



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

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

Продовольственная и  
сельскохозяйственная  
организация  
Объединенных  
Наций

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

## PROGRAMME COMMITTEE

### Hundred and Third Session

Rome, 12 – 16 April 2010

### INDICATIVE ROLLING WORKPLAN OF STRATEGIC AND PROGRAMME EVALUATION 2010-2012

1. An indicative rolling workplan of strategic and programme evaluations was last presented at the 100<sup>th</sup> session of the Programme Committee in October 2008<sup>1</sup>. At that session, the Programme Committee requested the Office of Evaluation to prepare future rolling workplans covering three years. The Committee's approval is now sought on the workplan of strategic and programme evaluations to be carried out by the Office of Evaluation over the period 2010 – 2012. This plan covers only those evaluations which are proposed for separate consideration by the Programme Committee and Council.
2. Since the last rolling workplan presented to the Programme Committee, the following evaluations have been completed and presented:
  - a) FAO's Work on International Regulatory Instruments (Corporate Strategic Objective B1 in the former Strategic Framework)
  - b) The evaluation – Management Study of FAO's Operational Capacity in Emergencies
  - c) Joint FAO and WFP Thematic Evaluation of Food Security and Nutrition Information Systems.
  - d) FAO's Role and Work related to Water

<sup>1</sup> PC 100/3 b) Indicative Rolling Workplan of Strategic Evaluation 2009-2010 – Programme Committee, Rome 6-10 October 2008

3. In addition to the above, the following ongoing evaluations are at various stages of implementation and will be presented to the Programme Committee at its 104th session in October 2010:

- a) **Strategic Evaluation of FAO Country Programming, including the NMTPF Mechanism:** This evaluation, currently on-going, was originally proposed by the Programme Committee at its 98<sup>th</sup> session. The evaluation will assess the actual and likely role of priority setting mechanisms at country level, with a focus on National Medium-Term Priority Frameworks (NMTPF).
- b) **Evaluation of FAO's Activities on Capacity Development in Africa:** This evaluation was carried out during the second half of 2009 and the report finalized in February 2010. Capacity development is at the core of FAO's mandate and such activities permeate nearly all programmes of the Organization. The evaluation examines FAO's activities in relation to capacity development in Sub-Saharan Africa as this is the Region acknowledged to have the greatest needs.
- c) **Second Real-Time Evaluation (RTE) of FAO's Work on Highly Pathogenic Avian Influenza:** This evaluation took place in 2009 and the report was finalized in February 2010. The second RTE examined this major area of FAO's emergency and rehabilitation work, with a focus on assessment of regional and country-level assistance to national HPAI preparedness and control initiatives.

4. Another currently on-going evaluation will be presented to the Committee at its 105th session in March 2011:

- a) **Evaluation of FAO's Regional and Sub-regional Offices in the Near East:** This evaluation will focus on the role of the Regional and Sub-regional Office to carry out the role envisaged for it under the IPA, including institutional arrangements, and an assessment of the work carried out by the Offices over the past five years. It is the first evaluation undertaken in FAO of this type. The evaluation report and Management Response will also be submitted for consideration to the Near East Regional Conference in November 2010.

*Evaluations considered by the Programme Committee but not implemented*

5. The Programme Committee at its 100th session requested to be informed periodically about evaluations that it had requested but were not implemented, along with reasons for not undertaking them. The Committee had assigned priority to a proposed Evaluation of **Gender Aspects in FAO's work**, to be initiated in 2010. In late 2009, the Gender, Equity and Rural Employment Division (ESW) signed a Letter of Agreement with UNIFEM to carry out in 2010 an audit of gender mainstreaming activities at headquarters, in the regional and sub-regional offices and five pilot country offices. As the gender audit will cover some of the same ground that would be examined in an evaluation, it was decided to defer the evaluation. The timing and content of the evaluation will depend in some measure on the findings and conclusions of the gender audit and organizational changes that may be proposed as a result, OED will support the gender audit with information, results and insights from assessments of FAO's performance on gender mainstreaming in previous evaluations.

6. Although the Committee gave higher priority to other evaluations, some members supported a proposed evaluation of the **Initiative on Soaring Food Prices (ISFP)**. Since 2008, the ISFP has evolved significantly, with the large bulk of the project work being funded under the FAO component of the EU Food Facility. These projects do not include provision for independent evaluation under the managerial responsibility of FAO, as the Donor plans to carry out an external evaluation with its own resources. For these reasons, it was agreed with FAO Senior Management that an internal independent evaluation of the ISFP will not take place for the time being.

