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PROGRAMME COMMITTEE

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FOLLOW-UP ON THE EVALUATION OF FAO'S ROLE AND WORK IN FOOD AND AGRICULTURE POLICY

Introduction

1.   The Evaluation of FAO's role and work in food and agriculture policy was reviewed at the 110th session of the Programme Committee in May 2012.[1] The Committee appreciated the quality of the Evaluation, which made six recommendations. In the Management Response,[2] the Secretariat welcomed the Evaluation and accepted all of the recommendations.

2.   Substantial progress has been made toward implementing most recommendations, while recognizing that further work is still needed in several areas as described below. In particular, the finalization of FAO's reviewed Strategic Framework and systematic implementation of results-based management principles in the corporate-wide monitoring and evaluation framework have helped to address many of the recommendations and sub-recommendations, or have triggered and been complemented by follow-on actions that strengthen FAO's role and capacity for policy support.

3.   The Evaluation of FAO's role and work in food and agricultural policy contained useful critical discussion of relevant aspects of other evaluations of FAO's policy-related work. It offered a wide range of insights and suggestions that remain the basis for ongoing corporate efforts to realize FAO's unique potential to serve as trusted policy advisor to Members.

4.   This report provides an update on implementation of the Evaluation recommendations in terms of achievements, challenges and the way forward. Progress on implementing the recommendations is summarized below and is detailed, with examples as appropriate, in the matrix, including Management Action Record (MAR)[3] Scoring.

A. Achievements

5.   As noted by Management, the Evaluation took place in a rapidly evolving context of ongoing reform and important changes in strategic planning. Yet, important progress has been made to develop responses to several key issues identified in the Evaluation.

   a) **Unlocking FAO's unique potential for multidisciplinary policy collaboration:** The Evaluation highlighted FAO's unique capacity to bring to bear world-class expertise in multiple fields as an important comparative advantage for FAO's role as trusted policy advisor. However, it was also noted that fragmentation along "horizontal" and "vertical" lines between units at headquarters and between headquarters and decentralized offices made interdepartmental, interdisciplinary collaboration the exception, rather than the norm. The reviewed Strategic Framework and the intensive planning process that followed its preparation have changed the incentives for interdisciplinary work and launched a corporate-wide process of improvement of the premises and conditions under which FAO's policy work will now unfold. The establishment of multidisciplinary teams for each Strategic Objective provides for a multidisciplinary approach to policy work. One important example of institutional change triggered by planning under the reviewed Strategic Framework has been a major effort involving several technical and policy departments to articulate a common vision for sustainable agriculture.[4]

   b) **Strengthening or building Members' capacity for evidence-based policy analysis and formulation:** The Evaluation highlighted the need for incorporating capacity building in country-specific policy support work and asserted that FAO's policy support should enable the countries themselves to formulate policy preferences on the basis of sound analysis of available evidence. In countries with the greatest need for policy support, however, the national institutional capacity for such analysis is often quite weak or, in some cases, non-existent. It is therefore essential for FAO to invest in efforts to strengthen the enabling environment for policy – information systems, institutions, frameworks, tools, and

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[1] PC 110/5

[2] PC 110/5 Sup. 1

[3] Management Action Record (MAR) Scoring devised by the Office of Evaluation (OED), on a six-point scale, in which FAO Management self-assessed the level of adoption and implementation of recommendations.

[4] Sustainable Food and Agriculture – Vision, principles and approaches, December 2013.

autonomous capacities for data analysis. Such efforts, taking into consideration the Evaluation, have become a major corporate focus within the reviewed Strategic Framework. They are given strong support, especially through the focus of Strategic Objective 1 (eliminate hunger, food insecurity and malnutrition) to promote enabling policy environments, as well as in other Strategic Objectives.

c) **Overcoming vertical fragmentation while fostering a shift from project- to policy-centred support:** A key area of work during the last two years has been to achieve greater coherence between efforts to align FAO's services around "bottom-up" demands coming from the country level and efforts to achieve greater strategic focus at the corporate level. The country-level efforts have been centred on priorities identified through the Country Programming Framework (CPF). The CPF enables early identification of needed policy support. The reviewed Strategic Framework includes a strong policy and programmatic orientation and all five Strategic Objectives have incorporated important emphases on policy support to countries - for example, through regional initiatives such as the *"Renewed partnership for a unified approach to end hunger in Africa by 2025 under the framework of* CAADP*CAADP"*. This delivery mechanism, which was defined to help align regional and country level activity within the reviewed Strategic Framework, will further strengthen the linkages between country-level, as well as subregional and regional levels and corporate-level policy work. Now that major institutional changes have been undertaken, it remains to more sharply define how policy support will be provided in the field. Policy officers in decentralized offices will be central to this process as they are in charge of providing technical support for the CPFs at country level and also to deliver policy assistance to countries.

