of thought believes that the Committee has to go a step further and ensure that the products are accessible to the intended users, and facilitates access to technical assistance and support for implementation.

96. There are also differing views on who should be doing the monitoring. One point of view is that monitoring is the responsibility of governments, and the Committee should assist by providing the frameworks for governments to monitor the implementation of policy products. An alternative view is that the Committee, with the support of the Secretariat should do the monitoring.

Role 6: Develop a Global Strategic Framework (discussed at paragraphs 64-67)

Bureau and Advisory Group

97. The Bureau meets a few days following the joint meeting to take decisions based on the inputs and discussions at the joint meeting. The agendas of the two meetings are almost identical, and the same Bureau members then discuss what they had already discussed in the joint meeting. Three chairs of Open Ended Working Groups are also members of the Bureau. This creates the potential for conflict of interest, as these chairs are able to reopen discussions on recommendations from the joint Bureau-Advisory Group meeting where they disagree with the recommendations.

98. The joint Bureau -Advisory Group meets at least quarterly, and most Advisory Group members attend all the meetings. Some interviewees expressed concern that the not all items on the Bureau-Advisory Group meetings are covered adequately as the agendas are full and discussions often get bogged down in matters of process rather than substance.

99. Since 2015, Advisory Group members have submitted an annual report on their contribution to the work of CFS. The reports are a source of information for the Bureau on the activities of Advisory Group members, and also contain proposals from members on how linkages between their constituencies and the Committee can be strengthened. Although the

Bureau recognises the value of these reports for its planning and strategies, it has not analysed the reports systematically and used the information to inform its work.

100. There is disagreement within the Committee about the composition of the Advisory Group and the distribution of seats, and several proposals, often conflicting were put forward to the evaluation team. These included a call for parity of seats between PSM and CSM; establishing a farmers' mechanism distinct from CSM and PSM; a participant seat for the World Farmers Organization (WFO); a participant seat for the World Health Organization (WHO); and maintaining the status quo. There were also suggestions to reallocate seats from members who were frequently absent from Bureau-Advisory Group meetings.

Open-Ended Working Groups

101. The Committee has three standing Open-Ended Working Groups (Multi-Year Programme of Work, Monitoring and the Global Strategic Framework), and the number of policy-related Open Ended Working Groups depends on what has been agreed to in the Multi-Year Programme of Work. In 2016, there were three policy-related Open-Ended Working Groups, making a total of six such groups for 2016.

102. A number of interviewees in Rome raised concern that the large number of Open-Ended Working Groups, when added to the need to attend other Committee meetings and meetings with Rome-Based Agencies, makes it difficult to participate effectively in all the groups that they are interested in. The meeting documents show that the participation of CFS Members from the different regional groupings is uneven. It is evident from the list of countries that submit written inputs to the working groups there is a small number of CFS Members and stakeholders who consistently submit written inputs to the groups. Members from the global south are less engaged in the Open-Ended Working Groups than their counterparts from the global North.

103. The evaluation team observed that Open-Ended Working Groups have work plans that set out the objectives, expected outcomes and activities. These do not set out the rules of group – the roles and responsibilities, how they utilise the technical task teams, how they should engage with other Open Ended Working Groups where there might be opportunities for synergies and avoiding duplication, and how to deal with requests that fall outside their mandate or scope of work.

High Level Panel of Experts

104. The High Level Panel of Experts produced 10 reports between 2011 and 2016, and a paper on Critical and Emerging Issues (2014) to inform the selection of topics to be researched. The Panel asserts that its reports are widely used as a reference document, not only, by the Committee, but also by the UN system and the scientific community.³¹ It acknowledges that it is difficult to track the impact of its reports, and cites the following 'emblematic' examples of how its reports have been used:

³¹High Level Panel of Experts, Key Elements, September 2016
http://www.fao.org/fileadmin/user_upload/hlpe/hlpe_documents/Official_Docs/HLPE-Key-Elements-September-2016_EN.pdf

Table 10: Examples of use of HLPE reports

| | |
|-----------------------|---|
| HLPE Report #6 | UN Secretary report on Agricultural technology for development cites several reports of the HLPE including report #6 “Investing in smallholder agriculture for food security |
| HLPE Report #9 | Global Water Partnership organised an outreach and capacity building in 2015, with 9 African countries (Benin, Burkina Faso, Cameroon, Ethiopia, Mali, Nigeria, Sudan, Uganda, Zimbabwe) |
| HLPE Report #8 | HLPE definition of sustainable food systems is officially used by the Sustainable Food Systems Program of the 10 Year Framework of Programmes on Sustainable Consumption and Production that now forms part of SDG12. The High Level Task Force on Food and Nutrition Security also used the definition and the European Economic and Social Commission. |

Source: High Level Panel of Experts

105. The recommendations of the 10 HLPE reports served as the basis for the Committee’s policy recommendations. The Critical and Emerging Issues paper identified five issues, and three of these issues have been taken up in the programme of work of the Committee, as shown in Table 11.

Table 11: Issues that informed HLPE topics

| Critical and Emerging Issue | HLPE Report |
|---|--|
| Healthy nutrition in changing food systems | HLPE Report #12 on nutrition and food systems (2017) |
| Livestock systems in food security and nutrition | HLPE Report #10 Sustainable Agricultural development food security and nutrition: what roles for livestock? (2016) |
| Pathways to sustainable food systems | HLPE Report #8 Food losses and waste (2014) |
| Inequalities and food security and nutrition | Not yet covered |
| Increasing role of financial markets in food security and nutrition | Not yet covered |

Source: High Level Panel of Experts

106. The following challenges were identified by interviewees:

- a) Its reports are scientific reports written in a language that is not easily understood by non-scientific readers. Interviewees commented that HLPE reports were too long and were not user-friendly. The HLPE prepares shorter summaries of the reports, setting out the key observations and recommendations, but as these are extracts from the main report, they do not overcome the difficulty that lay-persons might have in understanding the documents.
- b) There is also the challenge of making policy recommendations based on science for an institution such as the Committee, which is essentially a political institution. Not surprisingly, recommendations from the HLPE reports are debated and modified to achieve a political consensus. There are CFS Members who believe that the HLPE should not make recommendations, as this is the purview of politicians.
- c) The timeline from the selection of an HLPE topic to the adoption of policy recommendations by the CFS Plenary is two years, and in the view of some interviewees this is too long.
- d) There is a lack of understanding at the country level about the processes for selecting experts for the HLPE. Selection processes are set out in the HLPE Rules of Procedure, although it is a public document, most people who are not closely involved with the Committee or the HLPE will be unaware of the nomination and

selection processes. Interviewees requested that there be greater openness and timely communication about nominations.

- e) Members of the HLPE Steering Committee are concerned about the limited resources to promote its reports widely, especially at country level. Members of the Advisory Group are expected to promote all CFS products, including those of the HLPE. A scanning of the annual feedback reports from Advisory Group members show that the HLPE hardly features in their reports, and when it does, there is only reference to making inputs to HLPE process, and no reference to promoting the HLPE products. The exception is the United Nations Special Rapporteur on the Right to Food who made reference to the use of HLPE reports in her report to the General Assembly.

Civil society mechanism

107. The Civil Society Mechanism provides a channel through which CFS and the Rome-Based Agencies can access the diverse organisations in food security and nutrition. CSM Policy Working Groups are open to all interested civil society organisations and they participate in all CFS work streams. The CSM Advisory Group presents positions to the joint Bureau-Advisory Group meetings, based on inputs from the Policy Working Groups and the CSM Coordinating Committee representing the Mechanism's constituents. The Civil Society Mechanism translates documents for its members to enable them to participate effectively in the various CFS processes. The evaluation team also found that participant organisations of the Mechanisms were active advocates of CFS products in the countries visited. Participating organisations have taken the initiative to translate the VGGT into local languages, for example, in Panama, the Philippines, and Senegal.

108. CSM has contributed to the monitoring function of Committee through its synthesis report on civil society experiences with the use and implementation of the VGGT. The report provides insights into the successes and challenges faced by countries in implementing VGGT, from the perspective of civil society, and makes a number of recommendations to CFS Members. It formed part of the CFS 43rd Plenary discussions on monitoring the VGGT.

109. There is appreciation for the contribution that the Civil Society Mechanism makes, but there are also CFS Members and stakeholders who are critical of the manner in which the Mechanism operates. The mechanism is seen to dominate discussions and overshadow the contributions of others, use language that appears confrontational to others, and push the 'rights agenda' too aggressively. The need for the Civil Society Mechanism to have four seats on the Advisory Group was raised in the interviews – with 10 out of 24 statements made by governments.

110. The Civil Society Mechanism believes that there is a lack of understanding of mechanism's processes, and emphasises that CSM is not the representative of civil society – it is a mechanism that facilitates the participation of civil society in CFS processes. The structures and processes of CSM are designed to give participating organisations the space to express their views, which may or may not coincide with the views of other participating organisations in CSM. It will therefore appear to other CFS actors that CSM does not always speak with one voice. The Civil Society Mechanism made a presentation to the Joint Bureau-Advisory Group in September 2016 on its structures and processes, to improve the meeting's understanding of the mechanism.

111. The Civil Society Mechanism has raised the need for the space for civil society's participation to be strengthened to allow for greater participation in the various processes and structures of the Committee. This request is made in view of the diverse constituencies that participate in the mechanism, and the size of its constituencies coming from more than 380 million affiliates, of which 330 million are food producer organisations. The Civil Society

Mechanism sees the lack of translations into other languages as a key constraint that needs to be addressed as it undermines the principles of inclusiveness and participation.

112. Within the Civil Society Mechanism, there are participating organisations that feel that while the mechanism's structures and processes were designed to provide space for a diversity of voices from civil society, this was not always the case in practice. There are groups that feel that their voices are not being heard in the Committee because they are not being given the space by the Civil Society Mechanism. They claim that the processes in the mechanism favour organisations from the Global North, and even where members on the CSM Coordinating Committee are from the Global South, they are beholden to the dominant organisations in CSM for their positions and therefore do not adequately represent their constituencies. Related to this is the feeling expressed by these participating organisations that the Civil Society Mechanism is not always democratic - the positions of the dominant groups are forced on others, and there is a low tolerance for dissent. Although these organisations were critical of CSM, they believed that it remains a very valuable mechanism for achieving the Objective and Outcomes of the Committee, and wanted the Civil Society Mechanism to improve.

Private Sector Mechanism

113. The level of interest from the private sector has increased over the past few years as reflected in the increase in the number of private sector organisations attending the CFS Plenary, from 4 in 2010 to 86 in 2016. The private sector, through the Private Sector Mechanism, is engaged in all the key processes of the Committee, including the Open-Ended Working Groups and the Advisory Group. The Private Sector Mechanism has set up working groups to mirror the CFS work streams and so helps to shape the private sector's inputs to the CFS work streams. The Private Sector Mechanism communicates CFS decisions and related information to its members via its website and monthly newsletter, and has established Partnership Forums on topics on areas covered by the Committee, for example, the role of livestock in sustainable agricultural development. The purpose of these forums is to enhance their members' understanding of these issues.

