



Evaluation of FAO's Strategic Objective 5

December 2015 - September 2016

February 2016

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Why an evaluation of the FAO's Strategic Objective 5?

The FAO's Reviewed Strategic Framework 2010-19, approved at the 38th Session of the FAO Conference in June 2013, outlined five new Strategic Objectives representing the areas of work on which FAO will focus its efforts in support of Member Nations, as follows:

1. Contribute to the eradication of hunger, food insecurity and malnutrition (SO1)
2. Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner (SO2)
3. Reduce rural poverty (SO3)
4. Enable more inclusive and efficient agricultural and food systems at local, national and international levels (SO4)
5. Increase the resilience of livelihoods to threats and crises (SO5)

At its 116th session (November 2014), the FAO Programme Committee endorsed the Indicative Rolling Work Plan of Strategic and Programme Evaluation 2015-17, which proposed to present, in each Programme Committee session, one thematic evaluation related to the Organization's Strategic Objectives. SO5 was indicated as showing enough progress over the past two years to warrant an evaluation, therefore it is due to be the first of the SO evaluations to be conducted.

The objectives of the evaluation are to help FAO management and governing bodies assess progress made towards implementing the new FAO vision through Strategic Objective 5 and to examine how the reviewed strategic framework has added value to FAO's efforts to enhance the resilience of rural livelihoods to vulnerabilities and crises.

What will be covered?

Due to the limited timeframe, the evaluation will limit itself to an examination of how the revised strategic framework and the ways of working established under SO5 have helped FAO, at all levels of the Organization, to focus and improve the relevance and effectiveness of its work on enhancing the ability of people, communities and countries to withstand damage from disasters or crises and to recover rapidly.

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All FAO evaluations and management responses are public documents and can be found on:

www.fao.org/evaluation/oed-home/en/

The SO5 evaluation has issued the following calls for candidates:

[Call for expression of interest - Analysts](#)

[Call for expression of interest - Technical experts](#)

Tentative Evaluation Calendar

Preparation: January – March 2016

- Desk review
- Drafting of terms of reference
- Selection of evaluation team

Main Evaluation Phase: March – June 2016

- Synthesis of documentary evidence
- Main mission
- Preliminary debriefing

Report writing and dissemination: July – September 2016

- Draft report
- Stakeholder workshop
- Final report
- Report dissemination and management response

The period covered by the evaluation is 2013-2016, i.e. the period since the adoption of the new strategic framework. The evaluation will cover FAO's work at different levels (global, regional, national, local). All SO5-related activities funded through FAO's own resources as well as those financed by resources mobilized from donors will be within scope, although in practice the evaluation will need to sample a manageable set of activities to review.

The evaluation will analyse FAO's comparative advantage and strategic positioning in achieving SO5, including whether the SO5 structure is fit for purpose, the clarity, completeness and relevance of its theory of change and FAO's capacity to manage and implement SO5.

In order to assess the progress achieved towards a more cohesive, development-oriented FAO response to crises, the evaluation team will identify a series of "intermediate results" that one would expect to see in such an evolution, and will try and use case studies and present and past evaluations to document the change in these intermediary results.

Who will be involved?

In line with the OED policy, the Evaluation Office will lead a team composed of FAO evaluators and external experts in technical areas typical of FAO's programmes in resilience: disaster risk reduction, food and nutrition security analysis, livelihood support and trans-boundary animal diseases. In addition, a team of analysts will review and synthesize past evaluation reports as well as a sample of old and recent project documents as a way to document the change in programming and in results delivered that could be attributed to SO 5.

The evaluation team will interview and survey FAO staff and partners (including governments, resource partners, NGOs, and other agencies) involved in resilience work, and will conduct 3 country case studies to complement the desk study of past evaluations, e.g. to highlight the kind of results achieved by the most innovative approaches.

An internal contact group will be set up to serve as a collegial interface between the evaluation team and programme staff. It will be composed of the SO 5 management team, delivery managers, output leaders and some focal points at regional and sub-regional levels.