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PROGRAMME COMMITTEE

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**FOLLOW-UP TO THE EVALUATION OF FAO'S ACTIVITIES ON
CAPACITY DEVELOPMENT IN AFRICA**

Queries on the substantive content of this document may be addressed to:

Ms Xiangjun Yao, Director

Office of Knowledge Exchange, Research and Extension (OEK)

Tel. +39 (06) 570-53579

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Introduction

1. FAO management welcomes the opportunity to report back to Programme Committee on the Evaluation of the Organization's Capacity Development (CD) work in Africa, reviewed at the 104th session in October 2010.¹ CD continues to be a priority for FAO and member countries given its importance in ensuring the effectiveness and impact of the Organization's work. CD is a Core Function of the Organization, and is one of the five UN Country Programming Principles.
2. In line with the findings of international fora on Aid Effectiveness, emphasis continues to be placed on comprehensive country-led processes and the involvement of multiple national actors, both State and non-State, in developing and implementing priority frameworks and programmes. FAO's Corporate Strategy on CD embodies these concepts and FAO continuously ensures that it benchmarks its CD approach to the evolving practices in other UN and international agencies.
3. The ongoing transformational change of FAO addresses many of the issues that affect the Organization's CD performance. As a key part of this change process, the 144th session of the Council supported the enhancement of the structure and functioning of FAO's decentralized office network with a view to improving the country-level impacts of all of FAO's work. FAO's Capacity Development approach is an important means, together with other Core Functions, for enhancing the quality of FAO's interventions at regional, subregional and country levels.
4. The primary operational mechanism for the follow-up has been the IDWG (Interdepartmental Working Group) on Capacity Development. A corporate CD Implementation Plan is regularly reviewed by the key units involved through the IDWG. In 2010, the Management Response items for this Evaluation were incorporated into this Plan and have been monitored by the IDWG.
5. Management reiterates that the Evaluation highlights findings, conclusions and recommendations which should be considered applicable to the whole Organization, not just to the Africa region.

Implementation of the Management Response

6. Substantial progress has been made on the action items in the Management Response, as new and improved CD-related programming mechanisms, procedures, tools, systems and guidelines have been developed. Over the past two years, the groundwork has been laid for taking these changes in CD approaches to the country level. Additional time will be needed to address such a complex shift.
7. Adoption of CD approaches also needs to be integrated with related ongoing change processes, such as country programming and decentralization. The upcoming Evaluation of FAO's Regional and Subregional Offices for Africa should help to address the need for prioritization and coordination of several Management Response actions and the corporate change initiatives in the region.
8. Management recognizes that a key enabling factor for enhancing FAO's delivery will be a close coordination among the Core Functions, given the linkages between CD, policy support, information/knowledge sharing, partnership, etc. The use of integrated staff development programmes and the strengthening of the decentralized office network will need to be leveraged to help staff to understand and implement the necessary adjustments.
9. To ensure the success of the renewed CD approaches, it is important to be able to track both FAO's and country contributions to national and regional CD as part of FAO's general efforts to monitor progress, which could be addressed further in the reviewed Strategic Framework and outline of the Medium Term Plan 2014-17.

¹ PC 104/5; PC 104/5 Sup.1 <http://www.fao.org/bodies/pc/pc104/en/>

Status of progress

10. As highlighted in the Management Response, the main recommendations from the Evaluation have required action in six areas as outlined below. Detailed responses to each recommendation are found in Annex 1.

11. Strengthening of decentralized offices in Africa. This area addresses Recommendation 9 and involves the strengthening of decentralized offices to improve their approach to CD through Country Programming Frameworks (CPFs), regional and subregional priority processes fully incorporating CD concerns, and by allocating adequate human and financial resources to the offices. Action on this area is under way in line with enhancement of the structure and functioning of the FAO's decentralized offices network.

