Food and Agriculture Organization of the United Nations

Office of Evaluation

**End-of-Programme Evaluation
EC/FAO Programme on Linking Information and Decision Making to Improve Food Security
Phase 3 (GCP/GLO/243/EC)**

FINAL

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Acknowledgements

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Table of Contents

Annexes

Acronyms

AGN	FAO Nutrition and Consumer Protection Division
ASEAN	Association of Southeast Asian Nations
AU	African Union
AUSAID	Australian Government Overseas Programme
CAADP	Comprehensive Africa Agriculture Development Programme
CBO	Community-Based Organization
CFS	Committee for Food Security
CFSVA	Comprehensive Food security and Vulnerability Assessments
CIDA	Canadian International Development Agency
CILSS	Interstate Permanent Committee for Drought Control in the Sahel
COMESA	Common Market for Eastern and Southern Africa
DEC	Dietary Energy Consumption
EC	European Commission
ECOWAS	Economic Community of West African States
ELCSA	Latin America Household Food Security Measurement Scale
ENP	European Neighbor Policy
ESA	FAO Agricultural Development Economics Division
ESS	FAO Statistical Division
EST	Trade and Market Division
EUR	Euro
FAFS	Framework for African Food Security
FANTA	Food and Nutrition Technical Assistance
FAPF	Food and Agriculture Policy Framework
FAO	Food and Agriculture Organization
FENIX	Food Security and Early Warning Network for Information Exchange
FEWSNET	Famine Early Warning Systems Network
FSIN	Food Security Information Network
FSSM	Food Security Statistical Module
FSTP	Food Security Thematic Programme
GIEWS	Global Warning and Early Warning System
GIZ	Deutsche Gesellscaft fur Internationale Zusammenbeit
GoSS	Government of Southern Sudan
HHS	Household Hunger Scale
HQ	Head Quarters
IFAD	International Fund for Agriculture Development
IFPRI	International Food Policy Research Institute
IPC	Integrated Phase Classification System
ISFNS	Information System for Food and Nutrition Security
ISS	International Scientific Symposium
JRC	EC Joint Research Centre
LoA	Letter of Agreement
MAF	Ministry of Agriculture and Forestry
MOSAICC	Modeling System for Agricultural Impacts of Climate Change
MoU	Memorandum of Understanding
MTR	Mid-Term Review

NBS	National Bureau Statistics
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NPCA	NEPAD Planning and Coordinating Agency
NRC	FAO Climate, Energy and Tenure Division
ODI	British Overseas Development Institute
OED	FAO Office of Evaluation
OEK	Office of Knowledge Exchange, Research and Extension
PEMS	Performance Evaluation and Management System
PMT	Programme Management Tool
REC	Regional Economic Communities
ROM	Results Oriented Monitoring
SADC	Southern African Development Community
SIFSIA	Sudan Institutional Capacity Programme Food Security Information for Action
SOFI	State of Food Insecurity in the World
TCE	FAO Emergency Operations and Rehabilitation Division
TCI	Investment Center Division
UN	United Nations
UNICEF	United Nations of Children
USAID	United States Agency for International Development
VAC	Vulnerability Assessment Committee
WFP	World Food Programme
WHO	World Health Organization

1.   Executive Summary

Introduction

1.   The EC/FAO Programme "Linking Information and Decision-Making to Improve Food Security" – of Euros 6,050,000 - implemented during the period 1 January 2009 to 31 December 2011 is funded by the EC Food Security Thematic Programme (FSTP), a global initiative that seeks to integrate food security objectives within long term broad based poverty reduction policies and strategies. The Programme falls under Component 2 that focuses on linking information and decision making to improve food security response strategies.

2.   The end-of-Programme Evaluation of the EC/FAO Programme "Linking Information and Decision-Making to Improve Food Security" was carried out from end-September 2011 to January 2012. The Evaluation was planned to be summative, consolidating and verifying information on the achievements of the Programme at the same time as helping to identify any areas for future improvement and identifying good practices for an expected continuation of the Programme. Due to the particular nature of the Programme and the focus on the contribution of the Programme to the normative work of FAO, the Evaluation methodology included a range of different methods and tools: review of programme documents, review/synthesis of evaluations with reference to normative products, semi-structured interviews with key programme stakeholders, regional missions/studies, expert review of a sample of normative products, case studies of three selected cases, and lastly web-based surveys of users of Distance Learning (e-learning), users of the Communication Toolkit and users of the web-site. The lack of clearly defined target/user groups for the normative products, partly explained by the global nature of the Programme and its flexible work plan, hampered the analysis of the effectiveness of the Programme. Even when users could be identified and contacted, the response rate was low.

Relevance and Design

3.   The Programme and its focus on enhanced global understanding of food security (through improved food security information systems) and the linkage to decision-making is highly relevant. Thus, although different approaches exist, there is a general consensus among stakeholders concerning the need for: 1) a better understanding of the determinants of food insecurity; 2) building a global consensus on the parameters/information systems to quantify and classify different scenarios of country level food insecurity; 3) an enhanced coordination of responses. FAO has a mandate to: "collect, analyze, interpret and disseminate information relating to nutrition, food and agriculture" and the organization is therefore considered the appropriate organization to implement the Programme.

4.   The Programme is coherent with the Strategic Framework 2010-2019 and contributes to Strategic Objective H: "Improved food security and better nutrition" and Strategic Objective I: "Improved preparedness for, and effective response to, food and agriculture threats and emergencies". As the Programme was designed before the Strategic Framework was in place, the Programme is not entirely aligned with the results of the Plan. The new EC-funded programme: "Global Governance for Hunger Reduction Programme" (2012-2015), partly built on the results of

the current Programme, is designed to contribute directly to the Organizational Outputs under the Strategic Framework.

5.	The five first months (the Inception Period) were used for a fine-tuning of the design of the Programme, to some extent based on the recommendations of the Final Evaluation of the previous phase. The Logical Framework is generally well structured and the Overall Objective, Specific Objectives and the Results are relatively well-defined, logical and address identified needs. The weakness of the Logical Framework is the indicators, which only partly adhere to the principle of being Specific, Measurable Achievable, Realistic, and Time-bound (SMART). The main part of the indicators (at Overall Objective, Specific Objective and Results level) are not measurable; some are measurable, but do not include targets. Targets were established as part of the Inception Report, but only at output level. For the main part of the indicators at result level, the achievements can easily be established ("number of guidelines..", etc.); with regard to the Overall and Specific Objectives, achievement can only be established at anecdotic level due to the lack of targets and baseline data. The excessive number of indicators (totally 53) contributes to the Logical Framework not being a suitable tool for management and reporting. It is worth noting that due to the particular nature of the Programme – global with a demand-driven approach – establishing SMART indicators and a baseline is challenging.

6.	With regard to partnerships with regional organizations (Interstate Permanent Committee for Drought Control in the Sahel (CILSS), NEPAD/CAADP), which to a large extent was planned to form the focus of the current phase, the design has been less appropriate. The principles of collaboration between the Programme and regional organizations were coined in Letters of Agreement (LoA)/Memorandum of Understanding (MoU); this, however, proved to be lengthy and cumbersome process delaying all activities. The duration of the Programme (3 years) is considered inadequate for regional partnership and institutional capacity building, both requiring long-term involvement.

7.	Compared to the previous phases, the current phase enjoyed a high level of flexibility in terms of planning activities (under each result) in the course of the Programme. This in-built flexibility of the Programme is highly relevant and appropriate for a programme interacting with and responding to food security development at global, regional and country levels. The flexible Programme design allowed the Programme to work on technical areas, which were not foreseen from the beginning; for example the State of Food Insecurity in the World 2010 (SOFI 2010). The risk of the high level of flexibility is, however, lack of cohesion and too much dispersion of Programme activities. At the same time, due to the limited resources available for activities at country level, the Programme had to a large extent to employ an "opportunistic strategy" exploiting opportunities where other sources of funding were available for activities at national level.

Efficiency

8.	The financial management is highly transparent and accountable. A computer based Programme Management Tool (PMT) was developed during Phase 2 and has been updated to fit with the current phase. The PMT is updating all actual expenditures, commitments made and field disbursement for each work plan and against the results (of each of the 8 Thematic Teams) every fifteen days and can be accessed via the Programme website.

9.   The Programme is generally efficiently managed. A budget revision was approved in April 2011 and the Programme was at the time of the Evaluation Mission negotiating a new budget revision including a no-cost extension (31 December 2011 to 31 March 2012). Both budget revisions include decrease in salaries of professional technical staff as the staff costs have been subsidized through Trust Fund projects (approximately 650,000 dollars) and the FAO Regular Programme. There has been a substantial underutilization of the budget for regional programmes (43% decrease) primarily because the collaboration with the Southern African Development Committee (SADC) never materialized and the collaboration with NEPAD was substantially delayed. The deviations from the budget are generally justified. At the time of the Evaluation mission, the FAO contribution (550,000 EUR) had been fully spent and 4,647,190 EUR out of the 5,5 million EUR EC contribution had been committed/spent. It is expected that the Programme will utilize the remaining funds (approximately 900,000 EUR) before the phase out, for instance for continued support to NEPAD and CILSS, and the International Scientific Symposium (SSI).

10.   The strategic management of the Programme has largely been effective. The Steering Committee provided strategic direction of the Programme; however, due to the restructuring of the EC, the Committee has only met twice during the Programme period. The Programme Management Unit appeared to have served well as a coordinating unit for the eight thematic teams. The Matrix served well as management tool and was the basis for annual work plans of the teams and the Coordination Unit. The Programme Assessment Framework Matrix at the same time functions as a monitoring tool reporting against selected key performance indicators at result level. The reporting against the indicators at result level is generally good; unfortunately, there is no reporting at Specific Objective and Overall Objective levels.

11.   The Programme is generally well implemented. According to the Performance Assessment Matrix (updated 30 November 2011 with likely projections of achievements to April 2012) the main part of the results are likely to be achieved. The Matrix is on an annual basis reporting against 32 indicators with targets. Of this 14 targets have already been achieved; 9 targets are likely to be achieved by April 2012, and 9 targets will only be partially achieved. The areas where the targets have not been achieved mainly relate to collaboration with regional programmes/regional organizations.

12.   The Programme has proved very effective in integrating/mainstreaming the activities into the Regular Programme, in particular in the Agricultural Development Economics Division (ESA) and through cross-sectorial collaboration with the other seven Technical Divisions. All of the divisions contribute to the annual work plans and the bi-annual progress reports. Though the integration into other Technical Divisions, the Programme has been able to tap/utilize the technical knowledge of these Divisions; thereby presumably improving the technical quality of the normative products while at the same time ensuring some level of sustainability.

13.   Some synergy between the EC and the Programme has been developed; for instance the EC has made all the Distance Learning (e-learning) courses available to the EC Personnel; however, there is room for more collaboration, for instance taking advantage of the presence of the EC Delegations at national level and the preparation of Country Strategy Papers. There seems to be an appreciation within (at least parts of) the EC of the Programme as playing a catalyst role for wider processes and events at the international food security agenda. This is confirmed by the fact that the EC will fund the earlier mentioned Global Governance Programme representing a change from project-by-project decision to a longer-term, programmic, multi-lateral approach and coordinated

partnership between FAO, World Food Programme (WFP) and International Fund for Agriculture Development (IFAD).

14.   The delay in finalization of agreements with regional organizations (CILSS and NEPAD) and the non-funding of SADC hampered the synergy between the Programme and the regional partners. The collaboration between the Programme and CILSS is on an *ad–hoc* basis, and there is no "obligation" within the overall Programme design to inform the other partner of the status of their on-going activities. Due to bureaucracy and slow procedures, the LoA between the Programme and NEPAD was signed with almost two years delay, and the position of the food security analyst under the LoA was only filled October 2011; this further delayed the activities.

15.   The linkages between the Global Programme and the two Regional Programmes funded under the FSTP were relatively limited. The Global Programme's focus on African countries and the fact that these tools/methods are not necessarily relevant outside the continent appeared to be the main reason for the limited linkages. The linkages were expected to develop automatically and no systems were put in place for this purpose. Collaboration took place (or was great facilitated) because the ENP Programme Manager was based at HQ with access to and knowledge of the normative products. The collaboration was developed in areas that responded to the demand from the Caucasus countries: e.g. agro-meteorological forecasting, statistics, Distance Learning (e-learning) and Country Briefs; the activities are part of the country work plans and were identified together with in-country stakeholders. Collaboration happened directly with the Global Programme (Country Briefs, website, Programme Management Tool, ISS) or indirectly through working with the same Technical Divisions (often working with the same staff).

16.   The Programme has contributed considerably to the creation of a strategic/long-term partnership with WFP and the International Food Policy Research Institute (IFPRI) primarily through the Food Security Information Network (FSIN) and the FAO and WFP Joint Corporate Strategy on Information Systems for Food and Nutrition Security. A number of ad hoc partnerships, related to development of normative products, were established. Types of partnership include universities entering agreements with FAO through the Distance Learning (e-learning) Component, including the University of Pretoria and Universitat Oberta de Catalunya and individual partners, such as the Food and Nutrition Technical Assistance (FANTA), which collaborated with the Programme regarding nutritional tools. Both types of partnerships were highly appreciated by both parties.

17.   The change to a demand-driven approach was one of the strongest recommendations of the Evaluation of the second phase. A global programme based on a demand-driven approach is by its very nature very challenging. The plan was that demands (global, regional and national) should also be identified through partnership and network; however, the partners and networks have only partly fulfilled this role. Overall, the Programme has been relatively successful in responding to global demands/needs, for instance through organizing the ISS 2012 and forming the FSIN. Less has been achieved with regard to applying a demand-driven approach at regional and country levels, partly due to the shortage of funding for activities at country level, partly due to the delay of the partnerships with regional organizations and limited linkages with the two regional programmes under the FSTP. At country level, the Programme applied an "opportunistic strategy", exploiting opportunities where other sources of funding were available for activities at national level.

18.   A considerable number of normative products have been produced by the Programme in partnership with ad hoc partners and strategic partners. As part of the Evaluation, reviews of selected products were carried out to assess the technical quality of the products. According to the reviews of the products MOSAICC, Resilience Tool and Price Monitoring Tool there is certainly potential, but the tools are still too complex and suffer from some shortcomings; more work is needed to make the tools applicable at country level. The Guidelines for Household and Individual Dietary Diversity received very positive marks in terms of technical quality and user-friendliness. A user survey was carried out of Distance Learning (E-learning) courses; the courses were highly appreciated by the users for their relevance, technical quality and user-friendliness.

Effectiveness

19.   The assessment of the effectiveness of the Programme is seriously hampered by the fact that the Programme has not been reporting on the indicators at Specific Objective level; the achievement can thus only be assessed at anecdotal level.

20.   Specific Objective 1:"Global understanding of food security is enhanced through improved and harmonized analysis and monitoring and tailored support to regional partners" appears to have been achieved, for instance through the work of SOFI 2010. In addition, the consensus regarding the Integrated Phase Classification system (IPC) has contributed significantly to a better understanding of phases of food crises. Likewise, preliminary reports on the ISS (17-19 January 2012), arranged by the Programme, indicates that the Symposium will be instrumental in shaping the agenda of the food security and nutrition analysis of the international community for the next five years. Priority areas have been identified (selection of a suite of indicators; improving the food security and nutrition relevance of national surveys; and addressing emerging issues such as urban food insecurity). The FSIN has been identified as a key mechanism to implement such an agenda. The IPC guideline/manual can be mentioned as an example of a normative product utilized by regional and global partners. Currently, 29 countries are using the IPC on a regular basis or are exposed to it, primarily in Africa; the number of countries is planned to increase to 45 in the Global Governance Programme. The use of IPC in particular in the Horn of Africa can be mentioned as an example of coordinated responses making specific reference to an analytical outputs produced by the Programme.

21.   Capacity development with regard to understanding of food security has taken place at two levels: 1) individual (responsibility of the Distance Learning (e-learning system)); and 2) institutional (responsibility of the overall Programme). Lately, Distance Learning (e-learning) tools have also been adopted for capacity development at institutional level through three learning programmes established with CILSS/Economic Community of West African States (ECOWAS), COMESA and ASEAN under the FAO Trust Fund Project: "Improving the abilities of Regional Organizations to develop, implement and monitor food security training programmes" funded by the Federal Republic of Germany. It is still too early to see results as the process only started in 2011. With regard to the E-learning at individual level, the Distance Learning (e-learning) Survey clearly showed that the courses have been successful in building capacity and that the new skills acquired are applied in the work, for instance 72% of the learners stated that they improved their ability to analyse food security information. Another Programme product, the Food Security Statistics Module (FSSM) provided training and technical assistance to strengthen the statistical analytical capacity of national statistics systems and has been applied in Tanzania.

22.   Specific Objective 2: "Effective mechanisms that enhance the use of food security analysis to better inform decision-making are strengthened/developed" have been achieved to some extent. One of the indicators under Specific Objective 2 focuses on level of comparability across regions/countries. The use of the Cadre Harmonisé and IPC in respectively West and Southern Africa can be mentioned as examples of a future potential for improved comparability. The use of the IPC in relation to the Horn of Africa crisis is also an example of donors and regional bodies using food security approaches and methods that have been improved/harmonized with support of the Programme. The work in relation to SOFI 2010 can be mentioned given its potentiality as standard approach to deal with food insecurity in protracted crises. The Policy Review from Southern Sudan presents an example of how Programme analytical and policy support work is deemed relevant by a beneficiary, the Government of Southern Sudan, and used for informed decision-making (policy-making). The review contributed significantly in identifying gaps in connection with addressing major food security objectives in the sector policies. Generally, however, there are few cases of normative product prepared by the Programme being utilized for decision-making.

23.   Specific Objective 3: "Communication and knowledge sharing mechanisms are strengthened, particularly with respect to the development and implementation of demand-driven strategies to address food security" appears to have been achieved. Strengthening of communication and knowledge sharing mechanisms have taken place to some extent, but less so with regard to demand-driven strategies. The Programme and its multi-sectorial collaboration across different Technical Division are examples of the indicator "enhanced multi-sectorial teams". Similarly partnership and collaborative work (cf. for instance the work on IPC, the FSIN and the Joint WFP/FAO Strategy) has been strengthened by the Programme in line with the indicator "….partnerships and incentives for collaborative work are strengthened".

24.   Increased use/adaption of methodologies and Programme outputs by target audience has been achieved, at least for some outputs. The number of users of the Distance Learning (e-learning) courses is steadily increasing (the number of new learners increased with 16,500 in 2010 and 22,148 in 2011). The increasing traffic on the Programme web-site indicates increased interests for the Programme activities. During the period November 8-December 8 201, the website was visited 7,108 times corresponding to 4,444 unique visitors; i.e. it almost doubled within the last year.

25.   A major weakness of the Programme is the lack of a Targeting and Dissemination Strategy. The preparation of normative products has not been accompanied with a thoroughly planned strategy defining the audience and target group of the normative products and outlining the dissemination of the products. There has dissemination of some normative products, especially the Country Briefs, nutrition tools and Distance Learning (e-learning courses) at the global level. However, more stakeholders could have been reached at regional and national level. The regional mission to Southern Africa thus revealed that the regional partners as well as FAO country offices had very limited knowledge of the Programme normative products, for instance the Programme web-site. It should be mentioned that some of the products are not yet at a stage where they are ready to be rolled-out globally, for example the Modeling System for Agricultural Impacts of Climate Change (MOSAICC) and the Resilience Tool. All of the Thematic Teams could report of demand/interest from new countries for the various tools developed; however, this seemed to be a co-incidence rather than based on a strategic targeting and dissemination.

Gender Mainstreaming

26.   Gender has not been sufficiently mainstreamed into the Programme; the main part of the normative products are for instance not based on gender disaggregated data (this is only the case with regard to the Resilience Tool and SOFI 2010). Due to the lack of gender mainstreaming, the Programme does not contribute to Strategic Objective K: "Gender equity in access to resources, goods, services and decision-making in the rural areas". The lack of gender mainstreaming is to some extent a structural problem in the organization. Partly as result of the recent Gender Evaluation, the Gender Division is likely to grow in importance and gender is expected to be mainstreamed into other Technical Divisions.

Impact

27.   The Overall Objective of the Programme is: "The design and implementation of food security policies and programmes (responses) are enhanced through improved and harmonized food security and vulnerability analysis methods and effective use of information in decision-making". The lack of a well-defined indicator as well as means of verification hampers the assessment of the achievement of the objective. Some unplanned positive impacts of the Programme are observable, for instance enhanced collaboration between stakeholders/donors/partners) regarding food security issues; the newly established FSIN is an example. The partnership/collaboration between FAO and WFP has also improved significantly as reflected in the Joint Corporate FAO/WFP Strategy. In addition, there seems to be an enhanced understanding of the importance of food security information systems for decision making in Committee for Food Security (CFS) as reflected in the CFS reforms.

28.   It can of course be difficult to attribute the above positive impact to the Programme. Yet, even if there have been other contributing factors, the Programme appears to have been a catalyst of an increased attention to and understanding of food security information systems. The Programme has become the natural "institutional home" for processes/events related to food security information systems; for example the WFP/FAO Joint Corporate Strategy was prepared under the Programme; moreover, the idea of establishing the FSIN derived from a Programme Steering Committee meeting. The ISS is expected to show the direction for food security information system the next five years; this also witnesses about the global importance of the Programme.

Sustainability and Up-scaling

29.   There are good prospects for sustaining and up-scaling the Programme results. Many of the results under the current Programme will be sustained under the Global Governance Programme. The Programme (with a budget of approximately 47 million Euros) will be essentially global/normative, but will also focus on a limited number of countries (also selected for the FSIN); due to the focus on few countries a significant impact is expected at country level. Moreover, the Programme is fully integrated into the Strategic Framework. A number of normative products will be continued and up-scaled under the Global Governance Programme, for instance the work in relation to the FAO/WFP Joint Corporate Strategy, the FSIN, the Resilience analysis, food security impact assessment, IPC, integration of nutrition indicators in information systems/surveys/impact evaluations, volatility of food prices, Distance Learning (e-learning) courses, and protracted crises.

30.   Sustaining the results is also related to the level of ownership of outputs among intended beneficiaries/users. With regard to the IPC, which originally was prepared by FAO in Somalia, there has been a remarkable development. The revision of the IPC Manual, from version 1.0. to version 2.0. was a joint process with participation of all partners, thereby developing a higher level of joint ownership. Previously, the IPC was perceived as a FAO tool. As concerns the promotion of the IPC in the Southern Africa region, the process was started by the FAO Regional Emergency Coordination Office. The plan is, however, that the process will be taken over by the SADC. The process is expected to be slow; but it is also expected that regional ownership will evolve.

31.   Sustaining and up-scaling the results of the Programme moreover depends on the success of harmonizing/integrating/institutionalizing the outputs into existing global, regional and national structures. In particular the Distance Learning Programme has been integrated into and/or utilized by different programmes, institutions and audiences; for instance the partnering with the University of Pretoria has significant prospects for scaling up given the positioning of University of Pretoria as the lead policy training entity in the region. Distance Learning courses have also been added to the Learning Management Systems (LMS) of the EC. At regional level, the prospects for continuing the work of CILSS (and Cadre Harmonisé) are relatively good. Several donors (USAID, AFD: GIZ, etc.) expressed interest in funding the CILSS activities. The organization suffers from insufficient human resources and depends on technical support including support from FAO/WFP, in particular when it comes to building capacity at the country level.

Conclusions and Recommendations

32.   The Programme has generally been efficiently and effectively implemented. Measured by the indicators, the three Specific Objectives appear to have been at least partly achieved; due to the lack of reporting on the indicators, the achievement could only be assessed at anecdotic level. Specific Objective 1 (Global understanding of food insecurity is enhanced) and Specific Objective 3 (communication and knowledge sharing mechanisms are strengthened) have been achieved to a higher extent than Specific Objective 2 (Effective mechanisms that enhance the use of food security analysis to better inform decision-making are strengthened/developed). A clear strategy for targeting and dissemination would probably have led to a higher level of achievement of Specific Objective 1 and 3. With the understanding that the Programme would not be able to roll-out the normative products at national level (cf. the Inception Report), it could be argued that the Logical Framework appears to be a bit over-ambitious regarding the expected results at country level.

33.   As concerns Specific Objective 2, a targeted focus on the decision-making level is required. The normative products should be adapted to specific contexts to fit into the decision-making processes at country level; moreover, decision-makers should be more directly targeted. Generally, establishing linkages between enhanced food security information systems and the decision-making level is not well addressed in the Programme. The three learning programmes (funded by the Federal Republic of Germany) including the Distance Learning (e-learning) courses, targeting persons involved in the CAADP process (people with decision-making roles/able to influence decision-making) in Africa and the ASEAN Integrated Food Security Framework are examples of programmes, which to a higher extent address this linkage. Another example is the African Lead programme in which UP provides training of policy makers. The Global Governance Programme will focus directly on use of improved instruments for policy and programme design and implementation (Outcome 3) and capacitating human and organizational capacities of global,

regional and national organizations (including governments) for generating and using relevant food security analyses (Programme Outcome 4).

Recommendations

34.　　The main parts of the below recommendations relate to the coming Global Governance Programme, based on the experiences of the current phase. The recommendations are divided into clusters of recommendations, focusing on strengthening the regional level and national levels; synergy between EC and the Programme; and dissemination of the normative work.

Recommendation 1: Strengthening the regional and national levels

35.　　Many of the weaknesses of the current phase – for instance the lack of a well-defined targeting strategy and limited dissemination of the normative work in FAO Regional and Country offices relate to what appears to be a gap between the knowledge and the operation systems within the organization. Linking knowledge systems to operational system at national level is to some extent strengthened in the Global Governance Programme by targeting few countries. However, overall the gaps (dichotomy) between knowledge and operations systems, global and national (regional), and supply and demand driven development will continue to be a challenge even in the Global Governance Programme – pushing for a greater involvement at the national and regional levels is mandatory. The main partners of the Global Governance Programme will be the Rome-based agencies (FAO, WFP, and IFAD). Regional partnership, however, remains part of the Programme; after some delay there are now a sound foundation for collaboration between regional partners and the Programme. As the organizations have access to funding from other donors (for instance USAID is funding CILSS), the collaboration will mainly focus on providing technical assistance. The following specific actions are recommended to strengthening the regional and national levels:

> Rec. 1.1. If required, the formulation of partnership agreements with the regional organizations should be initiated as soon as possible to avoid delay. If funding is involved, the disbursements have to be timely.

> Rec. 1.2. A deliberate capacity development needs analysis is recommended at regional and country level (the 5-6 focus countries) before the final design of the Global Governance Programme. The analysis should focus on capacity needs with regard food security statistics, food security analysis and decision-making.

> Rec. 1.3. The existing *ad-hoc* communication between FAO and the regional partner CILSS should be reinforced by a more strategic work plan (prioritization of needs, planning activities including expected outputs) and establishment of governance "entity" to follow-up of this partnership.

> Rec. 1.4. The Programme should increase the involvement of FAO Regional Emergency Offices and Country Offices that usually have already built contacts with the regional/national partners to enhance the implementation of the Programme at these levels.

Recommendation 2: Targeting and Dissemination of normative products

36.   One of the findings of the current Evaluation was that the normative products elaborated under the Programme have not been accompanied with a thoroughly planned strategy defining the audience and target group of the normative products and outlining the dissemination of the products. To enhance the dissemination and scale up of the normative work, the following actions are recommended for the Global Governance Programme:

Rec. 2.1. A Targeting and Dissemination Strategy outlining the audience/target group (globally, regionally and at country level) as well as channels and methods of dissemination for each product should be prepared as part of Programme.

Rec. 2.2. FAO staff at regional and national level should be introduced to and trained in the normative products.

Rec. 2.3. All Programme partners should be introduced to the normative products (accessible though the Programme web-site).

Recommendation 3: Enhanced EC-FAO collaboration

37.   One of the ways to push for a greater national involvement and higher level of demand driven development is to establish a closer collaboration with the EC and if relevant focus on countries where the EC is present. As part of the EC country-level aid, a comprehensive analysis of the political, economic and social situation and a response strategy are prepared by the national government and the EC (the Country Strategy Papers and National Indicative Programme). The Programme should aim at tapping this strategic work to push for a more demand-driven approach to linking food security analysis with decision-making at national level. The problem at this point in time is that the number of countries, which have selected agriculture as Focal Areas of Concentration is relatively limited (mainly African countries). However, as part of the Agenda of Change process recently launched by the EC, Sustainable Agriculture (and Energy) will gain in importance; funds for such activities will be released in 2013 for use in 2014[1]. The following actions are recommended as part of the Global Governance Programme:

Rec. 3.1. In countries where both EC and FAO are present and where the Country Strategy Papers focuses on agriculture/food security, the two parties should collaborate and devise their actions in a complementary manner, aligning their objectives and avoid duplication.

Rec. 3.2. EC Country Strategy Papers should to a higher extent be aligned with and adopting FAO tools; this would lead to national roll-out.

Rec. 3.3. EC should ensure that the FAO Global Programme is effectively aligned with other projects/programmes under the FSTP.

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[1] European Commission. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. "Increasing the impact of EC Development Policy: An Agenda for Change". 2011.

2. Introduction

2.1 Background and purposes of the evaluation

38.   The end-of-Programme Evaluation of the EC/FAO Programme "Linking Information and Decision-Making to Improve Food Security" took place from end-September 2011 to January 2012. The Evaluation was planned to be summative, consolidating and verifying information on the achievements of the Programme. As the programme: "Global Governance for Hunger Reduction"[2] (building on the results of the Global Programme) was under preparation at the time of the Evaluation, the evaluation was envisaged to be forward-looking, helping to identify any areas for future improvement and identifying good practice where demonstrated success in providing public goods for strengthening the use of information in decision making might potentially be replicated. More specifically, the main purposes of the Evaluation were:

- To identify the factors affecting the relevance, efficiency, effectiveness, impact and sustainability of FAOs efforts to date;
- To improve the relevance, design, implementation, results and impact of FAO support for food security information system work globally;
- To provide accountability to the resource partner (EC) who has supported FAO's interventions about the performance of the Programme.

39.   The main focus of the Programme has been on developing normative products and establishing and rolling out capacity development activities at global and regional levels. The impact achieved at beneficiary (user) level as presented in the Logical Framework for the Programme is thus pivotal. Use made by stakeholders of normative products[3] (guidelines, tools, standards, analysis) produced under the Programme and actual and potential contribution of the Programme to the normative work of the Organization will be an essential area of focus. In addition, the Evaluation has critically assessed the Programme using internationally accepted evaluation criteria: i.e. relevance, efficiency, effectiveness, impact and sustainability (Please consult the Terms of Reference in Annex 1).

40.   The EC/FAO Programme – of Euros 6,050,000- implemented during the period 1 January 2009 to 31 December 2011 largely builds on the recommendations of the terminal Evaluation of EC-FAO Phase II Food Security Information for Action Programme (GCP/GLO/162/EC: 2005-2008) and takes into account the scope and objectives of the FSTP and the need to develop global and coordinated strategies to address food insecurity.

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[2] The Global Governance for Huger Reduction was approved in December 2011.

[3] There is no official definition of the normative work of FAO, however, the term is generally used to define the work of the organization that includes: 1) activities of general interest: policy/outlook studies, advocacy work, global monitoring/alert systems; 2) a knowledge management dimension: dissemination of best practices, knowledge exchange networks.

2.2   *Methodology of the evaluation*

41.   Due to the focus on the contribution of the Programme to the normative work of FAO, the Evaluation methodology included a range of different methods and tools. Below, the different methods/tools are presented (for an elaboration of the methodology, please consult the Inception Report, Annex 2):

1.   Review of programme documents (programme proposal, progress reports, etc.).
2.   Review and synthesis of existing independent evaluations with reference to the normative products of the Programme and food security information systems.
3.   Semi-structured interviews with key programme stakeholders (FAO management, EC management, WFP, IFPRI, and FANTA), either face-to-face or by phone/Skype.
4.   Regional missions to analyse the extent of collaboration with regional organizations and regional stakeholders: CILSS, NEPAD, COMESA, University of Pretoria, FAO country and regional offices) and the effectiveness of partnerships.
5.   Expert review of a sample of normative products (tools, guidelines, etc.) using email based consultations and a "Delphi" approach. The following normative products were selected for the review: MOSAICC, the Resilience Tool, the Price Monitoring Tool and the Guidelines for Measuring Household and Individual Dietary Diversity. Due to the technical complexity of the MOSAICC (including 5-6 different models), it was difficult to identify experts and it was therefore decided to contract only one expert with broad knowledge of the different models. The Delphi method was therefore not used in relation to the MOSAICC.
6.   Case studies of three selected cases: Review of policies of Southern Sudan; Food Security Statistics Module (FSSM), and the Harmonised Framework (or Cadre Harmonisé).
7.   Web-based survey of Distance Learning (e-learning) users to measure changes in knowledge, attitudes and practices. A questionnaire was developed in collaboration with the Distance Learning (e-learning) Team, to ensure comparison with previous surveys. The survey was conducted for English, Spanish and French learners. On the basis of a set of selection criteria (cf. the Inception Report), the questionnaire was sent to 918 learners. Out of these learners, 141 followed the courses in French, 68 in Spanish and the remaining 709 in English (reflecting the proportion of total learners by language).
8.   Two web-based surveys: 1) E-mail survey to users of the Communication Toolkit; 2) Survey on the use of the web-site (A questionnaire was posted on the website through a link in English, French and Spanish. The link remained on the website homepage for one month. In addition, the link to the questionnaire was sent out through the programme newsletter).

2.3   *Limitations*

42.   The main challenge of the Evaluation was the difficulty in identifying the users of the normative products. The Description of the Action (Project Proposal) and the Inception Report define partners and stakeholders, and the final beneficiaries (population in target regions and countries), but the direct users of the normative products are only mentioned with regard to the Global Learning Facility (E-learning). According to the Description of the Action, the beneficiaries of the Global Learning Facility are as follows: primary beneficiaries: Policy makers, practitioners and technical professional; secondary beneficiaries: general public and civil society, NGOs and

CBOs, international organizations, media representatives and academic institutions. The lack of clearly defined target/user groups for the normative products, partly explained by the global nature of the Programme and its flexible work plan, hampered the analysis of the effectiveness of the Programme.

43. Even when the users were identified and contacted, few of these responded. This was for example the case with users of the Guidelines for Measuring Household and Individual Dietary Diversity. A questionnaire was sent out to 127 people (users/potential users and TCE Emergency Coordinators); the responses received amounted to only 10. Out of 45 TCE Emergency Coordinators, only two responded.

44. The surveys focusing on the use of the web-site and the Communication Tool Kit also had very few responses (web-site 12 responses and Communication Toolkit 15 responses). Due to the limited number of responses to the web-site survey, the survey results have not been included in the report.

45. The organization of the regional missions and the Case Studies experienced the same kind of problems of identifying/making contact with stakeholders and users. Making contact with stakeholders was particularly problematic in relation to the CILSS regional mission; as a result the mission was cancelled and replaced by Skype interviews with the concerned people. Difficulties in identifying and establishing contact with stakeholders/users in relation to the Case Studies, in particular in Tanzania and Sudan resulted in relatively few interviews in this regard.

46. Identifying experts for the expert reviews proved to be a quite challenging and lengthy process delaying the evaluation process. Three experts participated in the reviews of the Price Monitoring Tool and Guidelines for Measuring Individual and Household Dietary Diversity; however, due to time constraints not all of the experts participated in the second round of the reviews. With regard to the Expert Review of the Resilience Tool, only one expert participated.

47. Due to the recent re-structuring of the EC and the change/relocation of Task Managers it was not possible to set up interviews with EC-staff with in-depth knowledge and experience of the implementation of the Programme. However, an interview focusing on the linkages between the FSTP, the Programme and the Global Governance Programme was carried out.

3. Relevance and Design

3.1 *Relevance*

48. More than 850 million people worldwide are undernourished; this figure has stagnated despite progress in some regions; in other regions, for instance Sub-Saharan Africa, the figure increased. More recently, the soaring food prices impacted negatively on the progress in reducing hunger in many developing countries. The lack of overall progress in hunger reduction, combined with the negative impact of the food prices' volatility, further renewed the urgency to develop effective means to address global and national food security issues. Although different approaches exist, there is a general consensus among stakeholders about the overall principles of a global action to reduce hunger and food insecurity: 1) a better understanding of the determinants of food insecurity is needed; 2) a global consensus needs to be built of the parameters/information systems

to quantify and classify different scenarios of country level food insecurity; 3) an enhanced coordination of responses is necessary.

49.   The "EC FAO Programme on linking information and decision making to improve food security" builds on these three principles. It is funded by the EC FSTP, reflecting the EC's continuous commitment through achieving the Millennium Development Goal 1: Eradicate Extreme Poverty and Hunger. The Programme falls under Component 2 of the EC FSTP, a global initiative that seeks to integrate food security objectives within long term broad based poverty reduction policies and strategies. Component 2 focuses on linking information and decision making to improve food security response strategies. The component was planned to be implemented at global, regional and national level through the current Programme (known as Global Programme) as well as regional programmes. The Programme also contributes to/is aligned with other FSTP components, for instance component 1: "Supporting the delivery of international public goods contributing to food security: research and technology". In addition, component 2 of the FSTP relates directly to Pillar III of the AU/NEPAD initiative CAADP[4].

50.   The current Programme is the third phase of a programme, which started with the 1999 Agreement. The First Phase (2000-2002) was named the Food Security Information Package and included a number of different project agreements; it had a budget of 12 million Euros. The Second Phase, the EC FAO Food Security Information Programme (2003-2008) had a budget of 15 million Euros and included a global programme and activities in 20 countries. The Third Phase was originally planned with a budget of 65 million EUR to be channeled through FAO and distributed to different stakeholders. The plan was dropped and replaced by a global programme and individually funded regional programmes to favour regional ownership. The regional programmes were, however, not funded or delayed and in the end only two regional programmes materialized: "Linking Information and Decision-Making to Improve Food Security in Selected Countries of the Greater Mekong Sub-Region (South East Asia)" and the "EC/FAO Programme on Information Systems to Improve Food Security in the European Neighbour Policy (ENP) area". The budget of the Global Programme is about 6 million Euros including a 10% contribution (550.000 Euro) from FAO. The FAO funded a Bridging Period of 3 months between the Second and the Third (current) Phase.

51.   FAO has a mandate to: "collect, analyze, interpret and disseminate information relating to nutrition, food and agriculture[5]" and the organization is therefore considered the appropriate organization for the Programme. Other factors contribute to the comparative advantage of FAO with regard to knowledge management and the linking to decision-making: 1) FAO is a knowledge based organization; 2) FAO is a more neutral organization than for example WFP/IFPRI; 3) FAO is a member country organization with 192 members; and 4) FAO works in partnership with national governments.

52.   The Programme is coherent with the Strategic Framework 2010-2019, and more specifically with the Medium Term Plan 2010-13, which is a reviewed plan of the Medium Term Plan 2006-2011. The Programme contributes to the Strategic Objectives H: "Improved food security and better nutrition" and I: "Improved preparedness for, and effective response to, food and

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[4] Pillar III of the CAADP is about the "Framework for African Food Security" (FAFS).
[5] FAO. "Strategic Framework for FAO:2010-2019": Conference, Rome 18-23 November 2009.

agriculture threats and emergencies"[6]. As the Programme was designed before the Medium Term Plan 2010-2013 was in place, the Programme is not entirely aligned with the results (areas of emphasis and de-emphasis) of the Plan. The next phase of the Programme is designed to contribute directly to the Organizational Outputs under the Strategic Framework.

3.2 Design

53.   The five first months (the Inception Period) were used for a fine-tuning of the design, to some extent based on the recommendations of the Final Evaluation of the previous phase[7]; for instance the report recommended a higher level of cross-sectorial collaboration. The Inception Period moreover proved to be useful in defining new technical areas not included in the Programme proposal. During the Inception Period, consultations with the regional partners CILSS, SADC, and NEPAD took place, as well as technical consultations with potential international partners like IFPRI in order to identify stakeholders and partners of the project. The importance of collaborating with NEPAD regarding the CAADP was realized during the Inception Period. Below, different aspects of the design will be discussed: the Logical Framework, institutional set-up, and implementation modalities.

Logical Framework

54.   The Logical Framework is generally well-structured and the Overall Objective, Specific Objectives and the Results are relatively well-defined, logical and address identified needs. The weakness of the Logical Framework is the indicators, which only partly adhere to the principle of being Specific, Measurable Achievable, Realistic, and Time-bound (SMART). The main part of the indicators (at Overall Objective, Specific Objective and Results level) are not measurable. (e.g. "Extent to which analytical and policy support work are deemed relevant by partners and beneficiaries"). For this type of indicators it will be difficult to establish baseline data and it will be difficult to assess the achievement of the objective. Some indicators are measurable ("number of collaborations.."), but do not include targets. Targets were established as part of the Inception Report, but only at output level. For the main part of the indicators at result level (number of guidelines produced, etc.), the achievements can easily be established; however, with regard to the Overall and Specific Objectives, achievement can only be established at anecdotic level due to the lack of targets. The excessive number of indicators (totally 53) contributes to the Logical Framework not being a suitable tool for management and reporting. Many of the indicators are relatively identical and could have been merged. However, it should be mentioned that due to the particular nature of the Programme – global with a demand-driven approach – establishing SMART indicators and a baseline are challenging. It would have been preferably to leave out indicators focusing on "extent of" and only include indicators focusing on the utilization of the normative tools, for decision-making, responses, comparability, etc. With regard to the latter type of indicators, establishing baseline data is not required.

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[6] "The Director-General's Medium Term Plan 2010-2013 (Reviewed) and Programme of Work and Budget 2012-13". FAO. 2011/3 (p. 12).
[7] EC/FAO (2009), "EC/FAO Joint Evaluation: Food Security Information for Action Programme (GCP/GLO/162/EC). April 2009.

55.   Moreover, the indicator at Overall Objective level (there is only one): "changes in the pattern of allocation (diversification of responses, funding mechanisms, and level of funding) of public resources to address food insecurity at global and country level" does not seem appropriate. Firstly, changes in allocation of donor funding might be an indicator of enhanced design and implementation of food security policies and programme; however, donor allocations can also change due to other reasons, for instance political decisions to focus on food security, etc. Secondly, enhancement of food security policies/programmes does not automatically lead to changes in donor allocations. Appropriate indicators at Overall Objective level would focus on qualitative aspects of food security policies/programmes, for instance increased number of policies/programmes based on holistic food security analysis.

56.   The main parts of the Logical Framework assumptions have been holding true (for instance "Other food security key stakeholders actively participate in (and contribute) to the process"). However, the assumptions regarding the regional programmes have only partly been holding true, for instance "Appropriate functional linkages and synergies are established with FSTP supported regional programmes" as discussed in Chapter 3.

Institutional set-up

57.   Coordination and management arrangements are generally clearly defined. The Steering Committee (SC) established under the previous phase of the Programme continued overseeing the overall management of the Programme. The EC is chairing the SC meetings; the FAO provides secretarial support through the Coordination Unit. The Programme is based on a cross-sectorial approach at FAO Headquarters (HQ) with eight thematic areas, anchored in six Technical Divisions as mentioned below:

- Resilience and vulnerability to food insecurity; Agricultural Development Economics Division (ESA)
- Nutrition and food security; Nutrition and Consumer Protection Division (AGN)
- Climate change and food security; Climate, Energy and Tenure Division (NRC)
- Markets, price volatility and food security, Trade and Market Division (EST)
- Deriving food security information from Household Budget Surveys; Statistical Division (ESS)
- Integration of food security and nutrition classification and parameters (ESA)
- Food security analysis and decision-making processes (ESA)
- Knowledge and Capacity for Development Branch, Office of Knowledge Exchange, Research and Extension (OEK)

58.   The Programme activities are implemented in partnership with external institutional partners. The partnerships can be grouped into three types: a) Partnership with regional organizations (CILSS, NEPAD/CAADP, and COMESA)[8] forming the basis for institutionalizing the programme at regional/national levels; b) Long-term and strategic partnership with partners such as WFP and IFPRI regarding the establishment of the FSIN and the common WFP/FAO Strategy for Information Systems; c) Partnership based on ad-hoc collaboration with regard to

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[8] The SADC Sectretariat was originally also selected as Regional Partner of the Programme (cf. the Programme Inception Report); however, due to internal restructuring of the organization, the partnership never materialized.

production of specific normative outputs, for instance collaboration with the Food and Nutritional Technical Assistance (FANTA) regarding the Guidelines of Household and Individual Dietary Diversity. In addition, the Programme through the Distance Learning Component has signed agreements with various universities (University of Pretoria, Universitat Oberta de Catalunya, etc.) in order to expand the coverage and scope of the Distance Learning activities.

59.   The management arrangement is well defined and relevant. A Programme Management Unit consisting of the Programme Coordinator, the Programme and Finance Officer and the Information and Communication Officer is anchored in the Agricultural Development Economics Division (ESA) and has been well located and well-staffed for managing the daily and more strategic management of the Programme.

Implementation modalities

60.   According to the Programme Inception report, the Programme is based on a number of principles: 1) demand-driven; 2) partnership; 3) building on existing systems/initiatives; 4) linkages with other initiatives funded under Component 2 of FSTP; 5) flexibility and accountability; 6) field based derived learning; and 7) capacity development and training. All of the principles seem to be appropriate and relevant; we shall examine later to which extent they have actually been implemented. Here we shall only comment on the principles of a demand-driven approach and flexibility and accountability (partnership was discussed above):

61.   *Demand-driven.* The change to a demand-driven approach was one of the strongest recommendations of the evaluation of the second phase – and thus also an important principle for the current phase. However, at the same time it was recognized (cf. the Programme Inception Report) that the funds were insufficient for work at country level. This was also recognized by the EC9. Due to the limited resources available for activities at country level, the Programme had to a large extent to employ an "opportunistic strategy" exploiting opportunities where other sources of funding were available for activities at national level. During the Inception Period, consultative processes at global and regional level took place. The Programme was not expecting to identify all (latent) demands; the idea was that the established networks/regional organizations would identify demands at global, regional and national level. At regional level, for instance, in relation to CILSS and NEPAD Distance Learning came out as an identified need. It should be mentioned that quite a number of the normative products were developed in previous phases, for instance the IPC, which was clearly demand-driven, developed in Somalia as response to an identified need. Overall, the Programme has been relatively successful in responding to global demands/needs, for instance through organizing the ISS 2012 and forming the FSIN. Less has been achieved with regard to applying a demand-driven approach at regional and country levels, partly due to the shortage of funding for activities at country level, partly due to the delay of the partnerships with regional organizations and limited linkages with the two regional programmes under the FSTP.

62.   *Flexibility and accountability.* Compared to the previous phases, the current phase enjoyed a high level of flexibility in terms of planning activities in the course of the Programme implementation. Within each result area there was room for flexibility with regard to activities. In agreement with EC, the Programme prepared annual work plans instead of a three-year work plan

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[9] According to information from the Programme Manager. As earlier mentioned, it was not possible to set up an interview with EC staff with in-depth knowledge and experience of the implementation of the Programme.

