



Evaluations Update: Issue 6

October 2019

EVALUATIONS AT FAO

FAO conducts evaluations to give Members a more in-depth understanding of the Organization's work and, with it, an objective basis for their decisions both at policy and operational level. The evaluations further aim to bolster FAO's corporate learning and provide a springboard for planning and programming, to increase its relevance to countries, define its objectives and enhance their design and implementation. Moreover, evaluations act as the basis for Members' interaction with FAO's programmes, in line with FAO's agreed goals and Strategic Objectives, with a view to achieving food security for all. Evaluations are critical to promoting accountability and learning, to understanding what we are doing right and what we may be doing wrong. This document outlines the most recently completed, ongoing and planned evaluations in each category.

© FAO/Stefanie Gliniski

1. Corporate Thematic Evaluations

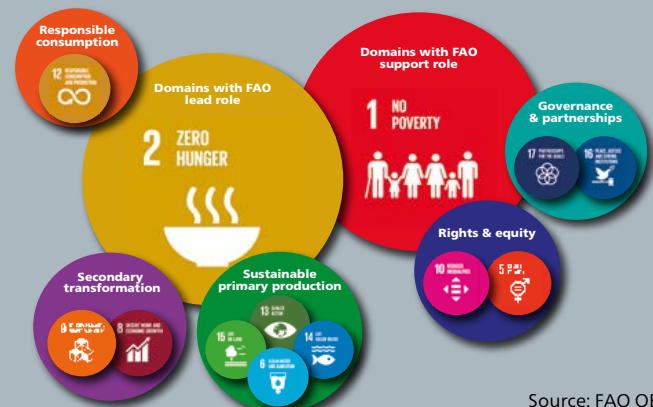
Corporate thematic evaluations cover FAO's work on a specific topic, policy or area of work at the global, regional and country level. They are conducted to assess the Organization's contributions from a strategic perspective and to ensure that programmes are aligned with the achievement of FAO's Strategic Objectives.

Evaluation of FAO's Strategic Results Framework

FAO's Strategic Framework, designed in 2013, aimed to position the Organization more strategically and address the facts that its programmatic activities were defined along silo-like disciplinary lines and that corporate efforts were not clearly aligned with country programme priorities. The rationale behind the Strategic Framework was sound and recent evaluations confirm the value of having Strategic Objectives that capitalize on FAO's technical excellence to drive its engagement at country level and to achieve the Strategic Development Goals (SDGs). To prepare for the next level of transformation required by the 2030 Agenda and UN Reform, and to adapt to the changing development landscape and increase national capacities, FAO needs to rethink its offering as a knowledge and technical organization. A Results Framework that spells out how FAO's actions complement those of other stakeholders in contributing to high-level impacts would enhance its utility for management, resource-mobilization and reporting purposes. The Organization needs to adapt its delivery model to vertically align its corporate efforts with country priorities, with easy-to-access programme and technical support capacities for countries, and renewed commitment

to programme management. Under its new leadership, FAO has an opportunity to fast-track its transformation by resolutely addressing the issues identified in this report and preparing the ground for FAO to embrace a new organizational culture that is strategically oriented and focused on expertise-based engagement and agile implementation.

Relative weight of interconnected SDGs for FAO



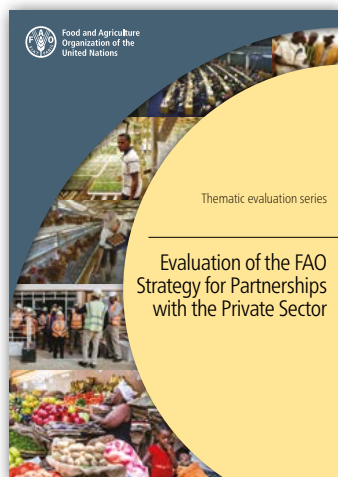
Source: FAO OED



Evaluation of FAO Strategy for partnerships with the private sector

FAO adopted its Strategy for Partnerships with the Private Sector in 2013 to promote more private-sector involvement in its programmes and operations, responding to calls of Member States. While there has been progress in establishing new partnerships, FAO has not fully capitalized on the potential of its partnership efforts, unlike several other United Nations agencies, which have developed new partnership strategies in response to the private-sector emphasis of the 2030 Agenda. FAO's private-sector partnerships, linked to its Strategic Objectives, are generally limited in size and scope, demonstrating little replicability or sustainability of results. Most of the constraints are down to FAO's internal processes and modus operandi, which hinder private-sector engagement. The evaluation recommends that FAO develop a new vision on collaborating with the private sector, detailing its

approaches in response to the 2030 Agenda and emerging development trends, and identify priority thematic areas for collaboration, ahead of an eventual revision of the Strategy and its guidelines. It also recommends the improvement of FAO's internal partnership identification and management processes, and greater use of lessons learnt from current partnerships.