12. Changes in CD programming and uptake of a series of new CD tools and practices. This area entails the development of tools and the enhancement of FAO programming and project standards to ensure that better practices are adopted. Considerable progress has been made in this area to develop tools that set standards for better practices in FAO's CD programming and projects in member countries. Good CD practices have been incorporated into the guidelines for the CPF and into the recently released Project Cycle Guidelines. The Corporate Strategy on CD has been widely disseminated across the Organization, and several major awareness raising events have been held, although efforts are continuing in this area. Embedding CD in the reviewed Strategic Framework is critical to the completion of the shift called for in the Management Response, as well as setting up accountability mechanisms. Furthermore, incorporating good CD practices in RAF regional initiative(s) will provide the Regional Office with important opportunities to validate and adopt new CD practices. The ability to measure FAO's contribution to CD is also essential to measure change. These changes address Recommendations 1.1-1.3, 3, 4, 6 and 7.3-7.4.

13. Two recent evaluations touch upon issues of improving FAO's programming mechanisms and approaches. The Strategic Evaluation of FAO country programming² calls for serious consideration of CD in member countries during the country programming process. Much progress has been made over the last two years to this effect. With regards to the Evaluation of FAO's role and work in food and agriculture policy,³ and recognizing that policy support is an important pillar of CD, it should be noted that RAF has made progress in developing national capacities for inclusive policy formulation and implementation although more efforts are needed. The follow-up for both Evaluations should be coordinated by these two Core Functions.

14. Changes in CD partnerships. The Corporate Strategy and Guidelines on Partnerships were disseminated to staff including to decentralized offices to improve the environment for fostering partnerships and alliances to complement FAO's work at country level and to cover other sectors where FAO is not directly involved. Training and support is needed to build awareness and use of the guidelines. RAF will focus on establishing and maintaining partnerships. These changes address Recommendation 5 and 7.1-7.2.

15. Staff development in CD. Management has agreed to the development of a learning framework for FAO staff and consultants to enhance skills and knowledge on enhancing CD approaches in FAO programming, as a key element of the Follow-up report. Achievements include development of the framework, together with substantial learning support materials, in printed and e-learning formats and in English, French and Spanish. The learning programme has been initiated, although some support material is still being completed and some funding for courses in decentralized locations is available. As part of a holistic regional learning plan developed by RAF, innovative and cost-effective means of reaching the many decentralized offices of Africa are being employed. The regional plan focuses on the priority cross-cutting functions for RAF, while finding synergies with other key learning areas such as partnerships. Such synergies will create savings in cost, effort and time. Furthermore, leadership seminars for senior management are critical in clarifying and

² PC 104/4; PC 104/4 Sup.1 <http://www.fao.org/bodies/pc/pc104/en/>

³ PC 110/5; PC 110/5 Sup.1 <http://www.fao.org/bodies/pc/pc110/en/>

empowering managers to assume their responsibilities in CD. These changes address Recommendations 1.4-1.5 and 9.2.

16. Changes of post descriptions and performance evaluation of FAO staff and consultants. Management has agreed to the systematic inclusion of CD-related tasks and skills into the duties and performance evaluation and monitoring system (PEMS) of all relevant technical officers throughout the Organization, as well as in job descriptions and FAO competency framework. The groundwork has begun for incorporating these factors and work is progressing. The FAO competency framework reflects many of the broader behaviours called for in good CD practice. RAF staff will be encouraged to embed CD results in their PEMS, and ensure that new post descriptions have CD-sensitive terms of reference. These activities address Recommendation 2.

17. Improved distribution and update of products in Africa. This action area addresses Recommendation 8 and involves the issuance of guidelines so that key products are disseminated properly in Africa to key actors and documentation centres. Guidelines on distribution are being progressively adopted by technical divisions and put into practice in the regions, including Africa, but training and support activities are still needed for decentralized offices in the region.

