



Food and Agriculture  
Organization of the United  
Nations

## Office of Evaluation

---

### **Support to the EU Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub- Regional Countries - GCP /RAS/247/EC**

#### **Evaluation report**

September 2012  
Final

## Food and Agriculture Organization of the United Nations

### Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

*Permission to make copy, download or print copies of part or all of this work for private study and limited classroom use is hereby granted, free of charge, provided that an accurate citation and suitable acknowledgement of FAO as the source and copyright owner is given. Where copyright holders other than FAO are indicated, please refer to the original copyright holder for terms and conditions of reuse. All requests for systematic copying and electronic distribution, including to list servers, translation rights and commercial reuse should be addressed to [copyright@fao.org](mailto:copyright@fao.org).*

For further information, please contact:

Director, OED  
Viale delle Terme di Caracalla 1, 00153  
Rome, Italy  
Email: [evaluation@fao.org](mailto:evaluation@fao.org)

---

*The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of FAO concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.*

## **Acknowledgements**

The Team of the Final Evaluation of the ‘the EC Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub-Regional Countries’ would like to thank FAO and in particular the Chief Technical Advisor, Bruce Isaacson and the National Project Coordinators in Lao PDR, Cambodia and Myanmar for organizing the mission and for their support and interest in making their time available for discussions and numerous questions.

In addition, the team benefited extensively from the information provided by the staff of the European Commission, the Technical Divisions of FAO HQ, FAO country offices, Government Ministries, other stakeholders and partners.

Lastly, the Team would like to thank the Office of Evaluation for their kind support, openness and administrative assistance.

## **Composition of the Evaluation Team**

### ***Evaluation team***

Nick Maunder (Team Leader)  
Niels Morel

### ***FAO Office of Evaluation***

Brenna Moore

## Table of Contents

<b>Acronyms</b> .....	<b>v</b>
<b>Executive Summary</b> .....	<b>vii</b>
<b>1 Introduction</b> .....	<b>1</b>
1.1 Background and purpose of the evaluation.....	1
1.2 Methodology of the evaluation .....	2
1.3 Terminology.....	3
<b>2 Context of the project</b> .....	<b>4</b>
2.1 Situation, policies and institutions .....	4
2.1.1 <i>ASEAN context</i> .....	4
2.1.2 <i>Lao PDR context</i> .....	5
2.1.3 <i>Cambodia context</i> .....	6
2.1.4 <i>Myanmar context</i> .....	8
2.2 Origins of the project.....	9
<b>3 Concept and relevance</b> .....	<b>10</b>
3.1 Design .....	10
3.1.1 <i>Original Design</i> .....	10
3.1.2 <i>Revised Design</i> .....	12
3.2 Relevance.....	15
<b>4 Implementation</b> .....	<b>16</b>
4.1 Budget and Expenditure .....	16
4.2 Project Management.....	18
4.2.1 <i>Operations Management</i> .....	18
4.2.2 <i>Strategic Management</i> .....	21
4.2.3 <i>Advisory and Steering Bodies</i> .....	22
4.2.4 <i>Monitoring and Evaluation Arrangements</i> .....	23
4.3 Technical Backstopping.....	23
4.4 Government Participation .....	25
<b>5 Outputs and outcomes</b> .....	<b>28</b>
5.1 Market Information, Intelligence and Analysis .....	28
5.1.1 <i>Price data management</i> .....	29
5.1.2 <i>Price data analysis and dissemination</i> .....	29
5.2 Climate Information and Analysis for Seasonal and Long-Term Timeframes.....	30
5.2.1 <i>Monsoon Forums</i> .....	30
5.2.2 <i>Information for climate change adaptation</i> .....	31
5.3 Chronic Food Insecurity, Livelihoods and Vulnerability Analysis.....	32
5.3.1 <i>Food insecurity indicator databases</i> .....	32
5.3.2 <i>Reanalysis of household income and expenditure data</i> .....	32
5.3.3 <i>Integrated phase classification for food security</i> .....	34
5.3.4 <i>Food security bulletins</i> .....	34
5.4 Cross cutting themes.....	35
5.4.1 <i>Capacity Development</i> .....	35
5.4.2 <i>Communication</i> .....	37
5.4.3 <i>Networking</i> .....	37
5.4.4 <i>Gender</i> .....	38
<b>6 Sustainability and Impact</b> .....	<b>40</b>
6.1 Sustainability.....	40
6.2 Impact .....	42

<b>7</b>	<b>Conclusions and recommendations .....</b>	<b>45</b>
7.1	Conclusions.....	45
7.2	Recommendations .....	48
<b>Annex 1.</b>	<b>Evaluation terms of reference .....</b>	<b>50</b>
<b>Annex 2.</b>	<b>Profile of team members.....</b>	<b>56</b>
<b>Annex 3.</b>	<b>List of project documents reviewed.....</b>	<b>58</b>
<b>Annex 4.</b>	<b>List of institutions and stakeholders met during the evaluation process... </b>	<b>64</b>
<b>Annex 5.</b>	<b>Revised Project Logical Framework Matrix.....</b>	<b>68</b>
<b>Annex 6.</b>	<b>Comparison of Original and Revised Project Logic.....</b>	<b>73</b>
<b>Annex 7.</b>	<b>Achievements against Logical Framework Matrix.....</b>	<b>74</b>
<b>Annex 8.</b>	<b>Project Outputs .....</b>	<b>79</b>

## **Acronyms**

ACDP	Asian Centre for Disaster Preparedness
ADB	Asian Development Bank
AFSIS	ASEAN Food Security Information System
AGN	FAO Nutrition and Consumer Protection Division
AFSIS	ASEAN Food Security Information System
AIFS	ASEAN Integrated Food Security (AIFS) Framework and Strategic Plan of Action on Food Security
APTERR	ASEAN Plus Three Regional Emergency Rice Reserve
ASEAN	Association of Southeast Asian Nations
AUSAID	Australian Government Overseas Programme
CFS	Committee for Food Security
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CIDA	Canadian International Development Agency
CILSS	Interstate Permanent Committee for Drought Control in the Sahel
CPF	(FAO) Country Programme Framework
CTA	Chief Technical Advisor
DEC	Dietary Energy Consumption
EC	European Commission
ESA	FAO Agricultural Development Economics Division
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific in Bangkok
ESP	FAO Economic, Social and Policy Assistance Group in Bangkok
ESS	FAO Statistical Division
EST	FAO Trade and Market Division
EU	European Union
EUR	Euro
FAO	Food and Agriculture Organization
FAOR	FAO Representative (country level)
FEWSNET	Famine Early Warning Systems Network
FSIN	Food Security Information Network
FSSM	Food Security Statistical Module
FSTP	Food Security Thematic Programme
GIEWS	Global Warning and Early Warning System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HQ	Head Quarters
IFPRI	International Food Policy Research Institute
IPC	Integrated Phase Classification System
ISFNS	Information System for Food and Nutrition Security
LoA	Letter of Agreement
LSB	Lao Statistics Bureau
LTO	Lead Technical Officer
MAF	Lao PDR Ministry of Agriculture and Forestry
MAFF	Cambodia Ministry of Agriculture, Forestry and Fisheries
MRC	Mekong River Commission
MTE	Mid-Term Evaluation
NFP	National Focal Point
NGO	Non-Governmental Organization
NIS	National Institute of Statistics

NPC	National Project Coordinator
NRC	FAO Climate, Energy and Tenure Division
OED	FAO Office of Evaluation
OEK	FAO Office of Knowledge Exchange, Research and Extension
OVI	Objectively Verifiable Indicators
RAP	FAO Regional Office for Asia and the Pacific
REC	Regional Economic Communities
RIMES	Regional Integrated Multi-Hazard Early Warning System
SADC	Southern African Development Community
SFFSN	Strategic Framework for Food Security and Nutrition
SUN	Scaling Up Nutrition
TCE	FAO Emergency Operations and Rehabilitation Division
ToC	Table of Contents
UN	United Nations
UNICEF	United Nations Children’s Fund
USAID	United States Agency for International Development
VAC	Vulnerability Assessment Committee
VAM	WFP Vulnerability and Assessment Mapping Unit
WFP	World Food Programme
WHO	World Health Organization

## **Executive Summary**

### ***Background and context***

ES1. The Evaluation assessed the performance of the EU-FAO Food Security Project for selected countries in the Greater Mekong, during the period April 2009 to July 2012. The main purposes of the evaluation were to identify strengths and weaknesses in implementation, assess level of achievement of the intended impact and potential for sustainability and make recommendations regarding specific actions that might be taken in future projects.

ES2. The evaluation was based on an extensive review of documentation and structured interviews with stakeholders in the project countries of Cambodia, Lao PDR and Myanmar, as well as at the regional ASEAN level. To ensure the accuracy and validity of study findings, the evaluation used a *process of triangulation*. The findings of the study reflect interconnected evidence drawn from multiple sources.

ES3. The project was designed within the context of the EU Food Security Thematic Programme (FSTP) to address the problem of hunger and undernourishment in the targeted area, through increasing the availability and quality of food security information and analysis. In response to the perceived challenges and opportunities at the time of formulation, the project activities were organized around four main components: market information, climate information, vulnerability information, and cross cutting activities to strengthen communication, networking and capacity building.

ES4. Key implementing partners included regional institutions (the Association of SE Asian Nations, the Regional Integrated Multi-Hazard Early Warning System), ministries of agriculture, livestock, forestry, fisheries, water resources, trade, commerce, health and planning, and particularly agricultural marketing offices, central statistics offices, departments of meteorology and nutrition, cross-sectoral food security coordinating structures and thematic groups, UN agencies, NGOs and the private sector.

### ***Relevance and Design***

ES5. All three countries face a major problem of chronic malnutrition, with persistent stunting rates around 40 percent. Most countries have recognized this and included the reduction of malnutrition as a high level policy priority. However, this has yet to be widely mainstreamed into sectoral policies, or sufficiently integrated into programmes. Agricultural policies in particular remain focused on increasing production, often with scant regard for the nutritional consequences, as illustrated by the large-scale land concessions in Lao PDR and Cambodia. Adapted policy frameworks and programmes, new institutional arrangements and partnerships for action are urgently needed in the targeted countries.

ES6. The relevance of the specific project themes is questioned by the evaluation findings. Here the relevance was judged against the criteria of effectiveness in contributing towards the reduction of hunger and malnutrition.

- a. The relevance of enhanced market intelligence to *hunger reduction* – as opposed to increasing incomes or production - was evaluated as low. While



food prices have a major impact on hunger, there is little evidence that additional market information is a critical constraint to decision making on appropriate hunger reduction policies or programmes.

- b. Analysis of chronic food insecurity and vulnerability would have been of much greater relevance if it had focussed on providing policy relevant solutions, rather than additional problem analysis.
- c. The climate related work was relevant at the time of design, although the context has now changed considerably with many more actors and large resources.

ES7. It soon became apparent that the project design was unrealistic. The breadth of the ambition could not begin to be addressed through the available resources (2 million Euro). Following the recommendations of the project CTA, and Mid Term Evaluation (August 2011) results, the project logical framework was formally reviewed. This redesign included several important and positive design improvements - in particular the list of activities was substantially trimmed and the impact and outputs adapted.

ES8. The redesign was unable, at a late stage, to correct the more fundamental design flaws. The project still remains extremely broad in geographical, institutional and thematic coverage, and in the words of one respondent tried to do “too much, with too little, in too short a time frame”. This raises questions on the design process and approval procedures, of both the implementing agency and financier. In particular inadequate attention is given to which decisions (and decision makers) the improved food security information and analysis is intended to influence.

### ***Implementation***

ES9. The evaluation analysed the various aspects of project implementation. Budget and financial control was good. The project is on track to fully expend the outstanding budget. Due attention has been given to cost control and efficiencies and making good use of the available resources, with equality in the allocation of resources between countries. However, the fixed costs of the regional office absorbed a large proportion of the total budget. Increasing the total budget would have raised the proportion of funds directly available at the country level, and significantly improved overall cost efficiency.

ES10. The project benefitted from strong technical skills amongst the long-term international and national staff, along with FAO’s technical expertise at regional and global levels. One of the key achievements of the project was facilitating strengthened technical exchange between countries, the region and FAO HQ. However, FAO should seek mechanisms to institutionalize these linkages, in ways which reduce the reliance on ad hoc project funding.

ES11. The project relied extensively on short-term consultants for implementation, but the quality of delivery proved variable, and a constraint on overall performance. The use of Letters of Agreement with partner agencies appeared to yield more consistent results, and used judiciously have proved a valuable implementation tool.

ES12. The sustained engagement over a number of years, by FAO and other development actors, appears to have done little to ameliorate a chronic lack of food security analytical skills at national level in the region. A modified or alternate implementation model should be

considered in future. This may include more emphasis on capitalizing on opportunities to nurture and mentor local capacities, even at the expense of short-term delivery.

ES13. The project did well in navigating the complex web of institutional mandates and on-going initiatives to identify opportunities for action. Partners applauded FAO for largely avoiding overlapping or competitive actions, in what was sometimes a crowded field. However, this required significant investment in consultation and coordination. The cost of this was arguably disproportionate to the scale of the subsequent interventions. A more focused project scope would have helped circumvent this problem.

ES14. Project accountability and control systems were inadequately developed. The multi-agency advisory and steering bodies foreseen in the project design were not established. Monitoring arrangements also proved problematic, and the utility of the Mid Term Evaluation was compromised by the late timing. Stronger oversight arrangements could have helped to build broad ownership, identify implementation challenges and institute early corrective measures.

ES15. The *strategic participation* of Government was very weak in the design and this carried over into the implementation phase. The large number of government counterparts, and relatively small project resources available, made strategic interaction difficult. Interaction with Government proved to be largely at the level of partnership in implementation. The absence of an adequate strategic dialogue with Government compromised the uptake of outputs and outcomes through policy or investment for up-scaling

ES16. It is acknowledged that defining appropriate models of partnership between such a project and host Governments is very challenging. This is especially true in a project that is trying to introduce innovative ways of thinking – rather than working in support of a well established policy agenda. However, more meaningful participation of the host Government at all stages of the project design and implementation is needed than was achieved.

## ***Results***

ES17. The expected outcome of the project was to improve the availability and quality of food security information and analysis. This in turn was expected to contribute to a wider developmental objective of improved policy and programme design. The evaluation confirmed that the project had expanded the supply of information in the areas of market information, climate information and information on chronic food insecurity. Judged strictly against the revised logical framework the project successfully met the majority of targets.

ES18. The project successfully identified a number of niche opportunities, commensurate with the resource envelope, to improve information systems. For example, in the area of market intelligence the project helped to improve the management of price information, through facilitating the introduction of updated Agri Market software. It also contributed to facilitating the flow of price information between national, regional and global levels, and the improved dissemination and availability of price information and analyses.

ES19. The project worked on similar improvements in information systems to support decision making on chronic food insecurity. A core activity included improving the management of data with food security modules integrated into national databases. Analytical reports were produced, including the analysis of food consumption based on income-

expenditure data and it assisted with the establishment of periodic food security bulletins in Myanmar and Cambodia. Discussion of applying key analytical techniques was initiated, including the use of IPC protocols.

ES20. In the field of climate information the major achievement of the project was in bringing together the users and producers of the information in the Monsoon Forums. Potentially this process could lead to tailored applications of the short- to medium-term climate forecasts. Arrangements are already in place to sustain RIMES support to national systems. However, initial work on information for climate change adaptation has been increasingly overtaken by larger resource pots from other projects.

ES21. In the short-term, there are good prospects for the continuation of key project activities. However, to a large extent this is dependent on continued external support from resource partners. Given the fundamental capacity constraints in Governments this is perhaps unavoidable. In this context FAO needs to consider not only how to be ‘catalytic’, but how to provide sustained support to national agencies, including the improved use of available core budget resources.

ES22. Even allowing for the realities and constraints facing Government, it is of concern that there has not been a higher uptake of the project activities by national authorities. This could be seen partly as a consequence of the limited Government participation and ownership. Experience suggests that if there was a strong Government demand for the products piloted, then local resources will ultimately be found to institutionalize their production.

ES23. An overall conclusion of the evaluation was that the impact of the enhanced information and strengthened analysis on food insecurity and hunger is anticipated to be weak. This is not simply a case of inadequate time for the benefits to trickle through. The analysis concluded that there is little need for enhanced price information to support decision making in relation to hunger reduction initiatives. Nor did the analyses of chronic food insecurity and vulnerability respond to demonstrated demand, or link to specific decision makers or processes. In terms of linking information and decision making, the climate work had the most potential impact, but this is still largely unrealized.

ES24. The failure to construct strong links between information, analysis and decision making is a major weakness of the project. This is particularly disappointing given the long history of prior investments by FAO at global, regional and national levels. An outcome of these earlier pilots should have been a better understanding of how to identify and promote these links.

### ***Conclusions***

ES25. As noted above, the project succeeded in increasing the availability and quality of food security information and analysis in several domains. Judged strictly against the revised logical framework the project successfully implemented nearly all planned activities. The project successfully identified a number of niche opportunities, commensurate with the resource envelope, to improve information systems.

ES26. However, the impact of this enhanced information and analysis on food insecurity and hunger was judged as weak. The evaluation concluded that there is little demand for

enhanced price information to support decision making *in relation to hunger reduction initiatives*. Nor did the analyses of chronic food insecurity and vulnerability respond to national demand, or demonstrate clear linkages to specific decision makers or policy processes. In terms of linking information and decision making, the climate work had the most potential impact, but this is still as yet unrealized.

ES27. Looking forward, continuing urgent action to improve nutrition is required by Governments and their development partners in this region. This is largely a chronic problem and FAO has a comparative advantage in helping Governments to address this. One part of the solution rests with renewed attention on the improved quality and quantity of food consumption at household level – in short improved food security.

ES28. A more appropriate *entry point* for FAO, rather than the supply of food security information, would be direct support to policy and programme formulation, dissemination, monitoring and review processes. This could involve the examination of both stand alone food security policies and strategies, alongside mainstreaming nutritional objectives within other agricultural policies. Food security information and analysis activities should be designed contribute to these processes, rather than implemented in isolation.

ES29. Specifically, the potential contribution of Ministries of Agriculture to hunger reduction and malnutrition remains under developed, with agricultural policies continuing to be singularly focussed on raising national agricultural production. This provides an inadequate response to household level food insecurity. There is a major opportunity to work in a more focussed way with these specific Ministries, on an analysis of the food security and nutritional impact of agricultural policies and programmes. Scaled-up support to capacity development, through training, is also warranted in the region.

ES30. National level initiatives can be usefully complemented at the regional level. Regional institutions have an important role to play in building national capacities and supporting action. Both RIMES and ASEAN have proved to be valuable regional resources that deserve continued support.

ES31. Stronger resource partner coordination is needed on food and nutrition security programming at country and regional level. The EC could also strive to adopt a more programmatic approach within the region. Institutional arrangements between the EC and FAO need to be reviewed, with a move away from project based approaches to harmonized and aligned programmatic action based on strong Country Programming Frameworks.

ES32. The evaluation also highlighted a number of operational lessons. Project design, and the associated quality control procedures, was a major weakness. FAO should be willing to reject project funding where significant reputational risks exist. The involvement of national Governments was also inadequate at all stages of project design, implementation and evaluation. The apparent weakness in project appraisal procedures by the EC should also be addressed.

ES33. Finally, within the remaining implementation period there are still opportunities to maximize impact and sustainability.

## **Recommendations**

### **Recommendation 1: To the EC-FAO Project Management**

Before the end of the project the management should:

- Complete all outstanding reports
- Ensure all key reports are translated into local languages
- Disseminate results, and interpret policy implications, or make arrangements with the FAORs to do so after the completion of the project
- Ensure all project documents are archived and available on multiple websites
- Develop detailed exit plans for the key processes that the project aims to institutionalize (including Monsoon Forums, price data flows, the analysis of household income and expenditure surveys, IPC pilots) and negotiate responsibilities for handover
- Avoid taking on additional new activities
- Share the final evaluation report widely, specifically including implementing Ministries and national focal points

### **Recommendation 2: To FAO RAP and FAORs in Lao PDR, Cambodia and Myanmar**

The on-going revision of CPFs should draw on lessons and expertise of the EC-FAO programme to strengthen the framework for programming of future FAO policy support for hunger reduction and food security. Specifically the input of the outgoing CTA should be sought on the draft CPFs.

### **Recommendation 3: To FAO RAP and FAORs in Lao PDR, Cambodia and Myanmar**

Consideration should be given to formulate programmes, in conjunction with Ministries of Agriculture (and closely associated Ministries of Livestock, Forestry, etc.), on food security policy and programme formulation, dissemination, monitoring and review processes. Specifically, this should focus on *mainstreaming nutritional and resilience building approaches* into agricultural policy. Food security information and analysis would an integrated component of such an approach, rather than an objective in itself.

### **Recommendation 4: To FAO RAP**

FAO should consolidate the budding relationship with ASEAN on food security analysis. Collaboration with ASEAN should focus on appropriate regional activities, such as information exchange, lesson learning, training and policy harmonization. Careful consideration is needed of which division(s) in ASEAN should be capacitated.

### **Recommendation 5: To FAO RAP and FAO OEK**

FAO should continue and expand on its basic food security training courses in the region. This includes the work of OEK in conjunction with ASEAN. Linkages with relevant national agricultural Universities should be further explored, in an effort to institutionalize courses in food security within regional tertiary education facilities.

**Recommendation 6: To Resource Partners and FAO Senior Management**

Resource partners should specifically consider supporting further work on the food security implications of the large-scale land concessions and changes to land tenure rights in the region. FAO should bring this message to its governing bodies, and promote the use of its already considerable in-house expertise on tenure issues.

**Recommendation 7: To FAO Senior Management**

Project formulation guidance should be reviewed to assess the adequacy of:

- Standards for involvement of host Governments in project formulation
- Procedures for reviewing projects, before submission to resource partners

**Recommendation 8: To FAO Asia IPC project**

Within the limits of available resources the FAO managed IPC Asia project should conduct further follow-up in country to explore national level interest in a pilot exercise in Cambodia. The relatively strong analytical and coordination systems present in Cambodia provide a fertile context for piloting the Integrated Phase Classification system for food security.

## **1 Introduction**

### ***1.1 Background and purpose of the evaluation***

1. This EU-FAO Food Security Project for selected countries in the Greater Mekong is funded under Priority 2 of the European Commission's Food Security Thematic Programme (FSTP) 2007-2010. The project started on 01 April 2009 with a three year duration and a 2,000,000 Euros budget. A no-cost extension has increased the project duration by six months, with a revised ending date of 30 September 2012.
2. With activities in Cambodia, Lao PDR and Myanmar, as well as at the regional ASEAN level, the project's overall aim is "to contribute to improve food security policies and programmes in order to reach MDG 1". The intended outcome of the project is: "quantity, quality and timely food security information is more available and accessible to support planning, policy and programme decision-making". The key expected project outputs are: (1) governments and regional organisations' awareness and engagement in food security increased; (2) national and regional capacities to collect, analyse and manage food security data increased; and (3) cooperation between government agencies and between governments and development partners improved.
3. Project activities are organized into four main components: market information, climate information, vulnerability information, and cross cutting activities to strengthen communication, networking and capacity building. Activities are intended to support and strengthen the capacity of information producers to produce more accurate, timely and relevant information to meet the needs of decision-makers.
4. The targeted direct beneficiaries of the project are national governments and regional organisations involved in collecting, analysing and disseminating food security information. The indirect beneficiaries are the users of this information. The ultimate intended beneficiaries are the hungry and malnourished in Cambodia, Lao PDR and Myanmar.
5. At the regional level, the key implementing partner is the Association of SE Asia Nations (ASEAN), particularly the ASEAN Food Security Information System (AFSIS). The project has also worked closely with the Regional Integrated Multi-Hazard Early Warning System (RIMES) on the climate information component of the project. National level partners vary from country to country, but include ministries of agriculture, livestock, forestry, fisheries, water resources, trade, commerce, health and planning, and particularly agricultural marketing offices, central statistics offices, departments of meteorology and nutrition. The project has also worked closely with cross-sectoral food security coordinating structures and thematic groups, UN agencies, NGOs and the private sector.
6. A Mid-Term Evaluation was conducted in June/July 2011. Based on its recommendations, the Contract Agreement was amended to improve the project design to enhance its relevance, feasibility, effectiveness, efficiency, impact, and sustainability.
7. This final evaluation took place in June and July 2012, two months before the end of the project. The evaluation was managed by FAO's Office of Evaluation (OED), FAO Headquarters, who provided quality assurance on the evaluation process and the report.

8. The final evaluation examined project achievements and impacts. The main purposes of the evaluation were defined in the ToR (see 0) to:
  - a. Identify strengths and weaknesses in implementation.
  - b. Assess level of achievement of the intended impact and potential for sustainability.
  - c. Capture lessons in project design, implementation and management.
  - d. Make recommendations regarding specific actions that might be taken in future projects.

## **1.2 Methodology of the evaluation**

9. The evaluation was organized to examine progress against the range of internationally accepted evaluation criteria, viz; relevance, efficiency, effectiveness, impact and sustainability. A detailed list of questions was included in the ToR (see 0) and these were adapted during the course of the evaluation.
10. The evaluators used a range of approaches to assist in answering these questions, including:
  - a. Consulting a large number of project reports and documents. These included project agreements, progress reports, the MTE and management response, financial reports, project concept notes, Letters of Agreement and associated monitoring reports, consultants ToRs and reports, and other notes of trainings, workshops and other meetings. (See Annex 3 for a list).
  - b. Semi-structured interviews with key informants and stakeholders. Respondents included the project management, the FAO Representations in concerned countries, the European Union Delegations and the Governments Ministries and other implementing partners. This was supported by interview check lists.
  - c. Secondary sources of data were also analyzed to corroborate findings, such as web analytics.
11. The evaluation considered project achievements up to the period of the field missions to the project countries and regional centre. Whilst the evaluators were made aware of various developments beyond this date, these are not reflected in the report as it is not feasible to verify or analyze these additional changes.
12. To ensure the accuracy and validity of study findings, the evaluation used a *process of triangulation*. The findings of the study do not rely on the opinions of individual interlocutors, but reflect interlocking evidence drawn from multiple sources. Conclusions are clearly based on findings, and recommendations are based on conclusions. The recommendations are presented for further action by FAO and other concerned actors.
13. At the end of the mission, the Evaluation Team presented its preliminary findings, conclusions and recommendations to the FAO in Rome. The comments received during this debrief have been incorporated into the evaluation report. Due to the unavailability of key staff, the expected debrief of the European Union Delegation in Bangkok and the FAO Regional Office for Asia and the Pacific (RAP) did not take place in the field.