(each annual work plan was presented in the annual report). FAO moreover presented the key issues planned for the coming year in the Steering Committee, which meets on an annual basis. This in-built flexibility of the Programme is highly relevant and appropriate for a programme planned to be implemented in interaction with and responding to food security development at global, regional and country levels. The risk of the high level of flexibility is, however, lack of cohesion and too much dispersion of Programme activities.

63. The duration of the Programme (3 years) is considered inadequate bearing in mind the type of activities (partnerships with regional organizations and institutional capacity building), both requiring long-term involvement. A time frame of 4-5 years would have been more appropriate.

4. Efficiency

4.1 *Financial Management*

64. The financing arrangements are highly transparent and accountable. A computer based Programme Management Tool (PMT) was developed during Phase 2 and has been updated to fit with the current phase. The PMT (administered by the Budget and Activity Monitoring Officer) is updating all actual expenditures, commitments made and field disbursement for each work plan and against the results (of each of the 8 Thematic Teams) every fifteen days. The budget allocations are thus divided into sub-budgets for the eight teams (plus a budget for cross-cutting/programme support-management), but administered and coordinated by the Programme Coordinator, who is also the Budget Holder authorizing all expenditure. The PMT can be accessed via the Programme website (www.foodsec.org) and can be used by both the headquarters and the field offices. The financial management system thus adheres to the above-mentioned principle of accountability.

65. The Programme is efficiently implemented with regard to financial management. A budget revision was approved in April 2011 and the Programme was at the time of the Evaluation Mission negotiating a new budget revision including a no-cost extension (31 December 2011 to 31 March 2012). Both budget revisions include decrease in salaries of professional technical staff as the staff costs have been subsidized through FAO Regular Programme and Trust Fund projects (cf. below). On the other hand, there has been an increase of salaries for administrative staff and consultants. With regard to contracts/LoAs with regional partners the budget revision in April 2011 included a relatively big cut (43% decrease). The decrease in the budget was mainly due to the fact that no LoA was signed with SADC as planned; moreover, the agreement with NEPAD took longer time to finalize and the period of collaboration will thus be shortened. In both budget revisions there are budget changes with regard to travel, trainings/workshop, equipment, operating expenses and advisory services. The deviations from the budget are generally justified, for instance the budget decrease with regard to contracts/LoA with partners due to the above-mentioned problems. Moreover, the flexible project design agreed with the EC is likely to lead to budget adjustments/revisions. With the above-mentioned budget revisions taken into account, the funds are committed and spent in line with the budget. At the time of the Evaluation Mission, the FAO contribution (550,000 EUR) had been fully spent and 4,647,190 EUR out of the 5,5 million EUR EC contribution had been committed/spent[10]. This leaves approximately 900,000 EUR to be spent in the remaining four months. The following activities are planned for the remaining months: the

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[10] Information from the Programme and Finance Officer, 30 November 2011.

current evaluation, continuation of technical assistance to NEPAD in the achievement of CAADP objectives, continuing the roll-out of the Cadre Harmonisé in collaboration with CILSS, organization of the ISS in January 2012, and preparation of final reports. It is expected that the Programme will utilize the funds in the remaining Programme period; only some limited degree of underutilization is foreseen.

66.   As mentioned above, the Programme has benefitted considerably from external funding, both from other Trust Fund Projects and from the Regular Programme, particularly with regard to staff costs. Below, the contribution of Trust Fund Projects to the staff costs of the Programme is presented (Table 1) as well as the contribution from the Regular Programme in terms of staff providing supervisory, technical or operational support to the Programme (Table 2).

Table 1: Trust Fund project contributions to staff costs of the Programme[11]

Project	Donor	Contribution to EC/FAO Programme
Sudan Institutional Capacity Programme: Food Security Information for Action (SIFSIA) in Northern Sudan (Jan. 2007-Nov.2011)	97% EC & 3% Multilateral funding Budget $11,834,878	$82,434
Sudan Institutional Capacity Programme: Food Security Information for Action (SIFSIA) (Dec 2006 - Nov 2011)	97% EC and 3% Multilateral funding – Budget $12,000,000	$110,754
Improving the abilities of Regional Organizations to develop, implement and monitor food security training programmes (Feb 2010 - Jan 2014)	German funding Budget $1,595,004	$100,618
Sustainable Food Security Through Community-Based Livelihood Development and Water Harvesting: Jonglei and Upper Nile States, South Sudan (FAO components 1, 2, and 3) – (Mar 2011 - Mar 2014)	CIDA funding Budget $12,341,105 –	$9,574
Technical and institutional support for the development of a global multi-agency approach to food security classification based on the Integrated Food Security Phase Classification	ECHO funding Budget $1,884,958	$312,767

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[11] The amounts indicated do not include funding of activities as these are not captured under the EC/FAO programme, but under the specific projects.

(IPC), Phase II (Nov 2009 – 2010)		
Appraisal for the review of the results of a fertilizer voucher scheme in Mali, the "Ticket Agri" (Jan 2010 - Feb 2011)	Edenred (ex-Accor Services) funding Budget $70,028	$12,512
Support to the Integrated Food Security Phase Classification (IPC) approach in Africa (Jul 2009 - Dec 201)	AUSAID funding Budget $807,000	$23,414
Total contribution		$652,073

Table 2: Regular Programme staff providing supervisory, technical or operational support to the project

Technical Division	Staff Category and Costs
ESA	1 Director D2 – approx. 1 month staff time per year (annual standard cost $278,904)
AGN	1 Nutrition officer P4 – approx. 6 months staff time per year (annual standard cost $201,996) 1 Secretary G4 – approx. 3 months staff time per year (annual standard cost $100,740)
OEK	1 Senior Capacity Development Officer P5 (annual standard cost $232,932) 1 Capacity Development Officer (e-learning) P4 (annual standard cost $201,996) 1 Information management clerk G4 – approx. 3 months staff time per year (annual standard cost $100,740)
NRC	1 Senior Natural Resource officer P5 – approx. 4 months staff time per year (annual standard cost $232,932) 1 Natural Resource officer P4 – approx. 3 months staff time per year (annual standard cost $201,996) 1 Clerk G3 – approx. 3 months staff time per year (annual standard cost $83,304)
ESS	1 Senior Statistician P5 – approx. 3 months staff time per year (annual standard cost $232,932) 1 Statistician P4 – approx. 2 months staff time per year (annual standard cost $201,996) 1 Statistician P3 – approx. 3 months staff time per year (annual standard cost $162,396) 1 Statistical clerk G3- approx. 2 months staff time per year (annual standard cost $83,304)

67.   In addition, ESA has contributed $192,096 to cover the bridging period and TCI contributed $13,792. Totally 62 consultants have been hired under the EC/FAO Programme for different contract lengths and time periods as indicated in the Progress reports.[12]

4.2   Management

68.   The strategic management of the Programme has largely been effective. The management structure consists of a Steering Committee and a Programme Management Unit. The members of the Steering Committee are the Director of ESA and the EC head of Unit; the Programme Manager is the Secretary. The objective of the Committee is to provide strategic direction to the project. The idea of launching the Food Security Information Network (FSIN), for instance, came up at a Steering Committee and the EC requested the FAO, WFP and IFPRI to form the network. However, due to the restructuring of the EC, the Steering Committee has not met for the last eighteen months; during the Programme period, the Committee has thus only met twice.

69.   The Programme Management Unit appeared to have served well as a coordinating unit for a programme including eight thematic teams anchored in six Technical Divisions. The consultants in the different teams generally reported of good collaboration and support from the coordinator. In the Global Governance Programme, the Programme will to a higher extent make use of the existing FAO mechanisms. There will be no Management Unit as in the current phase although there will be some type of coordinating mechanism. Generally, a higher level of de-centralization is planned in the Global Governance Programme, for instance with regard to authorization of expenditures.

70.   The Programme has proved very effective in integrating/mainstreaming the activities into the Regular Programme, in particular in ESA. In October 2009, the Programme became integrated into ESA by constituting one out of nine teams (Food Security Information for Action Team) all included in the ESA Team Matrix, contributing to the Strategic and Organizational Objectives. The mainstreaming of a Trust Fund project into the Regular Programme was very innovative in the organization. Later the teams were merged to the ESA Food Security and Policy Team, headed by the Programme Coordinator. As something unusual for the organization, programme staff outputs were linked with the FAO Strategic Framework and also Programme consultants prepared their Performance Evaluation and Management System (PEMS). In each of the other seven Technical Division involved in the Programme a focal point was appointed; four Programme staff is located in these divisions, the remaining are division staff (Regular Staff/consultants). All of the divisions contribute to the annual work plans and the bi-annual progress reports. Monthly meeting are held with all Programme staff. Through the integration into other Technical Divisions, the Programme has been able to tap/utilize the technical knowledge of these Divisions; thereby presumably improving the technical quality of the normative products while at the same time ensuring some level of sustainability.

71.   The Logical Framework combined with the Programme Assessment Framework Matrix[13] were the main management tools (in particular the latter) used by the coordinator. The matrix is a well prepared management tool with targets on annual basis, actions and means/sources of

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[12] A list of consultants (national/international) with the indication of position and function is included in the progress reports.
[13] The Matrix is interchanging (in the Inception Report) termed the Programme Assessment Framework Matrix and the Performance Assessment Matrix.

verification for each result. Based on these tools, annual work plans were developed and used by the Thematic Teams and the Coordination Unit. As earlier mentioned, the Programme enjoyed a great deal of flexibility and as agreed by EC the Programme prepared annual work plans (rolling work plans) rather than 3 year work plans. The flexible Programme design allowed the Programme to work on technical areas, which were not foreseen from the beginning; for example the work on protracted crises, which became the focus of SOFI 2010. Moreover, after initially working with the AU Commission, the Programme later started working directly with the NEPAD Planning and Coordinating Agency (NCPA), which is a specialized agency of the AU responsible for agriculture and food security.

72.   The Programme Assessment Framework Matrix at the same time functions as a monitoring tool. Based on the information from the Matrix, the bi-annual progress reports report against selected key performance indicators at result level. The Programme thereby reports against the main part of the indicators at result level, but not all. For instance, with regard to Result 1.2., the Programme only reports against 3 out of 5 indicators of the Logical Framework. Two indicators have been merged (different types of tools), which is justified; however, the Programme does not report against the indicator: "Number of countries where long-term risks analysis is supported by the Programme". Given the excessive number of indicators in the Logical Framework, it is understandable that the Programme reports against selected indicators; however, it would have been preferable to revise the Logical Framework as part of the Inception Report/Phase. Overall, however, the reporting against the indicators at result level is good; thus, reporting against the targets in the Programme Assessment Framework Matrix is accompanied by detailed descriptions of activities/outputs in the progress reports. The main weakness of the monitoring of the Progamme is the lack of reporting against the indicators at Specific Objective and Overall Objective levels. This means that the achievement of these objectives can only be assessed at an anecdotal basis. It would have been possible to report against the measurable indicators at Specific Objective level; however, it was decided to focus only at result level in the Programme Assessment Framework Matrix. On the other hand, as earlier mentioned it would not have been possible to report against the indicator at Overall Objective level.

4.3   Implementation

73.   The Programme is generally well implemented. All inputs including human resources were in place when the Programme was launched. FAO funded a Bridging Period of 3 months for 5 staff (to fill the gap between the previous and the current phase). The remaining staff was recruited after the Contribution Agreement had been signed (16 December 2008). In contrast to the previous phase which included employment of Country Coordinators, the current phase has focused on developing tools at global level and thus there is a need for staff with technical skills.

74.   As mentioned above, the Programme is reporting against the main part of the indicators at result level. According to the Performance Assessment Matrix (updated 30 November 2011 with likely projections of achievements to April 2012)[14] the main part of the results are likely to be achieved. The Matrix is on an annual basis reporting against 32 indicators with targets. Of this 14 targets have already been achieved; 9 targets are likely to be achieved by April 2012, and 9 targets will only be partially achieved (as reported against the annual targets). However, even with regard

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14 Please consult Annex 5 for the full Performance Assessment Matrix.

to the latter category (only partially achieved) for some indicators the targets are nearly achieved, for instance with regard to number of methodologies/knowledge gaps addressed through joint effort with Programme key stakeholders (Year 1: target 0; achieved 0; year 1: target 2, achieved 3; Year 3: target 4, achieved 3). In general, the areas where the targets have not been achieved mainly relate to collaboration with regional programmes/regional organizations (in relation to different topics). This was for example the case with the Team Deriving Food Security Information from Household Budget surveys preparing the FSSM under the Statistical Division. The work of the team was supposed to move from national (Tanzania and Uganda) to regional level; however this never happened. The non-achievement of the roll-out at regional level was to some degree due to the restructuring of the Statistical Division and the delay with regard to establishing agreements with the regional organizations.

75.   Generally, the collaboration with the donor has been good and some synergy has been created between the Programme and EC. For instance the Programme arranged a meeting regarding NEPAD and the CAADP process for the EC in order to create more awareness; the EC has made the Distance Learning (e-learning) courses available to the EC personnel as described later, and lastly Country Briefs are prepared for the EC Delegations in 29 countries (in relation to the Food Facility programme). However, there is room for more collaboration, for instance taking advantage of the presence of the EC Delegations at national level and the preparation of Country Strategy Papers. At a more general level, there seems to be an appreciation within (at least parts of) EC of the Global Programme as playing a catalyst role for wider processes and events at the international food security agenda. This is confirmed by the fact that the EC has approved a 30 million Euro programme: "Global Governance for Hunger Reduction", which is a result of and builds on the Global Programme (for instance with regard to normative work and regional partnership); the new programme, however, also includes new components such as support to the CFS and a more substantial amount of policy work. The programme generally aim at capitalizing on the comparative advantages of the EC and the Rome-based agencies (FAO; WFP, and IFAD) in order to shift from a project-by-project decision to a longer-term, programmic, multi-lateral approach and coordinated partnership. The Steering Committee of the Programme will apart from the EC and FAO also include IFAD and WFP. In this regard, the Steering Committee (and the Programme as such) will be very central for partnership and strategic decision-making regarding global food security.

4.4   *Partnership*

76.   As mentioned earlier the Programme implementation is based on partnership, which can basically be grouped into three different types: A) Regional partnerships; B) Long-term and strategic partnership; and C) Ad-hoc collaboration/partnership in relation to production of specific normative outputs.

A) **Regional partners**

77.   Some delays have occurred with regard to arrangements with regional partners. The Programme was planned to enter formal collaboration with CILSS, AU and SADC. During the Inception period, it was decided to collaborate with NEPAD rather than AU given the importance of NEPAD and the related CAADP process. Moreover, ccollaboration with SADC never materialized as the EC decided not to fund the organization under the FSTP. Below the partnering with the two main regional partners, CILSS and NEPAD/CAADP is discussed in detail.

CILSS

78.   Since its creation in 1973 following the droughts in the Sahel region, CILSS[15] has been one of FAO's traditional partners. Over the years, FAO has provided substantial technical support to the CILSS institution AGRHYMET[16]. The collaboration has, however, suffered from limited funding from FAO leading to FAO's withdrawal from some of CILSS' activities. In addition, there was duplication with some FAO/WFP projects within the region (especially early warning systems). The introduction of IPC by FAO in 2006 further strained the relationship between the two organizations until 2008 (cf. Box 2 on the Cadre Harmonisé).

79.   Under the Global Programme, a Memorandum of Understanding (MoU) was signed between FAO and CILSS in July 2010[17] specifying the collaboration between the two parties in order to achieve the objective of SP2 of the FSTP based on the principles of subsidiarity, complementarity and reciprocity and taking into account the respective comparative advantages of FAO and CILSS. There is a clear division of tasks between the two organizations: activities at regional and country level will be led by the CILSS with the support of the Global Programme, developing and applying specific analytical methods; data analysis and management tools as well as supporting harmonization and capacity development will be the responsibility of the Programme.

80.   An action plan was elaborated by and agreed between FAO and CILSS in February 2010 in Rome. The list of activities in the action plan is flexible and may add additional emerging needs from one year to another. The two parties collaborate extensively in the following two areas, Activity A3: A Learning Programme entitled "Développement des compétences des professionnels de la sécurité alimentaire" is being undertaken with the Centre Régional AGRHYMET under the auspices of CILSS to support the implementation of the CAADP Pillar III - Framework for African Food Security (FAFS) in ECOWAS. The Learning Programme is being delivered in collaboration with FAO and GIZ and funded by the German Federal Ministry of Food, Agriculture and Consumer Protection. An online (e-learning) workshop was delivered in September 2011 with the participation of French speaking countries from CILSS and ECOWAS and also included French-speaking participants from COMESA. A follow-up face-to-face training is planned in March 2012 in Niamey, Niger. Activity 5: Implementation of the *cadre harmonisé bonifié* by the IPC within member countries of CILSS and ECOWAS. The other activities listed in the action plan are about to start with the funding received by CILSS from EC in October 2011. A first e-learning training was organized in October 2011 with the participation of French speaking countries from CILSS and COMESA (Burundi, Rwanda). AGRHYMET (CILSS) has been part of the process of assessment of specific regional needs and preparation of the training technical content with the collaboration of FAO and GIZ. A follow-up face-to-face training is planned in April-March 2012 in Niamey, Niger.

81.   It was reported that the speed of implementation of the activities with CILSS is lower than expected and that the completion of some activities might be delayed. This could mainly be explained by the delay of signing the Financial Agreement (EC and CILSS) of a programme funded

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[15] Le Comité Permanent Inter Etats de lutte contre la Sécheresse dans le Sahel (CILSS) is composed of 9 countries : Gambia, Bissau Guinea, Mauritania, Senegal, Burkina Faso, Mali, Niger; Tchad, and Cap Verde.

[16] Agriculture, Hydrology, and Meteorology. Agrhymet is a specialized training and information institution of the CILSS located in Niamey, Niger.

[17] CILSS/FAO (2010): Accord spécifique de collaboration entre le CILSS et la FAO dans le cadre du programme thématique pour la sécurité alimentaire (PTSA) de la commission européenne

under the EC FSTP (February 2011) and the transfer of funding (October 2011)[18]. The collaboration between CILSS and the Programme described in the MoU signed by the two parties is linked to the FSTP programme. The lack of human resource to deal with this complex programme (with diversified activities), high level of bureaucracy and insufficient internal synergy within the different divisions, have also contributed to the delay.

82.   Despite the clear distinction of the overall roles of FAO and CILSS, the joint action plan lacks clarity on the specific role of each partner allocated to each activity. The list of activities is too general and does not allow prioritization of the needs. A better planning of the activities on the basis of expected outputs and timing as well as what is expected from the different partners for each activity may give more coherence between the global and regional programme.

83.   There is no common governance entity between the CILSS and the Programme for the follow–up of their partnership. However, article 3of the MoU signed between the two organizations refers to a cooperation mechanism that includes two annual information meetings and posting of technical staff by the FAO Programme. Since the signing of the MoU, there have been two meetings to discuss its implementation (one in Rome and one in Conakry with participation of CILSS and FAO teams). A larger part of the communication between the two organizations is done on an *ad–hoc* basis, due in particular to the good relationship built between the two Programme Managers/Coordinators. There is no "obligation" within the overall Programme design to inform the other partner of the status of their on-going activities: the communication is dependent of the "good will" of the respective programme managers.

NEPAD/CAADP

84.   The Letter of Agreement (LoA) between the Programme and NEPAD was signed 26 November 2010; almost two years after the start of the Programme. Apparently, the reason of the delay was the bureaucracy and slow procedures of the two organizations. Based on the LoA, the Programme provided USD 273,944 in support of collaboration and long term technical assistance to NEPAD particularly in the implementation of the Pillar 3 of CAADP (increasing food supply, reducing hunger and improving responses to food emergency crises) for building capacity for food security analytical tools. The activities planned included organizing technical workshops and consultative events in collaboration with Pillar 3 Lead Institutions and COMESA. In addition, NEPAD was expected to support the adoption of FAO Food Security learning materials where applicable and to prepare evidence-based policy briefs to support CAADP Pillar 3, and to conduct special studies for the same purpose.

85.   The support to NEPAD from the Global Programme is linked to the Learning Programme entitled "Comprehensive Africa Agriculture Development Programme (CAADP) Pillar III Learning Programme" being undertaken with the University of Pretoria, COMESA, GIZ and FAO. This Learning Programme is also funded by the German Federal Ministry of Food, Agriculture and Consumer Protection. The Learning Programme will take place in 2012-2013 and targets CAADP country-level actors in the COMESA region as well as Anglophone ECOWAS participants. The objective of the Learning Programme is to improve the abilities of regional organizations to develop, implement, and monitor food security training programmes. In relation to NEPAD, the

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[18] Obtaining further information concerning the CILSS programme proved to be extremely difficult.

Learning Programme is designed to support the CAADP Teams and Food Security Thematic Working Group Members providing them with the required skills and knowledge to implement Pillar III. As with CILSS, the COMESA Learning Programme is comprised of an online (e-learning) and face-2-face component and gives priority to candidates already playing a role in the CAADP process and with some leadership and decision making mandate. The learning objectives include: capacity for evidence based description of food security situations; CAADP and MDG1 goals; mapping of stakeholders, policies, programmes, institutions; and improving M&E practices.

86.   All the activities planned under the Global Programme are behind schedule. The position of the food security analyst under the LoA was only filled October 2011[19] and this further delayed the activities. The following activities have been underway: 1) Participation in the Learning Tools Workshop (also referred to as Training Needs Assessment Workshop) organized by University of Pretoria and held in February 2011. 2) Drafting of 2 policy briefs is underway. These are jointly developed by NEPAD and FAO and these are: 'Impact of rising food prices on food security'; and 'Impact of climate change on food security'. A third one may be drafted based on the University of Pretoria learning tools. 3) Another workshop is planned for December 2011 at which the policy briefs and the learning tools will be on the agenda for consultation and finalization. The workshop targets Country CAADP Teams and Food Security Thematic Working Group Members, as well as NEPAD, COMESA, and University of Pretoria.

FSTP Regional Programmes

87.   The linkages between the Global Programme and the two Regional Programmes funded under the FSTP[20] were relatively limited apart from few activities: A communication strategy workshop was organized in July 2010 including Country Coordinators and the global communication officer; one of the outputs were communication strategies for each country. Moreover, the web-site of the Global Programme has sections dedicated to the two regional programmes; the outputs are also promoted in the Global Programme newsletter.

88.   According to the Programme Managers of the Global and the ENP project Programme, the relatively limited collaboration between the Global and the ENP Programme rested on the following reasons. 1). Scope: the two programmes cover the same domain (food security information for decision-making) but are of different nature: the Global Programme is normative and focuses at the global and regional levels (at least in the design) whereas the ENP is operational and focus at country level. 2). Timing: the ENP started one year later, when the Global Programme had already finalized its work plan and there was limited room for taking into account new ideas/demand. Important opportunities for collaboration were lost, for instance with regard to the Learning Programme: the regions had already been selected when the ENP Programme started and there was no possible way to convince INWENT to add one region (even if paid by the ENP Programme). 3). Relevance: The Global Programme focus on Africa: many of the tools are considered irrelevant by

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[19] The recruitment of the Food Security Analyst was delayed due to some un-clarity regarding the recruitment procedure; i.e. whether the Analyst should be recruited by FAO (and then seconded to NEPAD) or recruited by NEPAD (using NPCA-AUC procedures). Late in the process it was clarified that NEPAD should be recruiting. The Food Security Analyst is contracted until the end of March 2012 in line with the no-cost extension.
[20] "EC/FAO Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub-regional Countries" and the "EC/FAO Programme on Information Systems to to Improve Food Security Decision-Making in the ENP-East Area".

Caucasus countries/Moldova; generally, the countries are reluctant to use tools, which have been developed for Africa. The special issues in the ENP countries relate to EU criteria/conditions for accession and special agreements. 4). Limited interest in the global concept of food security: food security is exclusively considered as a problem of availability; availability is considered a problem for ministries of agriculture; trade and access is considered a problem for the ministries that are dealing with poverty.

89.   Collaboration between the Global Programme and the ENP Programme took place (or was great facilitated) because the ENP Programme Manager was based at HQ with access to and knowledge of the normative products. The collaboration was developed in (a limited number of) areas that responded to the demand from the Caucasus countries; thus, all the activities related to agro-meteorological forecasting, statistics, Distance Learning (e-learning) and Country Briefs (under which the Price Monitoring Tool was introduced) are part of the Country Work Plans and have been identified together with in-country stakeholders. Collaboration happened directly with the Global Programme (Country Briefs, website, programme management tool, ISS) or indirectly through working with the same Technical Divisions (and often same staff).

90.   The collaboration and synergy between the Global Programme and "EC/FAO Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub-regional Countries" also appears to be rather limited. According to the Mid-Term Review of the Programme[21], the South-East Asian Programme has an unclear regional dimension and is not designed to respond to ASEAN needs. Collaboration with the Global Programme is not mentioned in the Evaluation report. However, it should be noted that, as with CILSS and COMESA, the Distance Learning (e-learning) courses are being used to implement the "Learning Programme for ASEAN Food Security Professionals" being undertaken with the ASEAN Food Security Information System (AFSIS) under the auspices of the Association of Southeast Asian Nations (ASEAN) Secretariat. The Learning Programme is being supported by the "EC/FAO Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong Sub-regional Countries", the Government of Germany and the Japan Ministry of Agriculture, Forestry and Fisheries.

91.   The Global Programme Coordinator confirmed that the collaboration with the FSTP funded Regional Programmes had been rather limited; the main reason was the Global Programme's focus on African countries and the fact that these tools/methods are not necessarily relevant outside the continent. The link between the Regional and the Global Programmes was expected to develop automatically and no mechanisms were put in place for this purpose; however, this did not really happen due to the above-mentioned reasons.

B)   Strategic/long-term partnership (IFPRI and WFP)

92.   The Programme has contributed considerably to the creation of a strategic/long-term partnership with WFP and IFPRI primarily through the FSIN (not yet launched) and the FAO and WFP Joint Corporate Strategy on Information Systems for Food and Nutrition Security. The role of the Programme in contributing to the enhancement of the partnership was appreciated by both WFP and IFPRI. The inclusion of IFPRI in the FSIN was valued by the Programme due to IFPRI's

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[21] 'Support to the EC Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong sub-regional Countries: Mid-Term Evaluation, Final report', November 2011 (p.17).

comparative advantage in policy making and research. WFP and FAO have collaborated on several occasions, but the strategic partnership with IFPRI is new.

C) Ad hoc/normative product related partnership.

93.   Types of partnership for instance include universities, which have entered agreements with FAO through the Distance Learning Component, for instance the University of Pretoria and Universitat Oberta de Catalunya and individual partners such as for example FANTA, which have collaborated with the Programme regarding specific normative products. The different types of partnership are described below.

94.   Through a LoA between the Programme and University of Pretoria signed 2nd of February 2011, the University received $15,000 to implement a consultative workshop as part of the above-mentioned Learning Programme for regional organizations funded/implemented by the German Government. University of Pretoria successfully organized the "Consultative Workshop on the Proposed Learning Programme for Country Teams and Food Security Working Group Members in Support of CAADP Pillar 3- Framework for African Food Security (FAFS)". The plan was to develop a module with mixed mode for digital learning and contact tuition, as well as post workshop mentoring. The workshop was held in Pretoria February 2011. The main participants in the workshop were CAADP countries and Thematic Working Group Members, NPCA and COMESA representatives, and representatives from USAID, Africa Lead, CIDA and WFP. The workshop also accomplished curriculum design and instructional design processes. The consultative workshop provided demand side inputs in the design process, especially with inputs from nationals, CAADP and COMESA. The workshop confirmed the need for such training, constituting an initial needs analysis, as well as determining content. Demand was eventually estimated at 5 trainees per country, in total 75 people across the COMESA region. The Programme has also established an MoU with the African Virtual University (AVU) aimed at widening access to integrate the Distance Learning (e-learning) courses in the AVU e-campus for Development and Peace. The AVU collaborates with more than 50 partner institutions in more than 27 African countries

95.   In terms of enhanced communication/knowledge sharing mechanisms for demand-driven strategies, University of Pretoria seems to have an array of opportunities for disseminating learning tools. The University has a strategy to work directly with CAADP through country contact persons as well as with the RECs. The USAID sponsored Africa Lead has trained over 1,000 policy makers in the area of food and nutrition security. The training materials are also used in the University's regular teaching programmes of which the collaborative regional M Sc degree in policy analysis offers a module on fundamentals of nutrition. The Distance Learning (e-learning) courses have been compiled on a CD for wider dissemination.

96.   Partnership with FANTA evolved based on collaboration with regard to the preparation of the Household Hunger Scale (HHS). The process was led by FANTA, but with substantial participation from the Programme; three technical articles were produced of which FAO was lead on one. FANTA has moreover been using the Guidelines for Household and Individual Dietary Diversity for training/provision of technical assistance to USAID funded projects. The Guidelines were highly appreciated by FANTA; the Guidelines were described as "concise work and consolidated work focusing on the individual and household perspective". According to FANTA, the Guidelines filled a gap; due to the preparation of these by the EC/FAO Programme, there was no need for FANTA to start this kind of work. The collaboration with FAO/the Programme was

highly valued ("gift to work with FAO to get greater reach") and described as creating synergy and improved technical utility.

4.5   *Normative products*

97.   A considerable number of normative products were produced under the EC/FAO Programme as presented in Table 3, the main part of these in partnership with ad hoc and/or strategic partners as mentioned above.

Table 3: Normative Products produced under the current phase of the EC/FAO Programme

Thematic Area	Normative Product
Resilience and vulnerability to food insecurity	Resilience Tool publications (application of the tool in different contexts: Palestine, Kenya, Ethiopia, Sudan and Southern Sudan)
Nutrition and food security	Household Hunger Scale Guidelines for Measuring Household and Individual Dietary Diversity The Latin America Household Food Security Measurement Scale (ELCSA) + workshop Report of the Re-analysis of the Tanzania Urban Food and Nutrition Security Survey
Climate change and food security	Modeling System for Agricultural Impacts of Climate Change Toolbox (MOSAICC)
Markets, price volatility and food security	Price Monitoring Tool Price Monitor and Analysis Country Briefs 3 publications
Deriving food security information from Household Budget Surveys	The Food Security Statistical Module (FSSM) Conference in Uganda "Integrating agricultural and food security statistics in the national statistical systems for improving monitoring. Evaluation and decision making process, Kampala, Oct 2010 and upcoming publication. Publication on "Food Security Trend Analysis in Tanzania"
Integration of food security classification and parameters	Integrated Food Security Phase Classification (IPC) Technical Manual Version 2 Food Security and Early Warning Network for Information Exchange (FENIX) – new version of the former GIEWS
Food security analysis and decision-making processes	The State of Food Insecurity in the World (SOFI 2010): Addressing Food Security in Protracted Crisis (publication) FAO and WFP Joint Corporate Strategy on Information Systems for Food and Nutrition Security Food Security Information Network (FSIN) Mapping current Food Security information systems Expert consultation on "Measuring the Impacts of Food Security Related Programming: Addressing

	Methodological Issues; Gaps, and Lessons Learned" (Impact Evaluation)
	Review of selected sector policies of the Government of Southern Sudan to identify Gaps in Food Security Policy
	Constraints to addressing food insecurity in protracted crises (paper; not on FAO website)
Communication and Capacity Building	13 EC-FAO Food Security E-learning Courses adapted to Spanish
	6 EC-FAO Food Security E-learning Courses adapted French
	6 EC-FAO new Food Security E-learning Courses in English
	EC-FAO programme web-site
	Communications Toolkit

Expert Reviews using the Delphi method

98.   Expert reviews was conducted using the Delphi method, which is defined in the following way: "This approach consists of a survey conducted in two or more rounds and provides the participants in the second round with the results of the first so that they can alter the original assessments if they want to - or stick to their previous opinion. Nobody 'loses face' because the survey is done anonymously using a questionnaire. It is commonly assumed that the method makes better use of group interaction (Rowe et al. 1991, Häder/Häder 1995) whereby the questionnaire is the medium of interaction (Martino 1983)"[22].

99.   Expert reviews for evaluating three normative products were conducted: the Price Monitoring Tool, the Guidelines for Measuring Household and Individual Dietary Diversity, and the Resilience Tool. A panel of three experts was selected to carry out the review (short biography of the experts are included as part of the reviews, cf. Annex 6); to follow the principle of anonymity the comments are not linked to individual experts. The experts had to comment on the tool following a predefined evaluation framework addressing three main dimensions: 1) relevance and usefulness; 2) design and technical quality and 3) aspects related to the use/implementation of the tool. For each dimension, the framework included a series of questions addressing different aspects. Besides the comments, the experts were asked to rate the tool against each criterion on a scale from 1 to 6 (with 6 being the maximum). The full comments of the experts are presented in Annex 6 (as only one expert could be identified for the review on the Resilience Tool, the full review is not included).

Price Monitoring Tool - Expert Review

100.   The Price Monitoring Tool has been developed to monitor market prices in order to indicate if the trends are following a normal path as well as alerting users when something unusual is taking place. The tool consists of an explanatory paper and a spreadsheet that are available at the

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[22] Delphi Method, Prepared by Kerstin Cuhls, Fraunhofer Institute for Systems and Innovation Research, Germany in UNIDO Technology ForeSight Initiative Text book, Foresight Methodologies, Training Manual 2 (2004).

Global Programme website. The data requirements are 7 years monthly data on nominal market prices and the consumer price index. Once the data are inserted in the spreadsheet, the output will be a graph that shows past trends in prices as well as "benchmarks" for future price developments.

101.   Table 4 presents the scores of the experts on each of the aspects of the evaluation framework. Due to time constraints related to the evaluation schedule, the second round was completed by only two experts.

Table 4: Average score after the second round for each aspect assessed

Dimensions	Questions/Aspects Addressed	Average Score Range (1-6)
Relevance and Usefulness	Relevance of the topics vis-a-vis country needs, in particular developing countries	5.7
	Influence/importance of the product within its technical area	3.3
	Relevance over time: does the product have the potential to retain its usefulness over time or is it time limited?	5
	In your opinion, who could be the potential user?	
	Relevance/Significance of the normative work with regard to what is done in other organizations (comparative advantage)	4.7
Design and Technical Quality	How would you define the technical quality of the product?	3.3
	Within its specific discipline, have the proper methodologies/procedures been followed?	4.3
	Are the products user-friendly, clearly presented, in the language and, overall tailored to the expected audience?	2
	Extent to which the products reflect an innovative approach or cutting edge knowledge in their respective technical areas	4.5*
	Appropriateness of format	4
For product being used/applied	Is the tool (product) relevant and feasible in relation to the specific contexts where it is applied?	4.3
	Is the product likely to be applicable in other contexts? (apart from where it is already in use)	2.7

* Only two experts scored the tool against this criterion

102.   *Relevance and Usefulness*. All the experts agreed that the tool is very relevant for country level needs. Thus, many developing countries collect price data, but have difficulties in analyzing them. Regarding the influence/importance of the product within the technical area, the score given by the experts is lower compared to the one given on relevance. One expert mentioned that the tool is not new, but puts together already existing methods in a relative easy user format; another expert stressed that more sophisticated econometric methods could give results that are easier to interpret. Regarding the relevance over time, the score given is high (5). However, one of the reviewers emphasized that to make the tool usable in a long-term perspective there is a need for capacity development of users through training. The list of users mentioned by the experts are policy makers as well as lower level members of government, marketing boards, stakeholders in the agricultural sector, government agency mandated with price monitoring, development partners that conduct price monitoring activities.

103.   *Design and Technical Quality.* The majority of comments made by the experts in relation to this dimension are focusing on the clarity of the paper and the spreadsheet rather than directly referring to its technical quality. At the end of the second round, all the experts agreed that the tool is not user-friendly. The average score related to this aspect reflects this (2). One of the experts stressed that the excel file layout is confusing (for example variable labels are sometimes missing, the graphs has no title or axis labels making it difficult to interpret etc.) and the spreadsheet is not self-explanatory (the user should be able to look at the graph and interpret results without the use of an explanatory document). Another expert suggested simplifying the background paper to make the tool more user-friendly. The product is regarded too complex to be used by policy makers. However, as pointed out by one of the experts, policy makers are often not directly involved in price analysis and the tool will be probably rather be used by policy advisors. Some technical problems related to the spreadsheet were pointed out. In one case, the text in the paper did not correspond to the data in the spreadsheet. In addition, it is not easy to insert new data in the existing spreadsheet without making some adjustment. Others problems emerge if the data are not expressed in the same scale as the ones in the example. The experts are underlining that the tool can be implemented without high costs since it is using a common software (excel) and data available at national level.

104.   *Product in use/applied.* One of the experts pointed out that the use of the tool for generating information in Country Briefs has proved that it can contribute to management of food insecurity.

Guidelines for Measuring Individual and Household Dietary Diversity

105.   In 2011, FAO published a revised version of the Guidelines for Measuring Household and Individual Dietary Diversity. The guidelines provide a standardized questionnaire of universal applicability from which various dietary diversity scores can be calculated. The guidelines describe how to adapt and use the questionnaire, how to calculate each scores and how to create other indicators of interest from dietary diversity data. Questions and average scores are reported in Table 5 below. As shown by the table, the average scores given are 5 or above for 11 criteria and between 4 and 5 for the remaining 3. Due to time constraints related to the evaluation schedule, the second round was completed by only two experts.

Table 5: Average score after the second round for each aspect assessed

Dimensions	Questions/Aspects Addressed	Average Score Range (1-6)
Relevance and Usefulness	Relevance of the topics vis-a-vis country needs, in particular developing countries	6
	Influence/importance of the product within its technical area	5.7
	Relevance over time: does the product have the potential to retain its usefulness over time or is it time limited?	5.3
	In your opinion, who could be the potential user?	
	Relevance/Significance of the normative work with regard to what is done in other organizations (comparative advantage)	5.7
Design and Technical Quality	How would you define the technical quality of the product?	5.3
	Within its specific discipline, have the proper methodologies/procedures been followed?	5

	Are the products user-friendly, clearly presented, in the language and, overall tailored to the expected audience?	5
	Extent to which the products reflect an innovative approach or cutting edge knowledge in their respective technical areas.	5
	Appropriateness of format	5.7
Purposes	Situation and vulnerability assessments	5.3
	Targeting communities for nutrition and food security interventions	4*
	Setting programme targets	4
	Monitoring e.g. seasonal changes in food consumption	4.7
	Assessment of impact of interventions	6

* Only two experts scored the tool against this criterion

106.   *Relevance and Usefulness*. All the experts agreed on the high relevance of use of dietary diversity scores for country needs and gave the maximum score to the tool against this criterion. Reasons given are that measuring dietary diversity at household and individual level is central for improving nutrition. In addition, dietary diversity scores help paying greater attention to the impact of Food Security programmes on diet quality at individual level. One of the experts pointed out that research is still needed to refine the indicators. All the experts agreed on the high importance of the guidelines within its technical area, in particular the updated version of the guidelines were appreciated. According to the experts, the dietary diversity scores will retain their usefulness as long as research continues and guidelines are regularly updated, and remaining technical issues are solved. One of the experts would like to see more accessible or web based tools emerging over time. The list of potential users made by the experts includes governmental bodies/institutes in charge of food and nutrition security, UN agencies such as FAO, WHO, WFP, UNICEF), local/international NGOs, donors, and researchers.

107.   *Design and Technical Quality*. The average score given to the technical quality of the product is quite high amounting to 5.3. One of the experts emphasized that the guidelines are of very high quality with clear description of the tool and good cross references. Another expert gave several specific comments/suggestions for improving the design and other technical aspects of the guidelines (these are reported in Annex 6). Regarding user-friendliness and clarity, the average score given is 5. One of the experts found the document superficial in terms of adapting the tool to local needs although the expert recognized that there are limitations in the level of details to be included in this type of document. For this reason, the tool should not be seen as a stand-alone tool, but as part of a larger piece of knowledge. The score given to the tool by the three experts with reference to the criterion of being an innovative approach or cutting edge knowledge in the area is 5. According to the experts, the approach is not really innovative; however, a good work was done in gathering evidences and experiences from various sources. Regarding the appropriateness of format, two of the experts gave the maximum score. The third one commented that although the format is very good, more accessible or web based tools will be welcome.

108.   *Purposes*. Regarding situation and vulnerability assessments, the rate given is again quite high (5.3). Two of the experts were not aware of experiences where the tool was used for targeting. The last expert pointed out that even if it is rather clear from the guidelines, a paragraph could be added in the document to state explicitly that this tool is not intended to be used for targeting individuals or households, but only communities (or areas). Compared to the other purposes, the average score given for setting programme targets is lower (4). The reason given is that there is currently not enough experience worldwide and therefore not enough previous data to use the tool

for setting targets with a reasonable confidence. Targets could be set up only on a relative basis (i.e. once the starting point is known, but not in terms of absolute numbers). With regard to monitoring e.g. seasonal changes in food consumption, one of the experts underlined that this is one of the purposes for which the tool is very well suited. On the other hand, if the change is a marginal reduction of amounts consumed then the Dietary Diversity Score might not capture it. In relation to assessment of impact of interventions, all the experts gave a maximum score.

109.   *User survey.* A questionnaire on the use of the Guidelines for Measuring Household and Individual Dietary Diversity was sent to 127 persons (users/potential users and TCE Emergency Coordinators); unfortunately only 10 persons responded. Out of the 10 respondents, five were familiar with the guidelines and three had used it in their work. The purpose of using the guidelines was "assessing the impact of interventions". Two users found the guidelines "very useful" and one user "somewhat useful". Only in one case (National Programme for Food Security, Nigeria), the use of the guidelines had implications for priority setting/policy making. In this case, the respondent reported that the use of the tool revealed low dietary diversification in some parts of the country, hence the need for up-scaling activities in those areas particularly promotion of home gardens for dietary diversification.

110.   The three respondents were asked about their level of satisfaction with regard to the following aspects: i) methodology used, ii) relevance of the guidelines for your work, iii) quality of the guidelines, iv) usefulness of the indicators developed in the guidelines, v) user friendliness of the guidelines and the analysis framework, vi) adaptation to different contexts, vii) completeness, viii) comparability of the results. The respondents were generally "somewhat satisfied" or "very satisfied" with the exception of one of the users, who was "not very satisfied" with the user friendliness and completeness of the guidelines. One of the two respondents moreover commented that the 24 hour recall may not be enough for generalization on food intake habit of individuals/households. A lot of capacity development is needed for the users. Moreover, it is too cumbersome and requires a lot of patience from the respondents. Another respondent commented that the tool does not indicate the quantities of the different food groups consumed.

Resilience Tool

111.   The concept of resilience was expected to prove useful in complementing already existing early warning approaches. Whereas early warning approaches try to predict the occurrence of a food crisis, the resilience framework tries to assess the current state of health of a food system and hence its ability to withstand with shocks should they occur.

112.   The Resilience Tool was the subject of a workshop 18 November 2011, arranged by the Programme. The purpose of the workshop was to discuss theory, methods and application of resilience to food insecurity in relation to the publication of a book. Over the last couple of years several scholars and practitioners, mostly at FAO but also in the academia, have conducted research on resilience and the time had come to bring the research to the attention of a wider audience. All possible contributors were invited to present their work related to the concept of resilience. The participants were essentially three groups of people: the FAO-resilience group, the FAO-vulnerability group, the University of Florence group and the British Overseas Development Institute (ODI) group. The work of the Resilience Tool and its application in Palestinian households, Kenya as well as Ethiopia (in relation to panel data) were presented. The conclusion of the workshop was that the topic of resilience is very important and should be put forward both at

research and policy level. An important aspect that emerged from the discussion was that the resilience analysis needs to be context specific; thus qualitative country-based information need to be integrated to validate the quantitative results. Another important comment was that the terms shocks and stresses are not properly used since the two concepts have different policy implications. Regarding the methodological aspects, it was suggested that the resilience methodology needs to be further validated using longitudinal data. It was decided to postpone the publication of the book from 2012 to 2013 and carry out case studies in countries where suitable datasets are available (Nicaragua and, hopefully, Ethiopia) in order to test a common methodology (for example, it was decided to use a dynamic econometric estimation on panel data), and to deliver a white paper on resilience to food insecurity[23].

113.   With regard to the expert review of the Resilience Tool it was unfortunately only possible to identify one expert for the review and therefore it was not possible to apply the Delphi method. A summary of the review is presented below.

114.   *Relevance and Usefulness*. The tool scored very high on all questions related to relevance and usefulness (five times 6, the maximum score; one time 5). The expert general considered the issue of resilience a key aspect for improving the response mechanisms to food insecurity and poverty in developing countries. In particular the risk exposure strategies and risk mitigation strategies could benefit from a deeper understanding of resilience. Generally, the considerable resources (tools and strategies) with which households manage risks such as those related to climate change should be better understood and strengthened as part of food insecurity eradication. According to the expert, decision makers and researchers are potential users of the tool.

115.   *Design and Technical Quality*. The design and technical quality of the Resilience Tool also scored high (five times 6 and two times 5). The tool is generally regarded user-friendly and overall tailored to the expected audience. According to the expert, the tool represents important new elements to be included in policy design. The tool is generally regarded relevant and feasible in the specific contexts where is has been applied (for instance Palestine) and can be applied in other context; however, the major limitation is data availability.

MOSAICC

116.   The Delphi method was not suitable for the MOSAICC due to the technical complexity of this tool. One expert was recruited for an extensive expert review. According to the Terms of Reference (TOR), the expert should assess the following issues: 1) the integration of the single components, the coherence and consistency of the overall system; 2) the appropriateness of the selection of each of MOSAICC's component and their robustness; 3) the relevance of the MOSAICC system at national level (relevance in relation to country needs); the capacity development component of the programme (including review of the training materials). In addition, the expert should review other available documentation on methods and tools. The full report is presented in Annex 6. Below, the conclusions regarding the concept, design of the software, current implementation, science components in MOSAICC, and documentation and training are presented.

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[23] "Resilience to Food Insecurity: Theory, Methods, and Applications", 18 November 2011, The Food and Agriculture Organization, Rome, Italy. Workshop Report (Draft).

117.   One of the main purposes of the review was to learn about the functionality of MOSAICC relative to the different needs of national users. Although MOSAICC was designed for four types of users: system administrators implementing and managing installation, data providers, modelers and external users, who need to retrieve data, the perspective of the expert was that the primary justification for MOSAICC is facilitating national level climate, hydrology, crop production, and economic integrated impact assessments, taking into account important interactions among the individual components.

118.   *Concept*. According to the expert, there is an increasing need for integrated assessments of agriculture and food security. MOSAICC targets this very important need, assisting developing countries conducting their own impact assessments for national policy making and planning. This capability needs to be embedded into national policy agencies for periodic assessments, particularly owing to the uncertainty of climate change at regional scales and the importance of revising assessments over time for different purposes. This is an ambitious undertaking with considerable potential value.

119.   *Design.* The basic design of MOSAICC is according to the expert very good. It includes tools for linking data to components such that users can focus on the use of data instead of the details of how to get access to it for different processes. It includes wizards that also help users understand these linkages without having to worry about formats, files, etc. The design seems to be modular in that other components could be included in the future without disrupting the databases and interfaces that are currently included.

