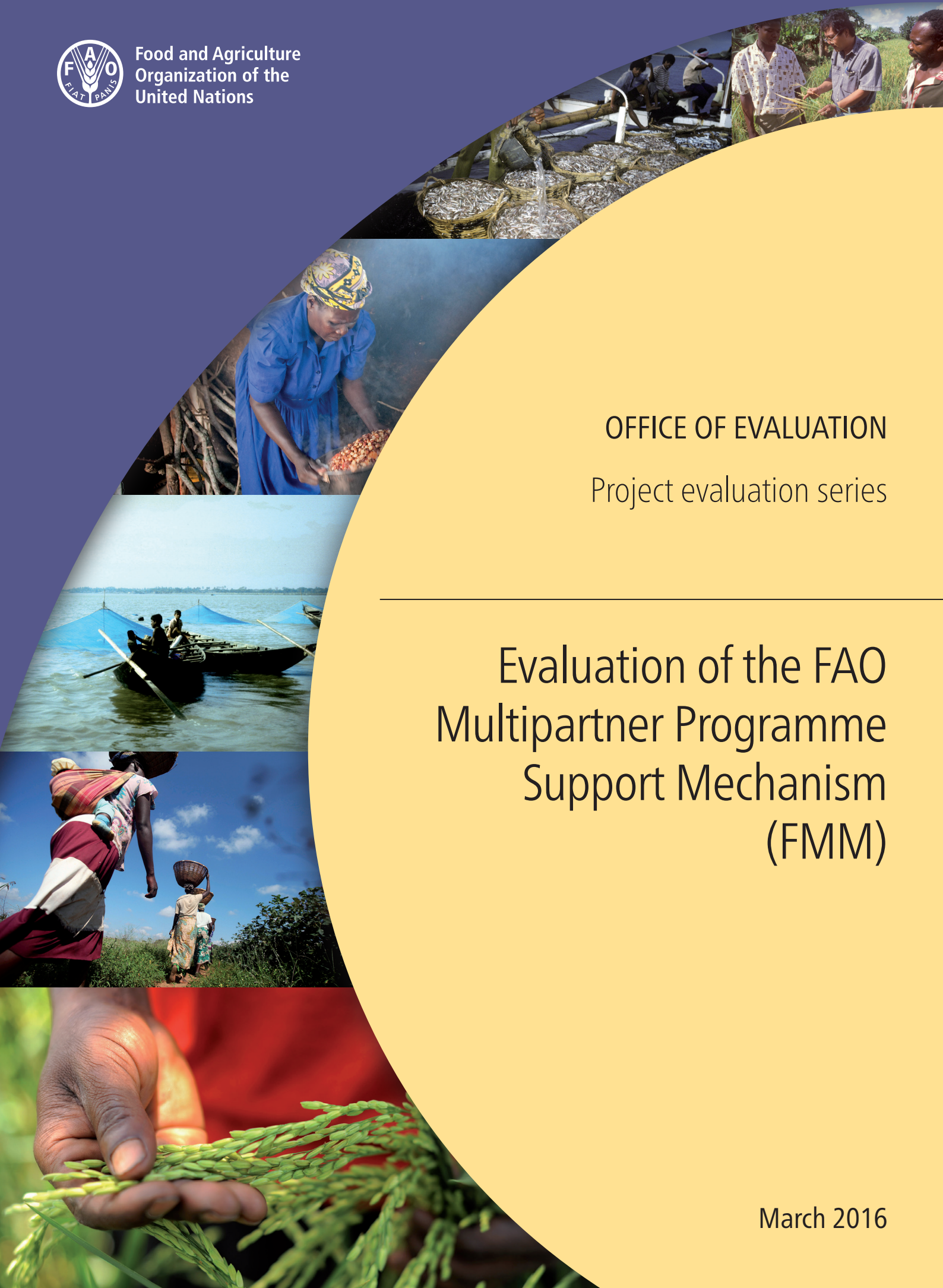




Food and Agriculture
Organization of the
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Project evaluation series

Evaluation of the FAO Multipartner Programme Support Mechanism (FMM)

March 2016

PROJECT EVALUATION SERIES

Evaluation of the FAO Multipartner Programme Support Mechanism (FMM)

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

March 2016

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

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Acronyms and abbreviations

| | |
|-------|--|
| CPF | Country Programme Framework |
| CLAP | Child Labour in Agriculture Prevention |
| CPMB | Corporate Programmes Monitoring Board |
| CSA | Climate-Smart Agriculture |
| CSO | Civil Society Organisation |
| DO | Decentralised Office |
| DRE | Decent Rural Employment |
| EMMT | Executive Management Monitoring Team |
| EQ | Evaluation Question |
| ET | Evaluation Team |
| FAO | Food and Agriculture Organisation |
| FBA | Field Budget Authorisation |
| FICA | Flanders International Cooperation Agency |
| FIES | Food Insecurity Experience Scale |
| FMM | FAO Multipartner Programme Support Mechanism |
| FPMIS | Field Programmes Management Information System |
| GCP | Government Cooperation Programme |
| HQ | Headquarters |
| JP | United Nations Joint Programme |
| M&E | Monitoring and Evaluation |
| MOU | Memorandum of Understanding |
| MTE | Mid-Term Evaluation |
| MTP | Medium-Term Plan |
| MTR | Mid-Term Review |
| NFMA | National Forest Management and Assessment |
| NGO | Non-Government Organisation |
| OED | FAO Office of Evaluation |
| OO | Organisational Outcome |
| OSRO | Emergency Rehabilitation Trust Fund |
| PPP | Public-Private Partnership |
| PWB | Programme of Work and Budget |
| REDD | Reducing Emissions from Deforestation and Forest Degradation |
| SIDA | Swedish International Development Cooperation Agency |
| SO | Strategic Objective |
| SPL | Strategic Programme Leader |
| TCP | Technical Cooperation Programme |
| TCS | South-South Cooperation and Resource Mobilisation Division |
| TCSR | Donor Liaison and Resource Mobilisation Team |
| UNDAF | United Nations Development Assistance Framework |
| UNEG | United Nations Evaluation Group |
| UTF | Unilateral Trust Fund |
| VGGT | Voluntary Guidelines on the Responsible Governance of Tenure |

Executive summary

Introduction

- ES1 The 2015 evaluation of the Food and Agriculture Organization of the United Nations (FAO) Multipartner Programme Support Mechanism (FMM) was conducted by FAO's Office of Evaluation (OED) to assess the progress made in implementing the accepted recommendations of the 2013 FMM mid-term evaluation (MTE), as well as to assess FMM outcomes and impacts at field level.
- ES2 The main purpose of the evaluation was to: (i) provide accountability to all parties concerned on the progress made to date against the main objectives of the programme, as well as the impact at field level; (ii) identify which areas require improvement to enhance the funding mechanism's performance at both the management/resourcing level and country level impact and outcomes; and (iii) improve the delivery of FAO's assistance to Member Countries by identifying lessons learned on the funding mechanism design and institutional set-up, which may be useful for other voluntary unearmarked and lightly earmarked contributions to the Organization.
- ES3 The FMM was established in 2010 as a new funding mechanism for partners willing to contribute to FAO's work through unearmarked or lightly earmarked funds. The FMM departs from the common project-based approach in favour of a programmatic approach to directly support FAO's Strategic Framework and Medium-Term Plans (MTPs).
- ES4 The main objectives of the FMM mechanism as stated in the Governance Document are to: "Support FAO's Programme of Work consistently with the Organization's priorities (including Corporate Areas for Resource Mobilization and Regional Initiatives); and allow flexible and catalytic responses to agricultural, forestry and fisheries development priorities at global, regional and national levels, while establishing strong linkages between these levels".
- ES5 The FMM is also expected to have a number of other important roles, including: (i) scaling up successful programmes and projects to replicate or expand their scope; (ii) reducing transaction costs; (iii) promoting capacity development, policy advice and partnership; and (iv) providing support to country level activities fully aligned with United Nations Development Assistance Framework (UNDAF) and/or Country Programme Frameworks (CPFs).
- ES6 The evaluation was managed by OED and led by an external team leader with the support of three regional consultants. It was conducted from March to November 2015, and its timing was selected to feed into the annual meeting of the FMM in December 2015.
- ES7 The methodology, including field work and extensive consultations at FAO HQ and with external stakeholders, was designed in order to address the following four overarching evaluation questions (EQs):
- EQ 1: The extent to which the revised FMM is a cost-effective mechanism in support of FAO's organizational outcomes.
 - EQ 2: The extent to which the FMM can enable the integration of voluntary and lightly earmarked contributions in FAO's Strategic Framework and across Strategic Objectives (SOs), and synergies among these.
 - EQ 3: The extent to which the FMM's specific principles and criteria, as well as its focus areas of work, have been integrated into and informed by the concept notes and the work conducted with FMM resources.
 - EQ 4: The extent to which FMM has improved its marketing strategy and monitoring and reporting system, and harmonized approaches and tools since mid-2013.

Findings

- ES8 The key evaluation findings are presented and discussed under each evaluation question.
- ES9 EQ 1: The extent to which FMM is a cost-effective mechanism in support of FAO's organizational outcomes.
- ES10 The absence of an FMM logframe and clear operational procedures below the Strategic Programme Leader (SPL) level is confusing for stakeholders and undermines the cost-effectiveness of the selection process of FMM-funded initiatives. Moreover, the benefits of flexible fast-track project planning and reporting are offset by: (i) the limited resources allocated to FMM management; (ii) delays in project approval processes; (iii) small and fragmented projects; (iv) erratic/un-predictable flow of funds; and (v) very limited participation of decentralised offices in the preparation of concept notes.
- ES11 EQ 2: The extent to which FMM can enable the integration of voluntary and lightly earmarked contributions in FAO's strategic framework and across SOs, and synergies among these.
- ES12 FMM supported projects are well aligned with FAO's strategic framework and contribute to more strategic and cross-sectoral work, with some good examples of inter-departmental/interdisciplinary partnerships. However, the extent to which this occurs is constrained by the specificity of earmarking by some resource partners.
- ES13 EQ 3: The extent to which the FMM's specific principles and criteria, as well as its focus areas of work, have been integrated into and have informed the concept notes and the work conducted with FMM resources.
- ES14 FMM funding is being used in accordance with the FMM principles, to support innovative and underfunded activities, often in a catalytic manner. FMM is also being used strategically in providing bridging funds between phases of programmes and amplifying the achievements of projects funded from other sources. Projects are mostly well aligned with national priorities and have helped to build partnerships and develop capacity in national institutions. Other positive aspects of FMM include its ability to create synergies with other FAO programmes and projects, as well as those supported by other development partners, governments and civil society organisations. Furthermore, a number of FMM-supported initiatives have been quite innovative, involving strong leadership from HQ technical departments.
- ES15 EQ 4: The extent to which FMM has improved its marketing strategy and monitoring and reporting system, and harmonized approaches and tools since mid-2013.
- ES16 Despite considerable effort in marketing FMM to resource partners no new partners have joined FMM during the current MTP and there have never been more than two active resource partners at any time. Resource partners differ in their expectations about FMM and the mechanism is not well understood outside HQ. FMM documentation and reporting procedures are intentionally minimal but still weak at programme level. Current efforts to improve FAO's reporting against SOs and OOs will support efforts to market FMM to resource partners. The quality of monitoring and reporting is mixed at the project level and weak at the programme level. The evaluation experienced difficulty in learning what is happening, even at country level. The project paper trail is fragmented and difficult to follow, and the lack of formal documented procedures accentuates the problems arising from the very lean management structure.

Conclusions

ES17 Although the evaluation confirms the strategic importance and relevance of the FMM, it encountered a number of issues which need to be addressed in order to reach its full potential.

Conclusion 1

The evaluation concurs with the findings of the 2013 MTE that FMM is an important programmatic funding mechanism supporting the new FAO strategic framework. It represents a new approach which is strongly supported at HQ level, but less well understood and appreciated in the decentralized offices. Although FMM is a valuable instrument in pursuit of FAO's corporate priorities, it remains underfunded and underdeveloped. The limited understanding and generally low profile of the FMM among stakeholders is reducing interest among potential new resource partners.

Conclusion 2

FMM procedures have not been formally documented in the same way as other funding instruments. The FMM is expected to further improve its monitoring and reporting in parallel with FAO's improved reporting process by SOs and OOs. This will also contribute to better marketing of the FMM to current and potential resource partners.

ES18 By deploying its resources in pursuit of clearly identified and prioritized SOs and OOs, FMM could assist FAO's transformation into a more strategic organization. This would also help FAO to avoid being overly influenced by the allocation of voluntary contributions from its resource partners, and to allocate resources thematically rather than according to departmental structure.

ES19 The basic principles underlying FMM, as described in the 2010 MOU and the Governance Document of 2015, remain appropriate and relevant to FAO's new strategic framework. FMM procedures have progressed through a number of stages over a period of about ten years, including several predecessor schemes. While this has enabled a degree of flexibility, it also created some confusion and uncertainty that affected project implementation, and impeded systematic and timely monitoring and evaluation (M&E) and reporting.

ES20 Consequently, resource partners have varying expectations about how the funds will be allocated, and do not fully understand the monitoring and reporting procedures required. Decision-making processes are ill-defined and poorly understood. Formalized and streamlined procedures would also have the potential to reduce transaction costs and potentially attract additional donor funding.

ES21 FMM is a highly centralised instrument in which almost all decision-making, funding allocations and project management activities are concentrated in HQ. Much of the work is of a normative nature, with country level activities used to validate HQ-based normative studies. This is at odds with the original intention of FMM as well as FAO's decentralisation agenda, and results in a low level of country office participation or ownership and even lower levels of awareness and ownership among national stakeholders. Sub-regional and regional office involvement has been negligible.

Conclusion 3

FMM is a very important mechanism for channelling unearmarked or lightly earmarked voluntary contributions from resource partners to FAO. However, the scheme has not been successfully marketed to the donor community and there have never been more than two resource partners contributing at any one time.

ES22 Among the potential benefits of FMM are reduced transaction costs, increased predictability of funding, less compartmentalisation among departments and divisions, and stronger alignment with FAO's strategic priorities. Most importantly, FMM channels

voluntary contributions through FAO's mainstream systems and supports efforts to develop robust procedures for prioritising, planning, monitoring and evaluating the use of resources (rather than working through parallel systems, as occurs with individual projects and trust funds).

ES23 While there are signs of an increasing flow of funds through FMM, some ten years after the establishment of FMM's predecessors and almost six years after the creation of FMM itself, it is still a very small instrument relative to FAO's overall financial resources. FMM funding, however, is more significant than the numbers would suggest, as FMM funds have proven crucial in supporting underfunded or important new areas within the strategic framework.

ES24 There are also concerns at the operational level, expressed by most Strategic Programme Leaders (SPLs) and budget holders, about the stability and predictability of FMM funding. This issue is relevant throughout FAO due to the importance of voluntary contributions in project funding. However, it is seen as especially problematic within FMM. The FMM resource partners maintain that the problem is procedural rather than caused by erratic funding by the donors. Whatever the cause, or combination of causes, it is clear that this is a problem that needs to be addressed.

Conclusion 4

FMM has not been able to deliver a satisfactorily stable or predictable level of funding over a full MTP or even a biennium. This appears to be attributable to internal procedural issues, possibly exacerbated by the transition between the old and new Strategic Frameworks, and the associated redeployment of resources. The predictability issue creates a number of operational difficulties related to small and fragmented projects: stop-go project implementation; hurried decision-making in funding allocation, with limited consultation beyond FAO headquarters; and short project durations which impede efficiency and sustainability.

ES25 FMM's management structure is extremely lean, with just one part-time headquarters staff member responsible for administering the scheme, which currently has more than a dozen active projects operating in around 30 countries. The effort to be cost-effective results in many administrative delays, for example in approving no-cost extensions.

ES26 FAO has made some progress in improving the FMM process and its operational arrangements. Although these seem fairly well established at the higher, decision-making levels, the underlying logic for the selection of FMM proposals within SOs is still unclear.

ES27 FMM is not yet operating effectively as a pooled programmatic funding mechanism. Some of the resource partner contributions are earmarked to particular themes or regions, which limits the extent to which FAO can allocate resources in accordance with its own strategic priorities. In addition, resource partner contributions are not synchronised with FAO's medium-term planning cycle.

Recommendations

Recommendation 1

FAO should formalize, harmonize and document FMM planning and resource allocation procedures, particularly below the Strategic Programme Leaders' level, and strengthen monitoring and reporting on results. Resource management and reporting should be further systematized.

Recommendation 2

Building on Recommendation 1, FAO should improve FMM's efficiency and effectiveness, and demonstrate its achievements and contributions with a view to making FMM a more attractive instrument for supporting FAO corporate priorities.

Recommendation 3

FAO should clarify and review the procedures for managing FMM funds, as well as their allocation between and within SOs, in order to improve predictability of funding and enable better FMM implementation planning.

Recommendation 4

FAO should increase the participation and ownership of decentralized offices and national stakeholders in the design of concept notes, and strengthen alignment with CPFs and national policies and strategies. This would involve more meaningful consultations at regional and/or country level during the design of concept notes.

Recommendation 5

FAO should enhance the capacity of the FMM Funding Liaison Office, in order to achieve a satisfactory level of administration, coordination, monitoring and reporting.

1. Introduction

1.1 Background and purpose of the evaluation

- 1 The 2015 evaluation of the Food and Agriculture Organization of the United Nations (FAO) Multipartner Programme Support Mechanism (FMM) was launched by FAO's Office of Evaluation (OED) in accordance with the outcomes of the mid-term evaluation (MTE) of the mechanism conducted in May 2013, resource partner requests, and the Donor Liaison and Resource Mobilization Team's¹ (TCSR's) suggestions.
- 2 The timing of this evaluation, from March to November 2015, was selected to feed into the annual meeting of the FMM in December 2015. The results of the evaluation informed discussions regarding the current governance approach, resource allocation and other key aspects of FMM. The evaluation results will also inform the decisions of some FMM resource partners, as well as other potential resource partners regarding contributions to the FMM.
- 3 The purpose of the evaluation is to assess the progress made in implementing the accepted recommendations of the 2013 MTE (namely on improved marketing of the FMM, governance arrangements, harmonization of reporting formats, transaction costs and monitoring arrangements, and the contribution of FMM resources to FAO results), as well as to assess FMM outcomes and impacts at field level.
- 4 The FMM was established in 2010 as a new funding mechanism for partners willing to contribute to FAO's work through unearmarked or lightly earmarked funds. The FMM departed from the common project-based approach in favor of a programmatic approach to directly support FAO's Strategic Framework and Medium-Term Plans. In 2013, the FMM MTE and the adoption of the new Strategic Framework during the 38th FAO Conference led to the renewing of the FMM to cover the MTP 2014-2017
- 5 Following the establishment of an umbrella memorandum of understanding (MOU) in 2010, the Kingdom of the Netherlands and the Kingdom of Sweden were the first two partners to support and contribute to the FMM. Flanders joined the FMM in 2011, and in 2013 the Kingdom of Belgium decided to provide its core 2014-2015 contribution to FAO through the FMM. Total contributions to the FMM from 2010 to July 2015 amount to approximately USD 54 million².
- 6 The main objectives of the FMM mechanism as stated in the Governance Document³ are: "Support FAO's Programme of Work consistently with the Organization's priorities (including Corporate Areas for Resource Mobilization and Regional Initiatives); and allow flexible and catalytic responses to agricultural, forestry and fisheries development priorities at global, regional and national levels, while establishing strong linkages between these levels".
- 7 The FMM also has a number of other important roles, including: scaling up successful programmes and projects to replicate or expand their scope; reducing transaction costs; promoting capacity development, policy advice and partnership; and providing support to country level activities fully aligned with United Nations Development Assistance Framework (UNDAF) and/or Country Programme Framework (CPF).
- 8 The primary stakeholders and main target audience for this evaluation are resource partners and FAO managers who make decisions on the design and use of funding mechanisms, prioritization of activities and management systems, including Strategic Programme Leaders⁴ (SPLs) and FMM Component Coordinators. Secondary stakeholders include other FAO staff and partners whose work may be indirectly affected by the choice of funding mechanism, and Member States that ultimately use and benefit from FAO's services.

1 TCSR covers the function of Funding Liaison Officer and acts as FMM Secretariat

2 Data from Oracle and FPMIS as of July 2015 (see Appendix 4 for the detailed information in a tabular format)

3 See Annex 3

4 Formerly known as Strategic Objective Coordinators (SOCs)

1.2 Evaluation scope and objectives

Scope

- 9 The evaluation covers the period from FMM's establishment in 2010 to mid-2015, focusing both on the mechanism after the relatively recent (2013) MTE and on the actual initiatives implemented at headquarters (HQ) and field level. The assessment was undertaken in the context of the 2013 MTE recommendations (see Box 1 below) and includes an analysis of the FMM resource allocation process and reduction of transaction costs⁵; the involvement of decentralized offices in the formulation of concept notes; and the contribution to the Strategic Framework and CPFs. The assessment of results focuses on the contribution, added value, catalytic effect and comparative advantage of FMM resources to achieving FAO's organizational outputs and outcomes. FMM's work at country level was assessed in a sample of seven countries with a focus on Africa, where FMM resources have been concentrated in particular since 2013.

Box 1: Recommendations of the 2013 MTE of FMM

Recommendation 1: Market the FMM funding mechanism vigorously to resource partners, at least for a portion of their funds, and encourage providers of unearmarked voluntary contributions to join the mechanism in the 2014-15 biennium. This is predicated on the implementation of recommendations 2 and 3.

Recommendation 2: Review the governance arrangements for prioritization of FMM funds. Eight specific principles are proposed for this, which reflect the underlying values of competition, transparency, flexibility, and institutional strengthening – including improved linkages between headquarters and country work.

Recommendation 3: Adopt standard document formats for future FMM activities which provide sufficient information for managers to be able to compare different proposals and monitor achievements. These should be agreed by TCS, OSP and OSD. Six specific principles are proposed for this, which reflect the underlying values of proportionality, transparency, institutional strengthening and Paris Declaration commitments.

Recommendation 4: Following the 2013 FAO study of project support costs, review – with governance bodies – the case for charging lower PSC for the FMM, both to reflect the fact that transaction costs (or "indirect variable support costs") could potentially be lower than for projects, and to attract donors to the mechanism.

Recommendation 5: Prepare for the next evaluation of FMM by reviewing the monitoring arrangements for existing and new workstreams, and ensuring that adequate monitoring data is being collected on activities funded under the mechanism. This should also address the issue of data collection on transaction costs.

Objectives

- 10 As stated in the Terms of Reference, the main objectives of the evaluation are to:
- provide accountability to all parties concerned on: (i) the progress made to date against the main objectives of the programme, after the relatively recent evaluation of the funding mechanism; and (ii) the impact at field level of the activities implemented under the FMM;
 - identify areas, if any, that require improvement to enhance the funding mechanism's performance at both management/resourcing level and country level impact and outcomes; and
 - improve the delivery of FAO's assistance to Member Countries by identifying lessons on the funding mechanism design and institutional set-up that can be useful for other voluntary unearmarked and lightly earmarked contributions to the Organization.