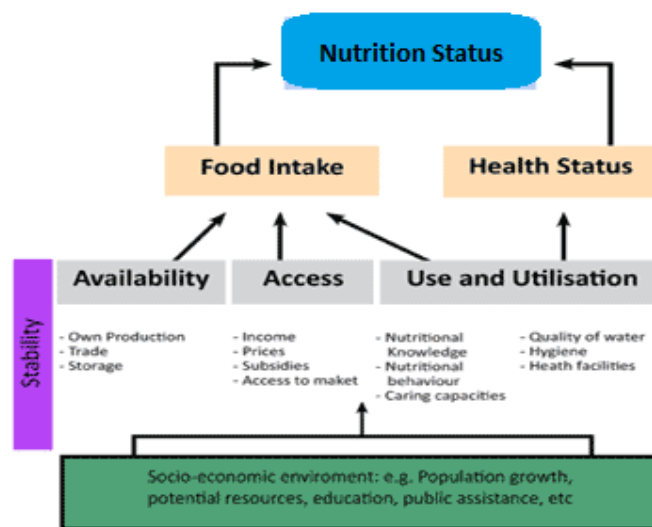


14. A draft evaluation report was circulated among FAO stakeholders for comments before finalisation and suggestions have been incorporated as deemed appropriate by the Evaluation Team.

### 1.3 Terminology

15. One clarification on terminology used in the report is made at the outset. The report deals extensively with the concepts of food security and nutrition security. Within the context of this report, *food security* is used to describe when households consume an adequate quantity and quality of food. *Nutrition security* requires both food security, and good health, to enable absorption of nutrients ingested.

**Figure 1 Relationship of Food and Nutrition Security**



Source: Adapted from CARD

16. Therefore, food security is necessary, but not sufficient to achieve nutrition security – or put another way nutrition is a broader policy objective than food security.

## **2 Context of the project**

### **2.1 Situation, policies and institutions**

17. To provide context for the evaluation, the development, policy and institutional settings at regional and country level for the project area were reviewed.

#### **2.1.1 ASEAN context**

18. Development in the ASEAN region as a whole is highly heterogeneous, and the project is targeted on the three poorest countries of the ASEAN block. The GDP/Capita of Lao PDR (\$1,281), Cambodia (\$1,818) and Myanmar (\$1,040) lags far behind many of their neighbours. All three countries face a major problem of malnutrition – as evidenced by the unacceptable stunting rates. However, the countries have made differing levels of progress in establishing the necessary policy frameworks and the institutional arrangements and partnerships to address this challenge.

19. Regional agreements on food security in ASEAN date back to 1979, with the agreement on the ASEAN Food Security Reserve. This was followed by a series of programmes and strategic plans of action regarding cooperation and policy coordination under the ASEAN Ministers of Agriculture and Forestry. These policy efforts focused on attaining food security through enhanced rice production.

20. In the aftermath of the 2008 Food Crisis, the 14th ASEAN Summit (March 2009, Thailand) adopted the ASEAN Integrated Food Security (AIFS) Framework and Strategic Plan of Action on Food Security (2009-2013). This plan focuses on increasing food production, reducing post harvest losses, promoting a more conducive market environment, ensuring food stability, promoting availability and accessibility to agricultural inputs and operationalizing regional food emergency relief arrangements. A notable feature of the plan is the agreement to establish the ASEAN Plus Three<sup>1</sup> Regional Emergency Rice Reserve (APTERR). This builds on lessons from earlier pilots to operationalize a food security rice reserve.

21. The ASEAN Secretariat is the overall coordinator of the ASEAN Integrated Food Security (AIFS) Framework and Strategic Plan of Action. Within the secretariat the Agriculture, Industry and Natural Resources Division of the ASEAN Secretariat plays a central role. This Division is currently staffed by 7 professionals.

22. Resource partners have provided support to ASEAN to develop its capacities for food security information and analysis. Japan has funded two phases (2003 – 2012) of a Food Security Information System (AFSIS) to strengthen the systematic collection, analysis and dissemination of agricultural statistics AFSIS produces regularly two main publications: the ASEAN Early Warning Information and the ASEAN Commodity Outlook. The current AFSIS project is ending this year, and discussions amongst ASEAN members are underway on institutionalizing this capacity.

23. Other resource partners are supporting the broader ASEAN food security and nutrition agenda. FAO is one of the key partners of the ASEAN secretariat in the field of food security. An FAO/GIZ initiative is building capacity of national staff, through a

---

<sup>1</sup> Plus three refers to China, Japan and South Korea.

regionally organized Food Security Learning Programme. USAID is also working heavily with ASEAN, funding an initiative promoting food security through increased regional trade.

### *2.1.2 Lao PDR context*

24. Despite rapid economic growth<sup>2</sup> and reduction in poverty levels (see Figure 5, page 13 Figure 3) malnutrition remains a major issue in Lao PDR. Chronic malnutrition remains consistently high, with some 40 percent of children classified as stunted<sup>3</sup>.
25. Achieving national rice “self sufficiency” has long been regarded by Lao decision makers as the main way of attaining food security. The Food Security Strategy (2000-2010) focused on promoting higher levels of rice production in order to meet the necessary calorie intake of the population. Based on this vision and strategy, MAF consistently allocate the bulk of its investment resources (80% in average) to developing and rehabilitating irrigation schemes and deployed the majority of its personnel (i.e. extension agents) at local level to promote rice intensification. However, even though national level rice “self sufficiency” was attained in the early 2000’s, malnutrition and hunger continue to afflict a large percentage of households.
26. An inter-sectoral approach to the problem started to emerge with the National Nutrition Policy and National Nutrition Strategy (2008). This led to a National Nutrition Strategy in 2009 and an accompanying National Plan of Action. The above three documents also helped to mainstream nutrition into the 7th National Socio-Economic Development Plan. However, under the nutrition plan of action, the responsibility for action falls disproportionately on the Ministry of Health.
27. Efforts to mainstream nutrition within sectoral policy remain patchy. The Agricultural Development Strategy 2011 – 2020 makes limited reference to food based solutions on hunger and malnutrition. Recent major policy initiatives have been criticized for their negative impacts on household nutrition. The resettlement policy – the relocation of uphill villages to lowland areas – constrains access to land, forces households to adopt new livelihoods and food security strategies and exposes relocated population to higher risks of flooding. Large-scale land concessions for commercial plantations have had similar negative impacts on household livelihoods.
28. The definition of institutional responsibilities for addressing chronic hunger and malnutrition – including policy making, oversight, implementation and reporting – is poorly defined. The National Nutrition Council, established under the National Nutrition Policy, has not proved effective. The Ministry of Health and the Ministry of Agriculture and Forestry, are the main players, but their respective interventions are not effectively coordinated. Similarly, strong coordination mechanisms are lacking amongst the development partners; resource partners, UN agencies and NGOs. The National Science Council under the Office the Prime Minister has not yet been able to effectively carry out its mandated coordination role.

---

<sup>2</sup> Since 2000, Lao PDR has experienced a phenomenal period of economic growth. Between 2000 and 2008, the national GDP more than (average annual growth rate of GDP was close to 8% per year).

<sup>3</sup> MICS III (2006): LSB/ UNICEF

29. Coordination for emergency response is better structured. A National Disaster Management Committee (NDMC) was established in 1999 with responsibility for disaster preparedness and management. A National Disaster Management Office (NDMO) acts as the Secretariat of the NDMC and has received continuous support from development partners (essentially UNDP) since its creation. The NDMO works also with the ASEAN Working Group on DRR and DRM, providing support to other disaster management offices in neighbouring countries. A National Disaster Management Plan is currently under preparation.
30. A key constraint faced by Lao PDR is its human resource deficit (especially for qualified staff) that is acute in the private as well as public sector. Specifically, food security analysis and planning skills are in critically short supply.

### *2.1.3 Cambodia context*

31. Over the past decade Cambodia has benefited from robust economic growth<sup>4</sup>. However, poverty rates remain very high, with increasing inequality between and within urban and rural areas, and among regions and social groups. The poor are overwhelmingly rural: in 2004, 91.6 percent of the nation's poor were living in rural areas; in 2007, this rose to 92.7 percent.
32. Agriculture production has also greatly improved during the last decades and Cambodia has become food self-sufficient at the national level (paddy rice surplus of more than 3.9 million MT in 2010/11). However, chronic malnutrition remains unacceptably high with the percentage of stunted children estimated at 39.5 percent. Crucially malnutrition remains a problem within all wealth deciles, indicating that income and crop production based solutions are, at best, only a partial solution.
33. In contrast the rate of acute malnutrition – associated with rapid deteriorations in nutrition during crises – is under 9 percent. However, the recent economic downturn and the high food prices in 2008 have been associated with a recent increase in acute malnutrition. The level of wasting among the urban poor has risen from 9.6 percent in 2005 to nearly 16 percent in 2008.
34. Improving food security and nutrition is an important development priority of the Government of Cambodia. Food security is addressed in the Government's Rectangular Strategy and the National Strategic Development Plan Update (2009-2013). An inter-sectoral Strategic Framework for Food Security and Nutrition (SFFSN 2008-2012) provides a nationally endorsed framework for mainstreaming nutrition within the various sectoral policies.
35. Examples of nutrition sensitive sectoral policies include; the Strategy for Agriculture and Water, a National Nutrition Strategy in the Ministry of Health and a national framework to enhance food fortification with micronutrients. The Council for Agriculture and Rural Development (CARD) has also developed the National Social Protection Strategy (NSPS 2011-2015) to systematically address risks and vulnerabilities of the poor and major causes of food insecurity in Cambodia.

---

<sup>4</sup> Economic growth during the 2003-2008 period averaged around 10 percent per year, with a record high annual rate of growth of 13.3 percent in 2005.

36. Cambodia has strong incentives, through long term land concessions, to large scale investments in rural areas. This has resulted in the rapid development of plantations (Hevea, palm oil, coffee) that is associated with land evictions and conflicts. The negative effects of the development of this new form of agriculture on local livelihoods are well documented raising important concerns among the development community (see Box 1).

**Box 1. Land concessions in Cambodia. What effects on food security?**

As admitted by the Ministry of Agriculture, Forestry and Fisheries<sup>5</sup>, the total number of land concessions offered by the government to private agro-industrial firms hit 1.19 million hectares, equivalent to 13.5 percent of Cambodia's total land mass or 30% of its total arable land<sup>6</sup>. While investment in the agricultural sector is vital, the issue is not one of merely increasing budget allocations to agriculture, but rather, that of choosing from different models of agricultural development which may have different impacts and benefit various groups differently.

The magnitude of Cambodia's land problems have been highlighted by the United Nations Development Programme (UNDP) and many other organisations. Land grabbing often leaves people destitute and without effective access to legal or other remedies. It mainly affects the socially and economically most vulnerable, and it adds to Cambodia's growing inequality by divesting people of a livelihood and resulting in the creation of segregated relocation sites where people have no access to a means to earn a living. How is this massive land allocation movement affecting livelihoods and food security? At the least, what policy options are available to mitigate the negative effects of such rapid changes?

37. Compared to Lao PDR and Myanmar, Cambodia has made tremendous progresses in developing an institutional framework to address the food security and nutrition agenda. Created in 1998, the Council for Agriculture and Rural Development (CARD) has been tasked with monitoring the food security situation, developing adequate response policies, mainstreaming the food security agenda into key sector policies and strategies and coordinating interventions. CARD has succeeded in providing information and analysis, developing a policy framework, and facilitating inter-sectoral dialogue through various networks, conferences and regular meetings. Future CARD priorities are operational coordination and the creation of coordination structures at the provincial level.
38. Resource partners have been extremely active in supporting food and nutrition security in Cambodia. WFP, FAO and GTZ/GIZ have provided support to CARD. Relevant FAO projects in Cambodia include support to institutional arrangement and coordination, and food security policy (through the FAO Multi-Partner Programme Support Mechanism, and its predecessors (FMPP and FNPP) and the Spanish funded MDG-F "Joint Programmes for Children, Food Security and Nutrition in Cambodia" working in concert with four UN agencies. The ADB supported Emergency Food Assistance Project (EFAP), a response to the 2008 food price crisis, provided assistance to strengthening institutional capacities for food security information and analysis. In addition more than 1,300 NGOs operate at field level and play an important role in improving food and nutrition security, making it a very crowded, but fragmented, field of operations.

<sup>5</sup> <http://www.camnet.com.kh/cambodia.daily/> Feb 8th 2012

<sup>6</sup> <http://www.indexmundi.com/facts/cambodia/arable-land>

*2.1.4 Myanmar context*

39. With a population of nearly 50 million inhabitants, important natural resources (gas, oil, minerals, hydropower), the country has a potential that remains largely untapped. A large proportion of the population is still extremely poor. In common with Lao PDR and Cambodia chronic malnutrition remains endemic, with a national stunting rate of 41 percent (2003).
40. Inter-sectoral nutrition objectives are weakly articulated in national development plans. At the sectoral level Myanmar agriculture policy is essentially focused on increasing rice production through access to improved varieties (in particular the development and provision of hybrid rice seeds), the development of irrigation and mechanization (pre and post-harvest) and land consolidation through the shift to larger farm structures.
41. Myanmar had a National Plan of Action for Food and Nutrition for the period 2006-2010 prepared by the National Nutrition Centre of the Department of Health. This was orientated towards health based solutions to malnutrition. This document is currently being updated with the support of the EC-FAO FSP project.
42. Myanmar Ministries have a weak culture of inter-ministerial cooperation. Currently, no single Myanmar institution is granted with the responsibility to oversee nationally food security. A decision was made to create an inter-ministerial food security council chaired by the Ministry of Agriculture and Irrigation in 2009. However, this was never operationalized. Although a variety of other coordination bodies exist, these largely lack meaningful Government participation – including the Thematic Group on Food Security and Agriculture in Myanmar jointly chaired by the FAO and the WFP, the NGOs/CSOs based Food Security Working Group (FSWG), and the very recently launched Food Security Information Network (FSIN). The physical distance between the Ministries in the capital Nay Pyi Taw, and development partners in Yangon, impedes coordination.
43. There is an active body for nutrition coordination involving both Government and development partners. The Myanmar Nutrition Technical Network plays an active role in information sharing and coordination of nutritional activities among development partners. Its members include 28 international and local NGOs, which have prepared a joint action plan. It is chaired by the Ministry of Health but is not of inter-ministerial nature.
44. Myanmar has not received any significant official development assistance for nearly two decades and there is now a serious investment gap in the rural economy. With the recent political changes, more significant amounts of ODA are now available. However, this still has limited Government ownership or control. For example major resource partners have pooled funds for livelihoods interventions in the LIFT consortium managed by UNOPS, but the Government is not eligible for direct funding from this mechanism.
45. Working with Government in Myanmar is considered by most Development Partners as a difficult endeavour requiring disproportionate amounts of time, although the situation has generally improved since the last parliamentary elections. A profound decentralization process is also on-going in Myanmar, necessitating a reconsideration of the efforts invested in information for food security since decision making at the sub-national level is growing in importance.

## **2.2      *Origins of the project***

46. The EC-FAO Food Security Project is part of a sequence of project based support provided by FAO in the region. Since the 1990's FAO has helped to develop national capacities to produce and analyze agriculture statistics, combined with supporting and operating early warning systems, with efforts spearheaded by the FAO Global Information and Early Warning System (GIEWS).
  
47. The current project builds on the experiences and achievements of the FAO/EC Food Security Programme - Phase II (GCP/GLO/162/EC) (in Cambodia and Lao PDR 2006 to 2009) and the Asia FIVIMS Project - Phase II (GCP/RAS/170/JPN, 1998 to 2009). On certain themes (for example the element of vulnerability analysis) the current project capitalized on and ensured continuity in the technical support provided by its direct predecessor projects. In addition, the food price crisis of 2007/08 and the growing attention to the consequences of climate change, were important contextual factors that significantly influenced the project design.

### 3 Concept and relevance

#### 3.1 Design

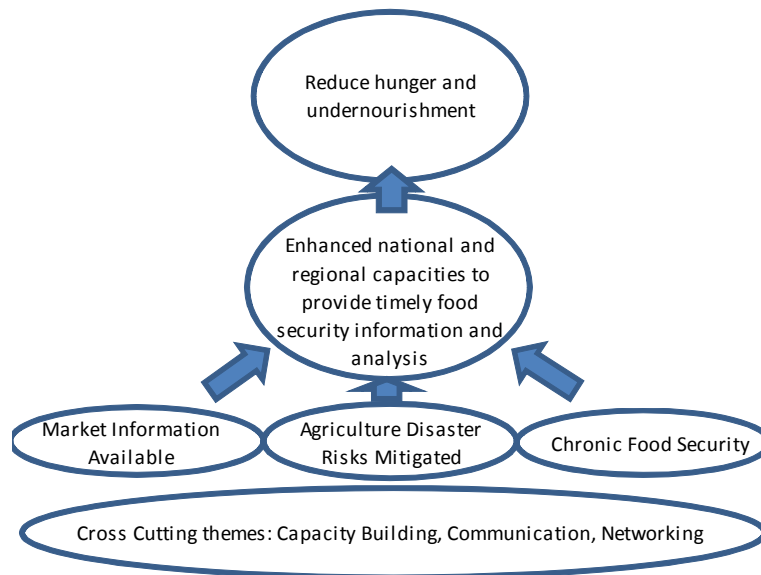
48. The project design occurred in two distinct stages. The original project design occurred in 2008 and 2009. However, following advice of the project CTA, and the specific recommendations of the Mid Term Evaluation, a substantive redesign exercise took place in August 2011. A revised log frame, explanatory notes, work plan and budget were prepared by FAO and finally approved by both parties through Addendum #2 (GCP/RAS/247/EC) in February 2012.
49. The ToR for the evaluation clarify that the progress and achievements of the project are to be evaluated against the goals and targets specified in Addendum 2. However, an analysis of the *overall project design process* necessarily needs to examine both the original design, and the re-design exercise. These processes are discussed in more detail below.

##### 3.1.1 Original Design

50. The project was designed to contribute to a development goal of “Reducing hunger and undernourishment in Cambodia, Lao People's Democratic Republic and Myanmar”. The project outcome was stated as: “Enhanced national and regional capacities to provide timely information and analysis for impending food and agricultural crises, including an improved understanding of potential impacts of climate change and variability on food security, and to address effective policies, strategies and/or interventions for hunger and vulnerability reduction.”
51. The underlying assumption is that food security information is a critical constraint to action on hunger. The need for improved information was addressed under three project outputs designed to respond to the most pressing food security challenges at the time:
- The food price crisis of 2007/08 led to the inclusion of an output on improved monitoring, analysis and reporting of staple food prices;
  - The growing attention to the consequences of climate change, including the increased incidence of extreme events, resulted in an output to better monitor, analyse, and report on agriculture disaster risks caused by climate-related natural hazards; and
  - The persistent and unacceptably high levels of chronic malnutrition were addressed through an output on strengthening functions in chronic food insecurity and vulnerability monitoring and analysis.
52. These three major outputs were in turn supported by relevant activities. Cross cutting activities of capacity building, networking and communications were also identified. The original project logic is summarized in the graphic below (Figure 2):



**Figure 2 Original Project Logic**



53. It soon became apparent that the project design was unrealistic for a number of reasons. Most obviously there was a complete mismatch between the breadth of its ambition and the resources available for implementation. The design envisaged no less than 37 activities. Many of these activities were intended to be replicated at regional level and in all three countries, at both national and sub-national levels.
54. All of this was to be achieved with a budget of €2 million<sup>7</sup> (approximately \$2.6 million). To place this in context, proposed follow-up activities on one of the project outputs in one country, albeit with much greater depth than the project attempted, have been costed in excess of the total budget. For example, a proposed project to support to climate forecasting in Lao PDR is budgeted at \$5.8 million and support to Market Information Systems in both Myanmar and Cambodia at over \$2 million.
55. In addition to the over ambitious list of activities, other aspects of the design were questionable, including the project logic itself. *There is little clarity on the pathways through which food security information was expected to influence action.* Ultimately the project substance fails to correspond with the title of the action “Linking Information and Decision-Making”. Crucially a rigorous analysis of the demand for food security information was lacking in the design phase.
56. The lack of elaboration of this element of the logic is all the more striking given that the project was preceded by two previous FAO projects working on this topic. This included two previous phases of the FIVIMS Asia project, and a number of activities conducted in Lao PDR PDR and Cambodia under Phase II of the EC-FAO Global Food Security Project. It was not apparent how – or even if – the project built on the lessons of these previous interventions. No independent evaluation was conducted at the conclusion of the

<sup>7</sup> It is noted that the SE Asia region received only Euro 2 million whereas other regions (Africa, Latin America, Europe) received up to Euro 10 million for similar regional and country-level work.

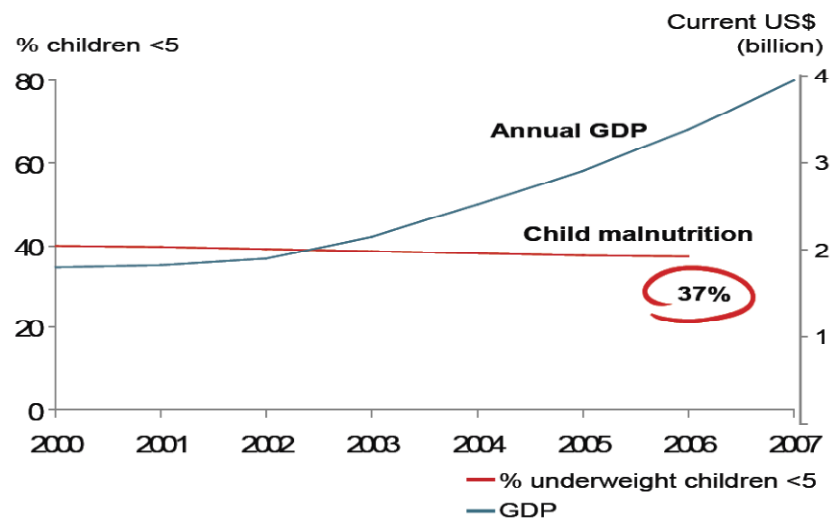
FIVIMS project - had a good critical review been available then the project design might have been considerably improved from the outset.

57. A further design issue is the assumption of common challenges and solutions in each of three countries. In practice the context, challenges, constraints and opportunities are very different. In retrospect individual projects designed and implemented at the national level, rather than a multi-country approach, would have been preferable.
58. Equally there are limited synergies between the pillars in any one country. The work on market prices, climate related disasters and vulnerability analysis were effectively three sub-projects in each country. This again contravenes principles of good project design and inefficient implementation.
59. Some of these issues were addressed by FAO, specifically the over ambitious number of activities, early in implementation through the initial country consultation workshops. These exercises began a process of prioritizing activities at the country level. However, the EC is understood to have advised that the formalization of these changes was guided by the recommendations of the Mid Term Evaluation (MTE). Whilst a logical approach, the relatively late scheduling of the MTE meant that the redesign occurred very late.

### *3.1.2 Revised Design*

60. The major findings of the 2011 MTE related to the weakness of the project design. Building on this, a formal review of the logical framework was undertaken in August 2011, led an external facilitator with the participation of the project team. Given the advanced stage of implementation – with officially less than a year of the implementation period remaining – the scope for reform was necessarily limited. However, a number of significant changes did follow.
61. Firstly the project's overall aim was re-aligned from contributing to improved food security ("hunger and under-nutrition") to contribute to achieving MDG 1. This objective was imprecisely formulated as FAO did not expect the project to contribute to the poverty reduction element of MDG 1.
62. This is an important but subtle distinction that may not have been apparent to project partners. The region demonstrates well the limited correlation between poverty reduction and chronic malnutrition rates (see Figure 5). The risk is that such a broad objective legitimizes activities to increase agricultural production and incomes, but have little impact on hunger and malnutrition. Given existing national policy biases it may have been advisable to make this distinction clearer.
63. However, the redesign did intend to widen the objective from food insecurity (ie. ensuring adequate food consumption), to include the reduction of malnutrition. Given the high global profile given to addressing malnutrition as an overarching development goal, and its increasing reflection in national policy frameworks, the strategic re-alignment towards food and nutrition security was both appropriate and necessary. This element of the change is strongly supported.

**Figure 3 Comparison of Trends in GDP and Child Malnutrition in Lao PDR**



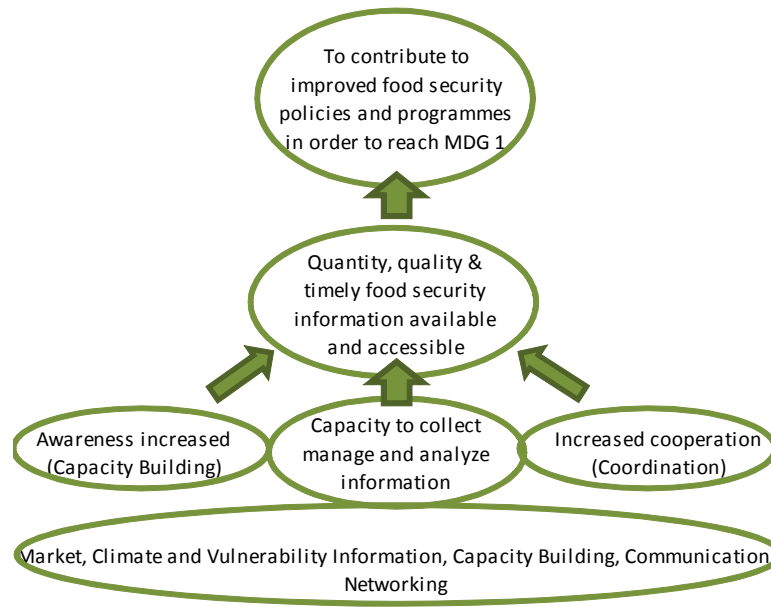
Source: LAO PDR REACH Project

64. The reformulation of the project’s intended impact does helpfully add an explicit link between improved information to food and nutrition security through the medium of policies and programmes. However, a core question remains on whether it would have been more appropriate for the project to be *accountable* for influencing policies and programmes by including this in the statement of project outcomes, rather than leaving this as an indirect goal.
65. At the outcome level the project continues to be directed towards increasing the supply, and quality of, food security information.
66. At the output level one of the three outputs was changed to “National and Regional capacities in collecting, analysing and managing food security data increased”. This refined the scope of the project to clarify that generating new data was outside of the project scope. In line with the limited resource envelope, it was clarified that the project could not improve the availability of basic data and statistics, but instead would support improved data management, analysis and dissemination.
67. The two other outputs are “Governments and regional organisations awareness and engagement increased” and “Cooperation amongst government agencies and between government and development partners improved”. Although introduced late in the implementation cycle these changes opened the door to new activities on basic training on food security concepts, and more emphasis on coordination activities. Again this is judged as a positive change.
68. The list of activities was formally and substantially trimmed. From a total of 37 planned activities the number of activities was reduced to 13 – with a further four activities already completed. Although to some extent an ex-post formalization of the *de facto* reality, this was a logical and necessary change.
69. Finally the revised design included a new list of indicators. This was necessitated by both the change in logic and the weakness of the original OVis. However, the indicators

remain weak. The new OVIs do not provide a particularly useful guide to the level of attainment of higher level results (outputs, outcomes and impact) and instead tend to be largely a re-statement of the activities (see Annex 5). The definition of appropriate SMART indicators for a capacity development project is, however, notoriously difficult.

70. The summarized revised design logic is given below (Figure 4). For a full comparison of the two versions of the logical framework refer to Annex 6.