114. Private Sector Mechanism delegations span the agri-food value chain, and vary depending on the topics to be discussed at the CFS Plenary. However, mechanism's analysis of these delegations shows that those involved in agricultural inputs and food processing tend to constitute the larger proportion of delegates, followed by farmers. Delegations tend to have very senior representation (Presidents, CEOs, Executive Directors, Vice Presidents), indicative of the large corporations that are associated with PSM. Small and medium enterprises, that play a critical role in the economic development of developing countries, are not well represented in PSM. It does not have smallholder farmers in its membership, and does not purport to represent them.

115. A common theme that emerged from the interviews of Private Sector Mechanism members was that they did not feel that they are given the same opportunities as the Civil Society Mechanism to put forward their views. The Private Sector Mechanism has called for parity with the Civil Society Mechanism on the number of seats in the Advisory Group, on the basis that it has a broad spectrum of private sector actors in its mechanism.

Philanthropic Foundations

116. The Bill and Melinda Gates Foundation is a CFS Participant and have a seat on the Advisory Group. The Foundation has contributed financial resources to CFS and participates in selected Open Ended Working Groups. The Foundation recognises that it needs to transition to a model that is inclusive of other philanthropic foundations.

Role of Rome-Based Agencies

117. The Rome-Based Agencies provide financial support to the Committee, more recently on an equal basis. Besides funding, the Rome-Based Agencies provide much-needed technical support through staff participation in the technical task and Open Ended Working Groups. This technical support is crucial, as the CFS Secretariat was not designed to have all the expertise that CFS may require. FAO, for example, supported the Secretariat to prepare draft papers for discussion and negotiation on the HLPE 2016 report. The financial and technical support from the Rome-Based Agencies does however mean that Committee is dependent on the Rome-Based to perform carry out its mandate. The Rome-Based Agencies determine the level of financial and technical support they wish to provide to the Committee, and when the support will be available, as there is no memorandum of agreement that governs the relationship between the Committee and the Rome-Based Agencies.

118. The Rome-Based Agencies liaise with the Committee through their focal points in the CFS Secretariat, and their participation in CFS processes means that they are together in the same room, discussing food security and nutrition issues. However, being in the same discussions do not translate into coordinated action to promote the Committee and its products at country level and support countries with the implementation of CFS products. In the countries visited by the evaluation team, it was evident that there was no coordination to promote the Committee and its work.

119. The Reform Document envisaged that the Rome-Based Agencies would promote the Committee and its products through their regional conferences. The current and previous Chairperson of the Committee has made presentations at all FAO's regional conferences, on Committee and the outcomes of the CFS Plenary. These regional conferences serve as an important platform for sharing information about CFS, but do not go beyond information sharing to a deeper engagement on the implementation of CFS products and decisions.

Joint CFS Secretariat

120. The staffing on 1 December 2016 comprised the following:

Table 12: Staffing of CFS Secretariat

| Post | Number | Funding Sources |
|--------------------------------------|-----------|---------------------------|
| Secretary at D1 | 1 | Regular Programme |
| Seconded senior professionals at P5 | 3 | Regular Programme |
| Short-term P 5 Communications | 1 | Regular Programme |
| General Service Administration | 2 | Regular Programme |
| APO | 1 | Extra-budgetary resources |
| Mid-level professional P3 | 1 | Extra-budgetary resources |
| Consultant assisting Chairperson | 1 | Extra-budgetary resources |
| Mid-level consultant covered by IFAD | 1 | Extra-budgetary resources |
| Mid-level consultants | 2 | Extra-budgetary resources |
| Junior consultant | 1 | Extra-budgetary resources |
| Total | 14 | |

Source: CFS Secretariat

121. The number of staff within the Secretariat fluctuates, depending on the programme of work and the resources to fund the work. The Secretariat receives one-third of its contribution from the RBAs in the form of senior staff at the P5 level seconded to the Secretariat. These positions have been vacant at various times because of delays by the Rome-Based Agencies in filling them, for example, the FAO position was vacant for well over a year, while WFP at

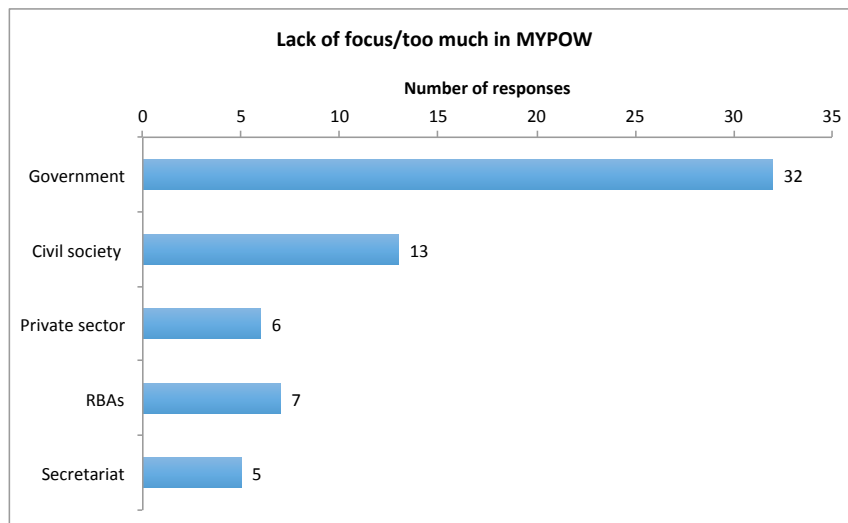
times could only provide short-term temporary staff. IFAD currently does not have a senior professional (P5 level) located in the Secretariat, though it has a consultant at mid-level, and a senior liaison person who meets with the Secretariat from time-to-time. The senior communication professional is on a short-term contract. The Secretariat has to contract consultants to fill the gaps, adding to the staffing costs of the Secretariat.

122. Half of the staff in the Secretariat is funded from extra-budgetary resources, and therefore dependent on the availability of donor funds.

Multi-Year Programme of Work

123. A theme from the interviewees was that the Committee was doing too many things and this was impacting negatively on the Committee’s performance. Chart 3 shows the number of times the need to focus on a few things and prioritise more effectively. Comments also included the need to improve the MYPoW process and extending the MYPoW to four years. The government category had the highest number of responses on this issue.

Chart 3: Responses - Lack of focus/MYPoW



124. It is not easy to narrow down the activities of CFS, as there are many pressing issues in food security and nutrition. The HLPE Critical and Emerging Issues paper is meant to be the starting point and guidance for CFS Members and stakeholders to identify activities for the biennium. In practice, the paper has had a limited influence on the identification of activities for the MYPoW. The current MYPoW has a two-year horizon and is not located in a medium-term strategic framework. This encourages short-term thinking and a propensity to squeeze in as many activities into the two years. The CFS 43rd Plenary has mandated the MYPoW Open Ended Working Group to investigate the feasibility of a four-year MYPoW.

125. Another shortcoming of the MYPoW is that it starts off with a budget gap when it is approved, and in the case of the 2016-2017 MYPoW the gap was 50 per cent. Planning for activities that might not be funded fully is not effective planning as it results in delays in implementation and only doing what has been funded. Translation and interpreter services for CFS are a major cost driver and some CFS Members have suggested that fewer activities would mean that there would be less pressure on the CFS budget. Although CFS has managed to close the gap to reduce the gap for the overall MYPoW, there are funding deficits for the HLPE and CSM that will have an impact on their ability to deliver. CSM has indicated that it

will have to reduce the number of participants for the Open Ended Working Groups from 3 to 1, and this will impact on their ability to bring a diversity of voices into the discussions.

126. CFS does not have a resource mobilisation strategy, and for the most part, waits for donors to volunteer contributions. There is a small core of CFS Members that make voluntary contributions, and the CFS Chair has implored other countries to contribute, even if the amount is modest. Interviews of CFS Members found that most CFS Members do not believe that they should contribute financially to CFS as they already pay contributions to the RBAs. The CFS Secretariat is researching options for a model for sustainable funding, looking at funding models of similar organisations. This work was still in progress at the time of drafting the evaluation report.

Communication and outreach

127. The Committee has a communication and outreach strategy adopted by the CFS Plenary in 2013. The strategy proposes the use of the networks in the Committee to raise awareness of CFS products, promote their use and obtain feedback. CFS Members are the primary network for communication about CFS, its products and how they can be used. The strategy also identifies the Rome-Based Agencies as a network for raising awareness of CFS products, and other members of the Advisory Group. The responsibility of Advisory Group participant members for communication and outreach on behalf of CFS is set out in the Terms of Reference for the Group and mandated in the Rules of Procedure. The annual reports to the Bureau from the RBAs, CSM and PSM contain several examples of their communication and outreach activities. Other members, namely, the High Level Task Force, the UNSCN and the UN Special Rapporteur on the Right to Food also reported examples of communicating CFS decisions. The strategy envisages that the HLPE will promote its reports within the research community.

128. The efforts to date have not translated into widespread awareness of the Committee and its products at country level. Out of 156 persons consulted at the country level, only 30 (19 percent) could identify at least one of the major CFS products. There is a low level of awareness of CFS products in among government officials, as well as officials in the United Nations system at country level. The situation is better in civil society where the Civil Society Mechanism participant organisations are active in promoting and advocating the use and application of CFS products. In the case of Private Sector Mechanism, its members at country level are aware of the Committee and its products.

129. The Committee and its products tend to be known only to a few officials in agricultural ministries who have attended the CFS Plenary, and those who are part of VGGT implementation supported by FAO. The tools envisaged in the communication strategy to assist CFS Member States to promote awareness of the Committee and use of its products, have not been forthcoming. The Private Sector Mechanism and the Civil Society Mechanism have developed their own advocacy and awareness materials on the Committee. Other members of the Advisory Group have requested short briefs from Committee to assist them in promoting the Committee and keeping their own networks informed of its latest decisions.

Key evaluation question 2.2: To what extent do the strategies, tools, products and recommendations contribute to the Outcomes?

130. The Committee has produced four major policy convergence products, policy recommendations from 10 HLPE reports, and policy recommendations from three policy

roundtable discussions, between 2010 and 2016. These are the outputs of extensive research and intensive consultation and negotiation processes. There is an expectation that countries will take up these products and policy recommendations in their national policy frameworks. There are also assumptions that there is some capacity in countries to implement the products. Interviews with government officials and civil society at the country level found that the implementation of the VGGT for example, required tools for advocacy and raising awareness, practical guidance on setting up steering structures to oversee the implementation of the particular VGGT project, tools for setting up or strengthening existing multi-stakeholder platforms, and tools for monitoring.

131. The CFS 36th Plenary approved a proposal to develop and implement country-owned mapping of food security and nutrition actions (policies, programmes, strategies, plans and projects) and their linkages with domestic and donor resources, beneficiary populations, and implementing institutions. The purpose of this mapping was to improve the capacity of national governments and other stakeholders to make decisions on the design and implementation of policies and strategies, and inform the allocation of resources. A CFS Mapping Actions Task Team on Food Security and Nutrition was established to provide advice and guidance on the development and implementation process for the mapping tool.