5 'Transaction costs' is an economic term, broadly meaning the ancillary costs of doing business. The corresponding administrative term in FAO is 'indirect variable costs'. Some of the possible components of transaction costs in managing FMM and other funds are: lower negotiation/renegotiation costs with resource partners; lower time required for planning and negotiation of funds for individual activities; less time required for programme implementation, for example finance, procurement, contract and staff management (including recruitment and training) lower monitoring and reporting costs.

2. Evaluation questions

- 11 In the framework of the evaluation objectives and theory of change⁶, the evaluation has been driven by the following four overarching evaluation questions (EQs):
- EQ 1: The extent to which the revised FMM is a cost-effective mechanism in support of FAO's organizational outcomes (OOs).
 - EQ 2: The extent to which the FMM can enable the integration of voluntary and lightly earmarked contributions in FAO's Strategic Framework and across Strategic Objectives, and synergies among these.
 - EQ 3: The extent to which the FMM's specific principles and criteria, as well as its focus areas of work, have been integrated into and informed the concept notes and the work conducted with FMM resources.
 - EQ 4: The extent to which FMM has improved its marketing strategy, harmonized approaches and tools, and the monitoring and reporting system since mid-2013.

2.1 Methodology of the evaluation

- 12 The evaluation was conducted in accordance with United Nations Evaluation Group (UNEG) Norms and Standards through a highly consultative and transparent approach in order to establish effective triangulation of evidence and information and substantiate its conclusions and recommendations.
- 13 The evaluation team (ET) designed the evaluation methodology and related evaluation tools and methods taking into account the methodological limitations described under this section.
- 14 The ET made use of unpacking approaches and comparative analysis as follows:
- two rounds of extensive interviews were conducted with key informants and stakeholders in order to triangulate all of the information gathered at various levels (rich description);
 - unpack the same information by fixed criteria, namely MTP, SO, theme and region (operational unpacking); and
 - repack at a later stage to identify common elements that can inform the evaluation findings through qualitative and quantitative comparative analysis of different case studies, approaches, frameworks and processes, as well as a meta-review of interventions of the same type but implemented in different contexts.
- 15 *Ad hoc* tools, methods and indicators were identified for each of the evaluation questions as follows:

EQ 1: The extent to which the revised FMM is a cost-effective mechanism in support of FAO's organizational outcomes.

- 16 The ET started with an in-depth FMM portfolio analysis and desk review⁷. Since the FMM has operated under two different Strategic Frameworks and MTPs, the documents collected were organized by MTP and SOs, under each Strategic Framework. Qualitative and quantitative analysis, followed this structure rigorously. This allowed the ET to identify the OOs supported under each SO and map the FMM main areas of work as well as determine common elements and different approaches between and among SOs and MTPs.
- 17 The ET also conducted semi-structured interviews with the FMM Funding Liaison Officer who is responsible for the FMM coordination and administration functions, including

⁶ See Appendix 1.

⁷ See Appendix 2 for the List of Documents Reviewed.

report compilation and annual consultations, SPLs and FMM project teams⁸. In order to assess the cost-effectiveness of the mechanism, the ET explored the following issues:

- strategic support to FAO's OOs;
- formulation and selection process of the concept notes;
- related roles and responsibilities;
- timelines of project delivery and administration; and
- reduction of transaction costs related in particular to the time-lag between confirmation of resource availability and approval of concept notes.

EQ 2: The extent to which the FMM can enable the integration of voluntary and lightly earmarked contributions in FAO's Strategic Framework and across Strategic Objectives, and synergies among these.

18 The ET interviewed senior management, resource partners, SPLs, FMM Funding Liaison Officer, project teams and DO staff on the FAO decision making 'bodies' role and responsibilities in the allocation processes, and on the budget allocation rationale. More specifically, the ET aimed at understanding if the FMM funds have been allocated to:

- interventions which would not be financed by the Regular Programme or clearly needed additional funds;
- innovative activities;
- upscaling successful and key activities; or
- bridging support between two different phases of the same project.

19 The ET also aimed to assess – through interviews with FMM project teams and SPLs, as well as a desk review of the concept notes and individual FMM project team reports – if FMM activities reflect the interdisciplinary and cross-sectoral corporate approach of FAO's departments and SOs.

20 Descriptive statistical analyses were conducted for both MTPs in order to substantiate and triangulate the information gathered through interviews and the desk review:

- total planned contribution by donor and by SOs;
- principal sources of funding for SOs in FAO;
- expenditure of FMM funds by SO and department; and
- rate of increase of FMM resources.

EQ 3: The extent to which the FMM's specific principles and criteria, as well as its focus areas of work have been integrated into and have informed the concept notes and the work conducted with FMM resources.

21 The desk review and interviews were conducted with a focus on:

- the design of the concept notes and integration of the criteria indicated in the call for proposals;
- contribution to the related output and outcome indicators of the SOs;
- FMM's catalytic effect, in particular the capacity for FMM funding to draw donors' attention to particular issues;
- integration of the FMM objectives at country level (i.e. synergies and support to relevant regional initiatives);
- support to CPFs pillars;
- building and strengthening partnerships;
- scaling up, replication and expansion of projects and programmes;
- promotion of innovation; and
- capacity development.

8 See Appendix 3 for List of Institutions and Stakeholders met, also at country level.

- 22 The ET conducted field visits to seven countries: Cambodia, Ethiopia, Malawi, Niger Senegal, Vietnam and Zambia in June and July 2015. The ET selected the countries to be visited on the basis of the number of projects implemented and resources allocated since 2010 while ensuring, as far as possible, a wide thematic and geographical coverage.
- 23 The ET requested the FMM project teams to provide information on actual FMM funding by country and by type of activity. Unfortunately, the ET did not receive sufficient information from the FMM project teams, and therefore could not run any analyses or draw any conclusion in this regard.

EQ 4: The extent to which FMM has improved its marketing strategy, harmonized approaches and tools, and the monitoring and reporting system since mid-2013.

- 24 Desk review and interviews with resource partners, TC senior management and the FMM Funding Liaison Officer focused on the strategies adopted to market the FMM. The rate that FMM resources increased between the two MTPs was calculated in order to substantiate and triangulate the information gathered.
- 25 In assessing the improvement of harmonized approaches and tools, interviews and the desk review of FMM financial data also focused on collecting evidence on the predictability of the funding provided by the resource partners.
- 26 In analyzing the quality of reporting and monitoring of the FMM activities against the new corporate results framework (MTP 2014-17 and PWB 2014-15), the ET conducted extensive interviews with resource partners, the FMM Funding Liaison Officer and TC senior management. The desk review focused on individual reports by project teams and annual FMM reports by TCSR (2011-2015), as well as on financial reporting of FMM activities.

Methodological limitations

- 27 The evaluation team (ET) faced the following limitations:
- Difficult identification of FMM supported activities at field level and assessment of their attribution/contribution to the overall programme. This is consistent with the mechanism objectives: several FMM activities were intended to upscale existing ones or support the regular programme through specific areas of the CPFs.
 - Information gaps on the activities implemented through the FMM. This constraint encountered by the ET is partly due to the flexible nature of the funding mechanism, to its global nature and to the FMM reporting modality.
 - Limited consultation with the FMM beneficiaries; also due to the poor knowledge some FAO country offices had of direct support of the FMM to their on-going or past projects and programmes.

3. Context of the FMM

Key findings

Although the FMM, capitalizing the experience of its various predecessors, enables resources to be allocated in accordance with FAO's new strategic framework rather than departmental organization, it still represents a small proportion of overall FAO funding.

3.1 Prior initiatives

28 FMM evolved from several prior initiatives during a period when FAO's new strategic framework was also emerging. These prior initiatives included:

- Phase II of the FAO-Netherlands Partnership Programme, 2004-2007;
- the FAO-Norway Programme Cooperation Agreement, 2005-2007;
- the FAO-Sweden Partnership Programme, 2008-2010; and
- the FAO Multi-Donor Partnership Programme, 2009, a precursor of the FMM that combined the Norway and Netherlands programmes.

3.2 Strategic context

29 During its first four years, corresponding to FAO's MTP 2010-2013, FMM was aligned with the previous strategic framework and its 11 SOs (see Box 3), which were themselves aligned with FAO's organisational structure.

Box 3: FAO's Strategic Objectives (before 2013)

- Sustainable intensification of crop production
- Increased sustainable livestock production
- Sustainable management and use of fisheries and aquaculture resources
- Improved quality and safety of food at all stages of the food chain
- Sustainable management of forests and trees
- Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture
- Enabling environment for markets to improve livelihoods and rural development
- Improved food security and better nutrition
- Improved preparedness for, and effective response to, food and agricultural threats and emergencies
- Gender equity in access to resources, goods, services and decision-making in the rural areas
- Increased and more effective public and private investment in agriculture and rural development

30 FMM has continued to develop in concert with the emergence of FAO's new strategic framework. During the current MTP 2014-2017, FMM resources were allocated among four of the five new SOs (see Box 4) which are under the direction of the four SPLs, and which cut across FAO's organisational structure.

Box 4: FAO's new Strategic Objectives (from 2013)

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

3.3 Strategic framework results reporting system

31 Evaluation of FMM needs to be undertaken within the context of FAO's strategic framework results monitoring system. In this system, specific organisational outcomes (OOs) and outputs are defined under each SO and measured by indicators with expected targets to be achieved over a four-year period. It is at this level that FAO's main programmatic areas of work are developed and implemented. The PWB sets out the resources required to achieve the expected results and the operational work plans and related project documents define the products/services and activities to be undertaken to achieve the OOs and outputs. At the end of each biennium, FAO assesses and reports on performance based on achievement of results planned in the PWB, providing information on the delivery of targets and indicators of outputs and outcomes. The assessment includes three tasks, the first two completed in parallel: (i) corporate output reporting; (ii) corporate outcome assessment; and (iii) data analysis and preparation of the Programme Implementation Report.

3.4 Financial context

32 FMM needs to be evaluated within the context of FAO's various funding mechanisms, as shown in Figure 2. FAO's total resources for the current PWB (2014-2015)⁹ amounts to USD 2,507 million, of which 53 percent comes from assessed contributions and 47 percent from voluntary contributions. FMM funding amounts to USD 53.8 million over six years (2010-2015). The FMM allocation of USD 28 million in the current biennium (2014-15) represents 1.1 percent of the total budget and 2.4 percent of the voluntary contributions.

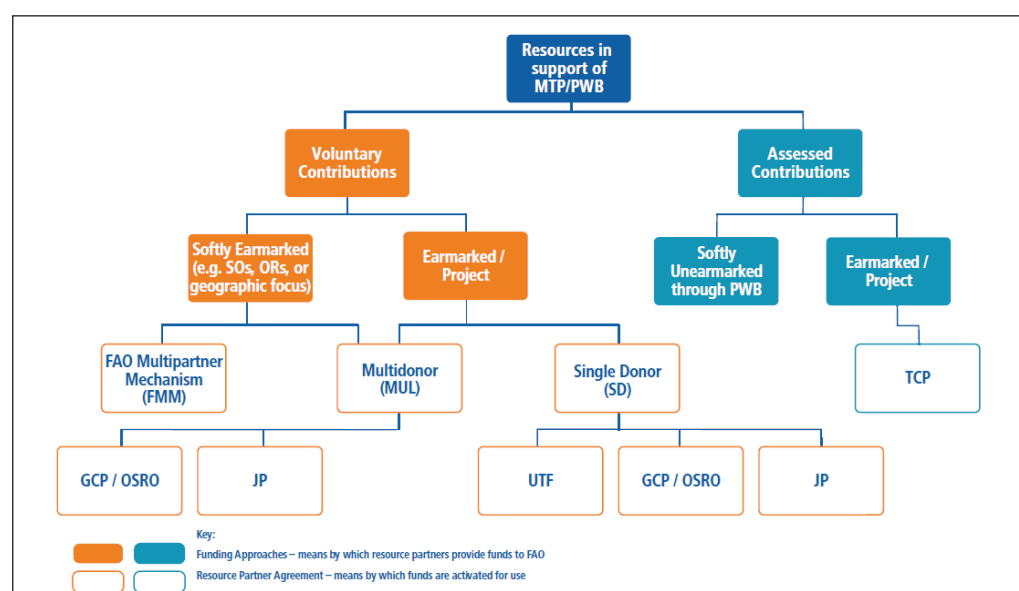


Figure 1: Main channels of funding for FAO, including FMM

Source: FMM Mid-Term Evaluation (2013)

MTP = Medium Term Plan; PWB = Programme of Work and Budget; TCP = Technical Cooperation Programme; UTF = Unilateral Trust Fund; GCP = Government Cooperation Programme; OSRO = Emergency Rehabilitation Trust Funds; JP = UN Joint Programmes

3.5 Decentralisation context

- 33 The FMM also needs to be evaluated in the context of FAO's decentralisation policy¹⁰ which has been in place since 2006. The policy aims to bring FAO closer to its member states through a more decentralized structure, increased delegation of authority to decentralized (regional, sub-regional and country) offices, improved effectiveness through direct interaction with national stakeholders, better coordination with other UN agencies and development partners, and increased opportunities for national capacity building and use of local expertise. In the context of the new strategic framework, FAO is moving towards a multi-disciplinary and integrated approach regardless of the departmental affiliation or location of the staff involved.
- 34 Under the current MTP (2014-2017) the decentralisation process involves improved information systems, increased staff mobility, better technical networking, changes in delegation patterns, clear accountability and staff capacity-building. The Office of Support to Decentralisation, together with heads of decentralized offices, is responsible for establishing the enabling conditions that allow decentralized offices to effectively pursue the SOs through CPFs, which are aligned with national development objectives. This includes training of staff in decentralized offices on strategic country planning, resource mobilisation and project management.

10 Source: FAO Decentralized Offices: Where Knowledge Becomes Adoption (Undated)

4. Evaluation findings

- 35 In order to review the issues posed by the theory of change, analyses and evaluation findings are presented and discussed under each evaluation question.

4.1 Cost-effectiveness of FMM

4.1.1 Overview

- 36 Recommendations 4 and 5 of the 2013 MTE (see Box 1) concerned the cost effectiveness of FMM and proposed a study of project support costs to determine whether these are lower than for conventional projects, and to review monitoring arrangements of FMM-supported activities to address the issue of data collection on transaction costs. EQ 1 also addresses the cost effectiveness issue.

EQ 1: The extent to which FMM is a cost-effective mechanism in support of FAO's organizational outcomes.

Key findings

The absence of an FMM logframe and clear operational procedures below the Strategic Programme Leader (SPL) level is confusing for stakeholders and undermines the cost effectiveness of the selection process of FMM funded initiatives. Moreover, the benefits of flexible fast track project planning and reporting are offset by: (i) the limited resources allocated to FMM management; (ii) delays in project approval processes; (iii) small and fragmented projects; (iv) erratic/unpredictable flow of funds; and (v) very limited participation of decentralised offices.

4.1.2 FMM concept and design

Design framework

- 37 Unlike most programmes and projects in FAO, FMM evolved as a funding mechanism rather than having undergone a systematic concept development and design process. FMM does not have a logframe with clearly defined performance indicators, and there is no single document which describes how the FMM works. There are no performance indicators for FMM because it was conceptualised as an instrument to provide direct support for the MTP/PWB and as such should follow the corporate monitoring indicators.
- 38 The FMM concept and design is analysed by reference to several documents which provide a general indication of its objectives and governance arrangements, and the theory of change implied therein. Three documents are key to understanding FMM's concept and design:
- the original MOU of 29 November 2010 between FAO and the Governments of Sweden and the Netherlands, which established the FMM (see Annex 2);
 - the "Governance Document" of 2015 which sets out the procedures for governance and administration of the FMM (see Annex 3); and
 - the 2013 MTE which describes the theory of change underlying the concept and design of the mechanism.

The MOU of 29 November 2010

- 39 The MOU of 2010 (shown in full in Annex 2) sets out the basic principles of the FMM, which were further elaborated in the Governance Document of 2015 (see Annex 3). The most important of these principles was the concept of un-earmarked or lightly earmarked

voluntary contributions, with funding directed to one or more Strategic and Functional Objectives and/or Organisational Results¹¹, or to countries/regions. The MOU did not specify the financial contributions to be made by the signatories, and notes that actual financial contributions by resource partners are subject to separate funding agreements from time to time. It emphasised that while the FMM differs from project funding modalities (e.g. GCPs, unilateral trust funds, Emergency Rehabilitation Trust Funds (OSROs) and Technical Cooperation Programmes (TCPs)), such modalities would continue to represent valid approaches to partnering with FAO.

- 40 The MOU stated that the FMM would enable FAO to bring its comparative advantages to bear, in particular in advocacy, capacity development, programming and cutting-edge knowledge and policy advice, and that this should fall within the FAO country frameworks¹² or UNDAFs already approved or under formulation. Moreover, the scope of FMM would be guided by FAO's MTP/PWB, and expected to contribute to FAO's Strategic and Functional Objectives or Organisational Results. Eligible actions were also expected to be in line with the sub-regional and regional priorities developed through consultation with the decentralized offices.
- 41 The principle of flexibility was embodied in the MOU through the expectation that the resource allocation mechanism would evolve along with the governing bodies' review and decisions, and the approval of the MOU co-signers. It also stated that FAO would administer FMM funds in accordance with its own regulations and auditing procedures, with trust fund accounts established at the level of Strategic/Functional Objectives against which expenditures will be incurred and reported (results-based reporting). FMM funded activities were expected to become part of the unit responsible for their delivery. The unit could be a HQ division for activities of global focus, regional or sub-Regional offices for regional or sub-regional initiatives, or country offices for activities at country level.
- 42 A further principle embodied in the MOU was the focus on results, whereby FMM resources were expected to contribute to a logical chain of results for targeted beneficiaries – from outputs to outcomes and then impacts, at global or national level within the framework of FAO's new results-based strategic planning framework. Monitoring and reporting of FMM activities was expected to follow the arrangements under the new FAO results-based framework, and would comprise: (i) work plan monitoring; (ii) a MTR; and (iii) end-of-biennium assessment. In addition, annual partner consultations were envisaged to review progress and discuss policy, technical and administrative issues, and a separate report would be prepared for the annual consultation showing the added value of FMM to each SO.
- 43 An annex to the MOU specified the guiding principles for allocation of FMM funds, including: (i) alignment with FAO's priorities and focus on results; (ii) support to FAO's core functions; (iii) support for capacity building and policy advice; and (iv) global, regional and country level eligibility criteria. The selection of activities between the global, regional and country levels was to be based on an overall assessment of the capacity to deliver against the organisational results and critical resource needs. The final guiding principle was the catalytic effect of funding, which was expected to carry an important weight in the allocation decisions.

The governance document

- 44 The Governance Document¹³ responds to Recommendation 2 of the 2013 MTE (see Box 1) which proposed a review of the governance arrangements for FMM to reflect the underlying values of competition, transparency, flexibility, and institutional strengthening. The Document states that the purpose, scope and general principles underlying the FMM as outlined in the MOU of 2010 are still considered valid and should remain in place. The Document proposes to strengthen the following aspects of FMM governance:

11 Now known as organizational outcomes (OOs)

12 Now known as Country Programme Frameworks (CPFs)

13 The full text is shown in Annex 3.

- Programming, prioritisation and allocation of FMM resources should continue to be managed, monitored and reported at SO and OO level, and the resource partners should ensure greater predictability of funding and better alignment with FAO's planning and budgetary cycles.
- Calls for proposals should be addressed to the relevant SPLs according to the resource partner priorities. Proposals, in the form of concept notes detailing adherence to the Strategic Framework, the FMM principles, the CPFs of the countries involved, relevant regional initiatives, and resource partner priorities should be shared with the Corporate Programmes Monitoring Board (CPMB). The final decision on the allocation among and within SOs should be made by the Executive Management and Monitoring Team (EMMT) chaired by the Director-General.
- FMM projects should demonstrate alignment with the new Strategic Framework, and for country level activities, with relevant CPFs by adopting and reporting on the relevant indicators. FAO corporate systems will enable aggregation of data on these indicators and reporting relative to the Strategic Framework.
- The duration of FMM projects will be aligned with the MTP with all projects closed at the end of each MTP. FAO will provide an annual report to resource partners on the results achieved, identify how the contributions have made a difference in achieving the expected results/targets, and highlight specific results and success stories. Corporate reporting (mid-term and end of biennium assessment) will form the basis for FAO reporting on the use of unearmarked funding.
- FMM will be subject to FAO's evaluation policy, which foresees at least one evaluation to be completed six months before the end of the MTP. There also will be an annual consultation meeting of FMM partners, during which FAO will present the annual report including results achieved, lessons learned and proposed corrective actions.
- Visibility and outreach will be enhanced by promoting the FMM as a multi-donor support programme with unearmarked or lightly earmarked funding.

Assessment of concept and design

- 45 The concept and design of FMM derives from the general principles embodied in the MOU and endorsed by the MTE, elaborated in the Governance Document into procedures for programming, allocation and monitoring aspects. The concept and design of FMM as defined by this evolutionary process needs to be revised and formalised. While the principles defined in the MOU are widely endorsed, only two of the four FMM resource partners are signatories, and the document is no longer referenced in FMM funding agreements. The MOU and the Governance Document need to be merged, updated streamlined and harmonised in consultation with the resource partners and within FAO's new results framework.

4.1.3 Programme management

General

- 46 Management of FMM is the responsibility of FAO's Technical Cooperation Department which coordinates the process through TCS operating as the FMM Funding Liaison Office. However, TCS has very limited resources available to allocate to FMM management, considering the large number of activities to be overseen; the Liaison Office essentially amounts to one person, who is the only senior officer in TCS and who also has other duties.
- 47 FMM-supported projects are implemented using standard FAO project management procedures. However, the identification, design and selection of projects for FMM financing follows fast-track processes (as they are in direct support to FAO's Programme of Work), which promote the flexibility and efficiency objectives of the mechanism.
- 48 FAO has made some progress in improving the FMM process and its operational arrangements. These seem fairly well established at the higher, decision making levels; however the underlying logic for the selection of FMM proposals at SO level is still unclear.

- 49 Arrangements are outlined in the Governance document but have never been formalised or documented in the way that other FAO procedures are. This has created significant uncertainty about how FMM functions, in particular the funding allocation process.

Project identification and selection

- 50 The process of identification and selection of FMM projects as described in the Governance Document (2015) is summarised in Figure 3 below. This responds to Recommendation 3 of the 2013 MTE which proposed standardisation of documents to facilitate comparison of different proposals and to monitor achievements. As shown in Figure 3, the EMMT decides on the first allocation of unearmarked or lightly earmarked resources (including FMM) among the SOs, selecting those that in its view need more funds and considering the indications provided by resource partners and the overall guidance provided by the EMMT. Following a call for proposals the SPLs undertake consultations with their SO Core Teams s draft the concept notes, preferably but not always in consultation with the decentralised offices, taking into account the following criteria: innovation, catalytic effects, capacity development, policy advice and partnerships. Additional points for the SPLs to consider are:
- Resources should be allocated mainly for implementation rather than staff or convening conferences. Due consideration should be given to making the best use of partnership opportunities.
 - More focus should be put on scaling up proven successful programmes or projects to replicate or expand the scope, rather than piloting new approaches or programmes.
 - The results at regional and country level should be emphasised.
 - There should be clear contributions to the related output and outcome indicators of the SOs.
 - For all proposals, coherence, synergies and support to relevant regional initiatives should be sought and appropriate consultation should take place with regional offices as well as technical departments.