Evaluation of the Strategy and Vision for FAO's Work on Nutrition

The nutrition domain has traditionally been dominated by health concerns, but attention has now turned to approaches that focus on reforming food production, supply and consumption to prevent malnutrition. FAO has the mandate, the vast technical experience, the tools and indicators, and the global, regional and national reach to lead the development of food-based approaches to nutrition. The evaluation appraises the progress made on implementing the Strategy and Vision for FAO's Work on Nutrition since it was adopted in 2012. It makes seven broad recommendations with a view to giving a new thrust to FAO's nutrition work, including the development of a new strategy that takes stock of the main policy and strategic changes that occurred during the evaluation period and the clear communication of FAO's role and specialist knowledge in support of nutrition-sensitive food systems. <http://www.fao.org/3/ca3762en/ca3762en.pdf>



Evaluation of FAO's work on gender



The FAO Policy on Gender Equality 2012–2017 is a framework for guiding FAO's work on gender equality. FAO has invested in mechanisms to institutionalize gender mainstreaming, produced technical guidelines and awareness-raising materials, forged partnerships to bring gender dimensions

to project implementation and made significant strides towards achieving gender-equality results in sustainable agricultural production and rural development. However, the policy needs to be updated to reflect external developments and should be accompanied by a plan of action. Knowledge products also need to be more tailored to sectors and countries. By capitalizing on its proximity to rural communities, FAO should position itself as a key partner on gender issues in rural areas and build more strategic and long-term partnerships. Addressing gender gaps and ensuring effective gender mainstreaming will require strong staff commitment from the top down. FAO Members and governments will need to reinforce their engagement for FAO to effectively support the gender-equality commitments set out in the 2030 Agenda.

<http://www.fao.org/3/ca3755en/ca3755en.pdf>



Synthesis of findings and lessons learnt from the Strategic Objective evaluations

Building on the thematic evaluations undertaken by OED in 2014–2017, the synthesis draws together the findings and lessons learnt from the conceptualization, operationalization and results of the reviewed Strategic Framework. It concludes that the Strategic Framework is a significant and transformative step towards reorienting and repositioning a 70-year-old organization in a fast-evolving development landscape. The reviewed Strategic Framework has fostered a new, interdisciplinary way of working in FAO, broken down traditional silos and placed new emphasis on partnerships. The synthesis provides an analysis of the implications of recent global developments, such as the 2030 Agenda, Sustainable Development Goals, Climate Change Agreement and UN Reform, for the development of FAO's next Strategic Framework. <http://www.fao.org/3/my909en/my909en.pdf>

UPCOMING CORPORATE THEMATIC EVALUATIONS

- Evaluation of FAO's work on statistics
- Evaluation of FAO's strategies for partnerships with civil society
- Evaluation of FAO's contribution to Zero Hunger (SDG2)

2. Project/Programme Evaluations

These evaluations reviewed individual programmes and projects that are funded from extra-budgetary resources or clusters of projects of particular interest. They support decision-making for future projects.



Final evaluation of the Integrated Food Security Phase Classification (IPC) Global Strategic Programme (GSP), 2014–2018

The Integrated Food Security Phase Classification (IPC) is a set of standard protocols for analysing a country's food-security situation based on available surveys, statistics and studies. It produces a map showing the phases of food security and number of food insecure people in various regions, based on the consensus estimates of national IPC technical working group members. The purpose of the IPC is to promote effective policy and responses to food insecurity and malnutrition by providing decision-makers with timely, reliable and accessible information. The final evaluation of the IPC Global Strategic Programme (GSP) focuses largely on how and where it has been used and institutionalized (ownership and sustainability). It is mainly used for targeting and to inform decisions on humanitarian funding, both globally and nationally. While the GSP can be credited with some major achievements in the last phase, it will need to set strategic priorities to meet the growing demands of the IPC. <http://www.fao.org/3/ca4203en/ca4203en.pdf>



Evaluation of the Global Strategy to Improve Agricultural and Rural Statistics (GSARS)

The Global Strategy is the largest-ever effort to improve agricultural and rural statistics in developing countries, building the capacity and raising the profile of agricultural and rural statistics in Africa and Asia-Pacific through research, training and technical assistance. On a practical level, it has been instrumental in integrating local and regional systems into national ones. The involvement of the FAO Regional Office for Asia and the Pacific has brought various benefits, such as enhancing the linkages between programme activities and FAO's normative work and tailoring FAO's global knowledge to the local context. However, the programme is still largely unknown beyond its primary stakeholders. In the second phase, the evaluation recommends a strategic shift from data generation to data usage, especially by policymakers, and from narrowly defined agriculture to the nexus of agriculture and rural development. <http://www.fao.org/3/ca4159en/ca4159en.pdf>

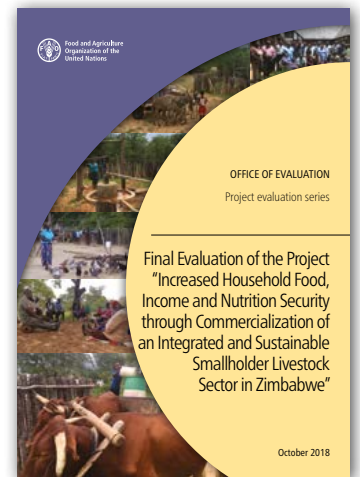


Final evaluation of the project "Increased household food, income and nutrition security through commercialization of an integrated and sustainable smallholder livestock sector in Zimbabwe"

In the 1990s, Zimbabwe had a strong agriculture-based economy that was self-sufficient in food production with surplus for export. From 2000, however, policy changes led to disruptions in commercial farming activities, resulting in a decline in agricultural investment. To date, nearly 70 percent of Zimbabwe's population earns its main livelihood from crop and/or livestock farming. FAO engaged in a timely intervention

to support the establishment of an enabling policy and productive environment for livestock farming, to improve livestock health and income sustainability and to increase smallholders' resilience to shocks. The project capitalized on the local knowledge and expertise of the co-applicants, but was also delayed due to a lack of appropriate financial instruments. Overall, though, it demonstrated the possibility of changing subsistence livestock production to market-oriented production at household level. The project was also sufficiently flexible to deal with pressing production issues in project areas, namely, livestock mortality due to disease and a lack of water.