132. Feedback on the process was reported in the 37th and 39th Plenary, and the Committee endorsed the recommendations that included the identification of ways to improve the harmonisation of methods and tools, and streamlining the mapping of food security and nutrition actions. The Rome-Based Agencies were encouraged to assist with the work, based on resources available.³² There has been no further reporting on the mapping of national actions to the Committee. FAO has taken forward the principles of the mapping exercise and has developed the Food Security Commitment and Capacity Profile, a tool to assess and track the performance of national authorities against their commitment and capacity to take action on food insecurity and malnutrition.³³

Key evaluation question 2.3: To what extent do the stakeholder platforms, interactions and structures contribute to the Outcomes?

133. There are regional platforms in food security and nutrition, but the Committee appears not to have regular interaction with these. Examples of these platforms are the Hunger Free Latin America and Caribbean Initiative (Regional Initiative 1) and the Mesoamerica Without Hunger (Sub-Regional Initiative). There are regional mechanisms in West Africa, for example, the Permanent Committee for Drought in Central Sahel, which is the technical arm of ECOWAS for food security and resilience, and has been extended to other West African countries, including Ghana. There is also an OECD platform supporting food security and nutrition in the Sahel. Interviewees at the country level suggested that the Committee should have a mechanism that will allow it to have regular interaction with them. There were also suggestions that the Committee should meet with regional intergovernmental bodies as they have regional frameworks that the Committee could leverage.

134. The Chairperson of the Committee briefs the FAO Regional Conferences on the work of the Committee and the decisions of the CFS Plenary, and covers all the FAO regional conferences. These are primarily information sharing sessions.

³² CFS 39th Plenary Final Report, <http://www.fao.org/docrep/meeting/026/MF115e.pdf>

³³ FAO, Acting on food insecurity and malnutrition, Food Security Commitment and Capacity Profile, 2014

135. The Committee presents an annual report of its decisions to the ECOSOC of the United Nations General Assembly, and the Chairperson of the Committee attends the annual meeting in New York in July. There are references to the work of the Committee and the High Level Panel of Experts in the resolutions of the General Assembly.

136. The Committee has linkages with the High Level Political Forum for Sustainable Development, through the High Level Task Force on Food and Nutrition Security. There is a high level of interest from the High Level Political Forum to involve the Committee in its follow-up and review of the Sustainable Development Goals. The High Level Political Forum sees the Committee as a channel through which it can learn from the practical experiences of countries implementing the 2030 development agenda in respect of food security and nutrition.

Key evaluation question 2.4: What unexpected outcomes and dynamics have emerged from the six roles and structures?

137. The one unexpected outcome mentioned by explicitly by two interviewees, was that the reformed Committee's roles and structures have seen greater collaboration among the Rome-Based Agencies. They serve on the Advisory Group and so are able to hear and hopefully understand one another's thinking or approach to a particular issue.

3.3 Replicating the multi-stakeholder approach

138. This section of the report discusses the inclusiveness of CFS and the multi-stakeholder approach that it uses. The evaluation assessed the extent to which a diversity of voices are engaged in policy-making; how the issue of gender equality and the empowerment of women is addressed; and the extent to which the interests of young people, indigenous people and marginalised populations are integrated in the work of CFS. There is interest in the potential for the CFS multi-stakeholder approach to be replicated elsewhere in the United Nations system, and the evaluation explored the conditions necessary for the platform to function effectively.

Key evaluation question 3.1: To what extent has the multi-stakeholder platform engaged a diversity of voices in policy-decision-making?

Diversity of voices

139. The reform envisaged the Committee as "...*the foremost inclusive international and intergovernmental platform...*" and most CFS actors view the Committee as unique, at least in the United Nations system if not globally. The Committee today has a much broader range of stakeholders in its platform than was the case at the time of the decision to reform CFS. The broadening of the stakeholders comes from the inclusion of civil society and the private sector, and other United Nations entities directly or indirectly through the High Level Task Force on Food and Nutrition Security. The nature of the involvement of non-state actors has changed since the pre-reform days.

As one non-state actor described it: "*In the old days we were not allowed into the (FAO) building, then we allowed into the building but not into the room. Then we were allowed into*

the room but not at the table. Now we are at the table and we can discuss our issues directly with governments and hear what they are thinking.”

140. There are organisations that are missing from the platform. With regard to CFS Member States, the voices from governments are predominantly from agriculture and fisheries, and foreign affairs/development cooperation. Yet food security and nutrition is a broad concept that requires a multi-sectoral approach that goes beyond the agricultural sector and includes, for example, water, environment, trade, and economic development. More recently, the inclusion of WHO as an ad hoc member has broadened the voices. The country missions found that ministries of trade and industry were unaware of the Committee, even though these ministries play an important role in the production and supply of food.

141. Another aspect pertaining to CFS Member States is the fact that developing countries have very small delegations and it is not possible for them to participate in many of the CFS policy-making processes. Developing countries tend not to participate the ranking of topics for the MYPoW, and so their issues fall off the CFS agenda.

142. There is no diversity in the voices of philanthropic foundations, as the foundation that occupies the seat on the Advisory Group has not reached out extensively to other foundations, but there is the intention to do so. In the case of the private sector, the voices of small and medium enterprises, according to the Private Sector Mechanism, tend not to be included in CFS policy discussions, primarily because of their inability to self-fund their attendance at these discussions.

143. Having a seat at the table does not guarantee that one’s voice will be heard or that all actors around the table have an equal power to influence the outcomes of policy discussions. Exclusion from policy discussions is systemic or indirect. In the case of the Committee, language or the lack of translation and interpreter services inadvertently excludes people from policy discussions and negotiation processes. The Civil Society Mechanism as well as CFS Members has raised the problem of language. According to them, the lack of translation of many main CFS documents is a challenge, and they are disadvantages when negotiations continue in English only, once interpreters have to leave. There are claims that non-English speaking delegates are known to leave the negotiations once the interpreter services ceased or simply disengaged from the process.

144. There are constituencies in the Civil Society Mechanism who feel that their voices are not being heard in CFS policy processes, because certain groupings within the mechanism monopolise the space. They also point to the difficulty of having their dissenting views communicated to the Committee because of the internal rules in the Civil Society Mechanism. Members of PSM though active participants in CFS processes feel that their voice is not of equal value to the voice of civil society, and the World Farmers Organization feel that the voices of farmers, big and small are not being heard in CFS.

Key evaluation question 3.2: To what extent are gender, and youth, as well as the interests of indigenous people and marginalized populations integrated?

Gender equality

145. The Committee has embraced gender equality and empowering women as a basic principle to achieve food security and adequate nutrition for all.³⁴ The policy recommendations on Gender, Food Security and Nutrition (2011) laid a good foundation for

³⁴ Excerpt from the Committee on World Food Security, Policy Recommendations; Gender Food Security and Nutrition <http://www.fao.org/3/a-av040e.pdf>

CFS work on gender. The Committee endorsed a set of strong recommendations, including that gender be included in the monitoring mechanisms of current and future Voluntary Guidelines, including the guidelines on the Progressive Realization of the Right to Adequate Food. The Committee's work on gender is reflected in the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT), and complemented by a technical guide the "Governing Land for Men and Women", developed by FAO, focusing on gender-equitable land governance. The negotiations on the Principles for Responsible Investment in Agriculture (RAI) are reported to have achieved the inclusion of gender considerations. Other important publications that have received wide attention and have included a gender lens are the Framework for Action for Food Security and Nutrition in Protracted Crisis (CFS-FFA), Water for Food Security and Nutrition; and Food Losses and Waste in the Context of Sustainable Food Systems.

146. A good example of collaboration in relation to gender between the Committee and the Rome-Based Agencies is the development of materials and guides based on CFS products. Currently, FAO is guiding the formulation of an Implementation Guide on Gender Equality in Small-Scale Fisheries (SSF Guidelines) which are under revision through an online consultation.

147. More recently, in the 2016-2017 MYPoW (see paragraphs 30-31), CFS has agreed to organize a Forum on Women's Empowerment in the context of food security and nutrition which will be held during CFS 44 in October 2017.³⁵ Another important aspect that shows progress in the adoption of a gender lens, has been the inclusion of gender experts as members of the interdepartmental and interagency (RBAs) technical support teams to provide regular contributions, supporting CFS major workstreams³⁶ to be gender inclusive.

148. The 2011 Policy Recommendations on Gender, Food Security and Nutrition put forward strong recommendations for Member States, but the extent to which these have been taken up is unknown, as there has been no monitoring of the implementation of these recommendations.

149. The Committee has until recently not directly engaged the United Nations Entity for Gender Equality and Women's Empowerment (UN Women). One of the roles of UN Women is to assist Member States to implement global standards on gender equality, and to support intergovernmental bodies such as the Commission on the Status of Women in formulating policies, global norms and standards. UN Women is potentially a valuable partner for CFS in its work on gender equality and women's empowerment.

Participation of youth

ES54. The importance of youth was raised at the CFS 40th Plenary, and in 2015, the Committee hosted youth innovation sessions, for example, the Youth Incubator, that provided youth organisations with the opportunity to share lessons learned. The Committee does not have a strategy guiding its work on youth. After climate change, youth is the issue that was identified most frequently by interviewees as in need of more substantial work on youth.

Indigenous Peoples

³⁵ "Making a Difference in Food Security and Nutrition" Rome, Italy, 12-15 October 2015 CFS Multi-Year Programme of Work (MYPoW) for 2016-2017, <http://www.fao.org/3/a-mo317e.pdf>

³⁶ Gender has been integrated as part of CFS products and workstreams such as the "Gender, Food Security and Nutrition" since early 2010. The RBAs has invested considerable time and dedication of their gender experts who strive to prepare and disseminate implementation tools based on CFS products.

150. The UN Declaration on the Rights of Indigenous Peoples (UNDRIP) was adopted by the General Assembly in 2007, and places a responsibility on the organs and specialized agencies of the United Nations system and other intergovernmental organisation to contribute to the full realisation of the Declaration. Though small in terms of their percentage of the global population, Indigenous Peoples make up an estimated 15 per cent of the global poor and live in adverse conditions that threaten their livelihoods. Their indigenous knowledge systems have the potential to contribute to sustainable development, but are often ignored.

151. The Committee recognises the need to integrate issues of Indigenous Peoples into its work and has done so to some extent. For example, the Framework for Action for Food Security and Nutrition in Protracted Crises Principle 4 refers to special considerations to promote and protect Indigenous Peoples affected by or at risk of protracted crises. The VGGT dedicates an extensive section to the legal recognition and allocation of tenure rights to Indigenous Peoples and other groups who adopt customary tenure systems. The VGGT clearly expresses that governments and non-state actors “...*should acknowledge that land, fisheries and forests have social, cultural, spiritual, economic, environmental and political value to indigenous peoples and other communities with customary tenure systems.*”³⁷

152. The Indigenous Peoples right to Free Prior Informed Consent (FPIC) is included in the Principles for Responsible Investment in Agriculture and Food Systems (RAI), even though the wording was not accepted by some States during the negotiation process. The FPIC protects human rights and is based upon the right of all peoples to self-determination. The FPIC for Indigenous Peoples was endorsed by the Committee) in October 2014 and was the result of a two-year global consultation process, aiming to adopt positive investments and other policies, that embrace food security over corporate profit.³⁸

153. The evaluation team observed in the field mission to the Philippines that the government had adopted the VGGT as guidance in its consolidation of agrarian reform and is giving consideration to the rights of Indigenous Peoples in the legislation. In the case of Panama where the VGGT has been adopted, the State respects the autonomy of Indigenous Peoples and their right to land.