d) **Building an accountability and impact culture:** As noted in the Management Response, establishment of "a proper accountability system is not specific to policy work; it is a corporate issue and a prerequisite for successful implementation of the reform of FAO as a whole." All of FAO's work, including its policy work, is now governed by the results-based management system implemented under the reviewed Strategic Framework. For all activities, Strategic Objective teams have identified impact pathways, intended results and indicators, and relationships and responsibilities for delivery. The reporting framework will support not only greater accountability, but more rapid and sustained organizational learning in all areas, including policy support.

e) **Assuring a sustained, integrated, responsive, efficient, effective and flexible approach to policy support:** The Evaluation placed substantial emphasis on, and offered numerous suggestions for creating a sharper corporate-wide focus on country-specific policy analysis and support. To accomplish this, the ADG-ES has been assigned lead corporate responsibility for assuring the overall quality of FAO's work in both policy support and governance. A new unit for governance and policy support would be established in the Office of the ADG/ES to provide ongoing support to these functions, including facilitating a corporate-wide consultation to design a roadmap to further consolidate a vision and principles to guide country-specific policy support in line with the reviewed Strategic Framework. In the context of the strategic planning process, three priorities have been identified for its governance and policy-related work over the current biennium: supporting FAO's strategic engagement in multilateral processes such as the High-level Task Force on the Global Food Security and the post-2015 Sustainable Development Agenda; professional staff development tools to strengthen FAO field officers' abilities to actively advocate and sustain a more innovative and politically-relevant policy agenda; and developing a framework for more rigorous stakeholder analysis in the varied contexts of FAO's policy work.

B. Challenges and way forward

6.   Management appreciates the contribution of the Evaluation to the strategic planning process, through which it has been challenged to assume a higher profile and greater organizational responsibility as trusted policy advisor to Members. The broad agenda for institutional and programmatic reform laid out in the evaluation report has driven the implementation of actions agreed

over the past two years, but patient, sustained corporate-wide efforts will be required to further transform the internal culture, skills and external profile of the Organization.

7.   Prioritization and sequencing of steps are important. Management believes that the priority placed on the strategic planning process has helped to establish a renewed corporate sense of mission, policy focus, and impact culture. These reforms have enabled a long-term, sustained shift in FAO's ability to provide high-quality policy support that enables countries to make well-informed choices in line with their own national and regional priorities

8.   Given the deterioration of the global economic and fiscal environment, and the still-compelling need to address fundamental issues of hunger and poverty eradication and sustainable development, Management considers that it is crucial for FAO to continue to evolve its concept of mission and role in ways that build upon and reinforce its role as trusted advisor to Members. Enhanced governance and partnership work are indispensable complements to the policy support function. Delivering on policy support requires an ability also to mobilize, articulate and channel or guide human, financial and technical resources that the Organization does not control directly.

9.   Management will continue to implement follow-up actions in response to the Evaluation recommendations, building on the transformational changes underway, as well as on the 2013 Evaluation of FAO's role in investment for food and nutrition security, agriculture and rural development.[5] This will include: i) consolidation of country policy support mechanisms and finalization of a roadmap for additional measures to enhance country-specific policy work (in coordination with the investment planning at country level); ii) further decentralization of country and regional policy work; iii) development of staff capacities for enhanced policy analysis and support; iv) increasing policy capacities in FAO offices; v) continued strengthening of policy intelligence and impact assessment culture; and vi) exploring opportunities for external funds to support these efforts.

Guidance sought from the Programme Committee

10.   The Programme Committee may wish to note progress in the implementation of the Evaluation Recommendations and provide its views on the follow-up report.

