

FAO Office of Evaluation

Evaluation of FAO's cooperation with Armenia

Annex XX - Evaluation tools

1 Scoring scale

	Quality	Frequency	Agreement
1	Very poor	Never	Strongly disagree
2	Poor	Rarely	Disagree
3	Inadequate/Unsatisfactory	Occasionally	Mildly disagree
4	Adequate/Satisfactory	Sometimes	Mildly agree
5	Good	Often	Agree
6	Excellent	Always	Strongly agree
7	Do not know (DNK)		
8	Not applicable (NA)		

2 Key projects tool

1. All projects identified as “Key” will have to be assessed in detail; the team member(s) responsible for each, if enough information is available, will have to prepare a separate report, using the outline below:

- Background (not scored)
- Relevance
- Design
- Implementation: particular attention will be given here to quality of management and of technical assistance, as well as to efficiency in operations;
- Results/effects: extent to which the expected objectives have been achieved;
- Sustainability and impact: extent to which results and lasting changes (impact) will be maintained over time; depending on the focus of the project, sustainability can be environmental, institutional, social and economic;
- Effectiveness of capacity development: extent to which national capacity at individual, institutional and enabling environment, improved through the project;
- Effectiveness of partnerships: a partnership is an agreement between peers to achieve a common goal, to which all contribute with their means;
- Gender equality; and
- Social inclusion

2. Each criterion should be scored on the six-point scale, synthesised in the following table.

Box 1. Criteria for the evaluation of projects

Evaluation criteria	Score *
<i>Relevance</i>	
<i>Design</i>	

Implementation process/efficiency	
Results/effects	
Effectiveness of capacity development	
Effectiveness of partnerships	
Gender mainstreaming (all criteria)	
Sustainability	
Impact (actual or potential)	

*: 1=very poor; 2=poor; 3=inadequate; 4=adequate; 5=good; 6=excellent; NA: not possible to assess/Not Applicable

3 Check list for interviews in Armenia

Check list for interviews in Armenia		
Ref. ToR	Evaluation questions and issues	Key respondents
1	Relevance of FAO's work	
A	The strategy and priority setting mechanisms for FAO's programme in Armenia before the CPF (types and nature of dialogue on priorities and programmes; modality and inclusiveness of the consultation process; roles of key actors)	Ministries and governmental institutions working with FAO;
B	The relevance and efficiency of the NMTPF/CPF preparation and the added value that it is likely to bring to planning FAO's work when compared with the previous planning system	Ministries and governmental institutions working with FAO; FAO staff
C	Extent to which the activities of FAO in the evaluation period reflect the Organization's priorities, as defined in FAO's Strategic Frameworks 2000-2015 and 2010-19 and as defined by the Regional Conferences for Europe	FAO staff; document review
D	Extent to which the activities of FAO in the evaluation period met country and Government's development needs, requests and policies, at State and local levels	Ministries and governmental institutions working with FAO; UNRC; UNCT; civil society and other national organizations
E	Links, coherence and synergies between FAO cooperation programme with national planning exercises, policies and debates around these	Ministries and governmental institutions working with FAO; civil society and other national organizations
F	Links, coherence and synergies between FAO cooperation programme with UNDAF and major donors' programmes	UNRC, UNCT
G	Cases of Government's requests to FAO for support which went unmet, and why	Ministries and governmental institutions working with FAO; FAO staff
H	Perspectives and areas of focus for future work of FAO in Armenia	Ministries and governmental institutions working with FAO; UNRC; UNCT; civil society and other national organizations; FAO staff
2	Efficiency of FAO's work	

I	Extent and quality of the technical, operational and other support provided by FAO to respond in a timely manner to agreed priorities and to requests by the Government	Ministries and governmental institutions working with FAO; FAO staff
J	Efficiency and cost-effectiveness of FAO in service delivery to Armenia	Ministries and governmental institutions working with FAO; FAO staff; resource partners
K	Efficiency and effectiveness of TCP and other projects/programmes formulation, approval and implementation processes	Ministries and governmental institutions working with FAO; FAO staff; resource partners
L	Effects of FAO's decentralization process on the efficiency of FAO's work in Armenia	Ministries and governmental institutions working with FAO; FAO staff
3	Roles and functions of FAO	
	FAO's core functions at global level:	
	a. Monitoring and assessment of long-term and medium-term trends and perspectives	Ministries and governmental institutions working with FAO; National Project Coordinators; UNRC; resource partners; civil society and other national organizations
	b. Assembly and provision of information, knowledge and statistics	Ministries and governmental institutions working with FAO; National Project Coordinators; project participants; UNRC; resource partners; civil society and other national organizations
	c. Development of international instruments, norms and standards	Ministries and governmental institutions working with FAO; National Project Coordinators; UNRC; resource partners; civil society and other national organizations
	d. Policy and strategy options and advice	Ministries and governmental institutions working with FAO; National Project Coordinators; UNRC; resource partners; civil society and other national organizations
	e. Technical support to promote technology transfer and build capacity	Ministries and governmental institutions working with FAO; National Project Coordinators; project participants; UNRC; resource partners; civil society and other national organizations

