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Organization of the  
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# Evaluation of FAO's Contribution to Strategic Objective 4: Enabling Inclusive and Efficient Agricultural and Food Systems

ANNEX 4. Terms of Reference  
(March 2017)

October 2017



THEMATIC EVALUATION SERIES

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Objective 4: Enabling Inclusive and Efficient  
Agricultural and Food Systems**

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# Contents

- 1. Introduction..... 1
- 2. Background..... 2
- 3. The SO4 programme and structure ..... 3
- 4. Evaluation objectives and scope..... 11
- 5. Evaluation criteria and questions..... 12
- 6. Methodology ..... 13
- 7. Management arrangements ..... 16
- 8. Team composition ..... 17
- 9. Evaluation timeline ..... 18
- 10. Appendices ..... 19

## Figures and Tables

### Figures

Figure 1: Breakdown of SP4 Field programme by Region .....	9
Figure 2: Contribution to SO4 by Resource Partner (top 20 in USD millions), 2014-16.....	9

### Tables

Table 1: SP4 Results Framework.....	4
Table 2: Causal linkages at the level of SP4 .....	4
Table 3: Contribution of SP4 to the SDGs .....	6
Table 4: Breakdown of SO4 funding by outcome and funding source .....	8
Table 5: Geographical distribution of SO4 field programme (2014-2016) .....	8

# 1. Introduction

1 The FAO Reviewed Strategic Framework 2010-19, approved at the 38th Session of the Food and Agriculture Organization of the United Nations (FAO) Conference in June 2013, outlined five new Strategic Objectives representing the areas of work on which FAO will focus its efforts in support of Member Nations, as follows:

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

Statistics and four cross-cutting themes are being implemented across all five Strategic Objectives: gender, nutrition, governance and climate change.

2 At its 116th session (November 2014)<sup>1</sup> the FAO Programme Committee endorsed the Indicative Rolling Work Plan of Strategic and Programme Evaluations 2015-17<sup>2</sup> which proposed to present, in each Programme Committee session, one thematic evaluation related to the Organization's Strategic Objectives. The present Terms of Reference identifies the main parameters for an evaluation of Strategic Objective 4 on inclusive and efficient agri-food systems.

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1 CL 150/5 - Report of the 116th Session of the Programme Committee, November 2014.

2 PC 116/5 - Indicative Rolling Work Plan of Strategic and Programme Evaluation 2015-17, November 2014.

## 2. Background

- 3 Upon taking office in January 2012, the FAO Director-General launched a revision of the Organization's Strategic Framework, which led to the reviewed Strategic Framework 2010-19, endorsed by the FAO Conference in June 2013.<sup>3</sup> The reviewed Strategic Framework built a hierarchy of goals and objectives, starting with a **Vision** for the Organization of "a world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner". This vision is delineated into three global goals of members<sup>4</sup> and the five Strategic Objectives listed above.
- 4 The Strategic Framework defines a new way of working for FAO, stressing the importance of greater focus, collaboration across units to achieve corporate goals, and better response to country needs. The following evolutions are particularly noteworthy:
- FAO now has a more concise number of strategic objectives, each of which requires the collaboration of several technical departments. In contrast, older strategic frameworks typically had many more strategic objectives, and while there were efforts to promote cross-departmental collaboration, each of the strategic objectives was typically associated with one technical department or division.<sup>5</sup>
  - Programmes and associated resources<sup>6</sup> have been designed, led by the respective Strategic Programme Teams, and Service Level Agreements were prepared between the SP leaders and technical divisions and regional offices to plan for technical support from technical divisions to SPs and Regional Initiatives. This should make them more easily evaluable than previous strategic objectives, which tended to be more aspirational.
  - Delivery mechanisms have been conceptualized, such as the Corporate Technical Activities<sup>7</sup>, the three Major Areas of Work, the Regional Initiatives, with associated technical leaders and focal points in regional offices and the Country Programming Framework.
  - The new Strategic Framework was accompanied by a strong drive towards decentralization of operational and technical capacity from headquarters to Regional, Subregional and Country Offices. These have been tasked to take the lead in delivering the FAO mandate to Member Countries, with the rest of FAO in a more clearly defined supporting role.

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3 C 2013/7 - Reviewed Strategic Framework, June 2013.

4 1) Eradication of hunger, food insecurity and malnutrition; 2) elimination of poverty and the driving forward of economic and social progress for all; and 3) sustainable management and utilization of natural resources.

5 The original version of the SF 2010-2019 (document C 2009/3) had 11 strategic objectives, as follows: A. Sustainable intensification of crop production; B. Increased sustainable livestock production; C. Sustainable management and use of fisheries and aquaculture resources; D. Improved quality and safety of food at all stages of the food chain; E. Sustainable management of forests and trees; F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture; G. Enabling environment for markets to improve livelihoods and rural development; H. Improved food security and better nutrition; I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies; K. Gender equity in access to resources, goods, services and decision-making in the rural areas; L. Increased and more effective public and private investment in agriculture and rural development.

6 Including regular programme resources.

7 Corporate Technical Activities are mandated areas of work that are managed directly under the responsibility of heads of organizational units, i.e. the way FAO used to operate historically prior to the revised strategic framework. Resources for carrying out these activities are allocated directly by the Office of Strategy, Planning and Resources Management (OSP) to the Delivery Manager concerned rather than by the SP Leaders ("ring fenced resources"). CTAs typically include high visibility products (e.g. statistics, flagship publications), partnerships with other organizations (e.g. the FAO Investment Centre) and FAO statutory bodies (e.g. regional conferences).

### 3. The SO4 programme and structure

- 5 The formulation of SO4 is rooted in the context of trade, globalization and competitiveness. Globalization offers additional opportunities and an expanded choice of markets while also creating risks of exclusion for those who are unable to respond to these competitively. SO4 aims to support more efficient (competitive and standards-compliant) agriculture and food systems to gain access to and benefit from an increasing choice of markets and opening of regional and global markets. At the same time, given the high correlation of poverty profiles with subsistence agriculture, SO4 aims to ensure that agriculture and food systems become more inclusive by extending small, vulnerable agriculture producers such as small holders, women and youth, equitable access to growth opportunities and more profitable markets.
- 6 The rationale for SO4 is that agriculture and food systems must respond to the opportunities as well as challenges from commercialization (moving over from subsistence to marketable forms ready for consumption) and globalization – an expansion of market horizons enabled by international treaties. Effective and enhanced participation in the expanding diversity of markets and specialized regional and global value chains impose the needs for enhancing competitiveness, arising from efficiencies in productivity of resources, capital and innovation; and inclusiveness – arising from enhanced access to and choice of trade and markets, particularly for the small holders and marginalized actors, especially in developing and least-developed countries. Thus, SO4 intends that efficient and competitive agriculture practices must move in tandem with inclusiveness and equitable growth for the less-advantaged participants in the global agriculture and food systems.
- 7 SO4 is designed on the hypothesis that inclusive and efficient agriculture and food systems require interventions on three fronts:<sup>8</sup>
  - Outcome 1. International agreements, standards and mechanisms are harmonized and standardized in order to create viable and sustained opportunities to benefit from globalization for developing countries, especially for smaller scale stakeholders; and that market standards while addressing food quality and safety concerns do not impede market access to compliant suppliers.
  - Outcome 2. Nations develop policies and strategies resulting in efficient business models in public and private agro-industry and agri-food chain development and reduce food waste and loss.
  - Outcome 3. Nations formulate, implement and monitor policies, financial instruments and investment facilities to enable the development of efficient and inclusive public and private sector agro-food industries.
- 8 Successful interventions in these areas are expected to result in: increased share of trade in global agriculture; increased share of value added product in overall agriculture output; and increased labour productivity in agriculture output. All these translate into expanded economic returns enabled by price discovery at markets and higher unit realization, and result in higher net incomes. That these will happen to the marginalized and smaller holders in low -income countries and least-developed countries brings the social and 'inclusiveness' dimension of this benefit.
- 9 SO4 programmatically addresses these three outcomes through specific interventions under ten outputs. The SP4 results framework as approved by FAO Member States is presented in the following Table 1, and the full programme description and reporting against indicator targets are presented in Appendix 1 and 2.

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8 As per the Medium-term Plan (MTP) for the period 2014–2017. A new MTP for the period 2018–2021 was endorsed at the FAO Conference in July 2017. In the new MTP, the programme presents a revised results framework that now includes four outcomes, eight output indicators, and four SDG indicators. The new SP4 results framework for 2018–2021 is presented in Appendix 3.