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[5] PC 113/2

Accepted evaluation recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score 1 low – 6 high (see below)
Recommendation 1.1: FAO should protect the excellent policy work conducted at global level.	1.1.1 Focus on protecting global policy work and strengthen it by ensuring global policy products are corporate and reflect multi-disciplinary comparative advantage of FAO.	Budgetary allocation for 2014-2015 has ring-fenced the resources required for Corporate Technical Activities, including Flagship publications, CFS and bodies established under Article VI and XIV of FAO Constitution, as well as a number of UN system and other global policy related initiatives where FAO participates. 2013 Corporate Publishing Policy makes provision for enhanced corporate flagship publications drawing upon the multidisciplinary comparative advantage of FAO.	The new ring-fenced budgetary allocation and the new Corporate Publishing Policy have a direct, positive impact on global policy products planning for the biennium.	4 to 5
	1.1.2 Identify global outputs and outcomes (including flagship publications) that are high Organizational priorities.	Global outputs and outcomes were reviewed and Organizational priorities were reaffirmed or identified during the Strategic Planning process. Flagship publications identified as priority Corporate Technical Activities for biennium 2014-2015 include SOFA, SOFI, SOFIA, SOFO, State of Agricultural Commodities Markets (SOCO), a joint publication on commodities and trade-related issues, OECD-FAO Agriculture Outlook, and Global perspective studies. The scope for renewed central support to language production for the flagships, decentralized since 2010, is also being explored.	The 2014-2015 PWB reflects the high organizational priorities related to global policy support work. Production support in the official languages has been increased and will help guarantee quality and minimize risk.	5

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	1.1.3 Ensure consistent requirements for review and production (including translation).	New Corporate Publishing Policy includes requirements for review and provisions concerning translation. The review and production requirements for the officially designated flagship publications have been aligned in accordance with existing best practice and these requirements documented in the Publishing Policy. The translation requirements refer only to the officially designated list of flagships, namely, SOFI, SOFA, SOFIA and SOFO (AC 2006/13), which has not yet been updated.	Review and clearance requirements help to ensure that all departments and regional offices have inputs to the content and messaging of all official flagships, leading to greater relevance and coherence.	4 to 5
	1.1.4 Ensure sufficient resources for production and dissemination.	Sufficient resources have been allocated for 2014-2015 (see 1.1.1). Under the Strategic Framework, adequate funding for producing and disseminating flagship publications, the Global Perspectives work and support to the Committee on World Food Security was secured. Flagships now published also as e-books and electronic dissemination has been extended, via targeted mailings and social media campaigns.	Assured funding will allow for more effective planning and production. Increased electronic dissemination has strengthened outreach and improved the timeliness of reaching stakeholders.	4 to 5

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	1.1.5 Address via increased application of resources the declining capacity to engage with users and other stakeholders in production and dissemination of these outputs whether through intergovernmental groups or technical committees, Regional Conferences and workshops, as well as through global governance processes.	The capacity to engage with users and other stakeholders in the production and dissemination of global policy analysis and support products was considered in the preparation of the PWB 2014-15. Engaging with intergovernmental groups and technical committees, Regional Conferences and global governance processes for the preparation and dissemination of global policy analysis and support products remains a challenge.	The reviewed Strategic Framework and the PWB 2014-15 provide the basis upon which the production of global and regional food and agriculture policy analysis outputs and their discussion with users and stakeholders will take place. Assured funding will allow for more effective planning and production.	2 to 3

Accepted evaluation recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score 1 low – 6 high (see below)
Recommendation 1.2: FAO needs to set clear priorities for its role in country-level policy assistance.	1.2.1 Prepare guidance for formulation of policy assistance priorities and pathways, in particular in the context of the Country Programming Framework, while maintaining sufficient flexibility and agility to respond to needs/issues as they arise. Link to 1.3 and 1.4.Describe Action(s)	The Strategic Framework and the SO work plans provide guidance on the formulation of policy assistance priorities and pathways. Further work needs to be undertaken in mainstreaming this guidance during the CPF formulation and implementation reviews. Revised guidelines for FAORs' annual reports with increased attention to the results of CPF implementation, including those related to policy support, were adopted. The implementation of Country Programming Guidelines - Policies and Principles and the CPF Guide was starting at the time the Evaluation concluded. It is now being complemented with preparatory work for providing guidance, at country level, on policy work (e.g. EST on trade). A proposal on further decentralization at regional level of responses to country requests has been developed and a roadmap for a more robust approach to country policy support in the framework of the new delivery mechanisms is under preparation.	The SO results chain sets clear functional and thematic priorities for FAO role in country level policy assistance. The revised FAORs profile, mandate and reporting procedures pave the way for upgrading FAO capacity and attention given to policy support. FAO's work in support to the High-level Task Force on Food Security Zero Hunger Challenge (ZHC) has prompted an agreement between UNDP and FAO to foster greater integration and coordination of efforts within the UN Country Team in the provision of support at country level, including in particular policies relating to ZHC, MDGs and Post-2015 agenda. This will impact on the future implementation of the guidance adopted for CPF formulation and implementation, providing necessary conditions for better articulating FAO policy work in addressing governments' priorities. The reinforcement of the decentralization of responses to country requests provides the basis for enhanced subsidiarity, flexibility and adaptation of response to needs.	3 to 4