Other marginalised groups

154. People with disabilities are vulnerable to food insecurity and malnutrition through poverty that is often a cause of, or a consequence of their disability. The United Nations Convention on the Rights of Persons with Disabilities (2008) has been ratified by 165 countries. Yet in many countries the rights of people with disabilities, and their specific needs, are often overlooked in development programmes.. The 2030 Agenda for Sustainable Development includes seven targets that make explicit reference to people with disabilities, and targets pertaining to people in vulnerable situations include people with disabilities.

³⁷ Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT), 2012, Rome, Italy; Part 3, Legal Recognition and Allocation of Tenure Rights and Duties, Paragraph 9.1-9.12

³⁸ No Compromise on the Rights of Indigenous Peoples to FPIC in the CFS! Transnational Institute, October 2014. <https://www.tni.org/en> ; <https://www.tni.org/en/declaration/no-compromise-rights-indigenous-peoples-fpic-cfs>

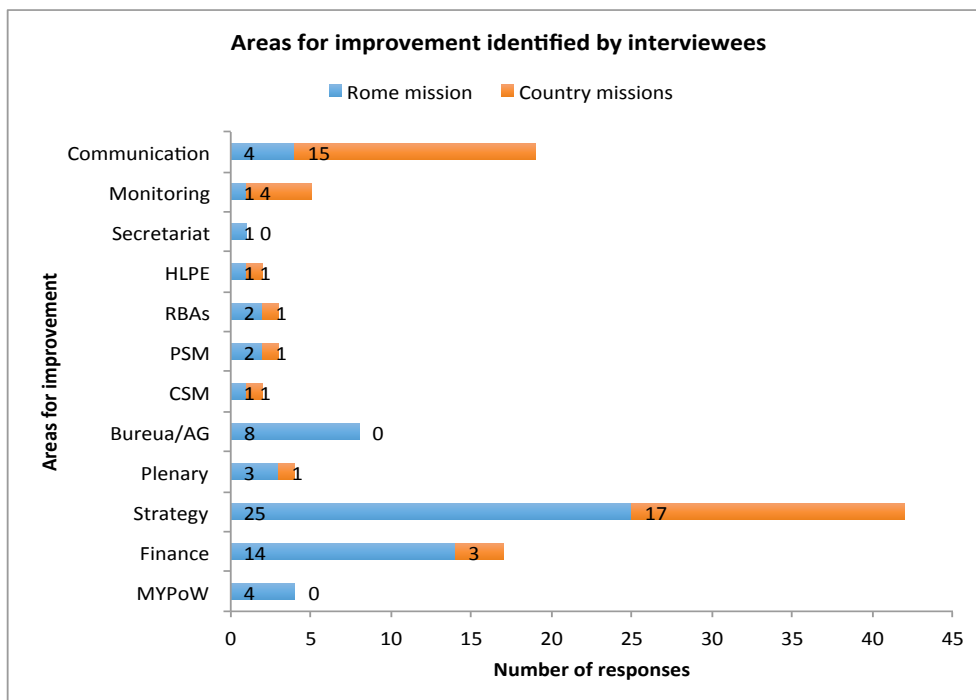
Key evaluation question 3.3: What are the assumptions, factors and conditions necessary for the platform to function?

155. One of the objectives of the evaluation is to generate lessons on multi-stakeholder collaboration. The evaluation team analysed information from the interviews and also reviewed multi-stakeholder platforms at the country level. Interviewees identified the following conditions as necessary for the Committee to function as an effective multi-stakeholder platform:

| | |
|----------------------------|--|
| Vision and Strategy | <ul style="list-style-type: none"> • Vision must be unambiguous • It must be clear to those inside and outside the Committee what the Committee seeks to achieve. • Objectives should be specific and not vague. • Select an issue that is of high interest and that will get people around the table to discuss. • Rather choose one topic that matters to many and will have an impact, than many topics and have little impact. • Be flexible to respond to changing conditions |
| Values | <ul style="list-style-type: none"> • Mutual respect and trust among the all who are part of the Committee. • Spirit of collaboration and consensus • All should work in same direction even if they have different interests and perspectives. • Be inclusive in the different structures of the Committee • Equal voice for all ‘at the table’ • Freedom to voice views without fear or hindrance |
| Capacity | <ul style="list-style-type: none"> • Leadership capacity to influence the agenda in the UN • People at all levels who can champion the Committee • A capable secretariat to support the work of the Committee • Technical capacity in the secretariat and access to other technical capacity (RBAs) • Members and Participants must have the capacity to do their work in the Committee and participate in the various structures. |
| Systems | <ul style="list-style-type: none"> • Procedures are necessary, and must be clear. • Flexibility in procedures |
| Funding | <ul style="list-style-type: none"> • Funding must be sufficient for what the Committee wants to achieve • Funding must be predictable |
| Communication | <ul style="list-style-type: none"> • Communicate messages in way to generate meaningful dialogue, especially when there is a lot of technical information. |

156. The suggestions for improvement provide another view of the conditions necessary for the Committee to function effectively. Interviewees put forward suggestions for improvement in the functioning of the Committee. (Chart 4) Out of the 110 suggestions made, the largest number of suggestions (42) was related to strategy, followed by suggestions related to communication and outreach (19) suggestions, and finance (17). The Committee’s strategies and communication are of interest to countries, judging from the number of improvements suggested.

Chart 4: Areas of improvements suggested by interviewees



157. A sample of statements reflects some of the suggestions made by interviewees to improve the functioning of the Committee.

- CFS should first increase its visibility in the UN family
- There is a need for deliberate priority setting of the agenda and programme of work. It should be more focused and less crowded.
- CFS should be modest about what it can do, as it is not an executive body with an implementation function.
- CFS’s main purpose is at the global level – coordination and policy convergence. It should be left to Member States and the RBAs to take things forward at the country level.
- CFS should be realistic about funding and how to allocate this funding to its work streams.

4 Conclusions and Recommendations

4.1 Conclusions

158. Enhanced coordination on food security and nutrition issues

Conclusion 1: *The Committee has put in place the mechanisms and processes to enhance global coordination on food security and nutrition issues. Although the Committee is addressing relevant issues in food security and nutrition that fall within its mandate, it has not articulated its comparative advantage in the area of food security and nutrition.*

159. The Committee is the only platform within the United Nations system that brings together a broad range of diverse stakeholders at the global level to develop guidelines and make policy recommendations, in the manner that it does, with non-state actors as equal partners, except for the final decision. It has the participation of civil society and the private sector in all its major processes, and is able to draw on the evidence base provided by the reports of the High Level Panel of Experts. This makes the Committee unique within the United Nations system, yet it is largely unknown outside of headquarters in Rome. The Committee is seen by those closely associated with it, to be addressing relevant food security and nutrition issues, but with the Committee largely unknown at the national level, it may not be relevant to the ‘ultimate beneficiaries’ of its work.

160. The CFS Plenary is a platform that has brought stakeholders together to dialogue on issues, and while the attendance levels of the Plenary have increased since the reforms of 2009, the decline in the levels of representation at the Ministerial level is worrisome. It may be an indication that the Committee’s relevance to and interest from those who make the policy decisions is declining.

161. The Committee’s work to date has covered a wide range of food security and nutrition issues, many of which are covered elsewhere. While the topics are relevant and important, the Committee is not always clear about what its added value is in pursuing certain issues. For example, has not sufficiently articulated its vision and strategy to contribute to global nutrition efforts.

162. The Committee has developed the Global Strategic Framework to improve coordination and guide synchronised action by stakeholders in food security and nutrition. The stated main added value of the Global Strategic Framework is to serve as a single reference document and as practical guidance on the recommendations of the Committee with regard to food security and nutrition issues. In its current format, the document is an information reference, and it is unclear how it can guide synchronised action.

Improved policy convergence

Conclusion 2: *The Committee has contributed to improved policy convergence on food security and nutrition issues to the extent that it has developed policy products that have potential application across many countries and regions. The Committee has achieved convergence on certain policy issues at the global level, but this has not yet translated into widespread use and application of its policy convergence products.*

163. The Committee’s policy products have been consulted, negotiated and adopted on the basis of consensus, lending legitimacy to them. There is strong evidence that the VGGT is

being applied in several countries. The available evidence shows limited use and application of the other policy convergence products of the Committee, namely, the RAI and FFA.

The following factors may explain the slow uptake of other Committee policy products:

- a) How CFS members, participants and stakeholders define policy convergence has implications for CFS effectiveness in promoting and improving policy convergence on food security and nutrition issues. In sharing their understanding of ‘policy convergence’ interviewees emphasised negotiation processes leading to consensus or agreement on policy recommendations. What should happen once consensus was reached was left implicit in most descriptions, though it could be inferred from other responses to the interviews that countries are expected to adopt those policy recommendations that were relevant to the country context. The Committee puts a great deal of thought, effort and resources into deciding on policy topics, obtaining the evidence to inform policy recommendations, consultation and negotiation to arrive at consensus. However, insufficient effort is put into working out the modalities for moving from policy recommendations to implementation.
- b) Committee and its policy products have a low profile or are not known at all in many countries, according to the vast majority of interviewees. This was borne out by the interviews at country level. Even in the case of the VGGTs, only CSM constituencies, and government and FAO officials who were involved in the implementation of the VGGT knew these guidelines. Committee promotes the VGGT, RAI, FFA and GSF as major policy products, and this creates the impression that the policy recommendations based on the HLPE reports are not ‘major’ and therefore not as important.
- c) The policy recommendations and policy products are broad and have to be adapted to the country context. This requires tools and support that the Committee is not in a position to provide.

Strengthened national and regional food security actions

Conclusion 3: *The Committee has contributed to national actions on food security and nutrition, through the use and application of the VGGT in several countries. However, without a detailed evaluation of the VGGT projects that have been implemented, the evaluation team cannot draw conclusions about the extent to which national and regional actions have been strengthened.*

164. The VGGT have received, and continues to receive substantial support from FAO for its use and application in countries, and the independent evaluation of FAO’s support is expected to assess the effectiveness of the support. The Committee’s contribution to strengthening national and regional food security actions is not direct as the Committee is not an implementing body.