**Table 1:** SP4 Results Framework

<p><b>Strategic Objective:</b> Enable more inclusive and efficient agricultural and food systems</p> <p>Outcome 401. International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.</p> <ul style="list-style-type: none"> <li>• Output 40101. New and revised international standards for food safety and quality and plant health are formulated and agreed by countries and serve as references for international harmonization.</li> <li>• Output 40102. Countries and their regional economic communities are supported to engage effectively in the formulation and implementation of international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities.</li> <li>• Output 40103. Governments and national stakeholders are provided with up-to-date information and analysis to design and implement efficient and inclusive market and trade strategies.</li> <li>• Output 40104. Public sector institutions are supported to improve their capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality.</li> </ul> <p>Outcome 402. Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors.</p> <ul style="list-style-type: none"> <li>• Output 40201. Public sector institutions are supported to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agri-food chains.</li> <li>• Output 40202. Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels.</li> <li>• Output 40203. Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agri-food chains.</li> </ul> <p>Outcome 403. Policies, financial instruments and investment that improve the inclusiveness and efficiency of agri-food systems are developed and implemented by the public and private sectors.</p> <ul style="list-style-type: none"> <li>• Output 40301. Public and private sector institutions are supported to design and implement financial instruments and services that improve access to capital for efficient and inclusive agri-food systems.</li> <li>• Output 40302. Public and private investment institutions are supported to increase responsible investments in efficient and inclusive agri-food systems.</li> </ul> <p>Output 40303. Systems are established and countries are supported to monitor, analyse and manage the impacts of trade, food and agriculture policies on food systems.</p>
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10 Based on this framework, the evaluation team has mapped the following visualization of the causal linkages of SP4 as shown in the following Table 2.

**Table 2:** Causal linkages at the level of SP4

4.1	IF international agreements and mechanisms will create more inclusive and efficient markets and trade – evidenced by more countries providing comments on international standards, more countries improving their regulatory policies and systems conforming to international trade systems
4.2	IF public and private sectors will develop and implement agribusiness and agri-food chains that are more inclusive and efficient – evidenced by faster growth of agro industry value addition relative to agriculture value addition, and reduction in food losses and waste
4.3	IF public and private sectors policies will develop and implement financial instruments and investment that improve inclusiveness and efficiency of agri-food systems, evidenced by: increase in agriculture credit in real terms, increase in agriculture investment ratio and reduced policy distortions and disincentives
SO4	THEN there shall be more inclusive and efficient agriculture and food systems – evidenced by an Increase in value of global agricultural trade relative to global agriculture production
	IF there shall be more inclusive and efficient agriculture and food systems
SF Goal	THEN there will be economic and social progress resulting in elimination of poverty and eradication of hunger, food insecurity and malnutrition.
FAO Vision	A world free from hunger and malnutrition, with food and agriculture contributing to improving living standards especially of the poorest in an economically, socially, environmentally sustainable manner

Source: Evaluation team

- 11 Against this framework, conceptual clarity of the 'efficiency' and 'inclusive' dimensions in the SP4 strategy was explored. In the Medium-term Plan 2014–2017, **inclusive** agri-food systems was defined under SO4 as: "those that enable commercial small- and medium-scale production and processing enterprises to sustainably participate in markets. It also involves developing country and stakeholder (including consumers) inclusion in standard setting and trade negotiations and improved rural-urban linkages". A definition of efficiency under SO4 was not elaborated in the Medium-term Plan. Based on an evaluability assessment conducted by the evaluation team, the '**efficiency**' dimensions for the aggregate level results indicators for SO4 can be interpreted as: improved output per unit of capital/labour employed; less wastage leading to improved realization; increased market access through competitiveness and compliance with market standards.
- 12 The efficiency and inclusiveness dimensions can be further distinguished at each of the outcome levels as follows:
- **Outcome 401**
    - **Efficiency aspect.** This area of work is a global public good, and the efficiency aspects are from the benefits of harmonization of market standards, which should lead to a more uniform and compliant production system worldwide. However, the World Trade Organization (WTO) agreements also allow countries to create standards that are higher and more stringent than global reference standards, with specific justification. This affects inclusiveness and market access potentially. The outcome is also about improving the regulatory frameworks, agreements and mechanisms (including standards, trade-related rules, improved coordination in provision of global data and analysis, etc.) all of which contribute to harmonized standards within the agri-food system and transparency.
    - **Inclusiveness aspect.** The participation of less developed countries in global trade is enabled by raising their compliance to applicable international standards. At the same time, their capacities to deal with the standards-setting process can result in a balanced discussion on standards based on food safety, sanitary and phytosanitary risk assessments without constituting trade barriers in any manner. Bringing increasing numbers of countries into the decision making process and strengthening their capacities to formulate rules, standards and mechanisms ensures due process and legitimate justification for a more stringent requirement based on risk assessment.
  - **Outcome 402**
    - **Efficiency aspect.** Reduced food losses lend to increased food security, increased productivity and lower costs of raw materials for agro-processing industries. Increased quantities and value of suitable farm produce add to growth of agro-processing industries. Responsible use of natural resources, increased investment and incorporation of environment-friendly production practices result in the delivery of healthy, safe and affordable products on a sustainable basis.
    - **Inclusiveness aspect.** Enabling smallholders and small and medium scale enterprises, including women and youth to participate in market opportunities; and enable better terms of trade and balanced market power in large-scale procurements.
  - **Outcome 403**
    - **Efficiency aspect.** Investment and credit flows potentially contribute to expansion of the agriculture sector in real terms. This may be relevant in less developed countries, especially if the agriculture sector is competitive. However, an increase of investment ratio also suggests lower productivity. It is more relevant to compare absolute growth of gross fixed capital formation and agriculture value added per capita. At the same time, policy distortions that lead to an increase in consumer prices often work against food security. This can take the form of domestic support measures in terms of tariffs and investment measures in the food and agriculture sector; however, some of these measures are fully justifiable within the limits permissible under WTO. The trade-off between overall consumer welfare and sustaining a threshold of domestic agriculture can be sensitive.
    - **Inclusiveness aspect.** Access to credit and finance for smallholders from public and private institutions enhances their ability to participate and scale up their activities. Terms of access, collateral, underwriting, regulatory monitoring and enforcement determine effective access for smallholders.

- 13 These aspects will be tested in the evaluation with a view to building a coherent and comprehensive set of indicators on 'inclusiveness' and 'efficiency'.

### 3.1 Contribution to the 2030 Agenda

- 14 The 2030 Agenda for Sustainable Development was formally adopted in September 2015 and entered into effect on 1 January 2016.<sup>9</sup> The Agenda consists of 17 interconnected goals aimed at tackling poverty and hunger, promoting sustainable use of natural resources and addressing climate change. FAO has aligned its SO results frameworks and programmes to the Sustainable Development Goal (SDG) framework and this is represented in its new Medium-term Plan 2018-2021 that is currently under consideration by FAO Member States. Overall, FAO's work will contribute to 40 SDG targets measured through 53 unique SDG indicators. Work under SP4 has been mapped to contribute towards seven of the SDGs as shown in the following table.

**Table 3:** Contribution of SP4 to the SDGs

SDG	Relevant SP4 Outputs	Relevant SP4 indicators <sup>10</sup>
SDG 2 End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	4.1.1, 4.1.2	<ul style="list-style-type: none"> <li>• Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size (SDG 2.3.1)</li> <li>• Indicator of food price anomalies (SDG 2.c.1)</li> <li>• 4.1.D: Agricultural export subsidies (SDG 2.b.2)</li> <li>• 4.3.D: The agricultural orientation index for government expenditures (SDG 2.a.1)</li> <li>• 4.3.E: Total official flows (official development assistance plus other official flows) to the agriculture sector (SDG 2.a.2)</li> </ul>
SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	4.2.1, 4.2.2	<ul style="list-style-type: none"> <li>• 4.2.C: Aid for Trade commitments and disbursements (SDG 8.a.1)</li> </ul>
SDG 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	4.3.2	<ul style="list-style-type: none"> <li>• 4.3.F: Proportion of small-scale industries with a loan or line of credit (SDG 9.3.2)</li> </ul>
SDG 10 Reduced inequalities	4.1.2	<ul style="list-style-type: none"> <li>• 4.1.E: Proportion of tariff lines applied to imports from least developed countries and developing countries with zero tariff (SDG 10.a.1)</li> </ul>
SDG 12 Ensure sustainable consumption and production patterns	SP4	
SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development	4.2.1	<ul style="list-style-type: none"> <li>• Progress by countries in the degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing (SDG 14.6.1)</li> </ul>
SDG 17 Partnerships for the goals	SP4	<ul style="list-style-type: none"> <li>• Developing countries' and least developed countries' share of global exports (SDG 17.11.1)</li> </ul>

Source: Compiled by the evaluation team based on indications from the 2018-2021 Medium-term Plan

<sup>9</sup> Transforming our world: the 2030 Agenda for Sustainable Development (United Nations General Assembly Resolution A/RES/70/1).