Accepted evaluation recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score 1 low – 6 high (see below)
Recommendation 1.3: To guide FAO's priority-setting and strategic management of policy assistance, it is recommended that Management articulates a detailed vision and strategic approach, which is based on a thorough analysis of FAO's comparative advantage as a global organization as well as its mandate.	1.3.1 Develop overarching management vision and strategic approach to policy assistance and for priority setting at country/regional level that will include requirements and methods for well informed assistance to address various stages of the policy cycle (e.g. policy formulation, intelligence, monitoring and capacity development). Link to Recommendations 1.2, 1.4, 2.1 measure 1 and Recommendation 6.	Management's overarching vision and strategic approach to policy assistance and priority setting is included in the policy statements of the reviewed Strategic Framework and SO work planning process. SO work plans, the related results chain, Regional Initiatives and the CPFs are now the context within which priority setting for policy assistance at region and country level is organized. In the SO1 work plan, which concerns the enabling environment for evidence-based policy, provision has been made for establishing policy intelligence and preparedness, and policy monitoring capabilities, in the form of staff time, products and services. Nevertheless, extrabudgetary resources will be required.	The Strategic Framework's vision and approach strengthen the policy function and role of FAO, which is intended to become a facilitator of high-level country policy and governance processes. The PWB 2014-15 foresees that policy work will support actively cross-sectoral coordination and multistakeholder processes. -	4 to 5

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Recommendation 1.4: FAO can and should play a leading role in changing the way that policy formulation support is provided, particularly through a better analytical basis and a more strategic and stakeholder-participatory facilitation, and with on-going engagement staff, so that there is greater country ownership and consequently a better chance of policies being accepted and sustainably implemented.	1.4.1 See action above for Recommendation which also applies here.	See 1.3 above.	See 1.3 above.	4 to 5
	1.4.2 Organize and use country and regional level multi-stakeholder structures and fora to improve engagement and ownership in the policy cycle.	The reviewed Strategic Framework and delivery mechanisms provide an effective framework and appropriate modalities for implementation of this action.	Examples of Regional Initiatives rooted in regional and national organizations, mechanisms and fora: - Regional Initiative on Resilience Building in Drylands of Africa (Sahel and Horn of Africa); - Renewed partnership for a unified approach to end hunger in Africa by 2025 under the CAADP framework of CAADP; - Support to the Hunger Free Latin America and the Caribbean Initiative; and - Support to the Zero Hunger Challenge in Asia and the Pacific. - Regional Rice Initiative in Asia and the Pacific Region for further mainstreaming the	4 to 5

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			project implemented in selected countries into national policies in the 2014-15 biennium. In the Near East and North Africa the- The initiative on "building resilience for enhanced food security and nutrition" Improving for which the first objectives is to enhance capacities for developing policy frameworks and investment programme for food security and nutrition at the national and regional levels. - Major extrabudgetary programmes e.g. (EU/FAO Global Governance for Hunger Reduction) have been re-aligned to support regional initiatives.	
	1.4.3 Ensure coherence with FAO decentralization strategy.	See comment on 1.2.1 fifth paragraph. The road map being developed for better responding to country requests will be prepared in line with FAO decentralization policy.	Regional Initiatives are a vehicle for policy assistance at the decentralized level, drawing headquarters members of SO Teams into regional and national policy work. Decentralised Policy Officers sitting in the Regional and sub-regional are supporting countries for policy formulation, and analysis in various areas. Policy officers at decentralised level are supporting countries policy requests with the technical inputs and global guidance from ES-ADG office. For example: - RAP Policy officer is supporting thought an FAO-DfID co-funded project to propose policy options for food grain reserves for the National Food Security Bill in India. - RAF Policy officer in RAF is supporting with the FAO Investment Centre the finalisation and operationalization of the 3N	5