18. This Follow-up report is for the information of the Programme Committee.

Management Response		Follow-up Report (as at August 2012)	
Evaluation Recommendation	Action Agreed	Actions Taken by Management	Results of Actions taken on programmes, policies and procedures
<p>Recommendation 1</p> <p>It is recommended that the Inter-departmental Working Group (IDWG) on Capacity Building take steps to ensure that FAO staff and partners have a common conceptual understanding of CD and FAO's role in it.</p>	<p>1.1 Via the Awareness Raising activities, clarify for staff throughout the Organization what is meant by CD and what approach FAO will take.</p> <p>1.2 Disseminate the corporate strategy widely within the Organization.</p> <p>1.3 Provide short, jargon-free briefs outlining the key principles and examples of how these can be applied.</p>	<p>Regional share fairs held in 2011 (East/South Africa, West/Central Africa, Asia and Europe) on the topics of Capacity Development and Knowledge Management.</p> <p>Many other awareness raising events held e.g. FAO Representatives seminars, Forestry Management meeting, and FAO-EU programme seminar.</p> <p>Informal Seminar for Permanent Representatives (see Action Agreed 3.1 below).</p> <p>CD Portal and Intranet sites developed which provide extensive information on FAO's CD programme, tools and guidelines.</p> <p>Awareness raising brochure, poster, introductory learning module and key messages on the corporate strategy widely shared.</p>	<p>FAO staff have an increasingly common understanding of CD and FAO's role in it. At the end of the 2010-11 biennium in which the Corporate CD Strategy was approved, a survey of FAO staff found that approximately 15% of CD products and services were implemented in accordance with the Strategy.</p>

Management Response		Follow-up Report (as at August 2012)	
Evaluation Recommendation	Action Agreed	Actions Taken by Management	Results of Actions taken on programmes, policies and procedures
	<p>1.4 Based on a needs assessment, design a training program tailored to fortify FAO's competencies in CD.</p> <p>1.5 Provide training in CD for staff and non-staff, especially those in decentralized offices.</p>	<p>An Organization-wide learning needs assessment in 2009 determined the competencies and skills fundamental for FAO to be a better CD partner, and found that four learning modules were needed for which detailed assessments were made.</p> <p>Three of the four modules published, and the fourth under development.</p> <p>A corporate CD Learning Plan devised with learning strategies for different profiles of FAO staff and the skills and competencies needed, followed by a specific Plan for RAF.</p> <p>Pilot training courses undertaken for staff involved in FAO-EU Food Security Programme.</p>	<p>Learning plan in place.</p> <p>Better CD practices adopted by FAO-EU Security Programme (through pilot training course).</p>
<p>Recommendation 2</p> <p>It is recommended that senior management, under the guidance of the IDWG, incorporate CD into the mandates, work programmes and post descriptions of all relevant programming staff.</p>	<p>2.1 Issue guidelines so that CD is systematically included in the duties and PEMS of all relevant technical officers.</p> <p>2.2 Ensure that the minimum levels of CD field experience as a requirement for posts in Regional and Sub-regional Offices by ensuring it is adequately described in job descriptions and vacancy announcements.</p>	<p>2.1 Guidelines on including CD in the PEMS evaluation under development as part of the ongoing generic job profile project.</p> <p>2.2 The inclusion of minimum levels of CD field experience in FAO job descriptions and vacancy announcements under development in the context of the generic job profiles project.</p>	<p>N/A</p> <p>N/A</p>

Management Response		Follow-up Report (as at August 2012)	
Evaluation Recommendation	Action Agreed	Actions Taken by Management	Results of Actions taken on programmes, policies and procedures
	2.3 Ensure that competencies required for good CD are fully reflected in FAO's competency framework.	2.3 FAO Competency Framework finalized at the end of 2011, which includes overall behavioural competencies required for effective CD. Plans for implementation under way.	N/A
	2.4 Review the Circular on Responsibilities and Relationships to include new emphasis on CD.	2.4 The Circular approved in April 2011, clearly outlining the roles and responsibilities in CD in all Decentralized Offices.	A key corporate circular provides a sound corporate framework for CD.
Recommendation 3 It is recommended that senior management, with the guidance of the IDWG, review and, where necessary, revise FAO systems to improve the effectiveness and sustainability of CD initiatives.	Actions for this Recommendation are largely taken up under Recommendation 4. 3.1 Ensure that FAO's policies and procedures allow for medium/long-term CD programming, addressing issues such as design, duration, scale, and modalities of all projects and programmes.	CD, as one of the "enabling" UN programming principles, properly reflected in the Country Programming Guidelines. Specifically, the CPF guidelines enable better CD at country level 1) as the CPF allows for a country to plan effective CD in the priority areas, 2) the CPF cycle is normally 3-5 years in alignment with national planning cycles, and 3) countries assess their capacity needs and include these in the CPF. CD included in all phases of the New Project Cycle Guidelines from formulation to reporting as one of the two enabling principles of the UN Country Programming Principles. Both CPF and the New Project Cycle introduced to FAO staff throughout Africa via the "Effective Country Programming" (ECP) learning initiative. Additional training and support being planned. TCP project guidelines adopted the new corporate reporting formats that fully integrate CD principles (<i>ex-post</i>	All corporate country programming processes and guidelines incorporate CD, and staff competencies in Africa partially strengthened.