<sup>10</sup> As per the proposed MTP 2018-2021

### 3.2 Contribution to FAO's gender objectives

- 15 In 2012, FAO published a policy document that provided a framework to guide its efforts to achieve gender equality in all its technical work and for assessing results.<sup>11</sup> The policy states that FAO will “integrate gender issues into all facets of its work...and requires that all of FAO’s information sharing and knowledge management activities, work on developing normative public goods, policies, regional, subregional and country programmes and projects, and technical interventions adopt a gender mainstreaming approach by incorporating gender analysis, using sex-disaggregated data and paying attention to gender-differentiated impacts”.<sup>12</sup> The policy enunciates five gender equality objectives and thirteen minimum standards for the Organization to meet in ensuring gender mainstreaming of its programmes.
- 16 Under SP4, the inclusiveness dimension of its programme objective implies that work to address the barriers faced by women, youth, indigenous peoples and other marginalized groups should be an integral element of its programme. In particular, while a number of SP4 outputs have been tagged as global and gender neutral, gender equality and women’s economic empowerment objectives are being addressed through: support for the design and implementation of policies, regulatory frameworks and institutional arrangements, and the actions to promote capacities for inclusive agro-enterprises, value chain development and food loss reduction strategies. The evaluation will consider the extent to which SP4 has addressed gender equality issues in its programme, and what outcomes can be identified in this regard.

### 3.3 Resources and delivery

- 17 Total expenditures for SP4 during the biennium 2014-2015 amounted to USD 155 million, composed of USD 78 Million in regular programme funding and USD 76 million in extra-budgetary funding. Outcome 4.2 received the largest share of funding (41 percent), followed closely by Outcome 4.1 (40 percent). Outcome 4.3 accounted for only 19 percent of the total expenditure during the biennium. Regular programme expenses under Outcome 4.1 alone accounted for 55 percent of all regular-programme expenses under SP4 (USD 43 million). Meanwhile, extra-budgetary funding (i.e. donor contributions) under Outcome 4.2 accounted for 55 percent of total expenses under SP4. Table 4 shows the breakdown of SO4 funding by outcome and funding source.
- 18 The estimated budget envelope for SP4 for the biennium 2016-2017 is over USD 230 million with approximately USD 130 million expected from extra-budgetary funds.<sup>13</sup> This shows a substantial increase in proposed funding from extra-budgetary funds compared to the previous biennium, 2014-2015 (40 percent). This is mostly due to a substantial increase (48 percent) in extra-budgetary funding under Outcome 2. Commitments to SP4 from FAO’s regular programme have also risen in the current biennium, with an increase of USD 26 million (33 percent). Outcome 4.1 still accounts for the largest share of regular-programme funding under SP4 (55 percent).

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11 <http://www.fao.org/docrep/017/i3205e/i3205e.pdf>

12 FAO Policy on gender equality, 2012, page 4.

13 Adjustments To The Programme Of Work And Budget 2016-17 <http://www.fao.org/3/a-mo518e.pdf>

**Table 4:** Breakdown of SO4 funding by outcome and funding source

Outcome	Funding Source	Expenditures 2014-2015 (USD '000)	% total SP4 Expenditure	Budget 2016-17 (USD '000) <sup>14</sup>	% total SP4 budget	Total estimate for 2014 - 2018	% Of Total estimate for 2014 - 2018
401	Net Appropriation	43 063	69%	57 268	72%	100 331	71%
	Extra-budgetary	19 490	31%	22 286	28%	41 776	29%
	<b>Subtotal</b>	<b>62553</b>	<b>40%</b>	<b>79554</b>	<b>34%</b>	<b>142107</b>	<b>37%</b>
402	Net Appropriation	20 697	33%	29 937	27%	50 634	29%
	Extra-budgetary	42 812	67%	82 225	73%	125 037	71%
	<b>Subtotal</b>	<b>63 509</b>	<b>41%</b>	<b>112 162</b>	<b>48%</b>	<b>175 671</b>	<b>45%</b>
403	Net Appropriation	14 891	51%	17 799	43%	32 690	46%
	Extra-budgetary	14 411	49%	23 717	57%	38 128	54%
	<b>Subtotal</b>	<b>29302</b>	<b>19%</b>	<b>41516</b>	<b>18%</b>	<b>70818</b>	<b>18%</b>
<b>Total</b>	Net Appropriation	78 651	51%	105 004	45%	183 655	47%
	Extra-budgetary	76 713	49%	128 228	55%	204 941	53%
	<b>Total</b>	<b>155 364</b>	<b>100%</b>	<b>233 232</b>	<b>100%</b>	<b>388 596</b>	<b>100%</b>

19 An analysis of FAO's Field Programme Management Information System (FPMIS) shows that there are 409 projects that have contributed to/are contributing to SO4 Outcomes between 2014 and 2016. Global and interregional projects account for the largest share of the programme budget (40 percent). Regionally, Africa has received the highest proportion of SO4-related project funding (22 percent) between 2014 and 2016, followed by Asia (16 percent) and Europe and Central Asia<sup>15</sup> (8 percent) (see Table 5 and Figure 1).

**Table 5:** Geographical distribution of SO4 field programme (2014-2016)

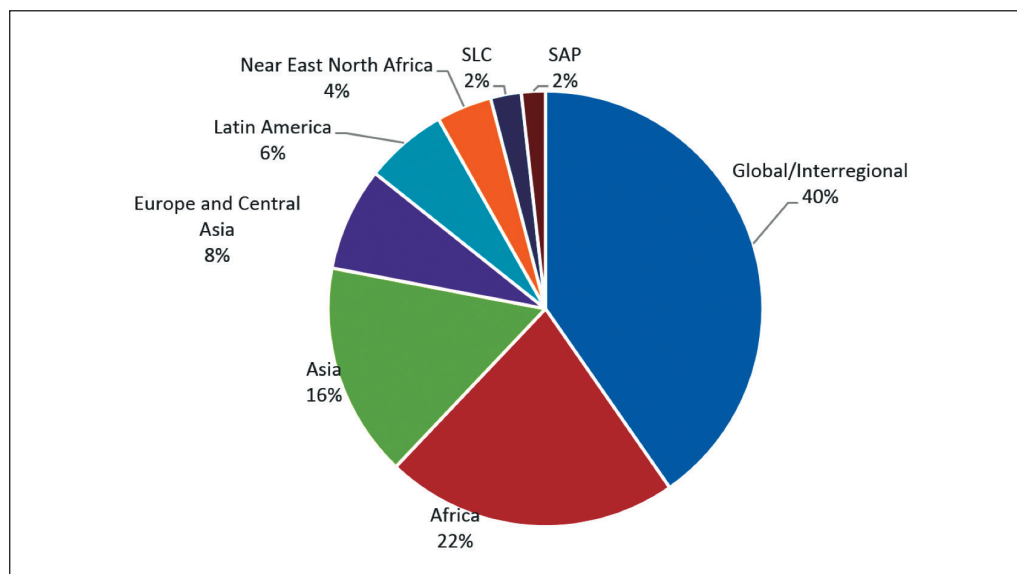
Geographic Distribution	Number of Projects	Budget contributions to SP4	% SP4 Budget
Global/Interregional	45	USD63 590 088	40%
Country	290	USD58 292 372	37%
Regional	48	USD27 912 993	18%
Subregional	26	USD7 895 094	5%
Grand Total	409	USD157 690 547	100%

Source: FPMIS, accessed December 2016

14 Programme of Work and Budget 2016-17 <http://www.fao.org/3/a-mm710e.pdf>

15 FPMIS does not provide information on projects implemented by the FAO Investment Centre Division (TCI); however the evaluation team understands that there are 22 such projects that contribute to SO4 and the Regional Initiative on Improving Trade and Market Integration in Europe and Central Asia.