<http://www.fao.org/3/CA2612EN/ca2612en.pdf>



Final evaluation of the project for "Building resilience and self-reliance of livestock keepers by improving control of foot-and-mouth disease and other transboundary animal diseases in Afghanistan"

Livestock plays a major role in Afghanistan, boosting nutrition and providing livelihoods. Outbreaks of animal diseases, such as foot-and-mouth disease (FMD) and peste des petits ruminants (PPR), are a constant threat to better nutrition and farmer incomes. The project "building resilience and self-reliance of livestock keepers by improving control of FMD and other transboundary animal diseases" aimed to provide assistance at central, provincial and

community level to strengthen food security through better on-farm livestock healthcare. The evaluation found that there had been good progress on improving animal health and disease control. The project exceeded original vaccination targets, thanks to its close collaboration with the private sector and non-governmental organizations. Local epidemiology skills were improved, though they remain limited. Analytical skills are still a critical need, as is the better capture of outbreak and disease surveillance data. The major project weakness was its lack of sustainability, with no clear exit plan. The evaluation recommends an immediate follow-up project.

<http://www.fao.org/3/ca4992en/ca4992en.pdf>



Final evaluation of the project “Integrating climate resilience into agricultural production for food security in rural areas of Mali”

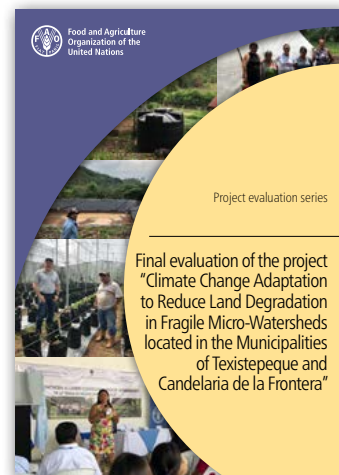
The agricultural sector in Mali is adapting to climate change while struggling to alleviate poverty and improve rural livelihoods in a conflict-affected environment. FAO supports the Malian Government and a large number of development partners on the ground by integrating climate resilience into the policies and practices of the agricultural sector. Farmer Field Schools have proven a favourite and successful route to learning, exchange and experimentation by Malian farmers when it comes to productivity improvements and integrated pest-management methods. Climate resilience has become an integral part of the Farmer Field Schools promoted around the country. Drought-resilient short-cycle seeds have been selected and propagated through small-scale seed multiplication and dissemination initiatives. FAO can further support Mali by negotiating governmental and/or climate funding for sustainability of the Farmer Field School agricultural extension system by upscaling the current project to other areas and by integrating gender and social inclusion into the policies and practices of the agricultural sector. <http://www.fao.org/3/I8755EN/i8755en.pdf>



Evaluation of the climate-change adaptation project to “Reduce land degradation in fragile micro-watersheds located in the municipalities of Texistepeque and Candelaria de la Frontera”

Climate-change patterns, extreme weather events and land degradation have had a negative impact on agricultural production and the livelihood assets of people in the rural areas in El Salvador. Moreover, the country’s main water resource, located in the dry corridor of Central America, has been affected by increased drought. To address these challenges, the Global Environment Facility project supported activities in municipalities in the Department of Santa Ana to promote integrated natural resources management and to introduce more resilient production systems at local level. The management methods and practices implemented through inter-institutional coordination and the participation of small-scale farmers were successful. Yet, despite the increased quality and availability of water and of more secure access to income-earning activities, families remain vulnerable. There is a need to consolidate mechanisms for local response to extreme weather events.

<http://www.fao.org/3/ca5009en/ca5009en.pdf>



Mid-term evaluation of the FAO Forest Law Enforcement, Governance and Trade programme (FLEGT) – phase III

The FAO-European Union (EU) Forest Law Enforcement, Governance and Trade (FLEGT) programme supports government agencies, non-governmental organizations and private-sector associations in working together to support legal and trade reforms in timber-producing countries, with a view to increasing the legal trade in timber. The programme, which started in 2008, is currently half-way through its third phase of funding and spans 24 countries across Africa, Asia and Latin America. An evaluation of the third phase shows that despite significant shifts in timber markets and flows, the programme remains highly relevant to national and regional forest governance objectives, national trade priorities and market demands. It is also well aligned with donor goals and objectives, particularly the EU-FLEGT Action Plan, as well as FAO’s Strategic Objectives. The Programme has achieved important results at country level, giving voice to non-state actors, increasing capacity and skills, boosting policy, legal and regulatory reforms, improving transparency and disclosure and fostering improvements in the legality of the timber trade. <http://www.fao.org/3/ca5189en/ca5189en.pdf>