Management Response		Follow-up Report (as at August 2012)	
Evaluation Recommendation	Action Agreed	Actions Taken by Management	Results of Actions taken on programmes, policies and procedures
		Assessment tool).	
	<p>3.2 Ensure that FAO's decentralized planning and programming processes, especially NMTPFs and (sub)regional priority areas, give due consideration to CD</p> <p>Note: NMTPF now superseded by CPF (Country Programming Framework)</p>	<p>Guidance on streamlining CD in the formulation of CPFs incorporated in the CPF guidelines.</p> <p>A CD guidance note regularly presented and integrated in Effective Country Programming learning initiatives, at the subregional offices in Africa in 2012.</p> <p>Partners and other stakeholders regularly attend prioritization meetings in the region.</p>	All corporate country programming processes and guidelines incorporate CD, and staff competencies in Africa partially strengthened.
	3.3 Review the inclusion of CD initiatives in the results-based framework, taking into account the long-term nature of CD.	Many Strategic Objective teams brought new CD emphasis in the PWB 2012-13 and continue to do so in preparing the MTP 2014-17.	Strategic Objective teams and work plans have new CD emphasis.
<p>Recommendation 4</p> <p>It is recommended that the IDWG develop, and senior management implement, guidelines for projects and programmes that emphasise effective CD practices, such as participatory approaches that</p>	4.1 Ensure that the enhanced CD approach is given adequate priority and attention and accordingly is implemented in FAO programmes and projects and reflected in FAO's strategic framework. Specifically, ensure that staff is aware of the importance of and adhere to the revised programme and project guidelines.	<p>CD adequately reflected in the reviewed Strategic Framework as a core function.</p> <p>An Informal Seminar for the Permanent Representatives in January 2011 with participation of Deputy Directors-General and many other FAO managers, introduced the Corporate Strategy and addressed discuss concerns and interests.</p> <p>The launch of the Corporate Strategy on Capacity Development in May 2011 led by the Deputy Directors-General with Web streaming to the Decentralized Offices.</p> <p>The IDWG supported the development of the new Strategic</p>	Staff awareness of the CD Strategy is increasing and the FAO's CD approach is being incorporated further into the Strategic Framework.

Management Response		Follow-up Report (as at August 2012)	
Evaluation Recommendation	Action Agreed	Actions Taken by Management	Results of Actions taken on programmes, policies and procedures
build ownership, sustainability and partnerships.		Framework (SF) ensuring that CD considerations are incorporated into the new Strategic Objectives.	
	4.2 As one of the five strategic and cross-cutting principles of UN country programming under the UNDAF, CD needs to be considered by FAO as an essential component in order to guarantee an inclusive approach to UN Common Country Programming. This will be achieved by: <ul style="list-style-type: none"> • Mainstreaming CD in the project cycle by amending the Field Programme Manual, monitoring guidelines and other project standards. 	<p>New project cycle guidelines finalized and the roll-out of the Effective Country Programming Learning Programme (ECP) under way.</p> <p>CD, as one of the “enabling” UN programming principles is reflected in the ‘Country Programming Guidelines – Policies and Principles’ and regularly being reflected in the ECP learning events.</p> <p>New TCP reporting mechanism so that TCP projects must adhere to CD Criteria.</p>	All corporate country programming processes and guidelines incorporate CD, and staff competencies in Africa partially strengthened.
	4.3 As part of ongoing TCDM activities and as envisaged in the Implementation Plan of the Corporate Strategy on CD, develop guidelines and tools for projects and specific CD guidance to supplement the Organization’s results-based programming guidelines so that FAO staff and collaborators are <ul style="list-style-type: none"> • conducting capacity needs assessments in programme and project design; • understanding the organisational and institutional context; 	<p>Learning Modules 1, 2 and 3 produced to provide guidelines and tools for all of the CD aspects indicated in the Action item.</p> <p>Learning Module 4 on Organization Development in preparation.</p> <p>Many FAO units as well as the members of the IDWG reviewed these modules and contributed to the development and refinement of these approaches. TC department included selected tools and approaches in the new Field Programme Manual and the CPF guidelines .</p>	CD tools and approaches are beginning to be used to ensure accurate programme and project design and to ensure a complete understanding of the country’s context and situation.

