



منظمة الأغذية
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Продовольственная и
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организация
Объединенных
Наций

Organización
de las
Naciones
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para la
Agricultura
y la
Alimentación

PROGRAMME COMMITTEE

Hundredth Session

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INDICATIVE ROLLING WORKPLAN OF STRATEGIC AND PROGRAMME EVALUATION 2009-2010

1. The advice of the Programme Committee is sought on the workplan for major evaluations to be carried out by the Evaluation Service during the period 2009-2010. An Indicative Rolling Workplan of Strategic and Programme Evaluation over the two biennia 2006-2009 was presented to the Ninety-third session of the Programme Committee. As a new strategic framework and Medium Term Plan for the period 2010-13 are presently being formulated, the workplan for evaluations should be flexible, allowing for changes and emerging requests from management and governing bodies. Accordingly, the proposed update of the rolling plan is limited to two years.
2. All the work carried out by the Organization, regardless of the source of funds, is subject to evaluation. FAO evaluations cover the following areas:
 - *Major evaluations for the governing bodies:* these are usually decided on the advice of the Programme Committee. In the past, major evaluations have covered individual FAO programmes, strategic objectives and cross-cutting institutional issues. It is anticipated that in the future, major evaluations would focus on key elements of the new results-based hierarchy, such as strategic objectives and on impact focus areas, core functions and strategic partnership agreements. These evaluations include work funded from both assessed contributions and extrabudgetary sources, at headquarters, regional and country levels.
 - Synthesis reports consolidating the results of various evaluations are also presented to the governing bodies. These include particularly comprehensive evaluations of all FAO's work at country level, including country-based projects, country participation in regional projects, use made of normative products of FAO and work carried out by the FAO country office.
 - Evaluations of work funded primarily or exclusively from extrabudgetary resources, which may include particular emergencies, themes, programmes or projects;
3. This plan covers only those evaluations which are proposed for separate consideration by the Programme Committee and Council and not those of extrabudgetary and other work planned on the basis of programme and project management needs.

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4. Over the period 2006-08, the following evaluations have been completed and presented to the Programme Committee:

Strategic and Programme Evaluations

1. Evaluation of Partnerships and Alliances
2. Evaluation of Telefood
3. Evaluation of Strategy D2: Conservation, Rehabilitation and Development of Environments at the Greatest Risk
4. Evaluation of FAO's Work in Commodities and Trade
5. Independent Evaluation of the Workings of the International Plant Protection Convention and its Institutional Arrangements
6. FAO's Work in Statistics

Country Evaluations

7. Review of FAO's effectiveness at country level, based primarily on the first four comprehensive country evaluations in Mozambique, Sierra Leone, Cambodia and Honduras.

Evaluations of Emergency and Rehabilitation Work

8. Towards a More Effective Response to Desert Locusts and their Impacts on Food Security, Livelihoods and Poverty - Multilateral Evaluation of the 2003-05 Desert Locust Campaign
9. Real Time Evaluation of the FAO Emergency and Rehabilitation Operations in Response to the Indian Ocean Earthquake and Tsunami
10. Evaluation of the FAO's Emergency & Rehabilitation Assistance in the Greater Horn of Africa 2004-2007.

5. In addition to the above, the following presently ongoing evaluations are planned to be presented to the Programme Committee in 2009:

- **FAO's Work on International Regulatory Instruments (Corporate Strategic Objective B1).** The evaluation will assess and draw lessons from the extent to which FAO's work in developing and supporting international instruments has contributed to the achievement of the corporate strategic objective, and the efficiency and effectiveness of procedures and processes involved in creating and implementing international instruments, as well as the relevance and the effectiveness of coordination with other institutions.
- **The evaluation of FAO's Operational Capacity in Emergencies** addresses managerial and operational issues pertaining to how FAO conducts business in emergency and rehabilitation operations. The evaluation will provide recommendations aiming to increase the efficiency and effectiveness of these operations, including changes to management and operational systems and existing administrative and financial policies.
- **Joint FAO and WFP Thematic Evaluation of Food Security and Nutrition Information Systems.** The evaluation will make recommendations for the future based on an analysis of the FAO and WFP contribution to improving such information systems and determine how far the various systems have, in turn, contributed to improved decision-making.