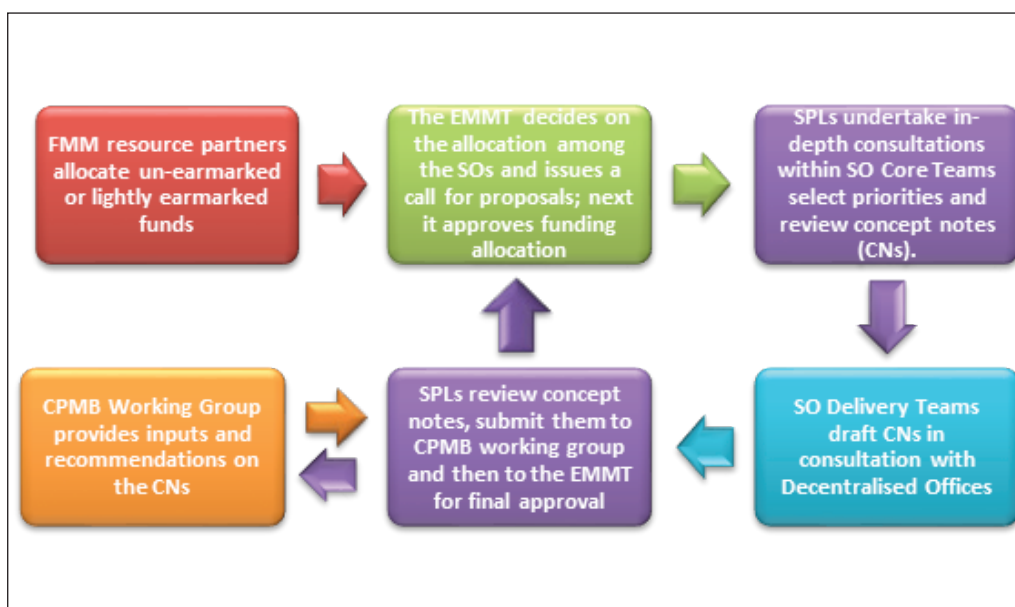


Figure 2: FMM allocation process as described in the governance document (2015)

- 51 Next, the proposals (concept notes) are reviewed by the TCS Deputy Director (as Secretary of the CPMB Working Group) and the CPMB Working Group provides inputs and recommendations before the EMMT gives its final approval. The EMMT is responsible for ensuring that FMM funds are appropriately allocated among and within the SOs, and the CPMB working group assesses the responsiveness of concept notes to the calls for proposals. Some concept notes are rejected by the CPMB Working Group because they are seen as non-responsive to the calls for proposals.

- 52 Consultations with FAO staff at headquarters and decentralized offices suggest that the process shown in Figure 3 is not well understood. There are also perceptions that it does not always work exactly as shown, although this may be related to changes in the way it has functioned over time.
- 53 Moreover, the project identification and selection process varies between SOs and depends to some extent on the degree of earmarking associated with each tranche of funding. Some SOs maintain an inventory of project CNs which can quickly be deployed when funding from FMM (or other sources) becomes available, subject to alignment with the earmarking specifications. Other SOs follow a less structured approach by responding to requests for proposals as they arise by identifying under-funded areas in their programmes of work that are considered to be strategically important, subject also to earmarking. Where the funds are un-earmarked (as with the Netherlands contributions) the process is very much oriented towards the priorities within each SO. But where there is a degree of earmarking (as with other FMM donors) the CNs need to be more carefully tailored to satisfy the donors' priorities. There are also significant variations in the extent to which the Decentralised Offices are consulted during the process. The Regional Offices are rarely consulted and the involvement of Country Offices depends on the time available, which is often quite limited.
- 54 FMM activities are spread across 51 countries for 18 FMM projects (32 projects if sub-projects (babies) are counted), an average of three countries per project. Only one FMM project (FMM/GLO/101/MUL) was implemented in a single country (Ethiopia) and some have involved up to ten countries. Consequently, there were cases in which the evaluation team could find no trace of project activities conducted several years ago, and where nobody had any recollection of what was done. The creation of sub-projects increases the fragmentation of FMM activities even more, since these operate more or less independently from each other and from the parent project, often with a different budget holder and lead technical officer.

4.1.4 Financial resource management

- 55 FMM projects are financially managed in accordance with FAO trust fund procedures. Contributions from resource partners are held in a trust fund and transferred to project accounts as FMM projects are approved. Designated project budget holders then authorise the use of these funds and may use field budget authorisations (FBAs) to delegate budgetary authority to decentralized offices for specific items. At the end of each MTP all FMM projects have to be terminated and the FMM resource partners are consulted as to how the funds are to be used.

Financial reporting

- 56 FMM produces an annual financial report covering the period from 1 January to 31 December. The report is presented in three parts. The first lists all FMM projects showing the SO, start and end dates, budgets, expenditures and balance remaining. The second part provides an overall status report on the FMM showing the total budget for the MTP period, annual and cumulative expenditures, and the balance remaining in the fund. The third part provides a schedule of contributions by resource partners to the end of the year, and the allocation of resource partner contributions among strategic objectives and specific FMM projects. This enables the resource partners to see how their contributions have been utilised. While the annual report does not show expenditure by organisational outcome, this information can be provided if requested. Reports can also be provided showing the expenditures for each sub-project where these exist. For project management purposes, the Field Programmes Management Information Systems (FPMIS) provides budget holders with near real-time data on the expenditures incurred by each FMM project.

4.1.5 Efficiency and effectiveness of the institutional arrangements

- 57 A notable feature of the FMM is its strong headquarters orientation. All 18 of the FMM projects approved so far have originated from SOs based at HQ, and have HQ-based budget holders and lead technical officers. Only one sub-project (FMM/GLO/112/MUL) has a budget holder based in a sub-regional office. The strong support from HQ technical

specialists was seen as a positive feature of FMM in most of the countries visited by the ET. However, this is not consistent with FAO's decentralisation agenda or the intentions of FMM as defined in the MOU and the Governance Document.

4.1.6 Overall findings on cost-effectiveness

58 There are several features of FMM which contribute to its cost effectiveness, including the abbreviated nature of the project design process which only requires a concept note, logframe and work plan (rather than a full project document, as is the case with most other FAO projects). Concept notes are usually prepared over a short period, sometimes less than one week. As the project reporting requirements are equally undemanding, the FMM Liaison Office consists of a single staff member who also has other duties. However, there are several areas where FMM's cost effectiveness could be improved:

- Although concept notes are prepared very quickly, there are many reports of long delays in the approval process. This can lead to additional delays and cost escalations, for example, where staff or consultants are terminated and then re-engaged.
- Because of the unpredictability of funding within FMM experienced by FPLs and budget holders, many projects are designed to be implemented over very short periods, typically 12-18 months. This is often unrealistic and requires no-cost extensions, which take time to be granted and lead to implementation disruptions. Other funding instruments appear to provide for better continuity.
- There should be a consolidated practice and formalised procedure whereby FMM funds allocated to projects which are under-performing or experiencing significant delays can be re-allocated to under-funded priority areas, rather than just given a no-cost extension.
- During the current MTP, FMM projects were generally smaller in monetary terms than during MTP 2010-13. The small and fragmented nature of some projects affects efficiency and effectiveness, particularly where they are implemented in non-contiguous countries and different continents. Clustering projects in nearby countries would improve cost effectiveness.
- Most FMM projects do not make good use of the regional, sub-regional and country offices, which have the capacity to do things more cost effectively than visiting missions from HQ. Consequently, HQ staff time, consultants and travel costs are high. Greater devolution of activities to the country offices would improve cost effectiveness and is consistent with FAO's decentralisation strategy.

4.2 Integration within FAO's strategic framework

4.2.1 Overview

EQ 2: The extent to which FMM can enable the integration of voluntary and lightly earmarked contributions in FAO's strategic framework and across SOs, and synergies among these.

Key findings

FMM supported projects are well aligned with FAO's strategic framework and contribute to the undertaking more strategic and cross-sectoral work, with some good examples of inter-departmental/interdisciplinary partnerships. However the extent to which this occurs is constrained by the specificity of earmarking by some resource partners.

4.2.2 Results¹⁴ and contribution to stated objectives

59 There are three sources of information on results arising from the FMM. The annual project reports which specify the SO, OO and outputs of each FMM project; the consolidated annual FMM reports which are organised on similar lines; and interviews with HQ staff, country office personnel and other in-country stakeholders. This form of reporting is consistent with the intention that FMM will be evaluated relative to FAO's strategic framework.

14 The term "results" includes outputs and outcomes

60 As noted in the 2013 MTE, FMM implementation has coincided with the evolution of FAO's monitoring system, as currently presented in the Results Framework for MTP 2014-17. This makes it difficult to assess and attribute the results of FMM, especially as FMM has no clearly defined objectives, only implied ones. However, FMM management is working towards a monitoring and reporting system that is closely aligned with the current FAO results framework and its hierarchy of SOs, OOs and outputs. This is evident in the 2015 FMM annual report.

4.2.3 Sources, uses of funds and allocation across SOs

61 Figure 4 shows contributions by the 2010-13 FMM resource partners to FAO's SOs. Figure 5 shows how these contributions were allocated among the SOs over the 2010-13 MTP. The largest commitment was for natural resources (mainly climate change related work) with USD 13.0 million followed by markets (mainly work on decent rural employment and child labour) with USD 4.1 million. As stated in the 2013 FMM evaluation, while Swedish funds were lightly earmarked to three SOs and Flemish funds only to one, the Netherlands contribution is un-earmarked and has therefore been allocated more freely by FAO to provide support across seven SOs (although with more emphasis on four of them).

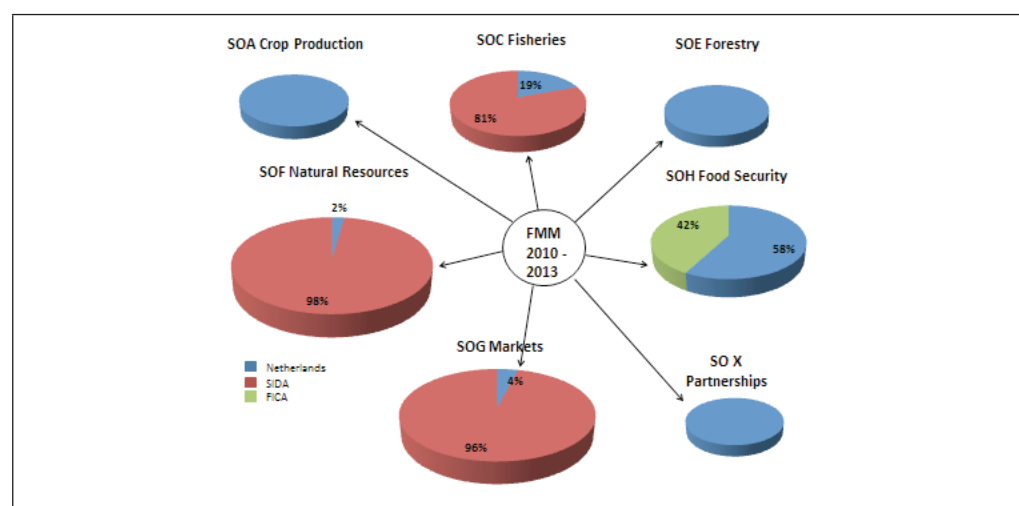


Figure 3: Planned contributions by resource partners and Strategic Objective, MTP 2010-2013

Source: OED analysis based on data from FMM financial reporting as of March 2015.

Notes: Numbers are total contributions allocated to each Strategic or Functional Objective, 2010-13. The missing Strategic and Functional objectives were not supported by the FMM.

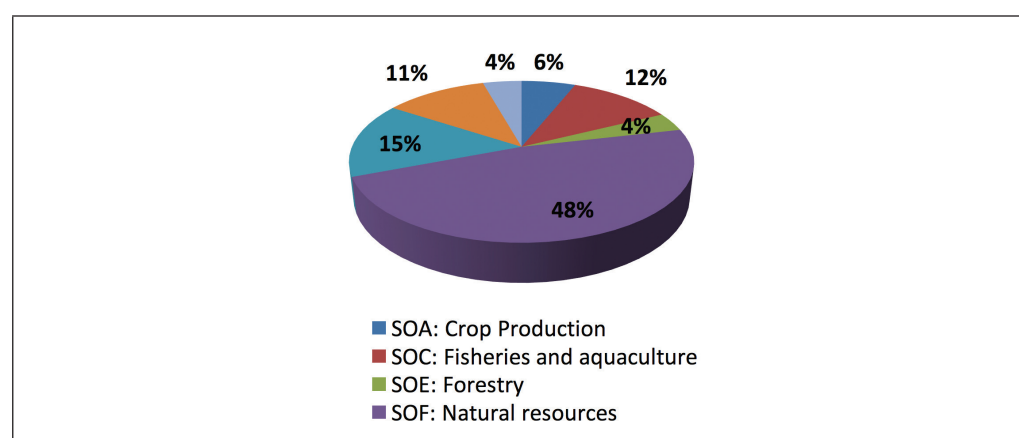


Figure 4: Planned contributions by Strategic Objective, MTP 2010-2013

Source: OED analysis based on data from FMM financial reporting as of March 2015.

Notes: Numbers are total contributions allocated to each Strategic or Functional Objective, 2010-13. The missing Strategic and Functional objectives were not supported by the FMM.

- 62 As shown in Figure 5, between 2010 and 2013, the largest amount of funds was allocated by the Swedish International Development Cooperation Agency (SIDA) with USD 19.2 million, followed by the Netherlands with USD 6.7 million and The Flanders International Cooperation Agency (FICA) with USD 1.3 million.

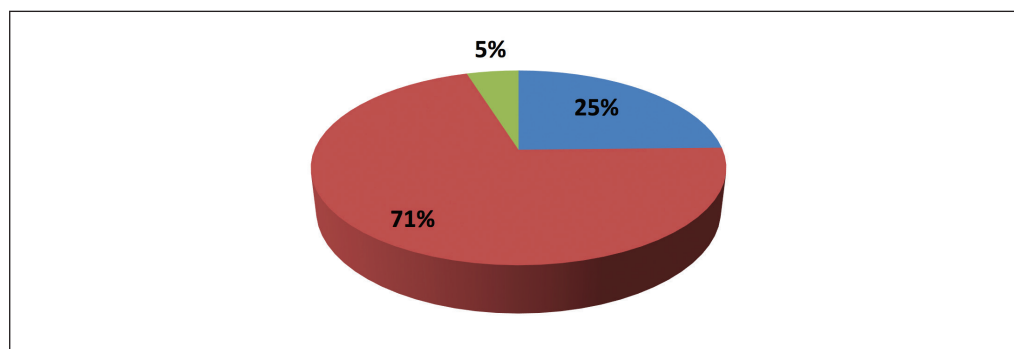


Figure 5: FMM contributions by resource partner, MTP 2010-2013

Source: OED analysis based on data from FMM financial reporting as of March 2015.

- 63 Figures 7 and 8 show contributions by the current FMM resource partners to FAO's new SOs in the current MTP (2014-15). Confirming the focus of FAO and donors, the largest commitments are once again for climate smart agriculture and blue growth (SO2) and decent rural employment and child labour (SO3), both with USD 4.4 million. While Netherlands contributions follow the 2010-2013 thematic focus, the new FMM resource partner's funds (Belgium) were allocated mainly to SO1 (Voices of the Hungry and the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT)), followed by SO2 and SO3.

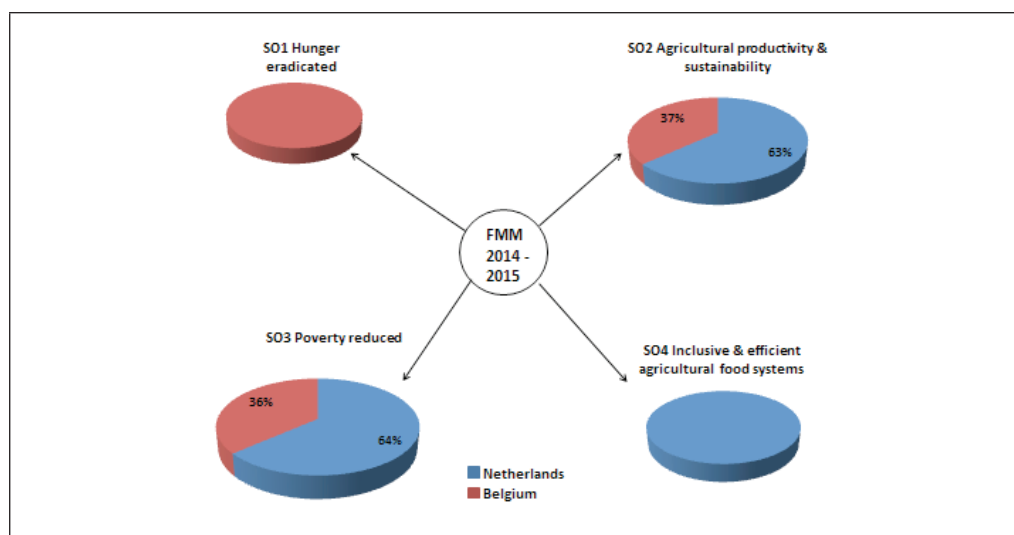


Figure 6: Contributions by resource partners and Strategic Objective, 2014-2015

Source: OED analysis based on data from FMM financial reporting as of March 2015.

Notes: Numbers are total contributions in dollars allocated to each Strategic Objective, 2014-15. The missing Strategic Objectives were not supported by the FMM. Total planned contribution for SO2 is US\$ 6.3 million.

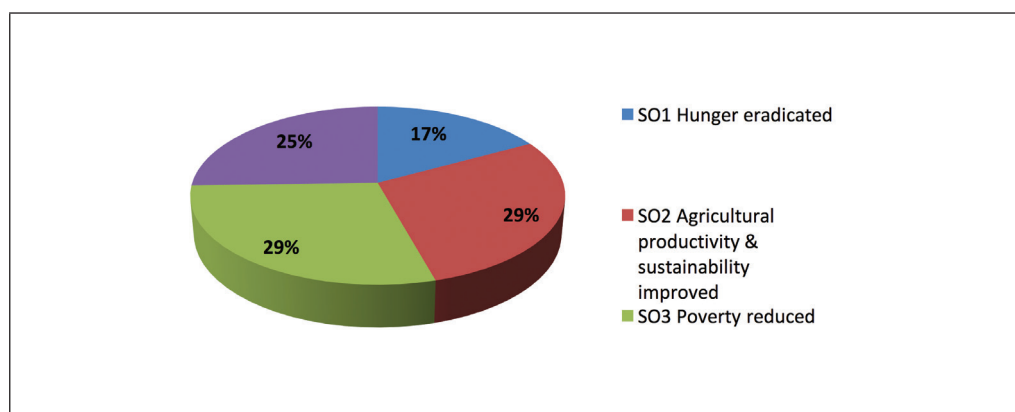


Figure 7: Planned contribution by Strategic Objective, 2014-2015

Source: OED Analysis based on data from FMM financial reporting as of July 2015.

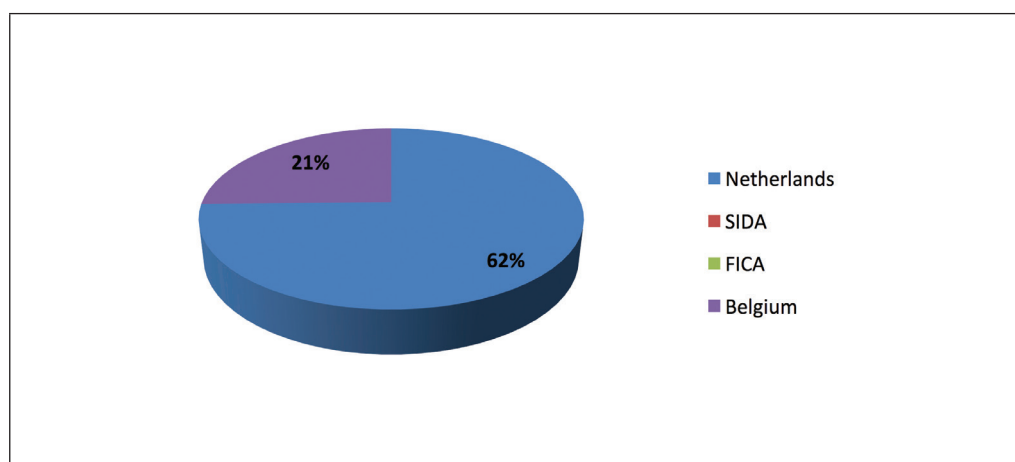


Figure 8: Planned contributions by resource partner, 2014-2015

Source: OED Analysis based on data from FMM financial reporting as of July 2015.

- 64 From the perspective of FAO funding as a whole, the FMM makes a relatively small contribution (Figures 10 and 11). In the 2010-2013 MTP, FMM resources contributed less than one percent of funding for the SOs supported, with a few exceptions such as SO-F - Climate Change (3.0 percent) and SO-G - Markets (1.9 percent). In the 2014-2015 biennium, FMM funding contributed less than one percent to SO1 (0.5 percent) and SO2 (0.8 percent), 2.8 percent to SO3 (mainly decent rural employment and child labour) and 2.6 percent to SO4 (mainly public investment programmes for agribusiness and agro-industries).
- 65 However, FMM funding is more significant than the above numbers suggest. FMM funds have been crucial in supporting underfunded or emerging important areas within the strategic framework. Examples are Climate Smart Agriculture, VGGT, Voices of the Hungry, small-scale fisheries, Decent Rural Employment and Child Labour prevention. In particular, the latter relies entirely on FMM funds.
- 66 In the biennium 2014-2015 the resources allocated by the resource partners to the FMM increased by 10.9 percent compared to those available during the MTP 2010-2013. This figure is expected to be higher at the end of the current MTP (in 2017) since we are comparing a biennium and a four-year term and new resources might be soon allocated.