**Figure 4 Revised Project Logic**



71. The re-design included several important and positive design improvements. However, it was unable, at this late stage, to address the more fundamental flaws of the design. It could not revisit the multi-country design or the range of pillars included. In particular, the core linkages between information and decision making were not clarified. The project still remains extremely broad in geographical, institutional and thematic coverage. In the words of one respondent the project tried to do “too much, with too little, in too short as time frame”. This led to a number of opportunistic and weakly connected actions. The conclusion is that, despite the re-design efforts, major design flaws have continued to negatively impact the course of implementation.
72. This leaves pertinent questions on the design process. Reports suggest that the design would have benefitted from a wider range of professional inputs earlier in the process, as it remained too reliant on very few individuals. It also highlights a failing in the approval procedures, of both the implementing agency and financier. FAO should be consider refusing extra-budgetary funds for poorly-designed projects, rather than risk the damaging long-term reputation and partnerships.
73. Corrective mechanisms did eventually kick-in, but vey late and when the scope for revision was limited. This was not helped by the late timing of the MTE or the absence of a project steering body where these issues could have been identified. Therefore, attention needs to given to routinely building in structured and early review mechanisms.

### 3.2 Relevance

74. The evaluation examined the extent to which the project objectives and strategy were consistent with countries' expressed requirements and policies and other major aid programmes, at the time of approval and at the time of the evaluation. It also analysed the degree to which the project corresponds to priorities in the FAO and the EC policies and programming frameworks.
75. In the broadest sense hunger and malnutrition remain high policy priorities for all of the main actors. In particular malnutrition has rapidly risen up the policy agenda in recent years, with calls for this to be addressed both through integrated action on food consumption and public health. At a global level, in addition to the MDGs, attention has coalesced around the road map for Scaling Up Nutrition (SUN). The FAO and EC both remain firmly committed to reducing malnutrition and hunger, as expressed through various policy statements<sup>8</sup>.
76. This high level interest has translated into clear national level policy commitments. Nutrition now features strongly in the master plans for national development in all three target countries. Overarching nutrition security frameworks have been adopted in Lao PDR and Cambodia.
77. The treatment of nutritional objectives at a sectoral level is more patchy. In all three countries the agricultural policies continue to display a fairly narrow focus on pursuing food security through increased production of staple crops. Therefore adapted policy frameworks, institutional arrangements and partnerships for action are urgently needed in the targeted countries. Therefore, the project design impact and outcome remains highly relevant.
78. However, the relevance of the various project themes towards the overall objective is questioned. The relevance of enhanced market intelligence to *hunger reduction* was evaluated as low. Increased information on chronic food insecurity and vulnerability would have been of much greater relevance if it had focussed on solutions – rather than problem analysis. The climate related work was relevant at the time of design, although the context has now changed considerably<sup>9</sup>.
79. The project also aligns broadly to a number of other policy themes in its design. This includes disaster risk reduction – including the specific case of management of price spikes – and climate change adaptation. Both of these remain pertinent policy challenges at global, stakeholder and national levels. Whilst these are all clearly important development concerns, the question is to what extent the project should, or could, effectively address such a breadth of issues. This is debated further in the following Chapters.

---

<sup>8</sup> For example the EC Communication “An EU policy framework to assist developing countries in addressing food security challenges”, March 2010.

<sup>9</sup> The justification for these conclusions is given in Section 3.1.2.

## 4 Implementation

### 4.1 Budget and Expenditure<sup>10</sup>

80. The budget expenditure and balances, by major head, are given in Table 1. This presents the amended budget, and actual expenditures and balance as of 15<sup>th</sup> July 2012. A balance of approximately \$620,000 is unspent as of this date. Hard commitments and project management forecasts for additional expenditure prior to the conclusion of the project are also shown in this table. Based on this information it is anticipated that the available balance will be effectively expended by end of September.

**Table 1 Summary of Budget, Actual and Forecast Expenditures (US dollars)**

	Budget	Actual (as of 15th July)		Forecast (end of Project)	
		Expenditure	Balance	Balance	Variance
<b>Professionals</b>	785,175	787,749	-2,575	-66,046	-8.4%
<b>Consultants</b>	607,218	440,661	166,557	-39,063	-6.4%
<b>Contracts</b>	223,017	139,772	83,246	23,290	10.4%
<b>Travel</b>	422,079	267,712	154,367	51,797	12.3%
<b>Training</b>	91,385	73,273	18,113	-4,487	-4.9%
<b>Expendible Procurement</b>	11,089	9,358	1,731	166	1.5%
<b>Non-Expendible Procurement</b>	11,170	11,126	44	44	0.4%
<b>Technical Support Services</b>	273,745	122,480	151,265	32,984	12.0%
<b>General Operating Expenses</b>	101,137	83,290	17,847	4,511	4.5%
<b>Support Cost (7%)</b>	166,812	137,437	29,375	3,196	1.9%
<b>TOTAL COST OF THE ACTION</b>	<b>2,692,828</b>	<b>2,072,857</b>	<b>619,971</b>	<b>10,724</b>	<b>0.4%</b>

81. Factoring in additional anticipated expenditure the variances on each of the major budget lines should stay within the agreed 15% margin. The lines of over expenditure relate to staff costs (professional and consultants), which can be largely explained by the six month no cost extension. Major cost savings have come from the travel budget and reduced use of technical support services from FAO HQ.

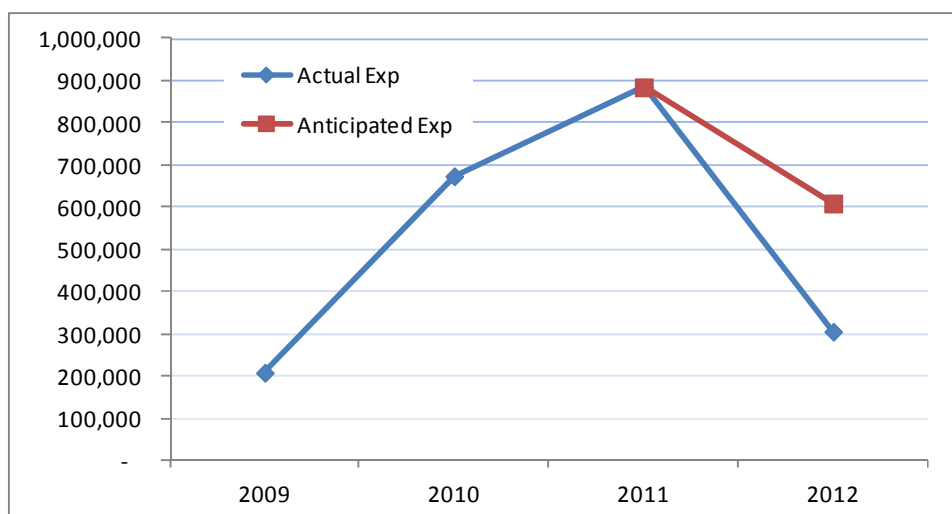
82. A majority of the project expenditure is devoted to staff costs, both fulltime professionals and consultants. It is reasonable in a capacity development project. It is noted that the cost of operating the regional project office (professional staff plus associated travel costs) absorbed approximately one third of the total project budget. Providing these skills was critical to the project success. It could be argued that this element was in effect a fixed overhead. Therefore, a larger total budget would have increased the proportion of funds available at the country level and significantly improved overall cost efficiency.

83. The drawdown of budget by year is shown in Figure 5. This illustrates the slow start-up to activities in the first year – the substantive CTA only took up his position at the end of

<sup>10</sup> The evaluation team is indebted to the CTA for sharing his budget analyses which have been used extensively in this section.

2009. There has been a relatively steady rate of budget utilization over the remaining project implementation period.

**Figure 5 Project Expenditure by Year**



84. There is a strong degree of equity in the allocation of funds amongst the three beneficiary countries. Expenditure in support of regional level activities was much lower. (NB the estimates in the table below are based on partitioning the total project expenditure against one of the three countries or regional level activities. For example, the costs of the CTA have been attributed amongst these activities.)

**Figure 6 Project Expenditure by Country and at Regional Level**

	Regional	Cambodia	Lao	Myanmar	Total
<b>2009</b>	18,193	68,406	67,238	54,628	208,464
<b>2010</b>	47,817	201,345	215,458	209,276	673,896
<b>2011</b>	102,119	299,941	241,035	241,422	884,516
<b>2012</b>	26,038	83,970	89,530	87,711	287,249
<b>TOTAL</b>	<b>194,167</b>	<b>653,662</b>	<b>613,261</b>	<b>593,036</b>	<b>2,054,125</b>
<b>%</b>	<b>9%</b>	<b>32%</b>	<b>30%</b>	<b>29%</b>	<b>100%</b>

85. To provide an indication of cost efficiency the cost of specific key project activities were examined. As indicative figures the cost of organizing a three day market analysis training event in each country was approximately \$300 per person. This estimate is based on the direct cost of the consultants and meeting costs. However, it does not include the costs of support from the CTA, NPC and other project staff – nor the 7% project overhead. As these fixed costs consumed approximately 40% of the total budget it is assumed that a better reflection of the actual cost of organizing and delivering such a training through the project is to apply a 67% multiplier<sup>11</sup> – ie. \$500 per person.

<sup>11</sup> The same assumption is made for the following calculations.

86. The estimated costs of other selected elements in given in Table 2 below. This includes (one of) the initial scoping studies, the organization of Monsoon Forum events, a statistical reanalysis of household data to provide evidence of food consumption and the costs of longer-term training events.

**Table 2 Cost of Selected Events and Products**

	Average per Event	Fixed costs and overhead	Total
National level scoping of Food Security Information Systems	\$4,500	\$3,000	\$7,500
Organization of a Monsoon Forum	\$8,000	\$5,333	\$13,333
Re-analysis of Household Income Expenditure Surveys	\$26,000	\$17,333	\$43,333
Sponsoring one participant on ASEAN food security training course	\$2,000	\$1,333	\$3,333

87. Further contextual details of what these activities involved are given in Chapter 5. However, in principle the costs appear to offer fair value for money and overall the project management displayed good budget control. Due attention has been given to cost control and efficiencies, and making good use of the available resources. Furthermore the project is on track to fully expend the outstanding balances.
88. It was noted that the accounting system did not facilitate an easy analysis of the budget. For example for the manager to track and analyze expenditure by country or by pillar components required considerable investment of time in manual reanalysis of every individual transaction. It is reported that other FAO projects – including the EC-FAO Global Food Security Programme – benefit from more sophisticated accounting systems.

## 4.2 Project Management

89. The evaluation analysed the performance of the management functions, including:
- efficiency and effectiveness of operations management;
  - effectiveness of strategic decision-making by project management;
  - role and effectiveness of the institutional set-up, including steering bodies; and;
  - the efficiency and effectiveness of monitoring systems and internal evaluation processes.

### 4.2.1 Operations Management

90. The project was managed by a CTA based in the FAO regional office in Bangkok, assisted by 1 or 2 other professional staff or consultants. At the country level, National Project Coordinators (NPCs) were appointed as the focal point for project activities. Specific activities were implemented either through Letters of Agreement (LoAs) with implementing agencies, or by directly contracted consultants.
91. The quality of key staff employed by the project – including the CTA and NPC – was generally very good. However, some variability in quality was evident. Furthermore none of the NPCs stayed for the full duration of the project, which proved disruptive to implementation. Furthermore, the project suffered from the initial delay in the



appointment of the CTA. Although interim arrangements were put in place the substantive CTA did not join the project until nine months after the start of the project. This is a significant delay in a three year project and inevitably delayed implementation. This is evidenced by the slow initial rate of budget expenditure, and ultimately the need for a no cost extension. The MTE explored this issue and made valid recommendations for mitigating this problem in future, by delaying the draw-down of funds.

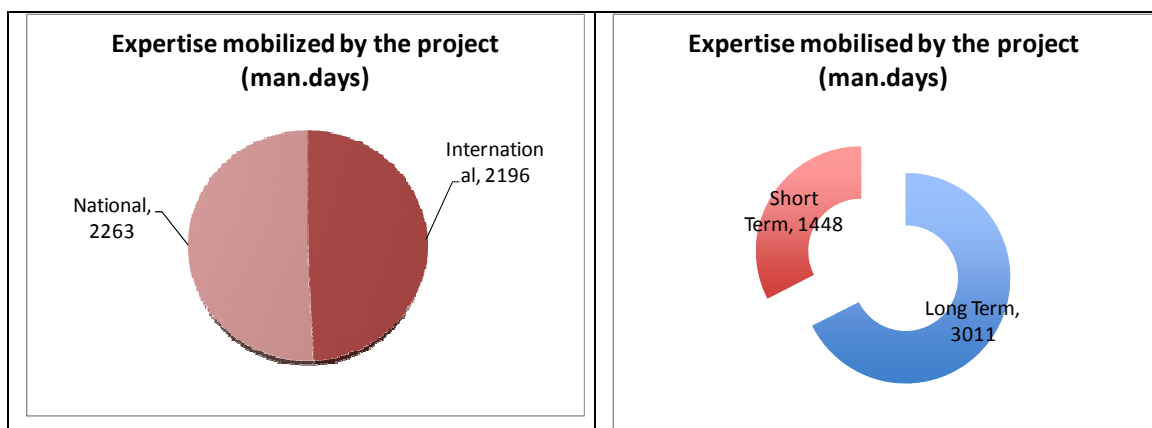
**Figure 7 Mobilization of Staff**



92. A total of five institutions entered into LoAs with the project; three in Cambodia, one in Lao PDR and one at regional level<sup>12</sup>. LoAs provide an efficient mechanism of sub-contracting which effectively move much of the administrative burden from the project to the partner agency. Most of the LoA partners were well chosen, with sufficiently well developed administrative and technical capacities to deliver the agreed outputs.
93. An evident benefit of the LoAs lies in building agency level accountability procedures and other capacities. Conversely a risk is where the recipient agency views the arrangement purely as a contract for delivering a service, and this potentially diminishes a sense of ownership or incentive to mainstream the activities at the conclusion of the project. However, used judiciously the LoA has proved a valuable management tool.
94. The project made extensive use of short-term consultants to drive implementation. The quality of these consultants was more variable than the long-term recruitments. The pool of skilled national consultants is very small in most countries, and international consultants often lacked understanding of the local context, impacting on their effectiveness.
95. The proportion of international consultants compared to national consultants was relatively high (Figure 8). A judicious staffing strategy can have important indirect benefits on building longer-term national capacities. Staff employed by the project benefit through the informal mentoring from more senior and experienced colleagues. These benefits are most pronounced where local staff are employed on a long-term basis. Therefore a bias towards the use of short-term expatriates reduced this potential benefit stream.

<sup>12</sup> CARD, MAFF and NIS in Cambodia, LSB in Lao PDR and RIMES in Bangkok.

**Figure 8 Analysis of Staff Resources Used by the Project**



96. It is acknowledged that the limited pool of adequately skilled national food security consultants, along with a design that required inputs across a wide range of specialized technical skills, limited the project scope to recruit more national and longer-term staff. However, after a decade of support from a range of development partners it is striking how thin the local expertise on food security remains. A different approach is warranted in future. This may require a compromise between the quality of the product in the short-term, in favour of the quality of the process of capacity development.

97. A significant number of reports are yet to be completed at this late stage, including several key outputs (see Figure 9 as an example). This may be partly a consequence of the challenges faced in identifying quality consultants. If the studies are released too late, the project infrastructure is no longer available to disseminate and promote the findings. Consequently the overall impact will inevitably be diminished.

**Figure 9 Analysis of Status of Consultancy Outputs in Myanmar<sup>13</sup>**

Consultancy	Dates	Report Available	Outstanding (as of July 2012)
Support to NNC in the elaboration of the NPAFN (2011-2015) Myanmar (Ms. Win Win Kyi, National Food Security and Nutrition Planning Consultant)	10/11-11/11		✓
Scoping Study (Tin Maung Shwe, Myanmar Food Security and Nutrition Information consultant)		✓	
Re-drafting of Myanmar National Plan of Action for Food and Nutrition, 2011-2016 (Ms. Monique Beun)	04/12		✓
Myanmar Fish Chain study (Mr. Khin Maung Soe)	08/11-09/11		✓
Study on market roles in Post-Disaster management (Hnin Yu Lwin)	07/11-09/11	<sup>14</sup>	✓
Improving linkages between nutrition and food security information and analysis (Ms. Fiona Watson, Senior Nutrition Information Consultant)	11/10-12/10	✓	

<sup>13</sup> Reports considered in this table correspond to the list of products identified by the project team for Myanmar (Annex 8).

<sup>14</sup> Powerpoint presentation available

LIFT baseline assessment methodology (Ms. Leila Oliveira, Editorial Contract)	02/11	✓
Monsoon forums (reporting contracted to RIMES)	2010/1 2	<sup>15</sup> ✓
Food Security Statistical Analysis of the Myanmar Household Income and Expenditure Survey	2011/1 2	✓

#### 4.2.2 *Strategic Management*

98. The strategic management was centrally driven from the project’s regional office. Progress tended to be driven by the periodic missions of the CTA to the project countries, with limited delegation to the NPCs for on-going strategic decision making. This arrangement proved to be less than ideal, with the regionally based management rather removed from the locus of the activities. This observation reinforces the previous conclusion on the weakness of a multi-country project format. Progress would have been greater in a series of country projects, with the CTA located in-country.
99. The project approached food security at a multi-agency level. This required active partnerships at national level with multiple Ministries (including those with responsibility for agriculture, nutrition, statistics, meteorology, hydrology and disaster management), coordination bodies, other national level stakeholders (UN agencies, civil society, resource partners, private sector), and significant numbers of other regional and global partners.
100. Understanding this complex web of mandates, relationships and on-going activities required a heavy investment in multi-level scoping and consultation processes. These were complemented by a continuing investment in coordination efforts over the duration of the programme. Collectively these processes absorbed considerable management time and effort.
101. The project organized initial national consultation meetings to bring other stakeholders into the process, including NGOs, the private sector, universities and other UN agencies. As mentioned these workshops started the process of trimming low priority activities, but did address the underlying project logic or scope.
102. Detailed scoping studies were conducted in each of the countries that addressed different themes of the project. Individual scoping studies included:
- a. A study of food security information systems investigated aspects of both the price and vulnerability information systems, along with coordination mechanisms. This was implemented by national consultants.
  - b. A more detailed scoping study of data management and analysis systems in each of the countries conducted by an international consultant.
  - c. A scoping study of capacities for climate forecasting implemented by RIMES in each of the countries.
103. The direct costs were relatively low (see Section 4.1), but these also tied down significant amounts of management time. The scoping studies did not fully realize their

---

<sup>15</sup> 1 of 3 reports available

potential. Several studies were finalized relatively late. For example, the FSIS scoping study in Myanmar was drafted in September 2010, finalized in May 2011 and a dissemination workshop held in July 2011. This was over a year after the inception workshop held in March 2010<sup>16</sup>, leaving little time for follow-up action on the recommendations.

104. Limited resources also meant that the project could only partially follow-up recommendations. Nor did the analysis appear to stimulate wider action by other partners. The ownership of these exercises was perceived to remain with the project, rather than the wider food security community, and the recommendations have not been followed up by other stakeholders.
105. Consultation and information sharing continued throughout the project implementation period. A minimum of four consultation meetings were held in each country to share information on project activities, canvass partner opinions and identify work plan priorities. At regional level the project shared information on activities and progress with FAO colleagues in the Economic and Social Policy Assistance Group (ESP) through the Project Task Force and organized five regional meetings, including participation in the ASEAN organized AFSIS focal point meetings.
106. The result of these efforts led to positive coordination outcomes. Partners applauded that FAO largely avoided overlapping or competitive actions. This was a real risk given the number of projects and actors supporting similar objectives and activities. For example, in Cambodia, there were related simultaneous actions from FAO, WFP VAM, a Spanish funded integrated food and nutrition security project and a large ADB funded disaster information project. However, the underlying question is whether the unnecessary complexity of the design led to a disproportionate investment on consultation efforts, compared to the scale of the subsequent activities.

#### *4.2.3 Advisory and Steering Bodies*

107. In contrast to information sharing, accountability and control systems were less well developed. The FAO reporting line for technical issues passed through the Lead Technical Officer (LTO) in the ESA department in Rome. Management on administrative and financial matters passes through the budget holder, located in FAO RAP. In practice responsibility for strategic decision making was largely delegated to the project CTA.
108. Reporting to the EC occurred at both regional and country level. However, with limited resources at their disposal, this rarely become a real strategic dialogue at the level of results. Too often this remained rooted in the activity level – for example through approval of individual consultant ToRs.
109. The multi-agency steering committees foreseen at both regional and country levels were not created, except in Lao PDR - in this case on the insistence of the Government. The national level steering committee appears to have been of limited effectiveness, and it is not suggested that replication of this arrangement would have necessarily improved impact.

---

<sup>16</sup> NB the start of the project in Myanmar was delayed for one year whilst the original agreement between FAO and the Government was renegotiated.

110. The absence of an appropriate multi-agency steering committee had several negative consequences. Firstly, it provided inadequate opportunities for strategic reflection and review. Infrequent (annual) monitoring reports from the project to the EC became the main formal channel of communication. Secondly, any strategic debate was effectively a bi-lateral discussion between the FAO and EC, which excluded the participation of regional and national authorities.
111. Establishing strong oversight arrangements, including a project steering committee, should be the norm for such projects. This would have been particularly helpful in the case of this project. It would have promoted an earlier discussion of the design challenges and supported more far reaching and appropriate mitigation measures. It would have also helped to propagate a shared understanding of the overall project objectives amongst all stakeholders, build collective ownership and foster an improved appreciation on the rationale for allocative decisions.

#### *4.2.4 Monitoring and Evaluation Arrangements*

112. The monitoring arrangements for the project became an issue of contention between the project and the resource partner. At one level this became a discussion about reporting formats – with a lack of clarity on the required format. This discussion was eventually resolved, but improved guidance on formats could streamline future project monitoring arrangements.
113. The evaluation team share the opinion that the monitoring reports were not user friendly and it is hard to extract the key messages from them. Annual project monitoring reports were extremely comprehensive, running to over 70 pages each, accompanied by over 50 additional annexes. As noted above (Section 3.1.2) the revision exercise failed to provide SMART OVIs, and the poor definition of OVIs didn't help good reporting.
114. More fundamentally there is a challenge in effectively communicating progress on a project where the logic is weakly articulated. One (well informed) interviewee expressed frustration that they didn't "really get what the project was trying to do". The intended results, and how these link down to activities, and up to development goals, are far from clear. Consequently the monitoring reports provide rather dense information on a large number of rather weakly linked activities.
115. The MTE was conducted in May 2011. This proved to be helpful in crystallizing the writing of Addendum #2 – the revision eventually agreed by FAO and the EC. The obvious observation here is that the effectiveness of the MTE was compromised by its late timing. The lesson is that it should have been scheduled much earlier in the implementation cycle.

### *4.3 Technical Backstopping*

116. The evaluation examined the extent, timeliness and quality of technical backstopping that the project received from relevant units in FAO in the HQ, the regional and country offices.

117. The core technical guidance for the project was provided by the ESA division in Rome. The ESA provided the Lead Technical Officer (LTO) for this regional project. ESA has overall responsibility for funding received from the EC Food Security Thematic Project. There have now been three consecutive phases of the EC-FAO collaboration on linking food security information and action<sup>17</sup>. At various points over the last decade ESA has been responsible for normative developments at global level, support to regional economic communities and programmatic interventions at country level<sup>18</sup>.
118. Somewhat surprisingly the global and regional projects appear to have operated in parallel, rather than concert. There is limited evidence that the regional project drew on lessons from, or developed strong synergies with, the global programme. The recent evaluation of the global programme reached a similar conclusion<sup>19</sup>. The main tangible collaboration between regional and global elements has been through the eLearning courses designed by the OEK division (see section 5.4.1 for more details).
119. The explanation offered by ESA for the limited interaction is that the global programmes focus on food security in sub-Saharan Africa and therefore have limited relevance to Asian context. This implies that the global project is in effect a sister regional project, rather than truly occupying the global territory. Consequently important global functions, including exchanging lessons between the various regional pilots, have been neglected. There is also little evidence of direct collaboration with the related regional projects.
120. The project drew directly on technical support from various divisions in FAO HQ, as well from out posted specialist staff located in RAP in Bangkok. Easy access to regionally based resources was a positive asset to implementation, including staff outposted from ESS, AGN, ESA, EST, TCS divisions. Services drawn on included FAO divisions in Rome of:
- a. EST (Prices and policy monitoring and analysis)
  - b. ESS (FSSM statistical analysis module)
  - c. ESA (Introduction of the IPC)
  - d. OEK (eLearning and capacity development)
  - e. NRL (Remote sensing)
  - f. NRC (Agrometeorology)
121. Linking of the project beneficiaries with the HQ technical units was mutually beneficial. The quality of these inputs was nearly always high, and in so far as evidence based judgements can be made, on average better than independent consultants. In return involving HQ specialists in field level work supported and reinforced FAO's various global mandates. Technical experts are highly reliant on project funds to travel and engage at the country level. Concern on the comparatively high cost of in-house services may be tempered by the realization of these benefits.

---

<sup>17</sup> This is titled as the EC-FAO Global Food Security Governance Programme. However, it continues to include a strong theme on improving the supply food security information.

<sup>18</sup> The second phase of the EC-FAO global project included Lao PDR as a pilot country.

<sup>19</sup> End-of-Programme Evaluation EC/FAO Programme on Linking Information and Decision Making to Improve Food Security Phase 3 (GCP/GLO/243/EC), February 2012.

122. Specialist in-house capacities were not available to support all themes addressed by the project. In some situations this reflected limited current capacities (eg. agro-climatology) or the effective absence of key skills (such as vulnerability analysis).
123. The comparative advantage of FAO in implementing this, and similar initiatives, is underpinned by the continued availability of such specialised technical resources. It was also evident that the FAO in-house specialist capacities at HQ have been in decline over the duration of this project. Therefore it is critical to maintain these. In addition, based on the experience of the project, there is considerable value in decentralizing these specialist skills to the regional offices.
124. At the country level the project was actively supported by the respective FAORs. In particular strong administrative and logistical support was forthcoming, for example, helping to wind up activities where the NPC had resigned early. However, the integration of the project within the country level FAO strategic programme of work could be improved.
125. An important entry point for this is the formulation of the current crop of FAO Country Planning Frameworks (CPFs). The role of food security information, and synergies with other elements of the portfolio, should be built into these documents drawing on the lessons learnt by the project. This would provide a solid foundation for the improved design, and coordinated implementation, of future investments.

#### **4.4 Government Participation**

126. The evaluation analyzed the participation of the Government in both the project design and implementation.
127. The level of Government involvement in the original project design appears to have been very low. The recollection of those involved is that the formulation exercise principally reflected the respective agendas of the EC and the FAO. A demand for a rapidly delivered proposal appears to have precluded a formal dialogue with Governments, prior to the submission of the proposal. After approval by the EC, but prior to implementation, each Government did sign a formal project agreement. However, the official approval process was not used as an opportunity for technical dialogue.
128. Given the restrictions on the EU providing direct funding to the Myanmar Government, the original design foresaw implementation here through the UN and NGOs, rather directly with the Government. This was subsequently renegotiated with the Government, following improved political relations. A new country agreement, analogous to the institutional arrangements applied in Lao PDR and Cambodia, was signed in March 2010.
129. In each country there was an officially designated National Focal Point (NFP). The project agreement specified that the AFSIS focal points would be the project's national focal point. This was placed within the Ministry of Agriculture, for example the Department responsible for Agricultural Statistics in Myanmar and Lao PDR.

