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Продовольственная и  
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Organización de las  
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منظمة  
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# PROGRAMME COMMITTEE

## Hundred and Twenty-seventh Session

Rome, 4-8 November 2019

## Indicative Rolling Work Plan of evaluations 2020-2022

### Executive Summary

- This document contains an update to the indicative work plan reviewed by the Committee in November 2018, and integrates the proposal for major evaluations put forward at the informal meeting of the Committee held in June 2019, and new plans for country and project evaluations.
- Regarding major evaluations, besides the evaluations already endorsed by the Committee in November 2018 that focus on FAO's thematic strategies and FAO's contribution to the Sustainable Development Goals (SDGs), the Office of Evaluation (OED) will evaluate FAO's Technical Cooperation Programme and conduct a joint evaluation with IFAD and WFP's Offices of Evaluation on Rome-based Agencies' Collaboration.
- Evaluations of country programmes will continue and pay greater attention to assessing FAO's support to the achievement of national SDG-related programmes, and seek to inform UN country common assessments and strategic planning.
- OED will continue to provide evaluation service to selected projects, and step-up its programme of emergency and resilience evaluations. OED will also deepen its engagement with decentralized offices to increase FAO's capacities to evaluate contributions at regional and country levels.

### Action Requested from the Programme Committee

- The Committee is invited to comment on the updated plan and endorse the plan.

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

**Mr Masahiro Igarashi**  
**Director, Office of Evaluation**  
**Tel. +39 065705 3903**

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## *Introduction*

1. During 2017-2019 the Office of Evaluation (OED) has been conducting evaluations under the Indicative Rolling Work Plan 2017-19 (PC/120/8) approved by the Committee at its 120th session in October 2016, in addition to evaluations of FAO thematic strategies requested by the Committee at its 121th session in March 2017 (PC/121/7), and the evaluation of FAO's Strategy Results Framework, which was requested by the Committee at its 125th session in November 2018 (PC/125/6).
2. This document contains an update to the indicative rolling work plan covering the period 2020-2022<sup>1</sup>, and integrates the proposal for major evaluations put forward at the informal meeting of the Committee held in June 2019, and new plans for country and project-level evaluations as well as enhanced support to decentralized offices for the management of mid-term evaluations.
3. In the period 2020-2022, OED will conduct the remaining evaluations of thematic strategies: the evaluation of FAO's strategy for partnerships with civil society organizations and the evaluation of FAO's climate change strategy (to be covered in the evaluation of FAO's contributions to climate action). OED will also submit an evaluation of FAO's work in statistics, and carry out selected evaluations of FAO contributions to the Sustainable Development Goals (SDGs). As requested at the informal briefing, the Office of Evaluation will also undertake an evaluation of the FAO's Technical Cooperation Programme and present a joint evaluation of Rome-based agencies' collaboration.
4. OED will continue undertaking country programme evaluations that gradually pay greater attention to assessing FAO's support to the achievement of national SDG-related objectives, and produce regional synthesis aimed at identifying trends and enhance learning within regions.
5. Finally, OED will continue to manage evaluations of projects funded by voluntary contributions that have budgets over USD 4 million, as per current policy. As recommended by the evaluation of the FAO's evaluation function (2017), OED is spearheading the development of a "decentralized evaluation system"; herein, project evaluations, especially those carried out at mid-term, are managed by decentralized offices while OED provides guidance, technical support and quality assurance services.
6. *Table 1* provides a list of the evaluations and related reports to be presented to the Committee. *Table 2* provides a list of the proposed Country Programme Evaluations. As per standard practice, the selection of country programmes for evaluation is carried out in consultation with the relevant Regional Office.

## **I. PROPOSED PROGRAMME OF EVALUATIONS**

### **A. Evaluations presented to the Governing Bodies**

7. In 2020, it is planned to present the evaluation of FAO's work in statistics (spring 2020), the evaluation of FAO's partnerships with civil society (autumn 2020) and the evaluation of FAO's Technical Cooperation Programme (autumn 2020). OED will also submit the first batch of SDG-focused evaluations, starting with the evaluation of FAO's contribution to zero hunger (SDG2), which will be presented in two parts: one focusing on FAO's support for SDG2 (spring 2020) and the other examining FAO's role and position in the context of the UN system support for SDG2 (autumn 2020).
8. In 2021, OED will present the evaluation of FAO's support to climate action (SDG13), which will cover the implementation of FAO Strategy on Climate Change (spring 2021), and the evaluations of FAO's support to sustainable consumption and production (spring 2021) and the evaluation of FAO's support to clean water and sanitation (autumn 2021). Moreover, OED together with WFP and IFAD's evaluation offices plan to submit a joint evaluation of Rome-based Agencies' Collaboration (Autumn 2021).