Functioning of the Committee

Conclusion 4: *The Committee is functioning and has managed to generate a high level of outputs since the 2009 reform. Its performance of its six roles is uneven, and there are gaps and issues that it needs to address to be fully effective and efficient.*

165. As a platform for coordination at the global level, the Committee has managed to bring a wide range of stakeholders around the table to dialogue on food security and nutrition issues. However, it is too early to conclude whether this has translated into strengthening collaborative action among stakeholders at the country level. The Committee has been able to

produce policy convergence products, and there is evidence of use of one of its major products. The roles that the Committee has not been effective in executing are:

- Support and advice to countries and regions
- Coordination and national and regional levels
- Promoting accountability and sharing best practice

166. There is a lack of clarity and agreement about how the Committee should proceed with these roles. In the case of support and advice to countries and regions, the Committee at best can only facilitate support and advice to countries and regions. The Committee is an intergovernmental policy body, and not an implementing body. The Rome-Based Agencies and others in the United Nations system are better placed to provide support and advice to countries and regions. The Committee has had limited engagement with regional organisations, except for the briefings at the FAO regional conferences.

167. With regard to the Committee's role in promoting accountability and sharing best practices, the Committee has made a good start with the convening global events for sharing best practices. There are however, differing views in the Committee about its role in monitoring and what it should be monitoring. In the view of the evaluation team, it is not feasible, nor is it desirable for the Committee to attempt to monitor the implementation of the many policy recommendations, and policy products at the country level. Policy development processes at the country level are influenced by many different factors and sources of information, and it would be difficult to monitor the use of the Committee's products.

168. The Bureau, the Advisory Group, and the Open Ended Working Groups play a pivotal role in shaping the agenda of Committee and content of its work. The Open-Ended Working Groups are not as effective as they could be. The Advisory Group adds value to the work of the Bureau, but the contestation over the membership of the Advisory Group threatens to reduce the effectiveness of the Advisory Group. The Civil Society Mechanisms and the Private Sector Mechanisms play an important role in facilitating the contributions of non-state actors in the work of the Committee. Both mechanisms are seeking to have the requisite 'space' to ably facilitate the views of their participating organisations. The Joint Bureau-Advisory Group meetings are a platform for influencing the decisions of the Bureau and ultimately, the Plenary. It is therefore not surprising that there is contestation over the representation and the distribution of seats in the Advisory Group.

169. The High Level Panel of Experts has produced reports that cover a range of food security and nutrition issues. There is broad agreement amongst CFS Members and stakeholders on the importance of the Panel in bringing scientific evidence to inform the decisions of the Committee, but the potential of the Panel is not fully exploited. The panel has a number of challenges including the lack of adequate resources to promote its work.

170. Multi-Year Programme of Work, although it follows a rigorous process of identifying the priorities for the Committee over the biennium, has not been successful in limiting the number of priorities that are finally approved. The Committee's effectiveness and efficiency are impacted negatively by the unpredictability of its funding and the resources for the Joint CFS Secretariat.

171. The Committee has not been effective in its communication and outreach, as it is largely unknown at the country level. The Civil Society Mechanism and the Private Sector Mechanism promote the Committee and raise awareness of products and decisions, amongst their constituencies. The gap lies in the communication between delegations in Rome and ministries at the country level.

Diversity and inclusiveness

172. **Conclusion 5:** The reformed Committee has engaged a greater diversity of actors than was the case prior to the reform, but not all voices feel that they are heard. There are stakeholders who could potentially add value, but are not present in the CFS platform.

173. Committee has integrated gender equality and the empowerment of women to a great extent. It has produced policy recommendations on gender, but the extent to which these have been taken up by countries and regions is unknown. The participation of youth is receiving more attention in the Committee's agenda than has been the case in the past. The Committee's approach to youth however, is ad hoc. The Committee has integrated the interests of Indigenous Peoples into its work, but issues of Indigenous Peoples are championed primarily by the Civil Society Mechanism and not by the Committee as a whole. People with disabilities are not on the agenda of the Committee.

Conditions, assumptions, and replicating the multi-stakeholder model

174. **Conclusion 6:** The Committee is potentially a good model for the collaboration and partnership required to achieve the targets of the Sustainable Development Goals. However, it still lacks some of the factors or conditions required to function effectively as a multi-stakeholder platform.

175. Successful multi-stakeholder initiatives have clear objectives and a single issue that brings stakeholders to the table to try to resolve. The Committee covers a broad spectrum of food and security issues, and does not have a single focus that stakeholders can rally around. The Right to Adequate Food, which was one of the drivers for the reform, does not have a high profile on the agenda of the Committee.

176. There must be mutual respect and trust among stakeholders. This is something that is still evolving in the Committee. People don't work together because they trust one another – they develop trust through working together. Stakeholders must feel that they have an equal voice and that their different contributions have equal value in the Committee. This is an area where the Committee and its mechanisms have challenges. There are groups that feel excluded or that their contributions are not valued equally.

177. Multi-stakeholder platforms require predictable resources and a stable core staff to support it. These two conditions are not in place in the Committee and so the sustainability of the Committee is at risk. Effective multi-stakeholder platforms are good at communicating their vision, and demystifying the technical aspects of their work. This condition is not present in the Committee.

4.2 Recommendations

178. The evaluation team proposes a number of recommendations, recognising that the Committee is addressing a number of the issues raised in this evaluation.

Recommendations on strategy

179. The Committee should develop a strategic framework to guide its work over the medium-to-long term. Such a framework should set out a small number of strategic priority areas. The strategic framework does not replace the Reform Document. It seeks to give clarity and specificity to what the Committee should be focusing on to achieve the vision set out in the Reform Document. Within the strategic framework, the Committee is better placed to formulate clear objectives, and the theory or theories of change that underpin its work. This could also assist the Committee in clarifying how best to execute its roles in the Reform Document.

180. In selecting and developing policy convergence products, the Committee should from the outset consider the primary users of its products, what mechanisms will be required for these products to reach the primary users, what capacities will be required for primary users to make effective use of the products, and which partners can provide the capacity and support for the use and application of the product.

181. The High Level Political Forum on the 2030 Agenda represents an opportunity for the Committee to position and profile itself at the global level. The Committee utilise the platform presented by the High Level Political Forum, to showcase its work. It should also leverage its relationship with the High Level Task Force on Food and Nutrition Security to secure the support of other United Nations entities.

Recommendations on the Bureau, Advisory Group and Open-Ended Working Groups

182. The Open-Ended Working Groups should all have approved terms of reference to guide their work. The work of the three core Open-Ended Working Groups, namely, MYPoW, Monitoring, and the Global Strategic Framework are interrelated. They should hold joint discussions at least twice a year to ensure that there is synergy and alignment.

183. The Bureau should consider taking decisions in the Joint Bureau-Advisory Group meeting, and reserve the Bureau meetings for those items that do not require the input and discussion with the Advisory Group. This will eliminate duplication of the agendas and also promote transparency in the decision taking of the Bureau.

184. The issue of the number of seats on the Advisory Committee is not simply about the number of seats for the Civil Society Mechanism and the Private Sector Mechanism. There is also the status of WHO and WFO as ad hoc members, and the need for broader representation of philanthropic foundations. The Committee should initiate a formal process of reviewing the membership of the Advisory Committee. In doing so, it should take into consideration the following:

- a) The strategic framework recommended at paragraph #
- b) The Reform Document (paragraph 7) calls for a composition that ensures that the voices of all relevant stakeholders, *particularly those most affected by food insecurity*, should be heard.
- c) The roles that selected United Nations entities, including the Bretton Woods institutions (excluding the Rome-Based Agencies) currently play on the Committee, and the roles envisaged going forward in the Sustainable Development Goals, especially SDG 2.

- d) The status of regional organisations as observers, and their future role in the work of the Committee.
- e) The resource implications of changes to the Advisory Group memberships

185. The mechanisms in the Committee are self-organising, and how their internal structures and processes are their prerogative. They should review the internal structures and processes to ensure that are inclusive of the voices of all their constituencies. This recommendation is specifically directed at the Civil Society Mechanism, the Private Sector, and the Bill and Melinda Gates Foundation, but does not preclude other Participants in the Advisory Committee from doing so.

Recommendations on the High Level Panel of Experts

186. The Committee should retain the maximum of one report per year for the High Level Panel of Experts. The Steering Committee of the Panel should discuss with the Bureau and the Advisory Group, their requirements and expectations regarding the framing of recommendations. The High Level Panel of Experts should consult the non-scientific community about ways to improve the accessibility and use of the information contained in the reports.

Recommendations on MYPoW and resourcing

187. The Committee should consider developing a four-year MYPoW that is reviewed and updated annually. The Strategic Framework and the Critical and Emerging Issues Papers of the High Level Panel of Experts should inform the contents of the MYPoW. There should be room for flexibility in taking on new issues not covered in the Critical and Emerging Issues Papers. The selection criteria and the process of prioritisation should be improved. Topics should not be selected unless it can be demonstrated that the Committee has a comparative advantage and can add value. Steps should be taken to ensure that all CFS Member States and stakeholders participate in the prioritisation process. This may mean a longer consultation process, but will ensure inclusiveness and buy-in in the long run.

188. The Committee should resolve the issue of sustainable financing and resourcing of its functions. In this regard, it is recommended that there be a formal agreement between the Committee and the Rome-Based Agencies to secure their annual financial contributions to the functioning of the Committee, and their contribution in the form of senior staff seconded to the Secretariat. All core staff (not consultants) should be funded from core funding.

189. The Committee should consider establish a pooled funding mechanism to which should operate along the lines of 'budget support', with funding from different sources, including the private sector and philanthropic organisations. Donors should not be permitted to select specific projects to fund. How the funding is spent should be determined by the MYPoW, and accounted for through the annual reporting of the Committee.

Recommendations on monitoring

190. The Committee should not seek to monitor the use of its products or the implementation of its policy recommendations directly, as it is not feasible for the Committee to monitor the large number of recommendations and actions at the country level. Nor should the Committee seek to monitor for the purpose of attributing positive changes at the national level to the influence of its policy products, as there are a large number of factors other that influence policy-making at the country level. The Committee's approach to monitoring should be to leverage the information that the Rome-Based Agencies have on the actions being taken at the country level. The Committee seek to seek to draw on multiple perspectives on its products from, for example civil society, the private sector, and the wider research community.

191. The Committee should commission periodic evaluations of its work. These evaluations may focus on a specific theme, or could be a comprehensive review of its performance. Where appropriate, the Committee should consider requesting the evaluation offices of the Rome-Based Agencies to conduct a joint evaluation.

192. The Committee should continue to implement the ‘events’ approach to monitoring, as a vehicle for sharing knowledge and learning. It should consider convening regional events, in partnership with the relevant regional organisations. This could strengthen the bridges between the Committee and regional organisations, and contribute to improving coordination with the regional level.

Communication and outreach

193. The Committee should review and update its communication strategy. Greater emphasis should be placed on the role of CFS Members to communicate with the countries, on matters relating to the Committee. The Secretariat can assist the CFS Members, as well as Participants by providing short briefs on the work of the Committee.