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			Initiative in Niger.	
	1.4.4 Increase policy capacities in FAO offices (selected countries, subregions, regions) to ensure adequate mass of policy expertise.	Policy capacity of selected country offices and subregions is being reinforced. There are Policy officers operating at regional and Subregional levels, covering countries policy activities. With the transfer of budget holder responsibilities for emergency projects, the FAORs are now in a position to more effectively seek and mobilize needed resources, including those related to policy assistance. At SRO staffing level, the "skill mix" of staff takes into consideration regional and subregional specific contexts, including policy support needs.	In the framework of the Renewed Partnership on Ending Hunger in Africa, policy officers are being hired in the four focus countries. Major extrabudgetary programmes e.g. (EU/FAO Global Governance for Hunger Reduction) have been re-aligned to support the recruitment of policy officers in selected countries.	5

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	1.4.5 Ensure new terms of reference of FAORs include policy-related tasks and functions and adjust selection process and profiles accordingly.	See 1.2.1 above. Given the need for the FAORs to be operational and effective in the shortest period of time, preference is given to candidates who have experience in leading agricultural and rural development activities and, if possible, have already worked with FAO. For countries in protracted crises, experience in management of emergency operations is considered an advantage. In a number of cases, emergency-qualified deputy FAORs have been designated to ensure policy relevant participation in the humanitarian country team, leading to prioritization and resource mobilization for food security livelihoods. In many protracted crisis countries the Secretariat has guided FAORs to include humanitarian policy responsibilities in their annual performance evaluation.	With the improvement of the FAOReps selection process, there is a perceptible enhancement in their capacity concerning policy, in the management of country offices, and in the timeliness of recruitment With reinforcement of FAO country leadership capacity for emergencies, the visibility and policy dialogue on food security and livelihood support has significantly expanded and is more widely used in the humanitarian community when deciding on actions to be taken.	5
	1.4.6 Ensure policy skills considered in recruitment and training plans of FAORs.	See 1.4.5 above. Management decision to launch an FAOR training programme to reinforce FAO country offices capabilities, including policy support and investment planning.	See 1.4.5 above. Initial courses are under preparation.	5
	1.4.7 Adequately embed and reflect policy work and priorities in Organizational Outputs and Results.	See 1.2.1 and 1.3.1 above.	See 1.2.1 and 1.3.1 above.	5 to 6

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Recommendation 2.1: FAO needs to strengthen the accountability for the performance and impact of its country-level policy assistance, since this is a prerequisite for any other reform effort to work. Measure 1: Create a Policy Intelligence and Preparedness System at the country level. Measure 2. Define country-specific impact pathways and results for policy assistance. Measure 3. Strengthen the accountability for policy assistance impact through incentives and performance management involving the Regional Conferences and FAOReps. Measure 4. Develop a system to monitor the impact of policy assistance at country level.	See Actions 2.1.1 to 2.1.6 below.	The foundation for policy work accountability was established in the PWB through policy indicators at outcome level, and through indicators on capacity for policy work or partners at country level. A corporate Monitoring and Evaluation framework was established and continues to be further elaborated for the MTP/PWB.	The results will be measured through corporate indicators for policy-related capacities. In the context of the CPF of focus countries of the Regional Initiatives, pathways are being established through indicators of outcomes and capacities. Currently, the Corporate Baseline Survey for Outcome Indicators is ongoing in 39 countries, which will permit assessing country policy environment progress at the end of the biennium. An instrument, the "Food Security Commitment and Capacity Profile" was elaborated, that sets a standard for analyzing country efforts, based on decentralized data gathering, entry and management. Management Response to the Evaluation has highlighted that implementation of the measures recommended would have financial and human resource capacity implications, and these are considered in the new PWB.	4

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	2.1.1 Carry out review of existing knowledge management e-platforms and initiatives related to country-level policy assistance to identify overlaps, synergies, gaps.	EE-platforms and initiatives related to country-level policy assistance were in part reshuffled and reorganized.	Improvements in the rationality of institutional location and management of the concerned instruments.	3
	2.1.2 Based on review prepare plan for streamlining and harmonizing existing systems to render better service to users of policy monitoring functions.	A proposal for a Policy Intelligence and Preparedness system including policy monitoring functions has been developed, and extrabudgetary resources to support its establishment are being solicited.	Action agreed is currently being implemented.	3
	2.1.3 Set global standards and quality assurance to allow decentralized data/information gathering, entry and management.	Standards such as policy indicators at outcome level and indicators on capacity for policy work of partners at country level were developed and continue to be further elaborated.	Action agreed is currently being implemented.	3
	2.1.4 Prepare guidelines for formulation of policy assistance pathways in context of Country Programming Frameworks, while maintaining sufficient flexibility and agility to respond to issues as they arise.	See 1.2.1 above.