PROPOSED PROGRAMME OF EVALUATIONS

Criteria

6. The proposed programme reflects suggestions from the Independent External Evaluation, which highlighted a number of areas that have not been well covered by evaluation in recent years and deserve in-depth analysis. It also includes specific requests from the Programme Committee; expressed interests by FAO managers; and reflects the need to achieve a balanced coverage of the Organization's work.

7. The programme of major evaluations to be undertaken will depend on the resources that are actually made available. Based on the current resource level for evaluations, two major evaluations can normally be carried out annually. Most of the topics suggested are broad and complex, with a wide evidence base to be rigorously examined and analysed.

Proposed Evaluations with first priority for initiation in 2009

8. **National Medium-term Priority Frameworks (NMTPFs) and Priority Setting at Country Level** – This evaluation was specifically requested at the 99th Session of the Programme Committee. Given that the experience gained thus far on NMTPFs has been largely on their preparation and that few countries have progressed to implementation stage, the evaluation will examine the processes followed in development of the Frameworks and the quality and relevance of those Frameworks. Extrabudgetary funding will be sought to initiate this evaluation in early 2009.

9. **FAO's Work related to Water** – As pointed out in the IEE report, no independent evaluation in this area has been carried out in recent years. An evaluation is considered timely given the current challenges associated with the increased competition for the use of water resources, the various global actors working on water, and the perceived loss of leadership by FAO.

10. **Capacity Building in Africa** – Capacity building is at the heart of FAO's mandate and such activities permeate nearly all programmes of the Organization. Yet, this broad function has not been assessed in a systematic way. Because the topic is very broad, the evaluation will examine work only in Africa, as this is the region acknowledged to have the greatest capacity building needs.

11. **Initiative on Soaring Food Prices (ISFP)** – A real-time evaluation (RTE) will assess the relevance, design and to the extent possible the effectiveness of FAO's immediate response to the global food crisis resulting from the dramatic rise in global food prices. The evaluation will in the first instance examine the:

- a) overall process in determining FAO's role;
- b) role of FAO as a partner in the UN Secretary General's Task Force on Global Food Security Crisis;
- c) concept, design and implementation of the FAO Initiative on Soaring Food Prices (ISFP);
- d) results at country level with regard to meeting the immediate needs of vulnerable populations, including through the use of the Technical Cooperation Programme.

12. As the ISFP grows, the real-time evaluation would consider the results of advocacy, policy, strategy and investment work, including a more general assessment of results at country level, the catalytic role of FAO's support and the effectiveness of FAO's collaboration with UN and other partners, in particular Rome-based agencies. Depending on the eventual scope of the evaluation work, extrabudgetary funding may be necessary.

Proposed Evaluations for initiation in 2010:

13. **Gender Aspects in FAO's Work** - No evaluation of FAO's work related to gender has been undertaken in recent years. Given the recent adoption of a new Gender and Development Plan of Action for 2008-13, it is considered that this evaluation should be initiated in 2010.

14. **Priority Areas for Inter-disciplinary Action (PAIAs) and other Inter-Disciplinary Working Mechanisms** – With a view to enhancing multi-disciplinary approaches, starting in 2002-2003, the Organization put into place 16 Priority Areas for Interdisciplinary Action (PAIA) covering substantive areas of common interest. Other modalities set up to achieve better cross-departmental knowledge-sharing and problem-solving include Thematic Knowledge Networks (TKN) (also called 'communities of practice'), Interdepartmental Working Groups (IDWG), *ad*

hoc working groups and a number of extrabudgetary funded projects such as the Sustainable Livelihoods Development Programme. The IEE found uneven results and considered that more could be done to foster multi-disciplinarity. The evaluation will further assess and make recommendations to improve the effectiveness of inter-disciplinary approaches and modalities.