130. In practice the NFP role was reportedly mostly administrative, including facilitating formal initial contacts with other Ministries, attending meetings and hosting incoming consultant teams. Technical communication channels tended to be directly between the project and the various implementing Ministries. The role of the NFP was weakened by the decision that the FAO recruited NPCs remain housed in the FAO offices, rather than alongside the NFPs as envisaged in the project agreement.
131. The inter-sectoral nature of the project meant that the Ministry of Agriculture was not well placed to provide overall leadership or technical oversight of the diverse project activities. For example in Myanmar the Ministry is rather disinterested in the broader food security agenda, and focused on rice productivity gains. Consequently the NFPs do not provide strong leadership of the project in-Country.
132. Only in Lao PDR did the NFP chair a formal steering group. However, national counterparts commented that simply establishing Steering Committees was unlikely to be an effective way to increase meaningful participation, and risked slowing down decision making without necessarily leading to better decisions.
133. Given the design of the project, placing the project under an overarching food security or nutrition coordination body would have been more appropriate. For example, in Cambodia the Council for Agriculture and Rural Development (CARD) is an effective food and nutrition security coordination body that would have been ideally placed to take on this role. In Myanmar, whilst there is no equivalent of CARD, the Ministry of National Planning was potentially a better focal point. The presumption that the primary institutional point of contact for the project rests in the Ministry of Agriculture did not facilitate good implementation.
134. Participation of Government was largely confined to partnership in implementation. Within the broad parameters of the project, the Ministries were consulted on priorities and activities, and active negotiation took place. However, strategic decision making remained vested with the project management.
135. Project relationships were restricted to Ministries at the National level. Given the limited resources working at sub-national level was not a realistic goal. At the same time it is acknowledged that on-going processes of decentralization (for example Myanmar is moving towards a Federal governance structure) will require downstream efforts to decentralize skills and knowledge in future.
136. Language barriers are clearly one issue constraining strategic interaction between the Government and Project. To its credit the project made efforts to ensure that local languages were used, for example in translation of reports and through the use of simultaneous translators at workshops. This was a positive move which could be systematically followed.
137. Defining appropriate models of engagement between the project and host Governments is clearly challenging. This is especially true in an innovative project that is trying to introduce new ways of thinking – rather than working in support of an established policy agenda. The large number of government counterparts, and relatively marginal resources available, made constructive interaction challenging.



138. The absence of an adequate strategic dialogue with Government compromised the impact and sustainability of the project. For a project with an objective of influencing national decision making this should have been a core concern. This did not serve to promote the uptake of outputs and outcomes through policy or investment for up-scaling (see section 6.2). An improved model for more meaningful participation of government at all stages of the project design and implementation is needed.

## 5 Outputs and outcomes

139. This report critically analyses the project outputs. Three outputs are defined by the revised log frame:
- a. governments and regional organisations awareness and engagement in food security increased;
  - b. national and regional capacities to collect, analyse and manage food security data increased;
  - c. cooperation between government agencies and with development partners improved.
140. However, the structure and implementation of the programme only partially adapted to this new specification of outputs. Implementation remained heavily oriented around the original design structure, with a heavy concentration on the second output of increasing national and regional capacities to collect, analyse and manage food security data. This was pursued through individualized projects in the domain of market, climate and vulnerability information. This emphasis is reflected in the evaluation report.
141. For each of these thematic areas the evaluation looked closely at the extent to which the activities contributed to the intended outcome, namely: *the quantity, quality and timely food security information more available and accessible to support planning, policy and programme decision-making.*
142. A cross cutting theme addressed complementary areas of capacity development, communication and networking. These activities contributed towards the achievement of the two remaining outputs of; increasing awareness and engagement (especially through capacity building activities conducted in addition to the previously mentioned thematic areas), and improved cooperation through improved networking and coordination.
143. A full list of products, as prepared by the project team, has been included as Annex 8. *Given the time and resources constraints the evaluation team could not report on all of these activities. It should be stressed that all project activities were reviewed and evaluated.* However, for reasons of brevity and clarity the report focuses on the most significant and successful activities.

### 5.1 Market Information, Intelligence and Analysis

144. The project was designed in the midst of the 2007-08 food price crisis, which had led to large increases in food insecurity in the project area. Based on this, a component on market information, intelligence and analysis was included in the project. The implicit assumption was that strengthened price information systems would assist in the mitigation of future price crises.
145. Prior to the project inception market information systems were already operational in each of the countries. Several Ministries collect agricultural price information at differing frequencies, levels of detail, and for differing purposes. Broadly the Ministry of Agriculture use price data to support small holder development, Ministries of Commerce to support trade policy, and Statistics to update CPI indices. In addition, private sector

organizations collect and disseminate agricultural price information, most prominently in Myanmar. The project worked with this range of organizations.

146. The project did not have the resources to directly support data collection and instead focussed on improved systems of data management, analysis, reporting and dissemination. This followed in the footsteps of a sequence of similar resource partner-funded projects to support information systems. For example, the Cambodian Market Information System in the Ministry of Agriculture started in 1997 with FAO support. The FAO project was followed by an ADB project (2004-2009) and support from CIDA (2006-2010), which both expanded the scope of data collected and improved dissemination methods.

#### 5.1.1 Price data management

147. FAO has supported *price data management* through the provision of AgriMarket software since the early 1990s. This software facilitates the storage, exchange and analysis of information. This software is used in about 20 countries worldwide, including Cambodia and Lao PDR. The software was last updated in 2007 and a new update was requested by Cambodia. This request was conveyed by the project to the FAO AGD division, who then used their own resources to develop and release a new version. The project is facilitating the local roll-out through national trainings.
148. This initiative was clearly demand driven and potentially useful. Interest was also expressed in using the software by ASEAN and WFP. However, as the new software has yet to be rolled out the impact could not yet be assessed.

#### 5.1.2 Price data analysis and dissemination

149. The project organized a number of country level trainings in support of improved *price data analysis*. Most of the national level price bulletins are essentially tabulations of prices with little or no analysis. A short training course was offered to analysts from a range of organizations in all three countries (Cambodia 17 participants, Lao PDR 18 and Myanmar 22). This was accompanied by follow-up mentoring from FAO regional staff to national analysts.
150. Participants commented favourably on the quality of the training provided. However, it was not easy to see how this training had translated into improved analysis as reporting formats appear to largely continue as before. Where more sophisticated products had emerged – such as the joint WFP – Ministry of Agriculture report in Cambodia – these are heavily reliant on partner support. The fact that several preceding, large scale projects (for example the CIDA project provided \$4 million) had failed to inculcate these analytical skills for market analysis also suggests deeper constraints than simply building skills at the individual level.
151. The project also supported the *dissemination of price information*. This included contributing to operation and maintenance costs, for example through contributing to the publication of price bulletins and maintaining the operation of an SMS based price alert system in Cambodia. In Myanmar, the project supported the introduction of an innovative

dissemination system using on telephone answering machines in three commodity exchanges.

152. The project also facilitated the exchange of price information between countries, the region and global levels. Although the project countries had been sharing data prior to the project, the project assisted with improving the timeliness, reliability and quality of these data flows. Price information for 2 to 5 commodities in the major national market is now regularly shared by the three countries with the FAO regional office and the Global Information and Early Warning System (GIEWS) in Rome.
153. Both GIEWS and RAP produce regular bulletins which utilize this information to monitor prices and provide an early indication of emerging crises. The project helped to establish these monthly and weekly regional price bulletins. This now has a well established demand base – over 500 users have subscribed. This information exchange and analysis are useful services which should be sustained, as evidenced by the current price escalations.
154. The project has helped the Agriculture Ministries in both Myanmar and Lao PDR to formulate proposals to expand and improve the market price information services. The budget for each of these projects is in excess of \$2 million. These proposals are proposed as part of the strategy for sustaining the development of market information systems carried out under the project.

## **5.2 *Climate Information and Analysis for Seasonal and Long-Term Timeframes***

155. The project amendment provided a tighter focus on climate information, away from the broader topic of agricultural disaster mitigation and preparedness. This support encompassed both seasonal and longer-term timeframes.
156. With limited capacity in FAO Rome to support this activity, a decision was taken to address this largely in partnership with the Regional Integrated Multi Hazard Early Warning System (RIMES) based in Bangkok. RIMES led the technical implementation of these activities, in partnership with the responsible local agencies, with FAO providing financial and administrative support through a letter of agreement.

### **5.2.1 Monsoon Forums**

157. The flagship activity under this pillar has been support to a number of Monsoon Forums – 3 in Myanmar<sup>20</sup>, 2 in Lao PDR and 3 in Cambodia. These forums bring the providers of seasonal forecasts together with the users, to develop tailored applications and refine the forecast content. These forums are not a new process and have been running for many years in different regions of the world. The project supported the continuation of these forums in Myanmar after a two year hiatus<sup>21</sup>, and introduced them to Cambodia and Lao PDR.

---

<sup>20</sup> Myanmar Forums were co-financed by ESCAP.

<sup>21</sup> Monsoon Forums were organized in Myanmar between 2006 and 2009 by RIMES with support from other development partners.

158. In general participants were positive on the utility of these events. The goal of improving (or usually starting) a dialogue between climate information providers and users was warmly welcomed. In addition significant suggestions for improvement were made on the structure, duration, level of participation and content.

159. The forums have not yet produced specific recommendations or concrete products. Given the probabilistic nature of forecasts, translating this information into advisories requires considerable basic education on the parameters of the forecast and skills in interpretation. The limited forecast skills and unrealistic expectations of users<sup>22</sup> are additional constraints to developing appropriate applications. Extrapolating from the experience of similar efforts in other regions suggests that this will require a long-term dialogue.

### *5.2.2 Information for climate change adaptation*

160. Through RIMES the project addressed the longer-term consequences of climate change. RIMES conducted an analysis of risks to food security and livelihoods from climate variability and change in each country, followed by a dissemination workshop. This proved to be a rather discrete activity. Given the rapid expansion of alternative large-scale resources to work on climate change, the project made the rational decision not to continue to invest in this topic.

161. Within the limited contribution this work appears to have made a useful contribution. Firstly it put food security on the agenda of agencies working on climate change, including RIMES and the National Meteorology services. Secondly, it helped to move the agenda forward from a focus on the increased incidence of extreme events, to looking at the implications of climatic shifts for changes to agricultural systems. This provided a foundation for the subsequent contribution of these agencies to formulating the respective National Adaptation Programmes of Action.

162. Several other supporting activities were conducted by RIMES. An institutional landscaping study of the agencies involved in generation and use of climate predictions was conducted to bring out gaps within the context of food security. A follow-up workshop brought together forecasters and users at the national level in 2011. This was similar to the monsoon forums, but considered other forecast periods.

163. National climate scientists were sponsored for 3 month training courses in RIMES; two each from Cambodia and Lao PDR. It is hard to judge what the training needs of these organizations were as the project was dwarfed by other donor projects (Japan and Korea) supporting capacity development in meteorological services.

164. Overall RIMES have been an influential and useful resource to support climate related work in the region. If aligned with future priorities consideration could be given to

---

<sup>22</sup> User expectations on climate forecasts are unrealistic in that they would like deterministic rather than probabilistic forecasts, with a much greater level of detail and longer forecast lead times than climate science can support.

continuing to finance their activities, although in the short-term they already have support lined up.

### **5.3 *Chronic Food Insecurity, Livelihoods and Vulnerability Analysis***

165. A third pillar of the project focused on information to address chronic food insecurity. This built on the preceding FIVIMS and EC-FAO global food security projects. Again the focal areas were on improving data management, analysis and reporting.

#### **5.3.1 Food insecurity indicator databases**

166. The project helped to strengthen data management by drawing together key indicators related to chronic food insecurity and improving access for analysis. The project started by commissioning a review of data management arrangements. The major recommendation was to support the development of a food security module within the local derivatives of the DEVINFO database system<sup>23</sup>. This is an easy to use system supported by several UN agencies, but housed in Government. The project helped to identify and tag relevant food security indicators within the overall database as relevant to food security. The database system includes easy to use analytical features.

167. Tactically this was a logical choice that consolidated support to building an integrated national system and maximizes chances of sustainability. For example, technical backstopping and updating is provided centrally. This should contribute to improved system efficiency. Overall this offers a much improved approach to the preceding bespoke FIVIMS KIDS database system.

168. However, questions were raised by several technical partners over who will actually use this facility – and for what purpose. The evaluation did not meet with any respondents who were yet drawing on this database. The proposal to create this database appeared to originate with FAO rather than the national Government. Furthermore it is uncertain that government will prove willing to maintain and update the food security database.

169. The project also handed over the historical regional FIVIMS database to both the countries and the Agricultural Food Security Information System (AFSIS) under ASEAN. There are questions on the value of maintaining a regional level database, as opposed to national level systems. There is also the question of whether AFSIS will have the capacity to update and maintain it as at the time of the evaluation the future of the AFSIS project was uncertain.

#### **5.3.2 Reanalysis of household income and expenditure data**

---

<sup>23</sup> CAMINFO in Cambodia and LaoInfo in Lao PDR.

170. A major activity under this theme was the re-analysis of household income and expenditure survey data<sup>24</sup> to extract information on food consumption patterns and trends. The FAO FSSM software, developed with support from the global EC-FAO Food Security Programme, was used to help provide information on progress against the MDG hunger indicator (through calculating the FAO undernourishment indicator), and other food security indicators at national and sub national levels. Given that those income expenditure surveys are conducted on a regular basis in Cambodia, Myanmar and Lao PDR, it is intended that the complementary food security analysis will become institutionalized.
171. This built on earlier work in Cambodia and Lao PDR under the second phase of the Global EC-FAO Food Security Information for Action Programme in 2006/07. Through the project, the FAO Statistics Division (ESS) provided technical assistance to the National Institute of Statistics in Cambodia and the Lao Statistics Bureau for the food security analysis of the respective Cambodia Socio-Economic Survey (CSES) 2003/04 and Lao Expenditure and Consumption Survey (LECS III). In Myanmar the project supported the re-analysis of the Household Income and Expenditure Survey data.
172. As part of this project ESS continued to provide support on the statistical analysis using the FSSM package. However, the process used to write the reports innovated on the earlier cycle through the addition of a Write Shop. This is an interactive workshop, with participation from several key Ministries, who collectively helped to produce the draft report. For the first time two of the three reports were also trend analyses, comparing two rounds of survey data. The final report has now been released for Cambodia, but remains in draft for the other two countries.
173. The key conclusions of the survey have varied by country. Data limitations meant that only in Cambodia was it possible to derive an estimate of under nourishment – the official indicators used to report on hunger under MDG 1. However, other food consumption related indicators were extracted. In Cambodia the analysis highlighted the depth of food insecurity in urban areas, along with a detailed analysis of micro-nutrient consumption. In Myanmar the inadequate macro-nutrient consumption came to the fore. At a general level this exercise helped to reinforce the message in all countries that increased rice production is not an adequate response to food insecurity.
174. There were a variety of limitations evident in this process. Firstly, the base data was of questionable quality, especially in Lao PDR and Cambodia, undermining the credibility of the conclusions. In Lao PDR the data was dated - five years old – so it was unclear how relevant the conclusions remained. Secondly, the analysis was limited by aspects of the original survey design. The data is not collected for the purpose of nutritional analysis or analysis at the sub-national level.
175. Ultimately it was not clear that the reports added substantially to the collective understanding of hunger and malnutrition in these countries. Earlier nutritional surveys have generally delivered similar conclusions. There was a degree of uncertainty amongst government staff on how they would practically utilize the results and how this analysis related to other more established indicators, including anthropometric and food poverty

---

<sup>24</sup> These surveys are principally designed for other objectives, including poverty monitoring.

measures. The analysis appears to have been driven by FAO, rather than respond to a nationally identified need.

176. The late completion of the report in two countries now leaves only a brief window to disseminate and follow-up on the analysis. This will compromise the potential impact. In conclusion the value of this exercise was perhaps greater in building knowledge, understanding and skills, rather than the results of the analysis per se.

### *5.3.3 Integrated phase classification for food security*

177. A third major activity of the project in this thematic area was promoting awareness of the Integrated Phase Classification for Food Security. The IPC is a series of protocols for a comparable classification of the severity of food insecurity, over time and space. This classification supports the improved targeting of both acute and chronic food insecurity. This approach has gained increasing traction at the global level in recent years.

178. The project played a useful catalytic role in bringing the discussion of this important global tool into the region. The project did much to foster a debate on the technique both at country and regional level through ASEAN. Various events were organized in conjunction with IPC partners<sup>25</sup> to present the approach. A regional IPC group was formed to support IPC roll-out.

179. The consultative phase highlighted a number of potential constraints to adoption. One challenge is the limited availability of analysts with the necessary skills to conduct the analysis. A second is the heavy data needed to produce a credible classification. A more specific issue was that the IPC was introduced through the NFPs in the Ministry of Agriculture. However, as the IPC has broader applications, across emergency and development settings, it may have been preferable for the National Disaster Management authorities or others agencies to act as the principal point of contact.

180. At the time of the evaluation it was still uncertain whether any of the Governments wanted to proceed with piloting the IPC. However, irrespective of the immediate outcome, the project is judged to have played a useful and necessary role in facilitating a considered regional discussion of the potential of the IPC.

### *5.3.4 Food security bulletins*

181. The project also played a role in stimulating the establishment of periodic food security bulletins at the regional level (through FAO), in Cambodia and Myanmar. The scope of these bulletins lies somewhere between early warning of food crises and analysis and reporting of chronic food insecurity. These are generally valued by the readers, although the tangible links to action remain somewhat uncertain.

182. The role of the project varied for different publications. At the regional level it was instrumental in delivering price information and analysis as part of a monthly APSU bulletin, and took on direct responsibility for editing for a period. The country level

---

<sup>25</sup> IPC global partners include FAO, WFP, SC-UK, Oxfam, CARE, FEWS NET and the JRC.



bulletins rely on a wide variety of UN, NGO and Government partners. In Cambodia the project provided the price monitoring model, employed a graphic designer to improve the layout and met publication costs. However, the project, or FAO country offices, did not have the capacity to participate in the analysis and drafting. While gradual steps are occurring towards Government ownership these bulletins remain heavily dependent on external support, with WFP being the key animator.

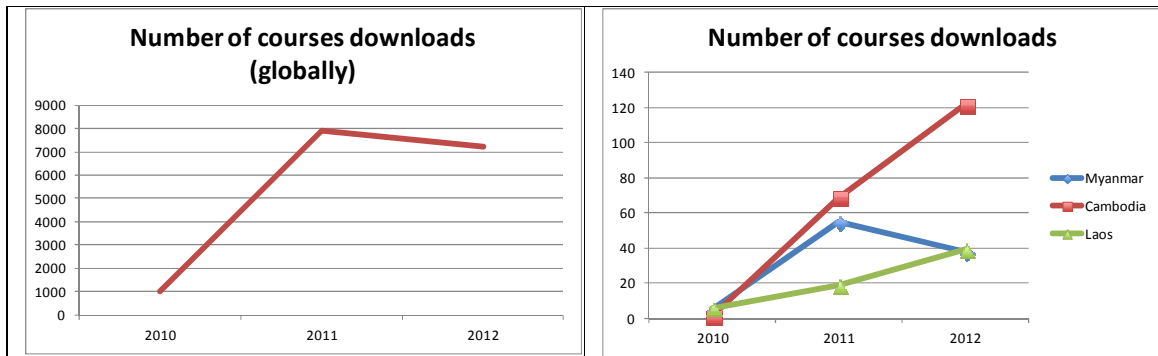
183. One issue thrown up in the discussion of these bulletins is that the quality of food production statistics still leaves much to be desired. For example, there are big divergences between national food production statistics and USDA estimates. Despite being a critical element of vulnerability analysis it was excluded from project scope. It is not entirely clear why this is the case, especially given the opportunity to consolidate earlier capacity development efforts by FAO.

#### **5.4 Cross cutting themes**

##### **5.4.1 Capacity Development**

184. Capacity development activities were carried out in support of the main outputs listed above. This has been discussed above. In addition the project re-design included a new output of “Governments and regional organisations awareness and engagement increased”. This was addressed through stand-alone capacity development activities aimed at increasing an understanding of food security concepts and frameworks. The intention was to reorient decision makers from a singular focus on food availability, to a more balanced approach that includes attention to food access and utilization. These trainings took place at both regional and country level.
185. At the regional level the project was instrumental in working with ASEAN to facilitate the hosting of regional food security training courses. A training needs assessment was conducted in 2010 in conjunction with a meeting of the ASEAN AFSIS focal points. The backbone from these courses was drawn from the FAO eLearning courses developed by OEK, under the EC-FAO Information for Action programme. These curricula have subsequently been adapted by OEK, in conjunction with GIZ (GTZ/INWENT), into face-to-face courses.
186. ASEAN is currently halfway through hosting a two year food security training programme, with the technical trainers provided by an FAO-GIZ project. Under this up to forty participants have benefited from distance learning and periodic short-term residential courses. The project directly sponsored the participation of two participants from each of the project countries. As this training will only complete in 2013 it is too early to comment on the impact.
187. At the national level the project promoted awareness of the range of FAO food security related eLearning courses. As the analysis below shows there has subsequently been a significant uptake of this training by participants from this region, in excess of global trends.

**Figure 10 Course Downloads in Lao PDR, Cambodia and Myanmar**



Source: FAO OEK

188. Other training courses were financed at the national level. As part of a LoA with CARD in Cambodia, a range of food security training courses were financed through the national training pool system which was established in 2010. The project supported training of 133 participants through 2 national and three sub-national seminars. This provides an interesting model for up-scaling training efforts, which provides a possible model for replication elsewhere.
189. Trainers from Cambodia were invited by the project to conduct two cycles of training (for 16 and 18 participants) in Lao PDR. The feedback on this course was mixed. There was some concern over whether the right participants were selected. The course was also very intensive, adapting a two week curriculum for delivery in three days. Some participants reporting successfully gaining new perspectives, others felt it was at too high a level.
190. To support capacity development efforts the project developed a basic glossary of food security terms. These were then translated in national languages. This was a useful tool in principle, although some concerns were raised on the quality of translation by national technical staff. What was surprising was that the project appeared to develop this glossary in isolation from the corporate resource<sup>26</sup>.
191. It was apparent that the baseline level of understanding of food security at national level is still very low, especially in Lao PDR and Cambodia. Many (agricultural) professionals still see increasing food production as an adequate solution to chronic hunger. Therefore this training is clearly a relevant activity.
192. Within the scope of the evaluation it was hard to draw strong conclusions on the effectiveness of this training on increasing ‘awareness’ of the various dimensions of food security. There is an evident growing awareness of the need for integrated, multi-sectoral action on malnutrition. Many of the respondents in both ASEAN and national Government displayed a – recently gained – more rounded appreciation of food security through the interviews. Obviously the project is one contributor to this development, although the broad dialogue on malnutrition has also been a major influence.

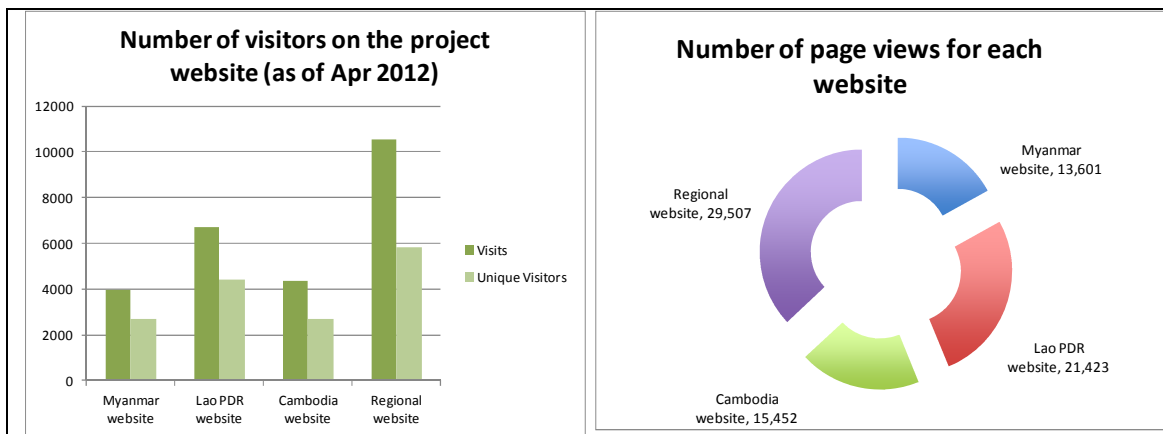
<sup>26</sup> <http://www.fao.org/termportal/en>

193. With the available resources the project could only pilot training approaches and target key decision makers. To put the efforts in perspective in Myanmar alone there are 14,000 employees in the Ministry of Agriculture. Considerable follow-up is still needed. Efforts to promote up-scaling included the involvement of Universities in both Lao PDR and Myanmar with the eventual goal of introducing food security into tertiary curricula. While the approach was interesting, it was apparent that the relevant University departments have a long way to go before they are able to deliver courses of an acceptable quality independently.

#### 5.4.2 Communication

194. The project included a number of communication tools. The most prominent of these was the project website (<http://www.foodsecuritylink.net>). This website was a useful repository of materials that was well populated, and updated on a relatively regular basis. The web analytics (see Figure 11) demonstrate that it is well used with a strong user base.

**Figure 11 Views of Project Website**



195. The project also produced a regular project newsletter. This is currently distributed to over 500 subscribers. Whilst a useful initiative it was perhaps unfortunate that this started late, with the first edition only available in 2011.

196. The project provided good visibility and acknowledgement of the support provided by the resource partner. The EU logo was systematically included on all published reports, the website, at meetings and other material produced by the project.

#### 5.4.3 Networking

197. The revised project design included a new outcome of ‘Cooperation amongst government agencies and between government and development partners improved’. The link to the project outcome is that food security information is collected by a variety of Ministries and partners. Improving the analysis therefore requires improved cooperation and information sharing amongst these various actors.

