

Project Evaluation Series

05/2022

**Evaluation of the project
“Livestock Environmental Assessment and
Performance (LEAP) Partnership”**

Project code: GCP/GLO/369/MUL

Follow-up report

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Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			Impact of, or changes resulted from taken actions
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	
<p>Recommendation 1.</p> <p>Strengthen the project's theory of change (TOC) to reflect the complexity of learning and innovation causal paths by: i) "closing the learning cycle"; and ii) clarifying the mechanisms that influence changes in policies and practices. In addition, it should consider incorporating a gender perspective by ensuring equal participation or even actively promoting a gender analysis in policies and practices.</p>	Accepted	As agreed in the 32nd Meeting of the FAO LEAP Steering Committee, LEAP will enhance the TOC of the Partnership project. This activity will be included in the budget for 2023.	Due to the Secretariat's limited capacity, the enhancement of the theory of changes (TOC) has not been carried out. The ToC for the FAO LEAP Partnership will be developed during the first stage of LEAP Phase 5 (2025-2027). The primary mission during this phase will be to actively promote the FAO LEAP partnership and disseminate LEAP products worldwide. The FAO LEAP Secretariat will underscore the importance of the ToC to the Steering Committee. This ToC is crucial for understanding the mechanism of change, objectively assessing short-term and long-term outcomes, and evaluating the impacts of the partnership phase 5 to member nations. Additionally, the LEAP Secretariat will also suggest promoting gender analysis policies and practices.	None/poor	Related actions will be proposed by the Secretariat to the Steering Committee for the work in 2025.
<p>Recommendation 2.</p> <p>Strengthen the MSP governance, management, and procedures by: i) developing clearer MSP rules; ii) recruiting one additional expert at the Secretariat to provide technical/substantive support to contribute to the development and</p>	Partially accepted	At the 32nd meeting of the FAO LEAP Steering Committee, members agreed on the recruitment of a technical consultant to support the Secretariat. However, they	The Secretariat has recruited two short-term consultants to bolster the technical work of the LEAP partnership, with the potential for a long-term extension.	Excellent	The technical input from the two consultants has significantly improved the efficiency of LEAP

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application of the guidelines as well as systematizing lessons learned; iii) considering a two-year SC co-chair rotation period; and iv) considering a joint Secretariat co-hosted by NSA, NSL, and OCB, which could result in either three FAO co-chairs or one that alternatively rotates among the three divisions.		<p>rejected the proposed 2 years term for the chair as well as the rotating co-chairs among OCB, NSA, and NSL. The SC highlighted the livestock focus of the partnership and invited LEAP Secretariat to invite other divisions to contribute to its mandate. The joint secretariat was also rejected. Moreover, MSP rules will be developed as highlighted by members.</p> <p>A new consultant will be recruited from 2023 to support LEAP Secretariat. MSP rules will be also developed to enhance LEAP governance.</p>			event and workshop organization. Their contribution has ensured the timely development of the two new FAO LEAP guidelines
<p>Recommendation 3.</p> <p>Strengthen collaboration with other initiatives such as GASL and GLEAM by: i) clarifying the relationship and aligning the TORs; ii) engaging SC members in meetings and discussions; and iii) identifying synergies and entry points such as GASL activities (e.g. evidence-based solutions and decision-making, knowledge sharing, awareness raising, etc.) and Action Networks to expand the project's reach to a wider typology of stakeholders or scaling the guidelines through GLEAM-i (e.g. developing joint training material or capacity development).</p>	Accepted	<p>FAO LEAP Partnership Secretariat agreed with this recommendation and it will be implemented in 2023.</p> <p>The alignment between LEAP and GASL will be discussed</p>	<p>The collaboration between the FAO LEAP Partnership, GASL, and GLEAM has been successfully implemented. LEAP and GASL regularly align their work and event plans, sharing resources and network connections. Additionally, these two platforms have jointly hosted soil carbon assessment training in four Latin American countries.</p> <p>The LEAP and GLEAM teams are also aligned, supporting each other in implementing their</p>	Excellent	<p>Collaborations with other multistakeholder initiatives and technical teams have enhanced the impact of the LEAP partnership's product dissemination. Furthermore, these collaborations have also broadened the</p>