120.   *Current Implementation.* According to the expert, the MOSAICC could possibly be simplified in its first release, training, and evaluation phase. It is important to consider all of the major target features and intended uses in the initial design, but the expert is concerned that users will be overwhelmed when confronted with all of the features in their first exposure. Possible ways to simplify the system include eliminating one or two functions; if other functions provide the same or more capabilities, and possibly implementing MOSAICC for specific users. The expert suggest that MOSAICC developers consider ways to reduce the complexity by reducing options initially available to users, making sure that those that are available are the most likely to be important to a set of users and that they perform seamlessly. It would be useful to set up a use-case that details how an integrated national assessment is accomplished, clearly identifying end results in terms of outputs, assessments, and policy implications.

121.   *Science Components.* The Expert Review focused mostly on the crop and climate components. However, there was a concern whether the tool box gives sufficient attention to the quality of integrated assessments as affected by inherent assumptions and limitations of each component. According to the expert, there is a need for focusing more on adapting and evaluating component models to hydrology, crop, and economic situations in the countries and the implications of assumptions as these models are linked providing integrated assessments. Thus, there are complexities involved, particularly due to the many options that are available to users who may not have sufficient background to make all decisions needed for all components and the complexity regarding science capacity development at an integrated assessment level where climate scientists, hydrologists, agronomists, and economists work together.

122.   *Documentation.* Documentation of MOSAICC is at an early stage of development. The expert recommends that the MOSAICC team develop an annotated outline of a comprehensive set of documentation and then interact with the different types of users to develop documentation.

123.   *Training.* Training is critically important for effective use of MOSAICC and ultimately to its recognition. Yet, training has not been adequately addressed. Training material and capacity development will be needed for each of the four types of users. Furthermore, there will be a need for ongoing training as the system is deployed and used. MOSAICC developers should consider innovative training methods, including web-based modules for users to refresh their knowledge after initial training, to expand and update their capabilities to effectively use MOSAICC and correctly interpret results, and to help local country users provide training to their assistants and replacements. E-learning methods are continuing to evolve and should be a key strategy in development of MOSAICC training materials.

Distance Learning (e-learning)

124.   A considerable number of Distance Learner courses have been produced and are available on the Programme website in English; French and Spanish (plus three that at the time of the Evaluation was available only in English). Table 6 below presents the courses and the release dates.

Table 6: Release dates of the core courses developed as part of the Global Programme

Courses	English Version	French Version	Spanish version
Reporting Food Security Information	Oct 2006	Aug 2007	Dec 2010
Food Security Information Systems and Networks	Dec 2006	Aug 2007	Dec 2010
Nutritional Status Assessment and Analysis	May 2007	Dec 2007	Dec 2010
Availability Assessment and Analysis	Jan 2008	May 2008	Dec 2010
Baseline Food Security Assessments	Dec 2007	Mar 2008	Dec 2010
Collaboration and Advocacy Techniques	Mar 2008	Sep 2008	Dec 2010
Livelihoods Assessment and Analysis	Nov 2007	Dec 2007	Dec 2010
Food Security Concepts and Frameworks	Jul 2008	Oct 2008	Dec 2010
Food Security Policies - Formulation and Implementation	Oct 2008	May 2009	Dec 2010
Vulnerability Assessment and Analysis	Oct 2008	Feb 2010	Dec 2010
Targeting	Nov 2008	Oct 2009	Dec 2010
Markets Assessment and Analysis	Dec 2008	Oct 2010	Dec 2010
Communicating for Food Security	Jan 2011	Mar 2012*	Mar 2012*
Integrated Food Security Phase Classification	Sep 2011		
Introduction to Social Safety Nets	Nov 2011		
Climate Change and Food Security	Feb 2012*		
Resilience	Mar 2012*		
CAADP Pillar III: Reducing Risks and Improving Food Security	Feb 2012	Nov 2012	

Note: * expected release dates
Source: OEKC

125.   The total number of learners is quite impressive: 73,148 learners. 21% of the learners are taking the courses on-line. The majority (65%) is ordering the CD-ROMs and 14% are downloading the courses from the website. Figure 1 below shows the types of learners by type of organization. This information is available since October 2010 and is collected when a learner accesses the courses for the first time. As seen in the figure a large share of learners work for NGOs (25%), followed by Universities and Research Centers (22%), International Organizations (16%) and Governments (12%)[24].

Figure 1: Type of Learners by Organization/Institution
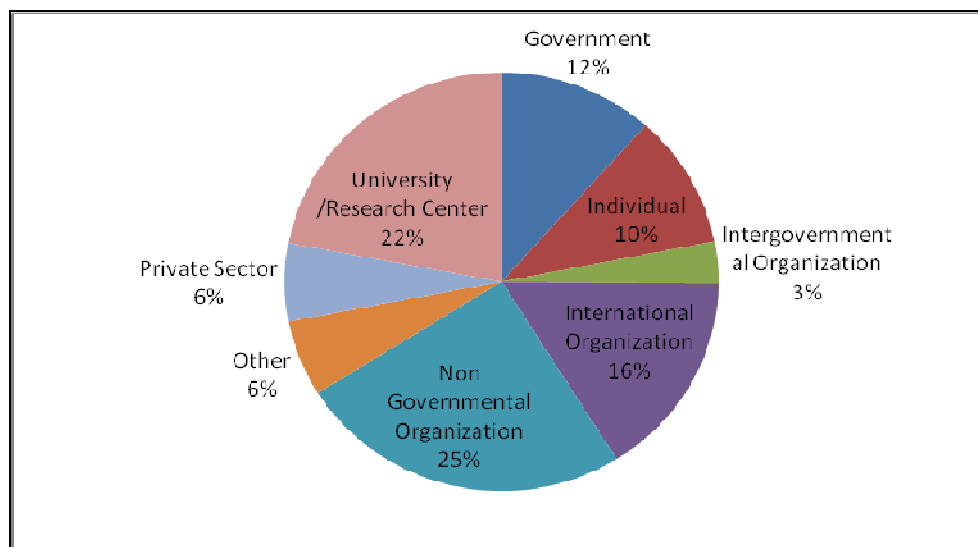
Source: OEKC

126.   A Distance Learning Survey targeting E-learning participants to measure changes in knowledge, attitudes and practices was conducted. The questionnaire was sent to 918 learners (selected according to the criteria described in the Inception Report); 275 learners responded.

127.   The Distance Learner Survey investigated the position of the learners[25]. As the question was open-ended, it was difficult to classify the learners in clearly defined categories. The results show that 23 respondents are professors, 23 student and 7 researchers, 15 consultants, 14 field personnel, 8 M&E, 6 work on policies (policy analysts/advisor/officer/maker), 40 are technical staff (agronomists, engineers, veterinaries, statisticians, etc.). The largest category (63 respondents) comprises programme/project managers, programme/project coordinators, programme/project assistants and programme officers. For the remaining 66 respondents, the job titles include food security advisors, food security officers, coordinators, etc. A significant number of respondents across the different categories are at senior level. The majority of respondents (72%) are currently working in the food security area.

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[24] The distribution of the respondents in the Distance Learning Survey sample is relatively consistent with the overall distribution of learners by type of organization. The majority of respondents work for NGOs (22%), followed by International Organizations (18%), Government (17%) and University and Research Centers (16%).
[25] Approximately 250 out of the 275 respondents indicated their position.

128.   Regarding the geographical distribution of respondents, as shown by Figure 2 below, the majority are working or studying in Africa, followed by Asia and Europe. The Spanish version of the course was only released in December 2010; this is one of the reasons of the underrepresentation of South America[26].

Figure 2: Geographical Distribution
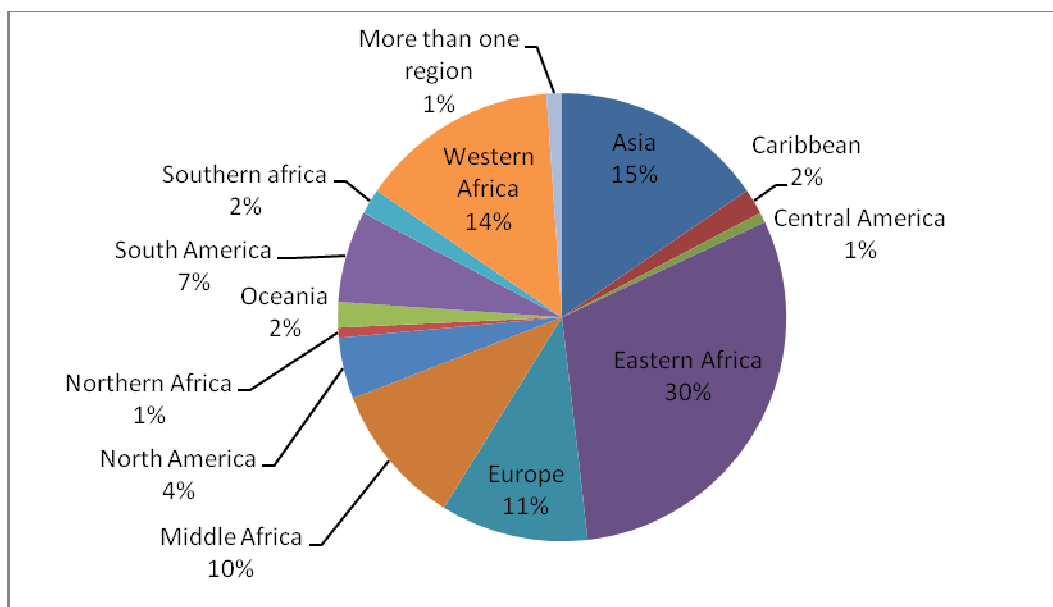
Source: 2011 e-learning survey

129.   According to the respondents of the survey, the most popular courses (completed) are as follows: Food Security Concepts and Frameworks (66%), followed by Food Security Information Systems and Networks (54%) and Livelihoods Assessment and Analysis (53%). The less popular courses completed by only 24% of the respondents are Communicating for Food Security (the reason for the low percentage is most probably that the course was released only in January 2011), and Collaboration and Advocacy Techniques. On average, each learner has completed 5.7 courses. The survey showed that the topics taught in the courses were new for 43% of the respondents. 57% responded that the topics were not new since they had already worked in this area (46%) or studied the topics covered in the courses (11%).

130.   As indicated in the survey, 38% of the learners learnt about the courses through a google search, 24% through a link from other websites, 17% from colleagues and 7% from email newsletters. A very high percentage of respondents (90%) recommended the courses to others. The majority of respondents (59%) disseminated the courses among their professional colleagues and work associates in their own organization, 46.3% recommended the courses to professionals in other organizations, 43.3% to friends, 31.3% to students and university staff and 15% to

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[26] The geographical distribution of respondents of the survey corresponds to the geographical distribution of total number of learners. 47% of the learners come from Africa, 18% Asia, 17% Europe, 10% North America, 7% South America and 1% Oceania.

professional societies and networks (the respondents could give more than one answer to this question).

131.   On the question of possible improvements of the courses, 38 repondents requested the provision of a certificate at the end of the courses. Most of the respondents suggested to introduce a final examination for getting the certificate, for instance through on-line tests or a tutor/expert correcting the test in case of open-ended questions or essay[27]. The scond most recurrent comment is the request for more practical examples and case studies (22 respondents). Regarding new ideas for future courses, a large number of topics were mentioned by the respondent among which the most recurrent was climate change (a course on this subject is under development and will be released in January 2012).

5.   Effectiveness

132.   The assessment of the effectiveness of the Programme is seriously hampered by the fact that (in contrast to the indicators at result level) the Programme has not been reporting on the indicators at Specific Objective level. Moreover, as discussed in relation to the Logical Framework, the main part of the indicators at Specific Objective level is not measurable; if measurable, the indicators do not have targets. This means that the Programme can mainly be assessed at anecdotic basis. Some information regarding the indicators at Specific Objective level was, however, provided by the Programme Management Unit in relation to the current evaluation.

133.   A major weakness of the Programme is the lack of a Targeting and Dissemination Strategy of the normative products prepared under the Programme. The preparation of normative products has not been accompanied by a thoroughly planned strategy defining the audience and target group of the normative products and outlining the dissemination of the products. There has been dissemination of some normative products, especially the Country Briefs (to EC Delegations with Food Facility projects), nutrition tools and Distance Learning (e-learning courses) at the global level (postings at web-sites, for instance relief web, Eldis, Wikipedia and promotion at conferences and bimonthly programme newsletter). However, there has been no overall coordinated strategy and refined targeting, and more stakeholders could have been reached at regional and national level. The only normative product with a clearly defined audience is the Distance Learning courses (cf. the Introduction). The lack of a Dissemination Strategy seemed to have resulted in limited knowledge of and thereby also limited use of the products at regional and national levels. The regional mission to Southern Africa revealed that the regional partners (COMESA and NEPAD) as well as FAO country offices had very limited knowledge of normative products prepared under the Programme. To the extent the regional partners were familiar with the products, it appeared to be more a co-incidence than the result of strategic dissemination. It should be mentioned that some of the products are not yet at a stage where they are ready to be rolled-out globally, for example the MOSAICC and the Resilience Tool. Some tools, however, have been "on the market" for a while, for instance the Guidelines for Household and Individual Dietary Diversity. All of the Thematic Teams could report of demand/interest from new countries for the various tools developed; however, again it seemed to be by co-incidence rather than based on a strategic targeting and dissemination. There seemed to have been some hesitance to disseminate ("market") the normative

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[27] Receiving certificates at the end of the course was also a request in the previous survey. OEK is working on launching certificates.

products produced under the Programme. One of the main critics of the previous phase was that the Programme had been too supply-driven; the recommendation for the third phase was to apply a more demand-driven approach. "Marketing" of the products was somehow understood as conflicting with the demand-driven approach. In the future, the Global Governance Programme is considering using the FSIN as a platform for dissemination of normative products and articulation of latent demand.

134.   In the following, the achievement of the three Specific Objectives is discussed separately for each objective. Due to the relatively high number of indicators at Specific Objective level (totally 16) not all of the indicators will be discussed. It should also be mentioned that many of the indicators are very specific (for example early warning/vulnerability analysis/risk and resilience analysis) and could have benefitted from being grouped under an overall broader indicator, for instance "food security information methods and guidelines".

5.1   Enhanced understanding of food security?

135.   Specific Objective 1: "Global understanding of food security is enhanced through improved and harmonized analysis and monitoring and tailored support to regional partners" appears to have been achieved although the lack of reporting on the indicators hampers a full assessment.

136.   The Programme appears to have contributed to a higher level of understanding of food security (the indicator "Extent to which food crises and food insecurity determinants are better understood"), for instance though the work on protracted crises (SOFI 2010). The Programme team was a key player in the elaboration and dissemination of SOFI 2010, which to a large extent was based on the work of the Programme. Due to the input from the Programme, protracted crises are now at the international agenda, including the agenda of CFS and there appears to be a higher level of understanding of this type of crisis. The work on IPC has contributed significantly to a better understanding of phases of food crises.

137.   The ISS, which took place January 17-19 2012, is likely to contribute significantly to creating consensus regarding measurement in the coming five years (the indicator: "Level of increased consensus at the global and regional level on the causes, severity and magnitude of food crises"). No official report is currently available, however preliminary reports on the ISS conclusions indicates that the Symposium has been instrumental in shaping the agenda of the food security and nutrition analysis international community for the next five years. A number of priority areas have been identified such as the need to select a suite of indicators; improve the food security and nutrition relevance of national survey, and address emerging issues such as urban food insecurity. The FSIN has been identified as a key mechanism to implement such an agenda.

138.   The ISS: "From valid measurement to effective decision-making"[28] is a follow-up on the ISS 2002: "Measurement and assessment of food deprivation and under-nutrition". The proceedings from the 2002 symposium prepared by FIVIMS (An Inter-Agency Initiative to Promote Information and Mapping Systems on Food Insecurity and Vulnerability) represent the State of the Art within

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[28] The proceedings from the symposium: "Proceedings- Measurement and Assessment of Food Deprivation and Under-nutrition". International Scientific Symposium, Rome 26-28 June 2002, serve as an important hallmark of the State of the Art within measurement of food deprivation and under-nutrition.
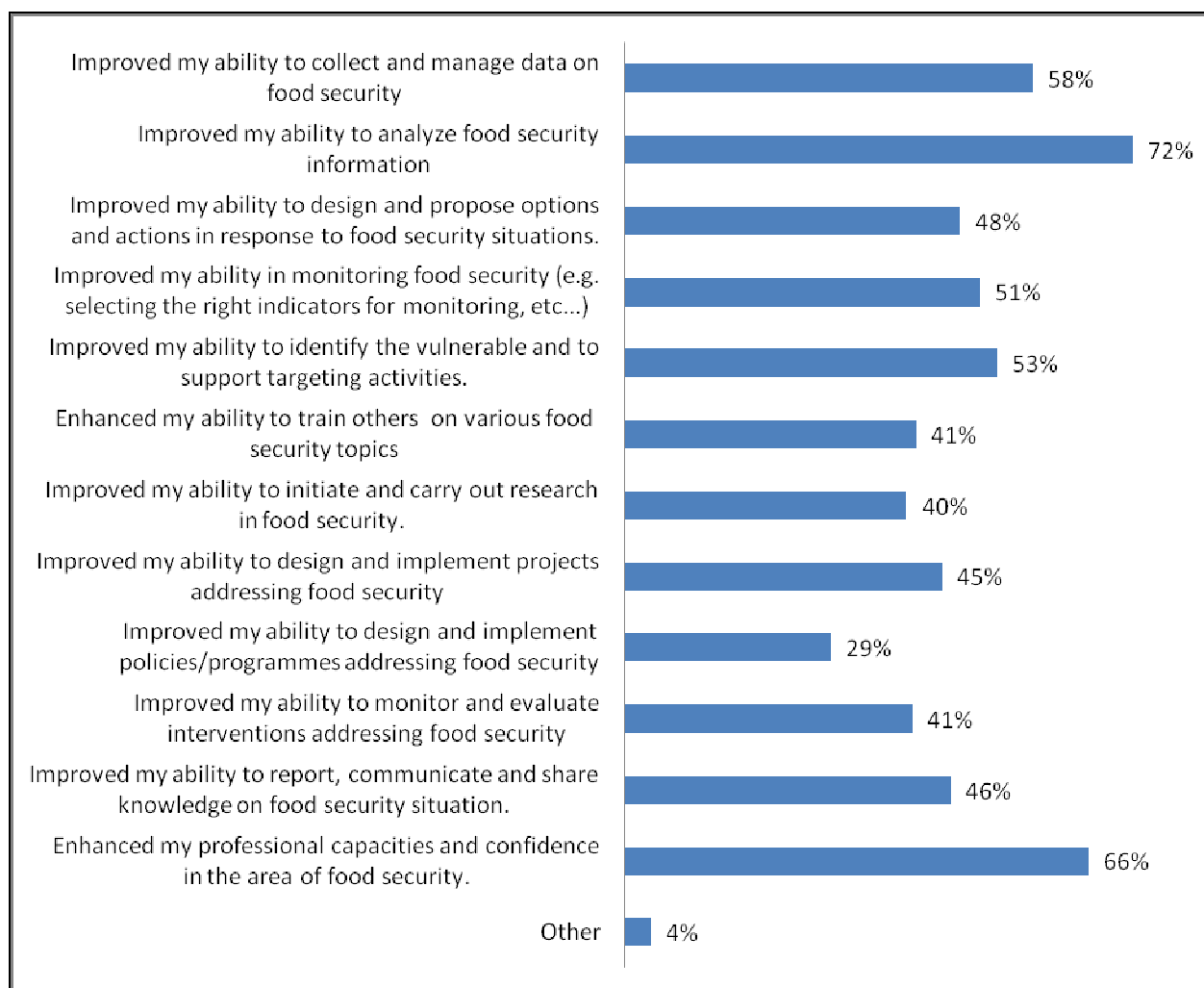
measurement of food deprivation and under-nutrition. Ten years later, there was a recognized need to revisit the food security assessment methods again. The Global Programme was deeply involved in the preparation of the Symposium; a Steering Committee with participation of FAO, IFPRI and FAO and a Scientific Advisory Committee were established. Approximately three hundred persons participated in the Symposium (the Programme funded ten people).

139.   Two indicators focuses on capacity building: "Extent to which capacities of Programme partners to actively contribute to improve the global understanding of food insecurity are strengthened" and "Extent to which capacities of partners and other stakeholders in integrating and harmonizing food security and vulnerability monitoring and risk management measures are strengthened". Capacity development with regard to understanding of food security has taken place at two levels: 1) individual (responsibility of the E-learning system); and 2) institutional (responsibility of the overall Programme). However, lately the Distance Learning (e-learning) tools have been adopted for capacity development at institutional level, more precisely the Learning Programme targeting CAADP, CILSS and ASEAN as mentioned earlier. It is still too early to see the result of the capacity development of the regional organizations as the process only started in 2011 (consultative workshop in Pretoria in March 2011). The Learning itself (E-Learning and Face-to-Face workshops) will be launched in the beginning of 2012.

140.   With regard to individual capacity building, the earlier mentioned Distance Learning Survey clearly showed that the courses have been successful in building capacity at individual level and that the new skills acquired are applied in the work. According to the survey results, 99% of the respondents answered that they acquired new knowledge and skills. 50% of the participants said to have greatly improved their knowledge and skills by taking the courses; 29 % had acquired some new knowledge and skills and 20 % had refreshed knowledge and skills. The new knowledge of the Distance Learners was also applied in the work. 72% of the respondents declared to have used the knowledge acquired in their work. As presented in Figure 3, according to the survey results a significant share of respondents (72%) improved their ability to analyse food security information, 66% enhanced their professional capacities and confidence in the area of food security and 58% improved their ability to collect and manage data on food security (the respondents would choose more than one option).

Figure 3: How knowledge and skills changed the way of working

Improved my ability to collect and manage data on food security	58%
Improved my ability to analyze food security information	72%
Improved my ability to design and propose options and actions in response to food security situations.	48%
Improved my ability in monitoring food security (e.g. selecting the right indicators for monitoring, etc...)	51%
Improved my ability to identify the vulnerable and to support targeting activities.	53%
Enhanced my ability to train others on various food security topics	41%
Improved my ability to initiate and carry out research in food security.	40%
Improved my ability to design and implement projects addressing food security	45%
Improved my ability to design and implement policies/programmes addressing food security	29%
Improved my ability to monitor and evaluate interventions addressing food security	41%
Improved my ability to report, communicate and share knowledge on food security situation.	46%
Enhanced my professional capacities and confidence in the area of food security.	66%
Other	4%

Source: 2011 e-learning survey

141. At institutional level, the capacity of Programme partners to actively contribute to the global understanding of food insecurity have been strengthened, for instance with regard to CILSS partners, primarily through the use of the Cadre Harmonisé (cf. the below Case Study of the Cadre Harmonisé).

142. The below Case Study (Box 1) of the Food Security Statistics Module (FSSM) shows an example of capacity development for enhanced food security analysis at national level. The FSSM provides training and technical assistance to strengthen the statistical analytical capacity of national statistics systems, in this case the National Bureau of Statistics, Ministry of Finance and Economic Affairs in Tanzania. The objective is: 1) to improve the statistical analysis of food consumption data collected in national household surveys and Living Standards Measurement Surveys; 2) Derive a suite of food security indicators at the national level and for grouping populations based on demographic, geographical, and socio-economic factors of households; 3) provide inputs to policies to alleviate hunger and poverty.

Box 1: Food Security Statistics Module (FSSM)

The FSSM was applied in Tanzania in 2010. The aim was to improve the statistical analysis of food consumption data from 2 national household surveys: the 2000/2001 survey and the 2007 survey. This was accomplished by providing training based on the analysis of the 2 data sets, and deriving a suite of food security indicators while at the same time strengthening analytical capacity of the institution. The Programme organized a training workshop in the form of the National Demonstration Center on Food Security and Consumption Statistics in Dar es Salaam in February 2010. A total of 15 nationals from the National Bureau of Statistics (NBS), the Ministry of Agriculture Food Security and Cooperatives and other relevant agencies and participants were introduced to FSSM software developed by FAO Statistics Division, and its application to the national household survey data.

Based on the training, the report "Trends in Food Insecurity in Mainland Tanzania: Food Security and Nutrition Analysis of Tanzania Household Budget Surveys 2000/1 and 2007" was prepared. The report led to a broadening and deepening of analysis and understanding of the nature of food and nutrition security in mainland Tanzania. More specifically, the report focused on: the marginal improvement in dietary energy consumption (DEC); the major contributors of the DEC; the change in patterns between rural and urban populations (in 2000/1 the rural population consumed more calories than urban; by 2007 the situation had reversed); the overall increase in inequality in food access, with the poorest getting more vulnerable over the period; the increase in protein and fat intake and reduction of carbohydrate intake. Generally, the report demonstrates the relationships between poverty and food/nutrition and shows the general improvement of Tanzanian diet from a micronutrient view point. The analysis covered all the 20 regions in Tanzania, showing the improvement and deterioration at regional level during the period 2000/1 to 2007.

The training appears to have enhanced the capacity of the national statistical staff for statistical analysis and in further leveraging the existing data for a better food security analysis. The FSSM support has moreover improved their capacity to train trainers. The NBS and Ministry of Agriculture Food Security and Cooperatives in 2011 thus carried out training for new staff on FSSM and its application. This is a good sign of future utilization and potential sustainability of the new skills and capabilities.

143.   The above-mentioned report, while providing new perspectives on the status of food and nutrition in Tanzania, appeared to be short in providing further analysis and insights into the underlying reasons. The analysis has been useful in better identification of vulnerable areas and groups, and the changes in the status of food security and nutrition situation after comparing the results in two HBS surveys. The report is generally strong on profiling and analyzing trends, but weak on information for decision-makers to develop long-term strategies to address food insecurity. The same view was aired by a national stakeholder. This shortcoming is probably related to the limitations of the data rather than the FSSM tool itself.

144.   Three indicators focus on number of normative products (risks and resilience/vulnerability analysis/guidelines, food security information and early warning modules) developed by the Programme and utilized by regional and global partners. The IPC guideline/manual, which is being utilized at regional/country level, can be mentioned as an example of the above indicators. Currently, 29 countries are using the IPC on a regular basis or are exposed to it, primarily in Africa, as seen from Table 7. The Global Governance Programme is planning to increase the number of countries to about 45.

Table 7: Current and potential scope for IPC application

Location Eight sub-regions	Group 1: Countries currently using IPC regularly	Group 2: Countries currently exposed to IPC	Group 3: Possible countries for future IPC exposure and/or implementation (estimates and examples)
East and Central Africa	Burundi, CAR, DRC, Kenya, Somalia, Tanzania, Uganda	Djibouti, Ethiopia, Rwanda	Congo, Eritrea
Southern Africa	Rep. of South Africa, Zimbabwe	Malawi, Mozambique, Swaziland	Lesotho, Zambia
West Africa Cadre Harmonisé	Cote d'Ivoire	Niger, Mauritania, Senegal	Guinea, Liberia
South and Central Asia	Tajiikistan	Afghanistan, Nepal	Kirghizstan, Pakistan
South-East Asia		Cambodia, Indonesia, Lao, Philippines	Myanmar, North Korea
Central America & Caribbean		Haiti, Honduras, Guatemala	Nicaragua, El Salvador
South America			Columbia, Venezuela
Middle East and North Africa			Iraq, Egypt

Source: Internal document prepared by the Global Support Unit (GSU), IPC.

145.   The Case of the Cadre Harmonisé in West Africa (also mentioned in the above table) is an example of a regional body (CILSS) using an adapted version of a tool (the IPC) produced by the Programme. The Case of the Cadre Harmonisé is on the other hand also an example of different interests at regional and global levels (Box 2).

Box 2: The Improved Harmonised Framework or Cadre Harmonisé Bonifie

CILSS launched the Harmonized Framework initiative, C*adre Harmonisé (CH)* for the Identification of Zones at Risk and Vulnerable Populations in 1999 to improve the quality of early warning information and ensure uniform calendars and methods across the region. The framework includes all basic ISFS functions, building on existing ISFS work, such as WFP's Comprehensive Food Security and Vulnerability Assessments (CFSVAs).

The introduction of IPC by FAO Emergency Division in 2006 in the CILSS zone led to some tensions between the two organizations, FAO and CILSS. The existence of the Harmonized Framework initiative was a major reason for the sub-region's and particularly CILSS's general resistance to FAO's introduction of the IPC. Stakeholders in the sub-region expressed concern that the IPC was introduced with no adaptation to existing structures or involvement and responsibilities of relevant local actors and in particular no consideration of the efforts provided by the CILSS on the Harmonized Framework initiative since 1999. As a consequence, there was a competition among the two organizations more than a partnership until 2008.

Discussions on the potential introduction of IPC and how to relate it to the existing Harmonised Framework within the Sahel region started in November 2007, first between FAO and CILSS and then extended to

other key CILSS partners such as WFP and FEWSNET. In March 2008, the participants to the Technical Committee of the Harmonised Framework (Cadre Harmonisé) (including CILSS, FAO, WFP, FEWSNET and some NGOs) identified a number of shortcomings of the CH that needed to be addressed: food security classification, food security indicators and thresholds; and the food insecurity maps. During this meeting, it was agreed to use some IPC elements to improve the methodology of the CH, given their complementary features. In particular, it was agreed to add indicators borrowed from the IPC as well as their thresholds, expanding the analysis of secondary data and using the IPC scale of severity and cartographic protocols.

While maintaining the main characteristics of the CH, which consists of data collection (agricultural survey and early warning) and analysis focusing on estimating crop production and related deficits (access and availability), the integration of the IPC elements aims to expand the scope of the data collection and to strengthen the analysis function. IPC brings a more comprehensive approach to food security analysis including other related factors such as nutrition, food consumption, HH assets and access to basic service. In addition, the integration of IPC elements has contributed to the improvement of the CH, particularly in the following areas: facilitating classification (and technical consensus) through the convergence of evidence approach; enabling greater integration of multi-sectoral data; and enabling greater comparability arising from the adoption/integration of the core IPC protocols.

After years of dialogue FAO is now collaborating with CILSS to ensure complementarity between the Harmonized Framework and IPC under the so-called Improved Harmonized Framework.

146.   One of the indicators under Specific Objective 1 focuses on responses based on Normative Products produced by the Programme ("Number of coordinated responses that make specific reference to analytical outputs supported by the Programme"). The use of IPC in particular in the Horn of Africa can be mentioned in this regard.

5.2   Enhanced linkages between food security analysis and decision-making?

147.   Specific Objective 2:   "Effective mechanisms that enhance the use of food security analysis to better inform decision-making are strengthened/developed" have been achieved to some extent as the below discussion shows.

148.   One of the indicators under Specific Objective 2 focuses on level of comparability across regions/countries ("Extent to which the level of comparability of severity of food insecurity across countries and region is improved"). The use of the Cadre Harmonisé and IPC in respectively West and Southern Africa can be mentioned as examples of future potential for improved comparability.

149.   Due to the Cadre Harmonisé tool, CILSS and its member countries will presumably in the future be able to compare the severity of food insecurity and hunger across the region, although the process might be quite challenging. Since its revision in 2009, the first version of the improved Cadre Harmonisé has been tested in five countries namely Senegal, Niger, Chad, Benin and Togo. However, if CILSS is now convinced of the added-value of the improved Cadre Harmonisé as a more complete system that allows better analysis and comparability within the sub-region, lessons should be drawn from the test field in term of ownership at the country level. It appears from the discussions with national stakeholders that much effort is still needed for "tested" countries to adhere to the initiative. The field testing has demonstrated that data collection is one of the big challenges in most of the sub-region countries and that some data may not be accessible (in particular data related to health, mortality, morbidity, diseases connected to water etc.). This emphasizes the need for capacity development of national statistical institutions.

150.   It should be noted that the version 2 of IPC has already been issued while the improved Cadre Harmonisé is based on the former version of the IPC and would need to be updated to incorporate the new elements of IPC version 2. But to date, the Cadre Harmonisé based on version 1 of the IPC has not been tested in all the sub region countries, and based on the preliminary results of the field testing and discussion with national stakeholders, this will take time for countries to adopt this tool. Against this background, Cadre Harmonisé adaptation to version 2 of the IPC would require much time. In addition, some ECOWAS countries, non–members of the CILSS use IPC (e.g. Côte d'Ivoire has been using IPC since 2007), thus the harmonization of the two methodologies may be a challenge within ECOWAS, and in a longer term at the continental level as some countries in East Africa and Central Africa are also IPC users.

151.   In the Southern Africa region, the FAO Regional Emergency Coordination Office has worked actively to promote the IPC. Through the $300,000 IPC Seed Project that was run October 2009 to June 2010, the IPC was seen as an opportunity to provide national VACs with a common and standardized technical tool for food security analysis leading to greater consensus between stakeholders. FAO employed an IPC Coordinator and 6 countries signed up for it: Zimbabwe (national analysis of food security situation in Zimbabwe NVAC completed), South Africa (testing IPC in Gauteng Province with interest to expand to Limpopo and Western Cape), Mozambique (training on NVAC completed); the following countries are coming on board: Lesotho, Malawi and Swaziland. Zimbabwe and South Africa have adopted the IPC more extensively using real time data. A greater use of IPC in the region will improve comparability and cross country analysis.

152.   With regard to the indicator: "Number of donors and regional bodies that are using FS approaches and methods that have been improved/harmonized with support of the Programme in the planning, monitoring of food security interventions" the IPC can be mentioned in relation to the Horn of Africa crisis. In more general terms, the work on SOFI 2010 can also be mentioned given its potentiality to be adopted as standard approach to deal with food insecurity in protracted crises.

153.   The Case Study from Southern Sudan (cf. Box 3 below) presents an example of how analytical and policy support work produced by the Programme is deemed relevant by a beneficiary, the Government of Southern Sudan (adhering to the indicator: "Extent to which analytical and policy support work are deemed relevant by partners and beneficiaries"). The work thus represents an example of the contribution of a specific Programme output to informed decision-making (policy-making).

Box 3: Review of policies of the Government of Southern Sudan

The review ("A Review of selected sector policies of the Government of Southern Sudan to identify gaps in food security policy") was prepared under the Programme by an independent consultant. The review was found to be of high quality, technically sound and unpacking the policy process sufficiently to provide guidelines for the various sector ministries in general, and for the agriculture ministry in particular. The review thus contributed to the preparation of an agricultural policy for Southern Sudan entitled "The Food and Agriculture Policy Framework – FAPF 2012-2016, Draft". The process was in line with and contributed to the Sudan Institutional Capacity Building Programme: Food Security Information for Action (SIFSIA) South Sudan.

According to information from the SIFSIA staff, some of the ministries/commissions have tried to develop policies/strategies and programmes relevant to their specific sectors since the formation of the

Government of Southern Africa (GoSS). Many of the policies/strategies were developed based on scanty information and limited qualified human resource available during the formation of the Government. There was thus a need for a comprehensive review for updating the policies/strategies based on the available evidence and current situation in Southern Sudan.

According to the core findings of the review, the GoSS sector policies were suffering from the following: 1) absence of a national food security strategy for guiding the streamlining of food security in sectoral policies; 2) lack of M & E framework (including lack of mid-term review and baseline data); 3) the institutional arrangements for policy/strategy implementation were not clear; 4) lack of coordination framework among relevant stakeholders including States; 5) inadequate attention paid to short term transitory food insecurity; 6) budgetary issues were not clearly defined in most policies/strategies.

The findings of the review work were presented to major stakeholders in a workshop in July 2010. One of the immediate actions proposed during the workshop was revising/updating the current policies based on the finding of the workshop and as per the food security guideline. The SIFSIA project under its annual plan (2011) supported the preparation of a Concept Note on policy support, establishment of a policy task force, with special focus on Food and Agricultural Policy Frame Work (FAPFW). The Task Force was composed of all Directorates in Ministry of Agriculture and Forestry (MAF) and is chaired by Director General, Directorate of Planning and Programming.

In February 2011, SIFSIA and the Task Force started discussing major policy issues and agricultural development challenges in the post independent South Sudan. With support from a FAO HQ policy specialist and SIFSIA a first draft policy was presented in August 2011 after consultation with governmental and non-government stakeholders in food security and agricultural development including the private sector; commercial farmers, traders, and farmers associations. Thematic polices drafted by MAF with technical and financial support from USAID-FARM project were reviewed by the policy specialist and incorporated into the draft FAPFW. The final draft of the policy was submitted to MAF in October 2011 waiting for final comments and additions before submission to the council of Ministers for approval.

154.   The above-mentioned review contributed significantly in identifying gaps in connection with addressing major food security objectives in the sector policies, leading to the drafting of the FAPFW. There is now an opportunity for the GoSS to develop a national food and nutrition policy. This would, however, require a central government ministry such as the planning ministry or Cabinet itself commissioning a process of further inter-governmental analysis and dialogue eventually including non-state actors in crafting a comprehensive food and nutrition policy. The challenge for the young GoSS is the lack of capacity at departmental level to lead and execute such a major undertaking. However, even if GoSS generally suffer from lack of capacity, some capacity development building is likely to have taken place within MAF as result of the process of preparation of the FAPF. Thus, the case of policy review in Sudan contributes to the achievement of Specific Objective 2 as measured by the indicator "Extent to which capacities of partners and beneficiaries in designing, monitoring and evaluating better informed food security policies and programmes are strengthened". Generally, however, there are relatively few examples of normative products prepared by the Programme affecting political decision-making.

5.3   *Strengthening of communication and knowledge-sharing mechanisms?*

155.   Specific Objective 3: "Communication and knowledge sharing mechanisms are strengthened, particularly with respect to the development and implementation of demand-driven

strategies to address food security" appears to have been achieved. Some strengthening of communication and knowledge sharing mechanism appear to have been achieved, but less so with regard to demand-driven strategies.

156.   Two of the indicators related to Specific Objective 3 focus on enhanced multi-sectorial team collaboration and partnership/incentives for collaborative work (the two indicators: "Extent to which multi-sectorial teams successfully collaborate on FS related issues" and "Extent to which partnerships and incentives for collaborative work are strengthened"). The whole Programme and its multi-sectorial collaboration across different Technical Division is an example of the first indicator (cf. the Chapter on Efficiency). Similarly partnership (cf. the three types of partnership) and collaborative work (cf. for instance the work on IPC, the FSIN and the Joint WFP/FAO Strategy) has been strengthened by the Programme.

157.   Increased use/adaption of methodologies and Programme outputs by target audience has been achieved (aligned with the indicators: "Extent to which use/adaptation of methodologies by target audience is increased" and "Extent to which the use of programme products, analysis, etc. by target audience is increased"). Thus, with regard to some tools, the number of users is steadily increasing, in particular the Distance Learning (e-learning) users. The courses have received attention and interest from a large audience and are today a successful initiative with 73,148 learners attending the courses on-line, downloading courses from the website or receiving the CD-ROMs. As shown by Figure 4, the number of new learners has constantly increased since the beginning. The maximum was reached in 2011 with 22,148 new participants.

Figure 4: Number of New Learners per Year (phase under evaluation in dark blue)
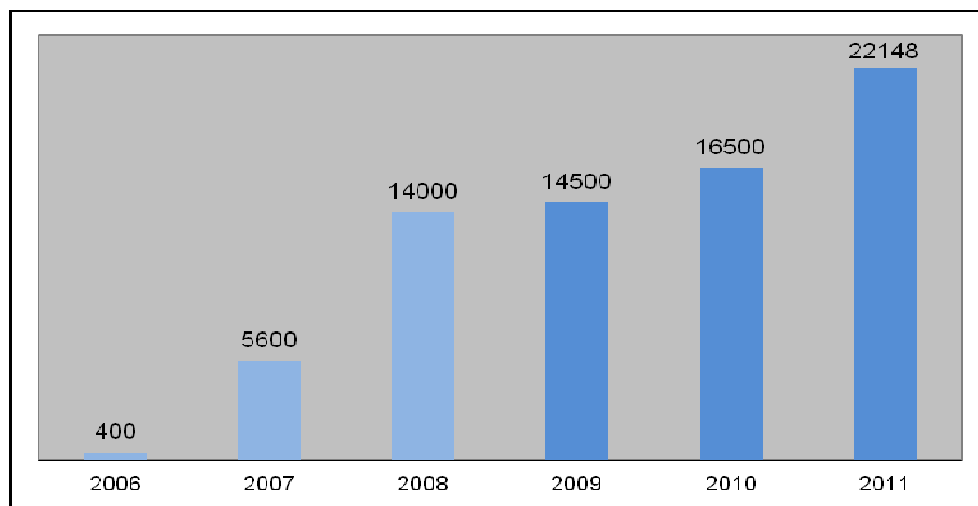
Source: OEKC

158.   The increasing traffic on the Programme web-site (**www.foodsec.org**) indicates increased interests for the Programme activities. During the period November 8-December 8 2011, the website was visited 7,108 times corresponding to 4,444 unique visitors. 53.11% were new visits. The bounce rate, which represents the percentage of visitors who enter the site and leave the site rather than continue viewing other pages within the same site, amounted to 45.27%. On average, visitors spent 4 minutes and 40 second on the site. Compared to eleven months before the traffic

almost doubled; between October 8 and November 7 2010 the number of visits amounted to 3,644 and the number of unique visitors to 2,436[29].

159.   Between February 8 and December 8 2011, 16 of the top contents were related to the Distance Learning courses with a total of 45,008 unique page views[30]. Other pages on the top content were the website index (10,306 unique page views), the ISS (3,765 unique page views), the tools homepage/index (3,338 unique page views), the Country Briefs (2,631 unique page views), the "publications" homepage (2,195 unique page views), the web overview (2,307 unique page views) and the news and events index (1,194 unique page views). In sum, the use of the web-site has significantly increased; i.e. it almost doubled within the last year. The website traffic records again reinforced the importance of the Distance Learning courses as this was by far the main reason for visiting the web-site.

160.   A survey regarding the Communication Toolkit was conducted to collect opinions of users. The questionnaire was distributed to participants of communication workshops where the toolkit was used as reference book (5-6 workshops each with 20-30 participants). In addition, the questionnaire was sent out with the programme newsletter. The total number of responses received was 15. The respondents had generally used the Toolkit for the following purposes: designing a Communication Strategy, writing report, providing training, communicating with policy makers and working with the media. All of the respondents rated the Toolkit as very useful. The respondents generally found that using the Toolkit had improved the impact of their work and the work of the organization (8 agreed to some extent with the statement; 7 fully agreed). Regarding the statement "I better understand different formats for writing about food security" 7 respondents agreed to some extent and 8 respondents fully agreed. With regard to the last statement "I better target my audience" 6 respondents agreed to some extent and 9 respondents fully agreed. In addition, one of the respondents commented the following: "I have realized the importance of coordinating with media in a development organization". The Communication Toolkit thus very directly contributed to the achievement of Specific Objective 3: strengthening of communication and knowledge sharing mechanisms.

6.   Gender Mainstreaming

161.   Gender has not been sufficiently mainstreamed into the Programme (objectives, design and implementation). Gender mainstreaming in relation to food security information systems would for instance imply that data analysis was based on gender disaggregated data. Due to the lack of gender mainstreaming, the Programme does not contribute to Strategic Objective K: "Gender equity in access to resources, goods, services and decision-making in the rural areas" The appropriate Organizational Result for the Programme (had gender been mainstreamed) is K2: " Governments develop enhanced capacities to incorporate gender and social equality issues in agriculture, food

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[29] Information from OEK.

[30] The data reported in this section are unique page views. A *page view* is defined as a view of a page on a site that is being tracked by the Analytics Tracking Code. If a visitor clicks reload after reaching the page, this is counted as an additional page view. If a user navigates to a different page and then returns to the original page, a second page view is recorded as well. In contrast, a ***unique page view*** aggregates page views that are generated by the same user during the same session and thus gives a more precise picture of the number of users.

security and rural development programmes, projects and policies using sex-disaggregated statistics, other relevant information and resources". The Programme had no strategy for addressing practical and strategic gender interests (including within Programme Management). With regard to the normative products there are only a few examples where gender has been mainstreamed into the products. The Resilience Tool has been working with gender dis-aggregated data and the work on protracted crisis (SOFI 2010) included a chapter on gender issues in protracted crises[31]. Due to the lack of gender mainstreaming into the normative products (for instance based on gendered indicators), the Programme is not likely to lead to enhanced gender analysis or increased gender equality.

162.   The lack of gender mainstreaming is to some extent a structural problem in the organization. With regard to the gender analysis in relation to the work on protracted crises, gender disaggregated data were not available in the Gender Division and this obviously hampered the analysis. Partly as result of the recent Gender Evaluation[32], the Gender Division is likely to grow in importance in the organization. One of the main findings of the evaluation was that only very limited gender related work is going on; one recommendation was to strengthen the Gender Division and mainstreaming gender into the work of other Technical Divisions.

163.   In the Global Governance Programme, a Gender Equity Team will be established and the Programme will aim at gender mainstreaming by building on the findings and recommendations of the above-mentioned Gender Evaluation. This will for instance include: promoting the equal participation of women and men in governance mechanisms; requesting each component of the Programme (where relevant) to allocate a part of their budget to gender mainstreaming activities; and including specific gender performance indicators in the Logical Framework of the Programme. It is thus expected that relevant Programme outputs will contribute to the above-mentioned Organizational Result K2[33].

7.   Impact

164.   The Overall Objective of the Programme is: "The design and implementation of food security policies and programmes (responses) are enhanced through improved and harmonized food security and vulnerability analysis methods and effective use of information in decision-making". As mentioned in Chapter 3 (Efficiency), there is only one indicator at this level: "Changes in the pattern of allocation (diversification of responses, funding mechanisms, level of funding) of public resources to address food insecurity at global and country level" and is not well-defined as earlier discussed. Moreover, data (Means of Verification) are not available; thus it is not possible to assess the achievement of the objective.

165.   However, some unplanned positive impacts of the Programme are observable, for instance enhanced collaboration between stakeholders/donors/partners) regarding food security issues; the newly established partnership between FAO, WFP and IFPRI is an example. The

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[31] SOFI 2010: Addressing food insecurity in protracted crises. WFP/FAO.

[32] FAO (2011). Office of Evaluation. Evaluation of FAO's role and Work related to Gender and Development . June 2011.

[33] Annex 1 to the European Community Contribution Agreement number 2011/262-399. Description of the Action. Programme Description Global Governance for Hunger Reduction.

partnership/collaboration between FAO and WFP has also improved significantly; the Joint Corporate FAO/WFP Strategy and not least the fact that FAO and WFP have started to invite the other agency for donor consultations witness about a new situation. 2) There seems to be an enhanced understanding of the importance of food security information systems for decision making in CFS as reflected in the CFS reforms.

166.   It can of course be difficult to attribute the above positive impact to the Programme. However, even if there have been other contributing factors, the Programme appears to have been a catalyst of an increased attention to and understanding of the importance of food security information systems. The Programme has thus become the natural "institutional home" for processes/events related to food security information systems; this is for example reflected in the fact that the Joint Corporate WFP/FAO Strategy was prepared under the Programme; moreover, the idea of establishing a global network for food security information derived from a Programme Steering meeting. The SSI, which was arranged by the Programme, and which is expected to show the direction for food security information system the next five years, also witnesses about the global importance of the Programme.