SROs and ROs are now reviewing the CPF priorities and results - outcomes and outputs - and discussing them at Regional Conferences, which provide the main regional forum for the identification of policy priorities. | Limited impact of action agreed so far. | 2 |

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	2.1.5 Implementation of measure 2 is linked to measure 1 and Recommendation 2.2. It requires innovative and sustainable management decisions on need to generate, develop and manage policy intelligence functions in FAO and provide capacity development support to countries.	The reviewed Strategic Framework addresses the need for policy intelligence and preparedness systems at country level, as well as the need for eliminating vertical and horizontal fragmentation of SO policy-related work.	Innovative modalities through which policy assistance, in particular policy intelligence and capacity development support is now being delivered include: - The Improved Global Governance for Hunger Reduction Programme that promotes informed and inclusive dialogue, improves access to higher quality information, and assists focus countries policy processes. - The Monitoring African Food and Agricultural Policies programme, which provides, *inter alia*, evidence for CAADP implementation at regional and country level. - The National Food Policy Capacity Strengthening Programme in Bangladesh, which effectively facilitates cross-sectoral food policy work.	2 to 3
	2.1.6 Integrate in Organizational Outputs and Performance Evaluation Management System	The reviewed Strategic Framework and CPF provide monitoring framework for this action.	The corporate monitoring and evaluation framework provides for this agreed action.	4 to 5

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Recommendation 2.2: FAO needs to address horizontal and vertical fragmentation of policy work in its institutional structure.	2.2.1 Mapping of existing policy functions and assistance, including related Organizational Output teams, against vision of how FAO policy work should evolve in coming years. This analysis should include accompanying structural changes, capacity building and adjustments to products and services necessary to evolve from the current situation to the target.	Actions were taken in the context of the reviewed Strategic Framework and delivery mechanisms for addressing horizontal and vertical fragmentation. The delivery mechanisms (Regional Initiatives and CPFs) established by the strategic planning process are systematically aligned with the new Strategic Objectives. The mapping of existing policy functions in the context of the reviewed Strategic Framework still remains to be completed.	The new "business model" of FAO was designed precisely to avoid fragmentation, ensure more multidisciplinary collaboration and field work driven by policy needs. For example the planning exercise has been conceived in a way to ensure cross-SO collaboration (addressing horizontal fragmentation) and integration with the decentralized offices (reducing vertical fragmentation), which may also contribute to action 1.4.4.	4 to 5
* To consolidate its policy work and increase capacity for policy assistance at country level using existing resources, the Policy Assistance and Food Security Support Services (TCSP and TCSF) should partly be shifted to the Economic and Social Department, and partly to decentralized offices.	2.2.2 Prepare detailed proposal for addressing horizontal and vertical fragmentation through appropriate mix of measures, including transfer of TCSF/TCSP to ES, decentralization, strengthening of Organizational Output and Result teams, FTNs (building on lessons learned with existing teams and networks such as the Forestry FTN) and "internal contracting of policy assistance services" and other options.	Concerning the mix of measures agreed, action has been taken for: i) transfer of all identified staff and non-staff human resources; from TCSF and TCSP to ES; ii) reinforcement of decentralization; and iii) constitution of Organizational Results Teams (SO Teams). Following the transfer of policy functions from TCS to ES, a Cross-Division Policy Team (CDPT) was established in 2012 to harmonize existing ES and former TC policy assistance functions, and contribute to developing a strategy for FAO's policy assistance work. An internal report was submitted in June 2013.	Same as above. to ES	4 to 5