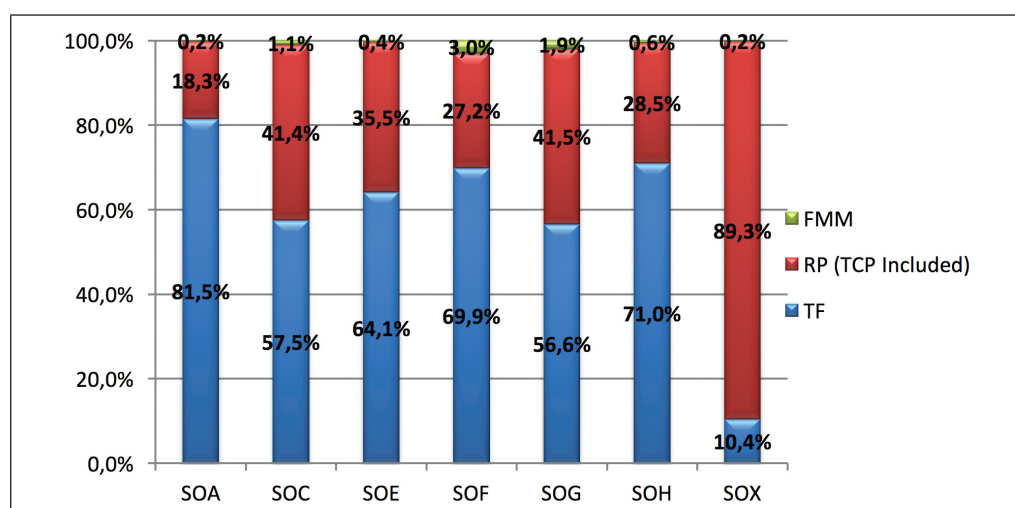


Figure 9: Principal sources of funding for strategic objectives in MTP 2010-2013

Source: OED Analysis based on data from FPMIS and the Integrated Management Information System as of August 2015. Notes: Numbers are total delivery in dollars allocated to the Strategic and Functional Objectives, 2010-13. The missing Strategic and Functional objectives were not supported by the FMM. resource partner = Regular Programme; TF = Trust Funds

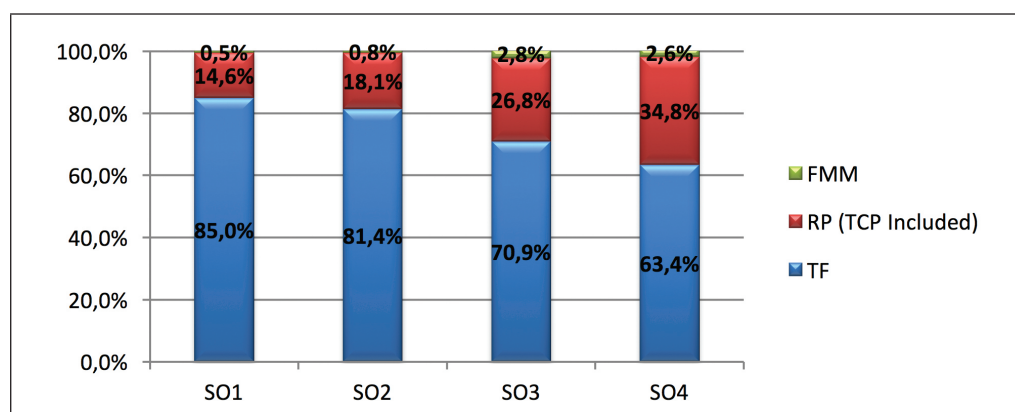


Figure 10: Principal sources of funding for strategic objectives in 2014-2015

Source: OED Analysis based on data from FPMIS and the Integrated Management Information System as of August 2015. Notes: Numbers are closing balance for the Regular Programme (resource partner) and Trust Fund (TF) and total contribution for the FMM allocated to the Strategic Objectives, 2014-15.

- 67 Figure 11 needs to be interpreted in the following context: (i) under the new FMM, projects were extended until the end of the current MTP; and (ii) the activities under some FMM projects only started at the end of 2014 or early in 2015.

4.2.4 FMM Expenditures by category and department

- 68 Figures 12 and 13 show the distribution of FMM expenditures by category and by Department between 2010 and 2013. The largest amount was spent for project staff and consultants (50 percent) confirming the generally high staffing costs. As stated in the MTE, the use of FMM funds for contracting of staff and consultants raised concerns related to the heavy concentration of contracted FAO project staff in HQ.

- 69 However, it is important to emphasise that the FMM itself, with its particular goals and processes, encourages the concentration of expenses in HQ and HQ-based project management. The FMM allocation process, as well as concept note development, is highly centralised. Most activities funded under the FMM are highly technical and require specialised personnel and cross-departmental technical collaboration.

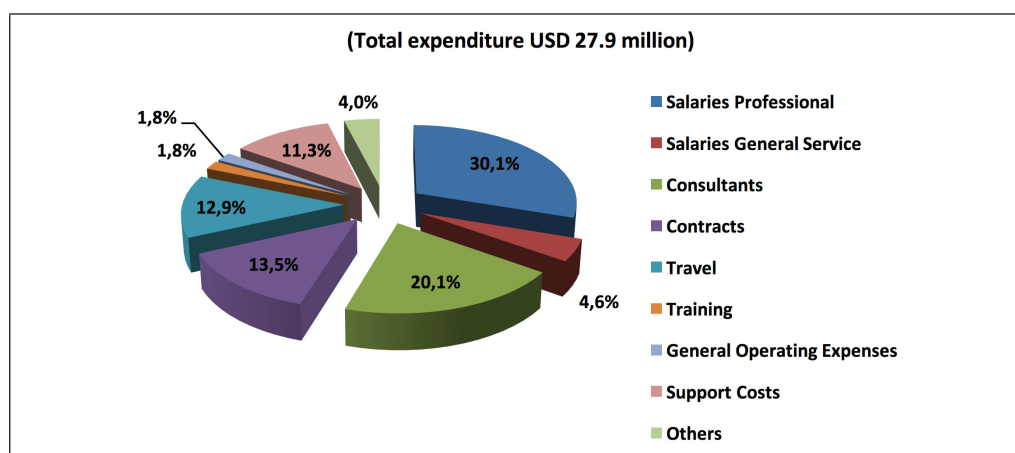


Figure 11: Distribution of FMM expenditures by category, MTP 2010-13

Source: Data from FAO's Oracle system covering the period 2010-2013. "Travel" is mainly travel by FAO partners, although it does include some staff travel. "Contracts" are mostly with FAO partners, such as national agricultural research institutes or civil society organisations. "Others" includes: Locally Contracted Labour 0.1%, Expendable Procurement 0.9%, Non Expendable Procurement 0.3%, Technical Support Services 0.7%, General Operating Expenses - external common services 0.8%, General Operating Expenses - internal common services 1.1%.

- 70 Figures 14 and 15 show the distribution of FMM expenditures by category and Department in 2014 and 2015. Again, the largest amount is spent for project staff and consultants (52 percent); however, this time more than 30 percent of funds have been used to contract consultants instead of project staff.
- 71 A positive trend concerns the category "Contracts", referring to FAO partners such as national agricultural research institutes, civil society organisations and implementing agencies. It increased from 13.5 percent to 16.7 percent, confirming one of the FMM strengths and project staff efforts in building partnerships. This data is also supported by the desk review, interviews sessions and field visits.
- 72 Although FMM resources are allocated to SOs, the distribution of resources among departments depends on how the various departments align their activities to the SOs and the extent to which they collaborate with other departments in the pursuit of common objectives. Figures 13 and 15 illustrate the concentration of FMM resource utilisation among a relatively small number of technical departments. In 2010-13, some 72 percent of FMM funding was directed to three departments: Natural Resources (35 percent), Economic and Social Development (22 percent) and Forestry (15 percent). In 2014-15, the concentration among the top three departments increased to 89 percent, comprising Economic and Social Development (53 percent), Agriculture (26 percent) and Natural Resources (10 percent).

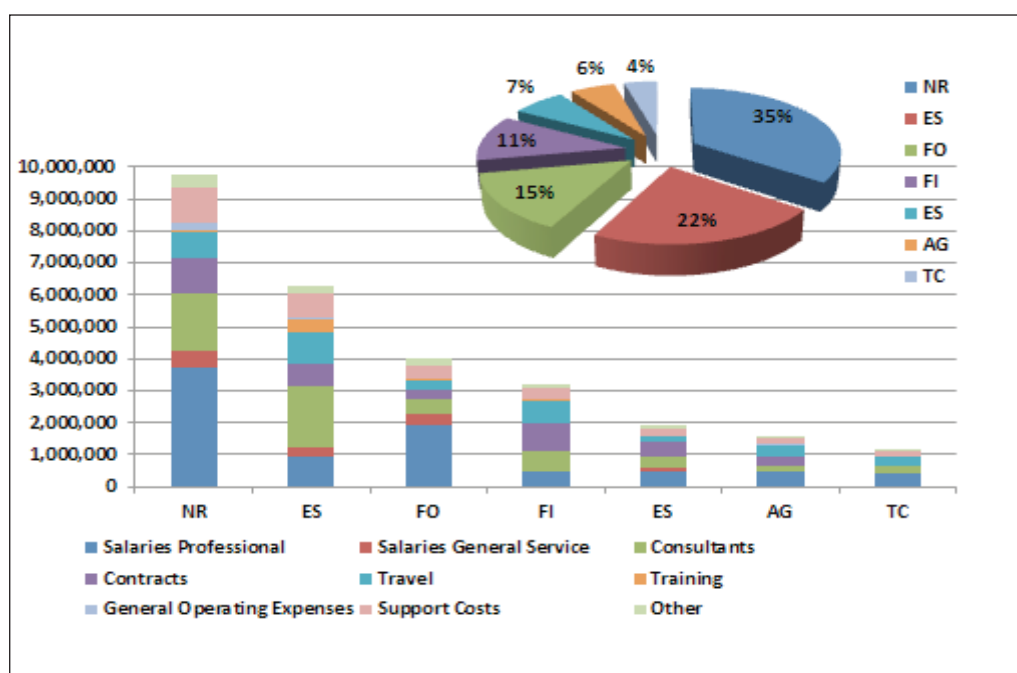


Figure 12: Distribution of FMM expenditures by department and category, MTP 2010-2013

Source: Data from FAO's Oracle system covering the period 2010-2013. Departments are listed in order of those that spent (controlled) most FMM funding to those who spent least. AG=Agriculture, ES = Economic and Social Development, FI = Fisheries, FO = Forestry, NR = Natural Resources and TC = Technical Cooperation.

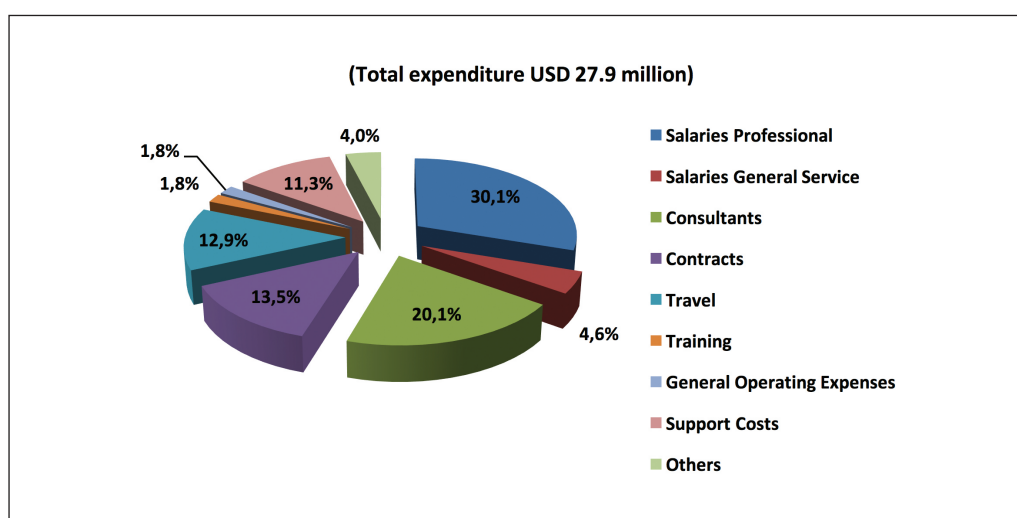


Figure 13: Distribution of FMM expenditures by category, 2014-15

Source: Data from FAO's Oracle system covering the period 2014-15. "Others" includes: General Operating Expenses 1.2%, Locally Contracted Labour 0.1%, Expendable Procurement 0.6%, Non Expendable Procurement 0.5%, General Operating Expenses - external common services 0.1%, General Operating Expenses - internal common services 0.1%.

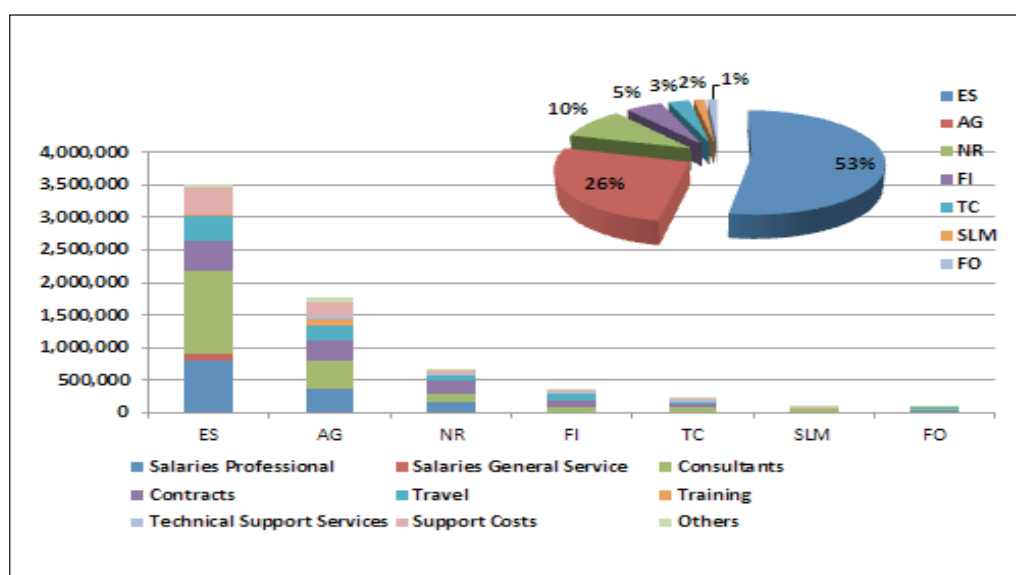


Figure 14: Distribution of FMM expenditures by department and category, MTP 2014-2015

Source: Data from FAO's Oracle system covering the period 2014-15. Departments are listed in order from those who spent (controlled) most FMM funding to those who spent least. AG = Agriculture, ES = Economic and Social Development, FI = Fisheries, FO = Forestry, NR = Natural Resources and TC = Technical Cooperation.

4.2.5 Disbursement of FMM resources by project

- 73 Table 1 shows the budgets and actual disbursements of FMM resources during the MTP 2010-13 and for 2014-17 up to August 2015. During 2010-13 there were seven FMM projects (incorporating 13 sub-projects) with a total budget of USD 25.5 million and actual expenditures of USD 27.0 million. The average project budget was USD 3.6 million, or USD 1.5 million if sub-projects (babies) are counted as projects. On average, project budgets are smaller during MTP 2013-17, with 10 projects (incorporating seven sub-projects) and a total budget of USD 28.3 million with expenditures of USD 9.9 million as of August 2015. The average project budget is USD 2.8 million, or USD 1.9 million if sub-projects are counted as projects. However, some of these projects may receive additional funding during the remainder of the current MTP.
- 74 Part of the rationale for FMM is to improve the predictability of funding. However, SPLs and BHs interviewed by the ET assert that has not happened. Resource partner contributions to the FMM are committed in advance but disbursements can occur at any point in FAO's funding cycle, which triggers the allocation of funds to SPLs who then call for concept notes from the relevant departments or divisions. The SPLs do not know how the resources will be allocated between SOs and consequently whether they will be funded or not. Sometimes the calls for CNs come as a surprise; in other cases they are anticipated but never come.
- 75 Almost all expenditures are incurred by headquarters, departments and divisions with very small amounts transferred to country offices to cover local expenditures such as training programmes or workshops.

Table 1: FMM project budget and expenditures

| Project No | Strategic Objective | US\$'000 | | No of Babies | |
|------------------------------|---------------------|----------|-------------|--------------|---|
| | | Budget | Expenditure | | |
| MTP 2010-13 | | | | | |
| 001 | A | 1,315 | 1,650 | 4 | |
| 003 | C | 3,069 | 3,169 | | |
| 005 | E | 1,018 | 1,015 | | |
| 006 | F | 13,113 | 13,106 | 6 | |
| 007 | G | 4,116 | 3,948 | 3 | |
| 008 | H | 1,810 | 2,961 | | |
| 012 | X | 1,067 | 1,159 | | |
| Subtotal | | 25,507 | 27,009 | 13 | |
| MTP 2014-17 (to August 2015) | | | | | |
| 100 | 3 | 4,400 | 1,630 | 2 | |
| 101 | 3 | 1,400 | 1,054 | | |
| 102 | 4 | 1,400 | 855 | | |
| 103 | 4 | 6,680 | 875 | | |
| 104 | 4 | 400 | 235 | | |
| 106 | 1 | 1,800 | 1,265 | | |
| 110 | 2 | 1,480 | 534 | | |
| 111 | 1 | 800 | 666 | | |
| 112 | 2 | 8,337 | 1,553 | | 5 |
| 113 | 3 | 1,600 | 1,305 | | |
| Subtotal | | 28,297 | 9,971 | 7 | |
| Total FMM | | 53,804 | 36,979 | 20 | |

Source: FPMIS

4.2.6 Findings on financing issues

- 76 There is evidence that funding for FMM is increasing. During the 2010-13 MTP FMM projects were allocated USD 25.5 million over four years, or USD 6.4 million per year. During the first 20 months of 2014-17, FMM projects budgeted to cost USD 28.3 million have been approved representing at least USD 14 million per year, even if there are no further allocations.
- 77 Allocation of FMM resources tends to be concentrated among SOs. In 2010-13 almost half of FMM funds were allocated to one of the 11 SOs in place at that time. However in 2014-15 the allocation has been more balanced among four of the five new SOs. Expenditures tends to be concentrated among three departments: Natural Resources, Economic and Social Development, and Forestry in 2010-13; and Natural Resources, Economic and Social Development, and Agriculture in 2014-15. Across all SO allocations, the great majority of FMM funds are used to finance staff, consultants and related costs, mainly at HQ level.

4.2.7 Overall findings on integration into FAO's strategic framework

- 78 The principle of no or light earmarking is interpreted differently among the FMM resource partners. Generally the degree of earmarking is higher than FAO would prefer and constrains the extent to which resources can be allocated in accordance with FAO's SOs. This partly arises from the lack of coordination among resource partners in identifying their priority areas. For example, climate change is identified as a priority by several of the resource partners, although this is already a well-funded area through other financing channels. The different priorities among the resource partners and different timing of contributions prevent FMM from operating as a single programmatic fund as was originally intended. While all FMM funds are allocated and treated as multi-donor programmes, many activities do not receive multi-donor funding or pooled funding, and many FMM budget holders refer to the "Swedish" or "Netherlands" funded project rather than FMM funding.
- 79 FMM-supported projects are well aligned with FAO's new strategic framework, SOs and OOs. Concept notes identify the relevant SOs and OOs and explain how they will be

addressed. SPLs and the heads of relevant departments or divisions take the lead in project identification and concept notes, but with limited consultations outside HQ. Annual project reports and the consolidated FMM annual report both present the outputs by SO and OO.

- 80 Appendix 4 presents an analysis of FMM's project alignment with FAO's Strategic Framework. The picture that emerges is one of a financing instrument which is well aligned with FAO's strategic framework, to six of the eleven SOs in the old strategic framework and four of the current strategic framework (no FMM funds have so far been allocated to SO5). Under the current strategic framework, FMM projects have made direct contributions to all 13 of the OOs¹⁵ under SOs 1-4. Almost two-thirds of the projects made direct contributions to more than one OO, and all made indirect contributions to OOs other than the primary one. This leads to the conclusion that FMM resources have been deployed in a manner consistent with FAO's strategic framework and have contributed to the 2014-15 programme of work¹⁶. The breadth of projects across four SOs and 13 OOs also contributes to the objective of undertaking more strategic and cross-sectoral work.
- 81 However the extent of strategic alignment is influenced by the specificity of earmarking by some of the resource partners. Also the strategic framework does not prioritise SOs or OOs, so by implication these are all equally important. The EMMT is therefore required to determine the allocation of resources among SOs. However the allocation between OOs within each SO appears to be somewhat arbitrary.
- 82 One of the underlying objectives of the new strategic framework is to reorient FAO's activities towards the strategic priorities and to overcome compartmentalisation (i.e. working in "silos"). It is intended that allocating resources to SOs rather than departments or divisions will help to break down the silos and make FAO a more strategic organisation. There are signs that FMM has been successful in this regard with some good examples of inter-departmental/interdisciplinary partnerships. However, while inter-departmental collaboration is improving, the majority of FMM projects are still single department/division initiatives.
- 83 As mentioned in the 2013 MTE, in FAO's 2010-13 Strategic Framework and MTP, the SOs were closely identified with the work of particular departments. As figure 16 shows, during 2010-13 with some exceptions (SO-F), the FMM funds mainly stayed under the control of the lead department in each SO. However, there are examples of FMM supporting multidisciplinary work on child labour (agriculture and fisheries) and climate change (agriculture, forests and fisheries).

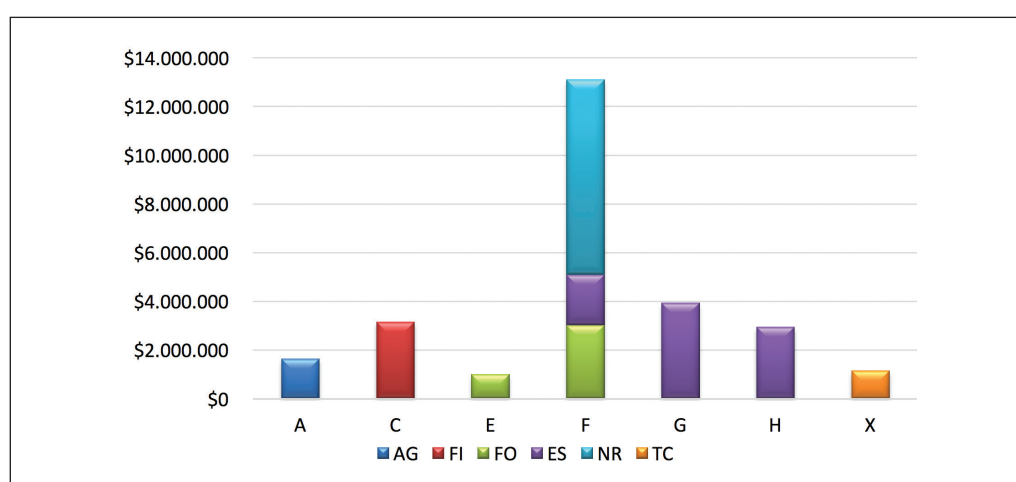


Figure 15: Utilisation of FMM funds by Strategic Objective and Department, MTP 2010-2013

Source: OED Analysis based on data from FPMIS as of August 2015.

Notes: Numbers are delivery in dollars spent by the FAO Technical Departments under the Strategic Objectives, 2010-13

¹⁵ There are 17 OOs in total, counting the four OOs under SO5.

¹⁶ FAO (2015) ON TRACK: Achieving Results and Exceeding Expectations: FAO is on track in implementing its 2014-15 programme of work.

- 84 In the 2014-15 biennium (see Figure 17) the allocation of FMM funds moved to a more strategic orientation and a multidisciplinary approach, particularly under the new SO2. This was validated through the review of background documentation and project team interviews, in particular for Decent Rural Employment and Child Labour, Climate Smart Agriculture, public investment programmes for agribusiness and agro-industries, small-scale fisheries and ecosystem approaches to fisheries and aquaculture. It is also worth emphasising that in 2014-15, a small portion of the FMM funds were, for the first time, directly controlled by the Sub-Regional Office for Central America, with the budget holder actually based there.