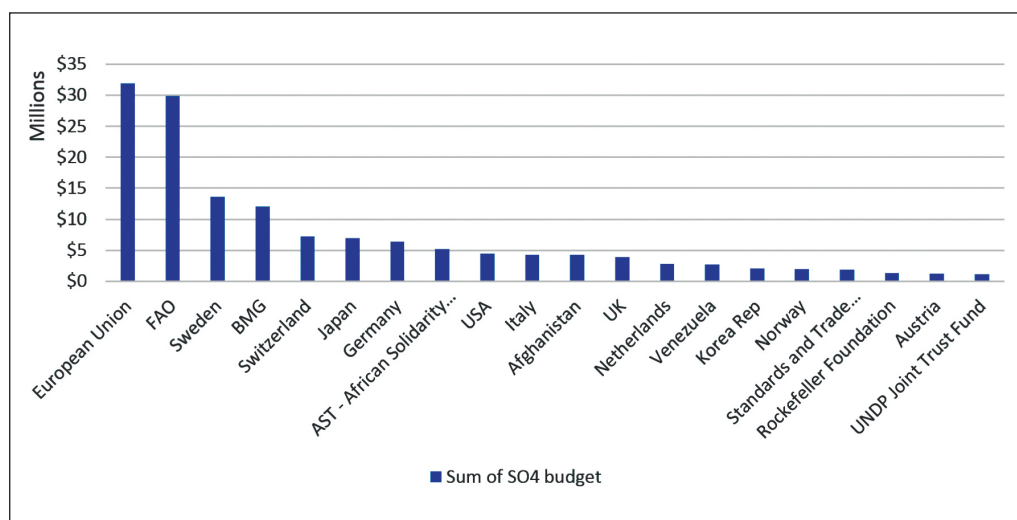
**Figure 1:** Breakdown of SP4 Field programme by Region



Source: FPMIS, accessed December 2016

20 The European Union is the largest single external resource partner to the SO4 field programme, providing over USD 30 million. FAO is the second largest contributor to the field programme under SO4, providing just under USD 30 million through the Technical Cooperation Programme (TCP). The top 20 resources partners for the period 2014-2016 are presented in Figure 2.

**Figure 2:** Contribution to SO4 by Resource Partner (top 20 in USD millions), 2014-16



Source: FPMIS, accessed December 2016

21 At the regional level, FAO is currently implementing a total of 15 Regional Initiatives which are meant to respond to regional priorities as expressed by Member States in the FAO regional conferences. Although the Regional Initiatives are not SO-specific, “lead SPs” have been identified for each Regional Initiative. There are three Regional Initiatives under SP4’s lead, these being:

- Developing local chains for food security and nutrition: Pacific Island Countries: in South Pacific — this Regional Initiative focuses on promoting improvements in existing farming systems and a better inclusion of producers in modern value chains targeting domestic and tourist markets, public procurement programmes and niche expert market opportunities. There will be a special focus on the application of sustainable production practices, disaster and risk mitigation and recovery strategies and to sustainable market access of differentiated products. Focus countries: Cook Islands, Fiji and Samoa.

- Agri-food trade and regional integration: Europe and Central Asia — This Regional Initiative focuses on strengthening national and regional capacities in the Regional Office for Europe and Central Asia (REU) to deal effectively with the challenges posed by greater trade integration. In particular, the Regional Initiative aims to develop better evidence on trade implications, improving the capacity of the countries to use this evidence, facilitating neutral forums and dialogues on trade agreements and supporting design and implementation of appropriate trade policy at country level. Since 2016, the Regional initiative was retitled: Improving agri-food trade and market integration in Europe and Central Asia, and a new structure introduced. Focus countries at the start of the initiative: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russian Federation, Tajikistan, Turkmenistan, Ukraine and Uzbekistan. For 2016-2017, there are only four focus countries: Kyrgyzstan, Moldova, Tajikistan and Ukraine.
- Agriculture and food value chain development – improving national and regional food and feed systems in Caribbean — This initiative aims to: a) further develop existing alternative food and feed production and trade systems. The focus here will be on the following value chains: cassava and other root crops, small ruminants, fish and fruits; b) strengthen the capacity of the public service to provide supportive governance frameworks; c) reinforce the capacity of relevant institutions to provide support on issues related to product development, innovation and investment needs; and d) strengthen the domestic market. **Focus countries:** Belize, Grenada, Guyana, Haiti, Jamaica, Saint Vincent and the Grenadines, and Suriname.

In 2016, RI2 and RI3 for the region were merged, with SP3 in the lead, supported by SP4 and SP2. Titled: “Family Farming and Inclusive Food Systems for Sustainable Rural Development”, SP4 leads work under two of the four results areas: Enhanced capacities of government institutions to design policies, programmes and legal frameworks that strengthen smallholder/family farming, promote inclusive and equitable food systems and sustainable rural development (SP4, SP1, SP3, SP2); and Inclusive markets established to facilitate linkages with FF/smallholders production and selected food and agricultural value chains supporting sustainable agricultural sector growth and increased utilization of quality and safe national products for better nutrition and intraregional trade (SP4, SP3, SP2, SP1).

- 22 The evaluation was also informed that for 2016-2017, the RI2 in Africa underwent an in depth review that led to a broadening of its scope beyond the original focus on production intensification to now also include value chain aspects. Now titled: Sustainable Production Intensification and Value Chain development, it is led by SP2 but has a very heavy involvement of SP4. Focus countries: Cameroon, Chad, Cote d’Ivoire, DR Congo, Kenya, Mali, Mozambique, Rwanda and Zambia.

## 4. Evaluation objectives and scope

- 23 The main objectives of the evaluation are:
- assess the soundness and effectiveness of the SP4 intervention logic and delivery mechanisms;
  - examine how the reviewed strategic orientation has added value to FAO's efforts to enable more inclusive and efficient agri-food systems, and what results are evident in this regard;
  - based on the above, provide strategic recommendations for FAO and the Strategic Programme Management Team.
- 24 As the Strategic Framework was adopted in 2014, the evaluation will cover FAO's work delivered/planned in the periods 2014-2015 and 2016-2017. Based on an evaluability assessment, preliminary desk review and consultations with FAO's management, including the Strategic Programme Leader for SP4, the evaluation will conduct assessments along three main dimensions: (i) Strategic relevance and conceptual clarity, including questions on comparative advantage and alignment with the 2030 Agenda; (ii) Contribution to results, including towards FAO gender objectives; and (iii) Implementation modalities.
- 25 Country case studies,<sup>16</sup> an evaluation of the Regional Initiative in Europe and Central Asia,<sup>17</sup> and triangulation of additional sources of qualitative and quantitative data will be conducted to inform assessments against these dimensions.
- 26 The full list of evaluation questions is presented in the next section.

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16 The sample will include a number of countries in each region, based on criteria elaborated in the Methodology section of this Terms of Reference.

17 The evaluation understands that implementation of the Regional Initiative in the Regional Office for Europe and Central Asia (REU) is the most advanced of the three, with the Regional Initiative in the Pacific being discontinued in view of the forthcoming introduction of an Interregional Initiative on Small Island Developing States.

## 5. Evaluation criteria and questions

- 27 In order to meet the evaluation objectives, the evaluation will seek to answer the following questions:
- I Strategic relevance
    - a. Conceptual clarity – Is there a common understanding of inclusive and efficient agri-food systems across the programme and within FAO? Is there an understanding amongst FAO stakeholders of FAO's competencies under this programme? How are the concepts translated into programme design? How are the cross-cutting themes of climate change, nutrition and governance integrated into the programme?
    - b. To what extent are FAO gender equality objectives addressed by the programme?
    - c. What are SP4's areas of comparative advantage and value added in terms of contributing to developing inclusive and efficient food systems? Is there a common understanding among FAO stakeholders of FAO's comparative advantage in relation to support to agri-food systems?
  - II Contribution to results
    - a. What is the progress towards stated results at global, regional and national levels that FAO has contributed to so far through its work under SP4?
      - Has the enunciation of SO4 resulted in improved programming leading to evidence of more inclusive and efficient agri-food systems?
      - What is the progress towards results against FAO gender equality objectives that SP4 has contributed to so far?
    - b. What are enabling and limiting factors that contribute to the achievement of results and what actions need to be taken to contribute towards sustainability of the results?
  - III Implementation modalities
    - a. Relevance and effectiveness of Regional Initiatives? To what extent is learning from initiatives implemented in the field feeding into the global approach and vice versa? Adequacy of backstopping provided by headquarters and Regional Offices?
    - b. To what extent has FAO's approach for engaging with key partners (United Nations system, multilateral organizations, civil society organizations, academia, research institutions and the private sector) been effective? Are there other organizations/institutions that should be included as key partners?

