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	منظمة الأغذية والزراعة للأمم المتحدة	联合国 粮食及 农业组织	Food and Agriculture Organization of the United Nations	Organisation des Nations Unies pour l'alimentation et l'agriculture	Продовольственная и сельскохозяйственная организация Объединенных Наций	Organización de las Naciones Unidas para la Alimentación y la Agricultura
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PROGRAMME COMMITTEE

Hundred and Thirteenth Session

Follow-up to the Evaluation of FAO's effectiveness at country level: A synthesis of evaluations in large, rapidly-developing countries (India and Brazil)

Executive Summary

The Evaluation of FAO's effectiveness at country level: A synthesis of evaluations in large, rapidly-developing countries (India and Brazil) was reviewed by the 107th Session of the Programme Committee (16 – 17 May 2011). The report contained five recommendations, all of which had been accepted. The Committee appreciated the report and welcomed Management's positive response to the recommendations made.

In line with FAO's policy on evaluations, this report provides an update on the status of implementation of the actions set out in the Management Response. It summarises for each agreed action the progress made over the last two years and, where possible, the impact.

The agreed actions have taken place in the context of the newly adopted decentralization policy described in document CL 144/15 *Structure and functioning of the decentralized offices network*.

Guidance sought from the Programme Committee

The Programme Committee may wish to note progress in the implementation of the Evaluation recommendations and provide its views on the follow-up report.

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

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Matrix Follow-up to the Evaluation of FAO's effectiveness at country level: A synthesis of evaluations in large, rapidly-developing countries (India and Brazil)			
Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures
<p>Recommendation 1 FAO should develop information systems and mechanisms that: 1.1 facilitate access to its normative products or Global Public Goods in a users' friendly manner;</p>	<p>1.1 FAO will continue to enhance the ease of access to its normative products and public goods through wider adoption of corporate standards for its technical information systems and more effective use of a diversified range of dissemination pathways.</p>	<p>Work continues on the development of the FAO Open Archive which, when completed, will provide facilitated access to all of FAO's normative and knowledge products (global public goods). Access is also being facilitated through the FAO Web site.</p>	<p>In progress, more time is needed to assess the impact.</p>
<p>1.2 widen the outreach of its products by including professional networks in the different sectors;</p>	<p>1.2 FAO will continue to develop and diversify its leadership of, and/or participation in, knowledge networks in the thematic areas of its work.</p>	<p>Work on further development of technical networks is underway as part of the transformational changes and new ways of working under the reviewed Strategic Framework.</p>	<p>In progress, more time is needed to assess the impact.</p>
<p>1.3 create in the FAO Representations repositories of information about all that FAO does – and its products - in the country, independently from the source of funding;</p>	<p>1.3 FAO Representations will implement existing policy to create and maintain an information resource centre for all outputs of in-country activities, and place copies of all outputs in the FAO Corporate Document Repository (CDR), which is publicly available online.</p>	<p>The planning and monitoring systems being put in place for the 2014-15 biennium will enable FAO country offices to plan, monitor and report on all the work undertaken by FAO in the country during the biennium, whether from assessed or voluntary contributions.</p>	<p>In progress, more time is needed to assess the impact.</p>
<p>1.4 develop country-based communication strategies for making FAO better known for its global and local initiatives.</p>	<p>1.4 OCE is already working successfully with the FAO Representations on World Food Day and the 1 Billion Hungry Project at the national level.</p>	<p>In the context of the corporate World Food Day annual communication campaign, country offices choose the appropriate forms of World Food Day observance at national level. Country offices are encouraged to make World Food Day a central moment in the annual communication calendar, and provides supporting communication materials in FAO languages. Since the Evaluation, the "1 BillionHungry project" campaign has been concluded. It has evolved into a youth-oriented</p>	<p>Greater coherence in FAO communication on World Food Day worldwide.</p>

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<p>Recommendation 2</p> <p>2.1 FAO should ensure that experience and lessons learned are shared by the FAOR in India with FAO in Brazil and other similar countries on the CPF preparation process. This could be carried out through teleconferences, exchange of documentation, and possibly even through a study tour should resources be available.</p>	<p>2.1 The exchange of experiences between India and Brazil will be undertaken by the FAO Representations in liaison with the Regional Offices.</p>	<p>educational outreach activity known as the “Ending Hunger movement” – which consists of educational content published twice weekly in FAO languages, as well as Italian, with further dissemination via social media. FAO decentralized offices are encouraged to link to, and utilize this FAO Web content and social media at national level.</p>	
<p>2.2 TC should give specific attention to issues related to CPF preparation in large and emerging countries, drawing on lessons learned from India, in the elaboration of FAO guidelines for CPF, planned to be issued in mid-2011.</p>	<p>2.2 A note on lessons learnt from India will be included in the Guidelines for CPF formulation which is under preparation. The FAO Representative in India is a member of the working group preparing the Guidelines. These Guidelines should become available by third quarter of 2011.</p>	<p>Throughout 2012, the FAO Representation in Brazil made significant progress in the process of drafting and negotiating the new Country Programme Framework with correspondent national counterparts. Through an extensive participatory exercise where more than 45 senior officials of the Brazilian Government, State Agencies, UN agencies and NGOs were consulted, the strategic areas in which FAO and the Brazilian Government will partner up over the next 4 years have been identified to be endorsed by the Government. Once endorsed, FAO Brazil will begin the correspondent exchange with the FAOR in India in order to share experiences and lessons learned.</p> <p>Brazil’s CPF participatory approach has been utilized by RLC as a reference for the Latin-American region. Furthermore, during an official visit from the Government of South Africa to Brazil, the CPF process was presented as an efficient tool for the development and identification of FAO activities for BRICS.</p> <p>An article on the lessons learnt from the CPF formulation in India has been widely distributed through the CPF newsletter (http://ftp.fao.org/TC/TCA/NMTPF/NewsLetter/NMTPFNewsFlash%235.pdf) and shared through the exchange of experience during various briefings and training workshops.</p>	<p>Knowledge exchange between FAOR on CPF preparation.</p> <p>Dissemination of CPF good practices.</p>
<p>Recommendation 3</p> <p>3.1 FAO should develop with each International Finance Institution protocols for project administration, finance, audit and</p>	<p>3.1. The Organization has been, over the past two years, taking part in the UN Agencies’ negotiations with the World Bank for the TA Agreement between</p>	<p>TA agreement between FAO and recipient countries of World Bank funded projects has been finalized.</p>	<p>Streamlined resource mobilization.</p>