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<sup>1</sup> For country programme evaluations and evaluations of programmes/projects funded by voluntary contributions, this rolling work-plan only covers the period 2020-2021. These evaluations will be decided upon consultations with respective partners, such as regional and country offices and funding partners, closer to the date of its implementation.

9. In 2022, OED will submit an evaluation of FAO's contribution to life on land (SDG15) and an evaluation of FAO's contribution to life below water (SDG14). All the SDG evaluations will be conducted in close collaboration with relevant UN agencies and partners.

10. As in the past, the Committee will continue to receive follow-up reports to previous evaluations prepared by Management after two years of implementing the actions contained in the respective management responses. These are also included in the schedule (*Table I*).

## **B. Country programme evaluations**

11. OED has conducted twenty country-level evaluations in the period 2017-2019, as both a mechanism to provide accountability to Member countries and their populations, and to serve as an opportunity to document results, reflect on achievements, identify lessons learnt for future application, and support dialogue between FAO and the government on strategic direction of the programme. The full reports and the management responses to these evaluations are available on the Office of Evaluation website.

12. In view of the UN reform, and the plan to roll out the UN Sustainable Development Country Frameworks, from 2020 onwards, OED proposes to conduct country evaluations the year in which the country is expected to finalize their UN programming cycle; this way, the reports can inform both FAO's own programming and UN common country analyses and strategic planning. OED will continue to define its programme of country evaluations in close consultation with Regional Offices, and supplement them with the preparation of regional synthesis aimed at identifying regional trends and enhance learning within and across regions.

13. Upon management's request, OED will conduct an evaluation of the Regional Office for Latin America and the Caribbean, which will also cover the role and work of the regional initiatives and the decentralized offices. OED will also carry out an evaluation of the water scarcity regional initiative in the Near East and North Africa, as requested by the Committee, through the project evaluation modality.

## **C. Evaluation of projects funded by voluntary contributions**

14. OED has continued to manage project evaluations of global, regional and national scope, and conduct evaluations of emergency and resilience interventions. In the period 2018-2019, OED has evaluated several global programmes, such as the Integrated Phase Classification Global Strategic programme, the Capacity Development for Agricultural Innovation Systems project and the Global Strategy for Agricultural Statistics.

15. In 2020-2021, OED will finalize evaluations of flagship programmes and projects such as:

- a) Food and Nutrition security Impact, Resilience, Sustainability and Transformation programme
- b) Engaging the food and agriculture sectors in sub-Saharan Africa and South and South-east Asia in the global efforts to combat antimicrobial resistance using a One Health approach programme
- c) Monitoring and Analysing Food and Agricultural Policies
- d) Supporting Developing Countries to integrate Agricultural Sectors into National Adaptation Plans
- e) International Treaty on Plant Genetic Resources for Food and Agriculture's Special Fund, and
- f) Sustainable management of Tuna Fisheries and biodiversity conservation in the areas beyond national jurisdiction project

16. OED will also evaluate large country-level projects such as the "Meeting the Undernutrition Challenge: Strengthening the enabling environment for food security and nutrition in Bangladesh",

and the regional project “Implementing the 2030 Agenda for Water Efficiency/Productivity & Water Sustainability in the Near East and North Africa”, which supports the water scarcity regional initiative.