Management Response		Follow-up Report (as at August 2012)	
Evaluation Recommendation	Action Agreed	Actions Taken by Management	Results of Actions taken on programmes, policies and procedures
	<ul style="list-style-type: none"> • encouraging beneficiary and other stakeholders to participate in the design and implementation of projects; • encouraging interdisciplinary and internally coordinated approaches; • using implementation strategies that systematically make maximum use of local experts and institutions; and • providing mentoring, monitoring, evaluation and exit strategies that take into account the iterative nature of CD. 	<p>A corporate CD Learning Plan devised with learning strategies for different profiles of FAO staff and the skills and competencies needed, followed by a specific Plan for RAF. CD Portal and Intranet sites developed (see 1.4).</p>	
	<p>4.4 As envisaged in the NMTPF working group, ensure that Corporate Country Programming guidelines include the planning of long-term mutually established CD goals and priorities, addressing capacity strengths and gaps, so that national actors can plan and lead their CD activities.</p> <p>Note: NMTPF now superceded by CPF (Country Programming Framework)</p>	<p>Guidance on streamlining CD in the formulation of CPFs incorporated in the CPF guidelines.</p> <p>A CD guidance note regularly presented and integrated in Effective Country Programming learning initiatives, at the subregional offices in Africa in 2012. Additional training and support being planned.</p> <p>Review of all new CPFs for effective CD approaches.</p>	<p>All corporate country programming processes and guidelines incorporate CD, and staff competencies in Africa partially strengthened.</p>
	<p>4.5 Ensure that FAO projects adhere to the CD guidelines for projects.</p>	<p>The PPRC assesses that CD is adequately incorporated in project design.</p>	<p>The PPRC Annual Report for 2011 shows an increase in the trend of the number of comments provided to improve projects</p>

Management Response		Follow-up Report (as at August 2012)	
Evaluation Recommendation	Action Agreed	Actions Taken by Management	Results of Actions taken on programmes, policies and procedures
			formulation on CD since 2008, demonstrating increased attention to, and awareness of CD of PPRC members leading to better project delivery.
	4.6 Develop and provide guidelines to mainstream gender aspects in all stages of project and programme design, implementation and M&E.	<p>Gender mainstreamed into the project cycle guidelines and the CPF guidelines as coordinated by TC department.</p> <p>Activities under way to bring all FAO programmes and projects under the common UN gender marker system to classify projects and to monitor the extent to which gender equality is addressed.</p> <p>In line with the UN System-Wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women, FAO is in the process of providing gender training to all staff.</p> <p>Guidance notes and checklists under development on how to address gender-related issues in all stages of the project cycle to supplement the project cycle and CPF guidelines prepared by TC.</p> <p>A strategy and guidelines to enhance capacities for gender-responsive policies and programmes is under development.</p> <p>FAO exploring the establishment of a network of gender CD providers in sub-Saharan Africa.</p>	All corporate country programming processes and guidelines incorporate gender aspects.
Recommendation 5 It is recommended	5.1 Disseminate the corporate strategy on Partnerships to staff as well as guidance on	Corporate strategy disseminated in 2011.	Groundwork has been laid so that FAO offices assess, create and