	f. Advocacy and communication	Ministries and governmental institutions working with FAO; National Project Coordinators; project participants; UNRC; resource partners; civil society and other national organizations
	g. Inter-disciplinarity and innovation	Ministries and governmental institutions working with FAO; National Project Coordinators; project participants; UNRC; resource partners; civil society and other national organizations
	h. Partnerships and alliances	Ministries and governmental institutions working with FAO; UNRC; resource partners; civil society and other national organizations
M	Extent and quality of FAO as a source of knowledge and information in its areas of work	Ministries and governmental institutions working with FAO; UNRC; civil society and other national organizations
N	Visibility and effectiveness of FAO and of the FAOR advocacy role in the areas of its mandate, including in the media	Ministries and governmental institutions working with FAO; UNRC; civil society and other national organizations; UNCT
O	Awareness, knowledge and qualitative assessment of FAO's normative products and technical assistance	Ministries and governmental institutions working with FAO; civil society and other national organizations;
P	Assessment of FAO's performance and effectiveness as a neutral advisor on technical areas and policy issues within its mandate	Ministries and governmental institutions working with FAO; civil society and other national organizations
Q	Assessment of FAO's role in providing technical legitimacy to national organizations and in facilitating access to national and international funding sources	Ministries and governmental institutions working with FAO; civil society and other national organizations
R	Assessment of FAO as a facilitator of national, international and regional technical and policy initiatives	Ministries and governmental institutions working with FAO; civil society and other national organizations; UNRC
4	Performance of the FAO Representation	
S	the Representation workloads on technical, managerial, operational and administrative issues and its costs	FAO staff; National Project Coordinators;
T	whether the Representation staffing profile (competencies and job profiles) is appropriate for the tasks expected from it	FAO staff; National Project Coordinators;
U	the adequacy of FAOR financial resources to carry out its mandate	FAO staff;

V	the adequacy of operational mechanisms and tools available to the FAOR to carry out its mandate, including in emergency and rehabilitation work	FAO staff;
W	how the FAO Representation establishes its priority work areas, including time devoted to the development of new initiatives	FAO staff; Ministries and governmental institutions working with FAO;
X	the adequacy of the FAOR monitoring system of its work programme	FAO staff;
Y	the handling of the operations for the Regional Conference for Europe (ERC) held in Yerevan in 2010	FAO staff; Ministries and governmental institutions working with FAO; UNDP
5	Coordination and partnerships	
Z	Extent to which FAO participates in the UN Country Team (UNCT) and possible contributions to the implementation of UN reform at country level	UNRC; UNCT; FAO Staff
AA	Extent to which FAO's participation in the UNCT has enhanced the impact of UN activities in the country and created opportunities for new partnerships	UNRC; UNCT; FAO Staff
BB	Extent of FAO's partnership with other national organizations in the country: what forms and how partnerships affected FAO's relevance, efficiency and effectiveness	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations; resource partners
6	Effectiveness and impact of FAO's work	
	Sectors of FAO activities:	
	• Agricultural policy	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations; UNCT;
	• Animal Health and Production	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations working in the sector
	• Food Safety, pesticide management and plant quarantine	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations working in the sector
	• Forestry	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations working in the sector
	• Land Tenure	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations working in the sector
	• Sustainable Agriculture and Plant Genetic Resources	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations working in the sector

CC	Extent to which FAO's activities in Armenia contributed to the implementation of the national development plans and to policies implementation or formulation	Ministries and governmental institutions working with FAO; civil society and other national organizations
DD	Extent to which FAO's activities in Armenia contributed to the implementation at country level of the MDGs in general, and MDG goals 1 and 7 in particular	FAO Staff; UNCT
EE	Extent and level of adoption and appropriation by the Government at central and State level and by civil society organizations of FAO's strategies, methodologies and tools promoted by FAO in the different areas of intervention	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations;
FF	Extent of the utilization, results and impact of FAO's normative products	Ministries and governmental institutions working with FAO; civil society and other national organizations;
GG	Effectiveness of FAO national and regional projects in providing assistance, developing capacities and adding value to the Government's own programmes	Ministries and governmental institutions working with FAO; FAO Staff; National Project Coordinators
HH	Relevance, effectiveness and impact of work on the intended ultimate beneficiaries, particularly in rural areas	Ministries and governmental institutions working with FAO; civil society and other national organizations; beneficiaries at community level
II	Extent to which FAO projects in the country have a clear exit strategies aiming at the sustainability of their results and impact	National Project Coordinators; FAO Staff; Ministries and governmental institutions working with FAO;
JJ	Extent to which there were synergies and subsequent improved results, among FAO activities in the country, between FAO Regular Programme and activities at country level and between FAO national and regional/sub-regional activities in Armenia	FAO Staff; National Project Coordinators;
KK	Extent to which cross-cutting issues such as environment, gender, social inclusion and capacity development were included in FAO's activities in Armenia	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations; resource partners
LL	FAO's contribution to the development of new structures of public/private partnerships with State/local bodies and community based institutions, such as producer companies for delivery and resource raising activities	FAO staff; Ministries and governmental institutions working with FAO; civil society and other national organizations; resource partners
MM	Effectiveness and impact of FAO/TCI contributions to planning, technical support and management of development projects financed by IFIs	FAO Staff; resource partners

4 Matrix for the assessment of normative products

Team Member	Products (# in Annex 4)	Product by: HQ or DO	Relevance to the Region (1-6)	Technical quality (1-6)	Outcome (actual or potential uptake and use, 1-6)	Impact (actual or potential evidence of lasting changes from use, 1-6)	Integration of environmental sustainability concepts (1-6)	Gender mainstreaming (1-6)	Integration of social inclusion and poverty alleviation issues (1-6)

This matrix is also copied into Annex **XX**, for ease of reference and filling in directly into and Excel file.