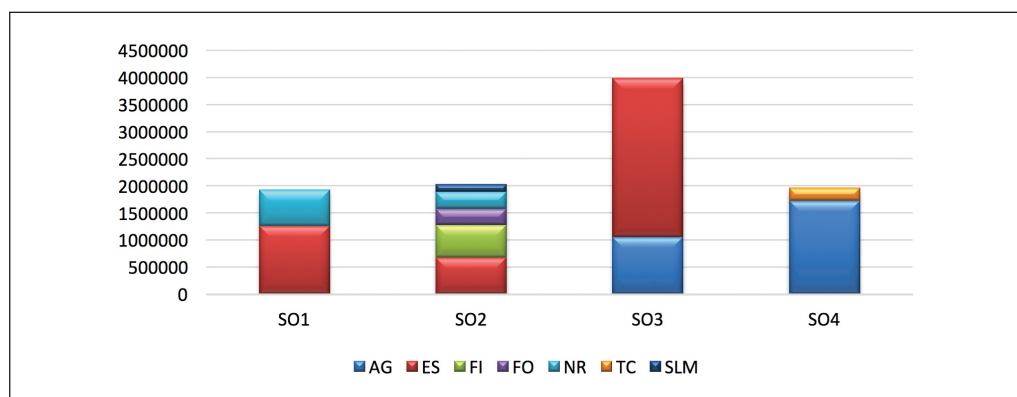


Figure 16: Utilisation of FMM funds by Strategic Objective and Department, 2014 to July 2015

Source: OED Analysis based on data from FPMIS as of August 2015.

Notes: Numbers are delivery in dollars spent by the FAO Technical Departments under the Strategic Objectives, 2014-15

4.3 Compliance with FMM principles and criteria

4.3.1 Overview

EQ 3: The extent to which the FMM's specific principles and criteria as well as its focus areas of work have been integrated into and have informed the concept notes and the work conducted with FMM resources.

Key findings

FMM funding is being used in accordance with the FMM principles, to support innovative and underfunded activities, often in a catalytic manner. FMM is also being used strategically in providing bridging funds between phases of programmes and amplifying the achievements of projects funded from other sources. Projects are mostly well aligned with national priorities and have helped to build partnerships and develop capacity in national institutions.

4.3.2 Findings from country studies

- 85 Seven countries were visited and a detailed report on each country study is included in the evaluation files. The countries selected were those with significant amounts of FMM project activities. Appendix 5 shows that FMM has been active in 53 countries, of which 27 are in Africa, 12 in the Asia-Pacific region and 12 in the Latin America and Caribbean region. Over the life of FMM, projects have become larger in monetary terms and they are also concentrating their resources in fewer countries. During MTP 2010-13 four projects were active in more than ten countries, with an average of 6.2 countries per project and a maximum of 22. During MTP 2014-17 the number of countries per project has averaged 3.9 with a maximum of ten.

- 86 The country studies included five African countries (Ethiopia, Malawi, Niger, Senegal and Zambia, and two Asian countries (Vietnam and Cambodia). For logistical reasons, it was not possible to visit the Latin American and Caribbean region. The total number of FMM projects completed or active in these countries ranged from three in Zambia to nine in Malawi, with an average of five projects per country overall. The FMM-supported activities in each country were assessed in terms of: (i) alignment with country priorities; (ii) stakeholder opinions on the FMM programme; (iii) assessment of actual and/or potential impacts; (iv) contribution to FAO's strategic framework; and (v) an overall assessment of the importance, awareness and satisfaction with FMM activities in the country. The key findings were as follows.

Alignment

- 87 Generally, FMM-supported initiatives are well aligned with national policies and strategies, and with the CPFs. Alignment with UNDAFs is generally weaker, since the UNDAFs cover all sectors and sometimes do not say very much about agriculture or rural development. Moreover, the relevance of UNDAFs has been limited since 2010, as the CPFs have become the primary strategic instrument for guiding FAO country programmes.

Stakeholder opinions

- 88 The country studies encountered a broad spectrum of opinions about FMM activities in the countries. The most positive assessments concerned relevance, flexibility and the quality of work undertaken. Stakeholders especially appreciated the ability to deploy FMM resources in a flexible manner, and the quality of technical support provided by HQ specialists. On the other hand stakeholders expressed dissatisfaction about the timeliness of FMM-supported activities, quoting frequent delays or interruptions often due to the erratic flow of funds and delays in obtaining approval for no-cost extensions.

Actual and/or potential impacts

- 89 The project evaluation findings presented in Annex 5 show that the most significant impacts from FMM-supported activities were achieved through the introduction of new ideas and technologies which had been adopted and disseminated. There were a number of cases where these innovations had made significant contributions to national programmes. Impacts via synergies with other initiatives, improvements to the enabling environment, capacity building and policy frameworks were all regarded as moderate.
- 90 There were a number of examples of significant catalytic effects, whereby FMM-supported activities led on to something bigger. These are described under the project case studies in Section 3.3.3. below and further elaborated in Annex 5. Examples of projects which generated significant catalytic effects include:
- National Forest Monitoring and Assessment (FMM/GLO/006/MUL Baby No 2) where initial work funded by FMM was up-scaled into a major national programme financed by the World Bank and the Government of Ethiopia.
 - Climate Smart Agriculture (FMM/GLO/006/MUL Baby No 3) led on to a much larger EU-funded initiative in CSA, and subsequently to a second FMM project (FMM/GLO/112/MUL Baby No 2)
 - Decent Rural Employment and Child Labour (FMM/GLO/007/MUL Baby No 1 and FMM/GLO/100/MUL) which was entirely funded by FMM for three years. DRE and child labour issues are now mainstreamed into FAO's social risk management and sustainability guidelines.
 - Voices of the Hungry (FMM/GLO/106/MUL) piloted new techniques which have had far reaching impacts on the ability of governments, statistical institutes and other stakeholders to monitor the state of food insecurity at national and sub-national levels.

Overall findings from the country studies

- 91 There is a high degree of satisfaction with the work supported by FMM. However in all countries visited both the country offices and national stakeholders requested closer consultations with HQ in the design and implementation of FMM projects. In all countries visited the importance of FMM in the overall FAO country programme was considered to be modest, even in countries such as Malawi where there were a large number of FMM activities. This is mainly due to the size of FMM projects, individually and in aggregate, which is quite small relative to the country programmes, and often with short duration. The level of awareness of FMM in the FAO country offices covers a broad spectrum but is generally satisfactory. However awareness of FMM among government and other stakeholders is very limited, with FMM-supported programmes not distinguishable to stakeholders from FAO programmes generally.

4.3.3 Project case studies

- 92 Annex 5 reviews a sample of FMM projects to assess their performance and achievements relative to the principles underlying FMM. The key findings are summarised below:

National forest monitoring and assessment (NFMA)

FMM/GLO/006/MUL Baby No 2, approved in 2010 and implemented in nine countries: Angola, Brazil, Comoros, Congo, Ecuador, Ethiopia, Panama, Peru, and Zambia.

The project assisted partner countries to undertake multi-purpose national forest monitoring and assessment to support policy and planning processes and international reporting on sustainable forest management, REDD+, biodiversity, livelihoods and land use. It supported capacity development in forest monitoring and assessment to support sustainable forest management and livelihoods. Long-term national forest management and integrated land use monitoring systems were established to improve strategic planning and policy processes.

The project demonstrates a high degree of compliance with the principles of FMM. FMM funding was used in a strategic manner to support related initiatives, and in the case of Ethiopia, successfully catalysed scaling-up in the form of a much larger investment financed by the Government and the World Bank. The application of innovative and advanced forest monitoring and assessment techniques was enabled by contributions from HQ-based technical specialists. The project forged strong partnerships with national institutions and contributed significantly to capacity development. While these outcomes are not entirely attributable to FMM, FMM support clearly made a contribution to the success of NFMA activities in Zambia and Ethiopia. In Ethiopia, the project has contributed together with a TCP to continue the NFMA related work with additional funding from the World Bank.

Climate-smart agriculture (CSA)

FMM/GLO/006/MUL Baby No 3, approved in 2010 and implemented in three countries: Ethiopia, Kenya and Tanzania; and **FMM/GLO/112/MUL Baby No 2**, approved in 2013 and implemented in three countries: Malawi, Vietnam and Zambia.

The first FMM project (006) focused on: (i) promoting global recognition of CSA concepts among governments, international organisations, NGOs and the private sector; (ii) support for the creation of global and regional CSA movements; (iii) promotion of CSA in FAO and regional offices; and (iv) creation of a multi-donor task force and coordinated CSA country support mechanism. The second project (112) follows on from a larger EU funded CSA programme and supports the development of the evidence base for country and zonal CSA intensification strategies and policy processes; undertakes national capacity building to identify and select CSA options; and contributes to national and regional policy processes and strategies.

The first CSA project (006) was a pilot-scale activity which is consistent with the FMM principles of innovation and capacity development, and benefited from technical support provided by FAO. It contributed to the pool of practical knowledge on watershed-based approaches to sustainable land management, but does not appear to have led directly to scaling-up or replication. The second project (112) is only begun in mid-2015 and has not yet generated observable results. FMM resources will be used to maintain the momentum, and complete unfinished work under the now-closed EU-funded initiative, and has the potential to become a short-term bridging activity. When considered together the two FMM projects are a good example of the programmatic approach in pursuit of FAO's strategic objectives.

Decent rural employment (DRE) and child labour in agriculture prevention (CLAP)

FMM/GLO/007/MUL Baby No 1, approved in 2010 and implemented in two countries: Malawi and Tanzania; and **FMM/GLO/100/MUL**, approved in 2013 and implemented in three countries: Cambodia, Malawi and Niger.

The first FMM project (007) contributed to promotion of DRE by: (i) increasing the awareness of policy makers and development partners; (ii) increasing the capacity of governments, FAO staff, other UN agencies and civil society groups for employment-centred agriculture and rural development; and (iii) implementing innovative rural youth entrepreneurship models. The second project enabled the development of an Integrated Country Approach for promoting DRE, which links FAO's normative work to nationally-owned processes. Several methodologies and tools were consolidated into a "Toolbox for promoting DRE". FAO provided systematic support on DRE and child labour considerations inclusion in the design of national policies, strategies and programmes as well as the new generation of CPFs and UNDAFs which increasingly recognise and incorporate child labour considerations. The second FMM project (100) has contributed to the extension of labour standards by strengthening the capacity of agricultural stakeholders to prevent child labour including through a comprehensive e-learning programme, an M&E tool for assessing impact of agricultural programmes on child labour, and support such as national studies on child labour, the formulation of strategies and action plans and integration of child labour concerns into the national extension services and private sector activities.

Access to FMM resources has enabled FAO to take a strong strategic leadership role in the area of DRE and child labour, in partnership with ILO, national governments and civil society organisations. Thanks to FMM, a key but underfunded FAO area of work could benefit from a dedicated team and a comprehensive programme. DRE, which relied entirely on FMM for three years, is now an OO (002) under SO3. FMM funding catalysed the dissemination of new concepts and ideas in the participating countries as well as the wider development partner community. The work raised public awareness about the consequences of child labour in agriculture and contributed to validation of a global tool for M&E of child labour use. DRE and child labour issues increasingly feature in national strategies and CPFs. The initiative originated in FAO, but seems to have been well received by governments and civil society and is a good example of using FMM resources as seed money to launch a new initiative. DRE is now included as a standard in FAO's Environmental and Social Risk Management Guidelines and as a criterion to assess the sustainability of projects by FAO's Programme and Project Review Committee.

Voices of the hungry

FMM/GLO/106/MUL approved in 2013 and implemented in ten countries: Angola, Burkina Faso, DRC, Ethiopia, Kenya, Malawi, Niger, Rwanda, South Africa and Tanzania.

The project aims to improve the ability of governments, statistical institutes and other stakeholders in the targeted countries to timely and reliably monitor the state of food insecurity at sub-national and national levels. It is improving the ability of governments and local research institutions to analyse determinants of food insecurity at different levels of severity and to provide guidance for policy formulation and implementation. The project combines research, data collection worldwide, capacity building and advocacy. The measurement tool developed by the project is called Food Insecurity Experience Scale (FIES). The FIES is incorporated into the Gallup Worldwide Poll that provides nationally representative data from over 150 countries.

This is another example of where FMM resources have been used to support FAO strategic leadership in an otherwise under-funded area of innovation in global food security. The project has completed its first year and progressed towards the establishment of a global measure for monitoring food security in a consistent manner across countries and regions. Ethiopia and Malawi now have fully developed FIES instruments and have adopted them in their policy frameworks. Training has been undertaken to transfer ownership of the FIES methodology to national governments, build capacity and promote the use of this simple but powerful measurement tool. Replication in a large number of countries appears possible.

Voluntary guidelines on responsible governance of tenure of land, fisheries and forests (VGGT)

FMM/GLO/111/MUL approved in 2014 and implemented in seven countries: Ethiopia, Guatemala, Malawi, Myanmar, Nepal, Niger, and South Africa.

The project promotes wider awareness on the VGGT by sensitising and capacitating national CSOs and farmers' organisations on the existence and use of the VGGT, as well as other materials complementary to the VGGT (e.g. technical guides). It is working to increase the capacity of CSOs to provide input into national multi-stakeholders platforms. At global level it works with FoodFirst Information and Action Network (FIAN) in developing a framework for learning events and supporting country offices in the identification of national counterparts. Seven national CSO partners have been selected and are responsible for capacity development and learning events on VGGT.

The project is at an early stage. At the time of the evaluation implementation of in-country activities were on average only two months completed out of the planned eight months duration. In Ethiopia the government has not shown very much interest in the project. This appears to be a case where the lack of time (only two days) for government and country office involvement in project formulation has resulted in weak buy-in, and it is questionable whether the project will proceed at all. Moreover, other divisions of FAO and other donors have found it extremely challenging to engage with the Ethiopian Government on resource tenure governance issues.

Elsewhere the response has been better and in one case (Malawi) may lead to breaking a long-standing deadlock in land law reform. The project addresses a fundamental issue affecting rural communities in almost all developing countries. The promotion of voluntary guidelines is an innovative approach to addressing sustainable utilisation of common property resources, and is consistent with the underlying FMM principles.

Blue growth initiative

FMM/GLO/112/MUL Baby 4 approved in 2014 and implemented in eleven countries: Bangladesh, Cape Verde, Kenya, Kiribati, Madagascar, Mauritius, Philippines, Seychelles, Sri Lanka, St Lucia and Vietnam.

The project addresses the global problem of declining marine and aquatic resources by promoting sustainable intensification of aquaculture and blue growth concepts in Bangladesh, Sri Lanka and Vietnam; ecosystem services and biodiversity through fisheries and aquaculture identified in Kenya; sustainable development of seaweed farming in Kiribati, Philippines and St Lucia and other Blue Growth Initiatives in Seychelles, Madagascar and Cape Verde.

Since the FMM resources are deployed among eleven countries, activities at country level are mainly at pilot scale, intended to demonstrate viable and sustainable blue growth strategies suitable for replication or scaling up. While the project is at an early stage the activities undertaken in each country appear to target strategically significant areas such as development of a national aquaculture strategy in Bangladesh; design of SME-scale fish hatcheries in Sri Lanka; and an aquaculture feed survey in Vietnam. It is not possible to make an assessment at this stage about the impact of these initiatives or their contribution to FAO's strategic objectives.

FMM support to SO3: reduce rural poverty (Dimitra)

FMM/GLO/113/MUL approved in 2014 and implemented in five countries, Burundi, DRC, Ghana, Niger and Senegal.

FMM provides ongoing support to the long-standing Dimitra Project (GCP/INT/810/BEL) that has operated successfully in sub-Saharan African countries for the last 16 years. The Belgian Government has indicated its interest in ensuring the continuity of the Dimitra Project's activities and their integration into new areas of FAO work, particularly gender in SO3. The FMM mechanism has been used to guarantee this continuity. The activities are based, among others, on the approach of the Dimitra Clubs which enable rural populations, particularly women, to have better access to information and use their knowledge; improve the capacity to become organised, participate in their organisations, act collectively, seize socio-economic opportunities and influence policy making and to encourage rural women to fill leadership and decision-making positions.

FMM has provided strategic support in several countries by enabling international and national coordination of all Dimitra activities. Most of the Dimitra Clubs at country level have been financed through other funding sources (including partnerships). This is consistent with the FMM principles.

4.3.4 Gender

- 93 Whilst gender is not a prominent feature of the FMM principles and criteria, it is an important crosscutting issue in the new strategic framework (see Box 5). FMM contributes substantially to mainstreaming gender by supporting programmes which have an important gender equity component, such as the Voluntary Guidelines on DRE and Child Labour, and programmes using an innovative approach for gender equality that translates into concrete gender-sensitive action, such as the Dimitra Programme.

Box 5: Gender in the strategic framework

FAO will pursue the integration of gender issues in all aspects of its work, ensuring that attention to gender equality becomes a regular feature of work on standard setting and of regional, sub-regional and country level programmes and projects. Support provided to countries needs to cover a combination of policy advice, knowledge management, institutional support, capacity development and strategic partnerships. Therefore, under all strategic objectives, gender-related issues will be addressed in a systematic way and progress made closely monitored.

Source: Strategic Framework para 77 a)

- 94 It was difficult to assess the direct contribution of the FMM to fostering gender equality in the programmes supported. FMM's brief proposals and the absence of a standard project design are not conducive to designing and integrating gender analysis into new projects.

- 95 Consequently, there has not been a strong or consistent focus on gender analysis and gender mainstreaming in most FMM projects. In many cases, FMM activities are one-off activities in the country, which makes it difficult to monitor and integrate gender mainstreaming efforts. In many cases, where FMM activities focus strongly on policies and normative work at national level, there are limitations in terms of achievement of gender equality objectives at grassroots level. Moreover, while a gender dimension is included in the FMM annual reports there is no systematic reporting on gender by project partners and country office staff.
- 96 The evaluation found that gender mainstreaming actions have been integrated into FMM-funded project activities to a varying degree. Some projects have promoted FAO's gender equality objectives of ensuring equal access to productive resources, and equal access to goods, services and markets. Gender-disaggregated data in surveys and training activities have been used. Gender needs identification, and gender analysis have been carried out in some projects, but not yet consistently among all the projects. Gender equality awareness-raising and building capacity on gender-sensitive issues has been done through integration of gender mainstreaming in training activities and the development and testing of normative products.
- 97 These findings point towards some gaps in the way FMM projects address gender equality. In the ET's view, however, FMM support for gender equality through direct contributions to FAO Programmes remains a successful and important use of funds.

4.3.5 Capacity development

- 98 While the format for FMM concept notes does not call for details of the intended contribution to capacity building, most FMM projects do in fact include capacity building elements, and the annual project reports are expected to detail what has been achieved in terms of "capacity development policy assistance". The project case studies confirm that capacity development is a positive feature of some but not all FMM projects. There are some good examples of where high level technical expertise from headquarters has been used to enhance the capacity of country offices, partner organisations and governments, and where these have led to sustainable changes in the way things are done. Examples include NFMA, DRE and Child Labour and Voices of the Hungry.
- 99 But there are other cases (e.g. CSA and Blue Growth Initiatives) where short duration projects implemented by visiting missions and consultants have done the work without meaningful engagement of national personnel, leaving little to show in terms of capacity development. In other cases it is too soon to make a judgement about capacity development. Conventional workshops and preparation of training manuals help to develop capacity, and are included in most FMM projects. However, longer term engagement and delegation of responsibility to local actors would generate better and more sustainable results.

4.3.6 Partnerships and alliances

- 100 Partnerships and alliances are one of FMM's biggest success stories and have enabled it to operate in a catalytic manner through synergies with a broad range of partners. Meetings were held with a broad cross section of FMM partners during the country visits. Partnerships include the following:

- Other UN Agencies
- International Financial Institutions
- Bilateral donors
- NGOs and CSOs
- Research Institutes, national and international (CGIAR)
- Training institutions
- Private sector (PPPs)
- Government ministries and departments
- Global alliances

- 101 Examples of FMM projects that have been particularly successful in building partnerships and alliances to enhance their effectiveness and efficiency include:
- National Forest Monitoring and Assessment (FMM/GLO/006/MUL Baby 2) where the project worked in close partnership with the ministries responsible for forestry and natural resource management.
 - Small Ruminants Project in Ethiopia (FMM/GLO/006/MUL) where the project worked in close partnership with two regional governments and two NGOs.
 - Preparation of National Adaptation Plans (FMM/GLO/110/MUL Baby 1) where the project worked with national governments to formulate the agricultural sector components of the National Adaptation Plans for climate change.
- 102 FMM has also been effective in forging partnerships between FAO divisions and departments that agree to join forces in pursuit of a shared strategic objective. This is playing a role in making FAO a more strategically focussed organisation rather than one demarcated by departmental and divisional resource allocation..

4.3.7 Overall findings on FMM principles and criteria

- 103 FMM principles and criteria are generally well integrated within the programme and FMM is well aligned with the FAO Strategic Framework. The major concern is that the FMM process is highly centralised. Involvement of decentralized offices, governments and other national stakeholders in project identification and design is limited. Regional and sub-regional offices are not normally consulted or aware of FMM and FMM projects. In a few cases country offices are involved in the co-management of FMM activities, often with an FMM-funded focal person. However, the majority are headquarters-driven with limited activities undertaken locally using field budget authorisations.
- 104 There are some good examples of catalytic effects where a small FMM pilot-type project has led to upscaling or replication, changes to national policies and strategies, and attraction of additional financing from national and international sources. There are also examples where FMM resources have been used tactically, for example to bridge two phases of a project (to “keep the pot boiling” between phases and retain valued staff), to provide additional or supplementary funding for TCPs, or to consolidate the achievements of a project that is being phased out. However there are also cases where catalytic effects have not materialised, even though the FMM project may have been successfully implemented. No FMM activities have so far been used to create synergies with and support regional initiatives.
- 105 Innovation is another important principle of FMM. A significant number of FMM activities could be considered innovative, and in this regard the contribution of headquarters experts has been much appreciated. There are a number of cases where FMM has been used to pilot or demonstrate new approaches and introduce new ideas to a country. In this regard most FMM projects have a significant normative element and some are almost entirely normative in nature.

4.3.8 Overall findings from the case studies

- 106 A review of seven FMM-supported activities including nine individual FMM projects¹⁷ confirmed that in general FMM funding is being used in accordance with the FMM principles. There is a high degree of innovation in many of the projects utilising HQ technical expertise at national level, and FMM resources have been deployed strategically and often in a catalytic manner leading on to larger initiatives. The projects are mostly well aligned with national priorities and have helped to build partnerships and develop capacity in national institutions. In several cases FMM has been used to provide bridging funds between phases of programmes, provide technical support to programmes funded from other sources, and to extend or amplify the achievements of projects which are coming to an end. In at least two cases FMM financed activities that were otherwise seriously resource-constrained.

¹⁷ Two of the activities each incorporated two FMM projects

- 107 There are two areas where the projects reviewed have been less successful in aligning with the FMM principles. These include the development of linkages between global, regional and national levels, and synergies with regional initiatives. None of the FMM projects explicitly address regional initiatives, although some may do so implicitly. However this is also true of most FAO programmes. The regional and sub-regional offices have had a very low level of engagement, or even awareness. However this is an issue that goes beyond FMM and relates more to FAO's overall decentralisation agenda.

4.4 Marketing strategy

4.4.1 Overview

- 108 Recommendation 1 of the 2013 MTE (see Box 1) proposed to market the FM funding mechanism vigorously to resource partners in order to improve the availability of un-earmarked funds. EQ 4 arises from this recommendation.

EQ 4: The extent to which FMM has improved its marketing strategy, harmonized approaches and tools, and the monitoring and reporting system since mid-2013.