Annex A: Concept Note

(separate PDF document)

Annex B: List of documents consulted

- CFS.** 2009. *Reform of the Committee on World Food Security*. Rome.
- CFS.** 2013. *CFS Multi-Year Programme of Work (MYPoW) for 2014 - 2015*. Rome.
- CFS.** 2013. *Report of the Fortieth Session of the Committee on World Food Security*. Rome.
- CFS.** 2014. *Report of the Forty-first Session of the Committee on World Food Security*. Rome.
- CFS.** 2015. *CFS Multi-Year Programme of Work (MYPoW) for 2016 - 2017*. Rome.
- CFS.** 2015. *Concept Note for Evaluation of the Effectiveness of CFS Reform*. CFS Bureau and Advisory Group Meeting 24 November 2016. Rome.
- CFS.** 2015. *Following Progress on Decisions and Recommendation of CFS*. Rome.
- CFS.** 2015. *Report of the Forty-second Session of the Committee on World Food Security*. Rome.
- CFS.** 2015. *Report on the findings of the CFS Effectiveness Survey*. Rome.
- CFS.** 2016. *Background Note on the Open-Ended Working Group on Monitoring*. Rome.
- CFS.** 2016. *CFS Approach to Policy Convergence*. CFS Bureau and Advisory Group Meeting, 31 March 2016. Rome.
- CFS.** 2016. *Draft Decision Box for Monitoring: Terms of Reference to share experiences and good practices in applying CFS decisions and recommendations through organizing events at national, regional and global levels*. Open-Ended Working Group on Monitoring Meeting #2. Rome.
- CFS.** 2016. *Draft Terms of Reference to share experiences and good practices in applying CFS decisions and recommendations through organizing events at national, regional and global levels*. Open-Ended Working Group on Monitoring Meeting #2. Rome.
- CFS.** 2016. *Farmers' Contribution to the Committee on World Food Security*. CFS Bureau and Advisory Group Meeting, 31 March 2016. Rome.
- CFS.** 2016. *Information Note on the experiences and good practices in the use and application of the VGGT*. Rome.
- CFS High-Level Panel of Experts.** 2015. *Info Note on the High-Level Panel of Experts for Food Security and Nutrition (HLPE) of the Committee on World Food Security (CFS)*. Rome.
- CFS High-Level Panel of Experts.** 2015. *Summaries and Recommendations of HLPE reports 1-9*. Rome.
- CFS High-Level Panel of Experts.** 2016. *HLPE impacts (2010 – 2015)*. 13th Meeting of the HLPE Steering Committee. USA.
- CFS High-Level Panel of Experts.** 2016. *Note to the Trust Fund Oversight Committee on HLPE impacts: Update for the year 2015*. Support to the establishment and functioning of the HLPE (HLPE Trust Fund). USA.
- FAO.** 2014. *Independent Review of FAO Governance reforms*. Rome.
- FAO.** 2016. *Evaluations in FAO*. Rome.

FAO & WHO. 2014. *Framework for Action*. Second International Conference on Nutrition. Rome.

FAO & WHO. 2014. *Rome Declaration on Nutrition*. Second International Conference on Nutrition. Rome.

FAO (2014) Policy Paper, Food Security and Nutrition in Small Island Developing States (SIDS).

FAO Programme Committee 116 session (November 2014): PC116/5 - Indicative Rolling Work Plan of Strategic and Programme Evaluation 2015-17. Sourced at: <http://www.fao.org/3/a-ml978e.pdf>.

FAO (2013) Policy on Gender Equality Attaining Food Security Goals in Agriculture and Rural Development.

FAO Office of Evaluation (OED) (2012) Evaluation of FAO's Role and Work in Food and Agriculture Policy.

FAO. The State of Food and Agriculture 2010-2011, Women in Agriculture, Closing the Gender Gap in Development (2011), Rome, Italy. Retrieved from <http://www.fao.org/docrep/013/i2050e/i2050e.pdf>

FAO. SOFA Team. Gender Differences in assets. Rome, Italy. (2011) Retrieved from www.fao.org/economic/esa

FAO Office of Evaluation. (2012) Evaluation of FAO's Role and Work in Food and Agriculture Policy.

FAO (2013) Policy on Gender Equality Attaining Food Security Goals in Agriculture and Rural Development.

International Agri-Food Network. 2015. *Private Sector Mechanism Position Paper on Strengthening CFS Reform Outcomes*.

International Food Security and Nutrition Civil Society Mechanism. 2015. *Civil Society Statements to CFS 42*.

International Food Security and Nutrition Civil Society Mechanism. 2015. *CSM Annual Report*.

Patton, Michael Quinn. 2003. *Qualitative Research and Evaluation Methods*, Thousand Oaks, CA: Sage Publications Inc.

Schiavoni, C. & Mulvany, P. 2014. *Evaluation of the CSM, Civil Society Mechanism for relations with the CFS*.

UNGA. 2016. *United Nations Decade of Action on Nutrition (2016-2025)*. New York City.

United Nation Evaluation Group (2011) Integrating Human Rights and Gender Equality in Evaluation-Towards UNEG Guidance. New York: UNEG

United Nations Evaluation Group (2016). Norms and Standards for Evaluation. New York: UNEG

United Nations Secretary General's High-Level Task Force on World Food Security (HLPE) (2012). Food security and climate change. A Report by the High Level Panel of Experts on Food Security and Nutrition of the Committee on World Food Security. Committee on World Food Security, Rome.

World Bank, 2011, World Development Report 2012. Gender Equality and Development (Washington DC).

WFP. 2015. *Annual Evaluation Report 2014*. Rome.

Annex C: List of persons consulted

Brussels

Civil Society Mechanism

Kesteloot Thierry, Policy Advisor, Oxfam-Solidarity

Delvaux Francois, Policy and Advocacy Officer, Cooperation Internationale our le Developpement et la Solidarite (CIDSE)

Parmentier Stephane, Policy Advisor, Oxfam-Solidarity

Sanchez Javier, La Via Campesina

Ulmer Karin, ACT Alliance EU

Others

Viallon Isabelle, European Commission's Directorate-General for International Cooperation and Development

France

Government

Ouillon Mme Isabelle, chargée de mission au bureau Mondialisation et Sécurité alimentaire, Ministry of Agriculture, Agrifood and Forestry

Pactet Jean-Francois, Assistant Director for Human Development, Ministry of Foreign Affairs and International Development

Pestel Heloise, Sous-directrice des relations européennes et internationales, Ministry of Agriculture, Agrifood and Forestry

Subsol Sebastien, Head of Food Security, Nutrition and Sustainable Agriculture Unit, Ministry of Foreign Affairs and International Development

Civil Society Mechanism

Chailleux Sebastien, Action Aid

Jamart Clara, Oxfam France

Jorand Maureen, CCFD-Terre Solidaire

Pascal Peggy, Action contre la Faim

Riba Christine, Confederation Paysanne, French Via Campesina

Private Sector Mechanism

Danielou Morgane, PSM Secretariat

Guey Delphine, Public Affairs Manager, National Interprofessional Seeds Association

Teo Leslie, Global Policy and Intelligence Analyst, Danone

Others

Bricas Nicholas, Directeur de la Chiare Unesco Alimentations du Monde, French Agricultural Research Centre for International Development (CIRAD)

Jordan

Government

Al-Sheyab Fawzi, Director-General, National Center for Agricultural Research and Extension Services

Al-Souf Issa, Head of Rural Development and Gender Department, Ministry of Agriculture

Barham Rawhieh, Engineer, Nutrition Division, Ministry of Health

Hwaidi Khaled, Director, Food Security Unit, Ministry of Agriculture

Masa'd Hanan, Engineer, Nutrition Division, Ministry of Health

Qaryouti Muien, Deputy Director-General, National Center for Agricultural Research and Extension Services

Civil Society Mechanism

Akrouf Karim, Tunisian Farmers Syndicate, Tunisia

Aljaajaa Mariam, Arab Network for Food Sovereignty; CSM Coordination Committee member for the West Asia Sub-Region and Coordinator of the CSM WG on Protracted Crises

Anan Hassan, Ouzai Fishermen Union, Lebanon

Barhoush Rami, Arab Group for the Protection of Nature

Boleihi Abdullar, National Federation for Traditional Fishing, Morocco

Hijazeen Mohammad, Land Center for Human Rights, Egypt

Jamal Talab, Land Research Center, Palestine, and member of CSM Coordinating Committee for the landless constituency

Melhim Abbas, Palestinian Agricultural Farmers Union

Muhanadi Khaled, Istidama, Qatar

Siahat Mohammad, Hashemite University, Jordan

Zuayter Razan Zuayter, Arab Network for Food Sovereignty; Technical Support person of Mariam Aljaajaa and Former Coordination Committee member

Food and Agriculture Organization

Alramadneh Waf'a, Programme Officer

World Food Programme

Carey Erin, Monitoring and Evaluation Officer

Other UN Agencies

Sato Midori, Chief Specialist Nutrition, UNICEF; lead of nutrition cluster in Interagency Health Group

Panama

Government

Batista Moises, Agriculture, Ministry of Agriculture

Canizales Bolivar, Assistant to Minister of External Relations, Ministry of Foreign Affairs

Cavallero Eira, Director of Nutrition, Ministry of Health

Giron Esteban, Vice Minister of Agricultural Development, Ministry of Agriculture

Lopez Max Jose, Minister of External Relations, Ministry of Foreign Affairs

Pinzon Zuleika, Panama Aquatic Resources, Ministry of Fisheries

Serrano Edgar, Rural Development Division, Extension, Ministry of Agriculture

Tello Rolando, Director of Livestock Division, Ministry of Agriculture

Valdespino Edgardo, Technician, Ministry of Agriculture

Civil Society Mechanism

Batista Maria Elizabeth, Family Farming, Department of Veraguas

Diaz Euclides, Secretary General, National Livestock Association

Hedman Taina, Representative of Kuna Women

Stanley Jorge, International Congress of Indigenous Treaties

Private Sector Mechanism

Tedman Frank Alexander, Director, Chamber of Commerce, Industry and Agriculture of Panama

Food and Agriculture Organization

Diaz Tito, FAO Representative

Boeger Vera, Technical Staff, Territories, Water and Land

Escala Lisbeth, Nutrition Consultant

Nava Alejandro Flores, Regional Officer, Fisheries and Aquaculture

Rappallo Ricardo, Nutrition Regional Officer

Veloso Najda, Coordinator, School Feeding Programmes

WFP

Barreto Miguel, Regional Director for LAC Region; Former CFS Vice-President

Farias Hugo, Regional Adviser, Capacity Development

Ferreira Alzira, Deputy Regional Director

Testolin Giorgia, Cash and Voucher Regional Advisor

Other UN Agencies

Carvalho Luiza, Regional Director, UN Women

Others

Diaz Luis, Manager, National Bank of Panama

Philippines

Government

Arcansalin Nestor P., Officer, Office of the Board of Investments, Ministry of Trade and Industry

Antinero Ma. Eliza S., Project Development Officer III, Project Packaging and Resource Mobilization Division, Project Development Service

Caneda Leo P., Former DA Executive Director of Region VIII; Office of the Undersecretary for Operations