©FAO/Clemencia Vela

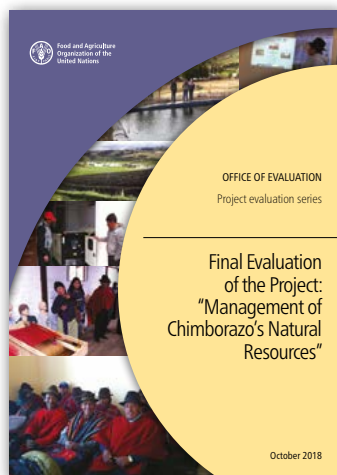


Final evaluation of the project "Management of Chimborazo's natural resources"

The "Management of Chimborazo's Natural Resources" project aims to conserve and sustainably manage the ecosystem of the *páramo* in the Andes, which serves important environmental functions, such as the production of water and the capture of CO₂. What's more, a wide variety of native crops have been preserved, thanks to the traditional knowledge of the region's indigenous communities. The project's achievements were significant: raising environmental awareness on the conservation of water resources; crafting regulations to implement compensation mechanisms for environmental services to improve the governance of natural resources; promoting the approval of ordinances at provincial and cantonal level to protect the biodiversity, storage and optimal

use of irrigation water by creating committees to oversee irrigation and water for human consumption. Future projects should continue to support national and local governments in conserving endemic biodiversity (including agrobiodiversity) and implement an information system on the state of biodiversity in the Chimborazo Reserve.

<http://www.fao.org/3/CA3373EN/ca3373en.pdf>

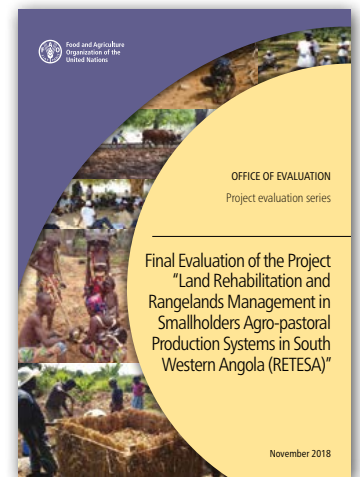


Final evaluation of the project "Land rehabilitation and rangelands management in smallholder agro-pastoral production systems in South Western Angola"

In South Western Angola, the impacts of climate change have reduced soil coverage and increased soil erosion. To address these challenges, the "land rehabilitation and rangelands management in smallholder agro-pastoral production systems in South Western Angola" project supported activities to strengthen capacity and increase knowledge for the participatory planning of mainstreamed land

management. The project contributed to several outcomes at institutional level and increased community awareness and capacity on sustainable agriculture systems. Although there is evidence of an improvement in the livelihoods of the beneficiaries, the project achievement of the environmental objective is moderately satisfactory as rehabilitation of rangelands takes a significant amount of time to generate effects. Moving forward, to see impacts there is the need for an outcome sustainability strategy right from project start, in addition to promote partnerships with national research institutions to generate national and regional knowledge.

<http://www.fao.org/3/CA2863EN/ca2863en.pdf>





@FAO/Walid Saleh



Final evaluation of the project on “Decentralized supply and water use management in the Sana’a Basin to sustain water resources and rural livelihoods”

The “Decentralized supply and water use management in the Sana’a Basin to sustain water resources and rural livelihoods” project aimed to enhance food security among farming households and reduce groundwater depletion in four of the 22 sub-basins of the Sana’a Basin. Adapting modern irrigation systems, introducing climate-smart cropping practices and supporting farmers in switching to alternative cash crops improved farmer productivity, incomes and resilience while also reducing groundwater abstraction. Women were integrated into governance structures and decision-making processes. The project supported the establishment of water user associations that were integral to the decentralization of groundwater usage regulation. To ensure continued progress and positive outcomes in water resources management in Yemen, government and external support agencies should implement an integrated approach in the entire Sana’a Basin. Better analysis of climate-related data and the proposed approaches for mitigation and adaptation activities need to be prioritized in future groundwater and livelihood projects.

<http://www.fao.org/3/CA2874EN/ca2874en.pdf>



@FAO/Walid Saleh



OTHER PROJECT EVALUATIONS CONDUCTED RELATED TO SDG 2 AND 15

- “Assistance to the recovery and development of the agricultural economy in the federally administered tribal areas (FATA) of Pakistan” <http://www.fao.org/3/CA2361EN/ca2361en.pdf>
- “Capacity Development for Agricultural Innovation Systems (CAIS)”
- “Integrated management of the Ilha Grande Bay ecosystem” (the BIG project) <http://www.fao.org/3/ca4806en/ca4806en.pdf>
- “Integrated management of mangrove and associated wetlands and coastal forest ecosystems in the Republic of the Congo” <http://www.fao.org/3/ca4853fr/ca4853fr.pdf>
- “Development of the trans-frontier conservation area linking forest reserves and protected areas in Ghana and Côte d’Ivoire” <http://www.fao.org/3/CA3396EN/ca3396en.pdf>
- “Decision support for mainstreaming and scaling up of sustainable land management”