198. The original design focussed on creating and/or sustaining networks of analysts, for example groups established under FIVIMS. The project level it has continued to work at this level and has helped to promote and establish networks of analysts in all three countries. However, it has become clear that these analytical groups are of limited effectiveness if they do not fall under the aegis of higher level strategic, decision making coordination bodies.
199. In Cambodia food and nutrition security is (and was) being effectively led by CARD. This has a well articulated set of responsibilities and complements institutional arrangements that include interlinked strategic and technical coordination groups. The value of these coordination arrangements is amply displayed by the advanced status of the national food and nutrition policy framework and other capacity developments.
200. In Lao PDR and Myanmar a variety of food and nutrition security coordination mechanisms exist, but are less inclusive or effective. One strand of coordination is through Government led sector (thematic) working groups which address various permutations of agriculture, food security, hunger, nutrition and poverty. The second strand comes from a genesis of cluster working groups animated by the UN and NGOs, which are more emergency focused. New coordination mechanisms specifically for food and/or nutrition security have been proposed in both countries, but are yet to be activated. In short, there is no shortage of coordination mechanisms, however the effectiveness is poor.
201. The project supported a regional study tour to Cambodia, for representatives from Lao PDR, Cambodia and ASEAN to learn from the established coordination structures. There was an attempt to follow this up in Myanmar and adopt new arrangements modelled on the Cambodia system. However, this involves sensitive political issues of inter-Ministerial mandates and control, which have yet to be negotiated and agreed.
202. Overall, the project has had limited influence on the establishment of overarching national coordination structures. As a more political activity this is typically dependent on more senior intervention than the NPC is able to provide. Working in conjunction with the FAOR provides potential opportunities to leverage FAO's role. Given the importance of these coordination mechanisms, serious thought should be given on how to further promote their establishment.
203. The project has helped to network ASEAN to other regional organizations at the level of food insecurity. For example, with project support a senior ASEAN officer attended the inaugural meeting of the new global Food Security Information Network in Nairobi in August 2011. This has helped in raising the profile and connectedness of ASEAN.

#### 5.4.4 Gender

204. The incidence, causes and solutions to food insecurity in the sub-region are strongly gendered. Key determinants of nutritional status include the nutritional practices at household level. Women are often ignored, overlooked or forgotten in food security programmes, although they are the backbone of most agricultural production, processing, and marketing, as well as domestic work and household economy. Extension services,

Government and international agencies need to better understand gender issues and women's needs in order to establish proper programmes.

205. Therefore, to achieve food security and poverty reduction in this sub-region, it is crucial to include gender analysis. However, very little attention appears to have been paid to this in either project design or implementation. The analytical products reviewed made little attempt to disaggregate the analysis according to gender. Nor were specific studies conducted on this issue.

## 6 Sustainability and Impact

### 6.1 Sustainability

206. The analysis of sustainability was considered primarily at the level of individual activities - this was dictated by the rather siloed nature of the project components. The table below presents a summary analysis of the prospects for a continuation key project activities. Areas with good prospects for immediate continuation are shaded green, those with lower prospects are shown in orange – as judged on the basis of the evaluation findings.

Theme	Activity	Prospects for sustainability
<b>Market Information, Intelligence and Analysis</b>	Data management, analysis, reporting and dissemination at national level	Core activities will continue to be implemented by the national market information systems Continued technical support from FAO at regional level on analysis (ESP) and at global level for software (EST, AGD) Project helped to identify private sponsorship for dissemination costs in Cambodia
	Data exchange between national, regional and global market information systems	Reasonable prospects, largely dependent on active follow-up by ESP, GIEWS & RAP.
<b>Climate Information and Analysis for Seasonal and Long-Term Timeframes</b>	Monsoon forums	In the short-term arrangements are in place to continue the monsoon forums with continuing RIMES technical backstopping and funding through the MRC, ESCAP and other resource partners. In the longer-term sustainability prospects in the absence of continued resource partner support are less clear. National hosting agencies stated that they did not have the resources to host independently.
	Information for Climate Change Adaptation	Follow up through other donor projects, including the GTZ ASEAN climate change project. Continued support from RIMES as the key regional technical resource working on end to end applications.
<b>Chronic Food Insecurity, Livelihoods and Vulnerability Analysis</b>	Analysis of hunger and food consumption through re-analysis of household income expenditure data	Low prospects of sustainability. Statistical department self evaluate themselves as unable to conduct analysis independently and FAO (ESS) reported no immediate plans to provide further follow-up in-country training. Incentive to continue analysis limited as use of principal indicator of under nutrition for reporting purposes is uncertain beyond the expiry of the MDGs in 2015.
	Integrated Phase Classification for Food Security	IPC being followed up by a DG ECHO funded regional project for Asia, with Myanmar as one of the focal countries. However, this project only runs until end 2012.
<b>Capacity building</b>	Regional level food security training	Immediate follow-up of ASEAN training through EU-FAO Global Governance Programme. However, remains dependent on FAO technical inputs. No technical capacity in ASEAN – the future of the hosting body AFSIS is uncertain.
	National level food	Universities in Lao PDR and Myanmar interested to introduce

	security trainings	food security curriculum, but still a long way from being able to develop and offer quality food security training. Good prospects in Cambodia through the CARD Training Pool system.
<b>Communication</b>	Website	Project website being disassembled and handed over to various interested agencies. The regional elements will be adopted by RAP, Lao PDR to the Government, Myanmar possibly to the Food Security Information Network (FSIN). Cambodia may absorb some content in CARD website.

207. This table indicates that, in the short-term, there are relatively good prospects for the continuation of most key project activities<sup>27</sup>. This attention to sustenance is commendable given the usual project incentives to concentrate on delivery rather than addressing sustainability. However, to a large extent this is dependent on continued support from resource partners with sustainability achieved through new projects.
208. At one level a flexible approach towards ensuring sustainability is appropriate. There are fundamental constraints in expecting Government to ensure sustainability, including scarce financial resources. In Cambodia below living wage salaries for the civil service result in wide scale absenteeism. The availability of skilled human resources is limited – this was a critical constraint in Lao PDR. Until these fundamental constraints are resolved the ability of Government to sustain activities will be limited.
209. Given the underlying constraints on national systems a variety of approaches may usefully contribute to sustaining key products and processes. This may include continued medium-term donor funding and the technical contributions of key UN, NGO and private sector stakeholders.
210. However, there is very little evidence of Governments taking responsibility by mainstreaming activities and incorporation in the regular budget. Even allowing for the realities and constraints evident in the region it is of concern that there hasn't been a higher uptake of the pilot activities by Government. This may reflect limited Government participation and ownership in the process. The evaluation contends that ultimately if there is a clear demand *by Government* for these products then resources can and will be found to institutionalize the delivery.
211. This experience raises the common challenge of using a project such as this to promote innovation, as this inevitably leads to issues in sustaining processes at the conclusion of the project. Fundamentally it suggests a shift to a more programmatic and strategic approach, away from ad hoc projects. This would promote the improved and sustained integration of FAO's technical capacities at global and regional level, with applications at the country level.

<sup>27</sup> It should however be noted that there were a number of studies and initiatives where the demand or ownership was unclear, that were not completed, or poorly done by the consultants. Examples of this include the communications study in Myanmar, the food chain analysis in ..., and the role of the private sector in disaster response. These may be interpreted either as one off activities without the need for sustainability or as unsustainable activities. Therefore the overall sustainability may not be as high as depicted by the above table.

## 6.2 Impact

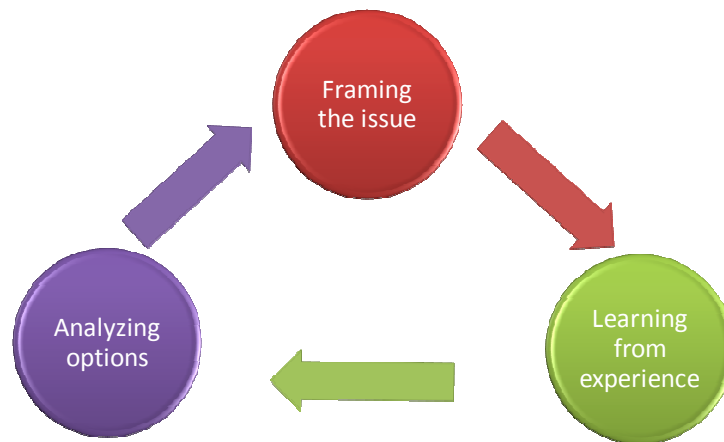
212. The stated impact of the project was “To contribute to improved food security policies and programmes in order to reach MDG 1”. As discussed earlier (see section 3.1.2), whilst MDG1 refers to overlapping areas of poverty, hunger and malnutrition, it is believed that the inclusion of a poverty reduction focus objective is not intended. It is therefore argued that *the analysis of impact should look specifically at the impact in relation to hunger (food security) and malnutrition.*
213. The impact of each of the main pillars of the project is discussed separately below. This takes into account the usual caveats that the project cannot be held accountable for achieving the development goal, as it is only a partial contributory factor in achieving this. It also acknowledges that impact level benefits may only be realized after the end of the project.
214. There is no question that food prices have a major impact on hunger. However, the question for the evaluation is whether project enhanced access to critical information for decisions that could have an impact on hunger reduction.
215. Price information is needed to provide early warning of actual price shocks that affect the affordability of staple food. The relatively well integrated markets in the region only require light monitoring through a small number of markets and commodities and food prices for key commodities and markets were already available without much delay. Furthermore, for both Cambodia and Myanmar the price system developments are not focusing on staple commodities. Further investment in improved *data collection* is therefore of dubious relevance and impact. However the contribution of the project to improving information transmission from national to regional and global level is relevant and appropriate and should be sustained.
216. A second role for market information lies in helping to design and target responses. Essentially the options are to either try and control prices (for example through trade policy) or improve access (through various social protection and safety nets). Following the 2007/08 food price crisis both of these responses have already been actively analyzed and developed in the region, in. For example ASEAN has activated a global emergency rice reserve (APTERR). There is little evidence that inadequate price information has been a significant constraint to the design, activation or targeting of these mechanisms.
217. In fact the main justification for improving price information appears to relate to raising small holder incomes and the poverty reduction. Therefore, the overall conclusion is that the linkage of improved market intelligence to *hunger reduction* (assuming that this is the benchmark for the project) is extremely tenuous.
218. The impact of the work on improving the relevance of climate forecasting has yet to bear fruit. Judging from experience in other regions the outcomes may ultimately prove more modest than the hopes and expectations of the users. This partly is a consequence of the probabilistic nature of forecasts, and the relatively sophisticated interpretation skills needed to develop applications. However, the process is generally regarded as broadly useful with potential downstream benefits.



219. Considerable attention was paid to improving data management and analysis to support improved policies and programmes to address chronic food insecurity. However, there was little explicit consideration of exactly how this information would interact with, and support, decision makers. Given that FAO has been working on the theme of ‘linking information to decision makers’ for several years it is a surprising omission that a better framework for promoting these linkages has not been developed.

220. One way of conceptualizing the possible links between information and decision making is given in Figure 12. Judged against this the project has largely concentrated on one element - a better understanding of the problem- and it played a useful role in further highlighting the issues. However, with significant research already being conducted on the problem of malnutrition in the project area it is questionable the extent to which it generated new or unique insights.

**Figure 12 Linking Information to Decision Makers**



221. Given a general awareness of the problem, at this juncture the real challenge is to identify and analyze the solutions. As discussed (see Section 2.1), the weakness of sectoral policy – certainly in agriculture – is how to mainstream nutritional outcomes. What is lacking is a serious examination of the policy options to capitalize on food based pathways to reducing malnutrition. This can be informed by local, regional and global experiences, including an examination of the consequence of past policy choices.

222. It is instructive to note the gulf in progress in policy analysis between agriculture and health. On the medical-nutrition side there is a clear international agreement, based on a strong evidence base, for priority actions with proven impact on nutritional status (cf. the 2008 Lancet series). In comparison the evidence base for prioritizing food based solutions remains painfully thin.

223. The delivery of support through relatively isolated donor funded projects creates its own challenges. For example, the project did seek to work closely with the FMM project on policy issues. This multi-donor project addressed food security policy in Lao PDR and Cambodia over a similar duration and there were obvious benefits to collaboration. At the operational level the staff of both projects worked closely together. However, the fruits of this collaboration were not very evident. This is attributed to the challenge of trying to retrofit the operational compatibility between two projects designed to meet differing donor expectations.

224. A more programmatic approach to these issues by FAO could promote impact and sustainability. It was not apparent that all FAO country offices have a clear vision on how to work to support and influence national food security policy development. The process of developing stronger FAO Country Programme Framework could promote harmonization in project design, and ultimately more substantive synergies in the implementation phase.
225. In some cases the project did work outside of its strict mandate to contribute directly to policy formulation. Examples of this included work on the ASEAN Strategic Policy and Plan of Action on food security, piloting policy briefs with AFSIS, the review of the Cambodia Food Security and Nutrition reference document and the Myanmar 3<sup>rd</sup> Action Plan for food and nutrition security. These were arguably amongst the most influential and effective project activities. Increased attention to linking policy development and analysis would have undoubtedly strengthened the overall impact.
226. Multiple new opportunities are apparent in the region to work on national policies within FAO's area of comparative advantage. This includes the revision of the Lao PDR Food Security Strategy which expired in 2010 and the Agricultural component of the Poverty Reduction Strategy in Myanmar. FAO has been asked to assist in updating both of these documents outside of the project framework. This suggests an important future role for FAO.

## 7 Conclusions and recommendations

### 7.1 Conclusions

227. It is clear that *malnutrition* remains one of the principal development challenges in many parts of south-east Asia. Widespread malnutrition has major negative impacts on the under-realization of the social and economic potential of individuals, communities and nations. Therefore, continuing urgent action to improve nutrition is required by Governments and their development partners.
228. Malnutrition has both chronic and transitory dimensions. The evidence shows that chronic malnutrition (as demonstrated by stunting rates) is a much greater problem than acute episodes (as measured by rates of wasting) in this region. The *nutritional consequences* of the various climatic disasters appear to be muted.
229. It is important to acknowledge that chronic malnutrition is not simply a consequence of poverty. Evidence in the region shows malnutrition rates have not decreased in line with economic growth. Therefore tailored solutions are needed. One part of this rests with renewed attention on the improved quality and quantity of food consumption at household level – in short improved food security.
230. The project appropriately aligned itself with addressing this strategic challenge. The focus on the chronic component of hunger was heightened during the course of implementation. Linkages to National Disaster Management Authorities were downplayed and emergency orientated information activities reduced. This matched both the demands of the context and the comparative advantages of FAO as the implementing agency. In comparison other agencies, such as WFP, are better placed to support the analysis of acute or transitory food insecurity.
231. The intervention logic of the project was to improve policy and programme design through the improved availability and quality of food security information and analysis. The project helped to expand the supply of market and climate information, and information on chronic food insecurity. Judged strictly against the revised logical framework the project successfully met virtually all of the planned implementation targets.
232. The project successfully identified a number of niche opportunities, commensurate with the resource envelope, to improve information systems. For example, in the area of *market intelligence* the project helped to improve the management of price information, through facilitating the introduction of updated Agri Market software. It also contributed to facilitating the flow of price information between national, regional and global levels, and the improved dissemination and availability of price information and analyses.
233. The project worked on similar improvements in information systems to support decision making on *chronic food insecurity*. A core activity included improving the management of data with food security module integrated into national databases. Analytical reports were produced, including the analysis of food consumption based on income-expenditure data and it assisted with the establishment of periodic food security bulletins in Myanmar and Cambodia. Discussion of applying key analytical techniques was initiated, including the IPC protocols.

234. In the field of *climate information* the major achievement of the project was in bringing together the users and producers of the information in the Monsoon Forums. Potentially this process could lead to tailored applications that practically utilize the short- to medium-term climate forecasts. Arrangements are already in place to sustain RIMES support to national systems. Initial work on information for climate change adaptation has been increasingly over taken by larger resource pots from other projects.
235. However, critically *the impact of this enhanced information and analysis on food insecurity and hunger was judged as weak*. The evaluation concluded that there is little demand for enhanced price information to support decision making *in relation to hunger reduction initiatives*. Nor did the analyses of chronic food insecurity and vulnerability respond to national demand, or demonstrate clear linkages to specific decision makers or policy processes. In terms of linking information and decision making, the climate work had the most potential impact, but this is still as yet unrealized.
236. The failure to construct links between information and decision making is a major weakness of the project. This is particularly disappointing given that this project has been preceded by similar FAO led interventions at global, regional and national levels. The lessons of these earlier pilots should have helped established a structured framework to guide the design and implementation of activities linking food security information and decision making at various levels.
237. A more appropriate entry point for FAO, rather than the supply and quality of information, would be direct support to policy and programme formulation, dissemination, monitoring and review processes. Food security information and analysis would then be directly designed contribute to these processes, rather than implemented in isolation.
238. More specifically the focus now needs to shift from working with a large set of stakeholders on creating awareness of the problem, to an analysis of the solutions with a more targeted set of partners. In particular the potential contribution of Ministries of Agriculture to hunger reduction and malnutrition remains under developed, as agricultural policies continue to focus on raising national agricultural production. This is an inadequate response to household level food insecurity.
239. FAO has a comparative advantage in helping Agricultural Ministries to mainstream nutritional goals into their policies, strategies and programmes. There is a relationship of trust that can be built on. This work can be executed in conjunction with other agencies such as the WB, IFPRI and CGIAR organizations. Working with Ministries on Expenditures frameworks and public expenditures reviews can also assist in establishing a clearer dialogue on where efforts are put for the moment and how this could be re-oriented.
240. Improved analysis is required of the cost and effectiveness of various agricultural policy options on nutritional outcomes. This analysis could draw on the experience of a large number of organizations from multiple geographic locations, from both inside and outside the region. This could involve the examination of both stand alone food security policies and strategies, alongside mainstreaming nutritional objectives within other agricultural policies.

241. A link could also be forged with the emerging resilience agenda – increasing the food security of households in the face of emergencies. Resilience building is primarily a development concern where FAO would be well placed to support national Governments address, as it has a comparative advantage on post disaster reconstruction and preparedness activities. This also helps to FAO to bridge its developmental and emergency responsibilities.
242. There is also a continuing need to develop national capacities in food security analysis. The extremely limited understanding of food security continues to be a major limiting factor in all countries. The specific content of the training will be dictated by the objectives of any future interventions. However, there is a clear role for basic education on food security. The on-going efforts of OEK on distance learning and tailored efforts to work with ASEAN should be welcomed and supported.
243. Coordination is also required with other sectoral Ministries to promote integrated approaches to food and nutrition security. However, experience indicates that locating responsibility of the Ministry of Agriculture for coordinating *inter-sectoral action* on food security have generally been ineffective. Using a sectoral Ministry as a platform to influence the work of other Ministries is problematic. Technical knowledge and commitment is weak and influence low.
244. Inter-ministerial coordination is usually most effective when placed in a higher level Ministry with powers to convene the sectoral Ministries. In addition, given global policy trends, it is appropriate to coalesce inter-sectoral efforts around food and nutrition security jointly – not for food security alone.
245. National level initiatives can be usefully complemented at the regional level. Regional institutions have an important role to play in building national capacities and supporting action. Both RIMES and ASEAN have proved to be valuable regional resources that deserve continued support.
246. However, care is needed to define appropriate responsibilities at national, regional and global level. Regional entities are too often used to implement activities which should be more appropriately implemented at the national level. Regional added value typically comes from providing a platform for information exchange, lesson learning, training and to some extent policy harmonization. In the case of ASEAN collaboration on the operation of a shared rice reserve is another option.
247. As with the country level support, the principal entry point should be supporting the analysis of food and nutrition security related policies and programmes. Information management and analysis per se at the regional level has less relevance than it does at the national level. Therefore, investment in AFSIS – which is essentially an information system – should be approached cautiously.
248. The on-going drafting of CPFs represents an opportunity to provide an improved strategic framework for FAO's support to food security analysis, policy and programme development. Current FAO country strategies do not provide an adequate framework to promote the integration of these projects. For example, despite close cooperation the FMM and EC-FAO projects did not capitalize on their collective potential in part due to the absence of a strong over arching strategy.

249. Improved donor coordination is needed on food and nutrition security programming, including food security analysis, at country and regional level. Current project led investments were seen to be fragmented, overlapping, inefficient and ultimately of questionable impact. In particular the EC should consider adopting a more programmatic approach within the region. In parallel FAO should consider promoting harmonized and aligned programmes.
250. The evaluation also highlighted a number of operational lessons. Project design, and the associated quality control procedures, was a major weakness. FAO should be willing to reject project funding where significant reputational risks exist. The involvement of national Governments was also inadequate at all stages of project design, implementation and evaluation. It is understood that FAO has recently issued revised guidance on project formulation which is welcomed. The apparent weakness in project appraisal procedures by the EC should also be addressed.
251. The project played a valuable role in improving the articulation between specialized technical resources in HQ and the FAO RAP office, with national level actors. It is noted that the decentralization of key technical resources into FAO RAP has been particularly useful to facilitating impact at the country level. Facilitating these linkages brought benefits to all actors. However, there is an apparent on-going decline at the central level of these core technical capacities which if continued threatens the quality of future projects.
252. Finally, within the remaining implementation period there are still opportunities to maximize impact and sustainability.

## **7.2 Recommendations**

### **Recommendation 1: To the EC-FAO Project Management**

Before the end of the project the management should:

- Complete all outstanding reports
- Ensure all key reports are translated into local languages
- Disseminate results, and interpret policy implications, or make arrangements with the FAORs to do so after the completion of the project
- Ensure all project documents are archived and available on multiple websites
- Develop detailed exit plans for the key processes that the project aims to institutionalize (including Monsoon Forums, price data flows, the analysis of household income and expenditure surveys, IPC pilots) and negotiate responsibilities for handover
- Avoid taking on additional new activities
- Share the final evaluation report widely, specifically including implementing Ministries and national focal points

### **Recommendation 2: To FAO RAP and FAORs in Lao PDR, Cambodia and Myanmar**

The on-going revision of CPFs should draw on lessons and expertise of the EC-FAO

programme to strengthen the framework for programming of future FAO policy support for hunger reduction and food security. Specifically the input of the outgoing CTA should be sought on the draft CPFs.

**Recommendation 3: To FAO RAP and FAORs in Lao PDR, Cambodia and Myanmar**

Consideration should be given to formulate programmes, in conjunction with Ministries of Agriculture (and closely associated Ministries of Livestock, Forestry, etc.), on food security policy and programme formulation, dissemination, monitoring and review processes. Specifically, this should focus on *mainstreaming nutritional and resilience building approaches* into agricultural policy. Food security information and analysis would be an integrated component of such an approach, rather than an objective in itself.

**Recommendation 4: To FAO RAP**

FAO should consolidate the budding relationship with ASEAN on food security analysis. Collaboration with ASEAN should focus on appropriate regional activities, such as information exchange, lesson learning, training and policy harmonization. Careful consideration is needed of which division(s) in ASEAN should be capacitated.

**Recommendation 5: To FAO RAP and FAO OEK**

FAO should continue and expand on its basic food security training courses in the region. This includes the work of OEK in conjunction with ASEAN. Linkages with relevant national agricultural Universities should be further explored, in an effort to institutionalize courses in food security within regional tertiary education facilities.

**Recommendation 6: To Resource Partners and FAO Senior Management**

Resource partners should specifically consider supporting further work on the food security implications of the large-scale land concessions and changes to land tenure rights in the region. FAO should bring this message to its governing bodies, and promote the use of its already considerable in-house expertise on tenure issues.

**Recommendation 7: To FAO Senior Management**

Project formulation guidance should be reviewed to assess the adequacy of:

- Standards for involvement of host Governments in project formulation
- Procedures for reviewing projects, before submission to resource partners

**Recommendation 8: To FAO Asia IPC project**

Within the limits of available resources the FAO managed IPC Asia project should conduct further follow-up in country to explore national level interest in a pilot exercise in Cambodia. The relatively strong analytical and coordination systems present in Cambodia provide a fertile context for piloting the Integrated Phase Classification system for food security.

## **Annex 1. Evaluation terms of reference**

### **FINAL PROJECT EVALUATION**

#### **Terms of Reference**

##### **1. Background**

This project forms part of the EU-FAO Food Security Programme funded under Priority 2 of the European Commission's Food Security Thematic Programme (FSTP) 2007-2010. The project started on 01 April 2009 for a duration of three years with a budget of 2,000,000 Euros. A no-cost extension has extended the project's duration for six months, until 30 September 2012.

With activities in Cambodia, Lao PDR and Myanmar, as well as at the regional ASEAN level, the project's overall aim is "to contribute to improve food security policies and programmes in order to reach MDG 1". The outcome of the project is: "quantity, quality and timely food security information more available and accessible to support planning, policy and programme decision-making". The key expected project outputs are: (1) governments and regional organisations awareness and engagement in food security increased; (2) national and regional capacities to collect, analyse and manage food security data increased; and (3) cooperation between government agencies and between governments and development partners improved.

Project activities are organized around four main components: market information, climate information, vulnerability information, and cross cutting activities to strengthen communication, networking and capacity building. Activities support and strengthen the capacity of information producers (supply-side) to produce more accurate and relevant information and analysis in a timely and appropriate format to more effectively meet the needs of decision-makers and decision-making processes. The project also supports food security information users (demand side) to better understand and apply food security information and analysis for more effective, appropriate and evidence-based decision-making.

The target direct beneficiaries of the project are national governments and regional organisations involved in collecting, analysing and disseminating food security information. The indirect beneficiaries are all users of the information. The ultimate beneficiaries are the vulnerable populations of Cambodia, Lao PDR and Myanmar, especially those suffering from hunger and malnutrition.

At the regional level, the key implementing partner is the Association of SE Asia Nations (ASEAN), particularly the ASEAN Food Security Information System (AFSIS). The project has also worked closely with the Regional Integrated Multi-Hazard Early Warning System (RIMES) on the climate information component of the project. While national level partners vary from country to country, they include ministries of agriculture, livestock, forestry, fisheries, water resources, trade, commerce, health and planning, and particularly agricultural marketing offices, central statistics offices, departments of meteorology and nutrition. The project has also worked closely with cross-sectoral food security coordinating structures and thematic groups, UN agencies, NGOs and the private sector.



A Mid-Term Evaluation was conducted in June/July 2011. Based on its recommendations, the Contract Agreement was amended to improve the project design to enhance its relevance, feasibility, effectiveness, efficiency, impact, and sustainability.

## **2. Purpose of the Final Evaluation**

An independent final evaluation of the project is foreseen in the project agreement to examine project achievements and impacts and to guide decisions on possible follow-up action. The evaluation will:

- Identify strengths and weaknesses in implementation.
- Assess level of achievement of the intended impact and potential for sustainability.
- Capture lessons in project design, implementation and management.
- Make recommendations regarding specific actions that might be taken in future projects.

The final project evaluation will identify the lessons learned. What has worked particularly well and could be considered a “best practice”? What should be done differently in similar projects in the future?

The final evaluation is planned for May/June 2012, some three months before the end of the project. The evaluation will be managed by FAO’s Office of Evaluation (OED), FAO Headquarters, which provides quality assurance on the evaluation process and the report. OED will work in close consultation with the European Union, and the evaluation will be organized and implemented in close collaboration with the beneficiary countries.