### **Emergency and resilience evaluations**

17. In the period 2018-2019, OED has carried out evaluations of three major emergency and resilience interventions: El Nino response in Southern Africa (with extensive impact assessments at community level in Malawi, Zimbabwe and Lesotho), the Lake Chad Crisis, and the Syria response. Given the importance of emergency funding and associated accountability requirements and learning needs, OED plans to expand its portfolio of resilience evaluations in the next two years by covering the following:

- a) Yemen Corporate Surge Review
- b) Information on Nutrition, Food Security and Resilience for Decision Making Initiative
- c) Emerging Pandemic Threats Programme (2014-2019)
- d) Peace Building Fund
- e) FAO programmes and results using the approach “Caisses de resilience”
- f) FAO cash transfer programmes, policies and results
- g) Resilience Programme in South Sudan
- h) FAO’s work on Early Warning Early Action, including CERF and SFERA, and
- i) Resilience Programme in Somalia (evaluability assessment only)

18. A synthesis of findings from resilience evaluations that identify lessons around FAO’s strategic and programmatic approach and results in the domain of the humanitarian, development and peace nexus will be finalized in March 2020 and could be presented to the Committee upon request.

19. At the system-wide level, OED will continue to represent FAO in the Inter-Agency Humanitarian Evaluations team and actively contribute to decision-making and evaluation management in this area. As part of this engagement, OED is contributing to the ongoing evaluation on the protection of women and girls in protracted areas of conflict. OED also represents FAO in ALNAP (a global network for learning and evaluations on humanitarian actions) and other working groups in the domain of humanitarian evaluations.

### **D. Enhancing FAO’s capacity to evaluate contributions at country level**

20. Following the recommendation of the Evaluation of the Evaluation Function, OED has taken steps to enhance FAO’s capacities to evaluate its contributions at country level, including a Help-Desk capacity in OED as well as training events and online resources.

21. Furthermore, OED is conducting “a further review of the governance and overview mechanisms for country-level evaluations” as requested by the Committee (CL 160/3), to study options for decentralizing evaluation based on experience and lessons-learned from other agencies and tailored to the specific needs of the Organization with a view to ensuring its evaluation function is fit-for-purpose in the context of the UN Reform and the Agenda 2030. A proposal in that regard is planned to be presented to the Programme Committee at its Spring Session. This will be an initial step for updating FAO Evaluation Policy.

### **E. Other activities**

#### *Contribution to evaluation capacity development*

22. Responding to a call for strengthening external evaluation capacities, enunciated both in a United Nations General Assembly resolution<sup>2</sup> and in the evaluation of FAO’s evaluation function, OED led the creation of a Community of Practice on evaluation for food security, agriculture and rural development: “EVAL-Forward”. This initiative, now jointly supported by all the Rome-based

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<sup>2</sup> A/RES/69/237

Agencies' evaluation offices, aims at promoting the integration of evaluative thinking into national and global SDGs review systems. The Community members comprise evaluators, development practitioners, policy-makers and researchers from national institutions, and offers for many an unprecedented opportunity to access and exchange food security-related evaluation knowledge and information.

23. Over the 2020-2021 period, EVAL-Forward will significantly expand its membership, reaching to and engaging broader audiences interested in evaluation for food security, agriculture and rural development, and using a variety of virtual and face-to-face channels. Based on the evolving needs of the community, EVAL-Forward will develop knowledge sharing and training activities that will strengthen evaluation capacities, with a particular focus on evaluating progress towards the achievement of SDG2.

#### *Participation in the United Nations Evaluation Group (UNEG)*

24. OED is an active member of UNEG, which brings together the evaluation functions of 57 member and observer organizations. In 2019, OED participated in the UNEG Evaluation Week in Nairobi, which brought together over 100 evaluation professionals to share lessons and best practices, and discuss inter-agency work programme and initiatives. Through UNEG, OED contributes to, and co-leads several inter-agency working groups and initiatives.

25. For 2020-2021, OED will participate in inter-agency working groups on such topics as: evaluation methods; peer reviews; human rights and gender equality; capacity development; evaluating policy influence; and partnerships for evaluation. Further, as the Vice Chair of UNEG, the Director of OED chairs the UNEG working group to support new UN Cooperation Framework evaluations in collaboration with the UN Development Coordination Office and the transition team of the UN Secretary-General.

#### *Communication and knowledge management*

26. OED continues to carry out communication and knowledge management activities to promote the use of evaluation results within the Organization, in member countries and by partners. OED plans to strengthen the utility of evaluations for end-beneficiaries, by systematically involving them in evaluation processes and reaching them through appropriate media channels and tailored multimedia resources.