## B. PROPOSED PROGRAMME OF EVALUATIONS

### *Criteria For Selecting Evaluations*

7. The proposed programme has been prepared after a systematic review of the evaluations implemented in the past several biennia to identify gaps in coverage. The proposal also takes into account the suggestions from the Independent External Evaluation, which highlighted a number of areas that would benefit from further in-depth analysis. It also reflects suggestions made by the Programme Committee in October 2008 and has been prepared after consultations with senior managers in FAO on the utility and timing of the proposed evaluations. The number of possible evaluations has increased, reflecting the higher level of resources for independent evaluation approved in the IPA. However, and in particular for evaluations to start in 2011 and 2012, the guidance of the Programme Committee is needed since more evaluations are proposed than the resources available to carry them out.

8. Particularly for evaluations to start in 2010, the main criteria were the absence of recent previous evaluations on the topic and their perceived significance in FAO's programme. Increasingly thereafter, FAO's proposed evaluation activities reflect the strategic objectives and organizational results under which the work of the Organization is structured. However, as evaluation requires a sound evidence base and an appropriate analytical framework, it would be difficult to examine some areas where significant changes have occurred as part of FAO's reform until more experience has been built up under the new arrangements. Accordingly, most such evaluations are proposed to begin in the next biennium (2012).

### *Proposed Evaluations for initiation in 2010*

9. In addition to the on-going evaluations mentioned above and a country evaluation in Brazil (see paragraph 22), it is proposed to start at least one of the evaluations selected from the following in 2010:

10. **FAO's Work on Nutrition:** The evaluation will specifically assess the integration of nutrition concerns into food and agriculture, the development of capacities to address malnutrition issues in policies, strategies and programmes and information products and services on nutrition. The evaluation will give special attention to FAO's role in relation to and collaboration with other organizations for which nutrition is part of their core mandate. The evaluation, on a topic which has not been covered in corporate evaluations thus far, will provide guidance and recommendations on priorities for the future.

11. **Land Tenure and Access to Land:** FAO has accumulated long experience on issues of land tenure and access to land. Although representing fundamental aspects of development in rural areas, these topics have not been systematically covered in recent years by independent evaluations. The evaluation will assess the work of FAO on information and knowledge, capacity building, advocacy, legislation and support to policy development in relation to land tenure and access to land issues.

### *Proposed Evaluations that could be Initiated from 2011*

12. **FAO's Work in agri-business and agro-industry:** Within the strategic objective G "Enabling Environment for markets to improve livelihoods and rural development", the proposed evaluation will cover the work relating to policies, regulations, institutions and services in support of agri-business and agro-industry development as well as public-private cooperation. The institutional set-up to deal with these aspects underwent changes in 2006 with a view to greater integration of activities. The IEE recommended that an evaluation be carried out, with special attention being given to partnerships with other UN organizations which have this area of work as part of their core mandate.

13. **Sustainable Management of Forest and Trees:** Strategic objective E, led by the Forest Department, addresses a broad range of issues including governance, optimal contribution of forest and trees to sustainable livelihoods and forest management for sustainable development. The IEE noted that there had not been any evaluation of this area in recent years. In addition, the

Forestry Department has received substantial financial support from donors in recent years. An evaluation would aim to provide strategic recommendations on priorities and guidance for future work, including partnerships.

14. **Capacity Building in Support of Implementation of the Code of Conduct for Responsible Fisheries:** This is one of the seven impact focus areas (IFA) in the new strategic framework. The IFA supports the promotion of responsible fisheries and aquaculture sector management at the global, regional and national levels. The work includes mostly capacity development activities in support of the implementation of the Code of Conduct for Responsible Fisheries, Compliance Agreement and associated International Plans of Actions. FAO's Global Partnership for Responsible Fisheries (FishCode) has also received substantial financial support from donors in recent years that has not been independently evaluated.

15. **Policy Assistance:** There has not been an overall in-depth evaluation on this topic since the study presented to the 86th session of the Programme Committee in May 2001. Since then, the international context has evolved, driven by the Paris Declaration and the Accra Agenda for Action as well as the increased recognition of the importance of agriculture in relation to economic growth and the achievement of the Millennium Development Goals. The Evaluation will assess FAO's work in support of countries' capacity to formulate, implement and monitor coherent policies, strategies and programmes.