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that FAO senior management ensure that staff, in particular those in decentralized offices and FAO Representatives, place increased emphasis on partnerships in their CD activities in Africa.	assessing partnerships.	<p>Analysis of Current FAO Partnering Practices undertaken based upon a review of FAO documentation that relates to partnerships, interviews with staff at headquarters and in regional offices, and on an Organization-wide survey conducted assessing staff development needs.</p> <p>Partnership Awareness-raising workshop conducted at headquarters and planned for RAF.</p> <p>Revamped Partnerships Internet launched.</p> <p>Stock-taking of private sector partnerships carried out.</p> <p>Stock-taking of collaboration with other agencies in the UN system carried out.</p> <p>Staff development in effective partnering skills being planned.</p> <p>Framework and handbook under development.</p>	maintain effective partnering.
<p>Recommendation 6</p> <p>It is recommended that FAO staff place increased emphasis on facilitating the development of</p>	<p>6.1 Further develop guidelines, communication pieces and learning solutions to ensure that country counterparts are closely involved in the activities carried out under FAO policy projects and are provided with opportunities to improve analytical</p>	<p>EASYPol continued to be a useful platform for national policy-makers providing tools, methods and case studies.</p> <p>FAPDA (Food & Agricultural Policy Decision Analysis), a new tool, developed for the analysis phase when revising and analysing policy to map out existing policy in a country.</p>	<p>Some national teams of policy analysts have been created and contributed to successful implementation of policies, even in different sectors.</p>

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national capacity for policy analysis and implementation.	<p>skills, thereby expanding on the Policy Learning Program and incorporate such recommendations in the Country Programming Guidelines. The guidelines will reflect:</p> <ul style="list-style-type: none"> • that all policy assistance projects include provision for sufficient follow-up and includes CD for developing investment and operational plans to implement policies; • that CD experience and competencies are in the terms of reference of any consultant hired to provide policy support in countries; • that ways should be identified, including through partnerships with local actors, whenever possible, to support CD at sub-national level in countries that are decentralizing. 	<p>Several subregional policy consultations on volatile food prices held which contributed to policy dialogue and capacity development of national stakeholders in policy processes.</p> <p>Peer learning between member countries on policy implementation (e.g. fertilizer subsidy programmes) undertaken in the Africa region.</p> <p>The Policy Learning Programme continued to be a strong programme to strengthen national capacities in policy analysis, formulation and implementation.</p> <p>Advice and support provided to member countries, including on the use of tools such as “Ex-ante Socio-Economic and Environmental Policy Impact Analysis” (ESEPIA).</p> <p>Plans under discussion for technical officers and FAO Representatives to strengthen their skills to facilitate policy processes at country level.</p>	<p>In some countries, diverse actors within countries were involved in policy processes.</p> <p>Cross-country learning on policy implementation was found to be effective as practitioners from different countries learned from each other.</p>
	6.2 Further develop systems and mechanisms for country, regional and HQ staff to identify and anticipate emerging policy needs.	<p>FAPDA tool regularly used to update policy decisions databases in over 80 countries.</p> <p>ADAM (Agricultural Development Assistance Mapping) system available online and used by member countries during</p>	<p>National partners in five countries now have capacities to use FAPDA.</p> <p>Groundwork has been set for</p>

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Evaluation Recommendation	Action Agreed	Actions Taken by Management	Results of Actions taken on programmes, policies and procedures
		the CPF formulation to track development expenditure.	better anticipation of emerging policy needs.
Recommendation 7 It is recommended that FAO staff give priority to, and improve, the documentation and dissemination of successful CD initiatives, methods and normative products.	7.1 Document, showcase and disseminate successful case studies widely to development partners (government agencies, universities and research organisations, NGOs and CBOs); 7.2 Document and disseminate the core principles of FAO CD approaches; in particular those which are, or could be, taken up widely by other agencies.	A Share Fair in the Horn of Africa is organized in October 2012 to showcase successful case studies of CD. 7.2 N/A	N/A
	7.3 Consult stakeholders and carry out field analyses to ascertain factors either raising and lowering the quality of Farmer Field Schools (FFS) when scaling up/scaling out. 7.4 In collaboration with other divisions and field projects implementing FFS, produce guidelines on planning, design, implementation, monitoring, and evaluation of FFS, with documentation from field examples, with a view to strengthening existing local, national, regional, and global	Global FFS review process initiated involving 15 countries (6 in Africa). National consultations held, country reports produced and E-forums held with 120 participants. A Guidance Document under development for the end of 2012, describing drivers of quality and how to institutionalize and scale-up FFS programmes at country level. Staff development planned for staff in decentralized offices to understand and apply FFS concepts.	N/A