## **3. Scope of the Evaluation**

The following questions and issues will be addressed by the evaluation. This is based on internationally accepted evaluation criteria, including relevance, efficiency, effectiveness, impact and sustainability. The following list is not exhaustive and additional issues may come up during the mission. Using Addendum No. 2 to the Contribution Agreement as the basis for the evaluation, the evaluation will assess the following:

- a. Relevance and contribution of the project to national and regional development priorities and needs, FAO and EU Strategic Frameworks, National Medium Term Priority Frameworks and the Millennium Development Goals.
- b. Comparative advantage of FAO as implementing agency for the project.
- c. Clarity, and realism of the project's development and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability.
- d. Quality, clarity and adequacy of the revised project design including:
  - clarity and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame);
  - realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks);
  - realism and clarity of external institutional relationships, and in the managerial and institutional framework for implementation and the work plan;

- likely cost-effectiveness of the project design.
- e. Project management and implementation, including:
  - effectiveness and efficiency of operations management;
  - effectiveness of strategic management;
  - efficiency and effectiveness of projects' coordination and steering bodies and mechanisms;
  - set-up, efficiency and effectiveness of monitoring and internal review processes;
  - elaboration and implementation of an exit strategy;
  - quality and quantity of administrative and technical support by FAO; and
  - implementation gaps and delays if any, their causes and consequences, between planned and implemented outputs and outcomes; and assessment of any remedial measures taken.
- f. Project financial resources and financial management, including:
  - rate of delivery and budget balance at the time of the evaluation; and
  - adequacy of budget allocations in the project agreement and through Budget Revisions to achieve the project objectives.
- g. Delivery of intended project outputs, using the objectively verifiable indicators developed in the revised project logical framework (a complete list of outputs prepared by the project team will be included as an annex to the evaluation report);
- h. The extent to which the three short- to medium-term intended outcomes have been achieved, namely:
  - governments and regional organisations awareness and engagement in food security increased;
  - national and regional capacities to collect, analyse and manage food security data increased;
  - cooperation between government agencies and with development partners improved.
- i. The extent to which the over-arching intended outcome has been achieved, namely:
  - Quantity, quality and timely food security information more available and accessible to support planning, policy and programme decision-making.
- j. The overall performance of the project and its achievement, according to its specific objectives and FAO's Organizational Results and Strategic Objectives. This will include the identification of actual and potential positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended.
- k. The prospects for sustaining the project's results by the beneficiaries and the host institutions after the termination of the project.
- l. To the extent possible, the evaluation will assess the impacts of the project yet to be fully realised.

Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by Government, FAO and/or other parties to ensure sustainable development, including any need for follow-up action. The evaluation will draw attention to any lessons of interest for other similar activities. Any proposal for further assistance should include specification of major objectives and outputs and indicative inputs required.

#### **4. Methodology**

The evaluation will adhere to the UNEG Norms & Standards<sup>28</sup>. The evaluation will adopt triangulation as a key method for validation of information and evidence. It will follow a consultative, interactive and transparent approach with internal and external stakeholders throughout the whole process.

A range of tools will be used, including: consulting existing reports (including the mid-term evaluation and associated management response), semi-structured interviews with key informants and stakeholders and focus group discussions supported by check lists and/or protocols, direct observation during field visits, etc. The Strengths, Weaknesses, Opportunities and Threats (SWOT) framework will be one major analytical tool for assessment of the projects' results<sup>29</sup>.

#### **5. Consultation Process**

The Evaluation Team will maintain close liaison with the FAO Office of Evaluation, the project management, the FAO Representations in concerned countries, the European Union Delegations and the Governments in countries visited. Although the Evaluation Team should feel free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitments on behalf of the Government, the donor or FAO.

At the end of the mission, the Evaluation Team will present its preliminary findings, conclusions and recommendations to the European Union Delegation in Bangkok, the FAO Regional Office for Asia and the Pacific (RAP), including FAO Project Management and to the extent possible find ways to involve representatives of Government from countries covered by the project. The draft evaluation report will be circulated among key stakeholders for comments before finalisation; suggestions will be incorporated as deemed appropriate by the Evaluation Team.

An indicative list of partners and stakeholders to be consulted during the evaluation is included in Attachment 1. As suggested in the Project Agreement, to the extent possible, the evaluation will be organised back-to-back with final stakeholders consultations in the three project countries.

#### **6. Composition of the Evaluation Team**

The Evaluation Team will comprise two members with an appropriate balance of relevant technical expertise and experience in evaluation. The Team Leader must have solid experience in project evaluation, and in leading teams. Each of the Evaluation Team members must meet at least two of the following criteria: a strong economics/policy background, knowledge of food security information systems, and familiarity with the south-east Asian context.

---

<sup>28</sup> [www.uneval.org/normsandstandards](http://www.uneval.org/normsandstandards)

<sup>29</sup> SWOT is a widely used strategic planning tool, useful for analysis of projects and interventions, to assess their strengths and weaknesses and perspectives in the future. It is particularly used in focus groups, and can be adapted to individual interviews as well.

OED/FAO will select the team in consultation with the EU. Evaluation Team members will have no previous direct involvement with the project either with regard to its formulation, implementation or backstopping. All Team Members must sign the FAO/OED Declaration of Interest form.

The Evaluation Team is responsible for conducting the evaluation and applying the methodology. Both Evaluation Team members will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs.

The Evaluation Team is fully responsible for its independent report which may not necessarily reflect the views of the Government, FAO or of the EU. An evaluation report is not subject to technical clearance by FAO although OED is responsible for ensuring conformity of the evaluation report with standards for project/programme evaluation in FAO.

## **7. Reporting**

The evaluation report will illustrate the evidence found that responds to the evaluation issues, questions and criteria listed in the ToR. It will include an executive summary. Supporting data and analysis should be annexed to the report when considered important to complement the main report.

The recommendations will be addressed to the different stakeholders and prioritized. They will be evidence-based, relevant, focused, clearly formulated and actionable.

The Evaluation Team will agree on the outline of the report early in the evaluation process, based on the outline provided in Attachment 2 of these TOR. The report will be prepared in English.

The structure may be modified as long as the key contents are maintained and the flow of information and analysis is coherent and clear. The report should be presented with numbered chapters and paragraphs. The length of the evaluation report should be 15-18,000 words, excluding executive summary and annexes.

The Evaluation Team Leader bears responsibility for submitting the final draft report to FAO and the EU within two weeks from the conclusion of the mission. Within two additional weeks, FAO and the Donor will submit to the team their comments and suggestions that the team will include whenever appropriate to finalize the report.

Annexes to the evaluation report will include, though not limited to, the following as relevant:

- a. Terms of reference for the evaluation
- b. Profile of team members
- c. List of documents reviewed
- d. List of institutions and stakeholders interviewed by the Evaluation Team
- e. List of project outputs
- f. Evaluation tools

The project Budget Holder will circulate the final evaluation report to all key stakeholders and to the EU. The Budget Holder will also upload the report in FPMIS.

FAO Office of Evaluation will be responsible for making available as public documents the final evaluation report and the FAO Management Response on its website.

## **8. Evaluation Timetable**

The Terms of Reference for the Evaluation Team will be finalized by April 2012.

The mission is planned to start at the end of May with the following indicative schedule.

- Mission preparation (2 days – home based)
- Briefing by OED and ESA at FAO HQ (1 day)
- Travel to Asia (1 day)
- In Bangkok: Briefing and interviews with FAO RAP, FAO CTA, EU Delegation and other key stakeholders + review of documentations (2 days)
- Visits to countries: Lao PDR/Cambodia/Myanmar (at least 4 working days in each country)
- Final follow-up to interviews, preparation of a PowerPoint presentation on preliminary key findings, conclusions and recommendations (2 days)
- Debriefing with stakeholders in Bangkok (1 day)
- Travel to Rome (1 day)
- Debriefing stakeholders in FAO Headquarters (1 day)
- Report drafting (7 days + 3 extra for Team Leader)
- Report finalization (3 days for Team Leader only)

The travel itinerary and actual number of days will be finalised once the start date is firm. The Team will be provided with background documents and an indicative programme for each country one week before the start of the mission.

## Annex 2. Profile of team members

### **Nick Maunder**

---

Profile	Nick Maunder has extensive expertise in the fields of relief, rehabilitation and development. He has more than twenty years of overseas professional experience in a wide range of technical and managerial capacities with relief and development agencies including Governments (both donors and recipient states), UN, NGOs and private sector partners.		
Core Competencies	Food Security	Disaster Risk Reduction	Social Protection
	Cash & Vouchers	Monitoring and Evaluation	Trade and Markets
	Policy Analysis	Information Systems	Nutrition
	Needs Assessment	Curriculum Design and Training	Humanitarian Reforms
	Project Formulation	Project Management	Meeting Facilitation
Qualifications	M.Sc., Agricultural Extension, Reading University, UK B.A. Agricultural and Forestry Sciences, Oxford University, UK		
Employment history	<p>October 2011 to date: Freelance Consultancy and Research</p> <p>August 2010 to September 2011 Coordinator of the Sector Support Team (SST), and September 2008 to August 2010 Senior Sectoral Expert for Food Assistance and Disaster Risk Reduction, of the Department of Humanitarian Aid and Civil Protection (DG ECHO)</p> <p>April 2004 to July 2007 Freelance Consultancy and Research</p> <p>2000 to April 2004 Regional Famine Early Warning System Network (FEWS NET) Representative for the Greater Horn of Africa (USAID)</p> <p>1996 to 2000 Regional Field Representative for Kenya, Tanzania, Eritrea &amp; southern Sudan (USAID)</p> <p>1995 – 1996 Information and Training Advisor, Drought Preparedness &amp; Recovery Project, Kenya (Dutch Government)</p> <p>1993 – 1994 Regional Planning Officer, Arid Lands Livestock Development Project, Kenya (EU)</p> <p>1991 – 1992 Team Leader Local Development Support Project and Socio-Economist, Koshi Hills Development Project, Dhankuta, Nepal (DFID)</p> <p>1989 – 1991, Staff Consultant, ITAD Ltd. Sussex, UK</p> <p>1986 to 1989 Research Officer, Agricultural Extension and Rural Development Department, University of Reading UK</p>		

<b>Agricultural Economist</b>	<b>Niels MOREL</b>	Qualifications : <b>MSc (Dipl. Ing. Agr.) Agricultural Economics</b>
<p><b>Professional Capability :</b> 13 years of achievement in supporting agricultural and rural development in Asia (mainly) and Africa. Strong analytical skills and ability to work on a broad spectrum of tasks supporting project all along their management cycle (evaluations, project preparation, project backstopping, implementation). Demonstrated skills in providing hands-on direct technical assistance on agriculture policy development, aid effectiveness and development program management.</p> <p><b>Key qualification :</b> Farming systems economics, project evaluation, project preparation, donor coordination/aid effectiveness, value chains approaches, financial and economic appraisal.</p>		
<b>Professional Experience</b>		
2010-2011 : Independent consultant. Several short term expertise missions in : Cambodia, Nigeria, Madagascar, Togo.		
2007-2010. Ministry of agriculture and Forestry (Lao PDR). Technical Adviser to the Dept of Planning and the Policy Research Center. Coordinated and directly contributed to the elaboration of the Ministry's overall Agriculture Sector Strategy toward 2020 as well as a Sector Strategy for the Development of Farmer Organizations. Preparation of a 18 millions Euros EU/AFD/SDC/GTZ Program Based Approach. Institutional support to the Ministry.		
<p>2005-2007 : Handicap International / Lao PDR. Successively rural development coordinator and Representative.</p> <ul style="list-style-type: none"> <li>- As country director, ensured overall quality of Handicap International presence in Lao PDR and co-managed the merging process of the two Handicap International branches (Belgium and France) in Lao PDR.</li> <li>- Ensured proper implementation and phasing out Handicap International rural projects</li> </ul>		
2003-2005. GRET. Hanoi Vietnam. Technical Advisor. Supported the development of agricultural services for smallholder in 5 provinces of Northern Vietnam.		
<p>2000-2003. Groupe de Recherche et d'Echanges Technologiques (GRET). France. Program Officer (headquarter based).</p> <p>Supervised two rural development projects (Rural Markets Development Project in Tanzania and Agriculture Productivity Improvement in Rakhine State-Myanmar). Participated to the preparation of new rural development projects. Completed successfully several short term expertise missions as team member or team leader (including 2 projects evaluations). Upgraded significantly GRET capacity to participate in bidding processes with international donor agencies. Developed a proposal and references database. Trained GRET staff as needed on bidding/tendering procedures. At least 40 bids elaborated in 3 years.</p>		
<p>1998-2000. <b>Polyconsult Ingénierie. Dakar, Senegal. Chargé d'affaires / rural development portfolio.</b> Developed the firm's technical capacity to submit proposals to clients. Coordinated POLYCONSULT consultancy assignments (in the rural development and natural resources sectors) including management of field work and finalization of reports for clients. Performed several short term consultancies for AFD, FED and AfDB funded projects.</p>		

### **Annex 3. List of project documents reviewed**

#### **Project document/agreement**

Project Agreement - Addendum No 2.  
Project Agreement – including Addendum No 1.  
Project Agreement – General Conditions  
Project Agreement - Log frame  
Project Agreement - Special Condition

#### **Country agreements and Letters of Agreement (LoAs)**

Project Agreement – FAO Cambodia  
Project Agreement – FAO Lao PDR  
Project Agreement – FAO Myanmar  
CARD. Final Report On The Implementation of LoA No. RAP/2011/13 (Under the EC/FAO Food Security Programme “Linking Information and Decision-Making to improve Food Security and Nutrition in Cambodia”). March 2012.

#### **Progress reports**

Progress Report, April 2009 – December 2009  
Project Progress Report, January 2010 – June 2010  
Project Progress Report v1, April 2009 – September 2010  
Project Progress Report v2, April 2009 – September 2010  
Project Progress Report, October 2010 to September 2011

#### **Project Technical Reports (including consultant reports)**

Lao PDR - de Leon-David, N (2011-03) End-of-Assignment Report .  
Lao PDR - Dethrasavong, C (2009-06) Joint Session on Information and Needs Assessment and the National Programme for Food Security.  
Lao PDR - Dethrasavong, C (2009-08) Support for the Workshop of the EC-FAO Food Security Programme.  
Lao PDR - Keomany, V (2011-05) Food Security and Nutrition Information Scoping Study.  
Lao PDR - Oliveira, L (2011-08) Mission Report - Food Security and Vulnerability Assessment and Analysis.  
Lao PDR - Oliveira, L (2011-10) Mission Report - Food Security and Vulnerability Assessment and Analysis.  
Lao PDR - RIMES (2011-07) Managing Climate Change Risks for Food Security.  
Lao PDR - Romano, P (2011-01) Mission Report - Food Security Data Management Requirement Analysis and Technical Capacity Assessment.  
Lao PDR - Wandschneider, T (2011-08) Mission Report - Enhancing Market Information for Food Security, 6-18 Jun 2012.  
Lao PDR - Wandschneider, T (2011-08) Mission Report - Enhancing Market Information for Food Security.  
Myanmar - RIMES (2011-07) Managing Climate Change Risks for Food Security.  
Myanmar - Romano, P (2010-11) Mission Report - Food Security Data Management Requirement Analysis and Technical Capacity Assessment.  
Myanmar - Oliveira, L (2011-07) Mission Report - Food Security and Vulnerability Assessment and Analysis.  
Myanmar - Oliveira, L (2011-09) Mission Report - Support to Food Security and Vulnerability Assessment and Analysis.



Myanmar - Shwe, TM and TC Hlaing (May 2011) Food Security and Nutrition Information Scoping Study.

Myanmar - Wandschneider, T (2011-07) Mission Report - Enhancing Market Information for Food Security, 20 Jun - 23 Jul 2012.

Myanmar - Wandschneider, T (2011-11) Mission Report - Enhancing Market Information for Food Security, 19-30 Sep 2011.

Myanmar - Wandschneider, T (2012-01) Enhancing the Role of Markets in Post-Disaster Recovery (presentation).

Myanmar - Watson, F (2011-01) Mission Report - Improving Linkages Between Nutrition and Food Security Information and Analysis.

RIMES Myanmar Monsoon Forum, February 2011.

Cambodia - Lebung, B (2010-07) Media Assessment for Food Security (draft).

Cambodia - Monthivuth, K (04-2011) Food Security and Nutrition Information Scoping Study.

Cambodia - Oliveira, L (2011-10) Mission Report - Food Security and Vulnerability Assessment and Analysis.

Cambodia - RIMES (2011-4) Enhancing the Utility of Seasonal Forecasts - Institutional Landscape.

Cambodia - RIMES (2011-07) Managing Climate Change Risks for Food Security.

Cambodia - Romano, P (2010-10) Mission Report - Food Security Data Management Requirement Analysis and Technical Capacity Assessment.

Cambodia - Sokha, V (2011-07) Third Examination of the Stakeholders' Usage of the Web-based Food Security and Nutrition Information System.

Cambodia - Sopheara, E (Aug 2011) Cambodia Identifying Private Sponsors for Market Information Dissemination.

Cambodia - Wandschneider, T (2011-07) Mission Report - Enhancing Market Information for Food Security, 2-3 Jun 2012.

Cambodia - Wandschneider, T (2012-01) Mission Report - Enhancing Market Information for Food Security, 12-16 Dec 2012.

## **Concept Notes**

### Myanmar

Concept Note - FSWG Linking Decision Making with Food Security

Concept Note - Identifying Information Gaps in Supply Chains

Concept Note - Market Information and Analysis in Support of Food Security

Concept Note - Market Information and Analysis Requirements in Post-Disaster Situations

Concept Note - Packaging Food Security Nutrition Indicators.

Concept Note - Phase 1 Linking Nutrition and Food Security Data in Myanmar

Concept Note - Phase 2 Linking Nutrition and Food Security Data in Myanmar

Concept Note - Strengthening Capacity for FSN Statistical Analysis of Household Consumption Data

Concept Note - Strengthening Media Capacity to Understand and Disseminate Climate Information

Concept Note - Establishing an Automated Price Information System (APIS)

Concept Note - Establishing a National Food Security Website (draft)

Concept Note - Market Information and Policy Support Project (MIPS).

Concept Note - Media Assessment for Food Security (draft).

## Cambodia

- Concept Note - Developing a Food Security and Nutrition Communication Strategy.
- Concept Note - Disseminating Agricultural Market Information through Radio Broadcasts.
- Concept Note - Identifying Sponsorship Opportunities for Cambodia's AMIS.
- Concept Note - Intensive Training on Climate Forecasting and Climate Risk Management.
- Concept Note - Strengthening Capacity for FSN Statistical Analysis of Household Consumption Data.
- Concept Note - Strengthening FSN Capacity at National and Sub-National Levels.
- Concept Note - Support to the Cambodia Agricultural Market Information System.
- Concept Note - Support to the Food Security and Nutrition Information System.
- Concept Note - The Seasonality of Food Insecurity using Agro-Ecological Analysis (draft).
- Concept Note - User Survey - Food Security and Nutrition Information System (FSNIS)

## Lao PDR

- Concept Note - Food Security Risk and Vulnerability Survey Linked with the Agricultural Census.
- Concept Note - Identifying Opportunities for Harmonizing and Sharing Market Information.
- Concept Note - Intensive Training on Climate Forecasting and Climate Risk Management.
- Concept Note - National Food Security Data Base with Analytical and Mapping Capacity.
- Concept Note - Strengthening Capacity for FSN Statistical Analysis of Household Consumption Data.
- Concept Note - Strengthening Capacity for Market Analysis and Market Information Services.
- Concept Note - Strengthening Capacity on Basic Food Security Concepts and Analysis.
- Concept Note - Workshop to Harmonize Market Price Information Systems.

## Regional

- Concept Note - 2010 ASEAN Regional Food Security Consultation (draft).
- Concept Note - Certification for Successful Participants of E-learning Food Security Courses (draft).
- Concept Note - Developing an ASEAN Food Security Knowledge Sharing Network.
- Concept Note - Proposed Best Practices Study Tour to Bangladesh.
- Concept Note - Proposed Study Tour on Best Practices to Link Information and Decision-Making.
- Concept Note - Regional Study Tour to Cambodia on Linking Information and Decision-Making, August 2010.
- Concept Note - Strengthening IPC Capacity in Five Countries.
- Concept Note - Support to Food Security, Vulnerability and Livelihoods Assessments and Analysis.
- Concept Note - Upgrading AgriMarket Software for Market Information Management.

## **Project evaluation**

- Labé, Vianney. "Mid-Term evaluation of the Support to the EC Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong sub-regional Countries. Final report". September 2011.
- FAO. Office of Evaluation. "Support to the EC Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub-Regional Countries- GCP/RAS/247/EC. Management Response to Mid-term Evaluation Report." October 2011.

**Workshops / meetings / trainings reports**

Cambodia: Stakeholders Consultative Meeting, June 2009 Cambodia: Inception Workshop, December 2009  
Cambodia: Stakeholders Consultative Meeting, May 2010 Cambodia: IPC Introduction and Awareness Workshop, November 2010  
Cambodia: Monsoon Forum, January 2011  
Cambodia: Mid-Term Stakeholders Consultation, March, 2011  
Cambodia: Training on Food Security Analysis of Household Data, March 2011  
Lao PDR: Inception Workshop, July 2009 Lao PDR: 1st Project Coordinating Committee Meeting, August 2010  
Lao PDR: Workshop on Food Security Indicators, September 2010 Lao PDR: IPC Introduction and Awareness Workshop, November 2010  
Lao PDR: Monsoon Forum, February 2011  
Lao PDR: 2nd Project Coordinating Committee Meeting and Mid-Term Stakeholders Consultation, March 2011  
Lao PDR - Consultation on Climate Change Risks and Food Security.  
Lao PDR - Food Insecurity Trend Analysis Writeshop.  
Lao PDR - Food Security Indicators Workshop September 2010.  
Lao PDR - Inception and Work Planning Workshop July 2009.  
Lao PDR - Intensive Course on Climate Forecasting and Risk Management.  
Lao PDR - Introduction to IPC version, 15 June 2 meeting.  
Lao PDR - IPC Introduction and Awareness Raising Workshop.  
Lao PDR - Second Multi-Agency Meeting for Risk, Vulnerability and Food Security Survey.  
Lao PDR - Towards Harmonized Market Information Systems.  
Lao PDR - Website Content Management and Maintenance Workshop.

Myanmar: Inception Workshop, March 2010 Myanmar: MoAI Stakeholders Consultation, June 2010 Myanmar: Workshop on Linking Food Security and Nutrition Information and Analysis, December 2010 Myanmar: Monsoon Forum, February 2011 Myanmar: Mid-Term Stakeholders Consultation, April 2011  
Regional: Study Tour, Phnom Penh, August 2010  
Regional: Project Team Retreat, Phnom Penh, August 2010  
Regional: ASEAN-FAO Consultative Meeting, Bangkok and Jakarta, October 2010  
Regional: IPC Introduction and Awareness Workshop, Bangkok, November 2010  
Regional: Project Work Planning Workshop, January 2011  
Regional: 2nd Regional IPC Group Meeting, January 2011  
Regional: 3rd Regional IPC Group Meeting, April 2011

**Proposals developed by the project**

Draft LIFT Proposal for a Livelihoods Food Security Assessment in Myanmar.

**Consultants Terms of References**

Myanmar TOR Monique Beun, Editorial Contract NAPFP, 2 - 12 Apr 2012.  
Myanmar TOR Fiona Watson, Senior Nutrition Information Consultant, 24 Nov - 23 Dec 2010.  
Myanmar TOR Aye Aye Thaw, National Food Security Information Consultant, 18 Nov - 17 Dec 2010.

Myanmar TOR Win Win Kyi, National Food Security and Nutrition Planning Consultant (NAFPN), 10 Nov - 9 Dec 2011.

Myanmar TOR Liela Olievera, Editorial Contract for LIFT Baseline Assessment Proposal.

Myanmar TOR Tin Maung Shwe, Myanmar Market Information Consultant, 01 Aug - 10 Sep 2011.

Myanmar TOR Tin Maung Shwe, Myanmar Food Security and Nutrition Information Consultant, 06 Sep - 08 Oct 2010.

Myanmar TOR Thida Chaw Hlaing, Myanmar National Project Coordinator, 17 March 2010 -08 March 2012.

Myanmar TOR Thi Mar Win, National Food Security Technical Consultant, 01 Sep - 30 Nov 2011.

Myanmar TOR Khin Maung Soe, Myanmar Fish Chain Consultant, 20 Aug - 23 Sep 2011.

Myanmar TOR Hnin Yu Lwin, Myanmar Post-Disaster Market Information Consultant, 18 Jul to 10 Sep 2011.

Myanmar TOR Aye Aye Thaw, National Nutrition Analyst (HIES), 11 – 14 Jun 2012 .

### **Other documents**

Thematic Group on Food Security and Agriculture (Myanmar)

TGFSA\_Meeting\_Minutes\_28\_Apr\_2010

TGFSA\_Meeting\_Minutes\_27\_Oct\_2010

TGFSA\_Meeting\_Minutes\_26\_Aug\_2009

TGFSA\_Meeting\_Minutes\_24\_Nov\_2010

TGFSA\_Meeting\_Minutes\_21\_Jun\_2010

TGFSA\_Meeting\_Minutes\_20\_Jun\_2011

TGFSA\_Meeting\_Minutes\_16\_Sep\_2009

TGFSA\_Meeting\_Minutes\_03\_Feb\_2011

### **Other Reports**

APTERR / AFSIS FAO Meetings. DRAFT MINUTES. APTERR Conference Room, Bangkok. 13 and 21 June 2011.

ASEAN food security information system (AFSIS) project. Report on ASEAN Agricultural Commodity Outlook. No. 7 December 2011.

ASEAN Early Warning Information. Released by ASEAN Food Security Information System Office, Bangkok, Thailand. No.8 March 2012

Bartlett A., “Dynamics of Food Security in the Uplands of Lao PDR. A summary of 10 years of research” Northern Upland Development Programme (NUDP) National Agriculture and Forestry Research Institute (NAFRI). June 2012.

Clendon K. R., The role of forest food resources in village livelihood systems. A Study of Three Villages in Salavan Province, Lao PDR. NTFP Project Department of Forestry Lao PDR / IUCN. August 2001

FAO/ Government cooperative programme. ES:GCP/RAS/170/JPN Terminal Report. Development of a vulnerability information base, mapping and dissemination system for Asia in support of the food insecurity and vulnerability information and mapping system (FIVIMS). Asian and the Pacific region project findings and recommendations. Rome 2009.

FAO. Office of Evaluation. End-of-Programme Evaluation EC/FAO Programme on Linking Information and Decision Making to Improve Food Security Phase 3 (GCP/GLO/243/EC). FINAL. February 2012.

FAO/ WFP. Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security. Final Report. Commissioned by the Office of Evaluation of the World Food Programme And the Office of Evaluation of the Food and Agriculture Organization. October 2009.

FAO. Lao PDR Rice Policy Study Concept and Programme Document. Summary Information. Draft. 37p. 20 November, 2011.

FAO. Household level impacts of increasing food prices in Cambodia. The Bioenergy and Food Security Project Food and Agriculture Organization of the United Nations. 2010.

Foppes, Joost et al. (2011) Understanding Food Security in Northern Lao PDR: An analysis of household food security strategies in upland production systems Northern Upland Rice Based Farming Systems research Project (NURIFAR)

Kaufmann, Silvia (2008) The nutrition situation in Northern Lao PDR – determinants of malnutrition and changes after four years of intensive interventions Thesis, Justus Liebig University, Giessen

Lao PDR. Ministry of Health. National Nutrition Policy. 2008.

Lao PDR. Ministry of Health. National Nutrition Strategy and Plan of Action 2010-2015. 2009.