*Proposed Evaluations that could be Initiated from 2012*

16. **Investment in Agriculture:** Within the Strategic Objective L "Increased and more effective public and private investment in agriculture and rural development", the evaluation will focus on FAO's provision of technical, policy and investment cycle management expertise to countries in support of the development of investment programmes. FAO's Investment Centre has the primary responsibility for this area of work. The Evaluation will give attention to the special arrangements for conducting this work, including partnerships with the International Finance Institutions.

17. **Resource Mobilisation:** The institutional arrangements for mobilizing resources have changed, including a new division of responsibilities between the Office of Strategic Planning and the Technical Cooperation Department. Some responsibilities for mobilizing resources lie at country level as well. Given the importance of the emergency field programme, mobilizing resources for emergency is also a key element of corporate resource mobilization. The evaluation will examine the institutional coherence, coordination and effectiveness of resource mobilisation arrangements at global, regional and country levels.

18. **Sub-regional Offices in Africa:** Further decentralization is a major element of the IPA, which started over the past biennium with the establishment of the sub-regional offices for Eastern Africa (SFE), Central Africa (SFC) and West Africa (SFW). The decentralized offices are expected to play a greater role in strategic planning and priority-setting at corporate and strategic levels and to support country level programming and the identification of sub-regional priorities. The evaluation will assess progress made and the efficiency and effectiveness of these offices in playing their role.

19. **FAO's Work on Climate Change adaptation:** This topic was suggested by a member of the Programme Committee at its 100th session. While FAO has been involved in issues relating to climate change in the past, it is only in the context of the new Strategic Framework and Medium-Term Plan that the Organization has structured its work on climate change, the bulk of it being carried out under the Organizational Result F5: "Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bio-energy". Furthermore, the results of the Climate Conference in Copenhagen in December 2009 and its follow-up will likely change significantly the context in which FAO will undertake its work in that area. It is, therefore, suggested to initiate this evaluation in 2012, after the Organization will have built a larger evidence base from work in that area and the international context will provide a firmer ground against which to evaluate the relevance of FAO's work.

20. **Technical Cooperation Programme (TCP):** The TCP was last subject to an in-depth review in 2004-05. The Programme Committee, at its 93<sup>rd</sup> session in May 2005, stated that the Programme should be independently evaluated every six to eight years. As part of the IPA, TCP resources have been allocated to the regions under the authority of Regional Representatives, except for amounts retained at Headquarters for emergency and inter-regional projects. It would be opportune to carry out the evaluation of TCP after the new arrangements have been in place for at least two years, i.e. not before 2012.

#### *Country Evaluations*

21. In line with the decision of the Programme Committee at its 100th session, it is proposed that the Office of Evaluation will continue to carry out evaluations on the totality of FAO's work in individual countries, and to present synthesis of these evaluations to the Programme Committee. A synthesis of the first four country evaluations (in Mozambique, Sierra Leone, Cambodia and Honduras) was received positively by the Programme Committee at its 99th session in May 2008.

22. Country evaluations are selected on multiple criteria, including level of development, importance of agriculture in the national economy, level of FAO activity in the country, and perceived timeliness and usefulness of a country evaluation for its primary users. At its 99th session, the Committee requested that "future (country) evaluations should focus on countries at different levels of development". In that respect, the next synthesis of country evaluations will focus on FAO's effectiveness in post-conflict and transition countries, based on evaluations conducted in the Democratic Republic of Congo, Tajikistan and Sudan. It will be presented at the 104th session of the Programme Committee in October 2010. It is proposed that a country evaluation should be carried out in another large, rapidly developing country (i.e. Brazil) in 2010 and a synthesis report on that and the country evaluation already completed in India then be presented to the Programme Committee. More country evaluations are also planned where FAO has had a major input of emergency and rehabilitation activities (see Annex). Country evaluations in other types of countries not previously covered (e.g. middle income) will also be implemented over the workplan period, depending on overall resources available.

#### **C. ACTION REQUESTED FROM THE PROGRAMME COMMITTEE**

23. The Committee is invited to provide its views on priority topics for major evaluations for the period 2010 - 2012. The Committee may suggest additional or alternative subjects it considers important and indicate whether it wishes to receive for review some of the planned evaluations of emergency and rehabilitation operations listed in the Annex.