Key findings

Despite considerable effort in marketing FMM to resource partners no new partners have joined FMM during the current MTP and there have never been more than two active resource partners at any time. Resource partners differ in their expectations about FMM and the mechanism is not well understood outside HQ. FMM documentation and reporting procedures are intentionally minimal but still weak at programme level. Current efforts to improve FAO's reporting against SOs and OOs will support efforts to market FMM to resource partners.

4.4.2 FMM reporting

- 109 Documentation and reporting procedures for FMM are intentionally light, which is consistent with its objectives of being a flexible and catalytic tool with low transaction costs. Each FMM project team is accountable for providing the FMM Funding Liaison Officer with an annual report on results achieved in supporting FAO's SOs and OOs. This is limited to a brief annual statement (4-10 pages) covering some or all of the following:
- Strategic Objective(s) addressed
 - Organisational Outcome(s) addressed
 - Outputs
 - Main results achieved
 - Capacity development policy assistance provided
 - Partnerships
 - Gender dimensions
 - Success stories and lessons learned
 - Main activities planned for the following year
- 110 The project reporting process is heavily abridged because of the limited resources available for compiling the overall FMM annual report. Individual project reports vary considerably in the amount and quality of their content and present a considerable challenge to compile into an annual report which provides FAO management and the FMM resource partners with the information they require. The 2013 and 2014 annual reports cover projects approved under both the old and new strategic frameworks. The 2015 and subsequent annual reports will cover only the new strategic framework.
- 111 For each SO and OO, the annual reports describes outcomes, outputs, capacity development policy assistance, partnerships and issues and challenges. It also presents a work plan for the following year for each SO and OO and presents a summary financial report of income and expenditure under each SO. In addition to the annual reports, a terminal report on FMM was produced for the MTP 2010-2013. This describes the results achieved, lessons learned and proposed follow-up actions under each SO.

- 112 The annual FMM report and mid-term evaluation report are the only reports produced on the overall programme. However, most FMM projects also produce a number of working documents, reports and publications to document and disseminate their results in much more detail. However these are not always easily accessible, even in the countries concerned, and the annual project reports do not usually list the documents produced or give links to them.
- 113 FAO is substantially improving its reporting by SOs and OOs. This should further improve the reporting of the FMM and contribute to market the FMM to resource partners.

4.4.3 Resource partner perceptions

- 114 Expectations and perceptions about FMM vary between resource partners in terms of the, efficiency and effectiveness of FMM, the preferred degree of earmarking, reporting requirements, predictability of funding and transparency of procedures. All of the resource partners consulted (former, current and potential) are in favour of the FMM concept, and would like to see this form of funding expanded within FAO and other UN agencies utilising similar instruments. FMM is well known among the northern European bilateral agencies, which have been the main source of funding for FMM and its predecessor schemes. Whilst agreeing with the basic principles and criteria underlying FMM, these resource partners expressed varying degrees of concern about the way it is working, and made a number of suggestions for improvement:
- All donors agree that FMM procedures needed to be better structured, formalised, documented and more transparent, especially in the way that funds are allocated between and within SOs.
 - FMM needs to be expanded, and FAO has taken steps to market the concept aggressively among former, current and potential resource partners. One reason why such efforts have not been particularly successful is the poor quality of reporting, and a tendency to under-report on achievements. Better and more timely reporting (financial and technical) would help to improve confidence in the FMM approach.
 - Current resource partners believe that FMM needs to be more effectively promoted to prospective and former donors. Some prospective donors would like to see others contribute to increase the size and improve the efficiency of the mechanism before they commit funds.
 - Only one of the resource partners is prepared to make un-earmarked allocations. Others are constrained in this regard by national policy limitations or seem not to have sufficient confidence in FMM management procedures to provide un-earmarked funding. One of the resource partners considers that a fairly high degree of earmarking is necessary because the new strategic framework is too broad for them to select priority areas at SO level.
 - FMM is not operating as intended as a pooled funding mechanism due to the small resource envelope and the high degree of earmarking. The resource partners feel that FMM would be easier to manage as a single basket of un-earmarked funds.
 - Earmarking within the FMM process is accentuated by the way FMM is managed by FAO. The process of allocating resources between and within SOs is not well understood by the resource partners or within FAO generally, and seems to result in quite strongly earmarked allocation of resources, which is partly aligned with FAO's strategic framework, and partly with the actual or perceived wishes of the resource partners.
 - There needs to be greater flexibility in funding allocations to enable re-deployment of resources from slow-moving or under-performing projects rather than just granting no-cost extensions. This calls for better monitoring to track project disbursements and results.
 - Unpredictability of FMM funding is widely seen as a problem by the SPLs and project budget holders. However the resource partners maintain that this is attributable to the lack of systematic processes within FAO rather than the commitments or disbursements of the donors. It was suggested that FAO should maintain a list of un-funded priorities so that resources can be allocated to them when funds become available. There is a perception that FAO only begins the planning and allocation process when funds arrive.
 - The resource partners are seeking more clarity on the way resources are allocated, in particular how the FMM criteria are used in the decision-making processes. Some are comfortable with fairly high level reporting at SO and OO levels, whilst others need to know how their funds have been spent and the results that are attributable.

4.4.4 Marketing of FMM to resource partners

- 115 The MTE of 2013 recommended marketing the FMM funding mechanism vigorously to resource partners, at least for a portion of their funds, and encouraging providers of un-earmarked voluntary contributions to join the mechanism in the 2014-15 biennium. This was seen to have the potential to raise resources channeled through the mechanism to a "critical mass" which would justify more senior management time.
- 116 Following the 2013 MTE recommendation, TCS has expended considerable effort in marketing the FMM to resource partners by presenting the FMM mechanism as a success story in donor meetings. This is consistent with the broader thrust within FAO towards results-based management and un-earmarked funding that can be deployed according to the strategic framework. However, interviews with senior management and the resource partners themselves indicate that many of the resource partners remain cautious about supporting the FMM approach.
- 117 No new resource partners have joined the FMM during the current MTP, although there are signs that the availability of FMM resources is on the increase. Some resource partners are happy to provide un-earmarked funds and to receive reports on results at the level of SOs, without too many concerns about attribution. Conversely, others want much more detail about how their funds are deployed and what the results were, project-by-project. Current reporting processes are not satisfying either of these requirements.
- 118 In its present form, FMM is difficult to market to potential donors. The mechanism is not well known or understood outside FAO headquarters and a small group of northern European donors. This lack of understanding reduces confidence in FMM among potential resource partners. Resident missions of the main resource partners are only vaguely aware of FMM even in countries where it is very active. Annual reports neither provide a list of projects or activities nor show how FMM funds have been utilised. Information on which to base an enhanced marketing campaign appears limited. The annual reports need to be improved to provide a better marketing tool, but this will require allocation of funding for this purpose.
- 119 This raises the question of how best to market the FMM to existing and potential resource partners. It is suggested (see recommendations section) to prepare a formal design of the FMM mechanism defining the objectives, procedures and expected results as well as better reporting and monitoring systems. These have never been formally documented in a way that enables donors to clearly understand how FMM works, how their money will be allocated, and how it can contribute to FAO's Strategic Framework.

5. Conclusions and recommendations

5.1 General conclusions

- 120 Although the evaluation confirms the strategic importance and relevance of FMM, it has encountered a number of issues which need to be addressed in order to reach its full potential.

Conclusion 1

The evaluation concurs with the findings of the 2013 MTE that FMM is an important programmatic funding mechanism supporting the new FAO strategic framework. It represents a new approach which is strongly supported at HQ level, but less well understood and appreciated in the decentralized offices. FMM is a valuable instrument in pursuit of FAO's corporate priorities but still under-funded and underdeveloped. The limited understanding and generally low profile of FMM among stakeholders is reducing interest among potential new resource partners.

Conclusion 2

The quality of monitoring and reporting is mixed at the project level and weak at the programme level. The evaluation experienced difficulty in learning what is happening, even at country level. The project paper trail is fragmented and difficult to follow, and the lack of formal documented procedures accentuates the problems arising from the very lean management structure. FMM is expected to improve its monitoring and reporting in parallel with FAO's improved reporting process by SOs and OOs. This will also contribute to better marketing of the FMM to actual and potential resource partners.

- 121 By deploying its resources in pursuit of clearly identified and prioritized SOs and OOs, FMM could play an important role in FAO's transformation into a more strategic organization. This would also help FAO to avoid being overly influenced by the heavily earmarked allocation of voluntary contributions from its resource partners, and to allocate resources thematically rather than according to departmental structures. Other positive aspects of FMM include:

- its ability to create synergies with other FAO programmes and projects, as well as those supported by other development partners, governments and civil society organisations;
- it has stimulated the development of productive partnerships with a wide range of national and international stakeholders;
- there are several good examples of relatively small amounts of FMM funding being used in a catalytic manner;
- a number of FMM-supported initiatives have been quite innovative, involving strong leadership from HQ technical departments; and
- the basic principles underlying FMM as described in the 2010 MOU and the Governance Document of 2015 remain appropriate and relevant to FAO's new strategic framework.

- 122 However, FMM procedures have not been formally documented in the same way as other funding instruments (e.g. TCPs). It has progressed through a number of stages over a period of about ten years, including several predecessor schemes. While this has enabled a degree of flexibility, it also created some confusion and uncertainty that affected project implementation and impeded systematic and timely M&E and reporting. Consequently different stakeholders have different ideas of how the FMM is supposed to work and the resource partners themselves have varying expectations and understanding about how the funds will be allocated and the monitoring and reporting procedures required. Decision-making processes are ill-defined and poorly understood. Formalised and streamlined procedures would also have the potential to reduce transaction costs and potentially attract additional donor funding.

- 123 FMM is a highly centralised instrument in which almost all decision-making, funding allocations and project management activities are concentrated in HQ. Much of the work is of a normative nature with country-level activities used to validate HQ-based normative studies. This is at odds with the original intention of FMM as well as FAO's decentralisation agenda, and results in a low level of country office participation or ownership and even lower levels of awareness and ownership among national stakeholders. Sub-regional and regional office involvement has been negligible.

Conclusion 3

FMM is a very important mechanism for channelling unearmarked or lightly earmarked voluntary contributions from resource partners to FAO. However, the scheme has not been successfully marketed to the donor community and there have never been more than two resource partners contributing at any one time.

- 124 Among the potential benefits of FMM are reduced transaction costs, increased predictability of funding, less compartmentalisation among departments and divisions, and stronger alignment with FAO's strategic priorities. Most importantly, FMM channels voluntary contributions through FAO's mainstream systems and supports efforts to develop robust procedures for prioritising, planning, monitoring and evaluating the use of resources (rather than working through parallel systems, as occurs with individual projects and trust funds).
- 125 While there are signs of an increasing flow of funds through FMM, some ten years after the establishment of FMM's predecessors and almost six years after the creation of FMM itself, it is still a very small instrument relative to FAO's overall financial resources. FMM funding, however, is more significant than the numbers would suggest, as FMM funds have proven crucial in supporting underfunded or important new areas within the strategic framework.
- 126 There are also concerns at the operational level, expressed by most SPLs and budget holders, about the stability and predictability of FMM funding. This is an issue across FAO due to the importance of voluntary contributions in project funding. However, it is seen as especially problematic within FMM. The FMM resource partners maintain that the problem is procedural rather than caused by erratic funding by the donors. Whatever the cause, or combination of causes, it is clear that this is a problem that needs to be addressed.

Conclusion 4

FMM has not been able to deliver a satisfactorily stable or predictable level of funding over a full MTP or even a biennium. This appears to be attributable to internal procedural issues, possibly exacerbated by the transition between the old and new Strategic Frameworks, and the associated re-deployment of resources. The predictability issue creates a number of operational difficulties related to small and fragmented projects, stop-go project implementation, hurried decision-making in funding allocation with limited consultation beyond FAO headquarters, and short project durations which impede efficiency and sustainability.

- 127 FMM's management structure is extremely lean, with just one part-time headquarters staff member responsible for administering the scheme, which currently has more than a dozen active projects operating in around 30 countries. The effort to be cost-effective results in many administrative delays, for example in approving no-cost extensions.
- 128 FAO has made some progress in improving the FMM process and its operational arrangements. These seem fairly well established at the higher, decision making levels; however the underlying logic for the selection of FMM proposals within SOs is still unclear.
- 129 FMM is not yet operating effectively as a pooled programmatic funding mechanism as intended. Some of the resource partner contributions are earmarked to particular themes or regions, which limits the extent to which FAO can allocate resources in accordance with its own strategic priorities. In addition, resource partner contributions are not synchronised with FAO's medium-term planning cycle.

5.2 Recommendations

Recommendation 1

FAO should formalize, harmonize and document FMM planning and resource allocation procedures, particularly below the Strategic Programme Leaders' level, and strengthen monitoring and reporting on results. Resource management and reporting should be further systematized.

Recommendation 2

Building on Recommendation 1, FAO should improve FMM's efficiency and effectiveness, and demonstrate its achievements and contributions with a view to making FMM a more attractive instrument for supporting FAO corporate priorities.

Recommendation 3

FAO should clarify and review the procedures for managing FMM funds, as well as their allocation between and within SOs, in order to improve predictability of funding and enable better FMM implementation planning.

Recommendation 4

FAO should increase the participation and ownership of decentralized offices and national stakeholders in the design of concept notes, and strengthen alignment with CPFs and national policies and strategies. This would involve more meaningful consultations at regional and/or country level during the design of concept notes.

Recommendation 5

FAO should enhance the capacity of the FMM Funding Liaison Office, in order to achieve a satisfactory level of administration, coordination, monitoring and reporting.

Appendix 1: Theory of change

A theory of change was developed based on the original MOU (see Section 3.1.2 and Annex 2), the 2015 Governance Document (see Section 3.1.2 and Annex 3) and by building on the theory of change postulated in the mid-term evaluation (MTE) of 2013. The overall objectives of FMM are stated in Paragraph 1 of the MOU, Purpose and Scope, as follows:

- promote the continuing contribution of food and sustainable agriculture to the attainment of FAO's three Global Goals as defined in the Strategic Framework;
- support the results framework in the four-year MTP and biennial Programme of Work and Budget (PWB) across Organisational Results (now defined as Organisational Outcomes identified as a priority for resource mobilisation);
- enable flexible and catalytic responses to development priorities at global, regional and national levels, while establishing strong linkages between these levels; and
- enable FAO to bring its comparative advantages to bear within the scope of the MTP/PWB, in particular in advocacy, capacity development, programming and cutting edge knowledge, and policy advice for the achievement of Millennium Development Goal-related national priorities.

The first of these objectives is considered to be the ultimate result/impact that FMM aims to achieve: to allocate resources in a manner that is consistent with the Strategic Framework and contributes to the achievement of the strategic objectives (SOs). Adoption of the new results management framework and project cycle guarantees that all extra-budgetary activities are aligned with and contribute to the achievement of the SOs. However, most extra-budgetary funding is earmarked to specific SOs, OOs, regions, countries or activities, whereas FMM funding is unearmarked or lightly earmarked. This provides FAO with improved capacity to direct resources towards its own strategic objectives, rather than acting as a service-provider for resource partners.

As shown in Figure 1, the inputs and outputs needed to achieve FMM's objectives can be considered in three main streams, which pose four key evaluation questions (EQs). First, FMM is intended to improve the predictability of funding through resource partner allocations spanning a full MTP, and to allow for the flexible allocation of these resources using procedures that enable funds to be efficiently allocated to FAO priority areas. Second, the design of FMM-funded projects needs to reflect the FMM principles, criteria and focal areas of work. This calls for close consultation between HQ (Strategic Programme Leaders (SPLs) and departments/divisions), regional, sub-regional and country offices as well as national stakeholders, in order to ensure that FMM-supported projects are rigorously planned and systematically evaluated to select those that are well aligned with country and regional priorities, and consistent with the principles, criteria and focal areas of work as shown in Box 2.

Box 2: FMM Principles, Criteria and Focus Areas of Work

Principles and criteria

- Voluntary un- and lightly earmarked resources;
- Support to FAO's Strategic Framework, MTP and PWB;
- Innovation and catalytic capacity;
- Support to field activities continuity;
- Partnerships at different levels;
- Alignment with CPFs and UNDAFs;
- Scaling up of successful programmes/projects;
- Establishment of strong linkages among global, regional and national levels.

Focus areas of work

- Climate change (Climate Smart Agriculture and agroforestry);
- Blue growth;
- Rural decent employment (including rural poverty and child labour reduction);
- Facilitation of policy dialogue among relevant stakeholders;
- Food loss and waste reduction;
- Value chain development (including facilitation of agribusiness);
- Socio-economic development strategies for social inclusion and gender equality;
- Advice and support to capacity development at country and regional levels;
- Strengthen national capacities to monitor, assess, report on, and validate forest resources and land use;
- Support to governments' decision making with reliable data on food insecurity.

Source: OED as shown in the Terms of Reference for the evaluation (see Annex 1)

Third, the FMM concept needs to be “marketed” to actual and potential resource partners on the basis of evidence about the results it is generating, in order to sustain, or preferably increase, the level of voluntary contributions. This would enable FAO to become a more strategic organisation with a strong focus on its Strategic Framework and SOs, and calls for FMM project designs to incorporate measurable objectives and indicators which are monitored and reported in accordance with FAO’s results framework, and in a manner which meets resource partners’ expectations.

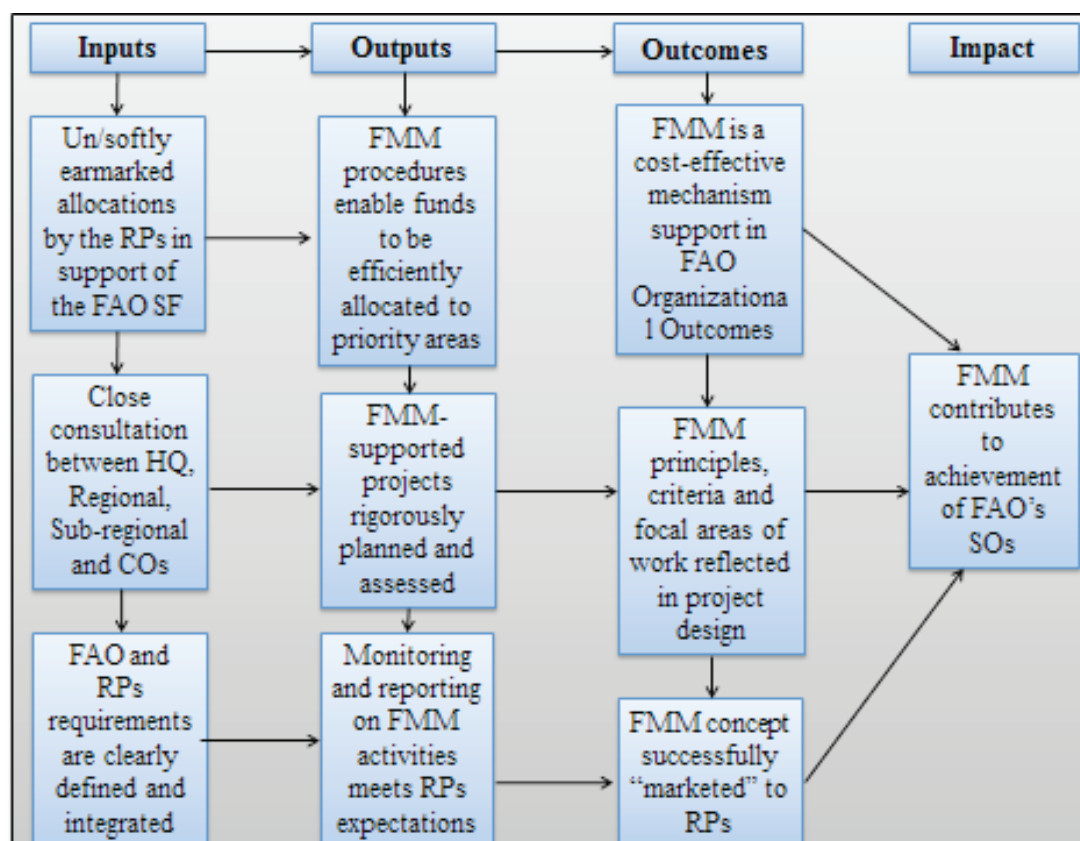


Figure 17: Theory of Change for the FMM

Appendix 2: Documents reviewed

FAO documents

- 1 FAO: A Guide to the Formulation of the Country Programme Framework, 2012
- 2 FAO: Contribution agreements with Sweden, Netherlands and Flanders
- 3 FAO: Corporate Monitoring System, 2014
- 4 FAO: Country Programming Guidelines, October 2011
- 5 FAO: Decentralized Offices – where knowledge becomes action
- 6 FAO: Executive Management and Monitoring Team (EMMT) approval process sample email
- 7 FAO: Strategic Framework and Annexes, June 2013
- 8 FAO: FMM annual reports 2011, 2012, 2013 and 2014
- 9 FAO: FMM call for proposals sample email
- 10 FAO: FMM financial reporting, March 2015
- 11 FAO: FMM Governance Document, 2015
- 12 FAO: FMM success stories: Promoting Impact Investment in Agribusiness (OO 403) and Major Impacts of FAO's Food Loss and Waste Reduction Work (OO 402)
- 13 FAO: FMM template for Concept Notes
- 14 FAO: Guide to the Project Cycle: Quality for Results
- 15 FAO: Guidelines for Implementation of Regional Initiatives, 2014
- 16 FAO: Guidelines for the Implementation of the new Strategic Framework (2014-15)
- 17 FAO: Information note on Project Support Costs (PSC) and administrative and operational support services policy, rates and reimbursements, 2012
- 18 FAO: Information Note: Project Support Costs and Administrative and Operational Support Services Policy, Rates and Reimbursements (Updated December 2012)
- 19 FAO: Key Actions Related to Decentralization and Improved Delivery of FAO Services at Country Level - Implementation Plan
- 20 FAO: Management Response to the FMM Evaluation Report, October 2013
- 21 FAO: Mobilizing resources for food and agriculture: FAO Trust Funds, 2008
- 22 FAO: Multipartner Programme Support Mechanism (FMM) MoU with supporting partners
- 23 FAO: Multipartner Programme Support Mechanism (FMM): Medium Term Plan (MTP) 2010-2013: Terminal Report, April 2015
- 24 FAO: Office of Evaluation : Mid-Term Evaluation of the FAO Multi-Partner Programme Support Mechanism (FMM)
- 25 FAO: Progress Report on the Global Resource Management Programme, November 2013
- 26 FAO: Resource Mobilization and Management Strategy, October 2011
- 27 FAO: Results framework - MTP 2014-17 and PWB 2014-15 (updated May 2014)
- 28 FAO: Results monitoring framework MTP 2014-17 and PWB 2014-15
- 29 FAO: Strategic Framework: Regional Initiatives
- 30 FAO: The Director-General's Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15