15. **FAO Regional and Subregional Offices for the Near-East** – This region has received little coverage in country evaluations so far. The evaluation will cover the work carried out in the Region by the Regional and Subregional Offices for the Near-East, including institutional arrangements for serving the needs of the region.

16. **A Synthesis Report of Country Evaluations** – Based on its experience and appreciation of the Programme Committee members, the Evaluation Service will continue to conduct country evaluations assessing the totality of FAO's cooperation at country level. At its 97th session, the Programme Committee requested that future country evaluations should include some middle-income countries, in addition to LDCs. An evaluation is currently on-going in India and future country evaluations will include both middle income countries and LDCs. A synthesis report, which will include specific recommendations on how to improve effectiveness at country level, will be presented to the Committee in September 2010.

ACTION REQUESTED FROM THE PROGRAMME COMMITTEE

17. The Committee is invited to provide its views on priority topics for major evaluations in 2009 and 2010, taking into account that no more than two major evaluations can be initiated each year at the current level of resources. The Committee may suggest additional or alternative subjects it considers important and indicate whether it wishes to 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

1. In the past few years, there has been a systematic and comprehensive approach to the evaluation of FAO's work in emergencies. In June 2007, the Council endorsed the institutionalisation of arrangements for evaluation of all extrabudgetary work, including emergency and rehabilitation programmes¹.
2. Given the large emergency and rehabilitation portfolio, it was agreed with FAO's Emergency Operations and Rehabilitation Division that priorities for evaluation would be made according to the following criteria:
 - volume of operations is above USD 10 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.
3. Accordingly, the following evaluations are planned to be carried out over the 2009-2010 period, utilising dedicated funds for evaluation from emergency and rehabilitation activities:
4. **Second Real Time Evaluation (RTE) of the HPAI programme** - In early 2007 an independent team evaluated FAO's work on Highly Pathogenic Avian Influenza (HPAI). Since then, FAO has maintained a prominent role in the international response to the HPAI crisis through a wide array of preparedness, prevention and control activities worldwide, with a budget of over USD 200 million. As requested at the Meeting of the HPAI Consultative Group (HPAI-CG) held in January 2008, this evaluation will have "a special focus on the assessment of country-level assistance". It will be completed in 2009.
5. **FAO's Cooperation in Sudan** - The FAO Sudan programme is one of the biggest country operations globally. The approved budget for 2008 alone is over USD 100 million, of which 95% is for emergency and rehabilitation operations financed through trust funds, in the areas of food security, prevention and control of avian influenza, policy advice and capacity building in support of recovery of food production, strengthening of livelihoods and asset building. The evaluation will look at all aspects of the work of the Organization in Sudan over the past five years, including aspects of coordination and integration with the regular FAO programme, financing and management arrangements. It will be completed in 2009.
6. **FAO's Cooperation in Tajikistan** - FAO emergency and rehabilitation activities have been evolving in Tajikistan since the conflict in the 1990s shifting gradually from more direct emergency support towards development-oriented projects. The evaluation will look at all aspects of the work of the Organization over the past five years, including the internal institutional arrangements needed for a successful transition. It is expected to be completed during the second half of 2009.
7. **FAO's Work in Disaster-Prone Areas of the Sahel** - The Sahelian region faces recurrent disasters, including drought, locust upsurges and floods. This results in a high level of food insecurity, but in recent years the region has received less attention than other parts of Africa. The evaluation will assess the relevance, priorities, roles and impacts of FAO's work in the Region. It will also examine internal arrangements as well as partnerships with other regional organisations. It will be completed in 2010.

¹ CL 132/REP: Report of the Council of FAO – Hundred and Thirty-second Session, Rome 18-22 June 2007, paragraph 76.