UPCOMING PROJECT EVALUATIONS

- “Securing Tenure Rights for Forest Landscape-Dependent Communities”
- “Securing Biodiversity Conservation and Sustainable Use in Huangshan Municipality”
- “Securing Biodiversity Conservation and Sustainable use in China’s Dongting Lake Protected Area”
- “FAO Pastoralist Knowledge Hub final evaluation”
- “Decision Support for Mainstreaming and Scaling up of Sustainable Land Management”
- “Prevention and Disposal of Persistent Organic Pesticides (POPs) and Obsolete Pesticides in Eritrea”
- “Disposal of Obsolete Pesticides including POPs, Promotion of Alternatives and Strengthening Pesticides Management in the Caribbean”
- “Disposal of Persistent Organic Pesticides (POPs) and Obsolete Pesticides in Mozambique”
- “Demonstration project for decontamination of POPs contaminated soils using non-thermal treatment methods”
- “Integrated management of marine and coastal areas of high value for biodiversity in Continental Ecuador”

3. Resilience Evaluations

OED also conducts thematic and cluster evaluations focusing on the Organization's work on resilience and the humanitarian-development-peace nexus. This portfolio of evaluations stems from the large volume of projects under humanitarian and strategic programme five (SP5) funding and the need to cover them more strategically and programmatically in order to draw lessons and improve action. This portfolio requires specific attention because it cuts across the humanitarian –development divide, working in partnership and reaching out to many other agencies and partners in the humanitarian sector. This portfolio is entirely funded through the Trust Fund provisions for evaluations.



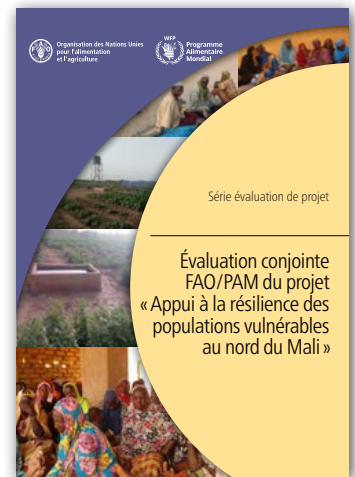
Evaluation of FAO's contribution to building resilience to El Niño-induced drought in Southern Africa, 2016–2017

During the 2015–2016 agricultural season, Southern Africa experienced intense drought due to one of the strongest El Niño events in 50 years. With 70 percent of the population reliant on agriculture, El Niño hit both food security and income from crops and livestock. FAO activated a corporate surge response to support government efforts to rebuild and fortify agricultural livelihoods, restoring agricultural production, incomes and assets and increasing household access to nutritious food. FAO country teams translated the regional plan into tailored intervention packages on the ground. But while agro-meteorological and early-warning alerts were timely, they did not trigger early action. The evaluation calls on FAO to initiate a systematic approach to adaptive programming, to conduct an in-depth analysis of the factors that slowed delivery in Southern Africa, to expand on the targeting of different groups, so as to meet the needs of farmers with varying degrees of vulnerability, and to bolster learning, information-sharing and advocacy efforts across countries.



Joint FAO/WFP evaluation of the project "Supporting the resilience of vulnerable populations in northern Mali"

In recent years, the Malian population, particularly those living in the northern regions, has suffered the consequences of an armed conflict that has affected the socio-economic fabric of the country and its social cohesion. To make the agro-sylvo-pastoral activities of the vulnerable communities in northern Mali more resilient, between 2015 and 2018, FAO and the World Food Programme (WFP) implemented a joint programme. The joint evaluation of this programme shows that the intervention has contributed to an improvement in agricultural and animal production,

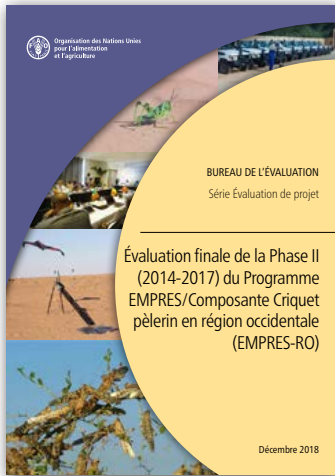


introduced new products to the diet of beneficiary households and helped to generate income to protect assets, meet basic needs and invest in new livelihoods. All of these efforts go some way towards securing investment and mitigating conflict. The evaluation notes that in some areas or aspects of activity, the two agencies intervened separately, reducing the impact of the intervention.

<http://www.fao.org/3/ca5186fr/ca5186fr.pdf> (FR)



Phase II (2014-2017) of the EMPRES Programme: controlling the desert locust in the Western Region (EMPRES-RO)



In 2017, the FAO Commission for Controlling the Desert Locust in the Western Region requested an independent evaluation of the desert locust component of FAO's Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES) programme. Among the main objectives were to assess West African countries' capacity to assume responsibility for

maintaining monitoring and control activities beyond Phase II of the programme. The evaluation, which visited five countries, concluded that EMPRES had clearly contributed to the sustainability of locust management in

the region. Among other things, there was a significant rise in Members' payments to the Commission Trust Fund. Management tools were developed to aid the work of national locust control units, along with more staff and unit networks. A Regional Fund for Locust Risk Management was established, in addition to an Intervention Force for the Western Region. More efforts are necessary to develop and implement new technologies, however, and to conduct operational research on alternative control methods and the effects of climate change on locust dynamics.