**Table 1. Evaluations and associated reports for the Programme Committee**

<b>Tentative Session of the Committee and evaluations to be presented</b>	<b>Year(s) conducted</b>
<b>Autumn 2019 session</b>	
Evaluation of FAO's private sector partnership strategy	2018-2019
Evaluation of FAO's Strategic Results Framework	2018-2019
<i>Follow-up report on evaluation of FAO's contribution to inclusive and efficient agricultural and food systems (SO 4)</i>	
Indicative Rolling Work Plan of evaluations (update)	
<b>Spring 2020 session</b>	
Evaluation of FAO's support to zero hunger (SDG2)	2019 – 2020
Evaluation of FAO's work in statistics	2019 – 2020
Enhancing FAO's capacity to evaluate contributions at country level: options paper	
<i>Follow-up report on evaluation of FAO's contribution to elimination of hunger, food insecurity and malnutrition (SO 1)</i>	
<b>Autumn 2020 session</b>	
Evaluation of FAO's Technical Cooperation Programme	2019-2020
Evaluation of FAO role and positioning in the UN system in support to zero hunger (SDG2)	2019-2020
Evaluation of FAO's civil society partnership strategy	2019-2020
<i>Follow-up report on evaluation of FAO's contribution to integrated natural resource management for sustainable agriculture (SO 2)</i>	
<b>Spring 2021 session</b>	
Evaluation of FAO's support to climate action (SDG13) and the implementation of FAO Strategy on Climate Change (2017)	2020 – 2021
Evaluation of FAO's support to sustainable consumption and production (SDG12)	2020 – 2021
<i>Follow-up report on evaluation of FAO's work on gender</i>	
<i>Follow-up report on evaluation of nutrition strategy</i>	
<b>Autumn 2021 session</b>	
Evaluation of FAO's support to clean water and sanitation (SDG6)	2020 – 2021
Joint evaluation of Rome-based agencies collaboration	2020 – 2021
Indicative rolling work plan of evaluations	
<i>Follow-up report on evaluation of FAO's Strategic Results Framework</i>	
<i>Follow-up report on evaluation of FAO's strategy for partnerships with private sector</i>	
<b>Spring 2022 session</b>	
Evaluation of FAO's support to life on land (SDG15)	2021 – 2022
Evaluation of FAO's support to life below water (SDG14)	2021 – 2022
<i>Follow-up report on evaluation of FAO's support to zero hunger (SDG2)</i>	
<i>Follow-up report on evaluation of FAO's work in statistics</i>	

**Table 2. Country Programme Evaluations and Programme Evaluations in countries, territories or for groups of countries**

Evaluation title and status	Timing
<b>Africa</b>	
<b><u>Completed</u></b>	
Uganda	Published in 2019
Burundi	Published in 2019
<b><u>Ongoing</u></b>	
Ethiopia	Publication expected in 2020
Sierra Leone	Publication expected in 2020
<b><u>Planned</u></b>	
Madagascar	Publication expected in 2020
Chad	Publication expected in 2020
Eritrea	Publication expected in 2020
South Sudan*	Publication expected in 2020
<b>Asia &amp; the Pacific</b>	
<b><u>Completed</u></b>	
Cambodia	Published in 2019
Timor Leste	Published in 2019
<b><u>Ongoing</u></b>	
Indonesia	Publication expected in 2020
Timor Leste	Publication expected in 2020
<b><u>Planned</u></b>	
Afghanistan*	Publication expected in 2020
Vietnam	Publication expected in 2020
<b>Near East</b>	
<b><u>Completed</u></b>	
Syria*	Published in 2019
<b><u>Ongoing</u></b>	
Lebanon*	Publication expected in 2020
<b><u>Planned</u></b>	
Tunisia	Publication expected in 2020
Iraq*	Publication expected in 2020
Sudan	Publication expected in 2021
Morocco	Publication expected in 2021
<b>Latin America &amp; Caribbean</b>	
<b><u>Completed</u></b>	
Mexico	Published in 2019
Cuba	Published in 2019
Sub-regional Office for Mesoamerica	Published in 2019
<b><u>Planned</u></b>	
Regional Office for Latin America and the Caribbean	Publication expected in 2020

Europe and Central Asia	
<b><u>Ongoing</u></b>	
Georgia	Publication expected in 2020
Armenia	Publication expected in 2020
<b><u>Planned</u></b>	
Moldova	Publication expected in 2020

\* Country evaluations with large resilience components