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	FFS networks and ensure high standards and sustainability in large scale programmes.		
<p>Recommendation 8</p> <p>It is recommended that FAO senior management take immediate steps to improve the distribution and uptake of FAO's products for CD in Africa.</p>	<p>8.1 Develop guidelines to ensure that the distribution of key products is effective by requiring that HQ divisions:</p> <ul style="list-style-type: none"> • Develop communication and distribution plans for key products focusing where relevant on African audiences including especially stakeholders in CD; • Connect to partner networks that will assist in the distribution and dissemination of FAO products; • Track the distribution and use of materials where possible; • Overcome or compensate for restrictions on Internet access in many parts of Africa by targeted dissemination of printed formats or digital formats such as CD-ROMs. 	<p>FAO publishing guidelines completely revised and published on the Intranet, specifically including recommendations for development of dedicated marketing and distribution plans for all publications. Specific consideration of hard copy requirements (in addition to electronic dissemination) foreseen. Marketing plans developed which specifically foresee use of partner networks to increase awareness. Trainings taken place in headquarters to improve staff knowledge on dissemination and marketing methods and planned for RAF.</p> <p>Printing requests no longer accepted without specific distribution instructions.</p> <p>Publication planning tool under development.</p>	<p>Groundwork set so that FAO technical divisions will produce an increased number of distribution plans of higher quality for their publications, clearly identifying target audiences and means of reaching them.</p>
<p>Recommendation 9</p> <p>It is recommended that FAO invest more heavily in the capacity of its decentralized offices in Africa to engage significantly in</p>	<p>Ensure:</p> <p>9.1 As part of the preparation of the PWB, due attention could be given to allocating human and financial resources necessary to enable the Decentralized Offices in Africa to incorporate CD concerns. For decentralized</p>	<p>The ongoing transformational change of FAO addresses many of the issues that affect the Organization's CD performance. The 144th session of the Council supported the enhancement of the structure and functioning of FAO's decentralized office network with a view to improving the country-level impacts of all of FAO's work.</p>	<p>Transformational change of structure and functioning of decentralized offices.</p>

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developing capacities for the agriculture, forestry and fisheries sectors and to respond to emerging demands of African member countries.	technical officers, this should include orientation, training, retooling, and greater exposure to HQ activities and to current trends in officers' fields, and motivation and incentives to ensure that CD is given a higher profile in their work.		
	9.2 more systematic partnering with regional and local CD institutions, to fill gaps and complement expertise available in decentralized offices.	<p>RAF putting in place systematic activities to strengthen partnerships.</p> <p>OCP providing a Web site, a framework and handbook to assist staff in monitoring, assessing, and evaluating partnerships.</p> <p>A Partnership Awareness-raising workshop planned for RAF and 2 other regional offices.</p> <p>Four high level fora on agribusiness involving private sector planned in RAF.</p>	N/A
	9.3 careful selection if engaging in south-south exchanges to ensure that their profiles and skills reflect a thorough knowledge of the African context as well as some CD knowledge and experience.	<p>The principles and implementation modalities of SSC being reviewed to better reflect the expectations of cooperating and recipient countries; more emphasis to be given to training and other CD aspects which will be implemented in a more flexible way both in recipient and cooperating countries.</p> <p>Initial planning to broaden the SSC scope to include inter-</p>	N/A

Management Response		Follow-up Report (as at August 2012)	
Evaluation Recommendation	Action Agreed	Actions Taken by Management	Results of Actions taken on programmes, policies and procedures
		African exchanges under way.	
	9.4 careful selection if using volunteers to ensure that their profiles and skills reflect a thorough knowledge of the African context as well as some CD knowledge and experience.	N/A	N/A