<http://www.fao.org/3/ca4005fr/ca4005fr.pdf> (FR)

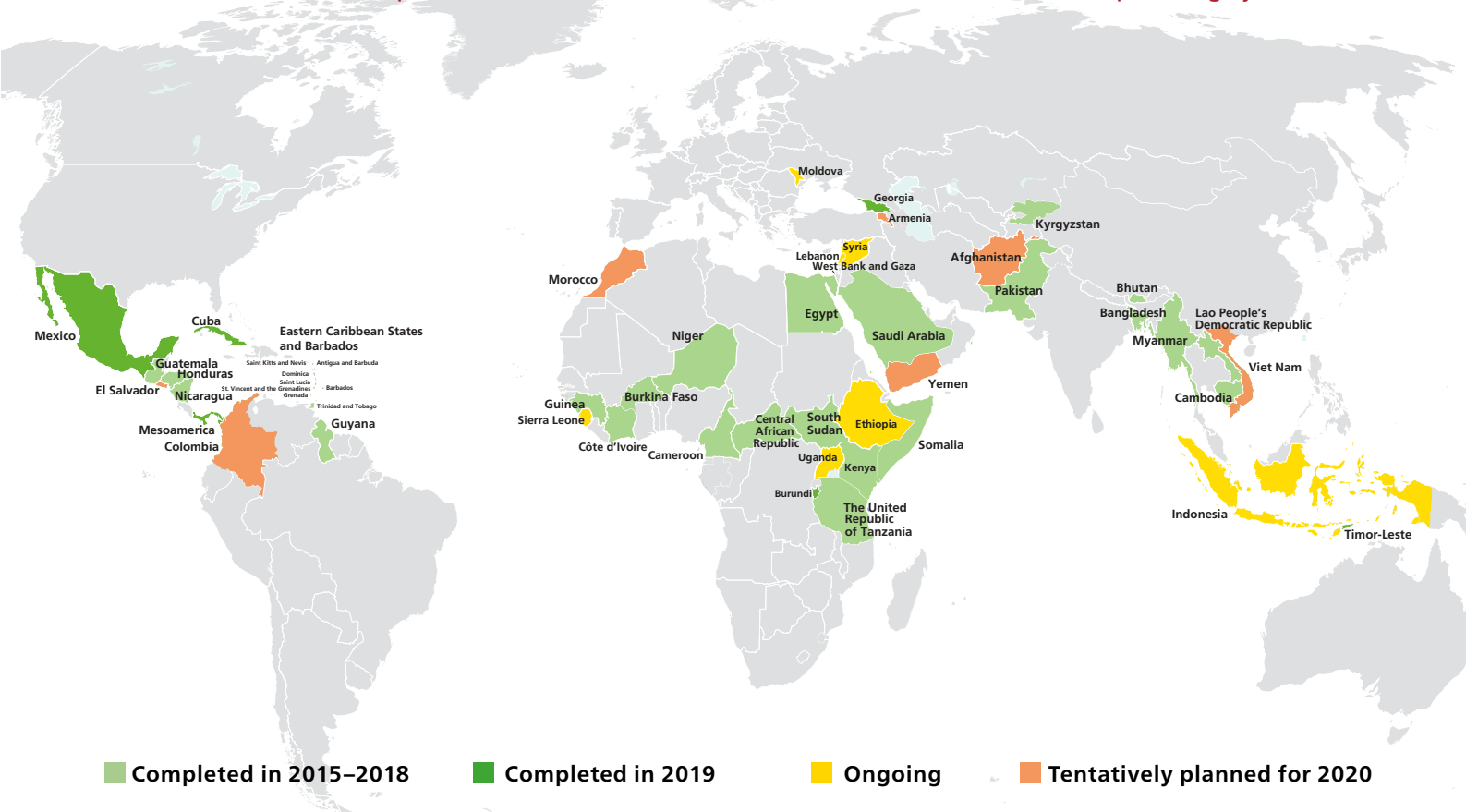
UPCOMING RESILIENCE EVALUATIONS:

- Evaluation of the project for enhancing agriculture production through irrigation-system improvement and strengthening institutional capacity (OSRO/AFG/502/JCA)
- Evaluation of the FAO response to the crisis in the Lake Chad Basin (2015–2018)
- Evaluation of FAO's Contribution to the Syrian Arabic Republic
- Reducing the vulnerability of agricultural livelihoods through the Caisses de Resilience approach in the Sahel
- Yemen corporate surge review
- Synthesis of evaluations on the humanitarian-development peace nexus
- Emerging Pandemic Threats (EPT-2) programme (2014-2019)
- Thematic evaluation of the Peace Building Fund
- Thematic evaluation of FAO programmes and results using the Caisses de Resilience approach
- Thematic evaluation of FAO cash transfer programmes, policies and results
- Afghanistan country programme evaluation
- South Sudan – resilience programme evaluation



4. Country Programme Evaluations

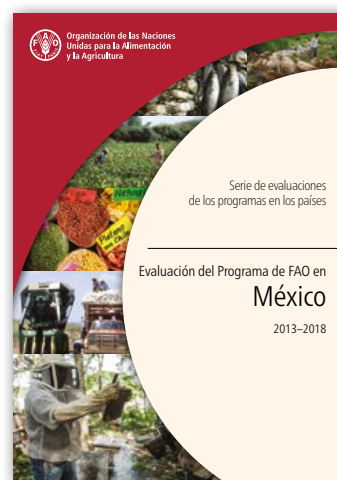
Country Programme Evaluations (CPEs) aim to identify lessons learnt and provide recommendations on how FAO programmes can be better oriented at country level to make them more relevant to the needs of the country in question and to strengthen the impact of the Organization's efforts to assist Members in achieving their global goals. CPEs are usually carried out in the last year of the Country Programming Framework (CPF), so as to optimize the use of results and recommendations in the next planning cycle.