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* FAO should experiment with creation of formal Functional Technical Networks (FTNs) or alternative informal structures that focus on policy advice in subregions and/or in selected high-priority countries.	See 2.2.2	As foreseen in the Strategic Framework, internal technical networks are being established in the main technical disciplines for capacity development, exchange of information and knowledge among technical staff at all locations, as well as for quality assurance of FAO's technical work. The potential of technical networks to improve capacity to provide policy advice is being considered.	Measures are only emerging and becoming effective now.	2
* FAO should implement policy of requiring staff in policy units at headquarters to "sell" specified share of their time to country policy assistance activities.	See 2.2.2	Modalities for agile "internal contracting of policy assistance services" are now only gaining relevance in the context of the new delivery mechanisms. Divisions have made advance commitments to support delivery of products and services under the detailed work plan of the SOs.	Measures are becoming effective now.	3
Recommendation 3: FAO should create an "impact assessment culture" with particular emphasis on assessing the impact of its country-level policy work and require all units doing policy work to document evidence trails for impact assessment.	3.1 Clarify causality and attribution of policy assistance ranging from production of outputs, outcomes and impacts (which is ongoing area of research).	The implementation of SO result chains and overall design of deliverables in the PWB provides a basis for greater clarity of causality and attribution of impacts. Within the CPF, outputs and outcomes of policy related projects now contribute to higher level results (CPF outcomes, UNDAFs, national goals, Strategic Framework).	Measures are becoming effective now.	3 to 4

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	3.2 Start by developing policy impact measurement culture in FAO and consolidating policy monitoring and intelligence functions based on existing initiativesEx ante policy impact assessment and Value Chain Analysis tools, policies relating to food and agriculture are regularly monitored in this publication..	Support to monitoring and intelligence functions based on existing initiatives has continued, and initiatives such as MAFAP and FAPDA are under unified management and are monitored under the same organizational outcome.	MAFAP and FAPDA reports were produced in 2013, contributing to policy intelligence and measurement culture. RAP also brings out the monthly Asia-Pacific Food Price and Policy Monitor (APFPPM). The prices of several common items of food consumption in member countries as well as national policies relating to food and agriculture are regularly monitored in this publication. Major extrabudgetary programmes (e.g. EU/FAO Improved Global Governance for Hunger Reduction) have been re-aligned to support policy intelligence and impact measurement.	2 to 3
	3.3 Develop country-level policy impact assessment approach and methodology and include other organizations working in this area (IFPRI, WB, IFAD and WTO).	Approach and methodology include Food Security Commitment and Capacity Profile (FSCCP). Policy monitoring work based on MAFAP and FAPDA includes interaction, collaborations and informal partnership with WB (public expenditures), WTO (Trade policy), IFAD and IFPRI.	FSCCP and baseline survey are used at country level. Limited inclusion of other organizations working in this area as yet.	3

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	3.4 Revisit, adjust and systematically apply new logical framework for policy-related projects, including steps to include impact assessment.	The project cycle guide (applicable for all trust fund projects, technical cooperation and emergency projects, including UNJPs) has been revised requiring that all projects include a logical framework as centrepiece for monitoring and reporting against the project results – outputs, outcomes and impact. In ensuring a strategic, results focus orientation at the country level, project impacts should reflect higher programmatic outcome to which project contributes (the CPF but also UNDAF, national goals, and the Strategic Framework). The logical framework matrix (LFM), being part of the Field Programme Management Information System (FPMIS), also requires that the information related to the achievement of the results is systematically tracked as part of an online system, allowing the Organization an evidence trail of such assessments. The three key performance assessment criteria – relevance, feasibility and sustainability underpin the entire project cycle, from its early design phase (Concept note) to its implementation monitoring and reporting. * A review of current practices is underway, and recommendations for improving monitoring and reporting of policy work are being developed.	Action agreed is currently being implemented.	5

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	3.5 Train staff on performance assessment at individual and corporate levels (link to Rec. 4).	Within the framework of the Effective Country Programming, training on Project Cycle management, including aspects related to performance assessment, has been conducted across regions, with the participation of relevant staff involved in project cycle management.	Performance assessment and RBM culture continues to progress at corporate level.

As most of the Project Cycle management trainings were delivered during 2013, their impact will be observed in the course of the current biennium. Feedback from staff trained indicates that there is growing understanding of project performance assessment methodology and related reporting techniques, which will support evidence-based decision making at project level.