Guillen Reggie T., Nutrition Officer IV Department of Health, Ministry of Health

Leones Jonas R., Under Secretary for International Affairs and Foreign Assisted Programmes

Padre Elizabeth G., Chief of Project Packaging and Resource Mobilization Division, Project Development Service

Padre Noel, Director of Policy Research, Department of Agriculture

Penaflor Francis M., Officer, Office of the Board of Investments, Ministry of Trade and Industry

Rosario Rowel B. del, OIC Chief, Project Identification & Evaluation Division, Project Development Service

Yap Krisitine Jeanne A., Desk Officer for Europe and International Organizations, International Affairs Division, Policy Research Service

Civil Society Mechanism

Anunciacion Roy, People's Coalition on Food Sovereignty

Cahilog Emily, International Women's Alliance

Cerilla Ireneo R., President of Pakisama

Dominguez Myrna, Asia Pacific Network for Food Sovereignty

Itong Katlea Zairra B., Philippine Partnership for the Development of Human Resources in Rural Areas

Macacut Sixo Donato C., Caucus of Development NGO Networks

Marquez Nathaniel Don, Asian NGO Coalition for Agrarian Reform and Rural Development

Ramirez Marlene, Secretary General, AsiaDHRRA

Private Sector Mechanism

Kistner Bruno, Policy Director, Food Industry Asia

Paraluman Edwin, Coordinator, Asian Farmers Regional Network

Tababa Sonny Perez, Biotechnology Affairs Director, CropLife Singapore

Tan Siang Hee, Executive Director, CropLife Singapore

Food and Agriculture Organization

Fernandez Jose Luis, FAO Representative

Portugal Aristeo A., Assistant FAO Representative

International Fund for Agricultural Development

Pacturan Jerry, Programme Officer

World Food Programme

Agrawal Praveen, Country Representative and Director

Other UN Agencies

Almgren Ola, UN Resident Representative

Lumilan Eden Grace, Analyst, UN Resident Coordinator's Office

Kitong Jaque, Technical Officer, Maternal and Child Health and Nutrition, World Health Organization

Weller Gundo, WHO Representative, World Health Organization

Others

La'O Joanna T., Jollibee Group Foundation

Morell Matthew, Director General, International Rice Research Institute

Novalles Ruth P., Vice President, Corporate Affairs Department, Nestle

Rabat Misha A., Corporate Affairs Executive, Nestle

Tolentino Bruce J., Deputy Director General, International Rice Research Institute

Rome

CFS Members

Arnesson-Ciotti Margareta, Permanent Representative, Sweden

Dawel Carolina Mayeur, Head of Food Security and Environment, Policy, Ministry of Cooperation and Foreign Affairs, Spain

De Santis Lorenzo, Multilateral Policy Officer, United Kingdom

Ding Lin, First Secretary, Alternate Permanent Representative, China

Germonprez Liselot, Attache, Permanent Representative, Belgian

Halley des Fontaines Segolene, Agricultural Counsellor, Permanent Representative, France

Hoogeveen, Ambassador, Netherlands

Jeminez Benito, Secretary, Mexico

Kubota Osamu, Minister Counsellor, Deputy Permanent Representative, Japan

Legros Dominique, Secretary-General for Inter-Ministerial Committee on Agriculture, EU Affairs, France

Mohamad Nazrain bin Nordin, Second Secretary (Agriculture Affairs), Alternate Permanent Representative, Malaysia

Myat Kaung, Second Secretary, Alternate Permanent Representative

Nasskau Liz, Permanent Representative, United Kingdom

Nolasco Domingo O., Deputy Permanent Representative, Philippines

Okiru Grace, Ambassador, Uganda

Quaye-Kumah Nii, Permanent Representative, Ghana

Rajamaki Tanja, Permanent Representative, Finland

Ramsoekh Wierish, Permanent Representative, Netherlands

Salim Azulita, Permanent Representative, Malaysia

San Aye Aye, Counsellor, Alternate Permanent Representative, Myanmar

Sarch Marie-Therese, Ambassador, United Kingdom

Teodonio Charlotte, Permanent Representative, Denmark

Tomasi Serge, Ambassador, France

Trochim Jirapha Inthisang, First Secretary, Alternate Permanent Representative

Umeda Takaaki, First Secretary, Alternate Permanent Representative, Japan

Weberova Zora, Alternate Permanent Representative, Slovak Republic

Wiangwang Narumon, Counsellor (Agriculture), Deputy Permanent Representative

Bureau & Alternates

Abdul Razak Ayazi, Alternate Permanent Representative, Agriculture Attaché, Afghanistan

Abouyoub Hassan, Ambassador, Morocco

Bradani David, Second Secretary, Permanent Mission of Italy

Carranza Jose Antonio, Permanent Representative, Ecuador

Ciciliano Luis Fernando, Adviser, Costa Rica

Cohen April, Political/Economic Section Chief, Alternate Permanent Representative, USA

Holguin Juan, Ambassador, Ecuador

Hooper Matthew, Deputy Permanent Representative to FAO, New Zealand

Jonasson Jon Erlingur, Permanent Representative, Iceland; CFS Vice-Chair

Mellenthin Oliver, Permanent Representative, Federal Republic of Germany

Montani Nazarono, Permanent Representative, Argentina

Mme Mi Nguyen, Deputy Permanent Representative, Canada

Navarrete Rosemary, Adviser (Agriculture), Australia

Ortega Lilian, Deputy Permanent Representative, Switzerland

Rampedi Shibu, Agricultural Attaché, South Africa

Sacco Pierfrancesco, Permanent Representative, Italy

Xie Jianmin, Counsellor, Deputy Permanent Representative, China

Chairs of Open-Ended Working Groups

El-Taweel Khaled, Chair of OEWG on Nutrition; CFS Bureau

Gebremedhin Anna, Chair of OEWG on Connecting Smallholders to Markets

Md. Mafizur Rahman, Chair of OEWG on Multi-Year Programme of Work; CFS Bureau

Olthof Willem, Chair of OEWG on Sustainable Development Goals

Sabiiti Robert, Chair of OEWG on Monitoring

Tansini Fernanda Mansur, Chair of OEWG on Global Strategic Framework; CFS Bureau Alternate

Civil Society Mechanism

Ahmed Faris, USC Canada

Ajqujy Israel Batz, International Federation of Rural Adult Catholic Movements, Guatemala

Alkhalwaldeh Khalid, World Alliance of Mobile Indigenous People, Jordan

Alsalmiya Mohammed Salem, Land Research Center Palestine

Alvarez Marite, World Alliance of Mobile Indigenous People, Argentina

Akrout Karim, Synagri, Tunisia

Cahilog Emily, International Women's Alliance, Philippines

Coly Papa Bakary, President, Youth Colleges, Conseil national de concertation et de cooperation des ruraux (CNCR)

Cruz Gabriela, Federacion Nac. De Coop Pesqueras del Ecuador, Ecuador

Bianchi Luca, Finance and Admin Officer, Civil Society Mechanism

Bishop Robert, Palau Organic Farmers' Association, Palau

Costa Christiane, HIC/Instituto Polis, Brazil

Dowllar Sophie, World March of Women, Kenya

Ebsworth Imogen, Australia Food Sovereignty Alliance, Australia

Elaydi Heather, Arab Network for Food Sovereignty, Jordan

Fernandez George Dixon, International Federation of Rural Adult Catholic Movements, India

Gataru Patterson Kurla, HIC/Mazingira Institute, Kenya

Gonzalez Antonio, Movimiento Agroecologico de America Latina y el Caribe, Guatemala

Greco Rodolfo Gonzalez, Coordinadora Latinoamericana de Organizaciones del Campo, La Via Campesina, Argentina

Guerra Alberta, ActionAid International, Italy

Guttal Shalmali, Focus on the Global South, Thailand

Hedman Taina, Representative of Kuna Women, Panama

Hutchby Carl, International Indian Treaty Council, Panama

Jaffer Naseegh, World Forum of Fish Harvesters and Fish Workers, South Africa

Kesteloot Thierry, Oxfam Solidarite, Belgium

Lukanga Editrudith, World Forum of Fisherpeople, Tanzania

Maisano Teresa, Programme and Communications Officer, Civil Society Mechanism

Macari Marisa, Consumers International, Mexico/US

Mallari Sylvia, APC, Philippines

Mupungu Nathanael Buka, Alliance for Food Sovereignty in Africa, Democratic Republic of Congo

Olson Dennis, International Union of Food Workers, United States

Rabetrano Richard, Eastern and Southern Africa Farmers' Forum, Madagascar

Rodriguez Fernando Ariel Lopez, Conferacion de Organizaciones de Productores Familiares del Mercosur

Sakyi Adwoa, International Union of Food Workers, Ghana

Sall Nadjirou, Afrique Nourriciere, Senegal

Sanchez Javier, La Via Campesina, Spain

Sarkar Ratan, RTF Network Bangladesh

Shatberashvili Elene, Biological Farmer Association, La Via Campesina, Georgia

Vispo Isabel Alvarez, Urgenci, Spain

Wiebe Nettle, La Via Campesina, Canada

Woldpold-Bosien Martin, Coordinator, Civil Society Mechanism

Private Sector Mechanism

Anderson Robynne, Coordinator, Private Sector Mechanism
Avisar Dror, FuturaGene, Israel
Bain Barrie, International Fertilizer Association, United Kingdom
Baldwin Brian, IAFN Secretariat, Italy
Boyes Tiare, International Pacific Halibut Commission AGM Conference Board
Caunt Jaine Chisholm, The Grain and Feed Trade Association, United Kingdom
Ceballos Paulina, International Agrifood Network, Italy
Danielou Morgane, International Agrifood Network, France
Deville Loraine, Nutriset, France
Docherty Paddy, Phoenix Africa Development, United Kingdom
Dredge Wayne, Nuffield International, Australia
Erickson Audrae, Mead Johnson Nutrition, United States
Green David, The US Sustainability Alliance, United States
Kolukisa Andac, Global Pulse Confederation, Turkey
Latimer Michael, Canadian Beef Breeds Council
May Mike, FuturaGene, Spain
Miller Gregory, Dairy Management Inc., United States
Moore Donald, Global Dairy Platform, United States
Otten Katrijin, Cargill, United States
Paschetta Nadia, Export Trading Group Farmers Association, East Africa
Pitre Yvonne Harz, International Fertilizer Association, France
Rogers Nicole, Agriprocity, United Arab Emirates
Scott Stephen, Canadian Hereford Association, Canada
Simpson John Young, Duxton Asset Management, Singapore
Smith Rob, Canadian Hereford Association, Canada
Weiss Martin, Myanmar Awba Group, Myanmar
White Rick, Canadian Canola Growers Association, Canada
Williams Katie, The US Sustainability Alliance, United States
Zeigler Margaret, Global Harvest Initiative, United States

High-Level Panel of Experts

Caron Patrick, HLPE Chair
Kalafatic Carol, HLPE Vice-Chair
Pingault Nathanael, Coordinator for High-Level Panel of Experts