REACH Ending Child Hunger and Undernutrition. Stocktaking Analysis Lao PDR. Version 1.0 June 2009.

Rigg, Jonathan (2006) Forests, Marketization, Livelihoods and the Poor in Lao PDR Land degradation and development 16

The World Bank. REPORT NO. 62276-LA. Lao People's Democratic Republic. Responding to Rice Price Inflation. Policy Brief. August 15, 2011

The World Bank. LAO PDR Public Expenditure Review. Poverty Reduction and Economic Management Department East Asia and Pacific Region. Draft. June 30, 2011.

Wright, Samantha (2009) Agriculture in Transition: The impact of agricultural commercialization on livelihoods and food access in the Lao PDR WFP, Vientiane

**Annex 4. List of institutions and stakeholders met during the evaluation process**

<b>FAO HQ</b>	
Mark Smulders Lead Technical Officer, ESA	FAO HQ
Nicholas Haan Senior Advisor, Integrated Food Security Phase Classification	FAO HQ
Marco Knowles Previous LTO, ESA	FAO HQ
Terri Ballard, ESA	FAO HQ
Liliana Balbi EST (GIEWS)	FAO HQ
Andrew Nadeau OEKC	FAO HQ
Antonio Martucci NRL	FAO HQ
Luca Russo ESA	FAO HQ
Oscar Rojas NRC	FAO HQ
Frank Mischler ESA	FAO HQ
Paolo Romano Programme Advisor, Global Food Security Cluster	Global Food Security Cluster
<b>In/From Bangkok</b>	
Mr. Bruce Isaacson Chief Technical Adviser, GCP/RAS/247/EC	FAO
Ms. Agathe Laure Project Associate Consultant, GCP/RAS/247/EC	FAO
Mr. Man Ho So FAO Deputy Regional Representative	FAO
Ms. Nomindelger Bayasgalanbat FAO Nutrition Officer	FAO
Ms. Mariana Aguirre Policy Analyst, RAP	FAO
Mr. Jannie Armstrong Food Security Analyst Consultant, GCP/RAS/247/EC	By Skype
Ms. Ruby Rose Policarpio Institutional Development Specialist	RIMES
Suriyan Vichitlekarn	ASEAN Secretariat By Phone/SKYPE
Mr. Olivier Maes Attaché (Cooperation)	EU Delegation
Ms. Sylvie Doutriaux Senior Regional Food Security Advisor Ms. Alefia Merchant Agriculture Development officer	USAID
Mr Vitor Serrano Food Security and Livelihoods – Regional coordinator	ECHO
Dr. Apichart Pongsrihadulchai AFSIS Consultant	AFSIS
Mr. Seeva Ramasawmy FAO Statistician Mr. Jairo Castano	FAO RAP

*EC Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub-Regional Countries – Final Evaluation*

FAO Senior Statistician	
-------------------------	--

**In Lao PDR**

Mr. Phouthasinh Khamvongsa, NPC EC-FAO Food Security Programme	FAO
Mr. Purushottam Mudbhar, Representative	FAO
Mr. Savanh Hanephom, Deputy DG Department of Planning (DoP), Ms. Vivanh Souvannamethy, Deputy Director of Centre for Statistics and Information, DoP	MAF
Mr. Somphone Phanousith PS National Science Council (NSC)	PMO
Mrs. Thirakha Chanthalanouvong, Director Social Statistics Division Mr. Vilaysook Sisoulath, Technical Officer Social Statistics Division	LSB
Mrs. Chansy , Director of Price-Goods Admin. Department of Domestic Trade (DDT) Mr. Ektisack Oudomhack, Technical Officer Price-Goods Administration Division, DDT	MOIC
Prof. Phosy Thipdavanh, Acting Dean, Faculty of Econ. and Business Mgmt (FEBM) Assoc. Prof. Sengchanh Chanthasene, Vice Dean, FEBM Mr. Saysamone Phoyduangsy, Head Research Division, FEBM,	NUoL
Dr. Silke Stoebe, Rural Development Coordinator, CARE International in Lao PDR	CARE
Mr. Singthong Pathoummady, DDG Dept. of Meteorology and Hydrology (DMH), Ministry of Nat. Res. and Environ. Mrs. Souvanny Phonevilay, Deputy Director-General, DMH Mr. Xaysana Vongsiprasom, Director of Planning Division, DMH	MONRE
Ms. Helene QUENTREC, Delegation of the EU Mr. Baas Brimer, Delegation of the EU	EU
Mr. Vathana Keomany, World Vision Lao PDR (WVL)	WVL
Ms. Novah de Leon-David FAO FS Policy and Institutions Adviser	FAOR
Vathana Keomany Food Security and Rural Development Officer, (and former National Project Coordinator, EC-FAO FSP project)	World Vision
Chansy Manichanh, price goods administration division, Dep Director,	Ministry of Industry and Commerce, Dept of Domestic Trade
Emma Aguinot, Director of Program Implementation,	Save the Children
Vilon Viphongxay, National VAM Officer,	WFP
Chansom Manythong, Rural Development Specialist,	World Bank

**In Cambodia**

Mr. Seng Chhay, National Project Coordinator	FAO
Ms. Nina Brandstrup, FAO Representative	FAO
Mr. Kosal Oum, Food Security Information and Policy Adviser, FMM	FAO
Mr. Kry Sido, Deputy Director Department of Planning and Statistics, MAFF	MAFF
Mr. Meach Yady, Acting Chief, Agricultural Marketing Office, DPS	MAFF
Mr. Men Sothy, Vice Chief Office of Statistics	FSNDAT / MAFF
Mr. Martin Cedric , Ass Coordinator AVSF, South East Asia	AVSF
Mr. Ker Monthivuth, MAFF	MAFF

*EC Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub-Regional Countries – Final Evaluation*

Ms. Prak Sophoneary, Deputy Director, National Maternal and Child Health Center	NMCH
Mr. Pich Pothy, Deputy Director National Institute of Statistics	NIS
Mr. Michael Sheinkman Senior Programme Officer (VAM)  Mr. Elliot Vhurumuku Programme Officer (VAM) Mr. Kurt Burja, Programme Officer VAM Unit, WFP	WFP
Mr Oum Ryna Acting Director, Dept of Met,	MOWRAM
Mr Long Chentha, DDG, CAminfo	NIS
HE Srun Darith, Dep Sec General,	CARD
Etienne Careme, Operations Coordinator,	FAO
So Khan Rithykun, DG, General Directorate of Agriculture	MAFF
Hou Kroeun, Program Manager,	Helen Keller International
Ms Yim Samnang, Livelihood Adviser, Ms Tammy Malone, Rural Livelihoods Program Advisor	CARE

**In Myanmar**

Dr. Myo Thet, Secretary General U Aung Myint Deputy Executive Officer Zaw Min Win Vice – President Ms. Thuzar Kywe – Executive Officer Sein Thaug Oo Vice Chairmain (agro-exporter association)	UMFCCI
Mr. Andrew Kirkwood, Fund Director	LIFT
Ms. Bui Thi Lan, FAO Representative	FAO
U Tin Maung Shwe, Executive Committee Member	Myanmar Academy of Agriculture, Forestry, Livestock and Fishery Sciences (MAAFLFS)
Dr. Aye Thwin, Coordinator, Myanmar Nutrition Technical Network / Consultant Mr. Siddharth Nirupam, Child Survival Specialist Nutritionist	UNICEF
Philip McKinney, VAM Consultant	WFP
Nicolas Guillaud, Food Security and Livelihood Coordinator	ACF
Ko Nyan Win, Data Manager Nway Aung GIS Manager	Myanmar Information Management Unit
Dr Ohnmar Khaing, Coordinator	Food Security Working Group
U Myint Swe, Director General U Aye Maung Sein, Director, Project Focal Point	Ministry of Agriculture and Irrigation Settlement and Land Records Department (SLRD)
Ms. Thida Chaw Hlaing, MoAi, Dept of Planning (former FAO National Project Coordinator)	Min of Agric and Irrigation
U Wyn Myat, Deputy Director, International Relations Dr Thanda Kyi, Deputy Director, International Relations	Ministry of Agriculture and Irrigation Department of Agricultural Planning
Dr. Tin Htut, Rector, Yezin Agri. Univ. Dr. Hnin Yu Lwin, Assist Lecturer. Ag, Economic Dept Dr. Dolly Kyaw, Professor, Ag Economic Dept. Dr. Theingi Myint, Lecturer, Ag Econ Dept.	Yezin Agricultural University
U Soe Win, General Manager U Kyaw Soe General Managee	Ministry of Commerce Myanmar Agriculture Produce



*EC Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub-Regional Countries – Final Evaluation*

	Trading
Dr. Thein Thein Htay, DDG, Dept of Health Dr. May Khin Than, Deputy Director, National Nutrition Center (NNC)	Ministry of Health
U Oo Tun Hlaing, Director, CSO	Ministry of National Planning and Economic Development
Dr. Hrin Nei Thiam , Director General Kyaw Moe Oo, Dep. DG Chit Kyaw, Dep. Director	Ministry of Transport, Dept of Hydrology and Meteorology

## Annex 5. Revised Project Logical Framework Matrix

(Replaces the logical framework of Annex I to Contribution Agreement)

Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks
<b>Impact</b>			
To contribute to improved food security policies and programmes in order to reach MDG 1	At least 4 national and/or regional food security related decisions that make reference to 1 or more project deliverables within 2 years after project completion	Government records and documents	
<b>Outcome</b>			
Quantity, quality & timely food security information more available and accessible to support planning, policy and programme decision-making	<p>At least 3 national market information products sustainably disseminated</p> <p>At least 24 updates of national market information posted on international MIS (GIEWS)</p> <p>At least 24 updates of national market information posted on regional MIS</p> <p>At least 6 Monsoon Seasonal Briefs</p> <p>At least one climate information project approved</p> <p>At least 6 government led food security analysis products</p> <p>At least 1 CFSAM</p> <p>1 food security communications strategy endorsed by government in at least 1 country</p> <p>3 national and 1 regional food security database created or updated</p> <p>Consensus on core food security indicators achieved in 3 countries</p> <p>10% annual increase in the number of hits on two national food security websites (CARD + Project)</p>	<p>Government publications</p> <p>GIEWS website</p> <p>APFSU reports</p> <p>Monsoon seasonal briefs</p> <p>Government and project records</p> <p>Government publications</p> <p>CFSAM report</p> <p>Government and project records</p> <p>Databases available on CD and/or Internet</p> <p>Project progress report</p> <p>Project progress report</p>	<p>Governments' and development partners commitments to MDG 1 remain high</p> <p>Interest in evidence and information based policy formulation continues</p> <p>Regional policies are not politically driven</p> <p>ASEAN becomes a strong engine for upgrading food security information systems</p>
<b>Outputs</b>			
<b>Output 1:</b> Governments and regional organisations awareness and engagement increased	Food Security related information shared by government in at least 2 countries	Project progress report, direct access to information	Governments remain committed to MDG 1 and improving food security

Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks
	<p>At least 6 regional and/or national food security professionals receive intensive training on food security concepts and tools</p> <p>At least 60 national and/or sub-national government officials receive introductory training on food security concepts</p> <p>At least 2 studies on the supply and demand for market information approved by governments</p> <p>At least 3 requests for food security information formulated by government</p> <p>At least 3 government requests to translate food security reports into local language</p> <p>4 food security glossaries jointly developed and approved</p> <p>3 IPC requests</p>	<p>Project progress report</p> <p>Project progress and training reports</p> <p>Government and project records</p> <p>Government and project records</p> <p>Government and project records</p> <p>Project progress report and glossary</p> <p>Government and project records</p>	<p>The region is not distracted by other issues or affected by a new crisis (economic, health, political etc.)</p>
<b>Output 2:</b> National and Regional capacities in collecting, analysing and managing food security data increased	<p>At least 2 major information tools adopted by government</p> <p>At least 6 Monsoon Forums include security analysis</p> <p>4 meteorological staff certified in climate forecasting and climate risk analysis</p> <p>At least 75% increase in positive self evaluation by participants in food security analysis training (baseline-end)</p> <p>50% trained personnel retaining key analytical techniques (ex-post)</p> <p>At least 10 food security FAO e-training certificates issued</p> <p>At least 4 food security analytical exercises conducted with government inputs</p>	<p>Government and project records</p> <p>Monsoon forum reports</p> <p>Project progress reports and records</p> <p>Project progress reports and training reports</p> <p>Project progress and training reports</p> <p>FAO e-learning records</p> <p>Government publications</p>	<p>Trained staff remain in government service</p> <p>Market information continues to be recognised useful and trusted by respondents (farmers and traders)</p> <p>Analytical models (climate, food security, vulnerability) remain stable</p> <p>Climate forecast are accurate and trusted</p> <p>Key statistical exercises continue</p>
<b>Output 3:</b> Cooperation amongst government agencies and between	<p>At least 6 cross-sectoral, multi-agency platforms operational</p>	<p>Project progress reports</p>	<p>Governments and donors continue applying the</p>

Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks
government and development partners improved	<p>Food Security related information shared by government in at least 2 countries</p> <p>At least 3 high level discussions around IPC</p> <p>IPC training/roll-out in at least 1 country</p>	<p>Project progress report, direct access to information</p> <p>Government and project records</p> <p>IPC training reports and records</p>	<p>Paris and Accra agendas</p> <p>Governments improve data sharing</p>

	Countries/Region	Expected Outputs	Indicative Indicators
<b>Major Activities</b>			
<b>Theme 1: Market Information, Intelligence and Analysis</b>			
1.1 Strengthen stakeholder capacity for market information dissemination and use	Cambodia Myanmar Lao PDR	<p>Output 1: Increased Awareness</p> <p>Output 2: Strengthened Capacity</p> <p>Output 3: Improved Cooperation</p>	<ul style="list-style-type: none"> <li>- National market data sent to region/global level at least 24 times</li> <li>- Formal training in 1 countries for at least 300 producers and traders</li> <li>- Commercial sponsorship identified for market information dissemination in at least 1 country</li> <li>- Automated price dissemination system piloted in 1 country</li> </ul>
1.2 Enhance capacity for market analysis within relevant agencies	Cambodia Lao PDR Myanmar Regional (AFSIS)	<p>Output 1: Increased Awareness</p> <p>Output 2: Strengthened Capacity</p> <p>Output 3: Improved Cooperation</p>	<ul style="list-style-type: none"> <li>- Formal training in 3 countries completed with at least 10 participants per country</li> <li>- Upgraded AgriMarket software and price monitoring tool introduced in at least 2 countries</li> <li>- Recommendations to AFSIS to enhance regional analysis</li> </ul>
1.3 Facilitate government efforts to harmonise market information systems across agencies	Lao PDR	<p>Output 1: Increased Awareness</p> <p>Output 2: Strengthened Capacity</p> <p>Output 3: Improved Cooperation</p>	<ul style="list-style-type: none"> <li>- At least 3 technical meetings of relevant agencies (MAF, MoC, MPI)</li> <li>- At least 1 meeting of senior officials to propose harmonisation</li> <li>- Proposal to revitalise MAF Market Information System available</li> </ul>
1.4 Create an understanding and identify information gaps along supply chains	Myanmar	<p>Output 1: Increased Awareness</p> <p>Output 3: Improved Cooperation</p>	<ul style="list-style-type: none"> <li>- Methodology developed to assess info gaps along value chains</li> <li>- Analysis of info gaps along fresh water fisheries chains</li> <li>- Recommendations to enhance</li> </ul>

				the role of markets in emergency response through better info
<b>Theme 2: Climate Information and Analysis for Seasonal and Long-Term Timeframes</b>				
2.1 Enhance dialogue and understanding between users and producers of climate information	Cambodia Lao PDR Myanmar	Output 1: Awareness Output 3: Cooperation	Increased Improved	- Two Monsoon Forums convened in each 3 project countries - Financial and logistical support for Monsoon forum handed over in at least 1 country
2.2 Strengthen capacity on climate forecasting and analysis for climate risk management	Cambodia Lao PDR	Output 2: Capacity Output 3: Cooperation	Strengthened Improved	- At least 2 climate forecasters from 2 countries received intensive formal and practical training on climate forecasting and risk management
2.3 Identify lessons on climate change information requirements within the context of the AFCC-FS	Regional (AFCC-FS)	Output 2: Capacity Output 3: Cooperation	Strengthened Improved	- Regional ASEAN workshop on information requirements and gaps to address climate change
<b>Theme 3: Chronic Food Insecurity, Livelihoods and Vulnerability Analysis</b>				
3.1 Collaborate with government to develop a food security database module	Cambodia Lao PDR Myanmar Regional (AFSIS)	Output 1: Awareness Output 3: Cooperation	Increased Improved	- Integrated food security databases available for at least 2 countries - Online food security database available for at least one country - Asia FIVIMS food security database handed over to AFSIS
3.2 Enhance assessment, analysis and understanding of household level food insecurity	Cambodia Lao PDR Myanmar	Output 1: Awareness Output 2: Capacity Output 3: Cooperation	Increased Strengthened Improved	- Consensus on food security indicators in 3 countries - Statistical food security trend analysis of household level survey data in at least 2 countries - Proposals prepared for food security assessment in at least 2 countries. - Risk and Vulnerability Assessment supported in at least 1 country - Methodology to analyse and report on the seasonality of food security available for 1 country
3.3 Provide technical support to IPC training and rollout	Cambodia Myanmar Regional	Output 1: Awareness Output 2: Capacity Output 3: Cooperation	Increased Strengthened Improved	- At least 1 IPC training supported in collaboration with partners - IPC activities handed over to regional project in at least 1 country - At least 1 regional IPC/FS group meeting convened and

			facilitated
<b>Theme 4: Cross-Cutting Activities in Support of Capacity Development, Communication and Networking</b>			
4.1 Strengthen food security related capacity, coordination, dialogues and planning processes	Cambodia Lao PDR Myanmar Regional	Output 1: Increased Awareness Output 2: Strengthened Capacity Output 3: Improved Cooperation	<ul style="list-style-type: none"> <li>- Project participation and support to coordination mechanisms and planning processes</li> <li>- Enhanced stakeholder participation in coordination mechanisms and planning processes</li> <li>- Joint national food insecurity seminars in at least 2 countries</li> <li>- 3 multi-language food security glossaries/dictionary</li> <li>- At least 6 food security professionals regional trained</li> <li>- Best practices regional study tour</li> </ul>
4.2 Strengthen multi-agency and cross-sectoral food security analysis, reporting and information dissemination	Cambodia Lao PDR Myanmar Regional	Output 1: Increased Awareness Output 2: Strengthened Capacity Output 3: Improved Cooperation	<ul style="list-style-type: none"> <li>- At least 6 food security reports produced by multi-agency groups in at least 2 countries</li> <li>- National food security websites operating in at least 2 countries</li> <li>- Food security communication strategy for at least 2 countries</li> <li>- Pilot ASEAN Food Security Brief</li> <li>- Medium-term 3-year strategic framework for the ASEAN Food Security Information System</li> </ul>
4.3 Strengthen sub-national level food security, understanding, planning and decision-making	Cambodia Lao PDR	Output 1: Increased Awareness Output 2: Strengthened Capacity Output 3: Improved Cooperation	<ul style="list-style-type: none"> <li>- At least 10 formal training at sub-national levels to support food security mainstreaming into planning and decision processes</li> <li>- Sub-national food security information requirements assessed in at least 1 country</li> <li>- Assessment of food security mainstreaming and governance at sub-national level in 1 country</li> </ul>
4.4 Disseminate project and relevant food security information using various means and mechanisms	Regional	Output 1: Increased Awareness	<ul style="list-style-type: none"> <li>- At least six project E-Newsletters disseminated</li> <li>- Timely information readily available on project website</li> <li>- Effective links with global and national websites established</li> </ul>

## Annex 6. Comparison of Original and Revised Project Logic

	Original LogFrame	Log Frame Revised Post Mid Term Review
Impact	Reduce hunger and undernourishment in Cambodia, Lao People's Democratic Republic and Myanmar	To contribute to improved food security policies and programmes in order to reach MDG 1
Outcome	Enhanced national and regional capacities to provide timely information and analysis for impending food and agricultural crises, including an improved understanding of potential impacts of climate change and variability on food security, and to address effective policies, strategies and/or interventions for hunger and vulnerability reduction.	Quantity, quality & timely food security information more available and accessible to support planning, policy and programme decision-making
Outputs	<p><b>Output 1:</b> National and regional structures developed to monitor, analyse, and report on the prices of food staples and relevant market intelligence on a regular basis and to link them directly to the ongoing regional and international food market information efforts</p> <p><b>Output 2:</b> National and regional mechanisms established to monitor, analyse, and report on agriculture disaster risks caused by climate-related natural hazards, especially flood, storm, and drought, and to conduct climate change risk analysis</p> <p><b>Output 3:</b> Strengthened national and regional functions in chronic food insecurity and vulnerability monitoring and analysis in support of information and analysis based decision-making</p>	<p><b>Output 1:</b> Governments and regional organisations awareness and engagement increased</p> <p><b>Output 2:</b> National and Regional capacities in collecting, analysing and managing food security data increased</p> <p><b>Output 3:</b> Cooperation amongst government agencies and between government and development partners improved</p>
Activities	<p><b>Theme 1:</b> Market Analysis and Intelligence</p> <p><b>Theme 2:</b> Agricultural Disaster Preparedness and Mitigation and Climate Change Analysis</p> <p><b>Theme 3:</b> Chronic Food Security and Vulnerability Assessment</p> <p><b>Theme 4:</b> Cross-Cutting Activities on Strengthening Communication, Networking, and Capacity Building on Food Security Information for Action</p>	<p><b>Theme 1:</b> Market Information, Intelligence and Analysis</p> <p><b>Theme 2:</b> Climate Information and Analysis for Seasonal and Long-Term Timeframes</p> <p><b>Theme 3:</b> Chronic Food Insecurity, Livelihoods and Vulnerability Analysis</p> <p><b>Theme 4:</b> Cross-Cutting Activities in Support of Capacity Development, Communication and Networking</p>

## Annex 7. Achievements against Logical Framework Matrix

Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks	Achievements (as of July 2012)	Level of achievement
<b>Impact</b>					
To contribute to improved food security policies and programmes in order to reach MDG 1	At least 4 national and/or regional food security related decisions that make reference to 1 or more project deliverables within 2 years after project completion	Government records and documents			
<b>Outcome</b>					
Quantity, quality & timely food security information more available and accessible to support planning, policy and programme decision-making	At least 3 national market information products sustainably disseminated	Government publications	Governments' and development partners commitments to MDG 1 remain high	A quarterly Food Security Bulletin is disseminated in Cambodia. Sustainability will depend on continuity of FAO and WFP supports.	Partially
	At least 24 updates of national market information posted on international MIS (GIEWS)	GIEWS website	Interest in evidence and information based policy formulation continues	Achieved	Fully
	At least 24 updates of national market information posted on regional MIS	APFSU reports	Regional policies are not politically driven	63 updates in total since the start of the project.	Fully
	At least 6 Monsoon Seasonal Briefs	Monsoon seasonal briefs	ASEAN becomes a strong engine for upgrading food security information systems	2 currently. 3 more expected as executive summaries of the monsoon forums reports.	Partially
	At least one climate information project approved	Government and project records		Proposal approved in Lao PDR.	Fully.
	At least 6 government led food security analysis products	Government publications		No Govt led products but several project led analysis (>10).	No/Partially
	At least 1 CFSAM	CFSAM report		Project catalysed the 2010 CSFAM in	Partially



Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks	Achievements (as of July 2012)	Level of achievement
	1 food security communications strategy endorsed by government in at least 1 country	Government and project records		Lao PDR. Work on-going in Cambodia.	
	3 national and 1 regional food security database created or updated	Databases available on CD and/or Internet		2 National/1 regional : Transfer of (FIVIMS) info/data to LaoInfo CAMInfo and AFSIS.	Partially
	Consensus on core food security indicators achieved in 3 countries	Project progress report		Lao PDR : 1 technical workshop held. Kh : Indicators already defined by DAT team before project start. Consensus building on which food security indicators should be included in the CamInfo Food Security Data Module. MY : activity initiated.	Partially.
	10% annual increase in the number of hits on two national food security websites (CARD + Project)	Project progress report		Stable for LA website + 100% for MY site, + 80% for KH site, +200% REG site (over period apr 11-apr12),	Fully
<b>Outputs</b>					
<b>Output 1:</b> Governments and regional organisations awareness engagement increased	Food Security related information shared by government in at least 2 countries	Project progress report, direct access to information	Governments remain committed to MDG 1 and improving food security	Market Prices information shared by Govt in KH and LA.	Fully.
	At least 6 regional and/or national food security professionals receive intensive training on food	Project progress report	The region is not distracted by other issues or	5 national professionals trained. 1 AFSIS	Partially

Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks	Achievements (as of July 2012)	Level of achievement
	security concepts and tools		affected by a new crisis (economic, health, political etc.)	professional trained	
	At least 60 national and/or sub-national government officials receive introductory training on food security concepts	Project progress and training reports		Fully	
	At least 2 studies on the supply and demand for market information approved by governments	Government and project records		Scoping studies finalized in the 3 countries.	Fully
	At least 3 requests for food security information formulated by government	Government and project records		Development of AFSIS requested by MY Govt. Climate change consultation requested by ASEAN. Update of AFSIS strategic framework requested by ASEAN Secretariat.	Fully
	At least 3 government requests to translate food security reports into local language	Government and project records		Scoping study translated in MY. Trend analysis translated in KH and LA and MY.	Fully
	4 food security glossaries jointly developed and approved	Project progress report and glossary		Achieved by the project but not fully coordinated with other stakeholders and Govt.	Partially.
	3 IPC requests.	Government and project records		Request expressed by MH, LA and KH Govts.	Partially.
<b>Output 2:</b> National and Regional capacities in collecting, analysing and	At least 2 major information tools adopted by government	Government and project records		Trained staff remain in government service	FAO price monitoring tool adopted by MAFF in KH. Agrimarket

Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks	Achievements (as of July 2012)	Level of achievement
managing food security data increased	At least 6 Monsoon Forums include security analysis	Monsoon forum reports	Market information continues to be recognised useful and trusted by respondents (farmers and traders)	software introduced in MY and KH. 8 forums organized (La :2 ; MY : 3; KH : 3)	Fully
	4 meteorological staff certified in climate forecasting and climate risk analysis	Project progress reports and records	Analytical models (climate, food security, vulnerability) remain stable	4 Meteorological staff trained at RIMES.	Fully
	At least 75% increase in positive self evaluation by participants in food security analysis training (baseline-end)	Project progress reports and training reports	Climate forecast are accurate and trusted	Nearing 100%	Fully
	50% trained personnel retaining key analytical techniques (ex-post)	Project progress and training reports	Key statistical exercises continue	Need ex-post evaluation.	
	At least 10 food security FAO e-training certificates issued	FAO e-learning records		Not relevant. No certificate system in place in the e-learning modules.	N/a
	At least 4 food security analytical exercises conducted with government inputs	Government publications		3+1 = Analysis conducted in MY, LA, and KH and Food Security Bulletins in KH.	Fully
<b>Output 3:</b> Cooperation amongst government agencies and between government and development partners improved	At least 6 cross-sectoral, multi-agency platforms operational	Project progress reports	Governments and donors continue applying the Paris and Accra agendas Governments improve data sharing	1 IPC regional group catalysed. Assisted into creation of Food Sec Info Network in MY.	Partially
	Food Security related information shared by government in at least 2 countries	Project progress report, direct access to information		Market Prices information shared by Govt in KH and LA.	Fully
	At least 3 high level discussions around IPC	Government and project records		IPC awareness workshops conducted in the 3 countries + 1	Fully

*EC Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub-Regional Countries – Final Evaluation*

<b>Intervention Logic</b>	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions and Risks</b>	<b>Achievements (as of July 2012)</b>	<b>Level of achievement</b>
	IPC training/roll-out in at least 1 country	IPC training reports and records		regional.	
				No achievement. Regional project in preparation.	No

## Annex 8. Project Outputs

(as submitted by the project)

### Lao PDR Project Achievements and Results

#### 1. Market Information, Intelligence and Analysis

Harmonization of Market Price Information System: The project assisted concerned ministries in identifying existing gaps for market information systems, and opportunities to harmonize their efforts to enhance capacities and information sharing on market prices.