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<p>reporting, that would apply to any initiative funded by that Institution and executed or implemented by FAO</p>	<p>UN Agencies and Recipient Countries of WB funded projects. These negotiations are still in the preliminary stages.</p> <p>3.2 FAO is currently developing a Memorandum of Understanding with the Asian Development Bank with the aim of entering into a partnership to undertake joint activities within the Asia and Pacific Region</p> <p>3.3 In addition, FAO and UNESCO are presently discussing with the Inter-American Development Bank (IDB) the possibility to standardize a TA Agreement between FAO / UNESCO and recipient countries of IDB grants or loans</p>	<p>The MoU with ADB is still under negotiation.</p> <p>TA agreement with IDB still under negotiation.</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>Recommendation 4 FAO should develop a model for UTF projects and NEX agreements that should include: 4.1 A clear description of FAO's actual role and responsibilities, as well as lines of accountability, in implementation and decision making;</p>	<p>4.1 At present, whenever the FAO country offices request assistance from headquarters to resolve any outstanding matters on UTF Agreements, the FAO units concerned work with national authorities to negotiate an Agreement for the country in question.</p>	<p>A guidance note on UTFs and a step-by-step guide on how to handle UTFs funded by International Financing Organizations have been published as part of the internal FAO resource mobilization Web site.</p>	<p>Greater clarity on procedures applicable to UTF-funded projects.</p>

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<p>4.2 transparent calculation of administrative, operations and technical support costs that need to be fully recovered;</p> <p>4.3.mechanisms for monitoring and reporting; and</p>	<p>4.2 and 4.3 FAO is reviewing the NEX projects under implementation in India and Brazil. It is also pilot testing a NEX Agreement for a project funded by GEF (Chimborazo, Ecuador). By the end of the year, a first framework approach to FAO NEX will have been defined. This will allow the related definition of roles and responsibilities; support cost regime; monitoring and reporting mechanisms.</p>	<p>4.2 and 4.3 Based on the results of the review of previous examples of NEX projects in FAO, a full zero-draft "FAO Guidelines for National Execution" has been drafted. The guidelines refer to all 6 phases of the project cycle, from identification to closure, including monitoring and reporting. It is currently under review by the Inter-departmental Working Group on New Operational Modalities. The finalized version will be widely disseminated.</p>	<p>Country offices will be better placed in negotiations with national counterparts and partner UN agencies in the field.</p>
<p>4.4 basic principles and criteria for project formulation and approval ensuring that projects will be relevant to the FAO Strategic Framework, will contribute to its organizational results and that the Organization will have the capacity to provide real added value on the specific issue(s) at stake.</p>	<p>4.4 With regard to Recommendation 4.iv, work is on going for the Organization to replace the current procedures with updated and revised documentation on the entire project cycle which will become available around the middle of 2011 that will address the relevance of projects since the very early formulation stage</p>	<p>4.4 The new FAO Guide to the Project Cycle has been released in July 2012 (phases 1-3) and October 2012 (phases 4-6). The Guide improves the strategic orientation, quality and accountability of projects ensuring that each proposal is conducive to results in support of national development goals and frameworks and aligned to UNDAFs, CPFs, and FAO's Strategic Framework. The Guide is aimed at all actors in the project cycle (technical officers, budget holders, operations officers, resource partners, funding liaison officers, FAO project staff and consultants).</p>	<p>Improved contributions of FAO's projects to national development objectives and greater focus on, and accountability for FAO's Strategic Objectives.</p>

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<p>Recommendation 5 FAO must ensure that FAO Representations in the concerned countries are fully involved in the design, formulation and implementation of regional, inter-regional and global projects, and that get reimbursed the related AOS for these services, to improve relevance, efficiency, effectiveness and sustainability of these initiatives.</p>	<p>(i) The Technical Departments will be reminded of the necessity to involve FAO country offices in any global, regional or inter-regional projects they may design or formulate that will concern their country. (ii) Regional and subregional offices are also made aware that the concerned FAORs should be involved in the design and formulation of any regional or subregional projects concerning their country. (iii) Guidelines will be prepared by TC in consultation with OSP and OSD on how FAO Representations can recover AOS costs during project implementation of interregional and global projects in the country.</p>	<p>5. (i) and (ii) FAO's new Guide to the Project Cycle involves concerned countries from the project identification stage by indicating that the concept note for regional and global projects must be appraised by staff in decentralized offices concerned with the substance of the project. (iii) The updated internal information note on PSC and AOS policy, rate and reimbursements issued December 2012 states that: "AOS services reimbursed include ... in-country FAOR administrative and operational support to projects operated by headquarters and regional offices, including support to local procurement, government approvals, travel arrangements, issuance of DSA, and recruitment of local staff".</p>	<p>The full project cycle (phases 1-6) has been released recently on October 2012 therefore impact is yet to be made visible. It is expected that country offices will be more involved in regional and global projects from the identification stage.</p>