CFS Chairs Present and Past

Gornass Amira, CFS Chair (current)
Verburg Gerda, CFS Chair (2013 – 2015)
Olaniran Olaitan Y.A., CFS Chair (2011 – 2013)

Secretariat

Beall Elizabeth, Consultant
Cirulli Chiara, Programme Officer
Colonnelli Emilio, Food Security Officer
Fulton Deborah, CFS Secretary
Gherardelli Alessandra, CFS Social Media Presence
Hemonin Ophelie, Food Security Officer
Isoldi Fabio, Assistant to CFS Chair
Jamal Siva, Liaison Officer
Mathur Shantanu, Manager, UN RBA Partnerships
Orebi Sylvia, Clerk Typist
Salter Cordelia, Senior Technical Officer
Trine Francoise, Senior Food Security Officer

Food and Agriculture Organization

Belli Luisa, Project Evaluation Coordinator, Office of Evaluation
Burgeon Dominique, Leader, Strategic Programme 5 (Resilience)
Campanhola Clayton, Leader, Strategic Programme 2 (Sustainable Agriculture)
Dowlatchahi, Mina, Deputy Director, Office of Strategy, Planning and Resource Management
Hemrich Guenter, Deputy Director, Nutrition
Igarashi Masahiro, Director, Office of Evaluation, FAO
Jackson Julius, Former CFS Secretariat
McGuire Mark, Senior Programme Coordinator, Strategic Programme 1 - Food Security and Nutrition, FAO
Morrison Jamie, Leader, Strategic Programme 4 (Food Systems)
Munro-Faure Paul, Deputy Director, Partnerships, Advocacy and Capacity Development Division, FAO
Rapsomanikis, George, Senior Economist, Trade and Markets Division
Stamoulis Kostas, Assistant Director-General a.i Economic and Social Development Department, FAO, and CFS Secretary (2007 - 2014)
Takagi Maya, Deputy Leader, Strategic Programme 3 (Rural Poverty Reduction)
Tarazona Carlos, Office of Evaluation
Vos Rob, Director, Economic and Social Affairs

International Fund for Agricultural Development

Audinet Jean-Philippe, CFS Alternate Advisory Group Member
Garcia Oscar, Director, Office of Evaluation
Mathur Shantanu, Manager, UN RBA Partnerships Office of the Associate Vice-President Programme Management Department

Nwanze Kanayo, President

Prato Bettina, CFS Advisory Group Member

World Food Programme

Burrows Sally, Senior Evaluation Officer, Office of Evaluation

Omamo Steven Were, Food Systems Coordinator and Deputy Director (OSZ), Policy & Programme Division

Tamamura Mihoko, Director, Rome-based Agencies and Committee on World Food Security

Other UN Agencies

Branca Francesco, Director Nutrition, WHO and Acting Executive Secretary of UNSNC (2015)

Elver Hilal, UN Special Rapporteur on the Right to Food

Nabarro David, High –Level Task Force on World Food Security and UN Secretary-General’s Special Adviser on the 2030 Agenda

Oenema Stineke, Coordinator, UN Standing Committee on Nutrition

Wustefeld Marzella, Technical Officer, Office of the Director, Department of Nutrition for Health and Development, WHO

World Farmers’ Organization

Abdelmajid Ezzar, President, Tunisian Union for Agriculture and Fisheries, Tunisia

Batters Minette, Deputy President, National Farmers’ Union, United Kingdom

Capolongo Laura, Junior Policy Officer, World Farmers’ Organization

Chibonga Dyborn, Chief Executive Officer, National Smallholder Farmers Association of Malawi, Malawi

Marzano de Marinis Marco, Secretary General, World Farmers’ Organization

Mintiens Koen, Livestock expert, Boerenbond, Belgium

Ogang Charles, President, Uganda National Farmers Federation, Uganda

Roosli Beat, Head of International Affairs, Swiss Farmers Union, Switzerland; Facilitator of the World Farmers’ Organization Working Group on Food Security

Velde David, World Farmers’ Organization Board Member for North America, United States

Volpe Luisa, Policy Officer, World Farmers’ Organization

Watne Mark, President, North Dakota Farmers Union, United States

Others

Kouhene Mohamed el, ex-World Food Programme Secretariat for CFS

Salha Haladou, Ambassador, Liaison for NEPAD, African Union

Tran Hien, Bill and Melina Gates Foundation

Vidal Alan, CGIAR

Senegal

Government

Camara Ali Mohamed Sega, Executive Secretary, National Council on Food Security

Diallo Alimou, Economist, Research, Planning and Statistics Unit, Ministry of Livestock and Animal Production

Faye Augustin Yakhar, Permanent Secretary, Commerce, Informal Sector, Consumption, Promotion of Local Products and SME

Guye Khadime, Technical Adviser, Ministry of Livestock and Animal Production

Ka Abdoulaye, National Coordinator of the National Committee for the Fight against Malnutrition, Senegal

Mendy Ibrahima, Director of Division, Analysis and Agricultural Statistics, Ministry of Agriculture and Rural Equipment

Sakho Mamadou Ouseyou, Permanent Secretary, Ministry of Livestock and Animal Production

Sarr Alioune, Minister of Commerce, Informal Sector, Consumption, Promotion of Local Products and SME

Secka Dogo, Permanent Secretary, Ministry of Agriculture and Rural Equipment

Mbargou, Director, Veterinary Services, Ministry of Livestock and Animal Production

Civil Society Mechanism

Cisse El Hadji Themmo, Assistant Coordinator, Conseil national de concertation et de cooperation des ruraux (CNCR)

Coly Papa Bakary, President, Youth Colleges, Conseil national de concertation et de cooperation des ruraux (CNCR)

Sambaktu Zakaria, Director of Programmes, Action Aid

Food and Agriculture Organization

Diene Mamedou, Political and Institutional Consultant

Diop Ousseynou, Programme Associate, Programme Unit

Patrick David, Deputy Head of Resilience Team and A.I. FAO Senegal

Tardivel Geraldine, Land Tenure Officer

Other UN Agencies

Diallo Ousamane, Communication, World Health Organization

Others

Diouf Abdou, Executive Secretary, Water, Life and Environment

Ndiaye Seydou, Secretary General, Civil Society Platform to Reinforce Nutrition in Senegal

Uganda

Government

Hakuza Anna Nkeza, Early Warning and Food Security, Animal Industry and Fisheries, Ministry of Agriculture

Kashaija Imelda, Deputy Director-General, Agriculture Technology and Promotion, National Agriculture Research Organization

Mateeba Tim, Senior Nutritionist, Reproductive Health Division, Ministry of Health

Nahalamba Sarah, Senior Planner, Population, Gender and Social Development, National Planning Authority

Twesiime Fred, Assistant Commissioner, Development Assistance and Regional Cooperation, Ministry of Finance, Planning and Economic Development

Civil Society Mechanism

Joseph Taremwa, Agro-Tourism Association

Kenyangi Gertrude K., Support for Women in Agriculture and Environment

Kizito Erick, Pelum Uganda

Nakato Margaret, World Forum of Fish Harvesters and Fish Workers

Nicholas Ssenyonjo, Uganda Environmental Education Foundation

Phionah Birungi, Uganda National Apiculture Development Organization

Phionah Kansiime, African Union of Conservationists

Richard Mugisha, Agriprofocus Network

Rushere Aggrey M., Abantu for Development Uganda

Private Sector Mechanism

Ngunyi Steve, Agribusiness consultant and farmer (livestock), Iconbeane

Food and Agriculture Organization

Castello Massimo, Deputy FAO Representative

Okello Beatrice A.A., Senior Programme Officer

Sengendo Stella Nagujja, Programme Officer for Food Security and Agriculture Livelihoods

International Fund for Agricultural Development

Marini Alessandro, Country Representative for Uganda and Country Programme Manager for South Sudan

Other UN Agencies

Birungi Nelly, Nutrition Specialist, UNICEF

Muwaga Brenda, Nutrition Specialist, UNICEF

Turyashemererwa Florence, World Health Organization

Donors

Fowler Martin, Agriculture and Livelihoods Advisor, United States Agency for International Development

Gonzalez Laura, Feed the Future Coordinator, United States Agency for International Development

Washington D.C

Government

Chow Jennifer, Senior Policy Advisor, U.S Agency for International Development

Hegwood David, Chief, Global Engagement & Strategy, U.S Agency for International Development

Lyng Theodore J., Director, Office of Global Food Security, U.S Department of State

O’Flaherty Elle, Senior Advisor, U.S Department of Agriculture

Tuminaro John D., Senior Food Security Advisor, U.S Department of State

Civil Society Mechanism

Costello Mary Kate, Policy Analyst, The Hunger Project

Hertzler Doug, Senior Policy Analyst, Action Aid

Munoz Eric, Senior Policy Advisor, Oxfam

Rowe Tonya, Global Policy Leader, CARE

Snapley Marilyn, Policy Advocacy Manager, Inter Action

Varghese Sherly, Senior Policy Analyst, Institute for Agriculture and Trade Policy

Private Sector Mechanism

Medina Helen, Vice President, Product Policy and Innovation, United States Council for International Business

Michener Michael, Director, Multilateral Relations, Crop Life International

Sevcik Jesse, Director, Global Government Affairs, Elanco Animal Health

Trachkenburg Eric, Director, Food and Agricultural Sector, McLarty Associates

Others

Dyer Nichola, Program Manager; Global Agriculture and Food Security Program

Henas Aira Maria, Agriculture Economist, Global Engagement Division within the Global Practice, World Bank

Padua Astrid de, Representative of the Diplomatic Corporation; Focal point for FAO at the German Embassy

Other interviews not attached to missions

Arnott Sheri, Director, Food Assistance Branch, Policy and Strategy, World Vision International

Blaylock Jean, Policy Officer, Global Justice Now

Ferrante Andrea, Member of Food Sovereignty Movement, Via Campesina

Fracassi Patrizia, Senior Nutrition Analyst and Policy Advisor, SUN Secretariat

Garrett James, Senior Research Fellow, Biodiversity, International Food Policy Research Institute

Giyose Boitshepo, Senior Nutrition Officer for Policy and Programmes in the Nutrition division, Food and Agriculture Organization

Haddad Lawrence, Senior Researcher and Global Nutrition Lead, International Food Policy Research Institute

Hitchman Judith, President, Urgenci

Kennedy Eileen, Professor, Tufts University and HLPE Steering Committee

Lasbennes Florence, Director, Scaling Up Nutrition Secretariat

Leather Chris, Independent consultant; former member of CSM and CFS Advisory Group

Monslave Sofia, Food First Information and Action Network

Murphy Sophia, Member of High-Level Panel of Experts Steering Committee

Neufeld Lynnette, Director of Monitoring, Learning and Research, Global Alliance for Improved Nutrition

Pinstrup-Andersen Per, Professor Emeritus; former Chair of High-Level Panel of Experts

Piwoz Ellen, United Nations Standing Committee on Nutrition

Prato Stefano, Civil Society Mechanism (Western Europe)

Walters Nancy, Lead for SUN and REACH, World Food Programme

Willnet Walter, Professor of Epidemiology and Nutrition, Harvard University