**Annex***Planned Evaluations of FAO's Emergency and Rehabilitation Activities**Criteria*

24. Priorities for evaluation of emergency and rehabilitation operations are made according to the following criteria:

- volume of operations is above USD 5 million;
- particular issues/features of the emergency response from which lessons for the work of the Organization in general could be drawn; and
- Specific requests from Management and/or the Programme Committee.

*Major Evaluations of emergency and rehabilitation operations conducted over 2008-2009*

25. Since the presentation of the last rolling workplan to the Programme Committee, the following evaluations have been completed:

1. FAO's Response to the Pakistan Earthquake
2. FAO's Cooperation in Tajikistan
3. FAO's Cooperation in Sudan
4. Second Real Time Evaluation (RTE) of the HPAI programme

*Workplan Evaluations of FAO's Emergency and Rehabilitation Activities*

26. Given the special and usually shorter time-frame of emergency and rehabilitation operations, the workplan covers an 18 month period. The following major evaluations are planned to be carried out over the 2010-2011 period, utilizing dedicated funds for evaluation from emergency and rehabilitation activities:

**Evaluation of FAO's emergency interventions funded by the Central Emergency Response Fund (CERF)**

27. The Central Emergency Response Fund (CERF) was created on December 2005 through resolution 60/124 of the General Assembly, and launched on 9 March 2006. Since its creation, the CERF has provided US\$73 million for FAO emergency programmes. An evaluation of results achieved at the field level by CERF-funded programmes will be launched by OCHA in 2011. UN-OCHA has proposed that FAO undertake its own evaluation of the CERF-funded projects it implements so as to contribute to the global CERF evaluation. The FAO Office of Evaluation was approached in January 2009 and agreed to accommodate this evaluation in its work programme for 2010. The evaluation is intended to provide an assessment of FAO interventions carried out with CERF funding, particularly focusing on results achieved at field level. It will further provide accountability to the CERF Secretariat and make suggestions for improved use of the Fund by FAO.

**Ethiopia country evaluation**

28. The FAO Ethiopia Programme includes a large portfolio of humanitarian and development-related livelihood interventions. Over the past five years, nearly USD 50 million of technical support and assistance has been delivered in support of food security, including interventions in the areas of crop production, human nutrition, animal and plant disease control, food security and early warning information systems and direct assistance to households affected by droughts and other shocks. While Ethiopia has significant agricultural potential and almost 50% of Ethiopian GDP comes from agriculture (largely rainfed), the country has a structural food deficit. Ethiopia has suffered a number of major emergencies over the past decades and both Government and its partners have made important advances in the thinking around resilience building and social protection for the most vulnerable households. An evaluation of FAO-Ethiopia cooperation will be undertaken during the second half of 2010 to assess the relevance, effectiveness, efficiency, impact and sustainability of FAO's work over the past five years.

**Zimbabwe country evaluation**

29. The agricultural sector is the backbone of the Zimbabwe's economy. It provides livelihood for approximately 70% of the population. Since 2000, a combination of factors led to drastically reduced agricultural output and productivity. More recently, changes in government and a re-emerging civil society have opened the door to post-conflict recovery, notably in the agricultural sector. FAO has a significant portfolio primarily geared to improving food security, affordability and availability in the country by supporting conservation agriculture and the provision of agricultural inputs and extension services to smallholder farmers. An evaluation of FAO- Zimbabwe cooperation will be undertaken during the second half of 2010 to assess the relevance, effectiveness, efficiency, impact and sustainability of FAO's work over the past five years.

**Haiti country evaluation (deferred)**

30. A country evaluation in Haiti was to be undertaken in the first half of 2010, but has been deferred subsequent to the tragic earthquake on 12 January 2010. Before the tragedy, FAO already implemented a large volume of operations in Haiti, estimated at US\$120 million since 2005. A series of emergency operations tried to mitigate the effects of the cyclone seasons of 2007 and 2008 and a large portfolio of emergency projects was approved in 2008 to alleviate soaring food prices which led to riots in Port-au-Prince in April 2008. Development projects focus on local development, natural resource and watershed management, and support to the agricultural census. The FAO Investment Center is also very active in Haiti, helping formulate and manage IFAD, WB and IADB projects. The country evaluation will not take place before 2011; however, FAO would be ready to take part in any system-wide real-time evaluation of the international response to the earthquake.