Country studies

- 1 Cambodia: FAO National Medium-Term Priority Framework for the Kingdom of Cambodia 2011-2015
- 2 Cambodia: National Strategic Development Plan 2014-2018
- 3 Cambodia: Socio-Economic Development Plan 2011-2015
- 4 Cambodia: UN Development Assistance Framework for the Kingdom of Cambodia 2012-2016
- 5 Ethiopia: Agricultural Sector Policy and Investment Framework (PIF), 2010-2020
- 6 Ethiopia: FAO Country Programming Framework for the Republic of Ethiopia 2012-2015
- 7 Ethiopia: Rural development policy and strategies 2003
- 8 Ethiopia: UN Development Assistance Framework for Ethiopia 2012-2015
- 9 Malawi: FAO Country Programming Framework for the Republic of Malawi 2012-2016
- 10 Malawi: Malawi Agricultural Sector Wide Approach - A prioritized and harmonized Agricultural Development Agenda, 2011-2015
- 11 Malawi: Malawi Growth and Development Strategy II 2011-2016
- 12 Malawi: National Medium-Term Priority Framework (NMTPF) for the cooperation and partnership between FAO and the Republic of Malawi, 2010-2015
- 13 Malawi: UN Development Assistance Framework for the Republic of Malawi, Action Plan 2012-2016
- 14 Niger: FAO Country Programming Framework for the Republic of Niger 2013-2016
- 15 Niger: Poverty Reduction Strategy Paper - Economic and Social Development Plan (PDES), 2012-2015
- 16 Niger: UN Development Assistance Framework for the Republic of Niger 2012-2015
- 17 Senegal: FAO Country Programming Framework for the Republic of Senegal 2013-2017
- 18 Senegal: National Strategy for Economic and Social Development 2013-2017
- 19 Senegal: UN Development Assistance Framework for the Republic of Senegal 2012-2016
- 20 Vietnam: FAO Country Programming Framework for Vietnam 2012-2016
- 21 Vietnam: UN Development Assistance Framework for Vietnam 2012-2016
- 22 Zambia: FAO Country Programming Framework for the Republic of Zambia 2013-2015
- 23 Zambia: National Agricultural Policy 2004-2015
- 24 Zambia: National Agricultural Policy Framework
- 25 Zambia: National Agriculture Investment Plan (NAIP) 2014-2018
- 26 Zambia: Revised Sixth National Development Plan 2013-2016
- 27 Zambia: UN Development Assistance Framework for the Republic of Zambia 2011-2015

FMM documents

- 1 Annual FAO FMM Report Template on SO F (MTP 2010-2013)
- 2 Annual FAO FMM Report Template on SO H (MTP 2010-2013)
- 3 Annual FAO FMM Report Template on SO G (MTP 2010-2013)
- 4 Summary Annual FAO FMM Report Template on SO 1 (MTP 2014-2017)
- 5 Annual FAO FMM Report Template on SO 1, OO 101 (MTP 2014-2017)
- 6 Annual FAO FMM Report Template SO 2, OO 201 (MTP 2014-2017)
- 7 Annual FAO FMM Report Template SO 2, OO 202 (MTP 2014-2017)
- 8 Annual FAO FMM Report Template SO 3, OO 301 (MTP 2014-2017)
- 9 Annual FAO FMM Report Template SO 3, OO 302 (MTP 2014-2017)
- 10 Annual FAO FMM Report Template SO 4, OO 402 (MTP 2014-2017)
- 11 Annual FAO FMM Report Template SO 4, OO 403 (MTP 2014-2017)
- 12 FMM /GLO/001/MUL: FMM Coordination Monitoring and Reporting Facility
- 13 FMM /GLO/003/MUL: project documents and FMM Coordination Monitoring and Reporting Facility
- 14 FMM /GLO/005/MUL: FMM Coordination Monitoring and Reporting Facility
- 15 FMM /GLO/006/MUL: parent and babies project documents and FMM Coordination Monitoring and Reporting Facility
- 16 FMM /GLO/007/MUL: FMM Coordination Monitoring and Reporting Facility
- 17 FMM /GLO/008/MUL: Concept Note, FMM Coordination Monitoring and Reporting Facility, work plan and budget, project progress reports
- 18 FMM /GLO/012/MUL: FMM Coordination Monitoring and Reporting Facility
- 19 FMM/GLO/100/MUL: Concept Note and other informative material
- 20 FMM/GLO/101/MUL: Concept Note, Programme document
- 21 FMM/GLO/102/MUL: Concept Note, Work plan
- 22 FMM/GLO/103/MUL: Concept Note
- 23 FMM/GLO/104/MUL: Concept Note
- 24 FMM/GLO/106/MUL: Concept Note, FAO VoH -2014 Annual Progress report- GCP-GLO-450-UK, Programme document - Voices of the Hungry PGM MUL 2013-2018 VOH, Annual Review VoH by DFID, FIES technical paper, FIES technical paper to DFID 2013-2014
- 25 FMM/GLO/110/MUL: Concept Note
- 26 FMM/GLO/111/MUL: Concept Note, back-to-office reports for Malawi, Senegal and Niger and other informative material
- 27 FMM/GLO/112/MUL and babies: Concept Notes, work plan for baby 4
- 28 FMM/GLO/113/MUL: Concept Note, project progress reports, annual report and other informative material

Appendix 3: Institutions and stakeholders met

| Name | | Organisation | Position |
|-------------------------------|--------------|--------------|--|
| FAO Headquarters, Rome | | | |
| Lahsen | Ababouch | FAO/FIP | Director and Deputy SO2 Coordinator |
| Mats | Åberg | SIDA | |
| Philippe | Ankers | FAO/AGA | Chief, Livestock Production Systems Branch |
| Omar | Awabdeh | FAO/OED | Evaluation Officer |
| Jennifer | Braun | FAO/TCI | Economist |
| Aurelie | Bress | FAO/NRC | Land Tenure Consultant |
| Karel | Callens | FAO/OSP | Senior Strategy and Planning Officer |
| Romina | Cavatassi | FAO/ESA | Project Coordinator |
| Christine | Chaperon | FAO/TCPD | Senior Programme Coordinator |
| Yannick | DeMol | FAO/ESP | Project officer |
| JacquelineAnn | Demeranville | FAO/ESP | Programme Officer |
| Mina | Dowlatchahi | FAO/OSP | Deputy Director |
| Aziz | Elbehri | FAO/EST | Senior Economist |
| Ileana | Grandelis | FAO/ESP | Rural Employment Officer |
| Fernanda | Guerrieri | FAO/ODG | Assistant DG/Director de Cabinet |
| Daniel | Gustafson | FAO/DDO | Deputy Director General (Operations) |
| Rolf | Hackbart | FAO/OPC | Deputy Director |
| Mohammed | Hassan | FAO/FIR | Aquaculture Officer |
| Andrew | Hilton | FAO/NRC | Senior Land Tenure Officer |
| Masahiro | Igarashi | FAO/OED | Director |
| Alexander | Jones | FAO/TCS | Deputy Director |
| Kim | Jongjin | FAO/TCS | Director |
| Calvin | Miller | FAO/AGS | Senior Officer |
| Christiane | Monsieur | FAO/ESP | Dimitra Project Coordinator |
| David | Morales | FAO/FOM | Forestry Officer |
| Bernd | Mueller | FAO/ES | Rural Employment Specialist |
| Paul | MunroFaure | FAO/NRC | Deputy Director |
| Eliane | Najros | FAO/ESP | Senior Consultant |
| Divine | Njie | FAO/AGS | AGS Deputy Director |
| Velda | Nylander | FAO/TCS | Finance Officer |
| Massimo | Pera | FAO/AGS | CTA |
| Daniella | Perpoli | FAO/NRC | Budget Officer |
| Florence | Poulain | FAO/FIP | Fisheries and Aquaculture Officer |
| Bernd | Seiffert | FAO/ESP | Local Institutions and Rural Livelihoods Officer |

| Name | | Organisation | Position |
|---------------|----------------|-------------------|---|
| Eugenia | Serova | FAO/AGS | Director |
| Reuben | Sessa | FAO/NRC | |
| Fred | Snijders | FAO/NRC | Senior Natural Resources Officer |
| Amelie | Solal-Celigny | FAO/OED | Evaluation Officer |
| Aymeric | Songy | FAO/ESS | Programme Officer |
| Kostas | Stamoulis | FAO/ESA | Director and SO1 Coordinator |
| Rohana | Subasinghe | FAO/FIR | Senior Fishery Officer |
| Laurent | Thomas | FAO/TC?? | Director |
| Nadine | Valat | FAO/TCS | Senior Programme Officer |
| Benoist | Veillerette | FAO/TCI | Senior Economist |
| Rob | Vos | FAO/ESP | Director and former SO3 Coordinator |
| Peter | Wobst | FAO/ESP | Decent Rural Employment Team Leader |
| Zambia | | | |
| Mabel | Chibesakunda | FAO-ZM | Personal Assistant to FAOR |
| Gregory | Chilufya | FAO-ZM | Assistant FAO Representative |
| Eric | Chipeta | UNDP | Programme Analyst, Energy & Environment |
| Stanislaus | Chisakuta | MAL | Deputy Director, Technical Services Branch |
| Suman | Jain | UNZA | Senior Lecturer, Mathematics and Statistics |
| Rasford | Kalamatila | MOAL | Chief Engineer, Department of Agriculture |
| Peter | Kaluba | UNZA | Lecturer, Soil Science |
| Misael | Kokwe | FAO-ZM | Technical Coordinator, CSA |
| Celestina | Lwatula | FAO-ZM | Programme Associate |
| Doryn | Mpondela | FAO-ZM | Programme Associate |
| Jackson | Mukosha | Forest Department | National Project Coordinator, ILUA |
| Kalaluka | Munyinda (Dr) | UNZA | Plant Sciences, School of Agriculture |
| George | Okech | FAO-ZM | FAO Representative |
| Morton | Mwanza | MAL | National Project Coordinator, CSA |
| Malawi | | | |
| Steve | Atkins | EU/NAO Office | TA, Agriculture and Food Security |
| Trent | Bunderson (Dr) | Total Land Care | Executive Director |
| Julia | Chagunda | FAO-MW | Programme Assistant |
| Anderson | Chikomola | DAES | Chief Extension Officer, Gender |
| Martha | Chilinga | FAO-MW | Programme Assistant |
| Davie | Chilonga | MOLH | Principal Estates Management Officer |
| Geoffrey | Chilombo | DAES | Agricultural Information Specialist |
| Precious | Chizonda | FAO-MW | Climate Change Expert |
| Steve | Donda (Dr) | MOIAFS | Deputy Directory of Fisheries |

| Name | | Organisation | Position |
|-----------------|----------------|-----------------|--|
| Joseph | Gausi | LandNet | Programme Officer |
| Khalid | Hassan | ILO/IPEC | Chief Technical Advisor |
| Zwide | Jere | Total Land Care | Director |
| John | Kamanga | NEPAD | NEPAD Regional Fish Node, Bunda College |
| Annie | Kaomba | DAES | Agricultural Editor |
| Emmanuel | Kaunda (Prof) | LUANAR | Deputy Vice Chancellor and Technical Coordinator, NEPAD Regional Fish Node |
| Stanley | Khaila (Dr) | | Consultant |
| Francis | Kwenda | MOL | Child Labour Management Unit |
| Wilfred | Lipita (Dr) | MOAIFS | ASWAp Coordinator |
| Alex | Malembo | MOIAFS | National Programme Coordinator, SAPP |
| Roman | Malumelo | DCAFS | Coordinator |
| Nelson | Mataka | MOIAFS | Head of ASWAp Secretariat |
| Lewis | Mhango | Min of Energy | Deputy Director of Energy |
| Catherine | Mthinda (Dr) | LUANAR | Senior Lecturer, Agricultural Extension |
| John | Mussa | MOAIFS | Director of Land Resources Management |
| Norah | Mwamadi | FAO-MW | Programme Officer |
| Andrew | Namakhoma | NASFAM | Programmes Officer |
| Alex | Namaona | MOAIFS | Director, Department of Planning |
| Hastings | Ngoma | MOAIFS | Principal Economist, Department of Planning |
| Dixon | Ngwende | RLEEP | Programme Director |
| Friday | Njaya (Dr) | MOIAFS | Assistant Director of Fisheries (Planning) |
| Alick | Nkhoma | FAO-MW | Assistant FAO Representative |
| Gray | Nyandule-Phiri | MOAIFS | Controller of Agricultural Services |
| George | Phiri (Dr) | FAO-MW | Programme Officer |
| Florence | Rolle | FAO-MW | FAO Representative |
| Daniel | Sikawa (Dr) | LUANAR | Senior Lecturer, Fish Production Systems |
| Joseph | Sinkhala | MODYS | Chief Youth Officer |
| Excello | Zeda | DAES | Senior Radio Programme Officer |
| Ethiopia | | | |
| Hassen | Ali | FAO-ET | Assistant FAO Representative |
| Abubeker | Ali | FAO-ET | Forestry Specialist |
| Amadou | Allahoury | FAO-ET | FAO Representative |
| Filippo | Braeseco | FAO-SFE | APO/Agribusiness |
| Getachew | Debalkie | FAO-ET | Climate Change Mitigation Officer |
| Oumar | Diall | FAO-SFE | |
| Awet | Estifanos | TARI | Researcher, Tigray Agricultural Research Inst. |

| Name | | Organisation | Position |
|----------------|-----------------|--------------|--|
| Nigist | Haile (Dr) | FAO-ET | Project Coordinator, Small Ruminants |
| Edward | Kilawe | FAO-SFE | Sub-Regional Forestry Officer |
| Patrick | Kormawa (Dr) | FAO-SFE | Sub-Regional Coordinator |
| Gebremichael | Negusse | TARI | Researcher, Tigray Agricultural Research Inst. |
| Cristina | Scarpocchi | FAO-ET | Programme Officer |
| Garry | Wallace | RED&FS SWG | Donor Coordinator |
| Kebede | Yimam | MOEF | State Minister for Forests |
| Senait | Zewdie | FAO-ET | Nutrition Officer |
| Vietnam | | | |
| Nguyen | Anh Minh | CARE | Climate Change Working Group Coordinator |
| Aslihan | Arslan | FAO | |
| Jongha | Bae | FAO-VIE | FAOR |
| Andrea | Cattaneo | FAO | |
| Le | Hoang Anh | DARD | Department of Science, Technology and Environment |
| Nguyen | Huong Lan | Netherlands | Senior Trade Advisor |
| Nguyen | Huy Dien | D-FISH | Deputy Director General |
| Hideki | Kanamaru (Dr) | FAO | Natural Resource Officer (Climate Change) |
| Bui | My Binh | DARD | International Cooperation Department |
| Luu | Ngoc Quyen | NOMAFSI | Deputy Director General |
| Ho | Ngoc Son | TUAF | Agriculture and Forestry R&D Centre |
| Henning | Pedersen | IFAD | Country Director |
| Leocadio | Sebastian (Dr) | IRRI | Regional Programme Leader, CCAFS |
| Nguyen | Song Ha | FAO-VIE | AFAOR |
| Nguyen | Than Tung | IFAD | Country Programme Officer |
| Pham | Thi Ngan Hoa | FAO-VIE | National Programme Officer |
| Pham | Thi Sen | NOMAFSI | Head, Scientific Planning and International Cooperation Department |
| Nguyen | Thi Thanh An | ACIAR | Country Manager - Vietnam |
| Nguyen | Thi Thuy | D-FISH | Project Coordinator |
| Nguyen | Thi Yen | CARE | Climate Change Coordinator |
| Nguyen | Thu Ba | FAO-VIE | Programme Assistant |
| Nguyen | Thu Hue | MCD | Director |
| Nhu | Van Can | DARD | Dong Thap DARD Vice Director |
| Chu | Van Chuong (Dr) | DARD | Deputy DG, International Cooperation Department |
| Cas | van der Horst | Netherlands | Deputy Head of Mission |
| Nguyen | Van Linh | FAO-VIE | Country Technical Coordinator, CSA |

| Name | | Organisation | Position |
|-----------------|------------------|----------------|---|
| Mai | Van Trinh | IAE | Director |
| Geert | Vansintjan | Belgium | Development Counsellor |
| Cambodia | | | |
| Tha | Bounavy | MOWA | |
| Nina | Bradstrup | FAO-KH | FAOR |
| Etienne | Careme | FAO-KH | Operations Coordinator |
| Andreas | Johansson | Sweden Embassy | First Secretary, Democracy and Human Rights |
| Sophan | Kanchana | CARITAS | Climate Change Project Manager |
| Kaing | Khim | MAFF | Deputy DG, Fisheries Administration |
| Oum | Kosal | FAO-KH | AFAOR |
| Hou | Nirmita | MOWA | Director of Women and Health Department |
| Sisovann | Ouk | Winrock | Senior Project Advisor (formerly ILO) |
| Cheam | Pea A | MOI | Deputy DG, National Committee for Sub-National Democratic Development |
| Sok | Samait | CARD | Member of FSN National Trainer Pool |
| Prak | Sophonheary (Dr) | MOH | Deputy Director, Maternal and Child Health Centre |
| Mom | Thany | MAFF | Under Secretary of State |
| Rath | Virak | CARD | Chair, National Training Unit on FSN |
| Niger | | | |
| Salifou | Abdou | FAO | Consultant National |
| Alhou | Abey Bazou | Code Rural | Magistrat, Secrétaire Permanent |
| Alain | Adikan | UITA-Niger | |
| Falade | Affioua Tretou | RDFN | Vice -présidente |
| Boubacar | Altini | PSSFP | Coordonnateur |
| Sabiou | Amadou | METSS | Point focal travail des enfants METSS |
| Soumaila | Amadou | UITA-Niger | |
| Abass | Amina | MDA | Point focal travail des enfants |
| Manou | Bague | MDA | SG/SNAAN |
| Ibrahima | Balla Souley | METSS | Inspecteur du travail, Spécialiste travail des enfants, Vice Président Comité de pilotage |
| Moussa | Dan Malam | FAO | Expert suivi et évaluation |
| Illa | Djimarao | MDA | Secrétaire General, Président du Comité de Pilotage |
| Ibrahim | Farmo | FAO | Coordinateur des Clubs Dimitra |
| Hima | Fatimata | RDFN | Secrétaire générale |
| Idi | Halimatou Moussa | FAO | Consultante Nationale RWEE |
| Ibrahima | Hama | FAO | Coordinateur résilience/CEP |

| Name | | Organisation | Position |
|-------------|------------------|--------------------------|--|
| Salou | Harouna Moussa | INS | - |
| Solange | Heise | FAO | Nutritionniste /FMM Voices of hunger |
| Seydou | Ibrahim | AEDL | Coordinateur |
| Abdoul | Karim Mamalo | | Consultant Directives volontaires foncier |
| Bachir | Maliki | FAO | Assistant Programme |
| Ibrahim | Moussa El Hadj | | Consultant Directives volontaires foncier |
| Niasse | Moustapha | FAO | Conseiller Senior du Représentant |
| Amadou | Ouattara | FAO | Representative, A.I. |
| Ibrahim | Oumarou | FAO | Coordinateur FMM 112 |
| Ada | Rabiou | MPPFPE | Point focal travail des enfants MPPFPE |
| Ousseini | Salamataou | RDFN | Trésorière adjointe |
| Amadou | Saley | FAO | Assistant Programme |
| Sani | Yahaya Djanjouna | METSS | Secrétaire General Adjoint, Vice-Président du Comité de Pilotage |
| Maïkoréma | Zeinabou | FAO | Expert Travail des Enfants |
| Senegal | | | |
| Mamadou | Amadou Sow | INP | Directeur General |
| Alassane | Bouna Ndiaye | FAO | Point Focal FMM/GLO/113/MUL "Dimitra" |
| Aliou | Diatta | SODEFITEX Tambacounda | Point Focal GIPD/FAO |
| Ousseynou | Diop | FAO | Programme Associate |
| Cheick | Gueye | FAO | Assistant Programme |
| Maïmouna | Kane | SODEFITEX Tambacounda | BAMTAARE |
| Vincent | Martin | FAO | Representative |
| Abdoulaye | Mballo | BAMTAARE | Directeur Radio communautaire |
| Mohamadou | Ndéguene Ndiaye | INP | Agent Comptable |
| Abdoulaye | Ndour | SODEFITEX Tambacounda | Chef Département sécurisation des approvisionnements en produits agricoles |
| Papa | Nekhou Diagne | INP | Directeur Technique |
| Madjiguene | Ngom | FAO | Associée Administrative |
| Kader | Ngom | FAO | Point Focal Foncier FMM/GLO/111/MUL |
| Ibrahima | Niang | FAO | Assistant Finance |
| Amadou | Sakho El Hadj | ILO | Analyste de Programmes ETD/BP |
| Makhfousse | Sarr | FAO | Coordination GIPD |
| Oumar | Syll | FAO | Point Focal FMM/GLO/100/MUL |
| Abdouramane | Thiam | FNPC | Directeur exécutif |

FAO

| | |
|------|---|
| AGA | Animal Production and Health Division |
| AGP | Plant Production and Protection Division |
| AGS | Rural Infrastructure and Agro-Industries Division |
| ES | Economics and Social Development Department |
| ESA | Agricultural Development Economics Division |
| ESP | Social Protection Division |
| ESS | Statistics Division |
| EST | Trade and Markets Division |
| FIP | Fisheries and Aquaculture Policy and Economics Division |
| FIR | Fisheries and Aquaculture Resource use and Conservation Division |
| FOM | Forest Assessment, Management and Conservation Division |
| NRC | Climate, Energy and Tenure Division |
| ODG | Office of the Director General |
| OED | Office of Evaluation |
| OPC | Office of Partnerships, Gender, Advocacy and Capacity Development |
| OSP | Office of Strategy, Planning and Resources |
| OSP | Office of Strategy, Planning and Resources Management |
| TCS | South-South and Resource Mobilisation Division |
| SIDA | Swedish International Development Agency |
| DDO | Office of Deputy Director General (Operations) |

Zambia

| | |
|------|--|
| CSA | Climate Smart Agriculture |
| ILUA | Integrated Land Use Assessment |
| MAL | Ministry of Agriculture and Livestock |
| UNZA | University of Zambia |
| EPIC | Economics and Policy Innovations for CSA |

Malawi

| | |
|----------|--|
| ASWAp | Agricultural Sector-Wide Approach |
| DAES | Department of Agricultural Extension Services (MOAIFS) |
| DCAFS | Donor Coordination on Agriculture and Food Security |
| EPIC | Economics and Policy Innovations for CSA |
| ILO/IPEC | International Labour Organisation/International Programme on Elimination of Child Labour |
| LUANAR | Lilongwe University of Agriculture and Natural Resource |
| MOIAFS | Ministry of Agriculture, Irrigation and Food Security |
| MOLH | Ministry of Lands and Housing |
| MOYDS | Ministry of Youth Development and Sports |
| NAP | National Action Plan |
| NASFAM | National Smallholder Farmers Association of Malawi |
| RLEEP | Rural Livelihoods and Economic Enhancement Programme |
| SAPP | Sustainable Agricultural Production Programme |
| MOL | Ministry of Labour |

Ethiopia

| | |
|--------|---|
| RED&FS | Rural Economic Development and Food Security Sector Working Group |
| SFE | Sub-Regional Office for East Africa |
| TARI | Tigray Agricultural Research Institute |
| MOEF | Ministry of Environment and Forests |

Vietnam

| | |
|---------|---|
| ACIAR | Australian Centre for International Agricultural Research |
| CCAFS | Climate Change, Agriculture and Food Security |
| CCAFS | Climate Change, Agriculture and Food Security |
| IAE | Institute for Agricultural Environment |
| IRRI | International Rice Research Institute |
| IRRI | International Rice Research Institute |
| MARD | Ministry of Agriculture and Rural Development |
| MCD | Centre for Marine Live Conservation and Community Development |
| NOMAFSI | Northern Mountains Agriculture and Forestry Science Institute |
| TUAF | Thai Nguyen University of Agriculture and Forestry |