Partner: DoP-MAF, DDT-MoIC, LSB-MPI

Proposal for an Agricultural Market Intelligence and Policy Support Project: The project supported the development of a proposal on rice market intelligence and policy support in order to strengthen the national agricultural market information system. Partner: DoP-MAF

Training on Market Analysis and Reporting: A four day training was conducted to enhance government capacities to understand, analyse and report agricultural market information. Partner: MAF, NSC-PMO

Ongoing: Data Sharing with Regional and Global Market Information Systems: The project established and is managing a regular flow of Lao PDR market data to regional and global platforms, to make it available to the public and ready for further analysis. Partner: FAO-RAP APFSU, FAO GIEWS

Planned: Introduce FAO AgriMarket Software version 2011: FAO-AgriMarket is a widely database for the management, analysis and dissemination of agricultural market information. The project will train government staff in using the updated version of the software. Partner: DoP-MAF, ERIT-MoIC

#### 2. Climate Information and Analysis for Seasonal and Long-Term Timeframes

Enhancing the Utility of Climate Forecasts: The project assessed national capacities and provided recommendations to further generate and use climate risk analysis and management for agricultural and food security planning and preparedness. Partner: DMH-MoNRE, DoP-MAF, RIMES

Strengthen Capacity of Climate Forecasters for Climate Risk Management: Two climate forecasters were seconded to RIMES for a three-month intensive training on climate forecasting and analysis for climate risk management. Partners: MOWRAM, RIMES

Proposal to Revitalize the National Agro-Meteorological Network: The project supported and facilitated the preparation of a proposal by FAO to reinforce the technical and logistic infrastructure of the National Meteorological and Hydrological Department. Partners: DMH-MoNRE

Support to Typhoon Ketsana's Response: The project supported the analysis of satellite imagery to support and inform the government's response effort after Typhoon Ketsana in 2009. Activities included GIS processing, analysis of main land cover classes, database, metadata, digital map and development of an emergency website.

National Monsoon Forums: Monsoon Forums were convened in 2011 and 2012 to bring together producers and users of climate information to consider the previous seasonal forecast performance, the forecast for the coming season, and implications for climate risk management. Partner: DMH-MoNRE, MAF, NSC-PMO, RIMES

Media Training on Reporting Climate Forecasts and Information: The training aimed to enhance capacity of national journalists and communication officers to effectively report on climate forecasts and related products, in order to increase their utility for potential users. Partner: DMH-MoNRE, RIMES

Managing Climate Change Risks for Food Security: The project assessed climate trends and impacts on agriculture, food security and livelihoods, climate information requirements and gaps, and identified key priority actions for the government to improve information to manage risks. Partner: DoP-MAF, RIMES

Consultations on Climate Change Risks and Food Security: Stakeholders discussed the results and recommendations of the study, presented their current activities and identified climate change related information and analysis requirements and gaps. Partner: DoP-MAF, RIMES

### **3. Chronic Food Insecurity, Livelihoods and Vulnerability Analysis**

Food Security Statistical Analysis of the Lao PDR Expenditure and Consumption Survey 3 and 4: The project provided training on food security and consumption statistical trend analysis of household survey data. Partners: LSB-MPI, DoP-MAF, WFP

Interpretation and Reporting of Food Security Statistical Data: A writeshop helped staff to interpret and report results of statistical analysis from a broad, multi-sectoral perspective, improving understanding and utility for decision-making. This work will be presented at a national seminar. Partners: LSB-MPI, DoP-MAF, WFP

Collaboration on Food Security Assessment and Analysis: The project identified existing food security, vulnerability and livelihoods assessment and analysis activities and mechanisms in place, and opportunities to further develop and institutionalize these in the future. Partners: DoP-MAF, NSC-PMO, NUoL

Integrated Food Security Phase Classification (IPC): The project conducted awareness events on the IPC and is promoting additional support through the regional IPC project in Asia. The IPC provides global standards and protocols for food security classification. Partners: DoP-MAF, NSC-PMO, WFP, CARE, OXFAM

Ongoing: Development of Food Security Database Module under LaoInfo: The project is supporting the creation of a national integrated food security and nutrition data module under CamInfo that will be accessible through standalone CDs and online. Partners: LSB-MPI, FSNDAT

Ongoing: Planning for a Food Security Risk and Vulnerability Survey (RVS): The project is supporting the planning of the RVS, which will link with the agricultural census results. The exercise will strengthen capacity, coordination and partnerships. Partner: DoP-MAF, MoH, LSB-MPI, UN Agencies and NGOs

### **4. Food Security Related Capacity, Coordination, Dialogue and Planning**

[National Scoping Study on Food Security Information Systems: The project reviewed current food security-related information systems and requirements within the context of national policies and priorities and recommended actions to strengthen such systems.](#)

Food and Agricultural Policy Decisions Analysis Tool: The project has introduced the tool, which supports the collection, registration, classification and analysis of national policy decisions related to the different dimensions of food security and nutrition concepts. Partner: DAP-MAF, NSC-PMO

First Regional Study Tour: The study tour, hosted in Cambodia, allowed exchange of best practices and information between project countries on integrated food security information and analysis, and cross-sectoral coordination. Partners: CARD

Capacity Building for Food Security: Two training course were convened for technical staff and decision-makers on basic food security and nutrition concepts, assessment and analysis. The project is assessing the viability of further training of trainers for food security and nutrition. Partner: Cambodia FSN Trainer Pool, MAF, NUoL

Ongoing: Learning Programme for ASEAN Food Security Professionals: A two year e-learning and face-to-face training programme strengthening capacity of participants to understand, analyse and develop strategies to tackle food security concerns. Partner: ASEAN, AFSIS, FAO/GIZ Project.

Ongoing: Promote e-Learning Course on Food Security: The project is promoting and disseminating CDs developed by the Global EC-FAO Food Security Programme on a wide range of food security related topics, such as markets, food availability, vulnerability, nutrition, livelihoods, policies, advocacy, information systems.

Ongoing: English-Lao Food Security and Nutrition Glossary: The project supported the development of a bilingual food security dictionary (English-Lao) available on the project website. Associated definitions are being developed and will be translated. Hard copies will be produced.

Planned: Second Regional Study Tour on Best Practices to Link Information and Decision-Making: Through the study tour, the government will have a better understanding of the need for, and ways to build stronger links between food security information systems and policy, planning and decision-making processes.

Planned: Develop a Lao PDR Food Security and Nutrition Website: The project is developing a web platform to be used as the national food security website. Content from the project website will be handed over to the new websites. Trainings on website and content management using Joomla! will be provided.

## Cambodia Project Achievements and Results

### 1. Market Information, Intelligence and Analysis

Data Sharing with Regional and Global Market Information Systems: The project established a regular flow of Cambodia market data to regional and global platforms, to make it available to the public and ready for further analysis. Partner: FAO-RAP Weekly Price Monitor and Monthly APFSU, FAO GIEWS

Support Market Information Dissemination: The project supported the Agricultural Market Information System (AMIS) in disseminating market information across the country through Internet, bulletins radio broadcast and SMS, and helped identify private sponsors for the system. Partner: AMO-MAFF

Training on Market Analysis and Reporting: A three day training was conducted to enhance government capacities to understand, analyse and report market information. Partner: MAFF, FSNDAT, MoC, WFP

Introduce and Pilot FAO Price Monitoring Tool: The tool was introduced to AMO for market price trend analysis and is now used for Cambodia Food Price and Wage Bulletin. Partner: AMO-MAFF, WFP

Upgrade AgriMarket Software: The project facilitated the upgrading of AgriMarket software. The new version was tested by AMO, which recommended further enhancements. AgriMarket version 2011 enhances data market price management, analysis and reporting. Partners: AMO-MAFF, FAO AGS

Ongoing: On-the-job Training on Market Analysis and Reporting: One or two days on-the-job training is organized per month to enhance government capacities to understand, analyse and report agricultural market information in Monthly Agriculture Market Information Bulletin. Partner: AMO-MAFF

Upcoming: Training on AgriMarket Software: The upgraded version includes a new interface, improvements to data entry routines, inclusion of data validation techniques, changes to reporting features and new security features. These new features are significant enough to require retraining of users. The AMO Chief will be a co-trainer at a Regional AgriMarket training, with technical staff from AMO participating. Partners: AMO, MAFF

## **2. Climate Information and Analysis for Seasonal and Long-Term Timeframes**

Enhancing the Utility of Climate Forecasts: The project assessed national capacities and provided recommendations to further generate and use climate risk analysis and management for agricultural and food security planning and preparedness. Partner: MOWRAM, CARD, MAFF, NCDM, RIMES

National Monsoon Forums: Three Monsoon Forums were convened in 2011 and 2012 to bring together producers and users of climate information to consider the previous seasonal forecast performance, the forecast for the coming season, and implications for climate risk management. Partners: CARD, RIMES, MOWRAM, CARITAS

Media Training on Reporting Climate Forecasts and Information: The training aimed to enhance capacity of national journalists and communication officers to effectively report on climate forecasts and related products, in order to increase their utility for potential users. Partners: MOWRAM, MAFF, RIMES, CARD, CARITAS

Managing Climate Change Risks for Food Security: The project assessed climate trends and impacts on agriculture, food security and livelihoods, climate information requirements and gaps, and identified key priority actions for the government to improve information to manage risks. Partner: MOWRAM, CARD, MAFF, RIMES

Consultations on Climate Change Risks and Food Security: Stakeholders discussed the results and recommendations of the above study, presented their current activities and identified climate change related information and analysis requirements and gaps. Partner: MAFF, RIMES

Ongoing: Capacity of Climate Forecasters for Climate Risk Management: Two climate forecasters are seconded to RIMES for a three-month intensive training on climate risk management. Partners: MOWRAM, RIMES

## **3. Chronic Food Insecurity, Livelihoods and Vulnerability Analysis**

Integrated Food Security Phase Classification (IPC): An awareness event on the IPC was supported and the development of an IPC Road Map for Cambodia. Additional support is available through the regional IPC Asia project. The IPC provides global standards and protocols for food security classification. Partners: WFP, CARD

Food Security Statistical Analysis of Cambodia Socio-Economic Surveys 2004 and 2006: The project provided training on food security and consumption statistical trend analysis of household data. Partners: NIS, FSNDAT

Interpretation and Reporting of Food Security Statistical Data: A writeshop helped staff to interpret and report results of statistical analysis from a broad, multi-sectoral perspective, improving understanding and utility for decision-making. This work was presented at a National Food Security Seminar. Partners: NIS, FSNDAT

Ongoing: Development of a Food Security and Nutrition Database module: The project is supporting the creation of a national integrated food security and nutrition data module under CamInfo that will be accessible through standalone CDs and online. Partners: DOS, CamInfo, FSNDAT

## **4. Food Security Related Capacity, Coordination, Dialogue and Planning**

[National Scoping Study on Food Security Information Systems: The project reviewed current food security-related information systems and requirements within the context of national policies and priorities and recommended actions to strengthen such systems.](#)

[Food Security Data Management Requirements Analysis and Technical Capacity Assessments: Identified national capacity requirements and recommended tools for data management, analysis and mapping.](#)

Increase Understanding and Awareness of National and Sub-National Decision-Makers: National and sub-national decision-makers were trained by the National FSN Trainer Pool to



understand basic concepts of food security and nutrition and how to integrate these issues into decisions and plans. Partner: CARD, Trainer Pool

[Promotion of the National Trainer Pool for Food Security and Nutrition: The project enhanced visibility of the Trainer Pool, and contracted its services in Cambodia and Lao PDR. Partner: CARD, FSNDAT, FMM Project](#)

First Regional Study Tour: The study tour, hosted in Cambodia, allowed exchange of best practices and information between project countries on integrated food security information and analysis, and cross-sectoral coordination. Partners: CARD, MAFF

Capacity Building of CARD FSNIS Team: The project strengthened the capacity of the Food Security Nutrition Information System (FSNIS) to communicate food security and nutrition information, through English courses, web management training, and on the layout of visibility material. Partner: CARD

Support to National Food Security Planning: The project supported the study, analysis and proposal writing for the Global Agriculture and Food Security Program (GAFSP), and facilitated the Review of Strategic Framework on Food Security and Nutrition, 2008-2012. Partners: CARD, MAFF, WFP

Support Awareness and Dissemination of Food Security and Nutrition Information: The project supported a user survey to assess the use and utility of the FSIN website, and raised awareness of stakeholders and decision-makers through CDs, food security and nutrition forums and events, and promotional materials. Partner: CARD

Support to Multi-Agency Food Security Groups: The project promoted and participated in existing food security coordination groups (FSN forum, FSNTWG, FSNDAT) to link information and decision-making.

E-Learning Course on Food Security: The project is promoted and disseminated CDs developed by the Global EC-FAO Food Security Programme on a wide range of food security related topics, such as markets, food availability, vulnerability, nutrition, livelihoods, policies, advocacy, information systems.

Ongoing: English-Khmer Food Security and Nutrition Glossary: The project supported the development of a bilingual food security dictionary (English-Khmer) available on the project website. Associated definitions are being developed and will be translated. Hard copies will be produced. Partner: CARD, FSNDAT, FSNTWG

Ongoing: Learning Programme for ASEAN Food Security Professionals: A two year e-learning and face-to-face training programme strengthening capacity of participants to understand, analyse and develop strategies to tackle food security concerns. Partner: ASEAN, AFSIS, FAO/GIZ Project, FSNDAT

Ongoing: Support Dissemination of Food Security and Nutrition Quarterly Bulletin: The project is supporting the publication of food security and nutrition bulletins produced by the FSNDAT team. Partner: FSNDAT, WFP

Ongoing: Develop Communication Strategy for Food Security and Nutrition: The strategy will look at the current communication structures of key stakeholders at the national level and the action plan will be recommended to enhance information for decision making to improve food security. Partner: CARD, FSNTWG

## Myanmar Achievements

### 1. Market Information, Intelligence and Analysis

Enhancing the Role of Markets in Post-Disaster Recovery: Based on lessons from cyclone Nargis, the study identified the role of markets in emergency response efforts, and opportunities to enhance its role, through more appropriate and timely information and analysis. Partner: YAU, UMFCFI.

Data Sharing with Regional and Global Market Information Systems: The project established a regular flow of Myanmar market data to regional and global platforms, to make it available to the public and ready for further analysis. Partner: E-trade.

Training on Market Analysis and Reporting: A four day training to enhance government capacities to understand, analyse and report agricultural market information. Partner: UMFCFI, DAP, CSO, MoC.

Proposal for an Agricultural Market Intelligence and Policy Support Project: The project will strengthen market information for policy analysis and market intelligence. Partner: DAP, MoAI.

Ongoing: Expansion of the Automated Price Information System (APIS): Following the successful piloting of the Automated Price Information System (APIS), government has requested expansion to five additional Commodity Exchange Centers. APIS enables anybody to access real time prices across the country through a short phone call. Partners: Commodity Exchange Centers (Yangon, Mandalay, Muse), Ministry of Commerce (MoC).

Ongoing: Assessing Information Requirements and Gaps along Supply Chain: The project will develop a methodology for assessing information needs by actors in marketing systems along value chains. This will identify information gaps, provide practical recommendations to address those gaps, using freshwater fisheries as a case study. Partners: UMFCFI, MoLF.

Planned: Introduce FAO AgriMarket Software version 2011: MoAI DAP uses the AgriMarket software to enter, manage, analyse and report market price data. AgriMarket was developed by FAO more than a decade. The project has supported development of an updated version, and will train existing and potential users from five government and non-government agencies.

## **2. Climate Information and Analysis for Seasonal and Long-Term Timeframes**

Enhancing the Utility of Climate Forecasts: The study assessed national capacities and provided recommendations to further generate and use climate risk analysis and management for agricultural and food security planning and preparedness. Partner: DMH/MoT, MoAI, RIMES.

8<sup>th</sup> National Pre-Season Monsoon Forum: Forums were reactivated in 2011. Producers and users of climate information present and discuss the 2012 seasonal monsoon forum forecast to improve their utility in the decision-making process. Partners: DMH/MoT, MoAI, RIMES.

Media training on Reporting Climate Forecasts and Information: The training aims to enhance capacity of national journalists to report on climate forecasts and related products, in order to increase their utility for potential users. Partners: Department of Meteorology and Hydrology (DMH/MoT), RIMES.

Managing Climate Change Risks for Food Security: The study assessed climate trends and impacts on agriculture, food security and livelihoods, provided an overview of institutions involved on climate change risks and food security, and identified key priority actions for the government to manage these risks. Partner: RIMES.

Consultations on Climate Change Risks and Food Security: Stakeholders discussed the results and recommendations of the study, presented their current activities and identified climate change related information and analysis requirements and gaps. Partner: RIMES

## **3. Chronic Food Insecurity, Livelihoods and Vulnerability Analysis**

Baseline Food Security and Livelihoods Assessment: The project supported the planning, methodology, questionnaire and analysis of a food security and livelihoods assessment for the Livelihoods and Food Security Trust Fund (LIFT) to enhance the understanding and analysis of food security risk and vulnerability issues.

Assess Linkages between Nutrition and Food Security Information and Analysis: The project identified and assessed current and possible links between nutrition and food security information systems, especially related to information collection and coordination for food security monitoring. Partner: NNC/MoH, UNICEF, others

Integrated Food Security Phase Classification (IPC) Rollout: The project conducted awareness events on the IPC and handed over IPC-related activities to a new regional ECHO-funded project to roll out the IPC in Myanmar. The IPC provides global standards and protocols for food security classification.

Packaging Food Security and Nutrition Indicators: Based on broad-based stakeholder consultations, a minimum package of food security and nutrition indicators is being developed and consolidated. Following these discussions, the informal Food Security Information Network was created. Partners: WFP, FSWG

Food Security Statistical Analysis of the Myanmar Household Income and Expenditure Survey 2006: The project supported a training where staff analysed CSES statistics, producing tables and graphs. Government is now planning the 2012 HIES, the design of which will be guided from this exercise. Partner: CSO/MPNED

Ongoing: Interpretation and Reporting of Food Security Statistical Data: A writeshop helped staff to interpret and report the results from a broad, multi-sectoral perspective. This helps ensure understanding and utility of the results for decision-makers. The report is being finalised with CSO and will be presented at a national seminar. Partner: CSO/MPNED

#### **4. Food Security Related Capacity, Coordination, Dialogue and Planning**

National Scoping Study on Food Security Information Systems: [The study reviewed current food security-related information systems and requirements within the context of national policies and priorities and recommended actions to strengthen such systems. The report was translated into Myanmar Language.](#)

Food Security Data Management Requirements Analysis and Technical Capacity Assessments: [Identified national capacity requirements and recommended tools for data management, analysis and mapping.](#)

Dry Lands Agricultural Development Action Plan: The project, through its active participation on the FSATG, supported the preparation of the Dry Lands Agricultural Development Action Plan on behalf of FAO.

Regional Study Tour: The study tour allowed to exchange best practices and information between project countries on integrated food security analysis and cross-sectoral coordination. Partners: DAP, SLRD.

Support to Establish a National Food Security Committee: The project advocated and offered support to formally establish the Committee to coordinate cross-sectoral and multi-agency food security initiatives.

Support to Multi-Agency Food Security Groups: The project is promoting and participating in existing food security related coordination groups (MNTN, FSWG, FSATG) to better link information and decision-making.

E-Learning Course on Food Security: The project promoted and disseminated more than 100 CDs developed by the Global EC-FAO Food Security Programme on a wide range of food security related topics, such as markets, food availability, vulnerability, nutrition, livelihoods, policies, advocacy, information systems.

Ongoing: Support the National Plan of Action for Food and Nutrition (NPAFN) 2011-2015: The national plan is being updated with project support. Partner: National Nutrition Centre (NNC) of the Ministry of Health (MoH).

Ongoing: Learning Programme for ASEAN Food Security Professionals: A two year e-learning and face-to-face training programme strengthening capacity of participants to understand, analyse and develop strategies to tackle food security concerns. Partner: ASEAN, AFSIS, FAO/GIZ Project.

**Ongoing: English-Myanmar Food Security and Nutrition Glossary:** The project supported the development of the bilingual dictionary available in the project and FSNIS websites. Associated definitions are being developed and will be translated. Hard copies will be produced.

**Ongoing: Create National Food Security and Nutrition Website:** The project is developing web platforms to be used as the national food security websites. Content from the project website will be handed over to the new websites. Trainings on website and content management using Joomla! Will be provided. Partners: MoAI, FSIN

## Regional Project Achievements and Results

### 1. Market Information, Intelligence and Analysis

**Data Sharing with Regional and Global Market Information Systems:** The project established a regular flow of data from countries to regional and global platforms, to make it available to the public and ready for further analysis. Partner: APFSU, GIEWS

**Ongoing: Support Food Security Analysis and reporting:** The project supported the assessment of current capacities for market analysis within the ASEAN Food Security Information System. Based on this assessment, staff will be trained in analyzing and reporting food security related information. Partners: AFSIS, UNICEF, WFP

**Planned: Update and introduce FAO AgriMarket Software:** The project facilitated the upgrade of the FAO AgriMarket software, together with an updated user manual. The update software has been tested and will be introduced version 2011 through two regional trainings. Partners: AFSIS, ASEC

**C1.5 Upgrade AgriMarket Software:** The project initiated and facilitated the upgrading of AgriMarket software. The new version was tested by AMO, which recommended further enhancements. AgriMarket version 2011 enhances data market price management, analysis and reporting. Funding for the upgrade was Partners: AMO-MAFF, FAO AGS

### 2. Climate Information and Analysis for Seasonal and Long-Term Timeframes

**Regional Awareness and Capacity for Food Security:** The project supported RIMES in broadening its field of experience to food security, in the context of climate seasonal variability and climate change. It constitutes a significant basis for regional and country owned actions to tackle climate related issues in a sustainable way.

**Ongoing: Identify Climate Change Information Requirements:** The project is supporting a regional dialogue for the inclusion of climate information component within the AFSIS database. This will be implemented under the ASEAN Multi-Sectoral Framework on Climate Change and Food Security (AFCC). Partners: GIZ, ASEC, AFSIS

### 3. Chronic Food Insecurity, Livelihoods and Vulnerability Analysis

**Integrated Food Security Phase Classification (IPC) Rollout:** The project supported IPC awareness events at the regional level, facilitated meetings of the informal IPC group and supported the preparation of the regional IPC ECHO-funded project. Partners: IPC partners, AFSIS, ASEC, APTERR

**Ongoing: Enhance AFSIS Database:** The project is supporting the handing-over of relevant portions of the regional food security and vulnerability database of the Asia FIVIMS project to AFSIS. The project is assessing the possibility of adding a mapping function to the database. Partner: AFSIS

**Ongoing: Regional Dialogue for AFSIS to Capture the Broad Perspective of Food Security:** The project is advocating and facilitating intra-agency and inter-agency dialogue to integrate nutrition into AIFS

Framework and SPA-FS and broaden the scope of AFSIS and ASEAN on food security. Partners: AFSIS, ASEC

#### **4. Food Security Related Capacity, Coordination, Dialogue and Planning**

Food Security Data Management Requirements Analysis and Technical Capacity Assessments: The study identified national capacity requirements and recommended tools for data management, analysis and mapping, including CountryStat, GIEWS workstation and data analysis tool, DevInfo and AgriMarket.

First Regional Study Tour: The study tour, hosted in Cambodia, allowed to exchange best practices and information between project countries on integrated food security analysis and cross-sectoral coordination. Partners: CARD

Support Participation in Regional/Global Initiatives: The project has been facilitating and promoting the involvement of ASEAN in regional and international initiatives such as the Food Security Information Network that aims to harmonise technical methods and tools to enhance the use and utility of food security information.

Ongoing: Support SOM-AMAF Food Security Brief: The project prepared a pilot food security brief to inform high level decision-makers at SOM-AMAF meetings. Based on this prototype, the project will train AFSIS staff to prepare similar briefs, to become a regular product of AFSIS. Partner: AFSIS, ASEC

Ongoing: AFSIS Strategic Plan of Action 2013-2015: The project supported the development of the Strategic Plan of Action for the next phase of AFSIS that will be based on AFSIS Network Centres and a multiple donor base. Based on this plan, the project is supporting AFSIS in preparing a proposal for potential donors. Partner: AFSIS

Ongoing: Enhance Regional Dialogue, Coordination and Cooperation: The project has brought together regional partners working on food security related issues by establishing an informal regional food security group. Initially established for the IPC the group have met five times since it was created, in 2010.

Ongoing: Learning Programme for ASEAN Food Security Professionals: The project is supporting the two year e-learning and face-to-face training programme, to strengthen capacity of participants to understand, analyse and develop strategies to tackle food security concerns. Partner: ASEAN, AFSIS, FAO/GIZ Project

Ongoing: Promote E-Learning Course on Food Security: The project is promoting and disseminating CDs developed by the Global EC-FAO Food Security Programme on a wide range of food security related topics. The project will propose a certification system to hence promotion and use of the courses.

Ongoing: Develop a Multi-Lingual Food Security and Nutrition Glossary: The project supported the development of the bilingual dictionary available in the project website. Associated definitions are being developed and will be translated. Hard copies will be produced.

Ongoing: Introduction of the FAO's Food and Agricultural Policy Decisions Analysis Tool (FAPDA): FAPDA was developed to support the collection, classification and analysis of national policy decisions related food security. The project is facilitating discussions to introduce the tool in the region through AFSIS. Partner: AFSIS

Ongoing: Global Food Security Information Network (FSIN) Scoping Study: The project is facilitating the preparation development of a regional scoping study for food security and nutrition in ASEAN to assess information available, gaps and requirements. Partners: AFSIS, ASEC, FAO

Planned: Second Regional Study Tour on Best Practices to Link Information and Decision-Making: Through the study tour, the government will have a better understanding of the need for, and ways to build stronger links between food security information and policy, planning and decision-making processes. Partners: ASEC, AFSIS

Planned: Enhance Knowledge Sharing for Food Security and Nutrition: The project will support improvements of the AFSIS website to enhance information dissemination and sharing. Partner: AFSIS