167.   With regard to regional partnership, it is difficult to measure the impacts due to the short time frame and delays in the implementation of many of the planned activities. However, with regard to CILSS and the Programme both partners recognize to have built up some institutional collaboration after years of misunderstanding (cf. the Case Study of the Cadre Harmonisé). At the sub-regional level, the work on Cadre Harmonisé in particular, has resulted in multi-stakeholder and interagency dialogue. Moreover, the role of CILSS as a key partner within the sub-region is reinforced. As a consequence, CILSS is involved in key initiatives related to food security at global level: e.g. establishment of a globally incentive driven food security information Network (FSIN), a FAO/WFP joint initiative. At the country level in West Africa, the work with the Cadre Harmonisé has brought together stakeholders that are not used to work together (e.g. health service and social services working with agriculture and trade services) and has extended the discussion on food security issues beyond the statisticians and ministries of agriculture, changing the debate from focusing on quantitative aspects only to also including qualitative aspects.

8.   Sustainability and Up-Scaling

168.   Generally, there are good prospects for sustaining and up-scaling the Programme results as many of these will be sustained under the Global Governance Programme, which was approved in December 2011. The EC contribution to the Global Governance Programme is 30 million Euro (in addition to this comes FAOs own contribution of 17,964,879 Euro); other donors are also expected to fund specific components/countries/regions under the Programme. The Global Governance Programme will work essentially at the global/normative level and may focus some of its efforts in a limited number of countries in a coordinated manner. The countries are still to be identified. The FSIN is expected to focus on the same countries. Due to the focus on only a limited number of countries a significant impact is expected at country level.

169.   Many of the normative products prepared under the current phase will be sustained under the Global Governance Programme. For instance the FAO/WFP Joint Corporate Strategy, the FSIN, the work on the Resilience analysis, the work on food security impact assessment, IPC, the work on integration of nutrition indicators in information systems/surveys/impact evaluations (based on for

instance the work with the Household Hunger Scale and the Guidelines on Household and Individual Dietary Diversity), the work on volatility of food prices, Distance Learning (capacity to decision-making), and work on protracted crises.

170.   Sustaining the results is also to a large extent related to level of ownership of outputs among intended beneficiaries/users. With regard to the IPC, which originally was prepared by FAO in Somalia, there has been a remarkable development with regard to ownership of all partners. Until the recent development of Manual version 2.0, WFP and FEWNET were partners, but with some reservations. During the Result Oriented Monitoring (ROM) Mission in December 2010 (conducted by the Team Leader) WFP thus expressed their commitment to the tool, but at the same time stated that the tool was not always useful in relation to WFP emergency operations. During the mission for the current evaluation, WFP showed full commitment and ownership of the tool. The revision of the IPC Manual, from version 1.0 to version 2.0. was a joint process with participation of all the partners, thereby developing a higher level of ownership. Previously, there was a tendency that the IPC was more seen as a FAO tool. Also government and various agencies were consulted in the process.

171.   As concerns the promotion of the IPC in the Southern Africa region, the process was started by the FAO Regional Emergency Coordination Office (national roll-out of global training) as described earlier. The plan is, however, that the process will be taken over by the SADC. The process is expected to be slow; but it is also expected that regional ownership will evolve.

172.   Sustaining and up-scaling the results of the Programme furthermore depends on the success of harmonizing/integrating/institutionalizing the outputs into other existing structures at global, regional or national level. In particular the Distance Learning Programme has been integrated into and/or utilized by different programmes, institutions and audiences. The partnering with the University of Pretoria with regard to Distance Learning as part of the Learning Programme has significant prospects for scaling up given the positioning of University of Pretoria as the lead policy training entity in the region. The combination of degree training, Distance Learning, and access to networks with other related programmes that the University participates in, offers considerable dissemination and scaling-up opportunities. The Distance Learning courses have also been included (loaded) in the E-learning Platform, i.e. the Learning Content Management Systems (LCMS) of the EC. The Distance Learning Food Security Courses prepared by the Programme has been attended by the following number of staff members at HQ or at Delegations: 156 in 2009; 75 in 2010, and 32 in the first semester of 2011. The participation in the Distance Learning Courses is registered in the Training Passport of the participating staff[34].

173.   A number of the tools developed under previous phases of the Programme have been mainstreamed into the Regular Programme, for instance the IPC. Currently, only 3% of the IPC is funded by the Programme; the remaining 97% is funded by DFID, CIDA, Australia, and WFP (through USAID untied funds, which USAID requested to be tied to the IPC) as well as the FAO Regular Programme. EuropeAid has previously perceived the IPC as an emergency tool and has therefore been reluctant to fund it. However, the IPC will be funded under the Global Governance Programme (approximately 3.2. mill Euro)[35]. An IPC multi-agency team (Programme Manager,

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[34] Information from the Head of Section, Training and Knowledge Management, European Commission.
[35] Information from the Programme Coordinator.

Technical Manager and Communications Manager) located at FAO will be established. In countries where IPC has already been implemented, not further funding is required.

174.   At regional level, the prospects for continuing the work of CILSS (and Cadre Harmonisé) are relatively good. CILSS is far from being self-sufficient and depends for 100% of its operational budget on external funding. Several donors, however, have already expressed their interest in funding activities under this Programme (USAID, AFD, GIZ etc.). Although CILSS's ownership is recognized for some activities (e.g. Cadre Harmonisé), the organization suffers from insufficient human resources. Therefore, it depends on technical support including support from FAO/WFP, in particular when it comes to building capacity at the country level. Moreover, the institutional collaboration needs more transparency and coherence between the two parties and a better communication on the follow–up of the respective activities. With regard to Southern Africa, the collaboration between the Programme and NEPAD and University of Pretoria started late and the key outcomes and impacts are still not realized. The foundation has, however, been laid for continued and strengthened partnership under the Global Governance Programme.

175.   Regarding contribution to the Organizational Strategic Objectives, the Programme has contributed to H: "Improved food security and better nutrition" and I: "Improved preparedness for, and effective response to, food and agriculture threats and emergencies" of the Strategic Framework 2010-2019 and the Medium Term Plan 2010-2013. As the Programme was designed before the Framework and Plan was in place, the Programme is not entirely aligned with the Organizational Results (areas of emphasis and de-emphasis) of the Plan. However, the Programme has contributed to Result H04: "Strengthened capacity of member countries and other stakeholders to generate, manage, analyze and access data and statistics for improved food security and better nutrition". Under this Result, higher emphasis should be given to the Implementation of the Corporate Strategy on Information Systems for Food and Nutrition Security (ISFNS). The Programme also contributed to Result H05: "Member countries and other stakeholders have access to FAO analysis and information products and services on food security, agriculture and nutrition, and strengthened own capacity to exchange knowledge". Under this Result, higher emphasis should be given to analytical work on food security and nutrition to inform countries, development partners and other stakeholders on underlying causes and options for response, which is also in line with the Global Programme activities. With regard to the Organizational Results related to Specific Objective I, the Programme has contributed to I02: Countries and partners respond more effectively to crises and emergencies with food and agriculture-related interventions (for instance through SOFI 2010 and applying the IPC).

176.   With regard to the Core Functions of the Strategic Framework 2010-2019, the Programme has contributed to the following functions: b). "Stimulating the generation, dissemination and application of information and knowledge, including statistics"; g) "Bringing integrated interdisciplinary and innovative approaches to bear on the Organizations technical work and support services"; and h) "Working through strong partnerships and alliances where joint action is needed".

177.   The Global Governance Programme has been designed to contribute directly to the Organizational Results of the Strategic Framework; more specifically the Programme is expected to

contribute to thirteen Organizational Results thereby achieving twenty-one Organizational Outputs[36].

9.   Conclusions and Recommendations

9.1   *Conclusions*

Relevance and Design

178.   With the exception of the regional partnership, overall the institutional set-up of the Programme have been well-designed, relevant and have served its purpose of both allowing for long term and more ad hoc partnerships. At the same time the strong mainstreaming into the Regular Programme is crucial for allowing both the Programme (Trust Fund project) and the Regular Programme to contribute to the FAO Strategic Framework as well as sustaining the results of the Global Programme. The Logical Framework was relatively well-designed in terms of linking activities, results, outcome and impact, but it was weak in terms of well-defined indicators, in particular at Specific Objective and Overall Objective level. Moreover, with the apparent understanding between EC and FAO (also indicated in the Inception Report) that the Programme would not be able to roll-out the normative products at national level, it could be argued that the Programme as coined in the Logical Framework appears to be a bit over-ambitious regarding the expected results at country level.

Efficiency

179.   The Programme has generally been efficiently implemented in terms of both Programme management and financial management. According to the Inception Report, the Programme rested on 7 principles: 1) demand-driven; 2) partnership; 3) building on existing systems/initiatives; 4) linkages with other initiative funded under Component 2 of FSTP; 5) flexibility and accountability; 6) field based derived learning; and 7) capacity development and training. Below the extent to which the various principles have been successfully applied will be discussed:

1.   *Demand-driven.* This principle is very central for the Programme; enhancing a demand-driven approach was also the recommendation of the evaluation of the last phase. A global programme based on a demand-driven approach is by its very nature very challenging. The plan was that demands should also be identified through partnership and network; however, the partners and networks have only partly fulfilled this role. As earlier mentioned the Programme had applied an "opportunistic strategy" with regard to the demand-driven approach at country level. Thus, limited resources were available for activities at country level, and the Programme had to respond to opportunities rising, for instance with regard to the work on the Resilience Tool in Gaza. The idea of a fully articulated national/regional demand might also not be realistic. To articulate such as demand (knowing the type of tool/system needed) requires a relatively high level of understanding of food security information systems, which currently is not in place in most countries. Thus, demand should be defined as "latent demand" identified through a joint gap analysis. The focus on a few countries in the Global Governance Programme will

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[36] Description of the Action (Global Governance for Hunger Reduction).

make it simpler to identify problems and to respond to latent demands at national levels. Moreover, the FSIN is expected to be central for the articulation of demands at national, regional and global levels in the future.

2. *Partnership.* The Programme has generally been successful with regard to establishing ad hoc (related to normative products) and strategic/long-term (WFP/IFPRI) partnerships; however, partnering with regional organizations through formalization of institutional agreements proved to be a very lengthy procedure, delaying the global-regional collaboration. Overall, the shift to regional counterparts in the current phase has been less successful.

3. *Building on existing systems/initiatives.* This principle has to some extent been practiced. For instance the MOSAICC aims at integrating different existing models into one tool box. The Improved Cadre Harmonisé was also the result of integrating parts of the IPC into the original Cadre Harmonisé. The Programme contributes to rebuild the relationship between the FAO and CILSS through the joint work on improving the Cadre Harmonisé through the IPC (introduced in West Africa by the FAO Emergency Division).

4. *Linkages with other FSTP Component 2 initiatives.* The linkages between the Global Programme and the two Regional Programmes funded under the FSTP were rather limited, in particular with regard to the Southeast Asian Programme. In the case of the ENP Programme, the collaboration with the Global Programme was to a large extent possible because the Programme Manager was located at HQ.

5. *Flexibility and accountability.* The Programme has been very successful in applying the principles of flexibility and accountability. The Programme design has (in agreement with the EC) been very flexible in terms of operating with annuals work prepared on the basis of identified priorities rather than a long-term plan. This has allowed the Programme to respond and contribute to important events at the international agenda, for instance SOFI 2010. The Programme has at the same time been highly accountable, mainly through Programme Management Tool reporting on actual expenditures, commitments made and field disbursement for each work plan and against the results (of each of the 8 Thematic Teams) every fifteen days.

6. *Field based derived learning.* The principle of all normative products being tested/fine tuned in the field has been applied for all normative products. With regard to some products, the Programme is still in the process of testing the product or the product will require more fine tuning (for instance the MOSAICC and the Resilience Tool).

7. *Capacity and training.* This principle is mainly related to the establishment of the Global Learning Centre, mainly focusing on Distance Learning. Capacity-building and training both at individual level and institutional level has been largely successful (the latter in relation to regional organizations is about to be launched under the Learning Programme).

180.   A high number of normative products have been produced by the Programme; for instance the Climate Change Tool Box, the Resilience tool, etc.. Reviews of selected products were carried out to assess the technical quality of the products. According to the reviews of the products MOSAICC, Resilience Tool and Price Monitoring Tool there is certainly potential, but the tools are

still too complex and suffer from some shortcomings; more work is needed to make the tools applicable at country level. The last normative product, which was subject for an expert review, the Guidelines for Household and Individual Dietary Diversity, received very positive marks in terms of both technical quality and user-friendliness. A user survey was carried out of Distance Learning (e-learning) courses; the courses were likewise highly appreciated by the users for both their technical quality and user-friendliness.

Effectiveness

181.　The Programme has generally been both efficiently and effectively implemented. Due to the lack of reporting on the indicators, the achievement could only be assessed at anecdotic level. Specific Objective 1 (Global understanding of food insecurity is enhanced) and Specific Objective 3 (communication and knowledge sharing mechanisms are strengthened) have been achieved to a higher extent than Specific Objective 2 (Effective mechanisms that enhance the use of food security analysis to better inform decision-making are strengthened/developed). The objectives 1 and 3 could probably have been achieved at a higher level had the Programme applied a strategy for Targeting and Dissemination.

182.　As concerns Specific Objective 2, in order to achieve changes with regard to the decision-making level, a targeted focus on this level is required. The normative products should be adapted to specific contexts to fit into decision-making processes at country level; moreover, decision-makers should be more directly targeted. Impact at the political decision-making level does not follow automatically from enhancing the food security information systems. Generally, establishing linkages between enhanced food security information systems and the decision-making level is not well addressed in the Programme. The Learning Programme (funded by the German Government) including E-learning, focusing on regional organizations is an example of a Programme, which to a higher extent address this linkage. Thus, the Learning Programme targets people involved in the CAADP process; more precisely people who have decision-making roles or who are able to influence decision-making. Another example is the African Lead programme in which UP provides training of policy makers. The Global Governance Programme focuses more directly on building human and organizational capacities of global, regional and national organizations (including governments) for generating and using relevant food security analyses (Programme Outcome 4).

Gender Mainstreaming

183.　Gender has by and large not been mainstreamed into the Programme; only a few normative products (SOFI 2010 and the Resilience Tool) have made use of gender-disaggregated data. The lack of gender-mainstreaming is to a high extent a structural problem of the organization as pointed out by the recent Gender Evaluation. The Global Governance Programme aims at strengthening the Gender Division and mainstreaming gender into the work of the other Technical Divisions.

Impact

184.　The Overall Objective of the Programme is not likely to be achieved within the life time of the Programme (extended to April 2012 through a no-cost extension and budget revision). As

mentioned above, the linkages between food security analysis and decision-making (Specific Objective 2) has only partly been achieved. Moreover, the indicator related to the Overall Objective is not well-defined and has not been reported against (and the data are not available).

185.   However, other positive impacts of the Programme are observable. Thus, the Programme played a very important role as catalyst for an enhanced global understanding of the importance to food security information systems, for instance in the CFS. The Programme at the same time became the natural "institutional host" for important initiatives at the global food security scene, for instance the FSIN and the WFP/ FAO Joint Corporate Strategy.

Sustainability and Up-Scaling

186.   Generally, there are good prospects for sustaining and up-scaling the results of the Programme as many of these will also be supported under the Global Governance Programme and there will be an even higher level of mainstreaming into the Regular Programme. Many of the weaknesses of the current phase – for instance the lack of a well-defined targeting strategy and limited dissemination of the normative work in FAO Regional and Country offices relate to what appears to be a gap between the knowledge and the operation systems within the organization. Linking knowledge systems to operational system at national level is to some extent strengthened in the Global Governance Programme by targeting few countries. However, overall, the gaps (dichotomy) between knowledge and operations systems, global and national (regional), and supply and demand driven development will continue to be a challenge even in the Global Governance Programme. The challenge will be to push for a greater involvement at the national and regional levels.

9.2   Recommendations

187.   The main parts of the below recommendations relate to the Global Governance Programme, based on the experiences of the current phase. The recommendations are divided into clusters of recommendations, focusing on strengthening the regional level and national levels; synergy between EC and the Programme; and dissemination of the normative work.

Recommendation 1: Strengthening the regional and national levels

188.   The main partners of the Global Governance Programme will be the Rome-based agencies (FAO, WFP, and IFAD). Regional partnership, however, remains part of the Programme; after some delay there are now a sound foundation for collaboration between regional partners and the Programme. As the organizations have access to funding from other donors (for instance USAID is funding CILSS), the collaboration will mainly focus on providing technical assistance. The following specific actions are recommended to strengthening the regional and national levels:

Rec. 1.1. If required, the formulation of partnership agreements with the regional organizations should be initiated as soon as possible to avoid delay. If funding is involved, the disbursements have to be timely.

Rec. 1.2. A deliberate capacity development needs analysis is recommended at regional and country level (the 5-6 focus countries) before the final design of the Global Governance

Programme. The analysis should focus on capacity needs with regard food security statistics, food security analysis and decision-making.

Rec. 1.3. The existing *ad-hoc* communication between FAO and the regional partner CILSS should be reinforced by a more strategic work plan (prioritization of needs, planning activities including expected outputs) and establishment of governance "entity" to follow-up of this partnership.

Rec. 1.4. The Programme should increase the involvement of FAO Regional Emergency Offices and Country Offices that usually have already built contacts with the regional/national partners to enhance the implementation of the Programme at these levels.

Recommendation 2: Targeting and Dissemination of normative products

189. One of the findings of the current Evaluation was that the normative products elaborated under the Programme have not been accompanied with a thoroughly planned strategy defining the audience and target group of the normative products and outlining the dissemination of the products. To enhance the dissemination and scale up of the normative work, the following actions are recommended for the Global Governance Programme:

Rec. 2.1. A Targeting and Dissemination Strategy outlining the audience/target group (globally, regionally and at country level) as well as channels and methods of dissemination for each product should be prepared as part of the Programme.

Rec. 2.2. FAO staff at regional and national level should be introduced to and trained in the normative products.

Rec. 2.3. All Programme partners should be introduced to the normative products (accessible through the Programme web-site).

Recommendation 3: Enhanced EC-FAO collaboration

190. One of the ways to push for a greater national involvement and higher level of demand driven development is to establish a closer collaboration with the EC and if relevant focus on countries where the EC is present. As part of the EC country-level aid, a comprehensive analysis of the political, economic and social situation and a response strategy are prepared by the national government and the EC (the Country Strategy Papers and National Indicative Programme). The Programme should aim at tapping this strategic work to push for a more demand-driven approach to linking food security analysis with decision-making at national level. The problem at this point in time is that the number of countries, which have selected agriculture as Focal Areas of Concentration is relatively limited (mainly African countries). However, as part of the Agenda of Change process recently launched by the EC, Sustainable Agriculture (and Energy) will gain in importance; funds for such activities will be released in 2013 for use in 2014. The following actions are recommended as part of the Programme:

Rec. 3.1. In countries where both EC and FAO are present and where the Country Strategy Papers focuses on agriculture/food security, the two parties should collaborate and devise their actions in a complementary manner, aligning their objectives and avoid duplication.

Rec. 3.2. EC Country Strategy Papers should to a higher extent be aligned with and adopting FAO tools; this would lead to national roll-out.

Rec. 3.3. EC should ensure that the FAO Global Programme is effectively aligned with other projects/programmes under the FSTP.

Annex 1

Final Evaluation of FAO/EC Programme on Linking Information to Decision-Making to Improve Food Security (GCP/GLO/243/EC)

D R A F T - Terms of Reference (v.7.7.2011)

1   Background

Progress towards hunger reduction has stagnated for more than a decade. This lack of progress coupled with the impact of food price volatility have sparked debate and renewed the urgency of developing effective means to address global and national food security issues. The EC Food Security Thematic Programme (FSTP) is a global initiative that seeks to integrate food security objectives within long term broad based poverty reduction policies and strategies. As one of six components, Component 2 "linking information and decision-making to improve food security response strategies" represents an important effort to strengthen national and regional stakeholders' capacities to produce and analyze food security information with a view to designing effective response strategies to prevent food crisis and reduce chronic food insecurity.

The EC/FAO Programme on "Linking Infomration and Decision-Making to Improve Food Security" is part of Component 2 of the FSTP and is expected to achieve a coherent set of global objectives by concentrating human and financial resources on the FSTP themes of improved and harmonised methods and decision-making, strengthened regional capacities and effective communication

The three year EC/FAO Programme – of Euros 6,050,000- largely builds on the recommendations of the terminal Evaluation of EC-FAO Phase II Food Security Information for Action Programme (GCP/GLO/162/EC: 2005-2008) and takes into account the scope and objectives of the FSTP and of the need to develop global and coordinated strategies to address food insecurity. In particular it focuses on:

- serving global needs with respect to food security analysis and related action and serving countries' needs on the basis of a demand driven approach mediated by regional partners (RECs in particular);

- disseminating tools and methods that were successfully tested during the EC/FAO Information for Action Phase II programme beyond the countries that were covered by that initiative and consolidating their use in the countries in which the tools were originally tested.

- promoting partnerships and consensus building to develop harmonised tools and methods with a focus on those issues that are particularly relevant to the regional dimension of the FSTP;

- developing/fine tuning food security analytical methods and tools in partnership with RECs and other stakeholders on the basis of a joint definition of priorities.

The programme has three specific objectives and a series of related results.

Specific Objective 1: Global understanding of food insecurity is enhanced through improved and harmonized analysis and monitoring and tailored support to regional partners

Specific Objective 2: Effective mechanisms that enhance the use of food security analysis to better inform decision-making are strengthened/developed

Specific Objective 3: Communication and knowledge sharing mechanisms are strengthened, particularly with respect to the development and implementation of demand-driven strategies to address food security.

The main types of activities supported through the programme include:

- harmonizing <u>international standards</u> for collecting and sharing food security information
- developing <u>tools and methodologies</u> for food security analysis (including Integrated Food Security Phase Classification/IPC)
- <u>publishing</u> case studies and lessons learned and <u>disseminating</u> food security information through targeted communications
- <u>building capacity</u> through the Global Learning Platform and by providing training. Support to regionally based programmes and organizations.

The main technical areas of work include:

- Resilience and vulnerability to food insecurity (ESA)

- Nutrition and food security (AGN)

- Climate change and food security (NRC)

- Markets, price volatility and food security (EST)

- Integrating food security and nutrition indicators into Household Budget Surveys and deriving food security information from Household Budget Surveys (ESS)

- Integrating food security parameters and classifications (ESA)

- Food security analysis and decision-making processes (ESA)

- Communication and Capacity Building (OEK)

Core principles of the programme have been identified as being[1] that the programme work is demand driven, flexible, and implemented in partnership with key stakeholders (including linking with the broader FSTP component 2 initiatives and existing systems/iniitatives) as a means to ensure the relevance, synergy and sustainability of programme efforts. Capacity building and field based learning are also seen as important elements of the programme design.

The EC/FAO Programme is housed within the Agricultural Development Economics Division (ESA) of FAO. The overall management of the Programme is ensured by a Programme Coordinator/Senior Economist and a Programme and Finance Officer. Further technical support is provided by additional Programme staff; by FAO Regular Programme staff working on issues relevant to the Programme; and by short-term consultants. Furthermore, the

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[1] Programme Inception Report, 2009.

Programme builds on existing technical expertise of partner agencies such as the EC Joint Research Centre (JRC); the World Food Programme (WFP); the Permanent inter-state Committee for drought control in the Sahel (CILSS); and the NEPAD Planning add Coordinating Agency (NPCA); as well as a number of research institutions that collaborate on different technical matters.

Programme oversight is provided by a Steering Committee comprising the EU (chair) and FAO management.

2   Purpose of the Evaluation

As specified in the Programme document, an end of Programme Evaluation is foreseen during the last 6 months of the Programme (i.e. July to December 2011).The Evaluation will thus be summative, consolidating and verifying information on the achievements of the programme as it nears closure. It will also be forward-looking, helping to identify any areas for future improvement and identifying good practice where demonstrated success in providing public goods for strengthening the use of information in decision making might potentially be replicated.

FAO and the EC are currently discussing the opportunity for expanding the collaboration developed under the EC/FAO Global programme with a new Programme titled "Improved global governance for hunger reduction" , which is made-up of four mutually reinforcing outputs/results:

   i)   Strengthened CFS and its High Level Panel of Experts for Food Security and Nutrition (HLPE-FSN) to function in accordance with their mandates

   ii)   Food and nutrition security decision making processes at global, regional and national levels use better information to prevent and/or mitigate the effects of food crises and to more effectively address chronic hunger and malnutrition

   iii) Improved instruments for food security policy and programme design and implementation are available and used by relevant stakeholders

   iv)   Strengthened capacities of relevant institutions for food security and nutrition analysis, and the design and implementation of policies and programmes

The main purposes of the Evaluation thus are:
   A)   to identify the factors affecting the relevance, efficiency, effectiveness, impact and sustainability of FAOs efforts to date;

   B)   to improve the relevance, design, implementation, results and impact of FAO support for food security information system work globally;

   C)   to provide accountability to the resource partner (EC) who has supported FAO's interventions about the performance of the Programme.

3   Scope of the Evaluation

The main focus of the programme has been on developing normative products and in establishing and rolling out capacity building activities at global and regional levels. As such the results chain should consider what changes have occurred at the direct beneficiary level. Evidence on impact at final beneficiary level should be sought wherever possible. The main indicators for measuring expected change are presented in the logical framework for the Programme. Use made by stakeholders of FAO's normative products (guidelines, tools, standards, analysis) and actual and potential contribution of the Programme to the normative work of the Organization will be an essential area of focus.

The evaluation will critically assess the Programme using internationally accepted evaluation criteria (i.e. relevance, efficiency, effectiveness, impact and sustainability), looking at the following issues:

a.   Relevance and contribution of the Programme to addressing the global food security issues and to the FAO's and EU Strategic Frameworks; relevance of the Programmes outcomes with respects to global, regional and country needs for public goods;

b.   Comparative advantage of FAO as implementing agency for the Programme/programme

c.   Quality and realism of Programme design including:

- o Quality of causal relationship between, inputs, activities, outputs, outcomes and impact (specific and development objectives) in the Logical Framework;
- o Validity of indicators, assumptions and risks;
- o Institutional set-up including the realism, relevance and clarity of external institutional relationships;
- o Management arrangements;
- o Approach, methodology and adequacy of Programme duration;
- o Stakeholder and beneficiary identification
- o Adequacy of design and of the focus on global level outputs for achieving the intended changes in food security policies, programmes and governance
- o Complementarity of design between the global Programmes and its regional and national equivalents

d.   Financial resources and financial management, including:

- o Adequacy of budget allocations to achieve outputs and promote outcomes;
- o Rate of delivery and budget balance at the time of the evaluation

e.   Management and implementation, including:

- o Effectiveness of strategic management, including quality and realism of Work Plans;
- o Synergies within FAO and between FAO and its counterparts, including the EC;
- o FAO's technical and management inputs;
- o Partnerships established and their contribution to achieving objectives;
- o Implementation gaps and delays if any between planned and achieved outputs, the causes and consequences of delays and assessment of any remedial measures taken;
- o Implementation, efficiency and effectiveness of internal monitoring and review processes and in particular with respect to the use of the Programme Performance Assessment Matrix;
- o Quality and quantity of administrative and technical support by FAO;
- o Timeliness, quality and quantity of inputs and support by the Government and donor;

       o   Role, contribution and added value of the Programme Management Unit and the Steering Committee;

       o   Suitability of Programme management tools and opportunities for strengthening these;

       o   Efficiency of FAO's institutional set-up for achieving Programme objectives;

       o   Adequacy of implementation mechanisms for achieving the intended changes in food security policies and programmes

       o   Whether the shift from country (Phase II) to regional counterparts (Phase III) has led to the expected results;

       o   Overall effectiveness of the implementation modalities and alternative options;

f.   Overall effectiveness of the intervention: extent to which the initiative has attained, or is expected to attain, its specific objectives and expected results; extent to which Programme beneficiaries are aware of, are using and have benefited from Programme outputs; steps taken for ensuring ownership of outputs among intended beneficiaries/users. The assessment of the quality and innovativeness of the normative work, while implicit in the examination of its usefulness, will be specifically examined. Important questions related to programme outcomes include:

- Extent to which food crises and food insecurity determinants are better understood

- Level of increased consensus at the global and regional level on the causes, severity and magnitude of food crises

- Number of food security information and early warning modules developed by the Programme and utilised by Programme partners

- Extent to which capacities of Programme partners to actively contribute to improve the global understanding of food insecurity are strengthened

- Extent to which capacities of partners and other stakeholders in integrating and harmonising food security and vulnerability monitoring and risk management measures are strengthened

- Number of risks and resilience analysis methods and guidelines developed by the Programme that are utilised by regional and global partners

- Number of vulnerability analysis methods and guidelines developed by the Programme that are utilised by regional and global partners

- Number of coordinated responses that makes explicit reference to analytical outputs supported by the Programme

- Extent to which capacities of partners and beneficiaries in designing, monitoring and evaluating better informed food security policies and programmes are strengthened

- Extent to which analytical and policy support work are deemed relevant by partners and beneficiaries

- Extent to which the level of comparability of the severity of food insecurity and hunger across countries and regions is improved

- Number of donors and regional bodies that are using FS approaches and methods that have been improved/harmonised with support of the Programme in the planning and monitoring of their food security interventions

- Extent to which use/adaptation of methodologies by target audience is increased

- Extent to which multi-sectoral teams successfully collaborate on FS related issues.

- Extent to which partnerships and incentives for collaborative work are strengthened

- Extent to which the use of programme products, analysis, etc. by target audience is increased

g. Assessment of gender mainstreaming in the Programme. This will cover:

- o Analysis of how gender issues were reflected in Programme objectives, design, and implementation;
- o Analysis of how gender analysis, relations and gender equality are likely to be affected by the initiative;
- o Extent to which gender issues were taken into account in Programme management.

h. The prospects for sustaining and up-scaling the initiative's results, which will include:

- o Harmonization of food security statistics and early warning, methodologies/methods for analyses and responses to food crises and food insecurity.
- o Development/ and use of improved methodologies for food security analysis by selected audiences, including the constituencies of partner organizations, RECs and the European Commission
- o Global learning facility for developing capacities in food security analysis and decision making
- o Role of other interested donors in supporting and up-scaling Programme activities

i. The observable or likely positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended.

j. The actual or potential contribution of the initiative to the planned development objective/s and FAO Organizational Result/s, and hence, to corporate relevant Strategic Objective and Core Functions

Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by FAO, EU and/or other parties to ensure sustainable development, including any need for follow-up action. The evaluation will draw attention to specific lessons of interest to other similar activities. Any proposal for future work should attempt to specifically inform the next phase programme, the inception mission for which will be ongoing at the time of the evaluation.

4 Evaluation methodology

The evaluation will adopt triangulation as a key method for validation of information and evidence. It will follow a consultative, iterative and transparent approach with internal and external stakeholders throughout the whole process.

A range of tools will be used, including: consultation of existing reports, semi-structured interviews with key informants and stakeholders and focus group discussions supported by check lists and/or protocols etc.

Initial suggestions for data gathering and analysis include:

- Preparation of an inventory of activities completed, outputs and comparison against the programme workplan;

- Review and synthesis of existing independent evaluations (ROM, IPC, Nutrition, phase II EC/FAO Pgm, FSTP MTR, Policy, Gender, and SIFSIA and European Neighbourhood Project Evaluations).

- Interviews with key programme stakeholders (FAO management, EU management, focal points in regional organizations, CFS Bureau, IFPRI, EU and FAO/WFP focal points at country level e.g. EUFF staff, ISFNS project staff) either face-to-face or by phone/skype;

- Expert review of a sample of normative products (guidelines, publications) using email based consultations and a "Delhi" approach.

- Web-based survey of e-learning participants to measure any changes in knowledge, attitudes and practices;

The team will independently decide which outputs and outcomes to assess in detail, within resources available, after consultation with OED and Programme management.

The Strengths, Weaknesses, Opportunities and Threats (SWOT) framework will be one major analytical tool for assessment of the Programmes' results.

The evaluation will strictly adhere to the UNEG Norms & Standards.

5   Consultation process

The mission will maintain close liaison with the FAO Office of Evaluation, FAO offices at headquarters and all key stakeholders. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of the Government, the donor or FAO.

The evaluation team will be briefed by the lead technical unit (ESA), the Steering Committee members and FAO Office of Evaluation, either face to face or through phone calls.

The evaluation team will maintain close liaison with: the FAO Office of Evaluation, the programme management (ESA), and Task Force members at headquarters, regional, sub-regional or country level, and all key stakeholders. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of the Government, the donor or FAO.

At the end of the mission, the team will present its preliminary findings, conclusions and recommendations to the Steering Committee, to discuss and obtain feedback from them.

The Terms of Reference of the evaluation and the draft report will be circulated among key stakeholders before finalisation; comments and suggestions will be incorporated as appropriate.

6   The evaluation team

The Evaluation Team is responsible for conducting the evaluation, applying the methodology and for producing the evaluation report. All team members, including the Team Leader, will participate in briefing and debriefing meetings, discussions and will contribute to the evaluation with written inputs.

The Team Leader guides and coordinates the team members in their work, discusses with them their findings, conclusions and recommendations and prepares the report.

The mission is fully responsible for its independent report which may not necessarily reflect the views of the Government or of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for ensuring conformity of the evaluation report with these terms of reference.

The composition of the evaluation team reflects the technical themes covered by the programme under evaluation as well as the need for specific types of expertise. to the extent possible it will be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives. Desirable expertise within the team (2-3 members) will include:

1. Evaluation Team Leader: extended experience on food security policy and institutional issues and a specialist on food security information systems;
2. Expertise in communication, outreach and advocacy;
3. Capacity development

The evaluation team will be supported by a research assistant. Mission members will have had no previous direct involvement in the formulation, implementation or backstopping of the initiative. All will sign the Declaration of Interest form of the FAO Office of Evaluation.

7   The Evaluation Report

The evaluation report will illustrate the evidence found that responds to the evaluation issues, questions and criteria listed in the ToR. The report will be as clear and concise as possible and will be a self-standing document. Adequate balance will be given to its different parts, with focus on findings, conclusions and recommendations. It will include an executive summary.
The structure of the report should facilitate in so far as possible the links between body of evidence, analysis and formulation of recommendations. These will be addressed to the different stakeholders: they may be strategic and/or operational and will have to be evidence-based, relevant, focused, clearly formulated and actionable.

The evaluation team leader and the team will agree on the outline of the report early in the evaluation process, based on the outline provided in Annex II of this ToR. The report will be prepared in English, with numbered paragraphs.

The team leader bears responsibility for submitting the final draft report to FAO (ESA and OED) within two weeks from the conclusion of the mission. Within two additional weeks,

FAO will submit its comments to the team and suggestions that the team will include as appropriate in the final report within one week.

Annexes to the evaluation report include but are not limited to:
- Terms of reference for the evaluation;
- List of Persons Met, including job titles;
- Itinerary of the evaluation team mission.

8   Evaluation timetable

The mission is planned to start in November with the following indicative schedule.
- Review of Programme documents and outputs (4 days)
- Briefing by OED and ESA at FAO HQ (2 days)
- Structured face-to-face interviews with staff from technical divisions involved in the Programme in FAO HQ (3 days)
- Telephone/skype interviews with Programme stakeholders and potential and actual users of Programme such as NPCA, CILSS , COMESA, EU staff in Rome and Brussels, other interested donors (USAID, GIZ), and other collaborating technical partners (5 days)
- Final interviews; documentation review; preparation of a PowerPoint presentation on preliminary key findings and recommendations (3 days)
- Debriefing stakeholders in FAO Headquarters (2 days)
- Report drafting (10 days – home based)
- Report finalization (2 days —home based)

According to this schedule, the Evaluation team will be engaged for a total of 30 days. Travel itinerary and actual number of days will be finalised once the start date is confirmed.

The Consultants will be provided with background documents and an indicative programme two weeks before the start of the mission.

Annexes

Evaluation Report Outline (required)

Project documents (optional)

Matrix – Key User Stakeholder Mapping (see format below)

Executive Summary of the FAO Corporate ISFNS Strategy

Executive Summary of the Phase II EC/FAO Programme Evaluation

Results Oriented Monitoring Report (ROM)

Stakeholder Matrix (draft format)

FS Thematic Areas	International Standards	Tools & Methods (incl nat's surveys & IPC)	Publications	Capacity Development
Resilience				
Nutrition				
Climate Change				
Markets				
National Surveys				
Communication, Outreach and Decision-Making				

Inception Report

End-of-Programme Evaluation

EC/FAO Programme on Linking Information and Decision
Making to Improve Food Security
Phase 3
(GCP/GLO/243/EC)

November 2011

Content

1

Acronyms

AGN	FAO Nutrition and Consumer Protection Division
CILSS	Permanent Inter-state Committee for Drought Control in the Sahel
CH	Cadre Harmonise
COMESA	Common Market for Eastern and Southern Africa
CFS	Committee on World Food Security (FAO)
EC	European Commission
ELCSA	Latin America Food Security Measurement Scale
ESA	FAO Agricultural Development Economics Division
ESS	FAO Statistical Division
EST	Trade and Market Division
FAO	Food and Agriculture Organization
FENIX	Food Security and Early Warning Network for Information Exchange
FSIN	Food Security Information Network
FSTP	Food Security Thematic Programme
GIEWS	Global Warning and Early Warning System
HHS	Household Hunger Scale
HQ	Head Quarters
IFPRI	International Food Policy Research Institute
IPC	Integrated Phase Classification System
ISFNS	Information System for Food and Nutrition Security
FAPF	Food and Agriculture Policy Framework
FSSM	Food Security Statistics Module
JRC	EC Joint Research Centre
MOSAICC	Modeling System for Agricultural Impacts of Climate Change

MTR	Mid-Term Review
NRC	Climate, Energy and Tenure Division
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NPCA	NEPAD Planning and Coordinating Agency
NRC	FAO Climate, Energy and Tenure Division
OED	FAO Office of Evaluation
OEK	Office of Knowledge Exchange, Research and Extension
REC	Regional Economic Communities
ROM	Results Oriented Monitoring
SIFSIA	Sudan Institutional Capacity Programme Food Security Information for Action
SOFI	State of Food Insecurity in the World
SWOT	Strengths, Weaknesses, Opportunities and Threats (SWOT)
UN	United Nations
VAC	Vulnerability Assessment Committee
WFP	World Food Programme

Introduction

The objective of the Inception Report is to present the Evaluation Team's understanding of the Terms of Reference (TOR) for the End-of Programme Evaluation of the EC/FAO Food Security Information for Action Programme. The Inception Report defines the scope of the Final Evaluation, refines the methodology and presents the time line for the evaluation.

Internal FAO project evaluations normally not includes an Inception Phase; however, due to the particular nature of the programme/project (essentially normative) and the specific methodology required, an Inception Phase (including preparation of an Inception Report) was rendered necessary. The purpose of the Inception Report is to serve as a working tool providing practical guidance for the implementation of the evaluation.

The Inception Phase included a three-day mission to the Headquarters (HQ) with the overall objective of discussing/refining the methodology, in particular in relation to the evaluation of the normative products (public goods). More specifically, the following activities were undertaken:

- ESA briefing on the programme and discussion of the partnerships (CILSS, NEPAD, COMESA);

- Consultation with Technical Divisions involved in development of normative products;

- Selection of normative products for Expert Review and discussion of

  methodology;

- Identification of stakeholders for interviews (users of normative products);

- Discussion of E-learning Survey (questionnaire and sampling method);

- Discussion of evaluation methodology with OED.

Subject of the Evaluation

Background

The EC/FAO Programme on "Linking Information and Decision-Making to Improve Food Security" is part of Component 2 of the EC Food Security Thematic Programme (FSTP), a global initiative that seeks to integrate food security objectives within long term broad based poverty reduction policies and strategies.

The overall objective of the EC/FAO Programme is to enhance the design and implementation of food security policies and programmes (responses) through improved and harmonized food security and vulnerability analysis methods and effective use of information in decision-making.

The three year EC/FAO Programme – of Euros 6,050,000- largely builds on the recommendations of the terminal Evaluation of EC-FAO Phase II Food Security Information for Action Programme (GCP/GLO/162/EC: 2005-2008) and takes into account the scope and objectives of the FSTP and

the need to develop global and coordinated strategies to address food insecurity. In particular it focuses on:

- Serving global needs with respect to food security analysis and related action and serving countries' needs on the basis of a demand driven approach mediated by regional partners (RECs in particular);

- Disseminating tools and methods that were successfully tested during the EC/FAO Information for Action Phase II programme beyond the countries that were covered by that initiative and consolidating their use in the countries in which the tools were originally tested.

- Promoting partnerships and consensus building to develop harmonized tools and methods with a focus on those issues that are particularly relevant to the regional dimension of the FSTP;

- Developing/fine tuning food security analytical methods and tools in partnership with RECs and other stakeholders on the basis of a joint definition of priorities.

The programme has three specific objectives:

Specific Objective 1: Global understanding of food insecurity is enhanced through improved and harmonized analysis and monitoring and tailored support to regional partners

Specific Objective 2: Effective mechanisms that enhance the use of food security analysis to better inform decision-making are strengthened/developed

Specific Objective 3: Communication and knowledge sharing mechanisms are strengthened, particularly with respect to the development and implementation of demand-driven strategies to address food security.

The main types of activities supported through the programme include:

- Harmonizing international standards for collecting and sharing food security information
- Developing tools and methodologies for food security analysis (including Integrated Food Security Phase Classification/IPC)
- Publishing case studies and lessons learned and disseminating food security information through targeted communications
- Building capacity through the Global Learning Platform and by providing training. Support to regionally based programmes and organizations.

The programme includes the following eight thematic areas, anchored in the below-mentioned Technical Divisions:

- Resilience and vulnerability to food insecurity; Agricultural Development Economics Division (ESA)

- Nutrition and food security; Nutrition and Consumer Protection Division (AGN)

- Climate change and food security; Climate, Energy and Tenure Division (NRC)

- Markets, price volatility and food security, Trade and Market Division (EST)

- Deriving food security information from Household Budget Surveys; Statistical Division (ESS)

- Integration of food security and nutrition classification and parameters (ESA)

- Food security analysis and decision-making processes (ESA)

- Communication and Capacity Building, Office of Knowledge Exchange, Research and Extension (OEK)

A range of different normative products have been produced within the programme and are now available for global use. There is no official definition of the normative work of FAO, however, the term is generally used to define the work of the organization that includes: 1) activities of general interest: policy/outlook studies, advocacy work, global monitoring/alert systems; 2) a knowledge management dimension: dissemination of best practices, knowledge exchange networks.

Below the normative work (products) produced under each of the eight thematic areas (Phase 3) are presented in Table 1[1] :

Table 1: List of Normative Products

Thematic Area	Normative Product
Resilience and vulnerability to food insecurity	Resilience Tool publications (application of the tool in different contexts: Palestine, Kenya, Ethiopia, Sudan and Southern Sudan)
Nutrition and food security	Household Hunger Scale Guidelines for Measuring Household and Individual Dietary Diversity The Latin America Household Food Security Measurement Scale (ELCSA) + workshop Report of the Re-analysis of the Tanzania Urban Food and Nutrition Security Survey
Climate change and food security	Modeling System for Agricultural Impacts of Climate Change Toolbox (MOSAICC)
Markets, price volatility and food security	Price Monitoring Tool Price Monitor and Analysis Country Briefs

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[1] See also the Stakeholder Matrix (Appendix B) for partners and current/potential users of the normative products (prepared by the Programme).

	3 publications
Deriving food security information from Household Budget Surveys	The Food Security Statistical Module (FSSM) Conference in Uganda "Integrating agricultural and food security statistics in the national statistical systems for improving monitoring. Evaluation and decision making process, Kampala, Oct 2010 and upcoming publication. Publication on "Food Security Trend Analysis in Tanzania"
Integration of food security classification and parameters	Integrated Food Security Phase Classification (IPC) Technical Manual Version 2 Food Security and Early Warning Network for Information Exchange (FENIX) – new version of the former GIEWS
Food security analysis and decision-making processes	The State of Food Insecurity in the World (SOFI 2010): Addressing Food Security in Protracted Crisis (publication) FAO and WFP Joint Corporate Strategy on Information Systems for Food and Nutrition Security Food Security Information Network (FSIN) Mapping current Food Security information systems Expert consultation on "Measuring the Impacts of Food Security Related Programming: Addressing Methodological Issues; Gaps, and Lessons Learned" (Impact Evaluation) Review of selected sector policies of the Government of Southern Sudan to identify Gaps in Food Security Policy Constraints to addressing food insecurity in protracted crises (paper; not on FAO website)
Communication and Capacity Building	12 EC-FAO Food Security E-learning Courses in English, French and Spanish EC-FAO programme web-site Communications Toolkit

The EC/FAO Programme is housed within ESA, FAO. The overall management of the Programme is ensured by a Programme Coordinator/Senior Economist and a Programme and Finance Officer. Further technical support is provided by additional Programme staff; by FAO Regular Programme

staff (in the above-mentioned Technical Divisions) working on issues relevant to the Programme; and by short-term consultants. Furthermore, the Programme builds on existing technical expertise of partner agencies such as the EC Joint Research Centre (JRC); the World Food Programme (WFP); the Permanent Inter-state Committee for Drought Control in the Sahel (CILSS); and the NEPAD Planning and Coordinating Agency (NPCA); as well as a number of research institutions that collaborate on different technical matters.

Programme oversight is provided by a Steering Committee comprising the EU (chair) and FAO management.

Purpose of the Evaluation

The end-of-Programme Evaluation was planned to take place during the last 6 months of the Programme (i.e. July to December 2011) according to the Programme Documents. As the third phase of the Programme is phasing out, the evaluation is planned to be summative, consolidating and verifying information on the achievements of the programme. FAO and the EC are currently discussing the opportunity for expanding the collaboration developed under the EC/FAO Global programme with a new Programme titled "Improved global governance for hunger reduction". The evaluation should therefore also be forward-looking, helping to identify any areas for future improvement and identifying good practice where demonstrated success in providing public goods for strengthening the use of information in decision making might potentially be replicated. More specifically, the main purposes of the Evaluation are:

1. To identify the factors affecting the relevance, efficiency, effectiveness, impact and sustainability of FAOs efforts to date;

2. To improve the relevance, design, implementation, results and impact of FAO support for food security information system work globally;

3. To provide accountability to the resource partner (EC) who has supported FAO's interventions about the performance of the Programme.

Targeted Audience for the Evaluation

The targeted and potential users of the evaluation are:

- FAO management and programme staff, HQ, regional and country levels

- EC at HQ and country levels

- Governmental authorities

- Regional partners

- A broader stakeholder group: bilateral donors, UN organizations, NGOs, users of

  normative products, practitioners, and information users.

Scope and Evaluation Approach

The main focus of the Programme has been on developing normative products and establishing and rolling out capacity building activities at global and regional levels. The impact achieved at beneficiary (user) level as presented in the Logical Framework for the Programme is thus pivotal. Use made by stakeholders of FAO's normative products (guidelines, tools, standards, analysis) and actual and potential contribution of the Programme to the normative work of the Organization will be an essential area of focus. In addition the evaluation will critically assess the Programme using internationally accepted evaluation criteria (i.e. relevance, efficiency, effectiveness, impact and sustainability). The key evaluation questions are presented in Appendix D.

Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by FAO, EU and/or other parties to ensure sustainable development, including any need for follow-up action. The evaluation will draw attention to specific lessons of interest to other similar activities. Any proposal for future work should attempt to specifically inform the next phase programme.

Methodology and Tools

Due to the particular nature of the Programme and the focus on the contribution of the programme to the normative work of FAO/use of these normative products, the Evaluation methodology will include a range of different methods and tools. Some methods/tools have been selected to asses/evaluate the quality and use of the normative products (expert reviews, Case Studies, E-learning survey, E-mail/web-site surveys) while other methods/tools have been selected to evaluate the Programme according to the five above-mentioned evaluation criteria (review of programme documents, interviews, regional mission). Below, the different methods/tools are presented:

1. Review of programme documents (programme proposal, progress reports, etc.).

2. Review and synthesis of existing independent evaluations: IPC, Nutrition, phase II EC/FAO Programme, Food Security Thematic Programme Mid-Term Review (FSTP MTR), Policy, Gender, and Sudan Institutional Capacity Programme Food Security Information for Action (SIFSIA) and European Neighbourhood Project Evaluations (cf. Appendix J).

3. Semi-structured interviews with key programme stakeholders (FAO management; EU management, focal points in regional organizations, WFP, IFPRI, national institutions, including government institutions; EU and FAO/WFP focal points at country level), either face-to-face or by phone/Skype.

4. Regional missions to analyse the extent of collaboration with regional organizations and regional stakeholders (CILSS, NEPAD, COMESA, University of Pretoria) and the effectiveness of partnerships (the questionnaire for the regional missions is presented in Appendix E)[2].

5. Expert Reviews of a sample of normative products (tools, guidelines, etc.) using email based consultations and a "Delphi" approach (cf. below).

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[2] Unfortunately, it was not possible to organize the mission to CILSS and the mission had to be replaced by a Desk Study (phone/Skype interviews and desk reviews). The Time Line presented below reflects the change from mission to Desk Study.

6. Case studies of selected cases (cf. below)

7. Web-based survey of E-learning participants to measure changes in knowledge, attitudes and practices. A questionnaire has been developed in collaboration with the E-learning team, OEK to ensure comparison with previous surveys. The sample will be selected based on the following criteria: 1) completed minimum 2 courses and last time the person accessed the course was during the period 2009-2011; 2) the learner ordered (online or by e-mail) 2 or more CD's on different dates or ordered 1 CD in Spanish (there is only 1 Spanish CD). 918 learners fulfill the criteria: registered as a CD-Rom user for 2 or more courses. Persons who are part of the EC-FAO programme or FAO E-learning group as well as people who ordered CD's in bulk to be distributed (e.g. FAO offices, partners, etc.) have not been taken into account since they are not the final users. The survey will be conducted for English, Spanish and French learners. The survey questionnaire is presented in Appendix H.

8. Surveys using the Survey Monkey method will be conducted: 1) E-mail survey to users of the Communication Toolkit; 2) Survey on the use of the web-site (posing a few questions on the web-site, for instance the purpose of using the web-site). The questionnaires for the two surveys are presented in Appendix I.

Two of the above-mentioned methods will be described in detail below: Expert Reviews of Normative Products and Case Studies.

Re. Expert Reviews of normative products

A number of normative products have been selected for expert reviews. The selection criteria were: 1) the products should represent different thematic areas; 2) quantitative as well as qualitative methods should be included; 3) the output should be a genuine normative product (for instance a tool) rather than a publication; 4) to the extent possible, the tools should have been applied in one or several contexts.

Two normative products were excluded as they have recently been evaluated, i.e., IPC[3] and FENIX[4].

With regard to the thematic area Nutrition three normative products have been produced: Household Hunger Scale (HHS), Guidelines for Measuring Household and Individual Dietary Diversity, and the Latin America Household Food Security Measurement Scale (ELCSA). All three outputs fulfill the selection criteria; however, to ensure representation of different thematic areas, only one could be selected. The HHS, more specifically the Household Hunger Scale Indicator Definition and Measurement Guide, had been recently prepared (August 2011) and it was thus too early to assess the use of it. ELCSA, on the other hand was regarded too narrow (focusing on Latin America) and was excluded for this reason. The Guidelines for Measuring Household and Individual Dietary Diversity was selected for Expert Review. The Guidelines is

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[3] Integrated Food Security Phase Classification (IPC). End of Project Evaluation. Timothy R. Frankenberger, Rene Verduijn. April 1, 2011.

[4] FAO/GIEWS Workstation 3.x. (FENIX Architecture) Internal Evaluation. Final Report. Thomas Gabrielle, FAO Consultant. January 25, 2011.

a rapid and low-cost tool cost to measure dietary diversity, which normally is a quite time-consuming and expensive exercise.

Table 2. Normative products selected for Expert Reviews

Normative Product	Background/Justification	Type of review	Type of expert
MOSAICC	100% developed and funded under the programme, but has not yet been implemented. Training of staff in Morocco is planned for December 2011	Expert Review of the tool box (software) and the training materials Phone/Skype interviews with the Technical Division (NCR) and Morocco Staff	Agronomists with understanding of climate change data
Resilience Tool (plus three studies with application of the tool)	Represents a new approach for policy makers focusing on resilience rather than vulnerability	Expert Review of the tool and the three studies	Economists with understanding of econometrics (development issues/vulnerability)
Price Monitoring Tool (online) and Country Briefs (10 countries)	The purpose of the price monitoring tool is to monitor developments in market prices. The tool is available online and can be applied on monthly data on nominal market prices. The tool is applied in the Country Briefs	Expert Review of Price Monitoring Tool and selected Country Briefs	Economists (experts on prices)
Guidelines for Measuring Household and Individual Dietary Diversity	Funded and developed under the EC/FAO Programme. Rapid, low-cost tool to measure dietary diversity in the form of a standardized questionnaire to be adapted to the local context. It is not clear to which extent the tool is being utilized at country level (some offices might be using a similar tool developed by WFP)	Expert Review of the tool Questionnaire targeting TCE country emergency coordinators	Nutritionists

Re. Case studies
In addition to the above-mentioned expert reviews, three programme outputs (Review of policies of Southern Sudan; Food Security Statistics Module (FSSM), and Cadre Harmoise Framework) have been selected for a more in-depth study in which also the processes involved in the production and adaption/application of the tools in a specific context will be examined. The three case studies will be conducted by the two regional experts (cf. section on Organization of the Evaluation). The three case studies are presented below (more details on each case study are presented in Appendix G):

1. **Review of policies of the government of Southern Sudan**
   The review ("A Review of selected sector policies of the Government of Southern Sudan to identify gaps in food security policy"), June 2010) was prepared under the EC/FAO Programme by an independent consultant. The work represents an example of the contribution of a specific programme output to informed decision-making (policy-making); thus the review contributed to the preparation of an agricultural policy framework for Southern Sudan (The Food and Agriculture Policy Framework – FAPF 2012-2016, Draft). The methodology of the Case Study will be desk reviews and telephone/Skype interviews primarily with FAO/SIFSIA staff and Ministry of Agriculture, Forestry, Cooperatives and Rural Development (Agricultural Production), Sudan.

2. **Food Security Statistics Module (FSSM)- the case of Tanzania**
   The FSSM provides training and technical assistance to strengthen the statistical analytical capacity of national statistics systems, in this case the National Bureau of Statistics, Ministry of Finance and Economic Affairs in Tanzania. More specifically, the FSSM aims at improving the statistical analysis of food consumption data (from national surveys, for instance household surveys) and derive a suite of food security indicators. In many developing countries, the statistical bureaus suffer from weak analytical capacity hampering national food security analysis; the case represents an example of the use of a normative tool for national capacity building. The methodology will be desk reviews and telephone/Skype with FAO Statistical Division and staff from the National Bureau of Statistics and Ministry of Agriculture, Tanzania.

3. **CILSS' adaption of the IPC (Cadre Harmonise Framework)**
   The Technical Committee of CILLS has since 1999 been developing a food security information system called Cadre Harmonise (CH). In 2009, the Technical Committee agreed on incorporating some elements of IPC and from then there has been further modification of the tool. The CH case symbolizes the challenge of finding the balance between promotion of globally developed public goods and regional interests and needs. The methodology will be phone/Skype interviews with stakeholders: CILSS, Emergency Operations Service (TCEO), ESA, FAO HQ, and FAO Senegal as well as desk reviews.

Organization of the Evaluation
The Evaluation Team is composed of four experts: the Team Leader, Pernille Nagel Sørensen, two regional consultants, Isabelle Mamaty and Mandivamba Rukuni, and a research analyst from OED, Genny Bonomi. In addition, experts will be contracted for expert reviews of a sample of normative products. The responsibilities of the core team are as follows:

1) Pernille Nagel Sørensen, independent expert and Team Leader: overall planning and implementation of the evaluation as presented in the Inception Report (including questionnaires/report outlines) and the overall Evaluation Report.

2) Isabelle Mamaty, independent expert: responsible for Review/Synthesis of independent evaluations, Desk Study of CILSS and Case Study of Cadre Harmonise.

3) Mandivamba Rukuni, independent expert: field mission to NEPAD/COMESA/University of Pretoria, Case Studies of the EC/FAO contribution to the development of the Southern Sudan Food and Agriculture Policy Framework and the EC/FAO collaboration with the Tanzania National Bureau on Food Security Analysis, Expert Review of the Price Monitoring tool and its implementation in the Briefs.

4) Genny Bonomi, Research Analyst, OED: E-learning Survey, organization of Expert Reviews of normative products, organization of Surveys Monkey of the use of the Programme web-site and the Communication Tool Kit, and participation in the regional mission to West Africa.

Time line

The period covered by the evaluation runs from 26 September 2011 to 31 January 2012. Due to the fact that the Evaluation includes multiple types of methods/tools, two time tables are presented. An overall time table for the overall evaluation process (including regional missions, Case Studies and programme staff/stakeholder interviews) and a specific time table outlining the time line of the Expert Reviews, the Distance Learning Survey, and the web-site/Communications Tool Kits surveys.

Table 3. Overall Time Table

Date	Activity	Responsible	Deliverables	Number of Days
26 September-7 October	**Inception Period**: Mission to Rome (planning of methodology, etc.) Preparation of Inception Report	Pernille	Inception Report	Home 5 days (preparation/report) Rome 3 days
10-14 October	**Desk review** of programme documents **Preparation of questionnaires/report outlines**	Pernille	Questionnaires/Report outlines	Home 4 days

24 October- 11 November	**Planning/Organization of tools**	Pernille (with Genny)		Home 4 days
7-8 November	**Telephone and Skype interviews** with Programme stakeholders, potential/actual users	Pernille		Home 2 days
9-10 November	**Desk Review of programme documents**	Mamaty, Rukuni, Genny		Home 2 days
11-28 November	**Regional Study** (CILLS) **Case Study** CILSS and Case Study of Cadre Harmonise Framework (Burkina Faso, Niger) **Review/Synthesis of Evaluation Reports** **Report writing**	Mamaty Genny Mamaty	Regional Report: 1) Partnership 2) Case study (Cadre Harmonise Framework) Review/Synthesis Report	Home 12 days
13-18 November	**Regional mission** NEPAD, COMESA, University of Pretoria, (South Africa, Zambia)	Rukuni Pernille		Mission 5 days
11-25 November	**Case studies** **Interviews (Skype/phone) and report writing** 1: Sudan Case study on EC/FAO contribution to the development of the South Sudan Food and Agricultural Policy Framework document; 2: Tanzania Case study on EC/FAO Programme collaboration with Tanzania National Bureau of Statistics on Food Security Analysis	Rukuni	2 Case Study reports Regional report	Home 9 days

	Report Writing **(Case Study reports and Regional report)**			
21-25 November	**Face-to-Face interviews** with staff from Technical Divisions	Pernille		Rome 5 days
1 -15 December	**Report Drafting**	Pernille	Draft evaluation report	Home 10 days
29 December	**Feedback on Draft Evaluation Report**	Mamaty, Rukuni, Genny	Written comments	Home 1 day
30 January	**Revision of draft report**	Pernille	Draft report for submission to Rachel	Home 1 day
4 Januar	**OEDD circulate the draft before Christmas**	Rachel		
23 January	**Debriefing**	Pernille	Power Point Presentation	Rome 1 day
24-25January	**Report Finalization**	Pernille	Final Report	Home 2 days

Table 4. Time Table for Expert Reviews and surveys (E-learning, Web-site and Communication Tool Kit)

Date	Activity	Responsible	Deliverables
26 September-17October	Selection of outputs for expert reviews E-Learning survey: preparation of questionnaire/sampling	Pernille/Genny Genny/Pernille	Lists of selected outputs in Inception Report Questionnaire
10-21 October	Website Survey and Communication Toolkit Survey Preparation of surveys	Genny/Pernille	2 Survey Reports
17-24 October	Identification of experts for Expert Review	Genny/ Pernille/Rachel	List of experts
24 October – 5 December	Website Survey and Communication Toolkit	Genny/Pernille	Communication Tool Kit and Web-site

	Survey data collection/processing/analysis		Report
24 October-2 December	Experts reviewing the selected normative products	Experts	Expert reviews
26 October – 5 November	E-Learning Survey (data collection)	Genny/Pernille	
5 November- 5 December	Processing/analysis of E-Learning Survey results	Genny/Pernille	E-learning Report
21 November – 7 December	Dietary Diversity Guidelines Questionnaire (FAO Emergency Offices and other users)	Genny/Pernille	Report on the use of Dietary Diversity Guidelines

Deliverables

The main products of the evaluation will be produced in line with the report outlines prepared by the Team Leader and according to the deadlines stated in the TOR/agreed with the Team Leader. The main products are as follows:

- The present Inception Report

- Regional Partnership Reports

- Case Study Reports

- Expert Reviews

- E-Learning survey

- Web-site user survey

- Communication Tool Kit user survey

- Final Evaluation Report

Appendix A: List of People Consulted

Programme Management

Luca Russo	EC/FAO Programme manager	**ESA**

Technical/Normative

Nick Haan	Integration of Food Security and nutrition classification and parameters (IPC)	**ESA**
Zoé Druilhe	Integration of Food Security and nutrition classification and parameters (IPC)	**ESA**
Michele Bernardi	Climate Change and Food Security	**NRC**
Francois Delobel	Climate Change and Food Security	**NRC**
Denise Melvin	Communication	**ESA**
Andrew Nadeau	Distance Learning	**OEK**
Peter Bruggeling	Distance Learning	**OEK**
Cristina Petracchi	Distance Learning	**OEK**
Beatrice Ghirardini	Distance Learning	**OEK**
Fabio Grita	FENIX Workstation	**ESA**
Mulat Demeke	Market, price Volatility and Food Security	**ESA**
Lavinia Antonaci	Market, price Volatility and Food Security	**ESA**
Marco D'Errico	Resilience	**ESA**
Seevalingum Ramasawmy	Deriving Food Security Information from HH budget surveys	**ESS**
Pietro Gennari (ESS Director)	Deriving Food Security Information from HH budget surveys	**ESS**
Terri Ballard	Nutrition	**ESA**
Marie Claude Dop	Nutrition	**AGN**

Appendix B: Stakeholder Matrix

EC/FAO GLOBAL PROGRAMME STAKEHOLDERS MATRIX						
FS Thematic area	**Tool & methods**	**Purpose**	**Partners**	**Contact Points in partner institutions**	**Current users**	**Potential users**
Resilience **Erdgin Mane (FAO ESA)** **Erdgin.mane@fao.org**	**Resilience tool**	Measure households resilience to food security shocks	FAO Emergency Operations and Rehabilitation Division (TCE), WFP, UNRWA, IFAD; SIFSIA; DFID (donor)	Rana Hannoun（FAO TCES-West Bank and Gaza Strip) rana.hannoun@fao.org Helena Eriksson（FAO TCES) Helena.eriksson@fao.org Chamith Fernando (UNRWA West Bank) C.FERNANDO@UNRWA.ORG Salah Lahham (WFP – West Bank and Gaza Strip) Salah.Lahham@wfp.org Alemu Asfaw (SIFSIA North CTA TCE) Alemu.asfaw@fao.org Dr. Mohamed Abdelgadir (IFAD Sudan Country Programme officer) m.abdelgadir@ifad.org	FAO-TCE Division, WFP, UNRWA	National Institutions, NGOs, Academics, other UN organizations.
	Papers: **"Measuring household resilience to food insecurity: application to Palestinian households";** **"Livelihoods strASiategies and Household Resilience to food insecurity: an empirical analysis to Kenya"** **Rural Household Resilience to Food Insecurity in Ethiopia: Panel Data Evidence.** **The Republic of Sudan Household Resilience to Food Insecurity:**	Publication				National Institutions, NGOs, Academics, other UN organizations.

	Report based on the 2009 National Baseline Household Survey (Draft) **The Republic of South Sudan Household Resilience to Food Insecurity: Report based on the 2009 National Baseline Household Survey (Draft)**					
FS Thematic area	**Tool & methods**	**Purpose**	**Partners**	**Contact Points in partner institutions**	**Current users**	**Potential users**
Nutrition **Marie Claude Dop (FAO AGN)** marieclaude.dop@fao.org **Terri Ballard (FAO ESA)** terri.ballard@fao.org	**Household Hunger Scale (HHS)**		FANTA	Megan Deitchler FANTA mdeitchl@aed.org		Feeding the Future Programme; IPC
	Guidelines for measuring household and individual dietary diversity	Publication		MarieClaude Dop (FAO AGN) marieclaude.dop@fao.org	Governments; UN agencies; NGOs;	Governments; National institutions; NGOs; UN; Academics
	The Latin American Household Food Security Measurement Scale (ELCSA)	National surveys; Publication of manual for national enquiries and projects	Regional Offices; Ohio State University	Jorge Ortega (RLC) Jorge.ortega@fao.org ; Lopez Dina (FAOGT) dina.lopez@fao.org	National Institutions (Ecuador; Mexico; Paraguay; Colombia; Bolivia; Guatemala)	Governments; National institutions; NGOs; UN agencies and Academics
	Workshop on ELCSA held in Mexico (September 2010) and publication of article on "Informe sobre el taller regional : Armonización de la Escala LatinoAmericana y Caribeña de Seguridad Alimentaria –	Harmonizatio n of ELCSA in partner countries	FAO Regional offices; Instituto Nacional de Salud Pública (INSP) de México; FAO Mexico	Maria Carmen Culebro, Programme Officer, FAO-MX mariacarmen.culebro@fao.org Hugo Melgar-Quinonez, OSU hmelgar-quinonez@ehe.osu.edu	National Institutions; PRESANCA	Governments; National institutions; NGOs; UN agencies and Academics

FS Thematic area	Tool & methods	Purpose	Partners	Contact Points in partner institutions	Current users	Potential users
	ELCSA"					
	Report of the re-analysis of the Tanzania Urban Food and Nutrition Security Survey	**Internal and external validations of Food Security and Household dietary diversity data from FAO collected data sets in Tanzania**		MarieClaude Dop (FAO AGN) marieclaude.dop@fao.org		

FS Thematic areas	Tools & Methods	Purpose	Partners	Contact points in partner institutions	Current users	Potential users
Climate change and food security **Michele Bernardi (FAO NRC)** Michele.bernardi@fao.org	**MOSAICC (Modelling System for Agricultural Impacts of Climate Change) Toolbox**	Performing Integrated climate change impact assessments on agriculture at national and sub-national level and capacity development. It includes four main components: statistical downscaling method for processing GCM (Global Circulation Models) output data; a hydrological model for estimating water resources for irrigation; two crop growth models to simulate future crop yields; a CGE (Computable General Equilibrium) model to assess the effect of changing yields on national economies.	FAO Land and Water Division; Plant production and Protection Division (AGP); Office of Knowledge Exchange, Research and Extension (OEK); Institute for Environmental studies (Vrije Universiteit Amsterdam); Santander Meteorology Group (Universidad de Cantabria); Water Insight (The Netherlands); Numerical Ecology of Aquatic Systems (Université de Mons); MESInet (Italy); Agrhymet Regional Center (CRA);	University of Cantabria (Spain), Santander Meteorology Group: Contact: Jose Manuel Gutierrez (gutierjm@unican.es) Mons University (Belgium): Contact: Philippe Grosjean (Philippe.Grosjean@umons.ac.be) Institute for Environmental Studies (IVM) - Free University (VU) Amsterdam: http://www.ivm.vu.nl/en/index.asp Contact: Philip Ward (Philip.Ward@ivm.vu.nl) Water Insight (Netherlands): http://www.waterinsight.nl/ Contact: Steef Peters (peters@waterinsight.nl) Institute for Environmental Studies (IVM) - Free University (VU) Amsterdam: http://www.ivm.vu.nl/en/index.asp Contacts: Onno Kuik (onno.kuik@ivm.vu.nl), Frederic Reynes (frederic.reynes@ivm.vu.nl)	Morocco (Nat. Met. Service, Nat. Agronomic Research, Ministry of Agriculture)	Laos, Malawi. Morocco, The Philippines, Turkey, Agrhymet Regional Center (CRA); Specialised national and regional institutions such as Agromet services, agricultural research centres, governmental agencies (agriculture, environment, economics) and teaching institutions (universities etc).
FS Thematic areas	**Tools & Methods**	**Purpose**	**Partners**	**Contact points in partner institutions**	**Current users**	**Potential users**
Markets, price volatility and food security **Mulat Demeke (FAO ESA)** mulat.demeke@fao.org **GIEWS price tool: Shukri**	**Price Monitoring Tool**	Monitor developments in market prices.	GIEWS		Institutions; UN; NGOs	
	Price Monitor and Analysis Country briefs	Publication	GIEWS ; JRC	Christelle Vancutsem (JRC) christelle.vancutsem@jrc.ec.europa.eu	EU country officers; National institutions, NGOs,	UN Agencies

FS Thematic area	Tool & methods	Purpose	Partners	Contact points in partner institutions	Current users	Potential users
Ahmed (FAO EST) Shukri.ahmed@fao.org					Government officials;	
	Trends and patterns of stabilizing price incentives in staple grain production: debates and country experiences	Publication				RECs; Governments; Research and economic organizations
	The Implications of Soaring Food Prices and the Global Financial and Economic Crisis for Agricultural Development and Food and Nutrition Security in the Near East	Publication			FAO Sub-Regional Offices; Regional Economic Organizations	Governments; NGOs; UN Agencies
	Impact of Rising Food Prices in Rural Ethiopia; a Quadratic Almost Ideal Demand System: Panel Data Evidence from 15 villages Nigussie Tefera					Governments; NGOs; UN Agencies
FS Thematic area	**Tool & methods**	**Purpose**	**Partners**	**Contact points in partner institutions**	**Current users**	**Potential users**
Deriving food security information from Household budget surveys	**The Food Security Statistical Module (FSSM)**	Publication				

	International Side Event of the Fifth Conference on Agricultural Statistics (ICAS-V): Integrating Agricultural and Food Security Statistics in the National Statistical Systems for improving Monitoring, Evaluation and Decision Making Process, Kampala October 2010) **Publication on "Food Security Trend Analysis in Tanzania "**	Publication			Tanzania National Bureau of Statistics, Tanzania Ministry of Agriculture	
FS Thematic area	**Tool & methods**	**Purpose**	**Partners**	**Contact point in partner institutions**	Current users	**Potential users**
Integration of food security and nutrition classification and parameters **Integrated Phase Classification (IPC)** **Nick Haan (FAO ESA)** nick.haan@fao.org **Zoé Druilhe (FAO ESA)** zoé.druilhe@fao.org	**Integrated Food Security Phase Classification (IPC) Technical Manual Version 2.0**	Common scale for classifying food security	WFP; EC/JRC; FEWSNET; Care; Oxfam; Save the Children	Adrian Sharp (Oxfam) buzz_sharp@yahoo.com Christopher Hillbruner (FewsNet) chillbruner@chemonics.com Mark Gordon (WFP) Mark.gordon@wfp.org Justus Liku (Care) jliku@ecarmu.care.org Kaija Korpi (EC-JRC) kaija.korpi@jrc.ec.europa.eu Miles Murray (Save the Children) M.Murray@savethechildren.org.uk Bernardin Zoungrana (CILSS) b.zoungrana@agrhymet.ne Dramane Coulibaly (CILSS) dramane.coulibaly@cilss.bf Cindy Holleman (FAO TCEO) cindy.holleman@fao.org Grainne Moloney (FAO FSNAU) grainne.moloney@fao.org	Institutions; SADC, RVACs; CILSS Academics; NGOs; UN agencies	

| Fenix Workstation
Fabio Grita (FAO ESS)
fabio.grita@fao.org | **FENIX application - Food security and Early warning Network for Information eXchange**

(new version of the former GIEWS Workstation) | Internet-based application to visualize and analyze food security information at global, regional and national levels. | FAO: Statistical Division (ESS);

Technical Cooperation Division for both food security policy (TCS) and emergencies (TCEO) ;

FAO-ESA (both in FAO HQs and in field projects- e.g. Egypt, Bangladesh);

FEWSNET (USAID);

World Vision (Haiti);

ACDI-VOCA (Haiti) | Food Security Information Centre (FSIC) of the MoA in Egypt; FSIC2008@yahoo.com; azzasaleh@yahoo.com

The National Food Policy Capacity Strengthening Programme of the Ministry of Food in Bangladesh; Ciro Fiorillo ciro.fiorillo@fao.org

Hellen Keller International (HKI) in Bangladesh; Jilliam Waid jlwaid@gmail.com

The Coordination Nationale de la Sécurité Alimentaire (CNSA) in Haiti (Director: Gary Mathiew) gmathieu@CNSAhaiti.org

FEWSNET Haiti (contact FEWSNET Washington) John Scicchitano

ACDI-VOCA (Haiti): Emmet Murphy emurphy@acdivoca-haiti.org | Country level implementations in Bangladesh , Egypt and Haiti

Customized FENIX applications in FAO:

Agricultural Development Assistance Mapping (ADAM)

ESS Data Display and Analysis Tool

EC-FAO Country Briefs | National and regional institutions in both developing and developed countries (e.g. Georgia, Armenia, El Salvador, Guatemala, Uruguay, and other countries have expressed interest in the application; FAO-Regional Office for the Near East is also considering FENIX for food security analysis and monitoring)

International organization and NGOs (e.g. HKI, World Vision, WFP, FEWSNET, etc.) |

FS Thematic area	Tool & methods	Purpose	Partners	Contact points in partner institutions	Current users	Potential users
Food security and nutrition analysis for decision making processes **Luca Russo (FAO ESA)** **luca.russo@fao.org**	**SOFI 2010: "Addressing Food Security in Protracted Crisis"**	Publication	FAO-WFP; Tuft University	Nicholas Crawford (WFP) Nicholas.crawford@wfp.org Sarah Laughton (WFP) sarah.laughton@wfp.org Luca Russo (FAO ESA) luca.russo@fao.org Luca Alinovi (FAO Somalia) luca.alinovi@fao.org Laurent Thomas (FAO TCDD) laurent.thomas@fao.org Jeff Tschirley (FAO TCE) jeff.tschirley@fao.org Jennifer Nyberg (FAO TCE) jennifer.nyberg@fao.org Neil Marsland (FAO TCE) neil.marsland@fao.org Daniel Maxwell (Tuft University) Daniel.Maxwell@tufts.edu	CFS; Institutions; Academics ; FAO/TCE	National governments; International donors
	FAO and Joint Corporate Strategy on	Support to countries in relation to	WFP	Mark Smulders (FAO ESA) mark.smulders@fao.org Joyce Luma (WFP)		Member Countries; implementation

	Information Systems for Food and Nutrition Security	institution and capacity building on information systems for food security		joyce.luma@wfp.org; Arif Husain (WFP) arif.husain@wfp.org; Guenter Hemrich (FAO ESD) guenter.hemrich@fao.org; Pietro Gennari (FAO ESS) pietro.gennari@fao.org		partners (e.g. WFP, FEWSNET (USAID), Economic Research Service (United States Department of Agriculture), Oxfam, Care, Save the Children etc.) and Donors (European Union, USAID and others)
	Food Security Information Network (FSIN)	Roadmap to promote an enhanced collaboration at all levels information systems for food security	WFP; IFPRI	Roy Stacy roystacy@msn.com; Teunis van Rheenen (CGIAR) t.vanrheenen@cgiar.org; Joyce Luma (WFP) joyce.luma@wfp.org; Dramane Coulibaly (CILSS) Dramane.coulibaly@cilss.bf ; Maximo Torero (CGIAR) M.TORERO@CGIAR.ORG ; Patricia Palma (SICA) ppalma@sica.int ; Arif Husain (WFP) arif.husain@wfp.org; Gary Eilerts (USAID) geilerts@usaid.gov	WFP; IFPRI	FS institutions; National Governments; Regional organizations
	Mapping current food security information systems		EU; WFP;	Cristina Amaral (FAO TCEO) cristina.amaral@fao.org ; Suzanne Raswant, (FAO TCER) suzanne.raswant@fao.org		Governments; UN ; NGOs;
	MoU with CILSS	Collaboration on Food Security matters with CILSS	CILSS	Dramane Coulibaly (CILSS) dramane.coulibaly@cilss.bf	CILSS and CILSS member countries	
	LoA with NPCA	Collaboration for CAADP implementation	NPCA FAO TCS	Sheryl Hendricks Sheryl.Hendriks@up.ac.za Estherine Fotabong (NPCA) EstherineF@nepad.org Martin Bwalya (NPCA) Bwalyam@nepad.org Tobias Takavarasha (NPCA) tobiast@nepad.org Kidane Weldeghaber (FAO TCS) kidane.weldeghaber@fao.org	NPCA	Countries involved in CAADP implementation

	Expert consultation on "Measuring the Impacts of Food Security Related Programming: Addressing Methodological Issues, Gaps, and Lessons learned"	Impact evaluation of food security related programmes	WFP; JPAL/MIT; IFPRI; 3ie; Paris School of Economics; SOAS; University of Pretoria; IRD	Harvard University/JPAL: Ashraf, Nava nashraf@hbs.edu; University of Padova: Battistin, Erich erich@stat.unipd.it; Paris School of Economics/JPAL: Behaghel, Luc Luc.Behaghel@ens.fr ; School of Oriental and African Studies (SOAS): Dorward, Andrew ad55@soas.ac.uk International Food Policy Research Institute (IFPRI): Duvendack, Maren m.duvendack@uea.ac.uk; 3ie: Gaarder, Marie mgaarder@3ieimpact.org University of Pretoria and NEPAD Advisor: Hendriks, Sheryl Sheryl.Hendriks@up.ac.za Paris School of Economics: Macours, Karen Karen.Macours@parisschoolofeconomics.eu Inter-American Development Bank: Maffioli, Alessandro AlessandroM@iadb.org World Food Program: Sandstrom, Susanna Susanna.Sandstrom@wfp.org Institut de Recherche pour le Développement (IRD): Simondon, Kirsten Kirsten.Simondon@ird.fr American University and Inter-American Development Bank: Winters, Paul winters@american.edu	Application of impact assessment concepts in Projects in Sudan and WBGS	
	Review of selected sector policies of the Government of Southern Sudan to identify gaps in food security policy		SIFSIA	Beraki, Yergalem (FAO TCEO) yergalem.beraki@fao.org ; Ali Said (FAO TCEO) ali.said@fao.org ; Jean Balie (FAO ESA) jean.balie@fao.org Mulat Demeke (FAO ESA) mulat.demeke@fao.org	Government of South Sudan	
	Paper: "Constraints to addressing food insecurity in protracted crises" PNSA	Publication		Luca Russo (FAO ESA) luca.russo@fao.org ; Luca Alinovi (FASO) luca.alinovi@fao.org ; Daniel Maxwell (Tuft University) Daniel.Maxwell@tufts.edu		Academics; Institutions; UN
FS Thematic area	**Tool & Methods**	**Purpose**	**Partners**	**Contact points in partner institutions**	**Current users**	**Potential users**
Communications,	**12 EC-FAO Food Security**	Provide self-paced e-	Institutions; WFP; UNHCR;	1) Mr. Giulio Groppi, Head of sector, Knowledge Management Unit, EC-	More than 64,500	Global audience of individual

knowledge sharing and e-learning on food security **Andrew Nadeau: (FAO OEK)** andrew.nadeau@fao.org	**e-learning courses in English, French and Spanish**	learning materials and associated training resources food security professionals.	Professionals; Academics: Open University of Catalonia (UOC); African Virtual University (AVU); GIZ	DEVCO giulio.groppi@ec.europa.eu 2) Dr. Sheryl Hendricks, Professor, University of Pretoria, South Africa Sheryl.Hendriks@up.ac.za 3) Mr. Etienne Sarr, Head, Department of training and research, CILSS AGRHYMET Regional Center, Niamey, Niger E.Sarr@agrhymet.ne 4) Mr. Montol Jeamchareon, Director (FP), Centre for Agricultural Information, Office of Agricultural Economics (OAE), Ministry of Agriculture and Cooperatives. montol@oae.go.th 5) Ms. Imma Tubella, President of the Universitat Oberta de Catalunya itubella@uoc.edu 7) Ms. Elizabeth Galdames, Coordinadora Núcleo de Capacitación, Apoyo Proyecto Fodepal, Oficina Regional de la FAO para América Latina y el Caribe (RLC FAO), Santiago, Chile. elizabeth.goldames@fao.org	learners worldwide.	learners. Regional partners and training affiliates (CILSS; ASEAN; NEPAD/CAADP, COMESA). Universities such as AVU, UOC, etc. Also DEVCO, WB, WFP, FAO and UNHCR staff. IPC partners and food security cluster.
	EC-FAO programme website	Disseminate programme outputs, FSN information and analysis. Main archive of all Global programme and regional affiliated related work. Provide Access to e-learning courses.	CILSS, EC Programme on Linking Information and Decision Making to Improve Food Security for Selected Greater Mekong Sub-regional Countries - GCP /RAS/247/EC, EC/FAO Programme on information systems to improve food security decision-making in the European Neighborhood Policy East Area, Support to Strengthening of the National Food Security	CILSS: Abdou karim KEITA (abdou.keita@cilss.bf) For EC Projects (in order): Bruce Isaacson (FAORAP) bruce.isaacson@fao.org , Françoise Trine (FAO ESA) francoise.trine@fao.org , Kinlay Dorjee (FAOESA) Kinlay.dorjee@fao.org	UN; NGOs; Institutions; Food Security Professionals , Academics, Students, EC, FAO Internal	Could do more media outreach, esp national level

		Information System			
Communications Toolkit	To give FS professionals a practical tool for developing a communication strategy and in particular reaching policy makers and the media better. Complements Communications E-learning course.			FSIS , research institutions, Food Security Professionals who want to make sure their findings reach their target audiences, particularly policy makers, more effectively, People trained all over Asia through the FAO-IFAD Knowledge Sharing in Asia Programme GCP-GLO-256-IFA	Regional and National organizations involved in Capacity Building linked to Food Security Information and Analysis

Appendix C: Table of Contents of the Evaluation Report

Acronyms

Executive Summary

Appendix D: Key Evaluation Questions

1.Relevance and Quality of Design

Relevance

- Relevance and contribution of the Programme to addressing the global food security issues and to the FAO's and EU Strategic Frameworks

- Relevance of the Programmes outcomes with respects to global, regional and country needs for public goods

- Comparative advantage of FAO as implementing agency for the Programme/programme (if any)

Quality and realism of Programme design

Intervention logic

- Quality of causal relationship between, inputs, activities, outputs, outcomes and impact (specific and development objectives) in the Logical Framework
- Validity of indicators, assumptions and risks

Institutional set-up
- Institutional set-up including the realism, relevance and clarity of external institutional relationships
- Management arrangements
- Approach, methodology and adequacy of Programme duration
- Stakeholder and beneficiary identification
- Adequacy of design and of the focus on global level outputs for achieving the intended changes in food security policies, programmes and governance
- Complementarity of design between the global Programmes and its regional and national equivalents

2.Efficiency

Financial Management

- Adequacy of budget allocations to achieve outputs and promote outcomes
- Rate of delivery and budget balance at the time of the evaluation

Management and Implementation

- Effectiveness of strategic management, including quality and realism of Work Plans
- Synergies within FAO and between FAO and its counterparts, including the EC
- FAO's technical and management inputs
- Partnerships established and their contribution to achieving objectives
- Implementation gaps and delays if any between planned and achieved outputs, the causes and consequences of delays and assessment of any remedial measures taken
- Dissemination (Is there a dissemination strategy? How appropriate is it? How was the product disseminated (modalities, effectiveness and constraints)? Extent to which it is possible to identify users (readers). Are there feedback mechanisms as part of the dissemination strategy? If so, what were the results?
- Implementation, efficiency and effectiveness of internal monitoring and review processes and in particular with respect to the use of the Programme Performance Assessment Matrix
- Quality and quantity of administrative and technical support by FAO
- Timeliness, quality and quantity of inputs and support by the Government and donor
- Role, contribution and added value of the Programme Management Unit and the Steering Committee
- Suitability of Programme management tools and opportunities for strengthening these
- Efficiency of FAO's institutional set-up for achieving Programme objectives
- Adequacy of implementation mechanisms for achieving the intended changes in food security policies and programmes
- Whether the shift from country (Phase II) to regional counterparts (Phase III) has led to the expected results
- Overall effectiveness of the implementation modalities and alternative options

3. Effectiveness

- Extent to which Programme beneficiaries are aware of, are using and have benefited from Programme outputs

- Steps taken for ensuring ownership of outputs among intended beneficiaries/users

Specific Objective 1

- Extent to which food crises and food insecurity determinants are better understood

- Level of increased consensus at the global and regional level on the causes, severity and magnitude of food crises

- Extent to which capacities of Programme partners to actively contribute to improve the global understanding of food insecurity are strengthened

- Extent to which capacities of partners and other stakeholders in integrating and harmonising food security and vulnerability monitoring and risk management measures are strengthened

- Number of food security information and early warning modules developed by the Programme and utilised by Programme partners

- Number of risks and resilience analysis methods and guidelines developed by the Programme that are utilised by regional and global partners

- Number of vulnerability analysis methods and guidelines developed by the Programme that are utilised by regional and global partners

- Number of coordinated responses that makes explicit reference to analytical outputs supported by the Programme

- Number of donors and regional bodies that are using FS approaches and methods that have been improved/harmonised with support of the Programme in the planning and monitoring of their food security interventions

Specific Objective 2

- Extent to which capacities of partners and beneficiaries in designing, monitoring and evaluating better informed food security policies and programmes are strengthened

- Extent to which analytical and policy support work are deemed relevant by partners and beneficiaries

- Extent to which the level of comparability of the severity of food insecurity and hunger across countries and regions is improved

Specific Objective 3

- Extent to which use/adaptation of methodologies by target audience is increased

- Extent to which multi-sectorial teams successfully collaborate on FS related issues.

- Extent to which partnerships and incentives for collaborative work are strengthened

- Extent to which the use of programme products, analysis, etc. by target audience is increased

4.Impact

- The observable or likely positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended.

5.Prospects for sustaining and up-scaling results

- Harmonization of food security statistics and early warning, methodologies/methods for analyses and responses to food crises and food insecurity.
- Development/ and use of improved methodologies for food security analysis by selected audiences, including the constituencies of partner organizations, RECs and the European Commission
- Global learning facility for developing capacities in food security analysis and decision making
- Role of other interested donors in supporting and up-scaling Programme activities

6. Contribution

- Actual/potential contribution to FAO Organizational Results and Corporate relevant Strategic Objective and Core Functions

7.Gender Mainstreaming in the Programme

- Analysis of how gender issues were reflected in Programme objectives, design, and implementation
- Analysis of how gender analysis, relations and gender equality are likely to be affected by the initiative
- Extent to which gender issues were taken into account in Programme management

The relevance, quality and innovativeness of the normative work (while implicit in the examination of its usefulness) will be specifically examined through expert reviews

Appendix E: Questionnaire for Regional Organizations

Purpose: Examine and analyze the extent of collaboration between the regional partners and the Programme and the effectiveness of partnership

Status of partnership and activities

- Describe any collaboration between the partner and the EC/FAO programme and programme activities which the partner has been involved in.

- Background (process) of entering the formal collaboration (Letters of Agreement/Memorandum of Understanding) between the regional organization and FAO: Please describe the process of signing the agreement, whether successful or not. In the case of any delay of the process, please explain reasons.

- If LoA/MoU has been signed: Has the planned activities been implemented/outputs been delivered? Elaborate. If not, explain the factors hampering the implementation.

- Who are the main partners of the regional organization (national/regional/global levels)?

Design (Supply versus demand driven)

- What is your overall view of the design of the programme? Does it fulfil the needs/interest of the region?

- To which extent has the region (countries within the region) been involved in defining/developing any tools/methodologies (outputs) of the programme?

Dissemination

- Is there a dissemination strategy? How appropriate is it?
- How were the products disseminated (modalities, effectiveness and constraints)?
- Extent to which it is possible to identify users (readers). How well was it done?
- Are there feedback mechanisms as part of the dissemination strategy? If so, what were the results?

Effectiveness (the contribution of the partnership to the three objectives)

Objective 1: Enhanced understanding of food security at regional level?

- Has the programme (directly/indirectly) led to enhanced understanding of food crises and food insecurity determinants at regional level? Elaborate how/why not.

- Has there been an increased consensus at the global and regional level on the causes, severity and magnitude of food crises?

- Has the capacity of the Programme partners (national organizations, etc.) to contribute to improve the global understanding been enhanced?

- Has there been any capacity building of partners? (integrating/harmonising food security/vulnerability monitoring, risk management). Elaborate how/why not.

- Use of normative products: (Resilience tool; Household Hunger Scale; Guidelines for measuring household and individual dietary diversity; Price Monitoring Tool, Country Briefs, FENIX, IPC, SOFI, E-learning courses, Communications Tool Kit, web-site. Ask specifically about each product!

- How many of these tools are being utilized at regional level? Describe the context in which the tools are being used.

- Has there been any food security responses making explicit reference to/based on normative products supported by the Programme? Elaborate why/why not.

Objective 2: strengthening of use of food security analysis for improved decision-making (through effective systems)

- In your opinion, has there been any strengthening of capacities of partners and beneficiaries in designing, monitoring and evaluating better informed food security policies and programmes? Elaborate how/why not.

- In your opinion, is the analytical and policy support work supported by the Programme relevant?

- Has it (with the new tools) become easier to compare the severity of food insecurity and hunger across countries within the region?

Objective 3: Enhanced communication/knowledge sharing mechanisms for demand-driven strategies?

- Has there within the region been a strengthening of the partnerships and/or collaborative work?

- Has there generally within the period 2009-2011 been an increase of the use of the programme products, analysis within the region?

- Has there within the region been a change with regard to how multi-sectorial teams collaborate on FS related issues (describe positive/negative changes/ no changes)

Impact

In your opinion, what are the observable or likely positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended.

Prospects for sustaining and up-scaling results

- What do you think are the prospects for harmonization of food security statistics and early warning, methodologies/methods for analyses and responses to food crises and food insecurity within the region?

- What do you think are the prospect for sustaining/up-scaling development/ and use of improved methodologies for food security analysis by partners within the region?

- How could the next phase of the programme contribute to sustaining/up-scaling the use of the methodologies and the link to decision-making?

- Have there within the region been other donors/development agencies interested in supporting and up-scaling Programme activities? Elaborate.

Outline for Regional Report (appr. 5-10 pages):

1   Background/status of partnership with the EC/FAO Programme
4.   Actual collaboration (activities, methods/tools in use, capacity building, etc.)
5.   Design (supply-demand driven)
6.   Effectiveness (fulfilment of the three Specific Objectives)
7.   Impact
8.   Prospects for sustaining/scaling up
9.   Conclusion

Appendix F: Expert Reviews of Normative Products

Please (briefly) describe your expertise on the topics. How familiar are you with the tool to be reviewed?

Relevance/Usefulness	Score from 1 (low) to 6 (high)	Comments
Relevance of the topics vis-a-vis country needs, in particular developing countries		
Influence/importance of the product within its technical area		
Relevance over time: does the product have the potential to retain its usefulness over time or is it time limited?		
In your opinion, who could be the potential user?		
Relevance/Significance of the normative work with regard to what is done in other organizations (comparative advantage)		
Design and Technical Quality		
How would you define the technical quality of the product?		
Within its specific discipline, have the proper methodologies/procedures been followed?		
Are the products user-friendly, clearly presented, in the language and, overall tailored to the expected audience?		
Extent to which the products reflect an innovative approach or cutting edge knowledge in their respective technical areas.		
Appropriateness of format		
For products being in use/applied:		
Is the tool (product) relevant and feasible in relation to the specific contexts where it is applied?		
Is the product likely to be applicable in other contexts? (apart from where it is already in use)		
Others comments/ideas for improvement		

Appendix G: Case Studies

Below the methods (desk reviews; interviews either face-to-face; phone/Skype) and the topics to be addressed are presented for the three selected cases. The outline of the reports will follow the below-mentioned subjects.

1) Review of policies of the Government of Southern Sudan

Documents for Desk Review:

- A review of selected sector policies of the Government of Southern Sudan to identify gaps in food security policy
- The South Sudan Food and Agricultural Policy Framework document (draft)

Interviews (Phone/Skype):

- Ali Said (SIFSIA) ali.said@fao.org
- Yergalem Beraki (SIFSIA) yergalem.beraki@fao.org
- Antazio Drabe (SIFSIA) Antazio.drabe@fao.org
- John Chuol (DG for Agricultural Production/ Ministry of Agriculture, Forestry, Cooperatives and Rural Development/South Sudan) kmutrg@yahoo.com

Topics to be addressed:

- Technical quality and relevance of the documents
- The contribution of the review to the process of preparation of the Agricultural Policy

2) Food Security Statistics Module (FSSM) – the case of Tanzania

Documents for Desk Review:

- Publication: Trends in food insecurity in mainland Tanzania. Food Security and Nutrition Analysis of Tanzania Household Budget Surveys 2000/1 and 2007
- Project Document: Strengthening statistical capacity of national statistics systems in collecting, analyzing and using food data for improved food security analysis in support to

better informed policies and actions towards food security and socio-economic development, Rome, June 2009, FAO Stat division.

- Agenda of the "Workshop on Food Security and Consumption Statistics from HH budget surveys, Dar Es Salaam, Tanzania, 1-5 March 2010"
- Training list of Participants 1-5/3/2010
- TORs for mission from 24 February to 6 March 2010 S. Ramasawmy and A Moletedo.
- Work plan for analysis of Food Security and Consumption Statistics from HBS
- Provisional Agenda and TORs "National Seminar on Food Security Statistics and Multisectorial Perspectives, Dar es Salaam, Tanzania – 6 October 2010"
- G Moreno Garcia (ESSS) Back to the Office Report on duty travel to Dar Es Salam, Tanzania from 24 to 30 April 2010
- G Moreno Garcia (ESSS) Back to the Office Report on duty travel to Dar Es Salam, Tanzania, From 30 July to 13 August 2011

Interviews (phone/Skype):
- FAO Statistical Division: Seevalingum Ramasawmy
- Staff from the National Bureau of Statics (Head/Deputy Head; attendants of training, cf. list from training 1-5/3/2010); Ministry of Agriculture

Topics to be addressed:
- Technical quality and relevance of "Trends in food insecurity in mainland Tanzania. Food Security and Nutrition Analysis of Tanzania Household Budget Surveys 2000/1 and 2007".
- Quality and usefulness of the training provided
- Impact on statistical analytical capacity of the Tanzania National Bureau of Statistics
- Future utilization and sustainability of the new skills/capacity: Ministry of Agriculture (Head/Deputy head, others)
- The relevance/usefulness of the new food security analysis
- Has the food security analysis/data been utilized for decision-making/policy making?