## 6. Methodology

- 28 The evaluation questions listed above will guide the assessment; they will be supplemented with evaluation sub-questions to be contextualized according to the countries, projects and stakeholders involved.
- 29 The evaluation will rely on multiple sources for data collection and mixed-methods for analysis, validation and triangulation of evidence against the evaluation questions. Sources of data and methods of collection will include: document review and administrative data analysis; meta-synthesis of evidence from independent evaluations conducted by the FAO Office of Evaluation (OED) and some decentralized evaluations commissioned by FAO country or regional offices and headquarters units; interviews and survey of FAO staff and partners; and country case studies.
- 30 To address the questions on strategic relevance and conceptual clarity, and implementation modalities, the evaluation team will review and analyse relevant documents and discuss with FAO staff, and contact key global, regional and country partners – both actual and potential – to identify strengths and weaknesses of the SP4 intervention logic and overall strategic relevance of the programme.
- 31 To address the questions on contribution to results achieved at thematic, national and regional levels, first, the evaluation team notes that SP4 was not included in the Corporate Baseline and Outcome Assessments that were conducted in 2014 and 2015, so no baselines and related data are available for the programme. There has however been reporting of results against the SP4 indicators as presented in the Programme Implementation Report for 2014-2015 (see Annex 2).
- 32 Against this background, broadly, this evaluation will adopt a theory and case-based approach, in particular, utilizing contribution analysis as a means of gaining an understanding of the contribution to results made under SP4.
- 33 The evaluation team will examine FAO's contributions under each of the three SP4 outcomes and in each of the five FAO regions through a mixture of field visits, desk study and interviews with FAO stakeholders in a purposefully selected sample of countries. In selecting the countries to study, the following criteria were applied:
- coverage by Regional Initiative/Focus country/etc.;
  - spread of activities under ten outputs;
  - budgets for SO4 projects under implementation;
  - number of SO4 projects under implementation;
  - recommended by SP4 management team, outcome and output leaders, and regional focal point;
  - coverage of all five SOs in country activities;
  - mix of country profiles (development/geographical classifications, etc.).
- 34 Based on the above, the following countries have been preliminarily identified for in depth study:<sup>18</sup>
- **Africa:** Cameroon, Ethiopia, Gambia, Rwanda, Zimbabwe;
    - The team also plan to:
      - ◊ visit the FAO Regional Office in Ghana;
      - ◊ conduct phone/skype interviews with key persons in Mozambique and Zambia; and
      - ◊ use findings from Country Programme Evaluations for Cote d'Ivoire (2016), Kenya (2017) and Tanzania (2016-2017).

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18 Appendix 4 presents a mapping of these countries against the criteria identified in paragraph 32.

- **Asia and the Pacific:** India, Vietnam (plus Fiji and Samoa, subject to further consultation)
    - The team also plan to:
      - ◊ visit the FAO Regional Office in Bangkok;
      - ◊ conduct phone/skype interviews with key persons in Mongolia and in Laos PDR as a follow-up to the 2015 Country Programme Evaluation; and
      - ◊ use findings from Country Programme Evaluations for Bangladesh (2016-2017), Myanmar (2016-2017) and Pakistan (2017).
  - **Latin America and the Caribbean:** Bolivia, Colombia, (plus Barbados or Jamaica)
    - The team also plan to:
      - ◊ visit the FAO Regional Office in Chile;
      - ◊ conduct phone/skype interviews with key persons in Ecuador, Mexico and a sample of stakeholders from the Organisation of Eastern Caribbean States (OECS) region and Barbados as a follow-up to the 2015 Country Programme Evaluation; and
      - ◊ use findings from Country Programme Evaluations for Guatemala (2016), Honduras (2017), Nicaragua (2017), Trinidad and Tobago (2015).
  - **Near East:** Egypt and Tunisia
    - The team also plan to:
      - ◊ visit the FAO Regional Office in Egypt;
      - ◊ conduct phone/skype interviews with key persons in Lebanon and Morocco; and
      - ◊ use findings from the Country Programme Evaluation for Saudi Arabia (2016) and the Evaluation of FAO's Programme in West Bank and Gaza Strip (2016-2017).
  - **Europe and Central Asia:** Moldova, Tajikistan, Ukraine
    - The team also plan to:
      - ◊ visit the FAO Regional Office in Hungary;
      - ◊ conduct phone/skype interviews with key persons in Georgia and Kyrgyzstan as a follow-up to the 2015 Country Programme Evaluation.
- 35 Telephone/skype interviews will also be conducted with a sample of stakeholders in additional countries as needed in order to ensure sufficient evidence is gathered to address the evaluation questions.
- 36 A detailed mapping of projects will be carried out before the evaluation, segregating projects that were ongoing or completed before the new programming framework (2014-2015) against those that were initiated subsequently. The final country selection and focus areas of the evaluation will be done in consultation with the SP4 management team.
- 37 For Europe and Central Asia, the evaluation will assess, in particular, the Regional Initiative that was implemented with a view to capturing indications of relevance and effectiveness of such initiatives.
- 38 In order to ascertain whether the new SO made a difference as compared to a baseline situation characterized by the previous strategic framework, a sample of Country Programming Frameworks,<sup>19</sup> project documents and corporate strategies (selected with the help of the SP4 management team), will be reviewed to assess the translation/alignment of these strategies and programme/project plans with the SP4 strategy and objectives. The evaluation will then also explore if results pertaining to more inclusivity and efficiency can be identified at the various levels. The number and type of partnerships will also be considered.
- 39 The normative and governance products/activities under SP4 (Codex, International Plant Protection Convention (IPPC), Monitoring and Analysing Food and Agricultural Policies

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<sup>19</sup> Country Programming Frameworks that were already designed and/or under implementation when the new Strategic Framework was adopted were not changed or aborted to accommodate the new Framework's architecture. However, new CPFs being prepared since the adoption of the SF should increasingly reflect the language and orientation of the SF, including an alignment of outcome descriptions and indicators to be used in results chain frameworks.

(MAFAP)) will require a separate methodological approach. Based on the presumption that for such work, the ultimate targeted impact comes about through national government action – be it through intergovernmental bodies or national policy choices and strategies – this brings up a number of measurement challenges. For example, although there may be a direct link between the platforms provided by FAO and a national government agreeing to a particular norm, many factors beyond the control of the Organization come into play in determining the extent to which the government translates the agreed norm into national policies, legislation and action on the ground. The evaluation will review prior evaluations of Codex and IPPC and explore the use of process tracing as a suitable methodological approach.

- 40 A separate methodology will be developed for the evaluation questions on gender, drawing on FAO's gender policy objectives and its minimum standards as a baseline.
- 41 In view of the forthcoming introduction of an Interregional Initiative on Small Island Developing States, the evaluation will consider conducting a form of quality-at-entry assessment, which involves an analysis of the design integrity and alignment with policies and strategies. The analysis aims to identify the specific factors vital to success of the Initiative that should be considered/addressed from the beginning, in order to ensure results of the Initiative on the ground.
- 42 An inception report will be prepared by the evaluation team before going into the full data collection exercise. The inception report will detail the evaluation team's understanding of the purpose, scope and objectives of the evaluation exercise as specified in this present Terms of Reference, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report will include a proposed schedule of tasks, activities and deliverables, and responsibilities of each evaluation team member.

## 7. Management arrangements

- 43 The Office of Evaluation (OED) will conduct the evaluation and has the overall responsibility for the conceptualization and design of the evaluation, managing the evaluation process and producing the final evaluation report for presentation to the Programme Committee.
- 44 In order to facilitate internal arrangements and communication, a contact group composed of the SP4 management team, delivery managers, output leaders, gender team counterpart and some focal points at regional and subregional levels will be convened. Their main task is to review key documents (Terms of Reference, draft reports). This group will also be responsible for providing the feedback and commitments for the management response, which will be coordinated by the Strategic Programme Leader.
- 45 The FAO Evaluation Committee will serve as an internal “reference group” for the evaluation. The main responsibility of this Committee will be to review and provide comments on the final draft of the evaluation report and ensure the finalization of a corporate Management response to the evaluation.
- 46 If deemed necessary, an external expert panel will be convened to review key documents, debate findings and recommendations and provide strategic feedback on the evaluation scope, questions, methodology, conclusions and recommendations. The panel will comprise up to five experts with a broad range of geographic and thematic expertise on issues within the SP4 mandate, who will come from academia, civil society, partner agencies, or Government.
- 47 The Office of Evaluation (OED) will finalize the report taking into account the comments from these groups.