Cambodia

| | |
|------|--|
| CARD | Council for Agricultural and Rural Development |
| FSN | Food Security and Nutrition |
| MOH | Ministry of Health |
| MOI | Ministry of Interior |
| MOWA | Ministry of Women's Affairs |

Niger

| | |
|--------|--|
| INS | Institut National de la Statistique |
| MDA | Ministère de l'Agriculture |
| METSS | Ministère de l'Emploi, du Travail et de la Sécurité Sociale |
| MPPFPE | Ministère de la Population de la Promotion de la Femme et de la Protection de l'Enfant |
| PSSFP | Projet de Sécurisation des Systemes Fonciers Pastoraux |

Senegal

| | |
|----------|--|
| BAMTAARE | Base d'Appui aux Méthodes Techniques pour l'Agriculture et Autres Activités Rurales et Environnement |
| FNPC | Fédération Nationale des Producteurs de Coton |
| ILO | International Labour Organisation |
| INP | Institut National de Pédologie |

Appendix 4: FMM financial summary report by strategic objective¹⁸

FMM SUPPORT TO MTP 2010-2013 AND MTP 2014-2017

| SOs | Project symbols | Country focus | Budget \$'000 | Received \$'000 a/ | Expenditure \$'000 |
|----------------------------|------------------------------|--|---------------|--------------------|--------------------|
| MTP 2010-2013 | | | | | |
| SO A | FMM / GLO/001/MUL | Benin, Burkina Faso, Cambodia, DRC, Gabon, Laos, Mali, Niger, Senegal, Uganda and Vietnam. | 1,315 | 1,650 | 1,650 |
| SO C | FMM / GLO/003/MUL | Benin, Cambodia, China, Congo Republic, Cote d'Ivoire, Guinea, India, Laos, Malawi, Nicaragua and Togo. | 3,070 | 3,165 | 3,169 |
| SO E | FMM / GLO/005/MUL | Burkina Faso, Cambodia, Ecuador, Liberia, Mali, Nicaragua, Paraguay, South Africa, Tanzania and Zambia. | 1,018 | 1,015 | 1,015 |
| SO F | FMM / GLO/006/MUL and babies | Angola, Bolivia, Brazil, Central Asia and Himalaya region, Comoros, DRC, Ecuador, Ethiopia, Gambia, Ghana, Honduras, Kenya, Kyrgyzstan, Malawi, Mexico, Nicaragua, Paraguay, Peru, Zambia, Tanzania and Vietnam. | 13,113 | 13,123 | 13,106 |
| SO G | FMM / GLO/007/MUL | Ecuador, Kenya, Malawi, Mali and Tanzania. | 4,116 | 4,116 | 3,948 |
| SO H | FMM / GLO/008/MUL | Burkina Faso, Bangladesh, Cambodia, Kenya, Laos, Malawi, Mozambique and South Africa. | 1,810 | 3,121 | 2,961 |
| FO X | FMM / GLO/012/MUL | Global | 1,067 | 1,183 | 1,159 |
| Total MTP 2010-2013 | | | 25,507 | 29,785 | 27,009 |
| MTP 2014-2017 | | | | | |
| SO 1 | FMM /GLO/106/ MUL | Angola, Burundi, DRC, Etiopia, Kenya, Malawi, Niger, Senegal, South Africa and Tanzania. | 1,800 | 1,800 | 1,265 |
| | FMM /GLO/111/ MUL | Ethiopia, Guatemala, Malawi, Myanmar, Nepal, Niger, Senegal, South Africa. | 800 | 800 | 666 |

¹⁸ As at 31 December 2014

| SOs | Project symbols | Country focus | Budget \$'000 | Received \$'000 a/ | Expenditure \$'000 |
|------------------------|-------------------|--|---------------|--------------------|--------------------|
| Subtotal SO 1 | | | 2,600 | 2,600 | 1,930 |
| SO 2 | FMM /GLO/112/ MUL | Bangladesh, Burundi, Cabo Verde, Guatemala, Honduras, Kenya, Kiribati, Madagascar, Malawi, Niger, Philippines, Saint Lucia, Seychelles, Sri Lanka, Vietnam and Zambia. | 8,325 | 4,699 | 1,527 |
| | FMM /GLO/110/ MUL | Malawi, Rwanda, South Africa and Uganda. | 1,480 | 1,161 | 501 |
| Subtotal SO 2 | | | 9,805 | 5,860 | 2,029 |
| | FMM /GLO/101/ MUL | Ethiopia | 1,400 | 1,400 | 1,054 |
| | FMM /GLO/113/ MUL | Burkina Faso, Burundi, DRC, Ghana, Niger, Senegal. | 1,600 | 1,600 | 1,305 |
| Subtotal SO 3 | | | 7,400 | 5,900 | 3,988 |
| SO 4 | FMM /GLO/100/ MUL | Malawi, Niger | 4,400 | 2,900 | 1,630 |
| | FMM /GLO/103/ MUL | Global; Angola, India, Uganda | 6,680 | 4,079 | 875 |
| | FMM /GLO/102/ MUL | Regional Africa, SAP - Sub regional Office for the Pacific Islands - Ethiopia, Rwanda, Tanzania | 1,400 | 1,400 | 855 |
| | FMM /GLO/104/ MUL | China, Malawi, RLC. | 400 | 400 | 235 |
| Subtotal SO 4 | | | 8,480 | 5,879 | 1,965 |
| Total 2014-2017 | | | 28,285 | 20,239 | 9,912 |
| Total 2010-2014 | | | 53,792 | 50,023 | 36,921 |

a/ Includes Project Servicing Costs, 13%

Appendix 5: FMM country focus, project details and areas of work

Table 2: Project count and areas of work by country focus (all FMM projects¹⁹, 53 countries)

| Country | Projects | Areas of work | Comments |
|---------------|---|--|---|
| Africa | | | |
| Malawi (11) | EOD 2010-11: FMM /GLO/003/MUL and babies; FMM /GLO/006/MUL baby 1; FMM /GLO/006/MUL baby 5; FMM /GLO/007/MUL baby 2; FMM /GLO/008/MUL baby 8 | Support to small scale fisheries and aquaculture and vulnerability to climate change impacts; Sustainable use of biological diversity for food and agriculture; Climate Smart Agriculture (CSA); Rural Decent Employment Support to country-level learning from actions for food security. | EOD 2010-11: FMM /GLO/007/MUL BABY02 (tot budget 1,814,181 USD) country focus Malawi, Mali and Tanzania; FMM /GLO/006/MUL BABY05 (tot budget 2,138,525 USD) country focus Malawi, Zambia and Vietnam. |
| | EOD 2013 onwards: FMM/GLO/100/MUL; FMM/GLO/104/MUL; FMM/GLO/106/MUL; FMM/GLO/110/MUL baby 1; FMM/GLO/111/MUL; FMM/GLO/112/MUL baby 2. | Rural Decent Employment; Support governments' decision making with reliable data on food insecurity; Climate Change; CSA; Policy advice and support to investment plans to eradicate hunger. | EOD 2013 onwards: FMM/GLO/100/MUL (tot budget 1,399,998 USD) country focus Malawi and Niger; FMM/GLO/104/MUL (tot budget 400,000 USD) country focus Malawi exclusively. |
| Ethiopia (6) | EOD 2010-11: FMM /GLO/006/MUL baby 2; FMM /GLO/006/MUL baby 3 | Strengthening national capacities to monitor, assess, report on, and validate forest resources and land use (REDD+); Climate change adaptation in land and water management. | |
| | EOD 2013 onwards: FMM/GLO/101/MUL; FMM/GLO/102/MUL FMM/GLO/106/MUL; FMM/GLO/111/MUL. | Support governments' decision making with reliable data on food insecurity; Accelerated Agribusiness and Agro-industry Investment Technical Assistance Initiative; Rural poverty reduction; Policy advice and support to investment plans to eradicate hunger. | |
| Niger (6) | EOD 2010-11 FMM /GLO/001/MUL. | Crop production intensification and diversification and pest management | EOD 2013 onwards: FMM/GLO/101/MUL (tot budget 1,400,000 USD) country focus Ethiopia exclusively |
| | EOD 2013 onwards: FMM/GLO/100/MUL; FMM/GLO/106/MUL; FMM/GLO/111/MUL; FMM/GLO/112/MUL baby 1; FMM/GLO/113/MUL | Support governments' decision making with reliable data on food insecurity; Diversification and development of agro-forestry-pastoral production and fisheries and policy advice; Rural Decent Employment; Poverty Reduction and socio-economic development strategies; Policy advice and support to investment plans to eradicate hunger. | EOD 2013 onwards: FMM/GLO/100/MUL same as above; FMM/GLO/112/MUL baby 1 (tot budget 800,000 USD) country focus Niger and Burundi. |

¹⁹ FMM /GLO/012/MUL is not listed in the table because global in nature.

| Country | Projects | Areas of work | Comments |
|------------------|---|---|---|
| Kenya (5) | EOD 2010-11: FMM /GLO/006/MUL baby 3; FMM /GLO/007/MUL baby 1; FMM /GLO/008/MUL. | Climate change adaptation in land and water management; Enabling environment for markets to improve livelihoods Impact assessment and monitoring of policies affecting food security and poverty in support to decision-making. | EOD 2010-11: FMM /GLO/007/MUL BABY01 (tot budget 1,666,614 USD) country focus Kenya and Ecuador; FMM /GLO/008/MUL same as above |
| | EOD 2013 onwards: FMM/GLO/106/MUL; FMM/GLO/112/MUL baby 4. | Support governments' decision making with reliable data on food insecurity; Blue Growth. | |
| Tanzania (5) | EOD 2010-11: FMM /GLO/005/MUL; FMM /GLO/006/MUL baby 3; FMM /GLO/007/MUL baby 2. | Technical Assistance Initiative; Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes; Climate change adaptation in land and water management; Rural Decent Employment | EOD 2010-11: FMM /GLO/007/MUL BABY02 (tot budget 1,814,181 USD) country focus Malawi, Mali and Tanzania |
| | EOD 2013 onwards: FMM/GLO/102/MUL FMM/GLO/106/MUL | Accelerated Agribusiness and Agro-industry Investment Support governments' decision making with reliable data on food insecurity | |
| Burkina-Faso (4) | EOD 2010-11: FMM /GLO/001/MUL; FMM /GLO/005/MUL; FMM /GLO/008/MUL. | Crop production intensification and diversification and pest management; Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes; Impact assessment and monitoring of policies affecting food security and poverty in support to decision-making | EOD 2010-11: FMM /GLO/008/MUL (tot budget 1,809,620 USD) country focus Burkina-Faso, Kenya and Bangladesh. |
| | EOD 2013 onwards: FMM/GLO/113/MUL | Poverty Reduction and socio-economic development strategies | |
| DRC (4) | EOD 2010-11: FMM /GLO/001/MUL; FMM /GLO/006/MUL baby 2. | Crop production intensification and diversification and pest management; Strengthening national capacities to monitor, assess, report on, and validate forest resources and land use (REDD+) | |
| | EOD 2013 onwards: FMM/GLO/106/MUL; FMM/GLO/113/MUL. | Support governments' decision making with reliable data on food insecurity; Poverty Reduction and socio-economic development strategies | |

| Country | Projects | Areas of work | Comments |
|------------------|--|--|---|
| Senegal (4) | EOD 2010-11: FMM /GLO/001/MUL | Crop production intensification and diversification and pest management | |
| | EOD 2013 onwards: FMM/GLO/106/MUL; FMM/GLO/111/MUL; FMM/GLO/113/MUL. | Support governments' decision making with reliable data on food insecurity; Poverty Reduction and socio-economic development strategies; Policy advice and support to investment plans to eradicate hunger; | |
| Zambia (4) | EOD 2010-11: FMM /GLO/005/MUL; FMM /GLO/006/MUL baby 2; FMM /GLO/006/MUL baby 5 | Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes; Strengthening national capacities to monitor, assess, report on, and validate forest resources and land use (REDD+); CSA | EOD 2010-11: FMM /GLO/006/MUL baby 5 same as above |
| | EOD 2013 onwards: FMM/GLO/112/MUL baby 2 | CSA | |
| South Africa (4) | EOD 2010-11: FMM /GLO/005/MUL; FMM /GLO/008/MUL | Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes; Support to country-level learning from actions for food security. | |
| | EOD 2013 onwards: FMM/GLO/106/MUL; FMM/GLO/110/MUL baby 1. | Support governments' decision making with reliable data on food insecurity; Climate Change | |
| Angola (3) | EOD 2010-11: FMM /GLO/006/MUL baby 2 | Strengthening national capacities to monitor, assess, report on, and validate forest resources and land use (REDD+) | |
| | EOD 2013 onwards: FMM/GLO/103/MUL FMM/GLO/106/MUL | Food Loss and Waste Reduction Support governments' decision making with reliable data on food insecurity. | |
| Burundi (3) | EOD 2013 onwards: FMM/GLO/106/MUL; FMM/GLO/112/MUL baby 1; FMM/GLO/113/MUL. | Support governments' decision making with reliable data on food insecurity; Diversification and development of agro-forestry-pastoral production and fisheries and policy advice; Poverty Reduction and socio-economic development strategies | EOD 2013 onwards: FMM/GLO/112/MUL baby 1 same as above. |
| Mali (3) | EOD 2010-11: FMM /GLO/001/MUL; FMM /GLO/005/MUL; FMM /GLO/007/MUL baby 2. | Crop production intensification and diversification and pest management; Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes; Reduction and prevention of child labour. | EOD 2010-11: FMM /GLO/007/MUL BABY02 (tot budget 1,814,181 USD) country focus Malawi, Mali and Tanzania. |

| Country | Projects | Areas of work | Comments |
|--------------------|--|--|----------|
| Uganda (3) | EOD 2010-11: FMM /GLO/001/MUL | Crop production intensification and diversification and pest management. | |
| | EOD 2013 onwards: FMM/GLO/106/MUL FMM/GLO/110/MUL baby 1 | Food Loss and Waste Reduction Climate Change. | |
| Benin (2) | EOD 2010-11: FMM /GLO/001/MUL; FMM /GLO/003/MUL and babies. | Crop production intensification and diversification and pest management; Support to small scale fisheries and aquaculture and vulnerability to climate change impacts. | |
| Ghana (2) | EOD 2010-11: FMM /GLO/006/MUL | Sustainable use of biological diversity for food and agriculture. | |
| | EOD 2013 onwards: FMM/GLO/113/MUL | Poverty Reduction and socio-economic development strategies. | |
| Rwanda (2) | EOD 2013 onwards: FMM/GLO/102/MUL FMM/GLO/110/MUL baby 1 | Accelerated Agribusiness and Agro-industry Investment Technical Assistance Initiative; Diversification and development of agro-forestry-pastoral production and fisheries and policy advice. | |
| Cabo Verde (1) | EOD 2013 onwards: FMM/GLO/112/MUL baby 4 | Blue Growth | |
| Comoros (1) | EOD 2010-11: FMM /GLO/006/MUL baby 2 | Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| Cote d'Ivoire (1) | EOD 2010-11: FMM /GLO/003/MUL and babies | Support to small scale fisheries and aquaculture and vulnerability to climate change impacts. | |
| Congo Republic (1) | EOD 2010-11: FMM /GLO/003/MUL and babies | Support to small scale fisheries and aquaculture and vulnerability to climate change impacts | |
| Gabon (1) | EOD 2010-11: FMM /GLO/001/MUL | Crop production intensification and diversification and pest management. | |
| Gambia (1) | EOD 2010-11: FMM /GLO/006/MUL baby 2 | Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| Guinea (1) | EOD 2010-11: FMM /GLO/003/MUL and babies | Support to small scale fisheries and aquaculture and vulnerability to climate change impacts. | |
| Liberia (1) | EOD 2010-11: FMM /GLO/005/MUL | Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes. | |
| Madagascar (1) | EOD 2013 onwards: FMM/GLO/112/MUL baby 4 | Blue Growth | |

| Country | Projects | Areas of work | Comments |
|-----------------------------|---|--|--|
| Seychelles (1) | EOD 2013 onwards: FMM/GLO/112/MUL baby 4 | Blue Growth | |
| Togo (1) | EOD 2010-11: FMM /GLO/003/MUL and babies | Support to small scale fisheries and aquaculture and vulnerability to climate change impacts. | |
| Asia and the Pacific | | | |
| Vietnam (4) | EOD 2010-11: FMM /GLO/001/MUL; FMM /GLO/006/MUL baby 5. | Crop production intensification and diversification and pest management; CSA | EOD 2010-11: FMM /GLO/006/MUL baby 5 same as above |
| | EOD 2013 onwards: FMM/GLO/112/MUL baby 2; FMM/GLO/112/MUL baby 4. | CSA; Blue Growth | |
| Cambodia (4) | EOD 2010-11: FMM /GLO/001/MUL; FMM /GLO/003/MUL and babies; FMM /GLO/005/MUL; FMM /GLO/008/MUL | Crop production intensification and diversification and pest management; Support to small scale fisheries and aquaculture and vulnerability to climate change impacts; Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes; Impact assessment and monitoring of policies affecting food security and poverty in support to decision-making. | |
| Laos (3) | EOD 2010-11: FMM /GLO/001/MUL; FMM /GLO/003/MUL; FMM /GLO/008/MUL | Crop production intensification and diversification and pest management; Support to small scale fisheries and aquaculture and vulnerability to climate change impacts; Impact assessment and monitoring of policies affecting food security and poverty in support to decision-making. | |
| India (3) | EOD 2010-11: FMM /GLO/003/MUL and babies | Support to small scale fisheries and aquaculture and vulnerability to climate change impacts | |
| | EOD 2013 onwards: FMM/GLO/103/MUL FMM/GLO/106/MUL | Food Loss and Waste Reduction Voices of the Hungry | |
| Bangladesh (2) | EOD 2010-11: FMM /GLO/008/MUL | Impact assessment and monitoring of policies affecting food security and poverty in support to decision-making. | EOD 2010-11: FMM /GLO/008/MUL same as above |
| | EOD 2013 onwards: FMM/GLO/112/MUL baby 4 | Blue Growth | |

| Country | Projects | Areas of work | Comments |
|--|---|--|--|
| China (2) | EOD 2010-11: FMM /GLO/003/MUL and babies | Support to small scale fisheries and aquaculture and vulnerability to climate change impacts. | |
| | EOD 2013 onwards: FMM/GLO/104/MUL | Rural Decent Employment | |
| Kiribati (1) | EOD 2013 onwards: FMM/GLO/112/MUL baby 4 | Blue Growth | |
| Kyrgyzstan (1) | EOD 2010-11: FMM /GLO/006/MUL baby 2 | Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| Myanmar (1) | EOD 2013 onwards: FMM/GLO/111/MUL | Policy advice and support to investment plans to eradicate hunger . | |
| Nepal (1) | EOD 2013 onwards: FMM/GLO/111/MUL | Policy advice and support to investment plans to eradicate hunger | |
| Philippines (1) | EOD 2013 onwards: FMM/GLO/112/MUL baby 4 | Blue Growth | |
| Sri Lanka (1) | EOD 2013 onwards: FMM/GLO/112/MUL baby 4 | Blue Growth | |
| Latin America and the Caribbean | | | |
| Ecuador (3) | EOD 2010-11: FMM /GLO/005/MUL; FMM /GLO/006/MUL baby 2; FMM /GLO/007/MUL baby 1 | Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes; Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+); Enabling environment for markets to improve livelihoods. | EOD 2010-11: FMM /GLO/007/MUL BABY01 (tot budget 1,666,614 USD) country focus Kenya and Ecuador; |
| Nicaragua (3) | EOD 2010-11: FMM /GLO/003/MUL and babies; FMM /GLO/005/MUL; FMM /GLO/006/MUL baby 2. | Support to small scale fisheries and aquaculture and vulnerability to climate change impacts; Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes; Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| Guatemala (2) | EOD 2013 onwards: FMM/GLO/111/MUL; FMM/GLO/112/MUL baby 3. | Policy advice and support to investment plans to eradicate hunger; CSA. | |

| Country | Projects | Areas of work | Comments |
|-----------------|--|--|----------|
| Honduras (2) | EOD 2010-11: FMM /GLO/006/MUL baby 2 | Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| | EOD 2013 onwards: FMM/GLO/112/MUL baby 2 | CSA | |
| Paraguay (2) | EOD 2010-11: FMM /GLO/005/MUL; FMM /GLO/006/MUL baby 2. | Strengthened capacity of forestry institutions to respond to emerging issues and develop financing strategies and national forest programmes; Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| Bolivia (1) | EOD 2010-11: FMM /GLO/006/MUL baby 2 | Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| Brazil (1) | EOD 2010-11: FMM /GLO/006/MUL baby 2 | Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| Mexico (1) | EOD 2010-11: FMM /GLO/006/MUL baby 4 | Capacity building on climate change and agriculture (FAO youth initiative). | |
| Panama (1) | EOD 2010-11: FMM /GLO/006/MUL baby 2 | Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| Peru (1) | EOD 2010-11: FMM /GLO/006/MUL baby 2 | Strengthening national capacities to monitor, asses, report on, and validate forest resources and land use (REDD+). | |
| Saint Lucia (1) | EOD 2013 onwards: FMM/GLO/112/MUL baby 4 | Blue Growth | |

Appendix 6: Brief profile of evaluation team members

Mr David Young

Mr Young is an independent consultant in agricultural economics, marketing and rural development. He has worked in Asia-Pacific, Africa, Europe and Latin America in an international consulting career spanning more than three decades. He has undertaken numerous project design and evaluation studies at project, country and global levels on behalf of international organisations and development financing agencies.

Ms Dang Thu Phuong

Ms Phuong Thu Dang is an independent consultant specialising in the evaluation of Disaster Risk Reduction and Climate Change interventions in Asia and Africa. Her academic background is in regional and rural development planning. Ms Dang has recently carried out assignments for FAO, UNDP, the Overseas Development Institute (ODI) UK, and international NGOs including CARE International, DARA, Challenge to Change, and Oxfam GB. Her evaluation work is supported by her background as a development practitioner in Vietnam, where she was responsible for management and implementation of DRR and Climate Change programmes, and where she developed her interests in policy analysis and advocacy, and networking with Civil Society Organisations and other stakeholders. Ms Dang is also experienced about gender mainstreaming, and about promoting development initiatives for disadvantaged and ethnic minority communities in developing countries.

Mr Giuliano Soncini

Mr Soncini is a Natural Resources expert with more than 20 years of professional experience as independent consultant. He has been working mainly with FAO, Italian Ministry of Foreign Affairs, Milan University on Natural Resources Management, Rural Development, Monitoring and Evaluation. Mr Soncini is also skilled and experienced in the relevant areas of:

- Project and programme planning, management and evaluation in the field of natural resources, rural development and desertification control.
- Planning and fieldwork in terrestrial and marine protected areas and buffer zones.

He is fluent in English and French and has an extensive working experience in African and Asian rural areas.

Ms Georgette Traore

Ms Georgette Traore Konate, national from Burkina Faso, is a sociologist and an independent consultant. She has a proved and solid experience in the areas of rural development, natural resource management and gender. Ms Traore is an experienced facilitator, worked extensively with UN agencies as well as with International, Regional and National Organizations in the field of education and human rights. Ms Traore has more than 30-years of professional experience in West African Countries.



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