3) Cadre Harmonisé Framework

Desk Review:

- Cadre harmonisé d'analyse permanente de la vulnérabilité courante au Sahel et en Afrique de l'Ouest, Manuel d'utilisation, Version 1.
- Cadre harmonisé d'analyse permanente de la vulnérabilité courante au Sahel et en Afrique de l'Ouest, Note méthodologique, Version 3.
- République du Niger, Cellule de Coordination du SAP, Compte rendu des travaux de l'atelier national d'analyse de la sécurité alimentaire au Niger, Juillet 2011
- Back to the Office Report : Luca Russo, Food Security Policy Analyst, ESAF, and Zoe Druilhe, Consultant, ESAF. Mission to Niamey, Niger from 24th to 27th of July 2008.
- Joint Back-to-Office Report: Zoé Druilhe (FAO, ESA) et Thoric Cederstrom (WFP), Mission to Niamey, Niger, 1-3 July 2010. Meeting with the Technical Committee of the Cadre Harmonisé.
- Power Point Présentation : Réunion restreinte des dispositifs régionaux d'information sur la sécurité alimentaire au Sahel et en Afrique de l'Ouest (27 - 28 juin 2011) Dakar - Etat d'avancement de la mise en œuvre du Cadre harmonisé d'identification et d'analyse des zones à risques et des populations vulnérables

Interviews (regional mission; phone/Skype)
- FAO (Nick Haan, Zoe Druilhe, ESA) General Overview
- Fernandez, Jose Luis (TCEO)
- Soumare, Papa Boubacar (FAOSN)
- David Patrick (TCEO)
- CILSS (Burkina Faso and Niger)

Senegal:
- The Executive Secretary of the SE/CNSA: Modou Mbacké FAYE (Secrétaire Exécutif du Conseil National de la Sécurité Alimentaire (SE/CNSA))
  Email : modoumbacke4@yahoo.fr
  Tél. Bureau : (221) 33 823 11 81 / 33 889 75 61 Mobile : 77 642 52 92
- The Officer directly in charge of the CH: Ibrahima NDIAYE (Responsable du SAP)
  Email: adjiagnil@yahoo.fr
  Tél.: Bureau : (221) 33 823 11 81 / 33 889 75 59 Mobile : (221) 77 722 31 31

Niger:

- CILSS will provide the contacts in national institutions

Topics to be addressed:

- The technical quality of the Cadre Harmonisé

- The process of modification of the Cadre Harmonise

- Usefulness/relevance of the Cadre Harmonise

- Regional needs/interests/harmonization versus global harmonization

Appendix H: Distance Learning (E-learning) Questionnaire

1) Information on the respondent:

Please indicate the type of organization to which you belong:
- Government
- Individual
- Intergovernmental organization
- International organization
- Donor Agency
- NGO
- Private Sector
- University/Research Center
- Other (please specify)

Could you please indicate your job title: (example: programme manager, technical staff, field personnel, professor, student, policy analyst....)

In which country do you work or study?

Are you presently working in the area of Food Security?
- Yes
- No

2) Please indicate the courses you have completed:
- Food Security Information Systems and Networks
- Reporting Food Security Information
- Availability Assessment and Analysis
- Baseline Food Security Assessments
- Food Security Concepts and Frameworks
- Collaboration and Advocacy Techniques
- Livelihoods Assessment and Analysis
- Markets Assessment and Analysis
- Nutritional Status Assessment and Analysis
- Food Security Policies Formulation and Implementation
- Targeting
- Vulnerability Assessment and Analysis
- Communicating for Food Security

3) Did you like the courses?
- Yes
- No

3a) What did you like most about the courses? (you can check more than one response)

- The self-paced nature of the courses that allows them to be done at my convenience and speed
- How the courses are structured and organized in a way that makes them easy to follow
- The navigation tools and menus which provide easy access to different components of the courses
- The course content, which is sufficiently detailed and provide adequate instruction to meet the learning objectives stated for each lesson
- The language and writing style, which is clear and easy to understand
- The practical examples and case studies which help reinforce what is being taught
- The exercises and questions included in the lessons
- The additional reading and resources provided at the end of each lesson
- The look and feel of the courses, including graphics, illustrations and pictures
- The resources for trainers made available with the courses which can be useful in developing training courses and workshops
- Other (please specify)

4) What improvements would you make for future courses?

5) Were the topics covered in the courses you followed new to you?
- Yes, these topics were new for me
- No, I have already worked in activities related to the topics covered
- No, I had already studied the topics covered in the courses

6) Did you gain new knowledge and skills from the courses?
- I did not acquire any new knowledge and skills
- I acquired some new knowledge and skills
- I have refreshed the knowledge and skills I had by taking the course(s)
- I have greatly improved my knowledge and skills by taking the course(s)
- Other (please specify)

7) How did the knowledge and skills learned change your way of working? (You can check more than one response)
Thanks to this course(s) , I have ...
- Improved my ability to collect and manage data on food security
- Improved my ability to analyze food security information
- Improved my ability to design and propose options and actions in response to food security situations.
- Improved my ability in monitoring food security (e.g. selecting the right indicators for monitoring, etc...)
- Improved my ability to identify the vulnerable and to support targeting activities.
- Enhanced my ability to train others on various food security topics (i.e. coworkers, students, other food security practitioners).
- Improved my ability to initiate and carry out research in food security.
- Improved my ability to design and implement projects addressing food security

- Improved my ability to design and implement policies/programmes addressing food security
- Improved my ability to monitor and evaluate interventions addressing food security
- Improved my ability to report, communicate and share knowledge on food security situation.
- Enhanced my professional capacities and confidence in the area of food security.
- Other (please specify)

8) Did you use the knowledge you acquired during the courses in your work?
- Yes
- No

If yes, please indicate how the courses improved the work of your "organization" or work environment providing concrete practical examples? (ex. in collecting, managing, analyzing, reporting food security information, targeting, monitoring ...)

9) How did you find out about the courses?
- Email newsletter
- Google search
- Link from other website
- Colleagues
- Other (please specify)

10) Did you recommend the courses to others?
- Yes
- No

If yes, please specify (you can check more than one response)
- Professional colleagues and work associates in your organization
- Colleagues and food security professionals in other organizations in your country or region
- Friends
- University staff and\or students
- Professional societies and\or networks in which you are involved
- Other (please specify)

11) What other food security and related topics would you like to see covered in future e-learning courses?

12) Other remarks, comments and suggestions.

Appendix I: Web-site and Communication Tool Kits Surveys

Web-site:

Methodology: Posing the below questions on the web-site. Data collection/processing/analysis: Money Survey.

1) Type of organization/institution:

- Government
- Individual
- International organization
- UN agency – not FAO
- FAO
- Donor agency
- NGO
- Private sector
- University/Research Center
- Others

2) What is your job title:

3) What is your main reason for using the website? (check as many as relevant)

- E-learning and training material
- Food Security related tools
- Publications
- Country Briefs
- Information about regional programmes
- Others, please specify

4) In which area are you most interested? (check as many as relevant)
   a. Climate Change
   b. Communications
   c. Data Sharing
   d. Emergencies
   e. Market and Prices
   f. Food Security and Nutrition
   g. Resilience
   h. Statistics
   i. Others, please specify

5) How do you use the information provided on the web-site in your work?
6) How did you find out about the website?

- Email newsletter
- Google search
- Link from other website
- Colleagues
- Other, please specify

7) Have you subscribed to our email newsletter? Yes/No
8) What information would you like to see on our website which is not currently provided?

Communications Toolkit

Methodology: E-mail questionnaire (Survey Monkey Questionnaire) sent to persons who have received the Tool Kit. Random sampling based on distribution list. Sample size 500.

1) Organization/institution:

- Government
- Individual
- International organization
- UN agency – not FAO
- FAO
- Donor agency
- NGO
- Private sector
- University/Research Center
- Others

2) Job Title:

3) For which purpose have you been using the Toolkit (check as many as relevant):

- Designing a Communication Strategy
- Working with the Media
- Communication with Policy Makers
- Communication with Policy Makers
- Writing Report
- Providing Training
- Others (please specify)

4) Could you rate the Communication toolkit?

- Very useful
- Partly useful

- Not useful

5) To what extent do you agree with the following statements (I fully agree, I agree to some extent, I tend not to agree, I do not agree at all):

- I have improved the impact of my work and the work of my organization
- I better understand different formats for writing about Food Security
- I better target my audience
- Other, please specify

Appendix J

Review/Synthesis of Evaluation Reports

Evaluation title		Date of report	Evaluation type
EC/FAO Joint Evaluation: Food Security Information for Action Programme GCP/GLO/162/EC (Evaluation of previous phase of this project)	Short Introductory Background on past phases	2009	Project Evaluation
Joint Thematic Evaluation of Support to Information Systems for Food Security		Oct 2009	Thematic Evaluation
FS Thematic Programme MTR		Sep 2009	Programme Evaluation
Mid Term EVALUATION OF THE SIFSIA PROGRAMME (OSRO/SUD/620/MUL)		June 2009	Project Evaluation
Monitoring Report: EC FAO PROGRAMME ON LINKING INFORMATION AND DECISION MAKING TO IMPROVE FOOD SECURITY (ROM Mission)		2010	Project Evaluation
Integrated Food Security Phase Classification (IPC) END OF PROJECT EVALUATION		2011	Project Evaluation
EVALUATION OF FAO'S ROLE AND WORK IN NUTRITION + Annex Review of FAO's Nutrition-related Work In Statistics, Information Systems and Assessments		2011	Thematic Evaluation
Support to the EC Programme on Linking Information and Decision-Making to Improve Food Security for Selected Greater Mekong sub-regional Countries		2011	Project Evaluation
Consolidation of the IPC in the Volatile Humanitarian Context of the Central and Eastern African Region		2011	Project Evaluation
Mid Term Evaluation Support to Food Security Information Systems in Ethiopia (SFSISE) (GCP/ETH/071/EC)		2011	Project Evaluation

49

FAO/GIEWS Workstation 3.x (FENIX Architecture) Internal Evaluation, Final Report		2011	
EVALUATION OF THE SIFSIA PROGRAMME (OSRO/SUD/620/MUL)		On-going	Project Evaluation
EC/FAO Programme on information systems to improve food security decision-making in the European Neighbourhood Policy (ENP) East Area (2010-2012)		On-going	Project Evaluation

FIRST COLUMN HEADING	SUBHEADING
EVALUATION title	
Report date	
Period covered	
Evaluation Type	
Geographical Coverage	
BASIC FACTS of interventions	
Short description of the Activities/Products of the Programme mentioned in the evaluation (normative products, partnerships, capacity development activities…)	
PERFORMANCE ANALYSIS	
RELEVANCE	Do activities/products of the Global Programme mentioned in the evaluation appear to be relevant to the countries studied?
	What is the comparative advantage of FAO (if any) in relation to introducing the activities/products of the Global Programme?
EFFICIENCY	Efficiencies of the activities/products of the Global Programme regarding:

	- Timelines - Synergies with other partners and with other FAO's initiatives
EFFECTIVENESS	Extent to which beneficiaries are aware of, are using and have benefited from the activities and products of the Global Programme
	Extent to which the Programme has achieved the intended objectives: Specific Objective 1: • Extent to which food crises and food insecurity determinants are better understood • Extent to which capacities of partners to actively contribute to improve the global understanding of food insecurity is strengthened • Extent to which capacities of partners/other stakeholders in integrating/harmonising food security/vulnerability monitoring and risk management measures are strengthened • Number of coordinated responses that make explicit reference to normative products supported by the Global Programme Specific Objective 2: • Extent to which capacities of partners/beneficiaries in designing, monitoring and evaluating better informed food security policies and programmes are strengthened Specific Objective 3: • Extent to which partnerships and incentives for collaborative work are strengthened
IMPACT	The observable or likely positive and negative impacts produced by the Global Programme directly or indirectly, intended or unintended
SUSTAINABILITY/REPLICATION	Prospects for sustaining, up-scaling and replicating the results of the Global Programme
	Steps taken to ensure ownership of the programme initiatives among intended beneficiaries
OVERALL KEY STRENGHTS/WEAKNESSES	POSITIVE FACTORS: (strengths, drivers) that have influenced the impact of the Global Programme
	NEGATIVE FACTORS: weaknesses/ problems influencing the impact of the Global Programme
RECOMMENDATIONS	Strategic recommendations of relevance for the Evaluation of the Global Programme

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Annex 4: List of Persons Interviewed

FAO HQ
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Zoe Druilhe, Food Security Officer, ESA
Mulat Demeke, Markets and Prices Analyst, ESA
Lavinia Antonaci, Food Sceurity Analyst, ESA
Marco D'Errico, Economists, ESA
E Mane, Economist/Econometritian, ESA
Winnie Bell, Food Security Analyst, ESA
Fabrio Grita, GIEWS Workstation Coordinator, ESA
Terri Ballard, Nutritionist, ESA
Oriane Turot, Social Scientist, ESA
Pietro Gennari, Director, ESS
Seevalingum Ramasawmy, Statistician, ESS
Andrew Nadeau, Senior Capacity Development, OEK
Peter Bruggeling, System/Courseware Developer, OEK
Christina Petracchi, Information Management Specialist, OEK
Beatrice Ghirardini, Instructional Designer, OEK
Michele Bernadi, Senior Agrometeorologist, NRC
Francois Delobel, Environmental scientist, NRC
Oscar Rojas, Natural Resources Officer, NRC
Marie Claude Dop, Nutrition Officer, AGN
Gina Kennedy, Nutrition Advisor, AGN
Maylis Razes, Nutrition Specialist, AGN
Gunter Hemrich, Programme Coordinator, ESD

West Africa
Jose Luis Fernandez, regional Emergency Coordinator for West Africa, Dakar, TCEO, FAO-Senegal
David Patrick, Assistant Coordinator and Food Security Analyst for West Africa, TCEO, FAO-Senegal
Dramane Coulibaly, Regional Food Security Programme Coordinator, CILSS
Subsol Sebastien, Technical Advisor of the Director General, CILSS
Maty Ba Diao, Head of Information and Research Deparment, AGRHYMET
Abdallah Samba, Chief of Market and Food Security Unit, AGRHYMET
Etienne Sarr, Responsible of the Training Division, AGRHYMET
Bernadin Zoungrana, Statistician analyst, AGRHYMET
Jean Soundi Sibiri, Chief of Transformation of Rural World and Sustainabke Development Unit, Sahel and West Africa Club, OECD
Modou Mbacké Faye, Executive Secretariat, National Council of Food Security, Senegal
Ibrahima Ndiaye, Responsible of Early Warning Systems and Harmonized Framework (Cadre Harmonise), Senegal

Ousseini Mariama, Coordinator of the Early Warning System, Niger

Southern Africa
Sam G. Kanyarukiga, Senior Agricultural Advisor, CAADP Coordinator, COMESA
Nalishebo Meebelo, Agricultural Advisor, CAADP, COMESA
Mariam Soumane, Food Security Analyst, NEPAD
Tobias Takavarasha, FAO/CAADP Liaison Officer, NEPAD
Sloans K. Chimatiro, Senior Fisheries Advisor, NEPAD
Sheryl Hendriks, Associate Professor in Food Security, University of Pretoria
Peter Vandor, FAO Representative, FAO-Zambia
Jim Belemu, Manager, Disaster Risk Reduciton Management Unit, FAO-Zambia
Cindy Holleman, Regional Emergency Coordinator for Southern Africa, FAO Regional Emergency for Southern Africa
Alexandros Yiannopoulos, Food Security Officer, FAO Regional Emergency Office for Southern Africa

Globally
Laura Gualdi, Policy Officer (Programme Manager of the FSTP), Unit C1. Rural Development, Food Security and Nutrition, European Commission
Giulio Groppi, Head of Section, Training and Knowledge Management, European Commission
Teunis Van Rheenen, Senior Research Fellow, IFPRI
Joyce Kanyangwa Luma, Chief, Food Security Analysis Service, WFP
S. Arif Husain, Deputy Chief, Food Security and Analysis Service, WFP
Megan Deitchler, Deputy Director for Global Leadership, FANTA
Ali Said, Food Security Analyst, SIFSIA
Yergalem Beraki, Food Security Analyst, SIFSIA
Mansura M. Kassim, Director, Food Security and Nutrition Department, Ministry of Agriculture, Tanzania

Annex 5

Programme Outputs - Performance Assessment Matrix

Result indicators	Y 1 Planned	Y1 Actual	Y2 Planned	Y 2 Actual	Y3 End of Program April 2012	Y3 Actual	Comments
A.3 Specific Objective 1: Global understanding of food insecurity is enhanced through improved and harmonized analysis and monitoring and tailored support to regional partners							
A.3.1 Result 1.1: Short and long term regional and global food security and nutrition issues are thoroughly analysed							
Number of global and regional analyses supported by the Programme	2	2	3	3	6	6	Regional CHB/IPC based analysis in West Africa. 2010 Paper on Rising Food Prices and Undernourishment: A Cross-Country Inquiry. SOFI 2010 on Protracted crises. Other analyses under finalization: Food Price Volatility and Policy Options for Strengthening CAADP implementation. Two case study papers: Structure and development trends of food markets in Eastern and Southern African countries: The case of maize trading and milling in Kenya and in Ethiopia The Performance of Agricultural Commodities and Food Security in SSA: A Comparison of Pre-and Post reform Period. *Program Target achieved*
Number of collaborations on these topics established with regional programme supported by the FSTP	1	1	3	4	4	4	Collaboration already established with CILSS (IPC,SADC/RVAC (IPC), WFP (SOFI 2010), JRC (country briefs) *Program Target already achieved*
Number of countries covered by the FAO FS and GIEWS bulletin	15	17	50	33	35	33	*Program Target likely to be only partially achieved*

A.3.2 Result 1.2: Methods and guidelines are developed/improved to support national and regional capacity to undertake risk analysis and support decision making

Number of risks, resilience and vulnerability analysis methods and guidelines developed/fine-tuned	1	0	2	1	4	2	Concept note developing guidelines for resilience analysis and guidelines finalised. Standardised impact assessment of climate change on food security completed and under testing *Program Target likely to be only partially achieved*
Number of collaborations on these topics established with regional programmes supported by the FSTP	1	1	2	1	3	2	Collaboration with CILSS and NEPAD/CAADP *Program Target may only be partially achieved*
Number of peer reviewed papers produced	1	1	3	3	6	6	Papers on household resilience in West Bank and Gaza Strip, Kenya and Ethiopia Other papers under preparation: 2 Resilience Analysis North and South Sudan *Program Target likely to be achieved*

A.3.3 Result 1.3: Key food security parameters (as derived from above results) are better integrated in tools/mechanisms to affect more appropriate assistance/resources according to needs

Number of methods/tools (e.g. HFIAS, HH surveys, Workstation) developed/fine tuned in which food security parameters are better integrated	2	2	3	3	6	5	Technical implications for the integration of nutrition indicators into IPC analysis IPC Workstation developed. Joint FANTA-2/FAO Validation study and Guidelines for measuring household and individual dietary diversity. Development of Latin American and Caribbean Household Food Security Scale (ELCSA) in Mexico and Central America harmonization. Scientific article has been prepared for submission to the Mexican Public Health Journal Mesoamerica. IPC Manual V 2.0 under finalization. *Program Target may only*

						be partially achieved
Number of collaborations on these topics established with regional programmes supported by the FSTP	2	1	3	3	5	3	Finalised with CILSS. Part of the joint FAO and NEPAD agreement and with the EC/FAO South East Asia Programme *Program Target likely to be only partially achieved*
Peer reviewed papers produced	0	0	2	*12	4	12	12 papers peer reviewed and presented at the International Side Event of the Fifth International Conference on Agricultural Statistics (ICAS-V): Integrating Agricultural and Food Security Statistics in the National Statistical Systems for improved Monitoring, Evaluation and Decision Making Process will be translated into a book. *Program Target achieved*

A.3.4 Result 1.4: Substantive methodological/capacity gaps in key thematic areas are identified through the above results and reinforced

Number of relevant thematic areas requiring further methodological work identified and agreed upon by key Programme stakeholders	2	0	3	4	4	4	Areas identified and agreed by CILSS (impact assessment, climate change, resilience, nutrition) and NPCA (under discussion) implementation stared with some delays *Program Target achieved*
Number of methodological/knowledge gaps addressed through joint efforts with Programme key stakeholders	0	0	2	3	4	3	Impact assessment of food security programming, climate change impact assessment and resilience analysis under testing *Program Target likely to be only partially achieved*
Number of international conferences/regional meetings	0	0	2 meetings	2	1 Intern. Confer ence 6 regiona l meetin gs	6 meetin gs/conf erences	Impact Assessment meeting in December 2010. International workshop on ELCSA held in Mexico in Sept 2010. CFS on SOFI 2010. Humanitarian Conference on Protracted crises. CFS Round table on Hunger Monitoring Sept 2011. ISS Jan 2012. *Program Target achieved*
Peer reviewed papers/proceedings produced	2	0	5	1	20	85	Workshop Report on Impact Assessment of Food Security Related

						Programming. Two Papers presented at the World conference on Humanitarian Study 80 ISS papers forthcoming *Program Target likely to be achieved*
Number of partners that have participated in the process and agreed on the findings and priorities identified by the joint analyses	0	0	6	6	15	12	Food Security Impact Assessment; WFP; JPAL/MIT; IFPRI; 3ie; Paris School of Economics; ; SOAS; University of Pretoria; IRD; American University Tufts University for Protracted Crises Several partners likely to collaborate on the International scientific symposium – WFP; IFPRI; WB *Program Target for likely to be achieved*

A 4 Specific Objective 2: Effective mechanisms that enhance the use of food security analysis to better inform decision-making are strengthened/developed

A 4.1 Result 2.1: Inter-agency and multi-stakeholder dialogue and collaboration on food insecurity analysis and response strategies improved/supported

Number of multi-stakeholders' collaborations supported	3	3	5	5	6	7	ODI and others for the book on Aid Architecture. ReSAKSS and others for the rethinking regional food security initiative. NPCA on price volatility. WFP on SOFI. IFPRI and WFP on ISFS development. With WFP on CFS in protracted cries. ODI on Resilience. *Program Targets already achieved*
Number of countries/regions that have actively participated in the processes also through other FSTP regional programmes	2 r	2r	3r 4c	2r 5c	4r 10 c	5r	Western and Southern Africa on IPC development Asia, West Africa, Southern Africa FSIN *Program Target achieved*
Number of collaborations on these topics established with regional programmes supported by the	2	1	3	1	4	2	With CILSS and with the South East Asia Programme *Program Target likely to be only partially achieved*

FSTP							
A 4.2 Result 2.2: Knowledge of effective processes to design, integrate and implement sectoral and food security programmes and policies is generated and translated into user-friendly guidelines and case studies							
Number of papers/guidelines produced	1	1	4	3	8	7	1 Paper "Features of food systems and food insecurity in fragile states: policy implications" 1 Paper Climate Change and Food Security in Africa: The Case of Five Hotspot Countries" Paper on food security policy bench marking under preparation Methodological review on linking information to decision making under preparation SOFI "Addressing food insecurity in protracted crisis" PNAS: Constraints to addressing food insecurity in protracted crises Structure and firm dynamics in the grain markets in selected Eastern and Southern African countries: the case of millers and grain traders in Ethiopia and in Kenya *Program Target likely to be achieved*
Number of collaborations on these topics established with relevant partners	2	2	4	2	6	6	ReSAKSS, CILSS and others for the rethinking regional food security initiative. Impact assessment with WFP and other stakeholders Price volatility with NPCA IPC technical development GoSS on Policy development *Program Target achieved*
Extent to which standardized food security frameworks to facilitate decision making processes have been applied in different regional and country contexts	2 c	1r 4c	2 r 10c	1 r 6 c	4 r 15c	4r (implemented) 2 (exposed) 11c (implementing); 18 c	IPC related processes already supported/initiated/requested in the following additional countries (Djibouti, Ethiopia, Rwanda, Malawi, Mozambique, Swaziland, Niger, Mauritania, Senegal, Afghanistan, Nepal ,Cambodia, Indonesia, Lao, Philippines, Haiti, Honduras, and

						(exposed)	Guatemala) and two regions (South-East Asia (SEA); Central America & Caribbean (CAC)). *Program Target likely to achieved*
Number of collaborations on these topics established with regional programmes supported by the FSTP	2	1	3	2	4	2	With CILSS With EC/FAO South East Asia *Program Target likely to be only partially achieved*

A5 Specific objective 3: Communication and knowledge sharing mechanisms are strengthened, particularly with respect to the development and implementation of demand-driven strategies to address food security.

A 5.1 Result 3.1: Effective techniques and best practices at national and regional levels are identified, documented and widely disseminated

1Number of visits to programme website	3000/ month	3000/ month	4000/m onth	Appx 4-5000+ /month (excep t for month of Augus t)	6000/m onth	6,570 Visits (Octob er 20 2011 – Novem ber 29 2011)	*Program Target achieved*
Volume of participation in collaborative workspace	50% or more of particip ants regularl y contribu te	0	50% or more of participa nts regularl y contribu te	0		70% or more of particip ants regularl y contrib ute	The activity has been cancelled. See previous report. *Program Target not achieved*
Number of best practices shared and disseminated	0	0	2	1	4	1	Concept Note on "Resilience" finalized; "Cash transfers in Somalia" and « Food Security Information Strategy » under consideration *Program Target likely to be only partially achieved*

A 5.2 Result 3.2: Effective collaboration and knowledge sharing among regional partners and stakeholders facilitated using appropriate platforms and supported by learning materials.

Number of the existing distance learning and related materials expanded and further developed, including new topics emanating from SO1	3 new topics for a total of 6 hours of instructi on.	12 course s into Spanis h 3 additio nal	4 new topics for a total of 5 hours instructi on.	3 new topics final or near final for a total of 11	Finaliz ation of remaini ng topics and translat ion of	4 courses finalize d with 2 other courses near comple	At end-Y3 – new courses completed: - Communicating for Food Security (8hours) -The Integrated Food Security Phase Classification (3,5 hours) -Introduction to Social

and SO2 above as well as communication and media skills		courses into French. 3 new courses in development		hours instruction.	new topics to French and Spanish	tion. Translation to French and Spanish of the Communicating for Food Security course completed	Safety Nets (4 hours) -CAADP Pillar III: reducing risks and improving food security (1,5 hours) 2 other courses (6 hours) and French and Spanish version of Communicating for Food Security are near completion and will be released in early 2012. *Program Target likely to be achieved*
Number of users of DL materials	8000	DL web-based new users since 1.1.2009 = 4163 DL CD-based new users since 1.1.2009 = 6307	15,000	DL web-based new users since 1.1.2009 = 7,000 DL CD-based new users since 1.1.2009 = 12,000 Total 28,000	24,000	DL web-based new users since 1.1.2009 = 11300 DL CD-based new users since 1.1.2009 = 34300 DL CD-based (download) new users since 1.1.2009 = 7600 Total 53200	*Program Target already achieved*
Number of a world-wide audience having free access to repository to e-learning, training and awareness materials	5,000	DL and training materials	10,000	DL and training materials	15,000	DL and training materials pages visited	*Program Target already achieved*

related to food security in English, French and Spanish via the Internet and on CD provided		pages visited since 1.1.2009 DL = 17400 Training = 2686.		pages visited since 1.1.2009 DL = 28,532 Training = 9666 Total 38,198		since 1.1.2009 Total 67,472	
Number of joint publications, outputs, online dialogues, etc.	1 online community;	0	1 online community	0	3online com.	3 initiated	Online community under preparation in collaboration with the German funded project. Facilitators trained for CILSS, ASEAN and COMESA in virtual workshop in December 2011. *Program Target likely to be only partially achieved*
Number of multi-stakeholder collaborative partners in GLC4FS (including university partners)	6 partners		10 partners	11 partners	20+ partners	20+ partners	8 partners now with written agreements with FAO for collaborative agreements for the use and distribution of the DL materials including: ITCILO, WFP, UNHCR, EC DEVCO, UNITAR, WB, GIZ, COMESA, CILSS, ASEAN, GIZ, EC ROSA and multiple universities. *Program Target achieved*
Number of virtual workshops offered	1 workshop	0	2	0	4 workshops	2workshops completed, 1 in preparation	Two virtual workshops undertaken in collaboration with the German funded programme. One planned for February 2012. Facilitators trained for CILSS, ASEAN and COMESA in virtual workshop in December 2011. *Program Target likely to be only partially achieved*

Number of times communication toolkit accessed/ number of toolkits disseminated	2500	0	2500	0	7500 target	actual usage has not yet been assessed	Toolkit has been finalized and distribution commenced. French and Spanish versions in preparation. *Program Target likely to be only partially achieved.*

Annex 6: Evaluation Outputs

List of Evaluation Outputs included:

- Distant Learner Survey

- Expert Review of MOSAICC

- Expert Review of the Price Monitoring Tool

- Expert Review of Guidelines for Household and Individual Dietary Diversity

EC-FAO Global Food Security Programme

Results of the Survey on the Distance Learning Component of the Programme

1. Introduction

As part of the EC/FAO Global Programme on Food Security, FAO has developed a series of distance learning courses on food security. These courses have received attention and interested from a large audience and are today a successful initiative with 73,148 learners that attended the courses on-line, downloaded courses from the website or received the CD-ROMs.

As shown by Figure 1, the number of new learners has constantly increased since the beginning. The maximum was reached in 2011 with 22,148 new participants.

Figure 1: Number of New Learners per Year (phase under evaluation in dark blue)
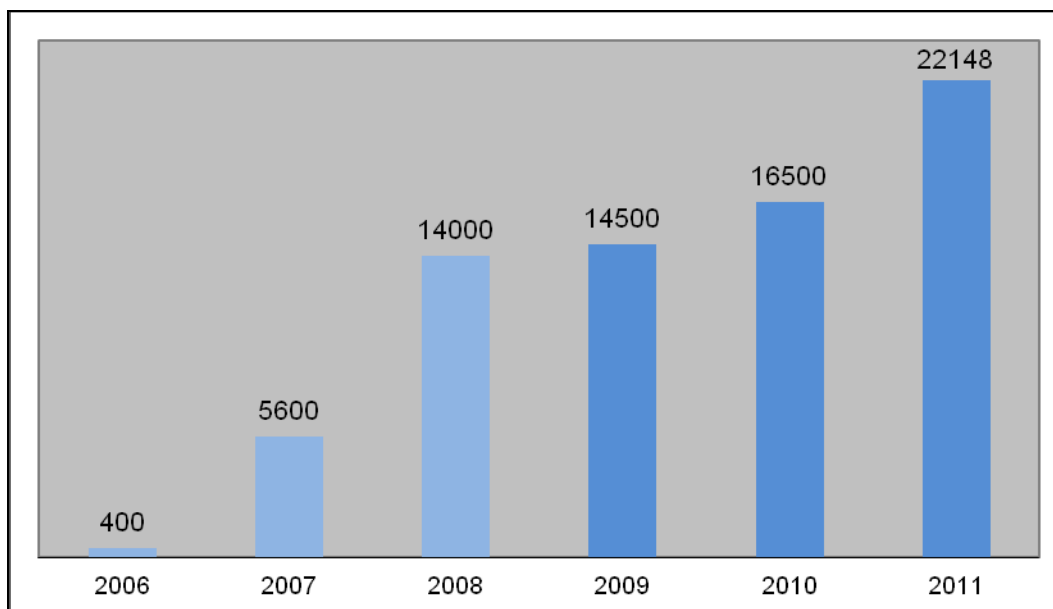
Source: OEKC

As stated in the overview of the courses, the target audience of the distance learning curriculum includes:

1) Mid-level managers, technical staff, field personnel who are involved in the collection, management, analysis, and reporting of food security information.

2) Planners, policy formulators and programme managers who are involved in monitoring progress in poverty reduction, and meeting food security goals and targets.

On total, the distance learning courses available on the programme website are 12 in three languages plus one that at the time of the survey was available only in English.

Table 1: Release dates of the core courses developed as part of the EC/FAO programme

Courses	English Version	French version	Spanish version
Reporting Food Security Information	Oct 2006	Aug 2007	Dec 2010
Food Security Information Systems and Networks	Dec 2006	Aug 2007	Dec 2010
Nutritional Status Assessment and Analysis	May 2007	Dec 2007	Dec 2010
Availability Assessment and Analysis	Jan 2008	May 2008	Dec 2010
Baseline Food Security Assessments	Dec 2007	Mar 2008	Dec 2010
Collaboration and Advocacy Techniques	Mar 2008	Sep 2008	Dec 2010
Livelihoods Assessment and Analysis	Nov 2007	Dec 2007	Dec 2010
Food Security Concepts and Frameworks	Jul 2008	Oct 2008	Dec 2010
Food Security Policies - Formulation and Implementation	Oct 2008	May 2009	Dec 2010
Vulnerability Assessment and Analysis	Oct 2008	Feb 2010	Dec 2010
Targeting	Nov 2008	Oct 2009	Dec 2010
Markets Assessment and Analysis	Dec 2008	Oct 2010	Dec 2010
Communicating for Food Security	Jan 2011	Jan 2012*	Feb 2012*
Integrated Food Security Phase Classification	Sep 2011		

Introduction to Social Safety Nets	Nov 2011		
CAADP Pillar III: reducing risks and improving food security	Jan 2012*	Sept 2011	
Climate Change and Food Security	Jan 2012*		
Resilience	Jan 2012*		

Note: * expected release dates
Source: OEKC

As shown by Figure 2, only 21% of the learners are taking the courses on-line. The majority of them are ordering the CD-ROMs and 14% are downloading the courses from the website.

Figure 2: Type of Learner
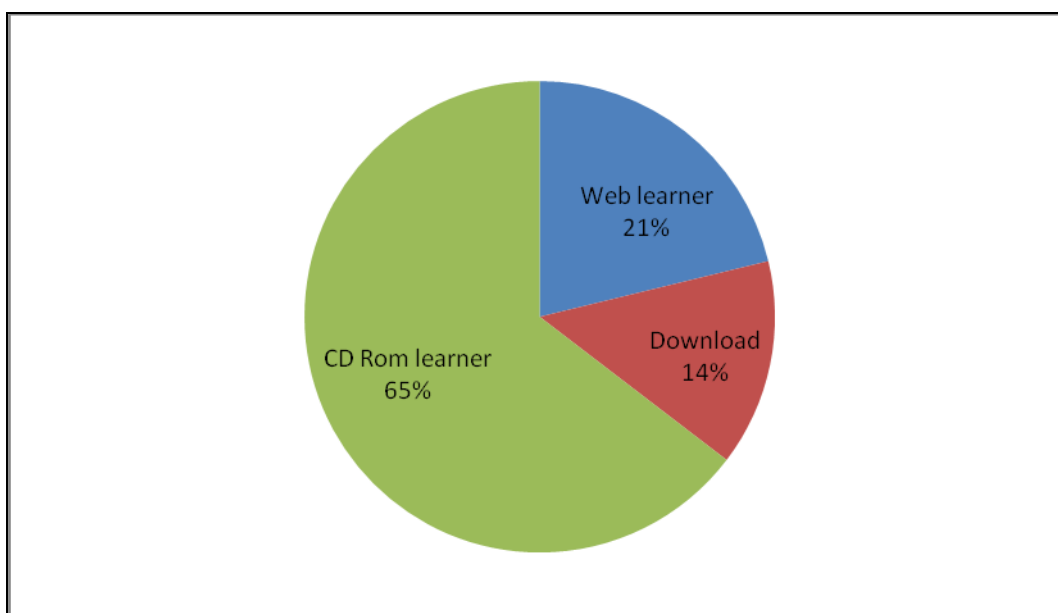
Source: OEKC

Figure 3 reports the percentage of learners by type of organization. This information is available only since October 2010 and is collected when a learner accesses for the first time the courses.

Figure 3: Type of Organization
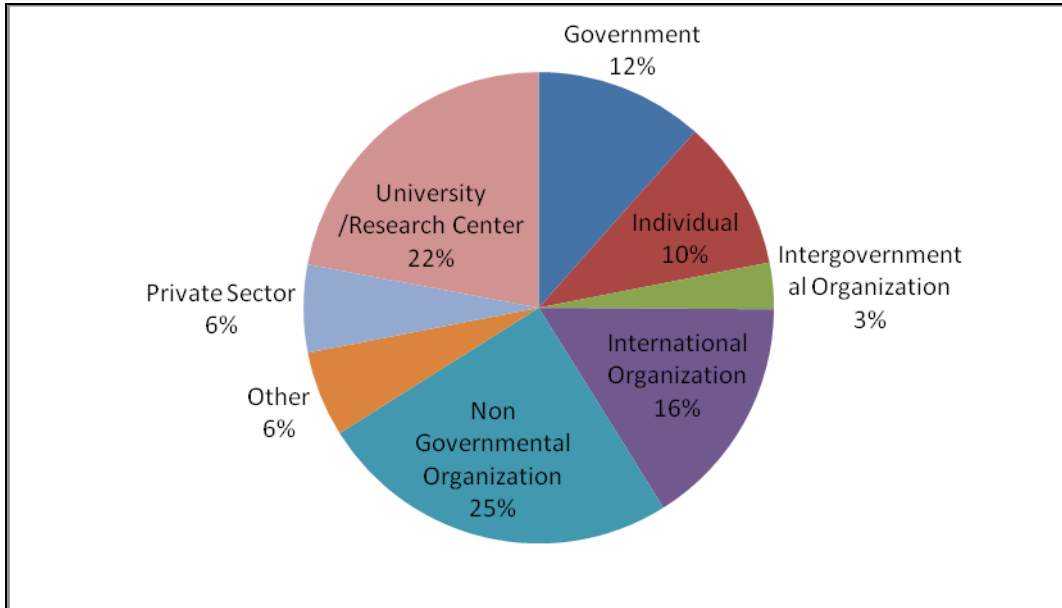
Source: OEKC

A large share of learners works for NGOs (25%), followed by Universities and Research Centers (22%), International Organizations (16%) and Governments (12%).

2. Methodology

The first methodological problem the team had to solve was to define the subject of the evaluation. As shown by table 1, most of the courses have been developed and released during the previous phases of the EC/FAO Global Programme on Food Security. Three new courses were released during this phase and two others will be released before the end of it. However, at the time of the survey these courses were available only in English. In addition, for these recent courses, there are not yet sufficient users to interview through a survey. The issue on how to evaluate this phase was solved deciding in agreement with OEKC to focus the evaluation on the learners that have attended the courses during this phase rather than on the courses developed under this phase.

On this basis, a list of criteria for selecting the learners was defined. The criteria are listed in the box below:

Box 1: Selection Criteria

Online learners:
Finalized 2 or more courses and last time the person accessed the course was in the period 2009-2011
CD-Rom orders:
Ordered (online or by e-mail) 2 or more CD's on different dates or ordered 1 CD in Spanish (there is only 1 Spanish CD which contains 12 courses)
Registered CD-Rom users
People that registered as a CD-Rom user for 2 or more courses

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People that are part of the EC-FAO Global Programme on Food Security or FAO e-learning groups were excluded from this list. In addition, people that ordered CD's in bulk to be distributed (e.g. FAO offices, partners, etc.) have not been taken into account since they are not the final user.

On the basis of these criteria, the questionnaire was sent to 918 learners. Out of these learners, 141 followed the courses in French, 68 in Spanish and the remaining 709 in English[1]. The survey was carried out during the month of November 2011 and the questionnaire was available in French, English and Spanish.

The questionnaire was developed on the basis of the Kirkpatrick model a widely used model for evaluating training courses. The model consists of four levels of learning evaluation:

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[1] The proportion of learners by language in this sample reflects the proportion of total learners by language in the current phase. The low number or Spanish learners is due to the fact that the Spanish version of the courses was made available only in December 2010.

A. Reaction of student - what they thought and felt about the training
B. Learning - the resulting increase in knowledge or capability
C. Behavior - extent of behavior and capability improvement and implementation/application
D. Results - the effects on the business or environment resulting from the trainee's performance

A survey of the Distance Learning component of the EC/FAO Global Programme on Food Security had been already undertaken by the Knowledge and Capacity for Development Branch OEKC (that at that time was called WAICENT Outreach and Capacity Building Branch (KCEF)) in February 2009. The survey was conducted in support of the Terminal Evaluation of the previous phase of the EC/FAO Global Programme on Food Security. The previous survey, which was also using as a framework for evaluation the four dimensions of the Kirkpatrick model, provided useful basis for developing the new questionnaire. In particular, compared to the previous survey, the evaluation team decided to transform some of the open-ended questions into closed-ended questions where the respondent chooses one or more options from a list of several possible answers. This was done to reduce the time necessary for learners to complete the questionnaire. The new questionnaire is available in annex 1. Progress made against the results of the previous survey is included in annex 2.

3. Results:

A considerable number of learners, 275, responded to the questionnaire representing 30% of the total 918 learners to which the questionnaire was sent. However, given that about 50 emails were not delivered due to incorrect or invalid e-mail addresses, the response rate increases to 32%.

QUESTION 1: Information on the respondents:

Figure 4 reports the number of respondents by type of organization.

Figure 4: Respondents by Type of Organization
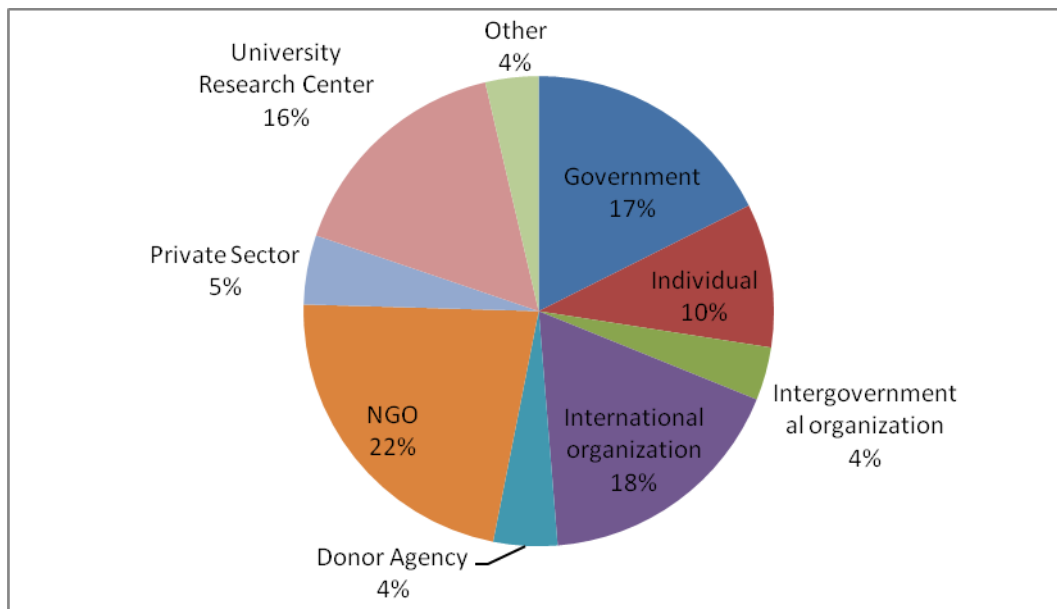
The majority of learners responding to the questionnaire work for NGOs (22%), followed by International Organizations (18%), Government (17%) and University and Research Centers (16%). It should be noted that the distribution of respondents by type of organization in the survey sample is consistent with the overall distribution of learners by type of organization presented in the previous section.

Information on the job title of respondents was collected with the aim of better understanding who the learners are. However, since the information was collected through an open-ended question it is difficult to classify the learners in clear defined categories. The results show that 23 respondents are professors, 23 student and 7 researchers, 15 consultants, 14 field personnel, 8 M&E, 6 work on policies (2 policy analysts, 2 policy advisor, 1 senior policy officer and 1 policy maker), 40 are technical staff among which there are agronomists, engineers, veterinaries, statisticians etc. The largest category (63 respondents) comprises programme/project managers, programme/project coordinators, programme/project assistants and programme officers. For the remaining 66 respondents, the job titles are various (including food security advisors, food security officers, coordinators...) and it is difficult to create main categories. A significant number of respondents across the different categories are senior level (either they have the word senior in their job title or are directors of their organizations or of their unit). These are at least 26 plus probably others for which it is not possible to derive this information from the job title.

Regarding the geographical distribution of respondents, as shown by Figure 5, the majority of them are working or studying in Africa (57% divided by Eastern Africa 30%, Western Africa 14%, Middle Africa 10%, Southern Africa 2% and Northern Africa 1%), followed by Asia

(15%) and Europe(10%). In analyzing the geographical distribution, it is important to keep in mind that the Spanish version of the courses was released only in December 2010. This is one of the reasons why South America is underrepresented[2].

Figure 5: Geographical Distribution
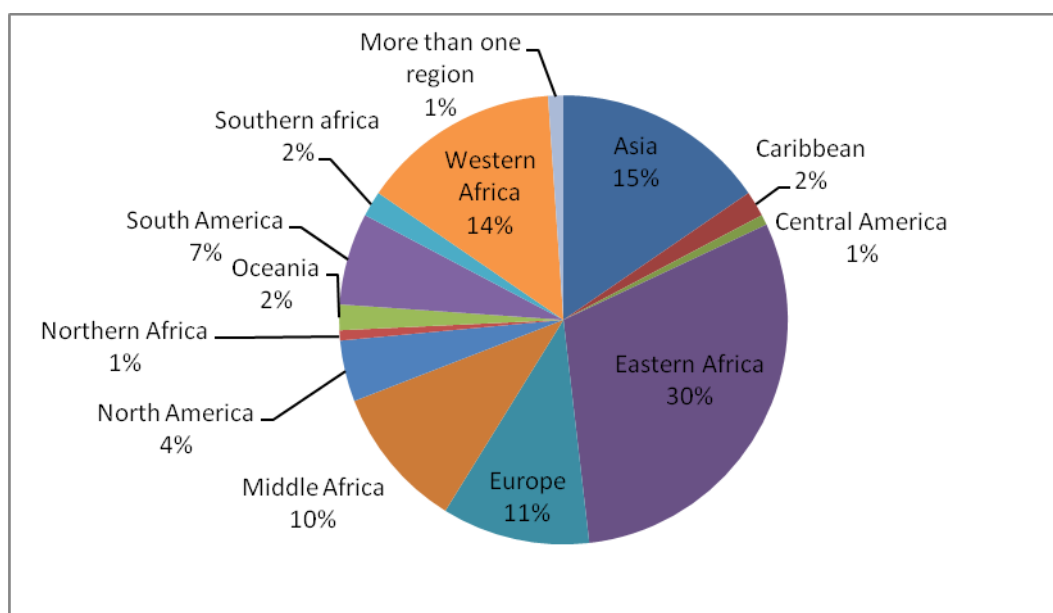
Source: 2011 e-learning survey

As part of the general information regarding the respondents, a specific question was included for understanding if the respondent was already working in the area of Food Security. The results show that the majority of respondents (72%) are already working in this area.