## 8. Team composition

- 48 The evaluation will be led by the appointed FAO evaluation manager. The Office of Evaluation (OED) team will also include an Associate Evaluation Manager and an Evaluation Analyst. The evaluation will avail itself of the inputs of senior technical experts who will provide inputs into specific areas of the evaluation. On top of prior evaluation experience, the evaluation team will include expertise in the following areas:
- gender specialist
  - food loss and waste reduction
  - agribusiness and value chain development (including green value chains)
  - international food safety, animal health or plant health standards
  - agricultural economics
  - international trade
- 49 Each of the consultants recruited will have a specific role in the team, either as lead evaluator for a specific outcome (i.e., Outcome 1, Outcome 2 and Outcome 3) or for a specific regional coverage (i.e., Asia and the Pacific, Europe and Central Asia, Africa, Near East and North Africa, Latin America and the Caribbean). In putting together the team, the Office of Evaluation (OED) will seek to ensure adequate thematic, linguistic, geographic and gender representation.

## 9. Evaluation timeline

<b>Activity</b>	<b>Period</b>
Portfolio analysis	November 2016–January 2017
Scoping interviews	January-February 2017
Identification and selection of the expert panel and the evaluation team	January-February 2017
Constitution of the external reference group and internal contact group	January-February 2017
Terms of Reference finalization	March 2017
Desk review of evaluations, project documents, training material and normative products	February-April 2017
Headquarters interviews	February-April 2017
Conduct of field missions/in depth studies	March-May 2017
Debriefing and self-assessment workshop	June 2017
Writing of the main report	June-July 2017
Internal review of draft	August 2017
Presentation of final draft of the evaluation report to the Evaluation Committee	September 2017
Submission of report for processing then transmittal to the Programme Committee	25 September 2017 (six weeks before the Programme Committee)
Presentation to the Programme Committee and other stakeholders	6-10 November 2017

## 10. Appendices

### Appendix 1. SP4 programme and activities for the period 2014-2017

<b>Output</b>	1. Products/activities
<b>Organizational Outcome 401 - International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.</b>	
Organizational Output 40101 - New and revised international standards for food safety and quality and plant health are formulated and agreed by countries and serve as references for international harmonization.	<ol style="list-style-type: none"> <li>2. Providing the secretariat for IPPC (setting international standards for plant health)</li> <li>3. Providing the Secretariat to the Codex Alimentarius Commission (setting international food safety and quality standards)</li> <li>4. Providing scientific advice to support setting of international food standards</li> <li>5. Enhancing the capacities of developing countries to participate effectively in IPPC and Codex standard setting processes.</li> </ol>
Organizational Output 40102 - Countries and their Regional Economic Communities are supported to engage effectively in the formulation and implementation of international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities.	<ol style="list-style-type: none"> <li>1. Improving the evidence base required to inform the formulation and adoption of inclusive trade related agreements</li> <li>2. Developing capacity to use the evidence base in informing the formulation and adoption of these agreements</li> <li>3. Facilitating neutral dialogue on issues in relation to rules for agricultural trade</li> <li>4. Providing support to the adoption and implementation of trade related agreements by raising awareness of the implications of changes in policies, and assisting in strengthening regulatory frameworks.</li> </ol>
Organizational Output 40103 - Governments and national stakeholders are supported to design and implement efficient and inclusive market and trade policies and related support measures.	<ol style="list-style-type: none"> <li>1. Producing international market data and information for commodity market analysis and monitoring of developments in international trade</li> <li>2. Analysing international market data to provide information on short and medium term market developments</li> <li>3. Disseminating and creating awareness of international market information and analysis and its use in the formulation of trade and market policies and agreements</li> <li>4. Developing capacity in collection and use of international market information</li> </ol>
Organizational Output 40104 - Public sector institutions are supported to improve their capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality.	<ol style="list-style-type: none"> <li>1. Strengthening regulatory frameworks for plant health, animal health, food safety and food quality</li> <li>2. Strengthening policies and strategies for plant and animal health and food safety and quality.</li> <li>3. Supporting value chain operators to comply with relevant requirements</li> <li>4. Promoting public-private dialogue and collaboration on voluntary standards and their implementation.</li> </ol>
<b>Organizational Outcome 402 - Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors.</b>	
Organizational Output 40201 - Public sector institutions are supported to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agri-food chains.	<ol style="list-style-type: none"> <li>1. Developing capacity and providing support to member countries to formulate and implement agro-industrial and agribusiness development policies and strategies</li> <li>2. Providing policy guidance, knowledge generation and capacity development on policies to promote agri-food chain efficiency and inclusiveness</li> <li>3. Improving available data and statistics on the agro-industrial sector based on agriculture production.</li> </ol>

Organizational Output 40202 - Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels.	<ol style="list-style-type: none"> <li>1. Awareness raising and information dissemination</li> <li>2. Coordination of initiatives, including within the framework of the zero hunger challenge,</li> <li>3. Evidence-based policies, strategies and programmes.</li> </ol>
Organizational Output 40203 - Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agri-food chains.	<ol style="list-style-type: none"> <li>1. Knowledge generation and dissemination in support of sustainable value chain and market linkage development, including a knowledge platform for Sustainable Food Value Chain Development, best practices and enhanced knowledge of 'green' agri-food value chains</li> <li>2. Support for market linkages through inclusive business models, including supporting institutional procurement models linking smallholders to large buyers (public and private) and strengthening the capacities of private sector and producer organizations</li> <li>3. Technology and managerial upgrading and capacity development for value chain efficiency improvements.</li> </ol>
<b>Organizational Outcome 403 - Policies, financial instruments and investment that improve the inclusiveness and efficiency of agri-food systems are developed and implemented by the public and private sectors.</b>	
Organizational Output 40301 - Public and private sector institutions are supported to design and implement financial instruments and services that improve access to capital for efficient and inclusive agri-food systems.	<ol style="list-style-type: none"> <li>1. Provide technical advice to develop policy frameworks that facilitate greater financial flows into food systems investments</li> <li>2. Develop technical and research capacity among public and private actors to plan and implement competitive and inclusive investments responding to consumer demands</li> <li>3. Promoting sustainable rural financial institutions, innovative financial services and delivery mechanisms that meet the specific requirements of agricultural and agribusiness investors.</li> <li>4. Also focus on identifying and up-scaling:</li> <li>5. Innovative financial and investment instruments for financial institutions and service-providers that are inclusive and responsive to the needs of the agribusiness and agricultural sector</li> <li>6. Risk management instruments and approaches that facilitate investments</li> <li>7. Capacity development programmes for policy makers, public and private sector financial institutions and partner technical assistance providers</li> </ol>
Organizational Output 40302 - Public and private investment institutions are supported to increase responsible investments in efficient and inclusive agri-food systems.	<ol style="list-style-type: none"> <li>1. Mobilizing public investment projects/programmes</li> <li>2. Supporting upstream processes related to mobilizing public investment</li> <li>3. Developing capacities to design and implement investments, improve the efficiency of public expenditures, strengthen policy and governance processes, and develop investment statistics,</li> <li>4. Disseminating best practices, and lessons learned on public investment.</li> <li>5. Identifying investment opportunities, policy and other constraints limiting private investment</li> <li>6. Promoting public-private processes and partnerships</li> <li>7. Promoting principles for responsible agricultural investment</li> <li>8. Helping align private sector and public investments.</li> </ol>
Organizational Output 40303 - Systems are established and countries are supported to monitor, analyse and manage the impacts of trade, food, agriculture and natural resources policies on food systems and on price and market related risks.	<ol style="list-style-type: none"> <li>1. Improving data collection to develop policy relevant indicators, analysis and dissemination,</li> <li>2. Enhancing evidence based policy dialogue at all levels</li> <li>3. Improving outreach of evidence and knowledge generated through advocacy and communication</li> <li>4. Developing national capacities in policy monitoring.</li> </ol>