Evaluation of the FAO programme in Burundi, 2012–2018

Nearly 65 percent of Burundi's population lives below the poverty line, ranking it 184th on the World Bank's 188-country Human Development Index in 2016. After a prolonged civil war, Burundi is suffering from high levels of food and nutrition insecurity and a fragile social context. Renewed unrest since the controversial presidential election of 2015 has caused major population displacement, the suspension of much international aid and a worsening of the already dire economic situation. FAO's 2011 Country Programming Framework (CPF) was designed as a post-crisis response, but has had to turn to emergency operations. The evaluation noted a recent shift to medium-term projects, but the country would benefit from more resilience-oriented programming to bridge the gap between crisis management and development. The new CPF presents an opportunity to strengthen the coherence of interventions and to strike a better balance between fieldwork and institutional support. FAO should liaise with Burundi's government, technical and financial partners to ensure that agriculture, the country's main source of income, is a core priority.

Evaluation of the FAO programme in Mexico, 2013–2018



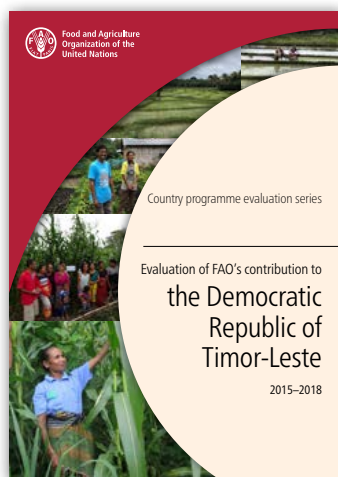
As of 2016, 62.4 percent of Mexico's rural population lived in poverty, while 21 percent lived in extreme poverty. The deprivation and lack of access to food are particularly evident in the south of the country, in five of Mexico's 32 states. These are mainly rural areas, where agriculture accounts for a greater proportion of the economy (in particular, the states of Mexico, Chiapas and Veracruz) and which are home to the country's

largest agricultural, livestock and forestry operations. Mexico also suffers from climatic phenomena that affect a large part of its territory and its agricultural sector. FAO's work spanned all of the priority areas for development

agreed with the Government of Mexico: improving food and nutrition security, developing the agricultural, fisheries and aquaculture sectors, and managing and conserving natural resources. The evaluation identified areas in which FAO could further improve its efforts to develop Mexico's rural areas more effectively.

<http://www.fao.org/3/ca5333es/ca5333es.pdf> (SP)

Evaluation of FAO's contribution to the Democratic Republic of Timor-Leste, 2013–2018



Much of Timor-Leste's economic infrastructure has been severely damaged by decades of conflict. Although its development remains critical to enabling economic growth and the delivery of priority services, agriculture is the country's principal economic sector. It employs more than 90 percent of Timorese households and accounts for about 20 percent of non-oil gross domestic

product. Cultivation is best described as small-scale family farming, but the combination of environmental circumstances and inadequate farming practices continues to fuel the vulnerability of agriculture in Timor-Leste, which has the third-highest stunting rates in the world. FAO assisted in revamping the multi-sectoral coordinating body (KONSSANTIL) behind the national response to malnutrition, enabling it to regain an active role in addressing food and nutrition security. The challenge remains that the fundamental drivers of malnutrition are inherently complex and multifaceted. With FAO's support, KONSSANTIL should pursue a legal basis (organic law) to command authority, financial allocation and executive power. <http://www.fao.org/3/ca5653en/ca5653en.pdf>



Evaluation of the positioning and contributions of FAO's programme in Cuba, 2013–2018



Cuba is a mostly urban country that scores highly on human development indicators and meeting the Millennium Development Goals. Several factors, including hurricanes and drought, have limited access to high-quality and safe food, however. Agricultural productivity has also been constrained by internal factors and international economic dynamics, meaning 70 percent of

food products consumed are imports. FAO's programme has fostered advances in the sustainable production of food, seeds and animal feed, as well as in climate-change adaptation and the sustainable management of natural resources. It has supported the public policy process through the FAO-EU Food and Nutrition Security Impact, Resilience, Sustainability and Transformation (FIRST) programme, facilitated access for the Ministries of Agriculture and Food Industry to global environmental funds and contributed to the paradigm shift in Cuba's agricultural model. In recent years, FAO has raised its level of dialogue with government agencies and donors, increased the diversity of actors with which it coordinates and bolstered the size of the national project bank by mobilizing external resources.