QUESTION 2: Courses Completed

For each topic, the figure below shows the percentage of people that have completed the course. The most popular course is *Food Security Concepts and Frameworks* (66%), followed by *Food Security Information Systems and Networks* (54%) and *Livelihoods Assessment and Analysis* (53%). The less popular courses completed by only 24% of the respondents are *Communicating for Food Security,* the reason beyond this low percentage is most probably because this course was released only in January 2011, and *Collaboration and Advocacy Techniques*. On average, each learner has completed 5.7 courses.

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[2] The geographical distribution of learners of the current phase is as follow: 47% Africa, 18% Asia, 17% Europe, 10% North America, 7% South America and 1% Oceania. The distribution of the sample that responded to the survey is on overall similar with Africa representing by far the most important region.

Figure 6: Courses Completed
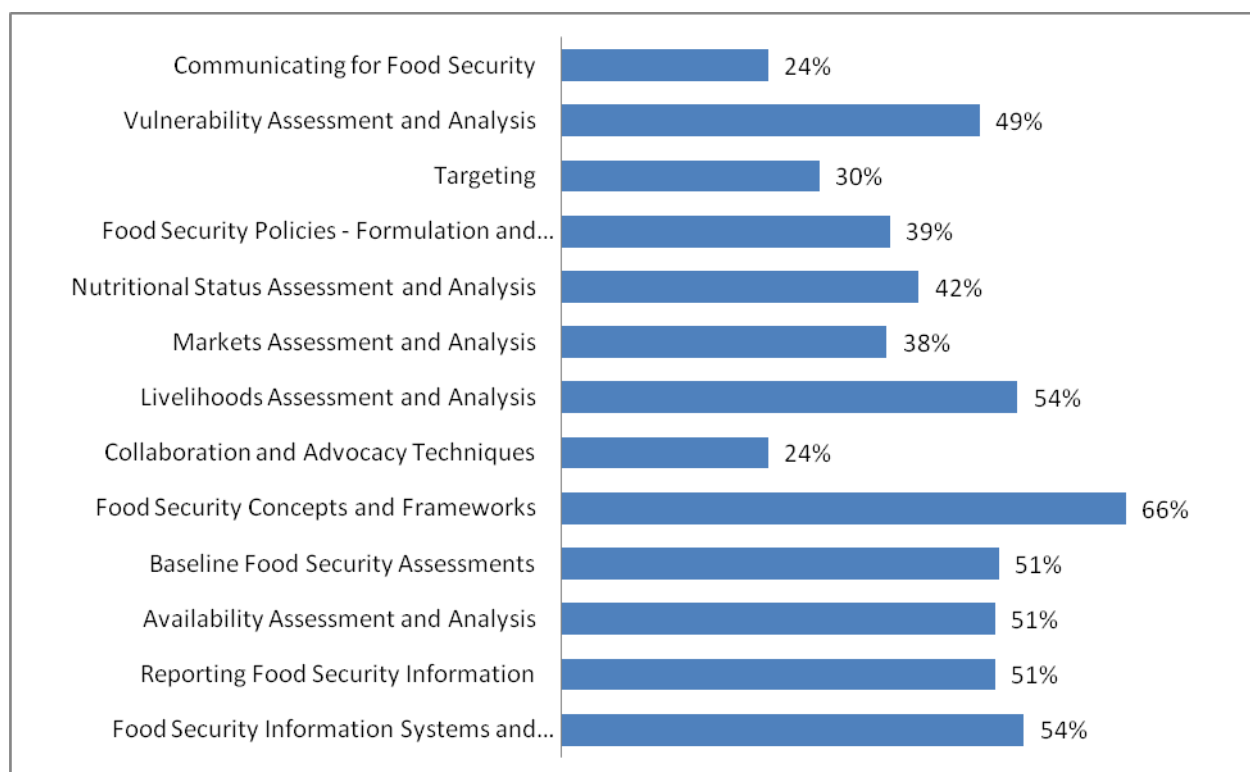
Source: 2011 e-learning survey

QUESTION 3 and 3a: Did you like the courses and what did you like more about them?

These two questions were included in the questionnaire to capture dimension A of the evaluation model: *reaction of student, what they thought and felt about the training.*

The results of the survey are really encouraging since all the respondents, with the exception of one, said they liked the courses. A close-ended question with possible options was developed for understanding what the learners liked more about the courses. As shown in figure, 77% of the participants choose the first option "*self-paced nature of the courses that allows them to be done at the learners' convenience and speed*", followed by "*how the courses are structured and organized in a way that makes them easy to follow*" *(72%)* and "*the course content that is sufficiently detailed and provide adequate instruction to meet the learning objectives*" *(68%).* The aspect that received less attention is "*the look and feel of the courses, including graphics, illustrations and pictures*" *(36%).* However, from the way the question was structured, this does not mean that respondents did not like the layout and graphic of the courses, but it means most probably that this aspect is not a priority for the learners.

Figure 7: what did you like most about the courses?

The self-paced nature of the courses that allows them to be done at my convenience and speed — 77%

How the courses are structured and organized in a way that makes them easy to follow — 72%

The navigation tools and menus which provide easy access to different components of the courses — 46%

The course content is sufficiently detailed and provide adequate instruction to meet the learning objectives — 68%

The language and writing style, which is clear and easy to understand — 53%

The practical examples and case studies which help reinforce what is being taught — 64%

The exercises and questions included in the lessons — 57%

The additional reading and resources provided at the end of each lesson — 51%

The look and feel of the courses, including graphics, illustrations and pictures — 36%

The resources for trainers made available can be useful in developing training courses and workshops — 41%

Other — 5%

Source: 2011 e-learning survey

QUESTION 4: What improvements would you make for future courses?

An open question asking for possible improvements was included in this section of the questionnaire. Out of 275 participants, 160 did not answer to this question (142) or did not have comments (18).

From an analysis of the 115 responses, it is clear that the improvement requested more frequently is the provision of a certificate at the end of the courses (see data reparted in the table below). Most of the respondents suggest to introduce a final exame for getting the certificate. Options suggested for the evaluation are on-line tests or a tutor/expert that corrects the test in case of open-ended questions or essay. The number of respondents asking for the introduction of a

certification system is even higher if comments and remarkes made in question 12 are taken into account.

The second most recurrent comment, is the request for more practical examples and case studies (22). In addition, at least 8 people ask for more interactivity defined by respondents in different way such as having the possibility to send questions to experts, mentoring on-line, videoconferences. Linked to interactivity there is also the request of having forum for discussion and exchange (5) and more exercies (5).

On the format, 7 respondents would like to have more videos and/or audios and one would like to see more photographs from different cultures.

3 participants would like to have more reading material and resources. 3 ask for more advance courses and advance technical material.

On a more practical level, at least 3 participants would like to have the courses in hardcopy (apparently according to one of the respondents the copy downloadable on the web does not correspond exactly to the course on line). One participant suggests to realize a manual/handbook of the courses. Two responents would like to see reduced the time for delivery the CDs, one is asking for making the courses available in more languages and one for making the courses easier to download. Two participants ask for more guide on how to choose among the courses and the sequential order to follow. 2 participants welcome more dissemination of the courses. One participant would like to receive news on new courses posted on the website.

There are at least other 26 different suggestions that was difficult to include under some main categries since they address a variaty of different aspects. In addition, 8 respondents proposed under this question subjects that could be addressed by future courses.

Responses	Number of Responses
Provision of certificates and/or final exam	38
More practical examples and case studies, best practices	21
Format (more audios(2) and videos (5), photographs from different cultures)	6
Interactivity (more exercises and forum for discussion, sending questions to experts...)	18
Expand reading and resources	3
CD delivery in a shorter time	2
More guidance on how to choose courses and on the sequence to follow	2
Advance courses, more technical/advance material	3
Hardcopies	3
More dissemination	2
More languages	1
Make courses easy to download	1

Send news on new courses available to people registered	1
Additional courses	8
Others	26
No comments	160

Source: 2011 e-learning survey

QUESTION 5 and 6: Were the topics covered in the courses you followed new to you? Did you gain new knowledge and skills from the courses?

These two questions address the second dimension of the evaluation model: *Learning - the resulting increase in knowledge or capability.*

Figure 8: Were the topics covered in the courses you followed new to you?
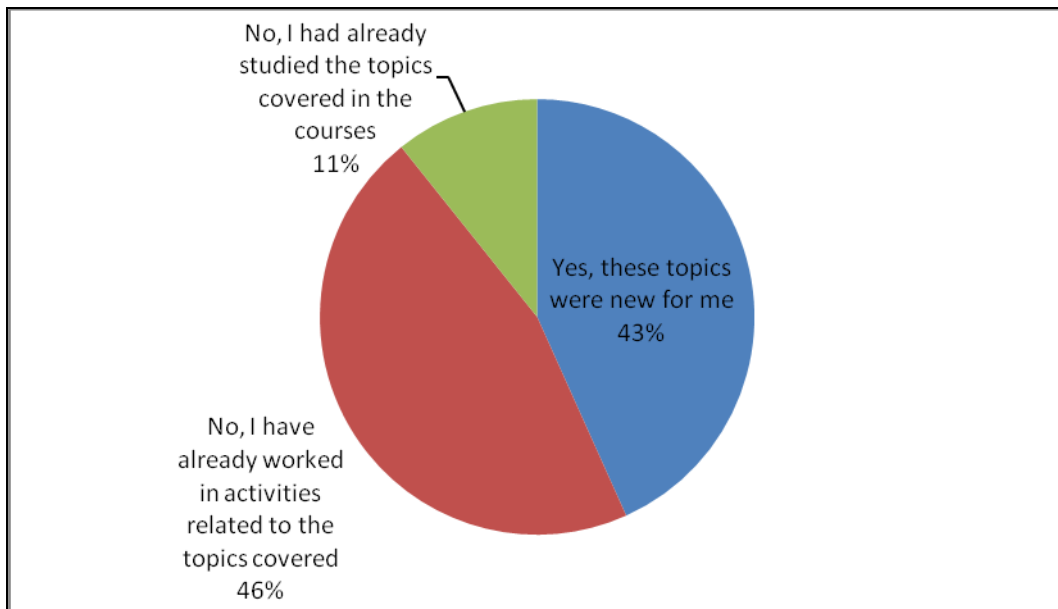
Source: 2011 e-learning survey

As shown by Figure 8, the topics thought in the courses were new only for 43% of the respondents. 57% responded that the topics were not new since they had already worked in this area (46%) or studied the topics covered in the courses (11%).

Figure 9 shows that only a very small percentage of respondents, corresponding to 2 people, did not acquire new knowledge and skills. 50% of the participants said to have greatly improved their knowledge and skills by taking the courses.

Figure 9: new knowledge and skills gained
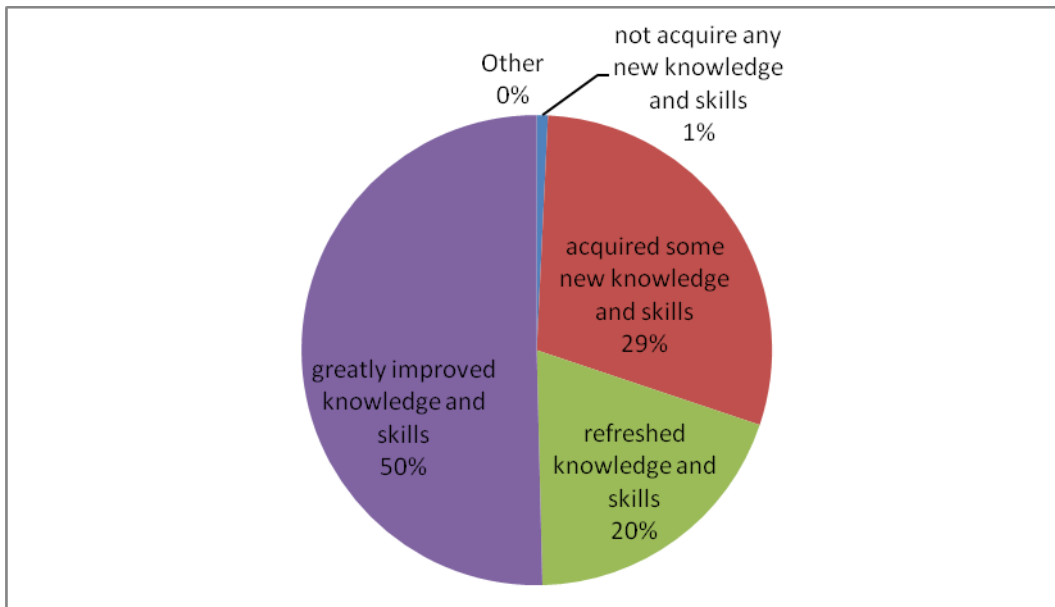
Source: 2011 e-learning survey

The table below shows the realtion between the previous two questions. For each category, either a person was new to the subjects studied or was already familiar since had worked in this area or studied these subjects, the largest share of respondents said "*having greatly improved the knowledge and skills by taking the courses*". In particular, this was true for 48% of people that have already worked in activities related to these subjects, 43% that have already studied these subjects and 54% of the once for which the topics were new.

Table 2: Relation between questions 5 and 6

	No, I had already studied the topics covered in the courses		No, I have already worked in activities related to the topics covered		Yes, these topics were new for me	
	Number of Responses	%	Number of Responses	%	Number of Responses	%
I did not acquire any new knowledge and skills	0	0%	0	0%	2	2%
I acquired some new knowledge and skills	7	25%	29	24%	42	37%
I have refreshed the knowledge and skills I had	9	32%	33	28%	8	7%
I have greatly improved my knowledge and skills	12	**43%**	58	**48%**	61	**54%**
Total	28	100%	120	100%	113	100%

QUESTION 7: How did the knowledge and skills learned change your way of working?

This question captures the third dimension of the evaluation model: ***Behavior - extent of behavior and capability improvement and implementation/application*****.** It is a close-ended question with a list of options from which the respondent could choose. Results are reported in Figure 10.

Figure 10: How knowledge and skills changed the way of working
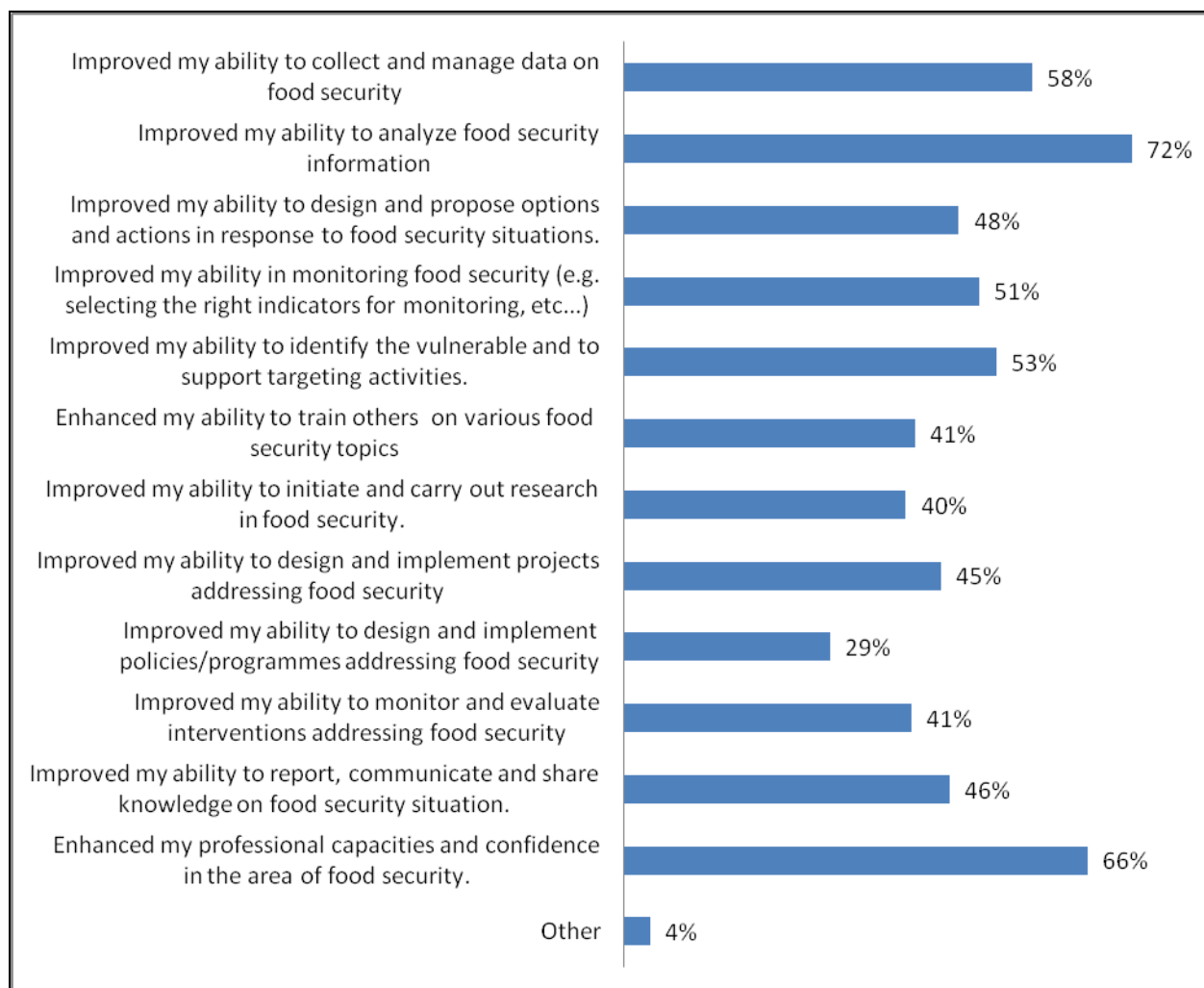
Thanks to these courses, a significant share of respondents (72%) improved their ability to analyse food security information, 66% enhanced their professional capacities and confidence in the area of food security and 58% improved their ability to collect and manage data on food security.

QUESTION 8: Did you use the knowledge acquired during the courses in your work? If yes, please indicate how the courses improved the work of your organization or work environment providing concrete practical examples.

This question tries to capture the last dimension of the evaluation model: ***Results - the effects on the business or environment resulting from the trainee's performance.*** Among the four dimensions this is the most difficult to assess.

72% of the respondents declared to have used the knowledge acquired in their work. The questionnaire was asking for concrete examples. The table below reports the number of examples provided by area. However, in most cases the respondents specified how the courses improved his/her way of working rather than the way the organization works or the way the working environment improved. In some other cases, the responses are general and it is difficult to make the distinction between personal improvement and organizational improvement. In addition, most of the responses are not examples but general statements. In conclusion, this question did not reach the attended results and it can be considered a duplication of question 7.

Figure 11: How the course improved the work of the organization or work environment

Area of Improvement	Number of Responses
Analyze Food Security information	23
Collecting food security information	22
Reporting	22
M&E	21
Design responses	15
CB/training	14
Targeting	10
Teaching	9
Food Security assessment	6
Preparation proposals for FS interventions	5
Research	4
Learning as student	4
Managing information on Food Security	3
Implementation/managing interventions/projects	3
Communication	2
Policy formulation	1
Livelihood monitoring	1
Others	23

Source: 2011 e-learning survey

23 repondents said that the courses improved the way they (or their organization) analyse food security information, 22 improved the way this information are collected and reported, 21

imrpoved their M&E work, 15 the design of the response and 14 capacity building and trainging activities. Teaching was kept as a separate area since it is more related to university.

QUESTION 9 and 10 How did you find out about the courses? Did you recommend the courses to others?

These two questions were focusing on how participants found out about the course and how eventually they disseminated the courses.

Figure 12: Source of Information

Source: 2011 e-learning survey

As shown in Figure 12, 38% of the learners discovered the courses through a google search, 24% through a link from other websites, 17% from colleagues and 7% from email newsletters.

A very high percentage of respondents (90%) recommended the courses to others. This is an indication of how much respondents appreciated the courses. As shown by the figure below, the majority of respondents disseminated the courses among their professional colleagues and work associates in their own organization, 46.3% recommended the courses to professionals in other organizations, 43.3% to friends, 31.3% to students and university staff and 15% to professional societies and networks.

Figure 13: to whom the courses were recommended
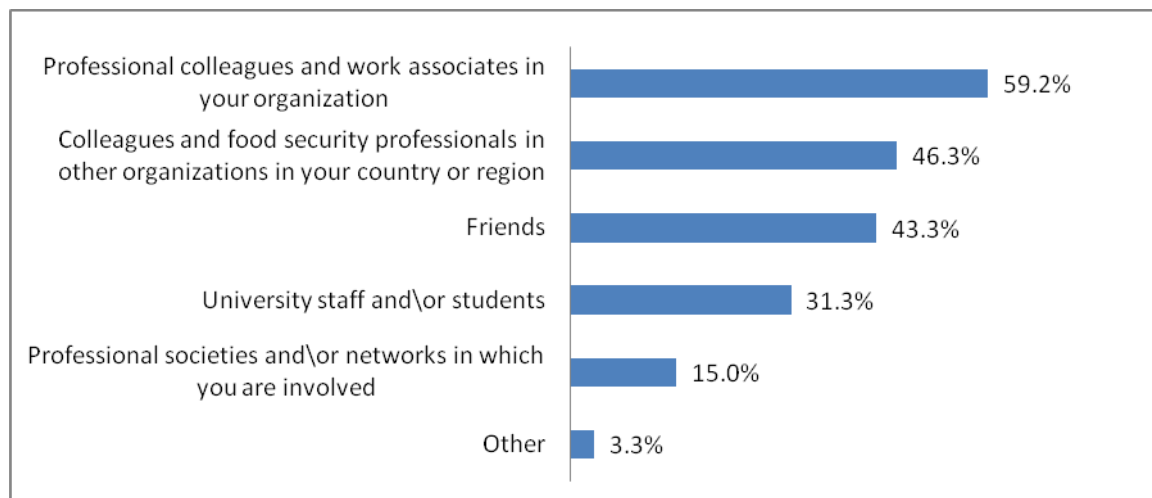
Source: 2011 e-learning survey

QUESTION 11: What other food security and realted topics would you like to see covered in future e-learning courses?

Question 11 is an open-ended question aiming at receiving suggestions on topics that could be addressed in future courses. This question reached its intended objective since the number of topics suggested is very high. The topic that received the most attention is climate change. A course on this subject is under development and will be released in January. Several other topics were mentioned such as the impact of biofuels production on food security, price volatility and food security, food security during emergencies, etc. However, it would be impossible to list here all the topics.

QUESTION 12: Other remarks, comments and suggestions

The last question was an open-ended question asking for general comments and remarks. 133 participants wrote a comment. Out of these, 65 wanted to congratulate FAO for the work done that is defined by many as very good/excellent. Some of the comments already made before in question 4 are recurring also in this question. 31 respondents would like to receive a certificate after finalization of the courses, 3 would like to attend live courses/workshops, 4 would like to have forum for discussion, and some others would like to have a course mentored. A couple of participants would like to be contacted in case of new courses available on the web. Several other comments were made. However, due to their variety is difficult to report all of them here.

4. Conclusions:

The results presented clearly indicate that the courses are highly appreciated by learners. Going back to the evaluation model, results are clearly positive for the first three dimensions. As already said, unfortunately, the survey failed in measuring the last dimension.

Despite the positive results, responses indicate that there still space for improvement. In particular, a priority for learners is the provision of certificates at the end of the courses and the creation of forums for discussion. In addition, many learners asked for more practical examples, exercises and case studies to be included in the courses.

Annex 1: Progress made against results of the previous survey

Previous Survey – Comment a: Improve **the analysis of the results of the 2009 survey and progress made** *the follow up on CD shipments to users. Users need clearer instructions on what to do if the do not receive their CDs in a timely fashion.*

In this phase, there have been few complaints on the delay of CD delivery. Only 2 people are asking for shortening the time for CD delivery and 1 is suggesting having easier access to the CDs. One respondent had a problem with one CD that was not opening when loading. On overall, the problem seems solved.

Previous Survey – Comment b: Promote and provide more visibility to the product, in particular the CD versions. Several users noted the problem with slow downloads and access for the web-based versions of the course, while not seeming to be aware of the availability of a CD version. A downloadable CD version should also be considered to reduce the delay time imposed by mail shipments.

Now on the programme website a downloadable version is available.

Previous Survey – Comment c: Seek a mechanism to award certification for completion of the courses. The certificate should preferably be more than a simple printout following the course, and should ensure that the user is in fact the individual that has taken the course.

Certificates are still the main concern for users. Agreements with the African Virtual University (a network of 50 universities), the Open University of Catalunya and the Anhalt University of Applied Sciences have been signed for the certification of the courses. The programme provides these universities with free access to the material produced and the universities pay for the administrative cost and tutoring services delivered to student. Students enrolling in these programmes pay an enrollment fee.

Recently, some steps have been made to provide certificate on-line and this is already possible for the last course developed with the contribution of the World Bank that was released in November 2011 "*Introduction to Social Safety Nets*".

Previous Survey – Comment d: Develop an online forum for users. This should be facilitated and monitored to ensure success. One possibility would be to point users to the existing FSN network operated by FAO.

After almost three years, the request for having more interactivity and in particular for creating a forum for discussion is still recurrent.

Previous Survey – Comment e: Offer tutored versions of the courses on a periodic basis. This is planned in the next phase of the EC-FAO Programme.

Some of the learners that participated in the survey requested tutored courses. As already discussed above, the agreement with the universities allows to provide this service to students enrolled in their programmes.

In addition, during this phase the programme has organized targeted tutored courses. Courses were provided to food security experts of CILSS and COMESA, to GIZ staff and FAOReps. However, these courses were not open to general public.

Expert Review: MOSAICC

James W. Jones

December 2, 2011

I.   Terms of Reference

The key terms of reference for this review were: i) to identify the factors affecting the relevance, efficiency, effectiveness, impact and sustainability of FAOs efforts to date; ii) to improve the relevance, design, implementation, results and impact of FAO support for food security information system work globally; iii) to provide accountability to the resource partner (EC) who has supported FAO's interventions about the performance of the Program. Furthermore, the terms of reference listed the activities that the expert will carry out as:

- Assess the integration of the single components, the coherence and consistency of the overall system
- Assess the appropriateness of the selection of each MOSAICC's component and their robustness
- Assess the relevance of the MOSAICC system at national level (relevance in relation to country needs)
- Assess the capacity building component of the programme (including review of the training materials)
- Review other available documentation on methods and tools
- Prepare a short report presenting findings and conclusions of the expert review (7/10 Pages)

II.   Methods and Materials

Documentation was provided on MOSAICC and on AquaCrop, WATBAL, PLD functions (see a list in the Appendix of documents that I used in the review). I did not have access to the MOSAICC website initially, so I started my review by reading the MOSAICC documentation and by studying AquaCrop, WATBAL, and PLD. I downloaded AquaCrop v3.1, installed it on my computer, and set up several simulation runs using the soil and weather data that were provided. I did not try to create new databases and I did not work with WATBAL or PLD in detail.

After getting access to the MOSAICC web site, I worked with the web interface by selecting each function, studying how it worked as much as possible, and went through each user option under "Function", "Data", and "Tools". For my review, I had access to MOSAICC that was set up for Morocco. I tried to create new crops, new experiments, and generally tried to test out each capability. My purpose was to compare my experience in working with the system with what I read in the documentation. In particular, the document on System, users, and interactions was helpful in my learning about the overall design and functionality that is intended. After some early work as a user, I was given administrative privileges that supposedly would allow me to set up new crops, and run experiments. However, I was not

able to fully test the functionality because none of my attempts to produce results from the experiments were successful. This report is organized to address the issues that were given in the Terms of Reference.

III. Overall Assessment

MOSAICC is designed to help users perform assessments of climate change impacts on agriculture at a national level using modern model and software tools in a highly integrated approach. Tools are available to allow users to implement MOSAICC for any nation or region by uploading GIS coverages and gridded and point data. It is designed for four types of users: system administrator who implements and manages an installation, data providers, modelers, and external users who need to retrieve data. When imported, the data may be used by one or more modules, and linkages between data and modules are established so that users do not have to worry about formats and interfaces. Data needed for each function are clearly defined in the system. A system administrator, responsible for implementing MOSAICC for any particular country, can tailor the system to meet specific needs. This feature is valuable in that science users of the system do not have to know all details about databases and tools for setting up MOSAICC for their applications. This can also be a concern, however, if science users are not aware of the assumptions and limitations of the data that are uploaded by system users. This could allow science users to either not trust the underlying data or processes or to misuse the system or misinterpret results.

The system has many types of data that can be uploaded by users. This makes the system highly flexible and relatively easy for file updating. It also has many tools that can be used to manipulate data, provide interfaces for modules and connect them for running assessment "experiments". It has historical weather data and tools for downscaling to points or grids for simulating hydrology, water balance, crop production, and economic outcomes under baseline and future climate scenarios. MOSAICC capabilities include assessment of impacts on hydrology and water availability for agriculture, impacts on crop production, and economic consequences of these interrelated components.

The rationale for developing this software is strong; in particular MOSAICC is needed to help developing countries conduct their own impact assessments for national policies and plans. The selection of components was based on their suitability for use in developing countries where there are data limitations. Furthermore, these agricultural impact assessments will need to be done routinely, particularly owing to the uncertainty of climate change at regional scales and the importance of revising assessments over time as new climate projections are available, as models are improved, and as technologies, policies, and socio-economic conditions evolve.

I was impressed with the design of the overall system, particularly the way that components are integrated and the flexibility that it apparently has regarding implementation of new components. The use of wizards to connect data with models for running experiments is a good software design feature. I could view the Mauro tomato test that was in the system and I could create a similar test, but it did not run. In fact, I was able to set up different types of "experiments" for doing different things, such as running PLD, WATBAL, and AquaCrop. But, none of these tests that I created were simulated. This was bothersome, but I assume that these technical kinks can be worked out. One suggestion is that the wizards be extended to create integrated experiments, providing the steps, their sequences, and data mapping to facilitate integrated assessments. The designers may have considered this and decided against it for some reason,

but this was one feature that was not apparent to me and could be considered. I should also point out that not all of the functions were operational for the Morocco test; most of my attempts to test the different capabilities did not work.

One concern was about the complexity of the system from a science user's point of view. MOSAICC is an ambitious undertaking, not only in the design of the software and tools, but in the expectations for its use. One appealing feature, its comprehensiveness, is also one reason for its complexity. As I reviewed the documentation, I wondered if enough emphasis has been given to the science aspects of the system's use vs. the operation of the MOSAICC software per se. When teams are set up, for example, will team members already be experienced in using the component models? There are many things going on behind the scenes; users may learn to operate the software but not have sufficient understanding of all of the assumptions unless they have good prior experience on the components. It seems that to effectively use the system, users must have a high level of understanding and experience in the components. For example, the agronomist needs to know a lot about AquaCrop if he/she is to effectively use that component. This model must be properly parameterized and evaluated if results of the analyses are to be believable. Relatedly, it was not clear how users will calibrate the models using available data or to evaluate the validity of results that they obtain in each type of use (climate, hydrology, crop, economic, and overall integrated assessment). Or, if they do not have such capabilities within MOSAICC, how will the scientific quality of results be evaluated, and by whom? My concern about MOSAICC's complexity, to some extent, was influenced by the system not being completely functional; I was unable to successfully obtain results from the functions.

This complexity has important implications on training. What is the intended scope of training? What prior knowledge and experience with component models and functions are required for trainees? Will there be training on the science of the models and tools for integrated assessment, or only on the operation of MOSAICC? There was very little information in the material about training. Section 6, page 9 of the report by Delobel and Evangelisti ("Requirements for the deployment of the system", August 2011) was not really helpful. Furthermore, the powerpoint files that were provided on interpolation of climatic data, although they seemed very well done, do not address the overall training needs that such a complex system will require. Different levels of training will be needed over some period of time, to ensure that users have sufficient scientific knowledge of the models and tools, implementation procedures, and use of the system for integrated assessments. For the latter (integrated assessments), training should involve teams of scientists in each of the discipline specializations, with a requirement that they have prior understanding of theory and use of models in MOSAICC. One other point is that it might be easier to train different types of new users if there was an implementation that allowed them to see only components that they would need to use followed by a type of team training for more comprehensive integrated assessments using the entire MOSAICC software. Having so many functions on one screen may intimidate new users. And, if some component does not work yet, that option should be eliminated from the screen when users are trained. In summary, if MOSAICC trainees do not have expertise in components, this greatly expands the need for training (in this case on the models and their correct usage as well as on the integrated MOSAICC system, its effective use, and proper interpretation of results). I am sure that this is also true for climate, hydrology, crop and economic models. MOSAICC developers should not underestimate the need for comprehensive training of users.

IV. Assessment of Specific Characteristics

IV.a. Relevance

Models and associated data and tools are essential for studying climate change impacts on agricultural systems and on technology and policy options for adapting to the climate change risks and opportunities. In addition, it is important that all nations have the tools and expertise to perform their own assessments. Thus, the development of systems like MOSAICC is highly relevant. Furthermore, it is highly important to have strong capacity building programs to train scientists and policy advisor users in developing countries. Although training needs much more attention, as noted elsewhere in this report, the capabilities that MOSAICC will provide are important advances in providing support for developing country regions.

IV.b. Appropriateness of Components and their Robustness

There are many components in MOSAICC. The most important components relative to integrated climate change impact assessment are: data management tools for weather, climate change, crop production, and economic data needed to implement the main assessment models (hydrology, crop production, and economic models). In addition, there are various data manipulation tools and a simple GIS for displaying geographic polygon, point, and raster maps. It also contains use cases and wizards to help users manipulate data, connect data to models, and run models. One component that I would criticize is the simple GIS. The maps that were displayed were small and crowded. One could zoom in and out, but in some cases the maps took up more space than allocated in the map display area and were generally poor in quality on my screen (a notebook). I also did not see a way to print out maps or to display them in full screen mode. Generally, I was disappointed in the GIS capabilities and wonder if it would be better to link to GIS software already used by different institutions instead of imbedding a GIS that may have limited capabilities and poor quality. My own experience in coupling a GIS with a spatial modeling system (DSSAT in my case) was that in the end, we abandoned that system (named AEGIS) and instead provided output files and documentation for importing into GIS software that users are using.

Regarding the appropriateness of the central MOSAICC components, my opinion is that climate, hydrology, crop production, and economic models are all very important and are appropriately interconnected. I wonder whether the WABAL model is really needed since AquaCrop is apparently more useful for computing climate change impacts, the main purpose of the system, and it can also compute soil water balance information. If WABAL was not included in the system, then the PET function may not be needed either, based on my understanding of how PET intermediate computations are used in WABAL. AquaCrop also computes PET. Thus, one possibility could be to eliminate WABAL as this module seems to be adding options that can be computed by AquaCrop and adding requirements for training and maintenance of the system.

I was unable to judge the appropriateness of the supporting tools for manipulating data for the hydrology and economic models. In the case of the AquaCrop model, the additional tools are for preparing weather data for input to this model, for computing season length (start and end day of year for a crop season). I also wondered if all of the different options for data interpolation are essential and whether users will be able to judge which ones to use for their conditions. It seems that the number of options could be reduced

some without much loss in capabilities and that terrain features could be used to help guide users which method to use.

I was unable to judge the robustness of the hydrology and economic models. But, the data manipulation methods, WABAL, and AquaCrop are robust and appropriate for the targeted applications. In the case of crop models, there are other potential options, such as EPIC, CROPSYST, SALUS, APSIM, DSSAT, and STICS, and it would be interesting to have capabilities in the future for an ensemble approach, using multiple models to give a measure of uncertainty. However, the developers of MOSAICC were wise to only attempt to incorporate one crop model in this new system; more can be considered later on if deemed important, ideally in cooperation with AgMIP (www.AgMIP.org).

IV.c. Integration, Coherency, and Consistency – Tests of the User Interface Software

This section of the report addresses the first activity in the Terms of Reference (TOR): Assess the integration of single components of MOSAICC, and the coherence and consistency of the overall system. To accomplish this, I worked with the MOSAICC user interface and also used several documents provided by FAO (mainly, MOSAICC: System, users and interactions by F. Delobel; MOSAICC – User Interface Introduction by M. Evangelisti; and Requirements for the deployment of the system by F. Delobel and M. Evangelisti). Early in my work with the user interface, it was clear that I did not have full access to operate the different modules. Nevertheless, by attempting to make use of all of the functionality of the system, I was better able to understand how the components were meant to be integrated. I tested each of the menu options in the interface and will summarize my experience with each of them following a more general set of comments about the integration of different data, assessment models, and tools for performing national assessments.

The overall approach that MOSAICC uses for integrating data, tools, and models is well designed and pretty straightforward. A number of tools have been developed or assembled and modified to create a system that makes multiple uses of some of the data (like weather data, GIS and DEM data). The system has tools for users to upload data for their own countries, and once in MOSAICC, those data may be used by several of the tools and models that are the heart of the assessment approach. By chaining together models with primary input data and intermediate model outputs, assessments in MOSAICC aim to assess water availability, crop water use, crop production, economic impacts and associated food security risks.

Thus, my general finding about the approach is favorable. However, one of my criticisms of MOSAICC as it currently stands is its complexity. There are 45 data sources identified in the lists of data that users can upload. Although this is admirable from a design perspective, an end user who wants to perform an assessment at a national scale may find that the options available to him/her are daunting and he/she could have a difficult time in focusing on what really needs to be done for their purposes. This applies both to the functions and data that they need to use to perform assessments. Although the functions listed are in a logical order, there does not appear to be "use cases" or "Wizards" set up for integrated assessments. The Wizards instead seem to be more narrowly defined for operating each particular module, such as WABAL or AquaCrop or interpolation. Including use cases or wizards for integrated assessments could give users guidance on where to start and what steps are essential for particular assessments. The designers may be planning these or they may be included but not yet in the documentation that I received.

"Data" Interface Menu

Geographic Data. The "Management" menu button lists the various geographic datasets in MOSAICC. One can edit, view, and delete the files from this menu. I was not sure what the "Sources and References" menu item is supposed to do. The "Upload" menu item is a very important feature of MOSAICC. I tried out the "Upload" button, partially attempting to upload a town coverage and a grid coverage for AquaCrop simulations (of course, without having the specific data). MOSAICC added entries to the list of data available for users when I did this, although they were not operable. It is this interface menu item that may be overwhelming to developing country end users. There are 45 different types of data listed. Where does one start, and what data are essential for assessment of economic impacts of climate change? My interpretation is that some of the data are uploaded, then various intermediate operations are performed by MOSAIC to make the data ready for additional analyses, but these various end user use-cases are not clear. The quality of the GIS is a distraction as it is currently implemented. I wonder whether this feature can be improved or even eliminated, particularly if users have their own GIS capabilities and could map outputs outside of MOSAICC.

Climate Data. The observed data list is a good way to summarize and access climate data. The list of available variables is easy to find, clear, and appropriate for climate change impact assessments. This is a well-conceived and useful component. I could not access the downscaling feature (it was not configured on the server). One thing that was not clear was the purpose of the last menu item under Climate Data ("Stations / Obs. Points"). Most of the information in that list seemed to be the same as in the "Observed Data" sub menu item under Climate Data. Can they be merged to reduce the options users have to be aware of?

Crop Data. Under the submenu "Crop Library", I tried to add a crop. I was able to complete the table template several times, but none of my attempts appeared in the crop library lists later on. A question that I have is whether users will have the scientific background to accurately enter the crop parameters. Some of the parameters strongly influence the performance of the crop model and would require calibration and evaluation before one would trust the use of a new entry. A general impression is that more attention has been put on creating many features of MOSAICC software with less attention to features for ensuring that end users understand and trust results from their assessments. MOSAICC developers should consider reducing options and possibly some functionality, focusing on the most important functions, data, and tools for users to perform an assessment. This is important to show early successes using essential features. Then one can add more data, options, and tools later on.

I also looked at the "PET Data" menu item, but was confused when there were no data. Instead there was a reference to "Data Browsing", which I could not find. What is the purpose of having a separate menu item for PET data? One can access PET data from the Data Management menu item. This was not clear.

Support Files. The only option under this list was "Management", which brought up a list of AquaCrop crop model parameter files. When I viewed one of these files, the IE screen was formatted poorly such that some text overlaid other text. I was unable to follow the logic of this menu item, particularly noting

that one has an option to upload a file. This was confusing to me and is an example of a menu item that could be removed until it is functional. Maybe I am missing something here.

General Tools. The three submenu items in this section ([Point extraction](#), [Polygon extraction](#), and [Polygon intersation](#) (Spelling?)) all had the same information about Data Browsing that was in the PET Data submenu. I am not sure what is intended here. Also, why is this menu item here instead of under the main menu item labeled "Tools" at the top of the main MOSAICC menu? I have the same comment here – eliminate this menu option until it is functional, in order to avoid confusion and to simplify an initial training version of MOSAICC.

"Tools" Interface Menu

Under the "Experiments" menu item is a list of different sets of functions that have been defined by users in a typical implementation of MOSAICC. I had defined a few experiments that showed up in the list and noted that this could end up being a very long list. Is there a way to manage such long lists as the system is put into use? I also wondered if there is intent to include use cases that reflect integrated assessment applications. This type of experiment would include all steps needed to perform a particular assessment. Such an assessment could include running AquaCrop for historical weather data as well as all climate scenarios followed by the use of AquaCrop results in the national economic model for impact assessment, for example. My feeling is that the ultimate end use of the system might be more transparent if the use cases and list of experiments reflect such integrated end uses.

My interpretation of the submenu item "Tasks" is that it allows users to see the status of experiments that are currently being run. There was no information in the table when I viewed it.

After M. Evangelisti changed my user status to "Manager User", more submenu items appeared in the "Tools" menu: "Modules", "Users", "Downscaling DB", and "User Functions". These additional menus gave me a good idea of how a particular installation of MOSAICC is implemented and how system administrators can easily review and make changes. There was nothing under "Downscaling DB", which is consistent with my interpretation that downscaling has not been implemented. The "User Functions" submenu item showed me how wizards are created – very interesting. This particular submenu could potentially be of interest to users, not necessarily to create or edit, but to easily see the functions and wizard steps that are defined for different experiments.

IV.d. Capacity Building and Training Materials.

There was very limited information on capacity building and training, yet this is a critical requirement for success of MOSAICC. Certainly, much of the material that I reviewed (listed in the Appendix) will contribute to training materials, but It is not adequately developed. I also reviewed the powerpoint presentations on interpolation of agro-climatic data (4 of them). These seem to be aimed at capacity building for one particular function of MOSAICC. It was presented as training on methods for

interpolation as opposed to how to use MOSAICC to perform interpolation for applications, which users will need.

The documentation referred to one week training sessions for each type of user profile (e.g., crop model, climate data, economic model, etc.). This was on page 9 under "6. Requirements for the trainings" section in the document "Requirements for the deployment of the system" by F. Delobel and M. Evangelisti. However, the document MOSAICC: Systems, Users and Interactions indicated that training is being targeted to teams of modelers who are brought together in working groups. There is no doubt that training will be needed for each type of user as well as for integrated teams.

Training is critically important. Here, I repeat some earlier questions about training. What is the intended scope of training? What prior knowledge and experience with component models and functions are required of trainees? Will there be training on the science of the models and tools for integrated assessment, or only on the operation of MOSAICC? These questions should be answered in order to design effective training programs. MOSAICC developers will need to develop training materials for each type of MOSAICC user as well as training for system administrators who are expected to install and maintain MOSAICC and training for teams of users who have sufficient knowledge of components and are ready to take on (as a team) the use of MOSAICC for integrated agricultural impact assessments.

MOSAICC developers should consider innovative training methods to help ensure that users can continue to learn after initial training workshops. For example web-based modules should be developed to allow users to refresh their own knowledge after initial training, to expand and update their capabilities to effectively use MOSAICC and correctly interpret results, and to help local country users provide training to their assistants or replacements as agency turnover is sometimes a limiting factor in success of such systems. E-learning methods are continuing to evolve and should be a key strategy in development of MOSAICC training materials.

IV.e. Documentation

The main source of information that I used to assess appropriateness of components was the documentation provided by FAO (see Appendix) and my own work with the MOSAICC web interface. In addition, I downloaded AquaCrop and its documentation, which I studied before working with MOSAICC documentation and user interface. I first summarize my impression of AquaCrop documentation followed by my assessment on the status of MOSAICC documentation.

Working with AquaCrop version 3.1 plus.

I downloaded AquaCrop and its documentation, installed it on my own PC, and worked with it to get experience with one of the key MOSAICC components, the one that I would be most qualified to critically review. I had not worked with this model before, but it is one of the models that is being used in the model intercomparison studies in the Agricultural Model Intercomparison and Improvement Project (AgMIP), and thus I was very interested in this component of MOSAICC. In this part of my review, I worked on the PC stand-alone version and was able to review and modify various types of data for

example simulations that I performed. In addition to the participation of AquaCrop in the global model intercomparison studies (e.g., for wheat and maize), AgMIP is organizing regional projects in Sub Saharan Africa and South Asia, and those of us in AgMIP leadership hope to continue to cooperate with FAO on the use of AquaCrop (and possibly other components of MOSAICC) in these efforts. My review of this component focused on model inputs and outputs, with the goal of understanding the implications of AquaCrop relative to AgMIP goals of developing a harmonized database of crop experiments with minimum data needed to run and evaluate the models. I was pleased to see that this component of MOSAICC is well suited for interfacing with broader efforts, particularly those involving multiple crop and economic models that are being used for climate change impact assessments in developing countries. Since FAO has a place on the steering committee of AgMIP and interest is high on the use of AquaCrop, I am certain that this cooperation will be mutually beneficial to AgMIP and FAO. This was a side issue regarding my review of MOSAICC, but one that may lead to more collaboration opportunities between FAO and the AgMIP initiative.

MOSAICC Documentation.

Documentation of MOSAICC is at an early stage of development relative to what is available for AquaCrop and relative to what is needed. Some parts of the documentation were very helpful, but as noted in the Appendix, documentation currently consists of a series of very brief documents. The documentation is mostly written as users' guides for several components of MOSAICC, but not all them. The first two documents in the Appendix list provided a good overview of the system, its users and interactions, and requirements for deployment of the system. Both of these documents were well written, and my assumption is that the developers have only started writing the documentation that will be needed.

It was not clear whether the intent is to write documentation only for the software use or to summarize additional details about the functions themselves. Even though very good documentation is available for AquaCrop (and possibly the hydrology and economic models as well), the developers should consider including short descriptions of the model inputs, computations, and outputs in the MOSAICC documentation, along with providing information to access more detailed documentation on each component.

Overall MOSAICC developers still have a lot of work remaining to complete documentation needed for users to be able to understand and use the system.

V. Conclusions and Recommendations

One of my main purposes was to learn about the functionality of MOSAICC relative to the different processes that national users need. Although MOSAICC was designed for four types of users, my perspective is that the primary justification for MOSAICC is to facilitate national level climate, hydrology, crop production, and economic integrated impact assessments, taking into account important interactions among the individual components. Here, I will summarize my conclusions regarding the concept, the design of the software, its current implementation, the science components in MOSAICC, and the documentation and training.