Better performance assessment at project level will also contribute to better performance assessment of the results achieved at CPF level, and their contribution to higher country level impacts. | 3 |
| Recommendation 4: FAO managers of policy work consider the analytical capabilities of their staffs to identify gaps in skills that would be relevant in dealing more adequately with uncertainty in policy analysis and investment planning. | 4.1 Carry out capability needs assessment and human resource capability mapping. | A high-level skills assessment has been carried out at regional and headquarters level reviewing *inter alia* gaps in policy and M&E skills. | Capacity needs assessment established the basis for an action plan. | 5 |
| | 4.2 Based on results of the above, develop capacity development programme to upgrade human resource capabilities. | An Action Plan for staff capacity development is being developed. | Measure is currently being implemented. | 2 to 3 |

Accepted evaluation recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score 1 low – 6 high (see below)
Recommendation 5: FAO should continue to innovate in and expand the emphasis on its e-engagement efforts in order to extend its communications regarding policy.	5.1 Carry out review of existing knowledge management e-platforms and initiatives related to policy assistance functions in FAO to identify overlaps, synergies, gaps.	Even though a specific review was not finalized, the transfer process from TC to ES of staff and the analysis carried out by CDPT following the transfer of these people (see 2.2.2) revealed overlaps and synergies. CDPT made a number of recommendations on issues requiring focussed attention. Action on these recommendations was postponed pending completion of high-level and detailed work plans of the Strategic Framework.	The review of existing knowledge management platforms and initiatives is ongoing.	2 to 3
	5.2 Based on review, prepare plan for streamlining and harmonizing existing systems to render a better service to users of policy assistance.	The review and harmonization of existing systems and initiatives is still on-going.	Impact will develop over the biennium.	2 to 3

Accepted evaluation recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score 1 low – 6 high (see below)
	5.3 Produce regular policy reports at global, regional and country level.	Management is committed to extend its communications regarding policy. Results established in the PWB are the basis on which enhanced policy reporting will draw at regional and global levels. CPF and FAOR Annual Reports, and policy intelligence and monitoring instruments in place provide an informational basis for country reports. Country FAOR Annual Reports, with the introduction of amended reporting guidelines (in 2014), provide information about the results achieved by FAO at country level in the context of the CPF implementation, including also those related to policy assistance, as relevant to the country. The reports are available in the COIN electronic platform.	At the global level, FAPDA produced a report in 2013 on Food and agriculture policy decisions - Trends, emerging issues and policy alignments since the 2007/2008 food security crisis. RAP produces he monthly Asia-Pacific Food Price and Policy Monitor (APFPPM) including policies relating to food and agriculture are regularly monitored in this publication.Regional Conferences rely upon background reports produced by decentralized offices, based on CPF analysis and trends. MAFAP produced in 2013 a Synthesis report on Monitoring and analysing food and agriculture agricultural policies in Africa, and 10 in-depth country case studies. RAP produces the monthly Asia-Pacific Food Price and Policy Monitor (APFPPM) including policies relating to food and agriculture are regularly monitored in this publication. At country level, in the framework of FAORs (country) annual and inclusive of CPF reporting, regular country policy reviews are produced.	3

Accepted evaluation recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	MAR score 1 low – 6 high (see below)
Recommendation 6: FAO should create central focus in its technical work on addressing more systematically the enabling environment of policies, institutions, legislation that are essential for uptake of technical solutions.	6.1 Actions will be identified following development of the overarching vision and strategic approach to policy assistance (see actions in 1.3) and related mapping of existing policy assistance and adjustments needed (see actions in 2.2); in particular the roles and skills of staff in the technical departments and their policy units will be reviewed and adjusted as appropriate to elevate policy analysis capacity.	The reviewed Strategic Framework and the SO work plans make systematic provision for the analysis of the enabling environment of policies, institutions and legislation that relate to the activities in the SOs. The reviewed Strategic Framework addresses the horizontal fragmentation issue, and the planning process has paved the way for linking more tightly policy work and uptake of technical solutions. This is complemented by the emphasis on Governance in the SO work plans and the establishment of Governance as a cross-cutting theme in the Strategic Framework. The roles of staff in the technical departments and their units were reviewed and re-aligned for the constitution of the multidisciplinary Strategic Objective Teams. Staff training and country capacity development in relation to multistakeholder processes receives strengthened attention under the reviewed Strategic Framework.	The impact of actions taken in terms of programme, policies and procedures is substantial. The operational work plans of SOs, the orientation for FAO policy intervention at country level and the delivery mechanisms have been defined. The concrete field-level interventions driven by this process have begun recently and it is thus premature to evaluate country and region level effects. A 2013 Capacity Development publication and related training courses "Organization analysis and development" (Learning Module 4) focuses on staff training and country capacity development in relation to multistakeholder processes. Alignment of the skills of staff in technical departments and SO Teams is an ongoing process and will further elevate policy analysis capacity.	4