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			strategies and disseminating published materials. An example of this collaboration is the capacity training for assessing the environmental impact of feeding additives in livestock systems in China.		range of stakeholders to participate in the FAO LEAP partnership.
<p>Recommendation 4.</p> <p>Reduce the budget uncertainty through improved long-term planning and a strengthened resource mobilization strategy by:</p> <p>i) expanding the donor base and tapping into “green funding”, such as new opportunities under the Global Methane Pledge;</p> <p>ii) implementing joint activities with GASL and other initiatives or even raising funds together; and</p> <p>iii) considering the establishment of a not-earmarked trust fund to cover both operational costs and ad hoc activities to respond to arising needs or to seize opportunities. Consider strengthening the project’s visual identity/branding (e.g. including a FAO LEAP logo together with FAO’s logo).</p>	Accepted	<p>This recommendation was accepted by the 32nd meeting of the FAO LEAP Steering Committee. However, the FAO LEAP logo will be evaluated within the rules and policies on project logo at FAO.</p> <p>LEAP will improve and strengthen its resource mobilization strategy and will collaborate closely with GASL for joint fundraising.</p>	Based on GASL's recommendation, LEAP is seeking to expand its donor base to 'green funding' by reaching out to various potential donors. In terms of the logo, LEAP meticulously adheres to the FAO rules and including the FAO logo in all LEAP materials.	Advancing	Outreach activities to various potential donors are still in progress. Utilizing the FAO logo in all LEAP promotional materials strengthens the partnership's visual identity and connection to FAO.
<p>Recommendation 5.</p> <p>Update and improve the dissemination strategy establishing clear goals and roles, including:</p> <p>i) translating the guidelines into languages other than English; ii) scheduling regional workshops; iii) engaging the FAO regional offices for targeted dissemination activities;</p>	Accepted	Regional workshops have been organized starting from China in 2022. This activity is planned for 2023 and 2024.	The dissemination strategy has been updated and enhanced. The translations of two LEAP technical reports into Chinese have been approved and funded. Workshops on the LEAP guidelines have been organized in Central Asia, Latin America, and East Asia with the	Excellent	The enhanced promotion of the FAO Partnership and its products has attracted increasing focus from regional and national

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iv) including the FAO LEAP Partnership principles into academic curricula (e.g. in developing countries); v) offering practical tools that can be used to, for example, mobilize climate funds; and vi) considering linking the Catalogue of Applications with the project's communication strategy (e.g. feeding the findings of the Catalogue into the news and newsletter through a robust and credible peer reviewing process).			support of FAO regional offices. The frequency of updates through newsletters and monthly news has increased. Moreover, a new support tool for searching LEAP guidelines, LEAP Navigator, is currently under development.		policymakers, experts, and researchers, as well as the general public.
Recommendation 6. Develop an outreach strategy with clear goals such as: i) speed up the process to amalgamating the guidelines (systemic perspective that recognizes decision trade-offs); ii) translate the guidelines into an online interactive platform that ultimately does not rely on FAO input to be populated beyond the interactive interface that represents the planned Navigator; iii) establish task forces to develop new business case studies and approach prospective users with effective and targeted messages and value propositions, including linkages with the NDCs (e.g. through FAO regional offices and/or incubation of national networks); and iv) organize expert workshops in countries and regions to strengthen capacities and deliver the contents of the guidelines to a wider range of stakeholders. The project has access to an excellent pool of experts that could help others to use the guidelines in specific contexts.	Accepted	While the implementation of this recommendation was delayed due to staffing change, it is planned for 2023.	The web-based application, LEAP Navigator, is currently under development with a planned launch by the end of 2024. This application will utilize all FAO LEAP guidelines and technical reports to provide end users with summarized and accurate guidance for assessing environmental impact in specific situations. Additionally, the LEAP secretariat plans to propose to the Steering Committee that the LEAP technical guidelines be transformed into FAO E-learning courses. This would allow for the possibility of granting an FAO e-learning certificate to end users who complete the online course. A task force, consisting of three representatives from each LEAP	Excellent	In 2023, approximately 200 local experts participated in the LEAP training in person, while over 36 000 participants joined LEAP trainings and seminars online. Currently, LEAP has around 450 renowned experts from 55 countries serving as the Technical Advisory Group.

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			<p>partner cluster (FAO Member countries, the private sector, NGOs and civil society), will be elected to follow the LEAP chair 2024. They will build a business case for LEAP phase 5 (2025–2027) with the technical and administrative support from LEAP Secretariat.</p> <p>To strengthen capacities and deliver the guidelines' contents to a broader range of stakeholders, FAO LEAP workshops, webinars, and capacity trainings have been organized in Asia and Latin America, as well as online.</p>		

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