Concept. There is an increasing need for integrated assessments of agriculture and food security. MOSAICC targets this very important need, specifically to help those in developing countries conduct their own impact assessments for national policy making and planning. This capability needs to be embedded into national policy agencies for periodic assessments, particularly owing to the uncertainty of climate change at regional scales and the importance of revising assessments over time for different purposes. This is an ambitious undertaking with considerable potential value.

Design. The basic design of MOSAICC is very good. It includes tools for internally linking data to components such that users can focus on the use of data instead of the details of how to get access to it for different processes. It includes wizards that also help users understand these linkages without having to worry about formats, files, etc. The design seems to be modular in that other components could be included in the future without disrupting the databases and interfaces that are currently included.

Current Implementation. My experience in working with MOSAICC in its current implementation leads me to wonder whether it can be simplified in its first release, training, and evaluation phase. It is important to consider all of the major target features and intended uses in the initial design for obvious reasons, but I worry about users being somewhat overwhelmed when confronted with all of the features in their first exposure. Some possible ways to simplify the system include eliminating one or two functions (such as WABAL and PET), if other functions provide the same or more capabilities, and possibly implementating MOSAICC for specific users. My suggestion is for MOSAICC developers to consider ways to reduce the complexity by reducing options initially available to users, making sure that those that are available are the most likely to be important to a set of users and that they perform seamlessly. It would be useful to set up a use-case that details how an integrated national assessment is accomplished, clearly identifying end results in terms of outputs, assessments, and policy implications.

Science Components. My review of the science focused mostly on the crop and climate components. These are very strong, as noted in my earlier comments. However, because MOSAICC focuses on integration of these components, I was not sure that sufficient attention has been given to the quality of integrated assessments as affected by inherent assumptions and limitations of each component. For example, are the component models adequately adapted to local conditions? There is a need for more attention to adapting and evaluating component models to hydrology, crop, and economic situations in the countries and the implications of assumptions as these models are linked to provide integrated assessments. Thus, there are science complexities involved, particularly due to the many options that are available to users who may not have sufficient background to make all decisions needed for all components and the complexity regarding science capacity building at an integrated assessment level where climate scientists, hydrologists, agronomists, and economists work together.

Documentation. Documentation of MOSAICC is at an early stage of development. I would recommend that the MOSAICC team develop an annotated outline of a comprehensive set of documentation and then interact with the different types of users to develop documentation.

Training. Training is critically important for effective use of MOSAICC and ultimately to its acceptance. Yet a strategy for training has not yet been adequately addressed. Training material and capacity building will be needed for each of the four types of users. Furthermore, there will be a need for ongoing training as the system is deployed and used. MOSAICC developers should consider innovative training methods, including web-based modules for users to refresh their knowledge after initial training, to expand and

update their capabilities to effectively use MOSAICC and correctly interpret results, and to help local country users provide training to their assistants and replacements s. E-learning methods are continuing to evolve and should be a key strategy in development of MOSAICC training materials.

Documentation used in the MOSAICC Expert Consultant Review

- MOSAICC: System, users and interactions by F. Delobel;
- Requirements for the deployment of the system by F. Delobel and M. Evangelisti
- MOSAICC – User Interface Introduction by M. Evangelisti;
- Useful GIS desktop operations by F. Delobel
- Utilities for the derivation of river catchment areas by F. Delobel

Procedure for the preparation of soil data files for MOSAIC models using the Harmonized World Soil Database by F. Delobel

- Utilities for the interpolation of agroclimatic data by F. Delobel
- MOSAICC: Utilities for the calculation of PET (Hargreaves)
- PLD by R. Gommes
- MOSAICC Interface to AquaCrop by M. Evangelisti
- WABAL (wb1, wb2, wb3) by R. Govvem
- MOSAICC Interface to STREAM by M. Evangelisti

I also downloaded AquaCrop and its documentation, installed it, and worked with it to get experience with one of the key components, the one that I would be most qualified to critically review. In this part of my review, I worked on the PC stand alone version and was able to review and modify various types of data for example simulations that I performed. Documentation of AquaCrop reviewed was as follows.

- Guidelines for installing AquaCrop
- AquaCrop: a new model for crop prediction under water deficit conditions, P. Steduto et al., Options Med., Series A, No. 80.
- Introducing AquaCrop
- AquaCrop Reference Manual (v3.1 plus), Jan 2011, D. Raes, et al., Rome Italy
    - Chapter 1, FAO cropwater productivity model to simulate yield response to water, AquaCrop v3.1 plus, Reference Manual Jan 2011, D. Raes et al.
    - Chapter 2 – Users guide.
    - Chapter 3 – Calculation procedures

Expert Review: Price Monitoring Tool

The price monitoring tool has been developed to monitor market prices in order to indicate if the trends are following a normal path and/or alerts users when something unusual is taking place. The tool consists of an explanatory paper and a spreadsheet that are available on the EC/FAO Global Programme on Food Security website. The data requirements are 7 years monthly data on nominal market prices and the consumer price index (CPI). Once the data are inserted in the spreadsheet, the output will be a graph that shows past trends in prices as well as "benchmarks" for future price developments.

An expert review for evaluating the price monitoring tool was organized. A panel of three experts was selected to carry out the review (short biography of the experts is included in annex XX). The experts had to comment on the tool following a predefined evaluation framework addressing three main dimensions: 1) relevance and usefulness; 2) design and technical quality and 3) aspects related to the use/implementation of the tool in a real context. For each dimension, the framework included a series of questions addressing different aspects. Besides the comments, the experts were asked to rate the tool against each criterion on a scale from 1 to 6 (with 6 being the maximum). Questions and average scores are reported in the table below.

The expert review was conducted using the Delphi method: "*This approach consists of a survey conducted in two or more rounds and provides the participants in the second round with the results of the first so that they can alter the original assessments if they want to - or stick to their previous opinion. Nobody 'looses face' because the survey is done anonymously using a questionnaire. It is commonly assumed that the method makes better use of group interaction (Rowe et al. 1991, Häder/Häder 1995) whereby the questionnaire is the medium of interaction (Martino 1983)*" (Prepared by Kerstin Cuhls, Fraunhofer Institute for Systems and Innovation Research, Germany).

Due to time constraints related to the evaluation schedule, the second round was completed by only two experts.

Table 3: Average score after the second round for each aspect assessed

Dimensions	Questions/Aspects Addressed	Average Score
Relevance and Usefulness	Relevance of the topics vis-a-vis country needs, in particular developing countries	5.7
	Influence/importance of the product within its technical area	3.3
	Relevance over time: does the product have the potential to retain its usefulness over time or is it time limited?	5
	In your opinion, who could be the potential user?	
	Relevance/Significance of the normative work with regard to what is done in other organizations (comparative advantage)	4.7
Design and Technical Quality	How would you define the technical quality of the product?	3.3
	Within its specific discipline, have the proper	4.3

	methodologies/procedures been followed?	
	Are the products user-friendly, clearly presented, in the language and, overall tailored to the expected audience?	2
	Extent to which the products reflect an innovative approach or cutting edge knowledge in their respective technical areas	4.5*
	Appropriateness of format	4
For product being used/applied	Is the tool (product) relevant and feasible in relation to the specific contexts where it is applied?	4.3
	Is the product likely to be applicable in other contexts? (apart from where it is already in use)	2.7

* Only two experts scored the tool against this criterion

The summary of the comments presented in this section is organized around the three main dimensions and tries to focus on main/recurrent points made by the experts. However, due to the richness of the comments received this summary is not exhaustive. Therefore, the complete comments provided by the experts in the two rounds have been included as an annex to this report (Annex XX).

The first dimension addressed in the expert review evaluation framework is *Relevance and Usefulness*. The experts were asked to address five specific aspects related to this dimension: relevance of the topic vis-à-vis country needs; influence/importance of the product within the technical area; relevance over time; potential users; relevance/significance of the normative work with regard to what is done in other organizations (comparative advantage).

All the experts agreed that the tool is very relevant for country needs. One of the reasons is that many developing countries collect price data, but have difficulties in analyzing them. One of the authors identified as a limitation of the tool the fact that this instrument allows for monitoring prices instead of explaining price behavior, i.e. the tool is not trying to understand the reason why prices are moving the way they are. The same author concluded that despite of this limitation the tool is still very useful.

Regarding the influence importance of the product within the technical area, the score given by the authors in relation to this aspect is lower compared to the one given on relevance. One of the authors emphasized that the tool is using simple sources of data and therefore generally available in many developing countries; the other two are more negative. Another expert emphasized that more sophisticated econometric methods for which the underlying statistical theory is more complicated could give results that are easier to be interpreted. The last expert mentioned that the tool is not new, but puts together already existing methods in a relative easy to use format.

Regarding the relevance over time, the score given is high (5). However, one of the authors stressed that to make the tool really usable there is a need for capacity building of users through training.

The list of users mentioned by the experts are policy makers as well as lower level members of government, marketing boards, stakeholder in the agricultural sector, government agency mandated with price monitoring, development partners that conduct price monitoring activities. One of the experts underlined that in its current format, which is not user friendly, the programme would be much more for technocrats than higher level policy makers. The issue of being an easy to use tool but not user-friendly will be discussed in the next section on design and technical quality.

Regarding FAO comparative advantage, one of the experts underlines that he is not familiar with other organizations sharing methods for this type of analysis, since in most of the cases they are interested in sharing results of the analysis. This is linked to the previous comment saying that this tool can be the missing link between data collection and data analysis. In this, FAO seems to have a comparative advantage.

Regarding the second dimension, ***Design and Technical Quality,*** the experts were asked to address five aspects: technical quality of the product; if within its specific discipline, the proper methodologies/procedures have been followed; user-friendliness of the product, clarity in the language and the way it is presented, and overall tailored to the expected audience; extent to which the product reflect an innovative approach or cutting edge knowledge in its technical area; and appropriateness of the format.

The majority of comments made by the experts in relation to this dimension are focusing on the clarity of the paper and the spreadsheet rather than directly referring to its technical quality. The only comment made on technical quality that does not refer to clarity is that projections based on past price variations could be contested.

At the end of the second round, all the experts agreed on the fact that the tool is not user-friendly. The average score related to this aspect is the lower in the entire review amounting at 2. One of the experts stresses that the excel file layout is confusing (for example variable labels are sometimes missing, the graphs has no title or axis labels making it difficult to interpret etc.) and the spreadsheet is not self-explanatory, the user should be able to look at the graph and interpret results without the use of an explanatory document. Another expert suggested simplifying the background paper to make the tool more user-friendly and as already done in the previous section he emphasized the need for training.

The product is too complex to be used by policy makers. However, as pointed out by one of the experts often policy makers are not directly involved in price analysis and the tool will be probably used by policy advisors. Some suggestions on how to simplify are provided.

Some technical problems related to the spreadsheet were pointed out. In one case, the text in the paper does not correspond to the data in the spreadsheet. According to the expert, this could erode reader's confidence since for example behind there could be a calculation error. In addition, it is not easy to input new data in the existing spreadsheet without making some

adjustment. For example, every time the model is updated with new data the links must be redone manually. Others problems emerge if the data are not expressed in the same scale as the ones in the example. One of the experts suggested that the text could guide the user through and example of inputting new data or updating the working file as more data become available.

All the experts agreed with the proper use of methodologies. In relation to this point, as already emphasized in the section on relevance and usefulness, the first expert, however, underlined that the same type of work can be done with econometric analysis using a more common technique.

Regarding the appropriateness of the format, one of the experts pointed out that the use of a simple technology (excel file) make the tool easy to be used.

The last dimension was related to ***Product in use/applied***. The aspects addressed were: relevance and feasibility of the tool in relation to specific contexts where it is applied and applicability of the product in other contexts.

The experts agreed on the fact that the tool is very relevant and it provides an instrument for analysis of existing data that is often the missing link. One of the experts pointed out that the use of the tool for generating information in country briefs has proved that it can contribute to management of food insecurity. According to the same expert, the tool can be applied in many circumstances.

In conclusion, it is important to notice that on one hand the experts are underlining how the tool is easy to be implemented since it is using a simple technology and simple data, but at the same time it is not user-friendly, the spreadsheet should be improved to make it more self-explanatory and some changes need to be made for make it easy to be updated with new data.

Short Biography of the Experts: (random order)

John Jeong: John Jeong works for the Food Security Analysis unit in the WFP's Cambodia Office where he conducts food security and market analysis. He studied economics at Stanford University and worked for McKinsey & Company as a business analyst before joining WFP.

William Burke: He is an agricultural economist on the faculty of the Department of Agriculture Food and Resource Economics at Michigan State University. He studied commodity prices in numerous countries using econometric analysis. He also has two years experience working very closely with policy makers in a developing country (Zambia). He defended his PhD thesis with Prof. Thom Jayne. An essay in his thesis entitle "Competitive and Effective: Informal Trade and Spatial Price Transmission in Southern Africa" is closely related to this subject.

Mandi Rukuni: He is an agricultural economist by training and he is by experience a development policy analyst and strategist. His most substantive academic work has been in the areas of food security; smallholder irrigation development; agricultural policy; land tenure and community based natural resources management. A graduate of the University of Zimbabwe (PhD), he was for 20 years Professor of Agricultural Economics and also served as Dean of Agriculture in the same University. He has served on a number of international boards and programme reviews. Today he is Director of Wisdom Afrika Leadership Academy and also serves as Adjunct Professor with the National University of Science and Technology (NUST) in Bulawayo.

Table reporting experts' comments and scores first and second round

	Comments First Round	Comments Second Round	
	Relevance/Usefulness		
Score	Relevance of the topics vis-a-vis country needs, in particular developing countries		
6	This has the potential to be a very useful tool. For example, this could be used for monitoring production expectations using market information, rather than the large surveys or educated guesses that many policy makers currently employ.	Expert 1 comment on Expert 2 comment: Agreed (mostly), but isn't the objective of this tool to identify when prices are "unusual"? If so, a violation of one of the assumptions listed here could be a reason, but that doesn't say anything about the tool's relevance.	Expert 1
4 (revised rate 5)	If its role is strictly defined as 'price monitoring' as outlined in the background paper then the tool is relevant, as a tool for providing information that alerts users to situations when something unusual is taking place in the commodity prices, However, because it is not capable of understanding why prices are moving the way they are it loses some merit because this is probably the most important piece of information for policy makers. Further , what appears to be a major limitation is the assumptions that: 1. Markets are efficient and prices are market based; 2. There are no distortions; and, 3. And government are not intervening In reality in developing countries, often markets are dysfunctional, governments often intervene in food markets to protect consumers and distortions are often a common scenario	Although the tool has limitations outlined in first round comments, it still has high potential of being a very useful tool, and in that case I revise my score to 5	Expert 2
6	Many countries collect (food) price data, but have difficulty interpreting them or using a sound methodology to make a projection.		Expert 3
Score	Influence/importance of the product within its technical area		
3	There are more sophisticated econometric methods for forecasting prices. While the statistical theories underlying these methods are quite complicated, I believe the final product (results and forecasts obtained via regression analysis) would be much simpler to understand.		Expert 1
4	This appears to be an important tool, as it uses simple sources of data (nominal prices and Consumer Price Index (CPI)), which are generally available in many developing country situations.		Expert 2
3	The tool isn't using a new/innovative method, but puts together known methods in a relatively easy-to-use format.		Expert 3

Score	Relevance over time: does the product have the potential to retain its usefulness over time or is it time limited?		
6	See comments in the first row. This will not change with time.		Expert 1
5	The tool has potential to be even more relevant if users get used to it and its limitations (what it can do and what it can't do). However, there are issues that have to do with capacitating of users as this is a highly mathematical / statistical process which requires accuracy and preciseness (although the formulae are quite elaborated), thorough training of users is inevitable	I will stick to my comment in the fist round that this tool has potential to retain its usefulness over time	Expert 2
4			Expert 3
Score	In your opinion, who could be the potential user?		
	Policy makers, yes, but also lower level members of government. In its current state, this program would be much more useful to "technocrats" than higher level policy makers.		Expert 1
	Policy makers in the agricultural sector (responsible for pricing policy, monetary policy, Ministers) and marketing boards, and other stakeholders in the agricultural sector.		Expert 2
	Government agency mandated with price monitoring. Development partners that conduct price monitoring activities		Expert 3
Score	Relevance/Significance of the normative work with regard to what is done in other organizations (comparative advantage)		
5	I am not familiar with any other organizations that are trying to provide programming for price monitoring. Most others are more interested in sharing results of analysis, rather than the method to produce them. In that respect, there seems to be a clear comparative advantage.		Expert 1
5	Cursory analysis of work from other organizations reflects that this tool is one of its kind and to be applied in real world situations; therefore it is relevant		Expert 2
4			Expert 3
Design and Technical Quality			
Score	How would you define the technical quality of the product?		
3	The program does what it says it is going to do, but I would otherwise define the quality as improvable. The layout is confusing and the data labels are uninformative or, in some cases, non-existent. In my opinion, the spreadsheet should be understandable, even if the accompanying documentation isn't available. In its current state, if one were to open this spreadsheet after not having read the documentation for, say, one month, they would most likely not understand what they were seeing. For some specific examples: I had trouble opening the spreadsheet because I'm running Windows XP. This may have led to some of the problems I'll discuss below, but in general, it might be worthwhile to make a version available for older systems. In the "Calculations" tab, the August 2010 "NPP" is computed in cell L113, but all other August 2010 values are in row 112. Again in "Calculations", Columns M, N and P are not labeled at all, nor are the group of calculations at the bottom of the spreadsheet (next to the "t" labels). The percentage values above the "blue line" on the left side of the figure are confusing (especially without proper labels). Indeed, the table overall is a bit confusing. As a rule of thumb, one should be		Expert 1

Score			
	able to look at a graph without any accompanying documentation and be able to interpret its results. This figure doesn't even have a title or axis labels. I understand the effort to provide generality, but the cost has been that the data presented are very unclear. In the "Data" tab, cells D114 and D115 are described as calculations in the text, but are simply "232" in the spreadsheet. In the "Calculations" tab, why is column K necessary? The text states "By definition, the average of the 12 seasonal factors for the 12 months should be exactly 1.00, which means that the sum of the 12 seasonal factors should be exactly 12.00. However, for the seasonal factors calculated in cells H101 to H112, the sum is equal to 11.94." This will erode your reader's confidence in the program. I suspect one of three things is going on here. Either 1) this is not true by definition, 2) this is a numerical (i.e. rounding) error, or 3) there is some error in the calculations. In the first and second scenarios, I feel this "problem" can be ignored and I suggest eliminating the calculations used to correct for it. The benefit of simplifying the calculations would outweigh the cost. If there is an error in the calculations, the problem should be solved, not compensated for.		
5 (revised rate 3)	For its purpose, the technical quality appears to be good. However, there is need for the background paper to clearly tabulate and explain all the indicators and calculations in the excel file.	If we want the paper to be more use frindly then difinitely there is need for the background paper to be much more simplified. Further, my assumption was that before this tool was to be applied anywhere, there should be serious training on how to use it. If we remove this assumption and assume that one has to use the tool without training then its technical quality would be found wanting particularly on the ease of understandability of the spreadsheets. in this regard, i revise my score to 3.	Expert 2
4	Projections based on past price variations could be contested.		Expert 3
Score	**Within its specific discipline, have the proper methodologies/procedures been followed?**		
3	Again, I'm biased as an econometrician, but I think there are better tools available for price forecasting that could be presented in a user friendly way. If the goal is to avoid econometrics (understanding that most users will have Excel, but not a program to run regressions), this does a pretty thorough job.		Expert 1
6 (revised rate 5)	Yes, the calculation of all types of averages including moving averages represents what is necessary in food commodities price analysis	If we limit the tool's role to price monitoring and not forecasting as anyone would want, then I insist the applied methodologies are probably the best, however, taking into considerations of weaknesses pointed out by other experts I would revise my ranking to 5	Expert 2
5	Yes. Adjusting for inflation and seasonal effects are done correctly.		Expert 3
Score	**Are the products user-friendly, clearly presented, in the language and, overall tailored to the expected audience?**		

1	I doubt very much that a policy maker would be able to paste in a column of price data and be able to use and understand the results of this product. For example, I did this using some data for Mozambican maize prices, measured in dollars per kg, and the graph simply went blank (the scale needs to be set to "auto", not some values that fit the current example). If policy makers are your audience, your product needs to be much much simpler. Perhaps an "executive version" would be worthwhile. This would have less focus on the underlying calculations leading to final results, and be much more focused on simplicity: input prices, look at pre-formatted tables and figures of the next few months price forecasts. This is the level of simplicity that would likely be required for policy makers to use your product on a regular basis. Also, it would be useful if the text and a supplemental data file could be used to walk the reader/user through an example of inputting new data and interpreting results, or just updating the working file as more data become available.	Expert 1 comment on Expert 2 comment: I just disagree that it is user-friendly.	Expert 1
4 (revised rate 3)	Depending on the user, it can generally be concluded that the tool is user friendly, however, capacity development in the form of training for most of the typical users (policy advisors and technocrats) especially in developing country governments is inevitable	Yes there is need to simplify both the background paper and the spreadsheet to improve user friendliness, I revise my score to 3	Expert 2
2	The tool is not very user friendly. For it to be used over time, the excel model but be re-programmed. For example, currently, every time you update the model, the links must be redone manually.		Expert 3
Score	**Extent to which the products reflect an innovative approach or cutting edge knowledge in their respective technical areas.**		
	This is basically trying to accomplish what is regularly done with econometric analysis, but to do so using a more common technique (spreadsheet programming). I suppose the innovation here is that there is some attempt made to identify when price changes are "normal" or "abnormal", but this could also be done with regression work.		Expert 1
5	Whilst it has limitations on explaining the causes of price behavior, the tool is an innovative approach for price monitoring		Expert 2
4	The tool isn't using a new/innovative method, but puts together known methods in a relatively easy-to-use format.		Expert 3
Score	**Appropriateness of format**		
3	See earlier comments on the need to simplify the input/output processes		Expert 1
6 (revised rate 4)	Use of simple and uncomplicated technology (excel files) makes it appropriate for use in many situations, one needs just a computer!	It appears there may room for improvement of the spreadsheet, I revise my score to 4	Expert 2
5	The excel format is easy to understand and use		Expert 3
For products being in used/applied			
Score	**Is the tool (product) relevant and feasible in relation to the specific contexts where it is applied?**		
3	Very relevant - not likely to be widely used by policy makers in its current form.		Expert 1

Score			
5	The use of the tool for generating information used in the country briefs has proved that it can contribute to the management of food insecurity	The tool is better applied by policy advisors who are generally technically good as opposed to policy makers who I believe are the politicians without time to understand the technical methodologies etc. Behind most policy advice, there is need for technically sound analysis even if it means policy makers dont get it(in most cases they dont get it anyway). Therefore it is the role of the policy advisor to explain to the politician in simple terms how they arrived at their conclusion, i support the idea of an executive version ofthe background paper which simplifies everything. I stick to my score.	Expert 2
5	Yes, tool is relevant in that it is oftentimes the missing link, and feasible because it is easy to use. (But not sustainable because it is not user-friendly for frequent updating.)		Expert 3
Score	**Is the product likely to be applicable in other contexts? (apart from where it is already in use)**		
3	I'd give it a 6 if it were easier to use and understand	Expert 1 comment on Expert 3 comment: My interpretation of "other contexts" is other countries or markets. I agree it's not going to be useful for applications other than price monitoring	Expert 1
6 (revised rate 3)	Because it uses nominal prices and CPI, it should be applicable in may circumstances.	Because there is room for improving user friendliness I revise my score to 3	Expert 2
2	Apart from price monitoring, don't see how it can be applied to other contexts.		Expert 3

Expert Review: Guidelines for measuring Individual and Household Dietary Diversity

In 2011, FAO published a revised version of the guidelines for measuring dietary diversity. As explained in its introduction, the guidelines provide a standardized questionnaire of universal applicability from which various dietary diversity scores can be calculated. They describe how to adapt and use the questionnaire, how to calculate each scores and how to create other indicators of interest from dietary diversity data.

As it was done for the price monitoring tool, an expert review for evaluating the guidelines was organized. A panel of three experts was selected to carry out the review (short biography of the experts is included in annex XX). The experts had to comment on the tool following a predefined evaluation framework slightly different from the one used for the price monitoring tool. The framework had three main dimensions: 1) relevance and usefulness; 2) design and technical quality and 3) purposes. For each dimension, the framework included a series of questions addressing different aspects. Besides the comments, the experts were asked to rate the tool against each criterion on a scale from 1 to 6 (with 6 being the maximum). Questions and average scores are reported in the table below. As shown by the table, the average scores given are 5 or above for 11 criteria and between 4 and 5 for the remaining 3.

Also in this case, the expert review was conducted using the Delphi method. Due to time constraints related to the evaluation schedule, the second round was completed by only two experts.

Table 4: Average score after the second round for each aspect assessed

Dimensions	Questions/Aspects Addressed	Average Score
Relevance and Usefulness	Relevance of the topics vis-a-vis country needs, in particular developing countries	6
	Influence/importance of the product within its technical area	5.7
	Relevance over time: does the product have the potential to retain its usefulness over time or is it time limited?	5.3
	In your opinion, who could be the potential user?	
	Relevance/Significance of the normative work with regard to what is done in other organizations (comparative advantage)	5.7
Design and Technical Quality	How would you define the technical quality of the product?	5.3
	Within its specific discipline, have the proper methodologies/procedures been followed?	5
	Are the products user-friendly, clearly presented, in the language and, overall tailored to the expected audience?	5
	Extent to which the products reflect an innovative approach or cutting edge knowledge in their respective technical areas.	5

Purposes	Appropriateness of format	5.7
	Situation and vulnerability assessments	5.3
	Targeting communities for nutrition and food security interventions	4*
	Setting programme targets	4
	Monitoring e.g. seasonal changes in food consumption	4.7
	Assessment of impact of interventions	6

* Only two experts scored the tool against this criterion

The summary of the comments presented in this section is organized around the three main dimensions and tries to focus on main/recurrent points made by the experts. However, due to the richness of the comments received this summary is not exhaustive. Therefore, the complete comments provided by the experts in the two rounds have been included as an annex to this report (Annex XX).

The first dimension addressed in the expert review evaluation framework is ***Relevance and Usefulness***. The experts were asked to address five specific aspects related to this dimension: relevance of the topic vis-à-vis country needs; influence/importance of the product within the technical area; relevance over time; potential users; relevance/significance of the normative work with regard to what is done in other organizations (comparative advantage).

All the experts agreed on the high relevance of use of dietary diversity scores for country needs. The three experts gave the maximum score to the tool against this criterion. Reasons given are that measuring dietary diversity at household and individual level is central for improving nutrition. In addition, dietary diversity scores help paying greater attention to the impact of Food Security programmes on diet quality at individual levels instead of stopping the analysis at food energy often done at household level. However, one of the expert pointed out that research is still needed to refine the indicators.

All the experts agreed on the high importance of the guidelines within their technical area. In particular, it is welcome that updated version that is defined as "dramatically needed" and it is recognized the important contribution of the dietary diversity scores to the collection of tools and approaches already available.

According to the experts, the dietary diversity scores will retain their usefulness as long as research continues and guidelines are regularly updated, and that remaining technical issues are solved. One of the experts will welcome more accessible or web based tools emerging over time.

The list of potential users made by the experts includes governmental bodies/institutes in charge of food and nutrition security, all international organizations working in this field (UN agencies such as FAO, WHO, WFP, UNICEF), local and international NGOs who run food and nutrition security programmes, donors, researchers. According to one of the expert, the sectors where the guidelines can be applied go beyond food and nutrition security including to a certain extent

health. Two of the experts suggested including in the document a section devoted to the uses and non-uses of the dietary diversity scores.

As emphasized by one of the experts, although the normative work was developed by other research organizations (universities, IFPRI, Research Institutes and in particular FANTA) and in some cases FAO participated in it, the added value of FAO in this work was in adapting, testing and popularizing the use of the tool. Another expert adds that FAO is well positioned to lead the normative work and ensure coordination efforts with other actors. Finally, one of the experts noticed that the type of document and tools is extremely useful and FAO is to be highly commended for having engaged in this work.

Regarding the second dimension, **_Design and Technical Quality_,** the experts were asked to address five aspects: technical quality of the product; if within its specific discipline, the proper methodologies/procedures have been followed; user-friendliness of the product, clarity in the language and the way it is presented, and overall tailored to the expected audience; extent to which the product reflect an innovative approach or cutting edge knowledge in its technical area; and appropriateness of the format.

The average score given to the technical quality of the product is quite high amounting at 5.3. One of the experts emphasizes that the guidelines are of very high quality with clear description of the tool and good cross references. Another expert gave several specific comments/suggestions for improving the design and other technical aspects of the guidelines. These comments that are reported in annex XX address also the aspects of user-friendliness and clarity.

Regarding this latter aspect, the average score given is 5. According to one of the experts, the tool is well described in the document that could however be improved adding evidence to support the indicators and measures used and some information in relation to their limitations. The expert underlined how the document is superficial regarding the challenge of updating the tool to local needs. However, the expert recognized that there are some limitations in the level of details that can be included in this type of document. For this reason, there is a need to see the tool not as a stand-alone one, but as part of a larger piece of knowledge.

The score given to the tool by the three experts with reference to the criterion of being an innovative approach or cutting edge knowledge in the area is 5. The justifications provided are that although the approach is not really innovative, a good work was done in gathering evidences and experiences from various sources. And more, the updated guidelines represent a really useful tool, it was much needed and it should be part of a larger process.

Regarding the appropriateness of format, two of the experts gave the maximum score. The third one commented that although the format is very good, there are other more innovative options and knowledge sharing opportunities. This is linked to another comment made by the same expert saying that more accessible or web based tools will be welcome.

Finally, the last dimension in the framework is ***Purposes*** of the tool. Experts were asked to comment on the use of the tool in relation to: situation and vulnerability assessments; targeting communities for nutrition and food security interventions; setting programme targets; monitoring e.g. seasonal changes in food consumption and assessment of impact of intervention.

Situation and vulnerability assessments: Regarding this aspect, the rate given is again quite high (5.3). One of the experts emphasized that the tool is useful and appropriate, however, there is not internationally agreed upon threshold to define good, sufficient or low dietary diversity score values.

Targeting communities for nutrition and food security interventions: Two of the experts were not aware of experiences where the tool was used for targeting. The last expert pointed out that even if it is rather clear from the guidelines, a specific caution could be added in the document to state explicitly that this tool is not intended to be used for targeting individuals or households, but only communities (or areas). A small limitation is that some situations can make artificial differences across communities (local food or local habits may for example biased the results), impeding the use of the tool for targeting. This is particularly true when people implementing the tool is not very experienced or do not have adequate support.

Setting programme targets: Compared to the other purposes, the average score given for setting programme targets is lower (4). The reason given is that there is not currently enough experience worldwide and therefore not enough previous data to use the tool for setting targets with a reasonable confidence. Targets could be set up only on a relative basis (i.e. once the starting point is known, but not in terms of absolute numbers). For another expert, it can be used for this purpose when the starting point is low dietary diversity. The third expert is not familiar with the use of this tool for this purpose.

Monitoring e.g. seasonal changes in food consumption: One of the experts underlined that this is one of the purposes for which the tool is very well suited. On the other hand, according to another expert the change in diet has to be substantial for the DDS to measure it. If the change is a marginal reduction of amounts consumed then the DDS might not capture it. The third one is not aware if the tool has been validated for this purpose. The score given is 4.7.

Assessment of impact of interventions: In relation to this aspect, all the experts give a maximum score.

Short Biography of the Experts

For keeping the view expressed by the experts anonymous, their names are listed in random order.

Claire Chastre trained in Food and Nutrition at the University of Montpellier II and in Public Health at the University of Paris VI. She was a Food Security Advisor for Save the Children UK in West Africa initially, and in Eastern Central Africa subsequently. She has worked as a food security and nutrition consultant supporting the development of strategies, operational research projects and assessments, reviews and evaluations. Since the renewed international interest for nutrition, she has worked for several European donors supporting the development of strategic documents in nutrition for the EC, the French Cooperation and the DFID. She is now the Team Leader of the EC Nutrition Advisory Service.

Bruce Cogill has extensive experience in management, food and nutrition policy, programs and practices. He holds a PhD and Master's degrees from Cornell University where he studied Nutrition and Agricultural Economics. His undergraduate degree from Australia is in Food Technology. He has consulted for Universities, the WB and others. He was most recently the Chief of Nutrition at USAID, as well as GAIN and was Director of the USAID-funded A2Z Micronutrient and Child Blindness Project. He was the IASC Global Nutrition Cluster Coordinator for UNICEF where he coordinated 37 NGOs, academic, UN and technical agencies in the preparedness and response to emergencies. For 14 years, he directed food security and nutrition projects for USAID including the Food and Nutrition Technical Assistance project now in its 12th year. He has published extensively ranging from practical guides and reviews to articles in peer reviewed journals including one of the most popular guides on anthropometry.

Yves Martin-Prével is an epidemiologist who graduated in Medicine at the Faculty of Montpellier in 1983; he specialized first in Tropical Medicine (1984) and in Food and Nutrition in Developing Countries (1986). After a 2-year contract with a French NGO to manage a Primary Health Care project in Senegal, he took an MSc in Statistics at the University of Paris XI (1988) then worked for 4 years as a researcher in Gabon, at the International Medical Research Center of Franceville, mainly on tropical diseases. He entered the Nutrition Research Unit of IRD (the French Institute of Research for Development) in 1992 and has been doing research in Public Nutrition since then, with longstanding position in Africa (12 years in total). He holds a PhD in Public Health from the University of Paris VI (2001).

	Comments First Round	Comments Second Round	
Relevance and Usefulness		
Score	Relevance of the topics vis-a-vis country needs, in particular developing countries		

6	Dietary Diversity Scores (DDS) are certainly extremely useful tools for various uses in developing countries (assessment of situations, targeting of areas or groups of population, evaluation of interventions, etc.). Even if some research is still needed to refine indicators, their use should be widely recommended.		Expert 1
6	The use of dietary diversity scores is a way to ensure food security programmes/actors pay greater attention to their impact on diet quality at individual levels in particular. Food Security programmes tend to focus on food energy and household levels (sometimes, they even just consider energy availability). This is too limited when nutrition-related outcomes are expected. From a donor perspective, it is essential at a time when food security/agriculture is expected to better contribute to the reduction of undernutrition. DDS are core indicators of the EU Reference Document on nutrition.		Expert 2
6	Measuring DD at HH and individual level is key to efforts to improve nutrition		Expert 3
Score	Influence/importance of the product within its technical area		
6	There were already guidelines about DDS (from FAO and FANTA) but an update was dramatically needed.		Expert 1
6	see explanation give above		Expert 2
5	An important contribution to our collection of tools and approaches		Expert 3
Score	Relevance over time: does the product have the potential to retain its usefulness over time or is it time limited?		
6	Provided research continues and updated guidelines are regularly provided, there is no reason that the DDS become obsolete.		Expert 1
5	As far as I can tell, it should retain its usefulness over time (once some of the remaining technical issues have been solved).		Expert 2
4 (change score to 5)	Hopefully more accessible or web based tools will emerge over time	Change score to 5	Expert 3
Score	In your opinion, who could be the potential user?		
NA	In developing countries: all governmental bodies/institutes in charge of food and nutrition security. All international organizations working in that field (FAO, WHO, WFP, Unicef…). Local and international NGOs who run food and nutrition security programs. Researchers who need proxies of food security at the HH level, or proxies of dietary quality at the individual level.	If a score is to be given (this wasn't clear to me according to the formulation of the question) I would rate "5" (in view of the number of people who might be users).	Expert 1
6	Food security/livelihoods/agriculture/social protection actors: governments, donors, NGOs, UN agencies. Plus other sectors like health to a certain extent.		Expert 2
5	The document could benefit from a section devoted to the uses (and non-uses) of DD; e.g. evaluation of change over time, rapid surveys etc. So users include researchers, program types, and info systems		Expert 3
Score	Relevance/Significance of the normative work with regard to what is done in other organizations (comparative advantage)		

Score			
5	Most of the normative work has been done by research organizations (Universities, IFPRI, Research Institutes) and also by FANTA. In some occasion FAO participated in this normative work. However, the big part of FAO's work and the most of the added value of this work was in adapting, testing, and popularizing the use of the tool.		Expert 1
6	FAO is well positioned to lead on the normative work and ensure coordinated efforts with other actors (e.g. IFPRI, FANTA, other research bodies, etc…)		Expert 2
6	This type of document and tool is extremely useful and FAO is to be commended for taking it on especially given the wealth of other info systems and data collection at FAO including the much criticized undernourishment measure		Expert 3
Design and Technical Quality			
Score	**How would you define the technical quality of the product?**		
5	Some improvements of the guidelines can still be made (see below)		Expert 1
6			Expert 2
4 (change score to 5)	Very high with clear description of the tool with good cross references. Many questions remain but a strong document.	Change to 5	Expert 3
Score	**Within its specific discipline, have the proper methodologies/procedures been followed?**		
5	Idem		Expert 1
6			Expert 2
4	As a description of the tool, it is strong. It could be improved with the evidence to support the indicators/measures use and limitations. Examples of confidence intervals for measures for different purposes e.g. evaluation of community level DD. Some of the challenges with adapting the tool to local needs is fairly superficial but the tradeoff exists as to how much detail can be included. Hence, the need to see the tool as not stand alone and part of a larger piece of knowledge.	Keep	Expert 3
Score	**Are the products user-friendly, clearly presented, in the language and, overall tailored to the expected audience?**		
5	Idem		Expert 1
6			Expert 2
4	Yes. With some caveats (see above). It is very clear.	keep	Expert 3
Score	**Extent to which the products reflect an innovative approach or cutting edge knowledge in their respective technical areas.**		
5	The approach was not really innovative but a good work has been done in gathering evidences and experiences from various sources. Therefore these updated guidelines represent a really useful tool. The addition of an annex giving guidance on assigning individual foods to food groups (annex #2) is a very good point.		Expert 1
5			Expert 2
5	Much needed and just beginning to be adopted. So significant for its contribution. Should be part of a larger process.		Expert 3
Score	**Appropriateness of format**		
6			Expert 1
6			Expert 2

4 (change score to 5)	Very good but a little limiting given the options afforded by new tools and knowledge sharing opportunities.	This was a comment directed to the existing format. Change score to 5	**Expert 3**
Purposes			
Score	**Situation and vulnerability assessments**		
5	Useful and appropriate; however there is no internationally agreed upon threshold to define "good" or "sufficient" (or even "low") dietary diversity score values.		**Expert 1**
6			**Expert 2**
5	The tool is easily applied to the types of assessment as long as the requisite preparation is done. This is not always assured so a condition is that the tool is adapted, tested and validated for its purpose.		**Expert 3**
Score	**Targeting communities for nutrition and food security interventions**		
5	Even if it is rather clear from the guidelines, a clear and specific caution could be added in the document to state explicitly that these tools are not intended to be used for targeting individuals or households, but only communities (or areas). A small limitation is that some situations can make artificial differences across communities, thus impeding the use of the tools for targeting (e.g. local seasonal effects can arise with small differences in the timing of surveys; or some local food and/or cooking habits may biased the result for some communities). This is particularly true when people implementing the tools are not very experienced and don't have adequate support.	In view of my own comment about the limitations for targetting, I revised the score to 4. The comments remain the same.	**Expert 1**
	Not sure. I have no experience in using it for targeting. But why not.		**Expert 2**
3	Ditto. Not used as far as I know but has potential.	Keep	**Expert 3**
Score	**Setting programme targets**		
3	There is currently not enough experience worldwide (and not at all in many contexts) and therefore not enough previous data to use the tools for setting targets with a reasonable confidence.	Targets could be set up only on a relative basis (i.e. once the starting point is known, but not in terms of absolute numbers). My experience here would suggest that increasing the mean DDS by 0,5 points has a sufficient biological meaning for the population.	**Expert 1**
4	Yes, when the starting point is low dietary diversity. Not sure it can capture improvements in quality when the expected number of groups consumed has already been achieved.		**Expert 2**
6 (change to 5)	Ditto	Change to 5	**Expert 3**
Score	**Monitoring e.g. seasonal changes in food consumption**		

Score			
6	For sure one of the purposes for which the tools are very well suited (provided a rigorous methodology is used and the tool is not modified from one round to the other).	I can confirm that I used the tool as part of a monitoring system and it was really sensitive to changes in food consumption.	Expert 1
4	The change in diet has to be substantial (i.e. a change in number of food groups consumed) for the DDS to measure it. If the change is a marginal reduction of amounts consumed then the DDS might not capture it.		Expert 2
4	Not sure it has been validated for this.	Keep	Expert 3
Score	Assessment of impact of interventions		
6	Same as above		Expert 1
6	I have included DDS in monitoring and evaluation systems with the hope that it will help measure impact/effect/change. As of now, I can't see why it would not work but we are awaiting results.		Expert 2
6	The tool was originally developed to do this and has been validated as well.		Expert 3

Comments First Round	
About the design of the questionnaire: - I would suggest to present the specifications for the 2 options (Household and Individual) at the beginning (rather than stating the specification for HH in a table footnote) - I would suggest to describe instructions for filling the first part of the questionnaire (open recall) by referring to the multiple pass method (typically used for 24h recalls). For example: first, record the eating occasions (and probe for time periods of the day that are not mentioned); second, record the type of food/dishes eaten at each occasion (and probe for additional food/drink that might be forgotten); third, describe ingredients/foods for mixed dishes (and probe for any ingredient commonly used in these mixed dishes if not spontaneously described); fourth, ask for precisions on the type of ingredient (when necessary: e.g. fortified oil?) and on quantity actually eaten by the respondent (individual level only; when only a tiny amount of an ingredient can be eaten: e.g. fish powder). This would make the questionnaire less prone to forgotten items or to misclassification of foods, and easier to check for quality. - I would suggest also to state that the number of questions can be modified for various purposes (e.g. to identify consumption of certain food items of particular interest; or to increase the number of food groups to be considered; or to be sure that some food items consumed in very small quantities are specifically identified).	Expert 1
About Table 1 : - Household can be added as a target of interest also for individual scores since one can use individual DDS of an index-member of the household as a proxy of diet quality of the entire household. - Number of groups = 9 groups for WDDS: a footnote should be added here to refer to paragraph 6.1 and box 3 (to warn that some additional lines can be added to the questionnaire if the decision is to construct a DDS over 21 FG for example)	Expert 1
About days of atypical consumption: - I can challenge the current recommendation for several reasons. In particular, it's sometimes difficult to decide if the consumption was "usual" or not (e.g. when a bit sick a person can think that he/she didn't eat "normally"; some others may think that their consumption on a Sunday is not "usual"…). Also, because the tool intends to reflect food diversity at the population level (not at the household/individual level), including these "not typical" (less or more than normal) food consumption days is a better reflect of the actual food diversity in the population. In fact, one day out of seven is a Sunday… and people are sick from time to time… Therefore, by excluding these "not typical" consumption days one miss what really happens during a longer period of time.	Expert 1

About fortified foods: - Not clear recommendation here; the two parts of the paragraph seem a bit contradictory. My opinion is that when it is known that some foods are fortified (e.g. vitamin A-fortified oil is available under certain brands' names) a specific line can be added to the questionnaire and, using the multiple pass method described above, the information can be recorded (by asking, if oil was consumed, "was it if one of these brands?"). - Of course, this has to be balanced with the simplicity of data collection; therefore it depends on the objectives, on the qualification of the surveyors; etc.	Expert 1
About food biodiversity: Yes, but as above it has to be balanced with the simplicity of use, the information available and objectives.	Expert 1
A general warning can be put at the beginning of the chapter/paragraph, stating that some refinements can be made to the questionnaire but that the usefulness of additional information to be gathered as to be balanced against the loss of simplicity (and according to the context and to the objectives of the study).	Expert 1
About Table 2: - I wouldn't separate agricultural/non-agricultural communities; seasonality is always an issue, even in urban contexts, because of regular seasonal changes in food prices but also because of the availability of some foods (e.g. mango season). On the other hand, food price volatility is also an issue, which is of more concern in urban than in rural areas, but rural areas are affected by food prices too. - I would put some general warning about seasonality, food price volatility and other time-related issues (e.g. the fact that food consumption might change rapidly under local circumstances). I would say also that because changes over time are frequent it's an issue to consider and to take into account, whatever the objective is. I would add also that when there is an idea of comparing 2 or more surveys at different time points, it's necessary to gather contextual information about the above issues (food prices, exact dates of a particular season, of food shortages in the area, etc.) - Not sure that a table is then still needed.	Expert 1
About Paragraph 4.2 : - I suggest to give some clues on how to operationalize minimum quantity. - Also, the paragraph about "items that could be classified under several groups" refers to minimum quantity as well and can be merged with that one. I disagree with the solution of classifying such items into one group and I do prefer to add a specific line in the questionnaire (e.g. a line for "fish powder" if it is a habit to use it as a condiment). These lines can be re-aggregated with others later on but it's easier for the surveyor to have a specific line. And fewer errors are made (because when prompting for that line, the enumerator can realize that he/she forgot to ask if "fish" in the sauce was really "fish" or "fish powder"). It's also easier to check the questionnaire quality and supervise data collection. And it enables a more precise analysis. - About mixed dishes, it's important to highlight that for WDDS (and all individual DDS) the question is not only on what was in the dish but what was eaten by the person. Example: a sauce can be prepared with some small pieces of meat. All together, these pieces are not negligible; the question to add to the person is "did you eat yourself some of these pieces of meat?" - Red palm oil/products: Yes; but several other specific lines can be added to the questionnaire, to be sure that some typical foods are recognized and properly recorder (e.g. Plantain as source of starch and not as a fruit; orange-fleshed sweet potatoes as Vit A-rich food and not tuber, etc.)	Expert 1
About Training: - A good exercise is to use 'double questionnaire technique' (two enumerators filling the questionnaire for a same interviewee, at one hour or so of interval); this is very useful to check for inconsistencies, completeness and global understanding.	Expert 1
At the end of paragraph 6.3: it could be useful to state that small differences in the mean DDS between 2 groups, or before/after an intervention (a difference of 0.2 points of the score, for example) can be meaningful, biologically speaking. Usually, we do not expect differences > 1 food group when evaluating interventions.	Expert 1
Additional guidance on overall DDS survey would be useful (e.g. sample calculations).	Expert 2

The document, tool, indicator and support is to be highly commended. FAO has been at the forefront of the development work. The search for and use of good measures of dietary quality along with the type of information in the document has been long. Combined with a range of knowledge sharing and transformational education approaches with a tool of this kind, there could be significant improvements to our multi-sectoral efforts to improve nutrition.	Expert 3
There are some anomalies in the documents. No clear description of what the tool is used for and what it cannot be used fo.	Expert 3
On page 11 (Other Considerations), the section on Consumption of Fortified Foods and Nutrition and Biodiversity just hang there without much clarity as to what it means for the document.	Expert 3
The adaptation of the tool section (Page 17) seems to suggest that it is difficult but only focuses on the translation and not the need of testing and validating the instrument.	Expert 3
There are other comments but I don't want to detract from the contribution of the tool.	Expert 3