Evaluation of the work of the FAO Sub-regional Office for Mesoamerica (SLM), 2012–2017

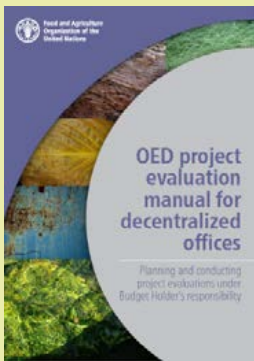
With around 200 million inhabitants, Mesoamerica boasts levels of poverty exceeding the average the Latin American and Caribbean region as a whole. It also registers higher levels of food insecurity (10.3 percent) than South America (7 percent). Agriculture is a key focus of economic development (coffee, sugar cane, cocoa, fruit and livestock) and highly vulnerable to climate change. Nicaragua, Guatemala, Honduras and El Salvador, in particular, are exposed to prolonged droughts that threaten food security. The FAO Sub-regional Office for Mesoamerica offers technical support and creates synergies with other sub-regional and regional initiatives. It has enabled substantial improvement in sustainable forest management, boosted climatic resilience and promoted approaches relevant to indigenous peoples and gender equity. It has also fostered political dialogue on topics such as food security and family farming. The evaluation recommends that a sub-regional programmatic vision be encouraged, in collaboration with country representatives. There could be better coordination with other United Nations agencies and there is scope to increase South-South cooperation. <http://www.fao.org/evaluation/digest/evaluation-detail/es/c/1236929/> (SP)

Evaluation of FAO's contribution to Georgia

Georgia is a lower-middle country and 39 percent of its economically active population is engaged in agriculture. However, agriculture's potential is being constrained by low productivity and insufficient development of extension services in the country. Aligned with Georgia's national development priorities, FAO's programme has rendered relevant technical and policy advice since 2016, contributing

to the development of national strategies, institutional frameworks, and relevant policies and plans. FAO has also played a leading role in national coordination platforms on food and agriculture; however, future programmes should focus on supporting practical implementation and consolidating the achievements. The evaluation also recommends that FAO integrate clear sustainability and exit strategies, and set up its engagement in addressing potential risks in the agricultural sector.

OTHER ACTIVITIES



OED project evaluation manual for decentralized offices: planning and conducting project evaluations under Budget Holders' responsibility

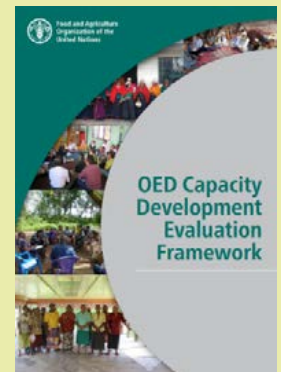
In 2019, OED published a new manual to provide guidance on the planning, formulation and conduct of evaluations of FAO projects and programmes. It is meant mainly for FAO staff in headquarters and decentralized offices who undertake their own evaluation processes, with technical guidance and backstopping support from the OED, and for FAO project formulators, Budget Holders and Liaison Officers who need information on project evaluation processes and principles. The manual outlines the key steps of project evaluations, from the evaluation formulation phase to the completion of the evaluation process. It makes a distinction between evaluations managed by OED and those conducted under Budget Holders' responsibility and clarifies the roles and responsibilities associated with the two methods.

<http://www.fao.org/3/ca4821en/ca4821en.pdf>

Capacity development evaluation framework

OED published the OED Capacity Development Evaluation Framework in 2019. The framework, which builds on FAO's Corporate Strategy on Capacity Development (2010), serves as guidance on how evaluations can assess the processes and outcomes of FAO capacity-development interventions. As most of FAO's development support has capacity development as a central component, OED created this tool to facilitate a more systematic approach to evaluating it.

<http://www.fao.org/3/ca5668en/ca5668en.pdf>



You can watch a short introductory video developed by OED for internal training [here](#)



Eval-Forward Community of Practice

OED, together with the evaluation offices of the International Fund for Agricultural Development (IFAD) and WFP, is supporting EvalForward, a community of practice on evaluation for agriculture, food security and rural development. Launched in 2018, EvalForward aims to promote knowledge sharing for evaluation among a growing community of experts, practitioners and decision-makers with a view to strengthening capacities and the use of evaluation at country level. As of October 2019, the community has almost 500 members from 86 countries. Visit the website and join the community! www.evalforward.org

The reports and management responses of all FAO evaluations are public documents and available to download at:

www.fao.org/evaluation

Reports and management responses of all FAO evaluations are public documents and are available to download at:

www.fao.org/evaluation

For more information, contact: The Director - Office of Evaluation (OED) - E-mail: evaluation@fao.org
Food and Agriculture Organization - Viale delle Terme di Caracalla 00153 Rome, Italy

THE FAO STRATEGIC OBJECTIVES

HELP ELIMINATE HUNGER, FOOD INSECURITY AND MALNUTRITION



We contribute to the eradication of hunger by facilitating policies and political commitments to support food security and by making sure that up-to-date information about hunger and nutrition challenges and solutions is available and accessible.

MAKE AGRICULTURE, FORESTRY AND FISHERIES MORE PRODUCTIVE AND SUSTAINABLE



We promote evidence-based policies and practices to support highly productive agricultural sectors (crops, livestock, forestry and fisheries), while ensuring that the natural resource base does not suffer in the process.

REDUCE RURAL POVERTY



We help the rural poor gain access to the resources and services they need – including rural employment and social protection – to forge a path out of poverty.

ENABLE INCLUSIVE AND EFFICIENT AGRICULTURAL AND FOOD SYSTEMS



We help to build safe and efficient food systems that support smallholder agriculture and reduce poverty and hunger in rural areas.

INCREASE THE RESILIENCE OF LIVELIHOODS TO DISASTERS



We help countries to prepare for natural and humancaused disasters by reducing their risk and enhancing the resilience of their food and agricultural systems.



Some rights reserved. This work is available under a CC BY-NC-SA 3.0 IGO licence