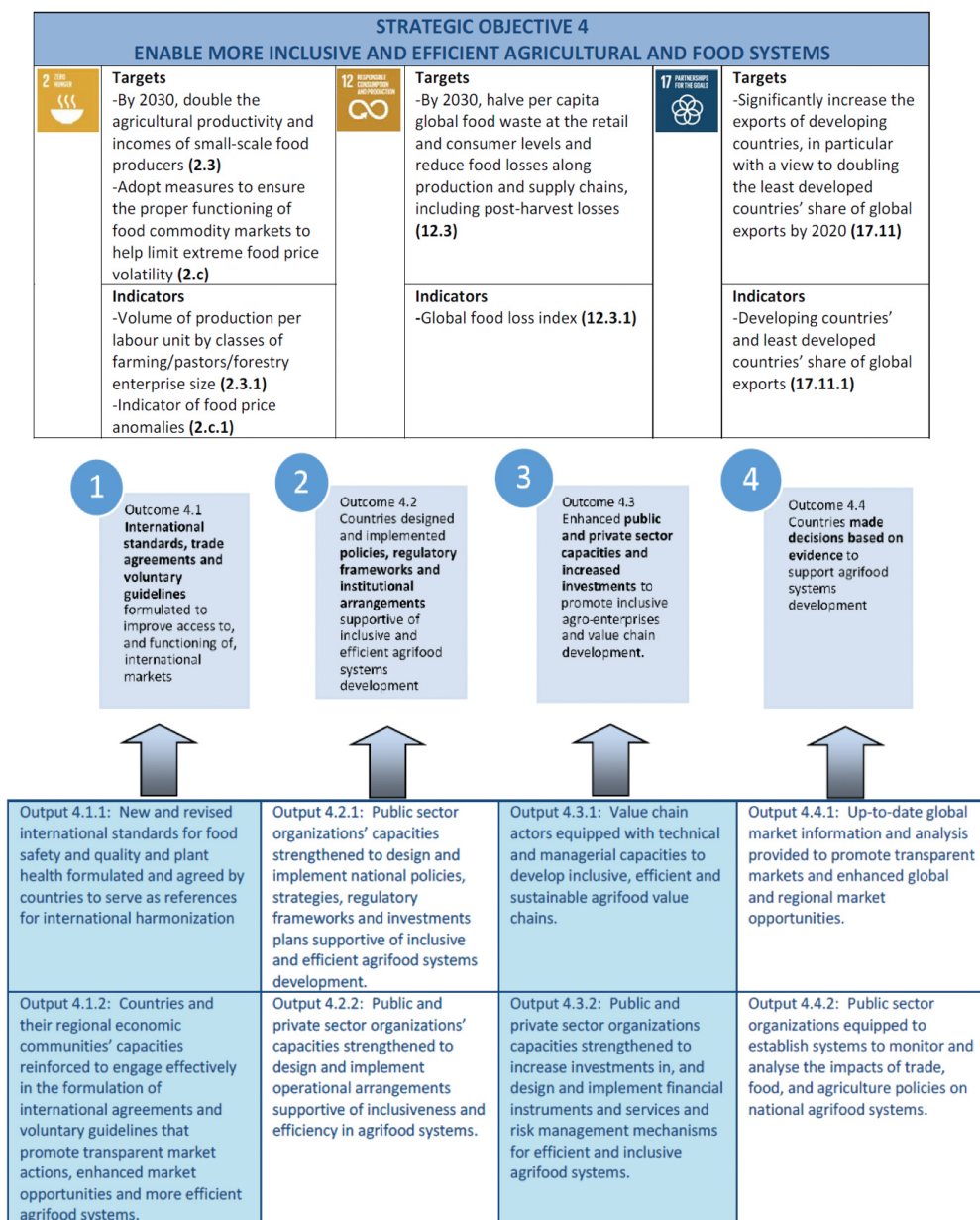
## Appendix 2. SP4 Indicators, targets and results for 2014 – 2015 and 2016 – 2017

		Target (2014- 2015)	Actual (2014- 2015)	Target (2016- 2017)	Actual (2016)
<b>Outcome indicators</b>					
401 - International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.	01 - Number of countries that have aligned national trade policies, regulations and mechanisms (related to international trade in agriculture, forestry, food, products) to conform to agreements	5	6	15	
	02 - Percent of low-income and lower-middle income countries effectively participating in international standard setting under the auspices of Codex Alimentarius and the International Plant Protection Convention (IPPC) or Codex standards development	15.12%	17%	15.84%	
	03 - Number of developing countries in which the FAO Regulatory Systems Index has increased	8	0	15	
402 - Agribusinesses and agri-food chains that are more inclusive and efficient are developed and implemented by the public and private sectors.	01 - Number of countries in which agro-industry value added has grown faster than agricultural value added	10	17	12	
	02 - Number of countries in which the FAO food loss index has decreased	20	56	40	
403 - Policies, financial instruments and investment that improve the inclusiveness and efficiency of agri-food systems are developed and implemented by the public and private sectors.	01 - Number of countries in which credit to agriculture has increased in real terms (inflation-adjusted)	13	34	15	
	02 - Number of countries in which the agricultural investment ratio has increased.	7	57	10	
	03 - Number of countries that have reduced the level of disincentives affecting the agriculture and food sector through policy distortions.	10	4	12	
<b>Output indicators</b>					
40101 - New and revised international standards for food safety and quality and plant health are formulated and agreed by countries and serve as references for international harmonization.	Number of new or revised international standards in food safety, quality and plant health:				
	new issues considered	42	30	16	
	draft standards progressed	56	69	105	
	new standards adopted	30	35	34	

		Target (2014- 2015)	Actual (2014- 2015)	Target (2016- 2017)	Actual (2016)
40102 - Countries and their regional economic communities are supported to engage effectively in the formulation and implementation of international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities.	Number of trade-related agreements on which evidence, capacity development or fora for dialogue have been provided by FAO	7	18	39	
40103 - Governments and national stakeholders are provided with up-to-date information and analysis to design and implement efficient and inclusive market and trade strategies.	Number of FAO market information products whose usage increased	8	17	11	
40104 - Public sector institutions are supported to improve their capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality.	Number of countries and regional bodies provided with FAO support to design and implement policies and regulatory frameworks for plant and animal health and food safety and quality:				
	plant health	134	147	21	
	animal health	25	30	18	
	food safety and quality	175	155	23	
40201 - Public sector institutions are supported to formulate and implement policies and strategies, and to provide public goods that enhance inclusiveness and efficiency in agri-food chains.	Number of institutions benefiting from FAO support to formulate and implement strategies and to provide public goods that enhance inclusiveness and efficiency in agri-food chains	60	97	53	
40202 - Support is provided for the development of evidence-based food losses and waste reduction programmes at national, regional and global levels.	Number of countries provided with FAO support for reducing food waste and loss	60	45	29	
40203 - Value chain actors are provided with technical and managerial support to promote inclusive, efficient and sustainable agri-food chains.	Number of countries provided with FAO support to implement inclusive, efficient and sustainable value chains	40	56	60	
40301 - Public and private sector institutions are supported to design and implement financial instruments and services that improve access to capital for efficient and inclusive agri-food systems.	Number of institutions receiving FAO support to increase the availability of financial products and services to the agricultural sector	70	60	61	
40302 - Public and private investment institutions are supported to increase responsible investments in efficient and inclusive agri-food systems.	Number of countries receiving significant FAO support to increase responsible investment in efficient and inclusive agri-food systems	16	38	13	
40303 - Systems are established and countries are supported to monitor, analyse and manage the impacts of trade, food and agriculture policies on food systems.	Number of countries receiving FAO support to monitor, analyse and reform food and agricultural policies	13	18	15	

## Appendix 3. Proposed Medium-term Plan for the period 2018-2021

Number of new or revised international standards in food safety, quality and plant health:



**Appendix 4. List of countries under consideration for in-depth study**

Country	Coverage by Regional Initiative/ Focus Country etc.	Spread of activities under ten outputs 2016	Estimated Budget for SO4 country projects	Number of SO4 country projects	Total number of SO4 projects (including regional/global)	Recommended by FAO staff (2015)	Coverage of all five SOs in country activities (2016)	Outputs covered by projects	Output results reported 2016	CPF (YEAR)	Included in evaluation?
<b>Africa</b>											
Ghana	RI1	4	USD123 486	1	10	✓	1,2,3,4,5	40104, 402, 40203, 40302, 40303	40102, 40104, 40302, 40303	2013-2016	Yes; and visit to Regional Office for Africa (RAF)
Rwanda	Close Observation, RI1, RI2	4	USD591 001	3	8	✓	1,2,3,4,5	401, 402, 40303	40104, 40202, 40203, 40303	2013-2018	Yes for gender study in particular
Ethiopia	RI1, RI3	6	USD7 801 328	6	10	✓	1,2,3,4,5	401, 40202, 40203, 40303	40104, 40102, 40103, 40301, 40302, 40303	2016-2020	Yes
Zimbabwe	SO4 Focus Country, RI3	3	USD1 848 000	1	3	✓	1,2,3,4,5	401, 402	40102, 40104, 40301	2016-2020	Yes
Cameroon	RI2	5	USD443 000	1	8	✓	2,3,4,5	401, 40203, 40303	40102, 40104, 40201, 40202, 40203	2013-2017	(explore possibility for collaboration on ongoing CPE)
Gambia	SO4 Focus Country	1	USD111 977	3	6		1,2,3,4,5	401, 40203, 40302	40104	2013-2016	Yes
Cote d'Ivoire	RI2	2	**No country projects (only regional)	**	7		1,2,3,4,5	401, 40203, 403	40202, 40203	2012-2015	Use findings from 2016 CPE

Country	Coverage by Regional Initiative/ Focus Country etc.	Spread of activities under ten outputs 2016	Estimated Budget for SO4 country projects	Number of SO4 country projects	Total number of SO4 projects (including regional/global)	Recommended by FAO staff (2015)	Coverage of all five SOs in country activities (2016)	Outputs covered by projects	Output results reported 2016	CPF (YEAR)	Included in evaluation?
Kenya	SO4 Focus Country	4	USD851 557	3	11	✓	1,2,3,4,5	401, 40203, 40303	40104, 40202, 40203, 40303	2014-2017	Use findings from ongoing CPE
Tanzania	SO4 Focus Country	3	USD397 979	3	10	✓	1,2,3,4,5	40203, 40303	40203, 40301, 40303	2017-2020	Use findings from 2016 CPE
<b>Asia</b>											
India	n/a	3	USD345 854	2	13	✓	1,2,3,4,5	401, 40202, 40303	40202, 40203, 40303	2016-2017	Yes
Viet Nam	SO4 Focus Country, RI3	4	USD615 132	6	12		1,2,3,4,5	40101, 40102, 40104, 40201, 40203, 40302, 40303	40102, 40104, 40202, 40302	2012-2016	Yes
Thailand	n/a	2	USD794 684	5	13	✓	1,2,4,5	40101, 40102, 40104, 40203	40104, 40202	2012-2016	Visit to Regional Office for Asia and the Pacific (RAP)
Laos	Close Observation, RI1, RI2	2	USD498 870	2	7		1,2,3,4,5	40101, 40104, 40203	40104, 40201	2016-2021	Phone/skype follow-up based on 2015 CPE
Bangladesh	Close Observation, RI1, RI3	2	USD27 089 161	7	11	✓	1,2,3,4,5	40101, 40103, 40104, 40201, 40202, 40203, 40303	40104, 40202	2013-2018	Use CPE findings

Country	Coverage by Regional Initiative/ Focus Country etc.	Spread of activities under ten outputs 2016	Estimated Budget for SO4 country projects	Number of SO4 country projects	Total number of SO4 projects (including regional/global)	Recommended by FAO staff (2015)	Coverage of all five SOs in country activities (2016)	Outputs covered by projects	Output results reported 2016	CPF (YEAR)	Included in evaluation?
Pakistan	n/a	*no results reported	USD31 417 286	7	9	✓	1,2,5	40102, 40201, 40202, 40203	*no results reported	2012-2017	Use CPE findings.
<b>Pacific</b>											
Samoa	RI4	2	USD376 000	2	3	✓	1,2,3,4,5	401, 40203	40201, 40203	2013-2017	Subject to further consultation.
Fiji	Close Observation, RI4	1	USD58 011	3	4		2,4,5	401, 40203, 40303	40203	2013-2017	Subject to further consultation.
<b>Latin America</b>											
Colombia	SO4 Focus Country, RI	3	USD3 625 037	12	22	✓	1,2,3,4,5	40102, 40104, 40201, 40202, 40203	40201, 40202, 40203	2015-2019	Yes
Bolivia	RI	3	USD4 832 096	21	34		1,2,3,4,5	40101, 40103, 40104, 40201, 40203, 40302, 40303	40102, 40201, 40203	2013-2017	Yes
Chile	n/a	2	USD100 888	3	7		1,2,3,4,5	40103, 40201, 40202, 40203, 40303	40104, 40201,	2015-2018	Visit to Regional Office for Latin America and the Caribbean (RLC)

Country	Coverage by Regional Initiative/ Focus Country etc.	Spread of activities under ten outputs 2016	Estimated Budget for SO4 country projects	Number of SO4 country projects	Total number of SO4 projects (including regional/global)	Recommended by FAO staff (2015)	Coverage of all five SOs in country activities (2016)	Outputs covered by projects	Output results reported 2016	CPF (YEAR)	Included in evaluation?
Honduras	SO4 Focus Country, RI	3	USD15 106 746	6	17		1,2,3,4,5	40101, 40102, 40104, 40201, 40203, 40302, 40303	40202, 40203, 40301	2015-2017	Use CPE findings
Guatemala	Close Observation, SO4 Focus Country, RI	2	USD138 141	4	17	✓	1,2,3,4,5	40102, 40104, 40201, 40203, 40302, 40303	40104, 40203	2016-2016	Use CPE findings
Mexico	SO4 Focus Country		USD577 236	5	10	✓	1,2,3,4,5	40102, 40201, 40202, 40203, 40302, 40303	40102, 40104, 40202, 40203	2014-2018	Under consideration
<b>Caribbean</b>											
Barbados	n/a		USD121 574	2	8	✓	1,2,3,4,5	40101, 40104, 40201, 40203, 40303	40104, 40203	2016-2019	Under consideration
Jamaica	RI	1	USD203 892	3	9	✓	1,2,3,4,5	40102, 40104, 40201, 40203, 40303	40203	2016-2019	Under consideration
<b>Near East</b>											
Egypt	Close Observation	2	USD400 000	1	6	✓	1,2,3,4,5	40101, 40104, 40201, 40202, 40203	40202, 40302	2013-2017	Case study on food loss and waste and Use CPE findings

Country	Coverage by Regional Initiative/ Focus Country etc.	Spread of activities under ten outputs 2016	Estimated Budget for SO4 country projects	Number of SO4 country projects	Total number of SO4 projects (including regional/global)	Recommended by FAO staff (2015)	Coverage of all five SOs in country activities (2016)	Outputs covered by projects	Output results reported 2016	CPF (YEAR)	Included in evaluation?
Tunisia	SO4 Focus Country	3	USD12 027	1	9	✓	1,2,3,4,5	40101, 40102, 40104, 40201, 40203, 403	40202, 40203, 40302	2013-2015	Yes
Saudi Arabia	n/a	3	USD30 092 268	3	3		1,2,3,4,5	402, 403	40104, 40202, 40302	2012-2016	Use CPE findings
WBGS	SO4 Focus Country	5	USD2 631 672	4	6	✓	1,2,3,4,5	40101, 40104, 40201, 40303	40102, 40104, 40201, 40203, 40302	2014-2016	Use CPE findings
<b>Europe and Central Asia</b>											
Moldova	RIZ	4	USD569 580	6	9		1,2,3,4,5	40101, 40103, 40104, 40201, 40203	40104, 40301, 40302, 40303	2016-2019	Yes
Tajikistan	RIZ	4	USD627 155	4	8	✓	1,2,3,4,5	40103, 40104, 402, 40302	40104, 40203, 40302, 40303	2016-2017	Yes
Ukraine	RIZ	6	USD240 362	2	4	✓	1,2,3,4,5	40101, 40104, 40201, 40203	40102, 40104, 40201, 40203, 40301, 40302	2016-2019	Yes
Hungary		Visit to REU									
Kyrgyzstan	Close Observation, RIZ	3	USD1 063 236	8			1,2,3,4,5	40103, 40104, 40203, 40303	40102, 40203, 40302	2015-2017	Phone/skype and Use CPE findings
Georgia	SO4 Focus Country	6	USD7 424 190	7			2,3,4,5	40103, 40104, 40301, 40303	40104, 40202, 40203, 40301, 40302, 40303	2016-2019	Phone/skype





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